

# Classification and Compensation Studies for Local Government Officials

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and Community Development

# The Stennis Institute at Mississippi State University

**Mission:** The John C. Stennis Institute of Government and Community Development provides research, training, technical assistance, community engagement to government agencies and officials, non-profit organizations, and community groups.

**Purpose:** To improve the effectiveness, efficiency, and accountability of government and community leadership in Mississippi and beyond.

Key Functions	Purpose
Research	Conducts applied research on public policy issues.
Training & Development	Offers training programs for public officials and community leaders for professional development
Technical Assistance	Assists with strategic planning, organizational development, and performance measurement.
Community Engagement	Promotes civic education and participation.



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# Human Resources Classification and Compensation Services



Service	Description	Benefits
<b>Salary Comparison Study</b>	Standard method of researching the external comparison and market value for specific jobs and job classes.	Ensures competitive and fair compensation Attracts and retains top talent
<b>Job Descriptions</b>	Maintains compliance with current laws, outlines responsibilities, addresses compensation concerns, and addresses internal equity.	Clear role definitions Compliance with legal standards
<b>Employee Policy Handbook</b>	Provides clarity, outlines expectations, and maintains compliance with rules and regulations.	Consistent policies for compliance Clear expectations for employees and managers
<b>Full Comprehensive Study</b>	All 3 services included (Salary Comparison Study, Job Descriptions, Employee Policy Handbook).	Comprehensive HR solutions Streamlined and efficient HR processes



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# What Determines Compensation?

Whether you are a Mississippi County or Municipality, at some point an employee may have come to you with a question about compensation.

- “How are raises determined?”
- “Why is \_\_\_\_\_ making more money than I am?”

All are understandable questions, and hopefully, you have a system in place to give the employee an acceptable answer. If not, we’re here to tell you about compensation studies and achieving pay equity.

**The simple answer as to what determines compensations is – the market.**

**What are your most pressing compensation concerns?**



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# Salary Comparison Studies

Component	Description
Surveying All Job Titles	Conducting surveys with similar municipalities and counties to gather comparative data.
Salary Statistics	Determining mean, median, and range (minimum/maximum) salaries for each position.
Percentile Calculations	Calculating percentiles for entry, mid-level, and high-end pay for each position.
Salary Comparison	Comparing each position's pay to the salary survey mean to ensure competitiveness.

## Benefits of a Salary Comparison Study

- Competitive Pay:** Ensure your municipality or county offers competitive salaries to attract and retain top talent.
- Fair Compensation:** Promote fairness and equity in employee compensation to reduce turnover
- Data-Driven Decisions:** Make informed decisions based on comprehensive salary data.



# Data Gathering



- Surveys are sent to similar governing entities throughout Mississippi and surrounding states in the Southeast.
- The Survey contains every position in each Municipal or County Department.
- Average salary and tenure is gathered if more than one person is employed in the same position.
- Each position in the survey includes a brief duties and responsibilities statement. If the Respondent's position has a different title, that title is requested, as well as the rate or range of pay.



# Data Analysis

## EXAMPLE

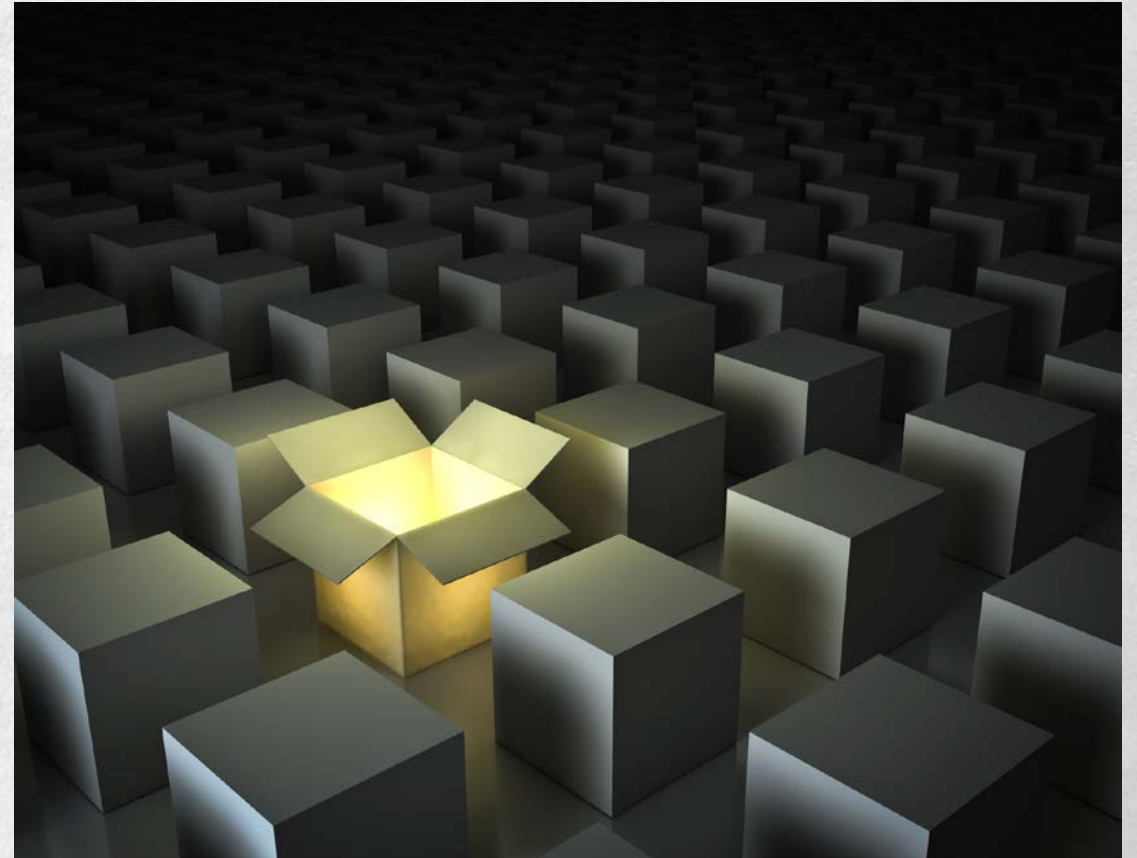
Department and Job Title	ANNUAL SALARY	Percent of the Mean	Dollar Value Difference of the Mean	Survey Mean	Range		Percentiles					Number of Responses
					Minimum	Maximum	10%	25%	50% (Median)	75%	90%	
<b>City Clerk Office</b>												
City Clerk	\$83,000.00	106.94%	\$5,389.63	\$77,610.37	\$47,705.00	\$95,565.60	\$70,000.00	\$74,890.00	\$81,224.00	\$84,285.00	\$85,072.00	21
Chief Deputy Clerk	\$45,000.00	93.11%	-\$3,328.99	\$48,328.99	\$32,368.96	\$58,968.00	\$41,983.39	\$47,923.20	\$48,963.20	\$51,395.56	\$53,984.00	9
Deputy Clerk	\$38,000.00	95.39%	-\$1,835.01	\$39,835.01	\$31,200.00	\$50,086.00	\$31,804.20	\$34,344.75	\$40,397.13	\$43,175.99	\$48,362.50	12
<b>Human Resources</b>												
Personnel Director	\$75,000.00	105.08%	\$3,626.99	\$71,373.01	\$49,836.00	\$93,646.00	\$55,386.80	\$64,792.00	\$72,765.00	\$79,041.20	\$83,516.94	23
Human Resources Assistant	\$45,000.00	97.38%	-\$1,212.99	\$46,212.99	\$33,987.00	\$59,363.00	\$36,458.10	\$39,407.37	\$45,822.40	\$52,410.00	\$56,620.10	18
<b>ITS Department</b>												
ITS Director	\$82,000.00	106.40%	\$4,931.40	\$77,068.60	\$66,080.00	\$89,835.20	\$69,420.30	\$71,467.59	\$78,033.72	\$81,145.50	\$83,955.00	12
ITS Technician	\$61,000.00	100.96%	\$579.97	\$60,420.03	\$50,440.00	\$75,275.20	\$53,185.60	\$55,000.00	\$60,451.87	\$62,420.80	\$68,186.56	9



# Pay Grade Analysis

## Grade/Step Assignment

- The Grade/Step Chart is based upon the prevailing minimum wage.
  - Grade 1/Step1 = \$7.25 per hour
- Each position is assigned a Grade/Step based upon:
  - Current salary
  - The length of tenure
  - Job Evaluation Factor (JEF) Score
    - Assigns value based on levels of responsibility





# Job Evaluation Factor (JEF) Score

- Experience.....200 points
  - Measures the experience needed to carry out the job at a competent level.
- Education.....200 points
  - Measures the amount of formal education required to satisfactorily perform the job. Experience or knowledge through experience are not considered.
- Working Conditions.....100 points
  - Measures job surroundings and environmental influences such as ventilation, noise, and congestion.
- Personal Hazards.....100 points
  - Measures the kind, amount, and frequency of physical effort associated with job duties.
- Physical Demands.....100 points
  - Measures the kind, amount, and frequency of physical effort associated with job duties.
- Independence of Action.....150 points
  - Measures the amount and type of supervision the position receives.
- Supervisory Authority.....150 points
  - Measures the amount of supervisory authority exercised by the position.
- *Maximum* .....*1,000 points*





# Responsibilities of Human Resources in Local Government

- Compliance with State and Federal Employment Laws
- Employee Recruitment and Retention
- Job Performance Evaluations Including Promotions and Raises
- Compensation and Benefits
- Hiring and New Hire Orientation
- Training and Development
- Risk Management
- Oversight of Payroll and Payroll Deductions
- Maintenance of Employee Records for Leave
- Handling Disciplinary Actions
- **Each of these responsibilities are communicated and legally enforced using *job descriptions* and the *employee handbook*.**



# Importance of Maintaining Up-to-Date Job Descriptions

Reason	Benefit
Legal Compliance	Ensure compliance with laws, protect in legal disputes
Recruitment and Hiring	Attract appropriate candidates, set clear expectations
Performance Management	Set performance standards, provide feedback and development
Classification and Compensation	Determine compensation levels, ensure job classification
Employee Relations and Engagement	Enhance role clarity, resolve disputes
Training and Development	Identify training needs, support career development
Organizational Efficiency	Align roles with goals, manage workload
Budget and Resource Allocation	Assist in financial planning, allocate resources efficiently



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# What's in a Standard Job Description

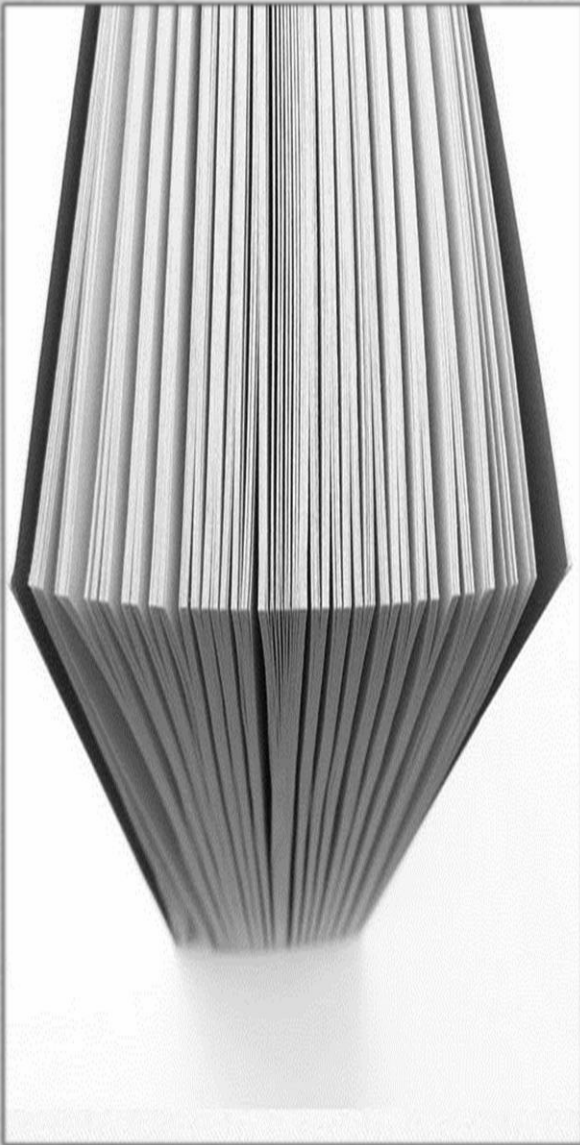
Section	Details
<b>Job Title</b>	Clearly states the position being described
<b>Department</b>	Identifies the department where the position is located
<b>Reports To</b>	Indicates the supervisor or manager to whom the position reports
<b>Job Summary</b>	Provides a brief overview of the primary purpose and objectives of the job
<b>Essential Duties and Responsibilities</b>	Lists the core tasks and responsibilities that are fundamental to the job
<b>Qualifications</b>	<i>Education:</i> Specifies the required educational background. <i>Experience:</i> Details the necessary work experience and relevant history. <i>Skills:</i> Lists essential skills, including technical and soft skills. <i>Certifications/Licenses:</i> Includes any required certifications or licenses
<b>Knowledge, Skills, and Abilities (KSAs)</b>	<i>Knowledge:</i> Describes specific knowledge areas necessary for the job. <i>Skills:</i> Highlights technical or procedural skills required. <i>Abilities:</i> Covers broader capabilities, such as problem-solving or communication skills
<b>Physical Requirements</b>	Details the physical demands of the job, such as lifting, standing, or working in specific environments. Ensures compliance with the Americans with Disabilities Act (ADA)
<b>Working Conditions</b>	Describes the environment in which the job is performed, including any unusual conditions (e.g., exposure to weather, noise levels)
<b>Job Classification</b>	Indicates whether the position is exempt or non-exempt under the Fair Labor Standards Act (FLSA). May include pay grade or salary range information
<b>Other Requirements</b>	Includes any additional requirements, such as background checks, driving records, or residency stipulations



# Importance of Maintaining Up-to-Date Employee Handbooks

Reason	Benefit
<b>Legal Compliance</b>	<i>Stay Current with Laws and Minimize Legal Risks:</i> Ensures adherence to evolving local, state, and federal employment laws, regulations, and compliance. Reduces the risk of lawsuits and penalties.
<b>Policy Clarity</b>	<i>Consistent Guidelines:</i> Provides clear and consistent policies for all employees. <i>Updated Procedures:</i> Reflects the latest procedures and practices, ensuring everyone is informed.
<b>Employee Understanding</b>	<i>Clear Expectations:</i> Helps employees understand their roles, responsibilities, and rights. <i>Effective Communication:</i> Serves as an effective communication tool for conveying current policies.
<b>Performance and Accountability</b>	<i>Standardized Performance Metrics:</i> Provides a basis for fair performance evaluations and accountability. <i>Improved Productivity:</i> Ensures employees are aware of updated standards and expectations.
<b>Employee Relations</b>	<i>Conflict Resolution:</i> Outlines procedures for addressing grievances and disputes. <i>Employee Engagement:</i> Enhances employee morale and engagement by providing clear and supportive guidelines.
<b>Adaptability to Change</b>	<i>Reflects Organizational Changes:</i> Incorporates changes in organizational structure, policies, and procedures.





# Typical Policies in an Employee Handbook

- Introduction
- Municipal/County Overview
- Employment Policies
- Recruitment and Hiring
- Employee Conduct and Expectations
- Compensation and Benefits
- Performance Management
- Employee Relations
- Training and Development
- Health and Safety
- Technology and Communication
- Ethics and Compliance
- Separation of Employment
- Acknowledgement of Receipt of Handbook



# Questions about Compensation Studies, Job Descriptions, or Employee Handbooks?

For many years, Stennis has worked with Mississippi's local governments— counties and municipalities— offering consulting, applied research, and technical assistance in a variety of areas.

One area of expertise is conducting classification and compensation studies to help determine if local compensation is competitive and all personnel records, handbooks, policies, and procedures are up to date. If you feel you need assistance, please contact us and let us know how we can serve you.



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