

## **The City of Hallandale Beach**

### **2023 Classification & Compensation Study – FAQ’s**

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The Human Resources/Risk Management Department and Evergreen Solutions, LLC (“Evergreen”) conducted a Classification & Compensation review for the City of Hallandale Beach (“City”). The Classification and Compensation Project was an initiative designed to align civilian jobs internally and assign market competitive pay ranges. Here are some commonly asked questions and answers that may arise because of the study and subsequent implementation of the new pay plan.

#### **STUDY METHODOLOGY**

**Q1: Why did the City decide to do this study?**

A1: The leadership of Hallandale Beach, FL in keeping with its commitment to attracting and retaining the staff necessary to provide high quality services to its citizens determined that its current compensation and classification system and structures needed to be updated to better reflect best practices.

**Q2: What did the study include?**

A2: Based on its desire to effectively manage the associated change, the City divided the effort of transitioning its compensation and classification system into two, distinct phases. The first phase sought to evaluate the strengths and weaknesses of the City’s current systems, identify prevailing or best practices among regional peers, and recommend the type of system to be implemented in the second phase. This phase was completed by Evergreen Solutions (“Evergreen”) and took place during the fall of 2022. The second phase involved operationalizing the recommendations from the first phase by conducting job analysis, collecting peer salary data, developing new policies and procedures, and implementing the new structure.

**Q3: How were the pay ranges assigned?**

A3: Employees were asked to complete individual Job Assessment Tool (JAT) surveys, where they shared information pertaining to their work in their own words. These JATs were analyzed and compared to the current classification descriptions, and classifications were individually scored based on employee responses to five compensable factor questions. Each of the compensable factors— Leadership, Working Conditions, Complexity, Decision Making, and Relationships—were given weighted values based on employee responses, resulting in a point factor score for each classification. The rank order of classes by JAT scores was used to develop a rank order of classes within the proposed compensation structure. This was used in conjunction with the market data collected and detailed in Chapter 4 of the Final Report to slot positions into pay ranges that were both internally and externally equitable.

**Q4: Were benefits analyzed?**

A4: As a component of this study, Evergreen conducted a benefits market analysis.

#### **SUMMARY OF OUTREACH**

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**Q5: Who had input into this study?**

A5: Input was received through the following methods:

- All civilian and Sworn Management employees and their supervisors had input in this study through the Job Assessment Tool (JAT) process.
- Supervisors were asked to review and comment on JATs.
- Employees participated in focus group sessions designed to gather input from their varied perspectives as to the strengths and weaknesses of the current system.
- Supervisor focus groups.

**Q6: Which organizations were included in the salary survey?**

A6: Evergreen analyzed data from the following municipalities with some frequency as the City’s biggest competitors in terms of employee compensation and classification:

Aventura	Davie	Miramar
Broward County	Fort Lauderdale	Pembroke Pines
Coral Springs	Hollywood	Pompano Beach
Dania Beach	Miami Beach (for Ocean Rescue)	Sunrise

\*Private Sector Organizations were also included

**Q7: Which jobs were included in this study?**

A7: All general, unrepresented, management (including police sworn) positions were included in this study.

**Q8: What was the general feedback received?**

A8: Three Evergreen consultants conducted employee outreach sessions over multiple days. The consultants met with City employees and explained the process of the study and fielded questions that employees had about the study. Focus groups were conducted to solicit information from employees that gave Evergreen solid information to begin researching. Employees provided Evergreen their opinions on classifications that were outdated, behind market, or had trouble retaining employees. Information was also provided on the employees’ opinions of the biggest competitors to the City. Finally, employees provided information on all the positive aspects of employment with the City. Evergreen used employee opinions as a starting point for some data collection, but everything used in this study was independently verified by Evergreen.

### **RECOMMENDATIONS**

**Q9: What methodology was used to produce recommendations?**

A9: Evergreen Solutions combines qualitative and quantitative data analysis to produce recommendations that maximize the fairness and competitiveness of an organization’s compensation structure and practices. It is important to note that the data utilized in the study

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represents a snapshot in time. As market conditions can change rapidly, it is important for the City to conduct regular market surveys to ensure their external market position does not decay. A full compensation and classification review is recommended approximately every five years. Some examples of project activities included:

- Conducting a project kick-off meeting;
- Presenting orientation sessions to employees;
- Facilitating focus group sessions with employees;
- Conducting an external market salary survey;
- Developing recommendations for compensation management;
- Revising classification descriptions based on employee JAT feedback;
- Developing recommendations for compensation and classification changes;
- Creating draft and final reports; and
- Conducting training sessions with human resources staff in the methodology used to systematically assess job classifications.

**Q10: What are the new pay plans?**

A10: Pay Plans:

**Associate Classification Pay Plan**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
101	\$ 31,200.00	\$ 42,120.00	\$ 53,040.00	70.0%	-
102	\$ 33,228.00	\$ 44,857.80	\$ 56,487.60	70.0%	6.5%
103	\$ 35,387.82	\$ 47,773.56	\$ 60,159.29	70.0%	6.5%
104	\$ 37,688.03	\$ 50,878.84	\$ 64,069.65	70.0%	6.5%
105	\$ 40,137.75	\$ 54,185.96	\$ 68,234.18	70.0%	6.5%
106	\$ 42,746.70	\$ 57,708.05	\$ 72,669.40	70.0%	6.5%
107	\$ 45,525.24	\$ 61,459.07	\$ 77,392.91	70.0%	6.5%
108	\$ 48,484.38	\$ 65,453.91	\$ 82,423.45	70.0%	6.5%
109	\$ 51,635.86	\$ 69,708.42	\$ 87,780.97	70.0%	6.5%
110	\$ 54,992.20	\$ 74,239.46	\$ 93,486.73	70.0%	6.5%
111	\$ 58,566.69	\$ 79,065.03	\$ 99,563.37	70.0%	6.5%
112	\$ 62,373.52	\$ 84,204.26	\$ 106,034.99	70.0%	6.5%
113	\$ 66,427.80	\$ 89,677.53	\$ 112,927.26	70.0%	6.5%

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**Technician Classification Pay Plan**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
201	\$ 31,200.00	\$ 42,120.00	\$ 53,040.00	70.0%	-
202	\$ 33,228.00	\$ 44,857.80	\$ 56,487.60	70.0%	6.5%
203	\$ 35,387.82	\$ 47,773.56	\$ 60,159.29	70.0%	6.5%
204	\$ 37,688.03	\$ 50,878.84	\$ 64,069.65	70.0%	6.5%
205	\$ 40,137.75	\$ 54,185.96	\$ 68,234.18	70.0%	6.5%
206	\$ 42,746.70	\$ 57,708.05	\$ 72,669.40	70.0%	6.5%
207	\$ 45,525.24	\$ 61,459.07	\$ 77,392.91	70.0%	6.5%
208	\$ 48,484.38	\$ 65,453.91	\$ 82,423.45	70.0%	6.5%
209	\$ 51,635.86	\$ 69,708.42	\$ 87,780.97	70.0%	6.5%
210	\$ 54,992.20	\$ 74,239.46	\$ 93,486.73	70.0%	6.5%
211	\$ 58,566.69	\$ 79,065.03	\$ 99,563.37	70.0%	6.5%
212	\$ 62,373.52	\$ 84,204.26	\$ 106,034.99	70.0%	6.5%
213	\$ 66,427.80	\$ 89,677.53	\$ 112,927.26	70.0%	6.5%
214	\$ 70,745.61	\$ 95,506.57	\$ 120,267.54	70.0%	6.5%
215	\$ 75,344.07	\$ 101,714.50	\$ 128,084.93	70.0%	6.5%

**Professional Classification Pay Plan**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
301	\$ 45,525.24	\$ 61,459.07	\$ 77,392.91	70.0%	-
302	\$ 48,484.38	\$ 65,453.91	\$ 82,423.45	70.0%	6.5%
303	\$ 51,635.86	\$ 69,708.42	\$ 87,780.97	70.0%	6.5%
304	\$ 54,992.20	\$ 74,239.46	\$ 93,486.73	70.0%	6.5%
305	\$ 58,566.69	\$ 79,065.03	\$ 99,563.37	70.0%	6.5%
306	\$ 62,373.52	\$ 84,204.26	\$ 106,034.99	70.0%	6.5%
307	\$ 66,427.80	\$ 89,677.53	\$ 112,927.26	70.0%	6.5%
308	\$ 70,745.61	\$ 95,506.57	\$ 120,267.54	70.0%	6.5%
309	\$ 75,344.07	\$ 101,714.50	\$ 128,084.93	70.0%	6.5%
310	\$ 80,241.44	\$ 108,325.94	\$ 136,410.45	70.0%	6.5%

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**Leader Classification Pay Plan**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
401	\$ 48,484.38	\$ 65,453.91	\$ 82,423.45	70.0%	-
402	\$ 51,635.86	\$ 69,708.42	\$ 87,780.97	70.0%	6.5%
403	\$ 54,992.20	\$ 74,239.46	\$ 93,486.73	70.0%	6.5%
404	\$ 58,566.69	\$ 79,065.03	\$ 99,563.37	70.0%	6.5%
405	\$ 62,373.52	\$ 84,204.26	\$ 106,034.99	70.0%	6.5%
406	\$ 66,427.80	\$ 89,677.53	\$ 112,927.26	70.0%	6.5%
407	\$ 70,745.61	\$ 95,506.57	\$ 120,267.54	70.0%	6.5%
408	\$ 75,344.07	\$ 101,714.50	\$ 128,084.93	70.0%	6.5%
409	\$ 80,241.44	\$ 108,325.94	\$ 136,410.45	70.0%	6.5%
410	\$ 85,457.13	\$ 115,367.13	\$ 145,277.13	70.0%	6.5%
411	\$ 91,011.85	\$ 122,865.99	\$ 154,720.14	70.0%	6.5%
412	\$ 96,927.62	\$ 130,852.28	\$ 164,776.95	70.0%	6.5%
413	\$ 103,227.91	\$ 139,357.68	\$ 175,487.45	70.0%	6.5%
414	\$ 109,937.73	\$ 148,415.93	\$ 186,894.13	70.0%	6.5%
415	\$ 117,083.68	\$ 158,062.97	\$ 199,042.25	70.0%	6.5%
416	\$ 124,694.12	\$ 168,337.06	\$ 211,980.00	70.0%	6.5%

**Q11: How can I obtain more information on the recommendations made by the consultant, including additional information about the study that was completed?**

A11: Evergreen completed a comprehensive report outlining all of the steps taken and the results obtained. This report will be shared with everyone and will be available on the City’s website.

**GENERAL IMPLEMENTATION**

**Q12: Are any job titles going to change as a result of this study?**

A12: Yes, some job titles will change as a result of this study, based on input from the City Manager, the Evergreen classification model/methodology, and common titles found in the labor market.

**Q13: Is pay being increased?**

A13: Every employee’s pay and pay range was reviewed for “external market assessment” as well as “internal equity assessment”. Everyone’s pay range has been adjusted higher based on the results of the external market assessment; however, not everyone is receiving an increase in their existing pay.

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**Q14: Is pay being cut?**

A14: Employee pay will not be cut. Depending on the pay range assigned to an employee, there may be some instances where pay may be “redlined” or frozen, if the employee’s pay is over the maximum of the new pay range.

**Q15: Will anyone receive a promotion or demotion as a result of this study?**

A15: Promotions and demotions are management decisions and are not a part of this study.

**Q16: Will my experience at the City be taken into account in determining changes to my current pay?**

A16: Yes, experience at the City was included as part of the methodology that the consultant used to recommend the salary adjustments.

**Q17: When will I find out my new pay grade?**

A17: Your new pay grade will be shared with you within the next two weeks by email. Evergreen will email you the salary grade, salary amount and pay range.

**Q18: When will my new pay/pay-range take effect?**

A18: Your new pay/pay-range will take effect with the pay period starting May 6, 2023.

**Q19: Is there any retroactive pay to be received?**

A19: There is no retroactive pay to be received.

**Q20: How will I know if my Fair Labor Standards Act (FLSA) exemption status changed as a result of this study?**

A20: There may be some instances where jobs will change exemption status (from non-exempt/hourly to exempt/salaried and vice versa). In addition, there are proposed changes to the FLSA that may impact exemption status. If this applies to your job for any reason, Human Resources will work with your manager to share the details of the transition with you in November.

**Q21: Will I receive an updated or new job description at the end of the study?**

A21: You will receive a new or updated job description in the next few weeks from the Human Resources Department or from your manager.

### **PAY PLAN MAINTENANCE**

**Q22: What will happen to future increases to my base pay if my pay is over the Maximum of the new pay range?**

A22: Typically, pay is frozen for a period of time, until the market shifts and new pay ranges are adopted.

**Q23: How long will these new pay ranges be in place?**

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A23: The new pay ranges will be in place until the City determines if it is viable to update the pay ranges. Evergreen recommends that the pay ranges are reviewed and adjusted for market annually, but that a more comprehensive review occurs every three to five years to determine if a change in the pay structure is needed. However, the City will ultimately determine the frequency of additional pay studies.