

# Memorandum



DATE February 7, 2020

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

SUBJECT **City of Dallas Compensation Study**

A public sector organization must examine its compensation philosophy and structure from time to time to ensure it can successfully compete for existing and future employees. Typically, compensation studies or surveys are conducted every other year. The City of Dallas has not completed a compensation survey since 2012.

At the Council Meeting on August 28, 2019, Council authorized a two-year contract to engage a firm to develop a comprehensive compensation study to review city positions. These funds were approved as part of the 2019 budget process.

Public Sector Personnel Consultants, Inc. (PSPC) was selected to work closely with our Human Resources team to perform a Total Compensation Study for civilian employees. The Study includes a review of our compensation policies and processes, salary structure, and market competitiveness. The goal of the Study is to allow us to administer pay better, align our salary structure with the current job market, and ultimately, to attract and retain employees.

The study process consists of four (4) Phases:

Phase I	Kick-Off & Communication/Position Analysis Questionnaires
Phase II	Position Classification Results
Phase III	Market Survey
Phase IV	Overall Findings & Implementation

In October 2019, PSPC began the Kick-Off and Communication Phase, which was designed to engage and inform all employees of the project. Informational meetings were also held for all employees to attend. Position Analysis Questionnaires (PAQs) were distributed to all employees.

All employees were asked to complete and submit PAQs by November 15, 2019. Approximately 5,000 questionnaires were submitted, and PSPC is currently reviewing PAQs to assess the current City position classifications and make recommendations for changes or the addition of new classifications.

Phase Two of the project is scheduled to be completed by mid-February, and will result in a Classification Report, which will detail the results of the position analysis. In Phase Three, the vendor will conduct the market survey and provide a draft of these results and proposed salary schedules. In the final phase, the Consultant will provide an implementation plan and estimated funding requirements for completion of the project, which is expected by May 2020. Staff will present the overall findings and proposed implementation plan to the GPFM in May 2020, and any recommendations will be included in the FY 2020-2021 Budget process.

This Total Compensation Study will allow the City of Dallas to address any issues that prevent us from being market competitive, which is critical to attract and keep the talent needed to achieve organizational goals.

Should you have any questions or need additional details, please contact Kimberly Tolbert, Chief of Staff, or Nina Arias, Director, Human Resources at 214-671-9050.

In the Spirit of Excellence!



T.C. Broadnax  
City Manager

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| Chris Caso, City Attorney (Interim)                        | Joey Zapata, Assistant City Manager                                       |
| Mark Swann, City Auditor                                   | Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer |
| Billierae Johnson, City Secretary                          | Michael Mendoza, Chief of Economic Development and Neighborhood Services  |
| Preston Robinson, Administrative Judge                     | M. Elizabeth Reich, Chief Financial Officer                               |
| Kimberly Bizar Tolbert, Chief of Staff to the City Manager | Laila Aleqresh, Chief Innovation Officer                                  |
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| Jon Fortune, Assistant City Manager                        | Directors and Assistant Directors   |