

Pay and Growth Plan Update

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Recap of ASR Initiatives

- ASR Initiatives began in 2023
 - Attraction, Satisfaction and Retention
- 5 Employee driven teams (2023-2024)
 - Career Development
 - Physical Environment
 - Data and Reporting
 - Recruitment and Hiring
 - Salary and Benefits

Recap of ASR Initiatives

- Examples of Initiatives
 - Remove barriers to replacing minor office equipment such as chairs
 - Host physical career fairs annually
 - Improve data reporting and increase data driven decision-making
 - Added Juneteenth and Veteran's Day holidays
 - Develop a pay and growth plan including career ladders and development opportunities

Project Objectives

1. Review and modernize the job title structure across the organization establishing core job descriptions separate from position descriptions.
2. Define core principles, objectives, and priorities for the implementation of Pay and Growth Plan structure.
3. Develop a career progression plan (career ladders) for those positions that trend toward such.
4. Identify and recommend a competitive pay structure and compensation rates in comparison to peer labor markets with consideration for internal equity.

Project Objectives

5. Develop an iterative approach to implement a pay-for-performance structure that would include supervisor training, leadership development opportunities, and/or other growth opportunities, as needed.
6. Ensure employee buy-in and engagement throughout the plan-making and implementation process by developing a shared organizational vision on compensation, pay delivery structure, performance-based pay, supported by a common organizational compensation philosophy.
7. Establish an effective Pay and Growth plan drawing on the information and recommendations gathered during scoping Pay and Growth Plan initiative.

Recap of Pay and Growth Part 1

- Educated and discussed modern compensation processes with Management Team
- Conducted surveys and focus groups with non-represented employees
- Top 2 Survey Pay Priorities:
 - Competitive with other local agencies
 - Based upon individual performance

Pay and Growth Initiative Part 2

- JDQ process overview
- Classification structure
- Job description development
- Market comparators and parameters for selection

Pay and Growth Initiative Part 2

- Year 1 Build Foundation
 - Employees completed Job Description Questionnaires (JDQs)
 - Supervisors reviewed JDQs
 - DCI analyzed JDQs and provided draft Job Descriptions
 - Management Team review Job Descriptions 
 - Identify competitive labor markets 

JDQ Process Overview



Explanation of Job Description Process



Market Comparators

Factors that define peer employers:

Labor market alignment: Organizations—public or private—that the City draws from and lose talent to the same metropolitan labor pool.

Organizational comparability: Entities with similar population size, budgets, service portfolios, and workforce scale.

Geographic and economic similarity: Communities with comparable cost of living and economic conditions, typically within a 50-mile labor market radius.

While aspirational comparisons can be tempting, they will not produce an accurate or actionable assessment of current labor market.

The team was asked to revisit and refine the list before the **1.21.26 meeting**, with a goal of narrowing the peer group to **12–15 organizations** to ensure a consistent, credible, and actionable analysis.

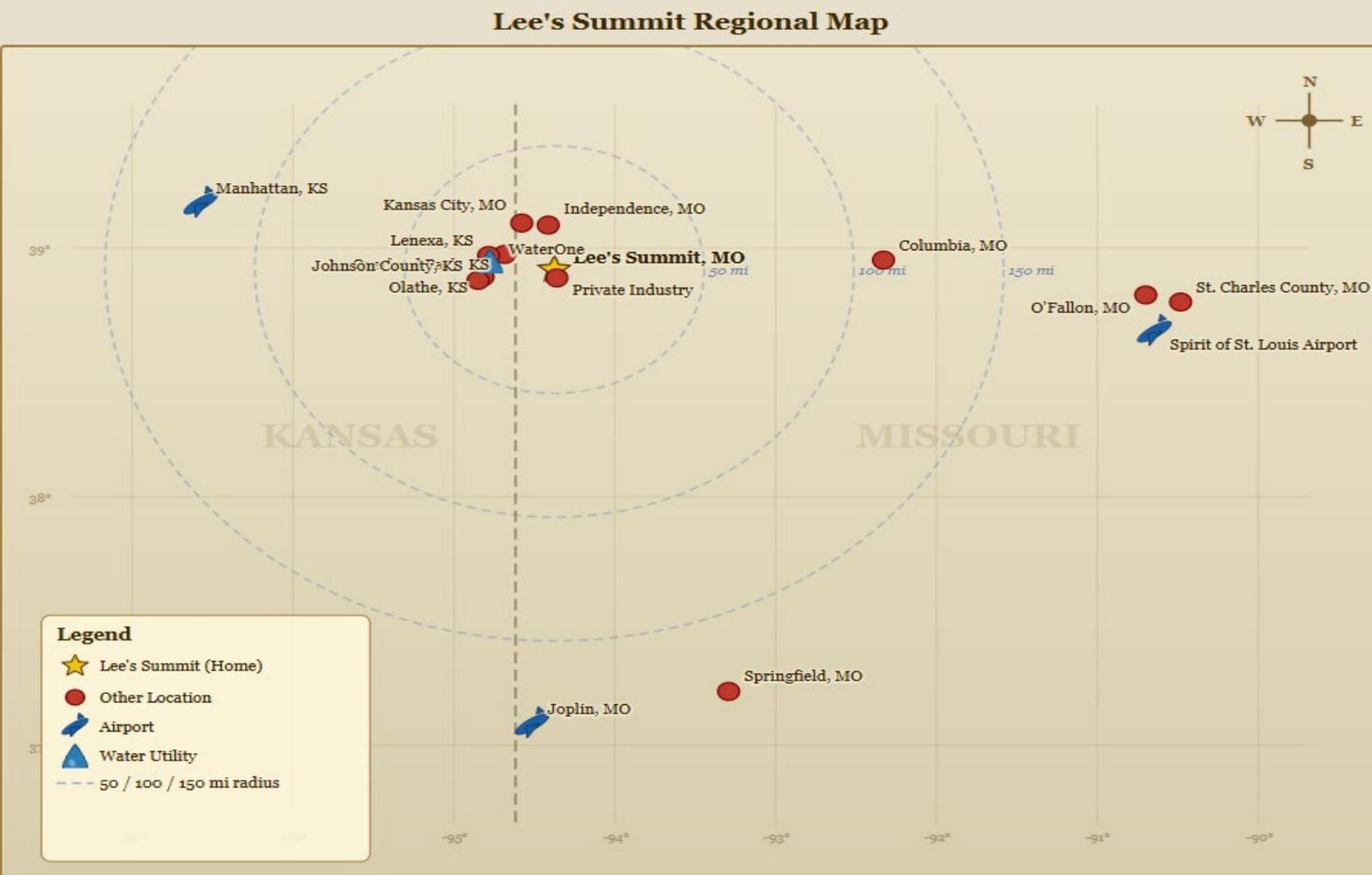
Market Comparators

Organization	Distance (Miles)	Median Household Income	Population	Budget Size	Airport	Water Service
Independence, MO	14.1	\$61,400	121,500	\$449,800,000	NO	YES
Kansas City, MO	18.9	\$67,400	510,000	\$2,500,000,000	YES	YES
Overland Park, KS	19.8	\$103,838	197,000	\$498,600,000	NO	NO
Lenexa, KS	21.8	\$102,815	60,000	\$260,600,000	NO	NO
Olathe, KS	27.5	\$90,435	147,500	\$626,900,000	NO	YES
Johnson County, KS	27.6	\$107,261	625,000	\$1,970,000,000	YES	NO
Columbia, MO	118.4	\$66,179	129,500	\$776,900,000	YES	YES
Springfield, MO	147.8	\$48,634	171,000	\$529,800,000	YES	YES
St. Charles County, MO	213.3	\$102,912	415,000	\$651,000,000	NO	NO
O'Fallon, MO	256.8	\$112,844	94,500	\$115,000,000	NO	YES
Lee's Summit		104,989	106,419	380,000,000	YES	YES

*Private Sector and WaterOne are comparators not included in this table

*Other Comparable
Airports: Spirit
Regional (SLMO)
Joplin, Manhattan

Market Comparators



Next Steps

- Identify benchmark jobs for compensation survey*

What is a benchmark job?

A benchmark job is a role that is common across many organizations and has a clear, well-defined scope. Because these roles are widely used in the market, reliable pay data is available for them through compensation surveys. Benchmark jobs act as reference points to understand overall market pay and serve in anchoring the classification structure.

* There must be at least five (5) job matches for any benchmark job to support data sufficiency

Questions?