



CITY OF WILMINGTON  
Union 1102

2023 SALARY ADMINISTRATION PROGRAM

FINAL

July 2023

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Strategic Compensation Solutions. Valuable Results

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# METHODOLOGY

## Introduction

Peter R. Johnson & Company (PRJ), specialists in compensation consulting, was retained by the City of Wilmington for the purpose of conducting a compensation review for its Union 1102 positions. The following information details the project methodology.

- Initially, Peter R. Johnson & Company (PRJ) gathered organizational information in the form of base compensation, and other data, as necessary.
- Conducted interviews with key senior leaders.
- Reviewed published surveys for competitive labor market comparisons.
- “Matched” positions to survey job descriptions to ensure appropriate comparisons.
- Competitive labor market has been defined to include organizations of a similar size (operating budget, number of employees), geographic region and industry.
- Data was extracted and tabulated from the published surveys based upon the cluster comparisons noted above. Percentiles and medians were also utilized in the analysis.
- The data was adjusted econometrically from the date of the data collection to July 2023.
- The survey data utilized and resulting average rates of base compensation are displayed for all positions.

Once competitive labor market rates were identified, the consultant developed the salary structure which reflects the trend of data. Average rates of pay for the positions provide the foundation for the grade midpoint, or average market rate for the position.

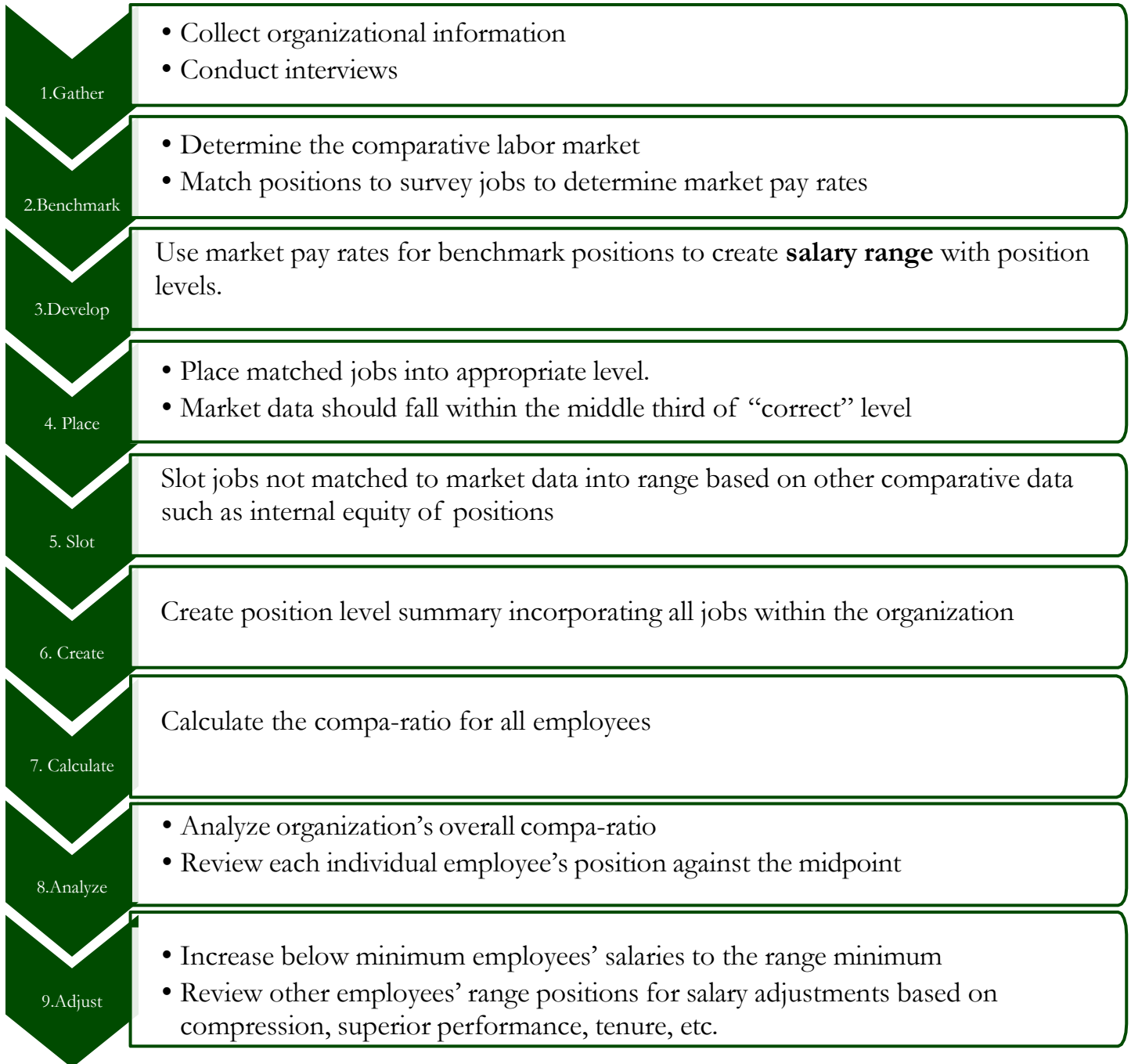
After updating the salary ranges, a financial analysis (or compa-ratio) was developed to determine the competitive compensation posture of the City of Wilmington’s Union 1102 employees. The compa-ratio analysis compares the current rate of pay for the incumbent to the proposed grade midpoint.

If the employee makes \$50,000, and the grade midpoint is \$50,000, a compa-ratio of 100% would result. This could be interpreted that the employee is receiving 100% of the current market rate for the position.

Peter R. Johnson & Company consultants recommend utilizing the first third of the proposed salary structure as a targeted hiring range for most positions.

# METHODOLOGY

## The Development of a Salary Administration Program



## EXECUTIVE SUMMARY

This section highlights top level findings and results from the Salary Administration program review.

### KEY FINDINGS

### COMMENT

#### Position Levels

- 11 Levels – 1102 - 01 – 1102 - 11

Level 1102 - 01 is vacant to allow for additional lower level positions in this program.

#### Range Spreads

- 40-50%

Range spreads of 40-50% are common in salary administration programs for union jobs. These spreads are wider than those of the prior salary ranges.

#### Compa-Ratio

- 88.0%

A compa-ratio of 88.0% suggests that in the aggregate, employees are paid 12% below market.

#### Employees Under Range Minimum

- 33 Employees - \$96,081

#### Compa-ratio After Minimum Adjustment

- 89.0%

We recommend bringing all employees to the range minimum.

#### Employees Over Range Maximum

- None

#### Observations

- We recommend a thorough review of all administrative clerk roles across all programs and departments and a streamlined job ladder be created to encompass these roles.
- We have re-numbered the levels to avoid comparisons with old grades.
- We have eliminated the lower levels from the prior range as the market does not support those levels for the positions that are considered in this program. Level 1102 - 01 is vacant to accommodate any positions that may be added.

## EXTERNAL SALARY SOURCES

PRJ utilized the following external resources throughout the compensation project. All our research is based on an appropriate array of current and validated data sources to access the most relevant market data by industry, geography, and organization size, thus ensuring the necessary levels of source integrity and objectivity.

- 1) Economic Research Institute - Salary Assessor
  - Cluster 1 – Wilmington + 100 miles, Government and Municipal Workers
  - Cluster 2 – Wilmington + 100 miles, All Industries
  
- 2) CompAnalyst
  - Cluster 1 - Philadelphia Region, Government and Municipal Workers, \$200-\$500 mm Budget
  - Cluster 2 - Philadelphia Region, All Industries, \$200-\$500 mm Budget
  - Cluster 3 - Philadelphia Region, Government and Municipal Workers, 1000-1500 Employees
  - Cluster 4 - Philadelphia Region, All Industries, 1000-1500 Employees
  - Cluster 5 – Mid-Atlantic Region, Government and Municipal Workers, \$200-\$500 mm Budget
  - Cluster 6 – Mid-Atlantic Region, All Industries, \$200-\$500 mm Budget
  - Cluster 7 – Mid-Atlantic Region, Government and Municipal Workers, 1000-1500 Employees
  - Cluster 8 – Mid-Atlantic Region, All Industries, 1000-1500 Employees
  
- 3) Peter R. Johnson & Company Confidential Client Files

## 2023 POSITION LEVEL SUMMARY

This page illustrates the Position Levels and the placement of each position/title. Placement is based on market-based compensation similarities, and relative value among positions within this structure.

<u>New Level</u>	<u>Job Title</u>
1102 - 01	Vacant Level
1102 - 02	IT Support Services Technician
1102 - 02	Records Clerk
1102 - 03	Administrative Clerk I
1102 - 03	Clerk II
1102 - 03	Constituent Services Assistant
1102 - 03	Meter Reader
1102 - 03	Parking Regulations Enforcement Officer
1102 - 03	Teleserve Operator
1102 - 04	Account Clerk III
1102 - 04	Administrative Clerk II
1102 - 04	Assistant EIT Agent
1102 - 04	Communications & Data Specialist
1102 - 04	Communications Assistant
1102 - 04	Customer Service Representative II
1102 - 04	Document Management Technician
1102 - 04	Labor Foreman II
1102 - 04	Police Reports Specialist
1102 - 04	Scofflaw Enforcer
1102 - 04	Senior Clerk
1102 - 05	Account Entry Clerk
1102 - 05	Administrative Clerk III
1102 - 05	Emergency Call Operator
1102 - 05	Labor Foreman III
1102 - 05	Permits Coordinator
1102 - 05	Property Technician
1102 - 05	Purchasing Coordinator I
1102 - 05	Senior Parking Regulations Enforcement Officer
1102 - 05	Vehicle Maintenance Technician

## 2023 POSITION LEVEL SUMMARY

<u>New Level</u>	<u>Job Title</u>
1102 - 06	Assistant Constituent Services Supervisor
1102 - 06	Assistant Street and Sewer Maintenance Supervisor
1102 - 06	Assistant Water Meter Supervisor
1102 - 06	Building Services Foreman
1102 - 06	Construction Inspector
1102 - 06	Delinquent Accounts Agent
1102 - 06	EIT Agent
1102 - 06	Emergency Communications Specialist
1102 - 06	Meter Reader Service Coordinator
1102 - 06	Purchasing Technician
1102 - 06	Tree Climber II/Tree Crew Foreman
1102 - 06	Water Quality Specialist
1102 - 06	Water Systems Valve Technician
1102 - 07	Activities Coordinator
1102 - 07	Administrative Services Coordinator
1102 - 07	Chief Construction Inspector
1102 - 07	Physical Activities Coordinator
1102 - 07	Senior EIT Agent
1102 - 07	Senior Emergency Communications Specialist
1102 - 07	Settlement Clerk
1102 - 07	Zoning Enforcement Officer
1102 - 08	Assistant Building Services Manager
1102 - 08	Assistant Sanitation Supervisor
1102 - 08	Assistant Street Cleaning Supervisor
1102 - 08	City Forester
1102 - 08	Executive Assistant to the Fire Chief
1102 - 08	ITMS Senior Technician
1102 - 08	Recreation Program Coordinator
1102 - 08	Traffic Maintenance Foreman
1102 - 08	Water Production Maintenance Foreman



**2023 POSITION LEVEL SUMMARY**

<u>New Level</u>	<u>Job Title</u>
1102 - 09	Assistant Water Distribution Supervisor
1102 - 09	Business Compliance Officer
1102 - 09	Code Enforcement Inspector
1102 - 09	Communications Supervisor
1102 - 09	Customer Service Consultant
1102 - 09	Sewer Maintenance Supervisor
1102 - 09	Water Quality Lab Coordinator
1102 - 10	Building Code Enforcement Inspector
1102 - 10	Mechanical Code Enforcement Inspector
1102 - 10	Purchasing Agent II
1102 - 11	Senior Procurement Specialist
1102 - 11	Water Distribution Supervisor

## 2023 EXTERNAL SALARY COMPARISONS

This analysis highlights key pieces of comparative information for each Position Level:

- 1) External Survey Data: reports the average salary data per our market research
- 2) Middle Third: the majority of survey data will fall within the “middle third” of the proposed salary range.

<u>New Level</u>	<u>Job Title</u>	<u>Market Data</u>	<u>Salary Range Middle Third</u>	<u>Salary Range Min-Max</u>
1102 - 01	Vacant Level	NA	\$35,624 - \$39,816	\$31,433 - \$44,007
1102 - 02	IT Support Services Technician	\$41,944	\$38,722 - \$43,278	\$34,167 - \$47,833
1102 - 02	Records Clerk	\$41,100		
1102 - 03	Clerk II	\$43,600	\$41,820 - \$46,740	\$36,900 - \$51,660
1102 - 03	Constituent Services Assistant	\$42,395		
1102 - 03	Meter Reader	\$43,860		
1102 - 03	Teleserve Operator	\$43,400		
1102 - 04	Account Clerk III	\$48,600	\$45,165 - \$50,479	\$39,852 - \$55,792
1102 - 04	Administrative Clerk II	\$48,350		
1102 - 04	Communications Assistant	\$47,385		
1102 - 04	Customer Service Representative II	\$47,400		
1102 - 04	Document Management Technician	\$46,779		
1102 - 04	Police Reports Specialist	\$48,076		
1102 - 04	Senior Clerk	\$46,737		
1102 - 05	Account Entry Clerk	\$50,300	\$48,779 - \$54,517	\$43,040 - \$60,256
1102 - 05	Administrative Clerk III	\$50,500		
1102 - 05	Labor Foreman III	\$50,586		
1102 - 05	Permits Coordinator	\$53,685		
1102 - 05	Purchasing Coordinator I	\$50,284		
1102 - 05	Vehicle Maintenance Technician	\$49,700		

## 2023 EXTERNAL SALARY COMPARISONS

<u>New Level</u>	<u>Job Title</u>	<u>Market Data</u>	<u>Salary Range Middle Third</u>	<u>Salary Range Min-Max</u>
1102 - 06	Building Services Foreman	\$55,600	\$52,681 - \$58,879	\$46,483 - \$65,077
1102 - 06	Construction Inspector	\$54,400		
1102 - 06	Emergency Communications Specialist	\$49,000		
1102 - 06	Meter Reader Service Coordinator	\$53,813		
1102 - 06	Purchasing Technician	\$54,650		
1102 - 06	Water Systems Valve Technician	\$53,105		
1102 - 07	Chief Construction Inspector	\$59,000	\$56,554 - \$63,930	\$49,177 - \$71,307
1102 - 07	Senior Emergency Communications Specialist	\$54,000		
1102 - 07	Zoning Enforcement Officer	\$58,000		
1102 - 08	Assistant Building Services Manager	\$64,520	\$61,078 - \$69,044	\$53,111 - \$77,011
1102 - 08	Assistant Sanitation Supervisor	\$63,199		
1102 - 08	Assistant Street Cleaning Supervisor	\$63,323		
1102 - 08	Executive Assistant to the Fire Chief	\$67,100		
1102 - 08	ITMS Senior Technician	\$67,119		
1102 - 08	Recreation Program Coordinator	\$65,640		
1102 - 08	Traffic Maintenance Foreman	\$65,724		
1102 - 08	Water Production Maintenance Foreman	\$65,825		
1102 - 09	Assistant Water Distribution Supervisor	\$70,790	\$65,964 - \$74,568	\$57,360 - \$83,172
1102 - 09	Business Compliance Officer	\$71,400		
1102 - 09	Code Enforcement Inspector	\$68,012		
1102 - 09	Communications Supervisor	\$68,800		
1102 - 09	Customer Service Consultant	\$66,704		
1102 - 09	Sewer Maintenance Supervisor	\$70,790		
1102 - 09	Water Quality Lab Coordinator	\$67,600		
1102 - 10	Building Code Enforcement Inspector	\$76,061	\$71,241 - \$80,533	\$61,949 - \$89,825
1102 - 10	Mechanical Code Enforcement Inspector	\$77,191		
1102 - 10	Purchasing Agent II	\$76,200		
1102 - 11	Senior Procurement Specialist	\$78,010	\$76,494 - \$87,422	\$65,566 - \$98,350
1102 - 11	Water Distribution Supervisor	\$80,340		

## 2023 BASE SALARY STRUCTURE - STANDARD

<u>Level</u>	<u>Minimum</u>	<u>1/3</u>	<u>Midpoint</u>	<u>2/3</u>	<u>Maximum</u>	<u>Spread</u>
1102 - 01	\$31,433	\$35,624	\$37,720	\$39,816	\$44,007	40.0%
1102 - 02	\$34,167	\$38,722	\$41,000	\$43,278	\$47,833	40.0%
1102 - 03	\$36,900	\$41,820	\$44,280	\$46,740	\$51,660	40.0%
1102 - 04	\$39,852	\$45,165	\$47,822	\$50,479	\$55,792	40.0%
1102 - 05	\$43,040	\$48,779	\$51,648	\$54,517	\$60,256	40.0%
1102 - 06	\$46,483	\$52,681	\$55,780	\$58,879	\$65,077	40.0%
1102 - 07	\$49,177	\$56,554	\$60,242	\$63,930	\$71,307	45.0%
1102 - 08	\$53,111	\$61,078	\$65,061	\$69,044	\$77,011	45.0%
1102 - 09	\$57,360	\$65,964	\$70,266	\$74,568	\$83,172	45.0%
1102 - 10	\$61,949	\$71,241	\$75,887	\$80,533	\$89,825	45.0%
1102 - 11	\$65,566	\$76,494	\$81,958	\$87,422	\$98,350	50.0%

### 2023 BASE SALARY STRUCTURE – STEPS

<u>Level</u>	<u>Step 1 Minimum</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6 Midpoint</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>	<u>Step 11 Maximum</u>	<u>Spread</u>
1102 - 02	\$34,167	\$35,534	\$36,900	\$38,267	\$39,633	\$41,000	\$42,367	\$43,733	\$45,100	\$46,466	\$47,833	40.0%
1102 - 03	\$36,900	\$38,376	\$39,852	\$41,328	\$42,804	\$44,280	\$45,756	\$47,232	\$48,708	\$50,184	\$51,660	40.0%
1102 - 04	\$39,852	\$41,446	\$43,040	\$44,634	\$46,228	\$47,822	\$49,416	\$51,010	\$52,604	\$54,198	\$55,792	40.0%
1102 - 05	\$43,040	\$44,762	\$46,483	\$48,205	\$49,926	\$51,648	\$53,370	\$55,091	\$56,813	\$58,534	\$60,256	40.0%
1102 - 06	\$46,483	\$48,342	\$50,202	\$52,061	\$53,921	\$55,780	\$57,639	\$59,499	\$61,358	\$63,218	\$65,077	40.0%
1102 - 07	\$49,177	\$51,390	\$53,603	\$55,816	\$58,029	\$60,242	\$62,455	\$64,668	\$66,881	\$69,094	\$71,307	45.0%
1102 - 08	\$53,111	\$55,501	\$57,891	\$60,281	\$62,671	\$65,061	\$67,451	\$69,841	\$72,231	\$74,621	\$77,011	45.0%
1102 - 09	\$57,360	\$59,941	\$62,522	\$65,104	\$67,685	\$70,266	\$72,847	\$75,428	\$78,010	\$80,591	\$83,172	45.0%
1102 - 10	\$61,949	\$64,737	\$67,524	\$70,312	\$73,099	\$75,887	\$78,675	\$81,462	\$84,250	\$87,037	\$89,825	45.0%
1102 - 11	\$65,566	\$68,844	\$72,123	\$75,401	\$78,680	\$81,958	\$85,236	\$88,515	\$91,793	\$95,072	\$98,350	50.0%

## COMPA-RATIO ANALYSIS BASED ON 2023 BASE SALARY STRUCTURE

This page illustrates the Compa-Ratio for each level, by comparing current pay to the midpoint of newly proposed salary range. This is useful for identifying market-competitiveness issues.

<u>Position Level</u>	<u>Current Salary</u>	<u>Number of Incumbents X Midpoint</u>	<u>Compa- Ratio</u>
1102 - 02	\$75,324	2 X \$41,000	= 91.9%
		<u>\$75,324</u> \$82,000	
1102 - 03	\$860,239	21 X \$44,280	= 92.5%
		<u>\$860,239</u> \$929,880	
1102 - 04	\$1,179,879	27 X \$47,822	= 91.4%
		<u>\$1,179,879</u> \$1,291,194	
1102 - 05	\$1,377,518	31 X \$51,648	= 86.0%
		<u>\$1,377,518</u> \$1,601,088	
1102 - 06	\$1,490,996	31 X \$55,780	= 86.2%
		<u>\$1,490,996</u> \$1,729,180	
1102 - 07	\$369,953	7 X \$60,242	= 87.7%
		<u>\$369,953</u> \$421,694	
1102 - 08	\$685,710	12 X \$65,061	= 87.8%
		<u>\$685,710</u> \$780,732	
1102 - 09	\$1,708,861	28 X \$70,266	= 86.9%
		<u>\$1,708,861</u> \$1,967,448	
1102 - 10	\$478,158	7 X \$75,887	= 90.0%
		<u>\$478,158</u> \$531,209	
1102 - 11	\$202,344	3 X \$81,958	= 82.3%
		<u>\$202,344</u> \$245,874	
		<b>Total:</b>	<b>= 88.0%</b>
		<b><u>\$8,428,982</u></b>	
		<b>\$9,580,299</b>	

## GLOSSARY OF SALARY ADMINISTRATION TERMS

<b>Base Compensation:</b>	The wages/salary paid to an employee without bonus or overtime.
<b>Benefit:</b>	Generally, non-cash compensation paid to an employee. Some are mandated by law (social security, unemployment compensation, and workers' compensation); others vary by firm or industry (health/medical insurance, life insurance, medical plan, paid vacation, pension/retirement, etc.)
<b>Compa-ratio:</b>	An employee's annual salary divided by the job range midpoint. The compa-ratio illustrates an employee's pay as a percentage of the market rate for that position.
<b>Compensation:</b>	A general term describing the full spectrum of wages and benefits, both current/direct and deferred, that workers receive out of their employment.
<b>Equity:</b>	A policy of being fair and impartial when determining employee compensation, taking into consideration individual ability, performance, and tenure.
<b>Exempt:</b>	A salaried employee who is not entitled to overtime pay according to the Fair Labor Standards Act.
<b>Incumbent:</b>	An existing employee who holds a specific position within an organization.
<b>Internal Equity:</b>	A policy of fairly and impartially considering the individual ability and performance of a newly appointed employee while taking internal/departmental wage levels into account. Internal equity is the reconciliation or balancing of "market" compensation levels with actual internal wage levels.
<b>Job Description:</b>	A formal record of the principal functions, duties, and responsibilities of a position.

## GLOSSARY OF SALARY ADMINISTRATION TERMS

<b>Maximum Salary:</b>	The highest salary that may be paid to any individual in a position within a position level or grade.
<b>Midpoint:</b>	The salary midpoint is the middle point of a salary range's minimum and maximum. The "market-rates" provide the foundation for midpoints.
<b>Minimum Salary:</b>	The lowest salary that may be paid to any individual who demonstrates satisfactory performance in an assigned level.
<b>New Hire:</b>	A newly hired employee of the organization.
<b>Non-exempt:</b>	An hourly employee who is entitled to overtime pay according to the Fair Labor Standards Act.
<b>Performance Management / Performance Appraisal:</b>	Concepts and tools used to clarify expectations, measure employee effectiveness, identify actions for development or improved performance, and to provide a means of communicating overall performance with the employee.
<b>Position Level: (aka "Job Grade")</b>	A grouping of positions whose internal responsibilities and/or external labor market rates fall within a similar range.
<b>Range Spread:</b>	The distance between the minimum and the maximum salary range. The width of the range may vary when greater or lesser flexibility is required.
<b>Salary Administration:</b>	A system of practices to guide consistent, fair, and defensible compensation decisions which are made during normal business operations: new hires, promotions, transfer, changes in the labor market, etc. A salary administration program ensures overall integrity of the structure.
<b>Salary Range:</b>	Displays the amount of compensation paid for a specific position. A salary range includes a low, mid-point, and maximum salary that could be paid for a specific position.



## GLOSSARY OF SALARY ADMINISTRATION TERMS

<b>Salary Structure:</b>	A series of salary ranges which progress in an orderly alignment from the lowest level to the highest level of positions covered.
<b>Salary Survey:</b>	A standard method of finding out what other organizations are paying for specific jobs, or job classes. Typically, salary data is compared for representative positions drawn by industry, geography, and organization size.
<b>Salary:</b>	Earnings of an employee for services performed during a specific period of time.
<b>Starting Salary:</b>	The salary normally paid to an individual hired in or promoted to a given position.
<b>Total Compensation:</b>	Employee's base salary plus bonus compensation.