



Compensation and Classification Study


Summary:
Staff Focus Groups
December 2010

The
**Singer
Group** Inc.
Management Consultants

PARTNERING FOR SOLUTIONS

Background

- Presentation to employees at 4 meetings
 - December 15 and 16
- Also with Administrative Team and Project Review Committee
- Staff divided into smaller groups
- Approximately 132 staff attended
- Numbers in parentheses after responses indicate number of groups with same response

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What do you like and not like about compensation and classification plans at MLS? What about the pay grades/ranges? What's good, what's not so good? What would you change? How? Why?



Like


- Information easily available online
- Pay seems fair (2)
- Merit (2) and cost-of-living raises (4)
- Above minimum wage (2)
- Benefits (2)
- Increased pay for part-time employees
- Bonuses for ½-time staff
- Works well as long as incentives remain
- Appreciate opportunity for input (2)
- Merit bonuses when pay grade is maxed out

Dislike

- Salary cap on jobs/topping out (4)
- Grades too close together (2)
- Too many grades/titles (2)
- Need better explanation/transparency of how classification, upgrades determined (3)
- Concern about properly valuing job duties, responsibilities and education (3)
- Inconsistency among departments in how upgrades, etc. are handled
- Raise at range max capped at 3%
- Waiting period for part-time benefits

Dislike

- Seems that part-time employees can't get another position in the system
- Trend towards more half-time positions without benefits; losing employees
- Job scope creep
- Underpayment of positions
- One-rater evaluation system
- Positions being cross-trained to work out-of-class
- Workload issues (small vs. large libraries)
- Some positions need additional levels (i.e., Circ Clerk)

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What do you think about how
employees move through the pay
ranges? Does it make sense to you?
How would you change that?


Moving through pay ranges

- Makes sense (4)
- Does not make sense, need more understanding (3)
- Add more levels/promotion opportunities within job classes (3)
- Base increases on merit/performance/goals (3)
- Reward experience and skill levels (2)
- When positions change, pay should change accordingly
- Add steps to the grades
- Lots of people at range max; do not like cap on end of pay scale (3)
- No mentoring at the upper levels
- No empowerment



Moving through pay ranges

- Education benefit is a bonus to increase pay
- Understand range maximum but 75% bonus may not “feel” comparable
- Need more clarification when you reach max
- Increases too small – don’t follow cost-of-living
- Attainable levels in evaluation process as incentive to perform
- Need better incentives for long-term employees
- Supervisors should be evaluated by their employees for fairness, consistency
- How can employee go beyond supervisor to get job reevaluated? Can there be a process?

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What about benefits? What are your thoughts about what is offered by the Library? What is good? What needs improvement?



Benefits - Good

- Good all around (6)
- Great leave benefits (doctor/dental, etc.) (3)
- Very good/excellent health and retirement (3)
- Vision care (2)
- Competitive (2)
- Nice to get bonus days for not using sick leave
- Long-term care insurance

Benefits – Dislike

- Unregulated sick leave (3)
- Waiting period for benefits (3)
- Lack of part-time benefits (3)
- Health Insurance needs improvement (2)
- Benefits costs increase with pay raises (2)
- Initial vacation time seems low
- Dental
- Caremark
- Deductible
- Disparity of benefits for different positions; how determined?
- Max benefit low




Benefits – Would Like

- Sick leave bank (4)
- All leave as Paid Time Off (3)
- More options on insurance (2)
- Paid for unused sick leave
- More carry over of sick leave
- Elder care leave
- Wellness programs/gym memberships
- Able to walk on breaks



Benefits – Would Like


- Third option for health plans - employee and spouse (without family)
- Health insurance for part-timers
- Flex time
- Incentives for outside education opportunities

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Compared to other employers you may be familiar with, does the pay for MLS' positions seem high? Low? Right on? What about benefits?

Outside Comparisons

- Right on for some or all positions (10)
- Low for some or all positions (6); low compared to private sector
- Varies (4)
- So-so
- Unknown
- Better because of benefits (3)
- Some overpaid
- Most problems are with classification, not compensation

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For which positions, if any, has turnover been a problem? Why do you think that is? Which positions are difficult to recruit? Why do you think that is?


Recruitment/Retention

- Pages (12)
- Processors (7) – high turnover: low pay, tedious work, no mentoring
- Part-time positions (6)
- Tech Assistants (5): lack of accurate job description, low pay
- ½-time: no benefits (5)
- Maintenance (4): lack of job description
- Library Managers (4): stress, unexpected assignments
- ¾ quarter positions (3): no benefits

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Recruitment/Retention

- MTC (2)
- MSL positions
- Difficult to recruit teen librarians, children's librarians, security, public computer specialists
- Catalogers: lack of training
- Employees leave because not being treated as professionals

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Where do employees go when they leave MLS? Why do you think they leave? Where do your best employees come from?



When Employees leave:

- Private sector positions (8)
- Better Pay (6)
- Out-of-state (6)
- Other library systems (6)
- Retirements (5)
- Universities (4)
- Full-time positions (4)
- Unhappiness, boredom, philosophical differences
- Government/public service jobs

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When Employees leave:

- People can't be promoted within the system (2)
- Leave because they don't feel valued (especially librarians)
- Leave for lack of control (managers)
- Leave for less stressful jobs
- Too much emphasis on degrees; not enough on work and life experience



Employees come from:

- Within (5)
- Schools (2)
- Other customer service jobs (2)
- Library school (2)
- Friends of employees
- Other libraries
- Upper level – outside the system

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What would be a successful outcome of the project? What would you put on your wish list?



Successful Outcome

- More money (4)
- Better benefits
- Understanding of how classifications and grades are determined; clear, accurate and fair system (5)
- Greater compensation for skills and experience (3)
- MLS positions more attractive to those with strong skills
- Potential to hire or fill positions
- People treated fairly (2)
- More opportunities for advancement
- Managers/upper level positions really understand the duties performed by others



Successful Outcome

- Clear expectations of position duties
- Answer concerns about equity
- Commission supports outcome
- Decrease turnover, increase satisfaction (2)
- Authority matches responsibility (2)
- Ways to effect change to be more efficient and effective
- Employee suggestion box returned to use (electronically?)
- Less hierarchy and more empowerment w/o negative repercussions
- Librarians are valued as professionals (2)
- Children's Librarians receive support (2)



Successful Outcome

- Exit interviews
- 360-degree reviews of supervisors
- Lead positions – i.e., senior circulation clerk
- Roll-over for sick leave and AVL (2)
- Gym membership
- Paid for unused sick leave
- Better use of substitute staff
- Pay, benefits, training, transparency
- We all understand how our system works
- No classifications lowered
- Name-brand toilet paper 😊



Successful Outcome

- To not be held back on promotions
- Reevaluate pay scale to match cost of living
- Opportunities for cross-training
- More job shadowing
- Get rid of nepotism rule



Other

- Like that the study will give employees the opportunity to understand our roles and how jobs fit into the Strategic Plan
- People are unhappy with change (re study)
- Everyone has a different perception of their job and its meaning
- “Hate” new evaluations – makes everyone aim to be average
- Nowhere to go with ideas
- Punished rather than rewarded for innovation
- Lack the tools to do our jobs (i.e., computers)
- Online evaluations are easier for employees but harder for supervisors