

**RILEY COUNTY LAW ENFORCEMENT AGENCY
SPECIAL LAW BOARD MEETING
City Commission Meeting Room
1101 Poyntz Ave.
Manhattan, KS
April 6, 2023 12:00 p.m.
Agenda (Amended)**

I. ESTABLISH QUORUM- Chairperson Matta

II. PLEDGE OF ALLEGIANCE- Director Peete

III. GENERAL AGENDA

- A. Public Comment
- B. Fraternal Order of Police Lodge #17 Comments
- C. Board Member Comments
- D. Introduction of Phil Hayes by Captain Jager
RCPD Salary Survey Presentation by Phil Hayes, Vice President, The Arnold Group
- E. Executive Session- *(Vote Required)*
 - 1. Non-Elected Personnel Matters
 - 2. Attorney Client Privilege
- F. Adjournment

Pages 1-34

Riley County Law Enforcement Agency (Law Board) Meetings are open to the public. Agenda items may be viewed on the Riley County Police Department website at <http://rileycountypolice.org/law-board>. In order to comply with provisions of the Americans with Disabilities Act (ADA), the Riley County Law Enforcement Agency will make reasonable efforts to accommodate the needs of persons with disabilities. Please contact Executive Offices Manager Nichole Glessner at (785) 537-2112, ext. 2468, for assistance.

The Meeting of the Riley County Law Enforcement Agency will be televised live on local Cox Cable Channel 3, on the City of Manhattan's website at <http://cityofmhk.com/tv>, and also on the RCPD website at <http://rileycountypolice.org/law-board>. A recording will be made available on the RCPD and City websites after the meeting.



The Arnold Group®
A HUMAN RESOURCE COMPANY

The Compensation Conversation: Inflation, Trends & Strategy

Presented to:



**RILEY COUNTY
POLICE DEPARTMENT**

Law Board

April 6, 2023

with

Phillip M. Hayes

Vice President
The Arnold Group – A Human Resource Company (TAG)

Employer Representative
KS Unemployment Compensation Modernization & Improvement Council

Member
KS Workers Compensation & Employment Security Review Boards Nominating Committee
Past Chairman, KS Employment Security Board of Review
Kansas Department of Labor

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Discover untapped talent pools & empower career growth.

75TH ANNIVERSARY
SHRM

JOIN TODAY

Have you ever found the perfect job candidate, only to have them turn you down because you couldn't offer a competitive salary?

You're not alone. According to the [**2022-2023 SHRM State of the Workplace Report**](#), **48% of HR professionals agree**: Uncompetitive compensation inhibits the hiring and retention of qualified candidates and those searching for growth opportunities.

Rely on SHRM to help you find solutions to your talent acquisition and retention challenges. Gain member-exclusive access to current resources and professional development opportunities to help you strategically move your efforts forward.

Learning Objectives

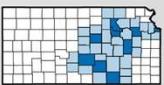


1. The Employment Landscape
2. Company Culture is KING
3. Pay strategies and overall employee experience
 - Finding the approach and a solution that makes sense for your organization
4. Value of formalized compensation philosophy, policy, & plan
5. Addressing pay equity and wage compression
6. Behind the Curtain...
 - RCPD Compensation Plan in Action



TAG Employment Impact Analysis | Quarterly Updates

The Arnold Group's County Employment Impact Analyses are provided as a strategy resource designed to keep you abreast of changes in the economic climate and future constraints in talent.



[Download full analysis:](#)



2022 was marked with market uncertainty, supply chain issues, low labor force participation, increasing labor costs, persistent inflation, and a potential economic downturn.

Hiring challenges are expected to linger throughout 2023, impacting employers across the board. Even with a looming recession, we believe we'll see continued and elevated turnover, steady candidate demand for better culture fit, and an overall inability to fill open positions.

Candidates:

- Priorities are more rigid with a stronger focus on work-life balance; restructured lifestyles.

Employers:

- Must prioritize their employment brand and retool their overall employee value proposition.

TAG Employment Impact Analysis | Pre-Pandemic Insights

Did you know:

 For the first time, career growth opportunities are the #1 factor candidates consider

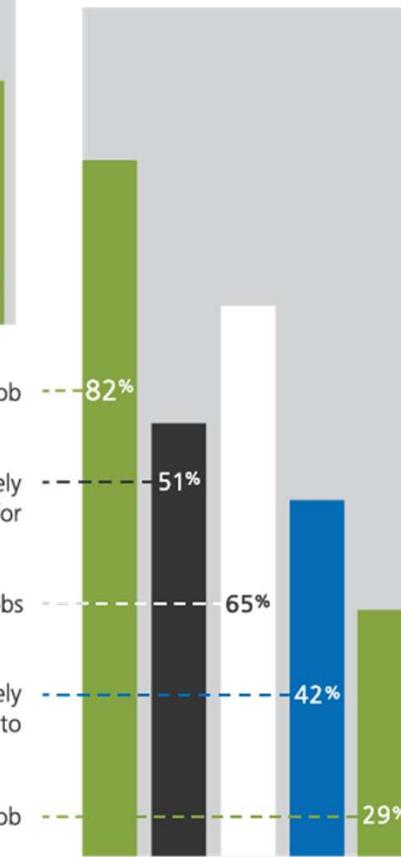
57% of employees have left a job specifically **because of their manager**.⁶ 

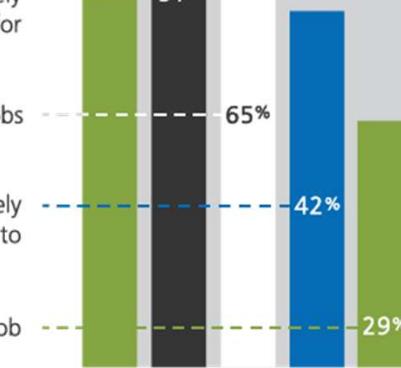
 69% of employees would not take a job with a company that has a bad reputation, even if they are unemployed.⁷

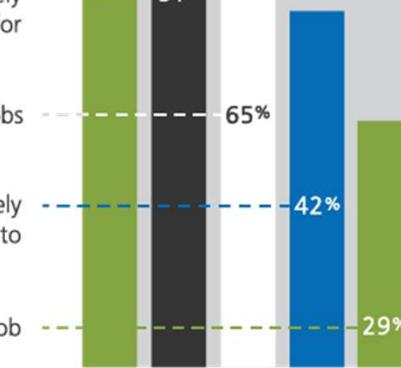
50% of small businesses report there are few to no qualified applicants for positions they're trying to fill, and 23% report **finding qualified workers** is their #1 problem.⁸ 

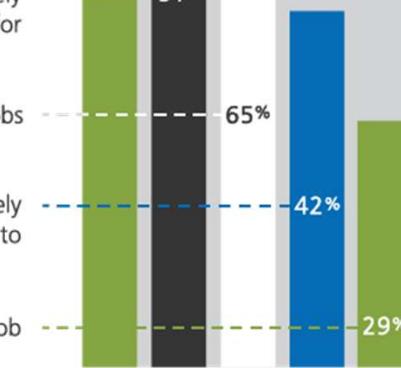
Percent of Americans who say it is a good time to find a quality job.^{1,2,9}

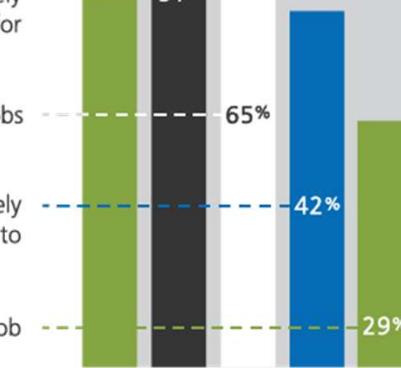
2012 19% 2016 42% 2018 67% 2019 71%

82% of employees are open to new job opportunities.³ 

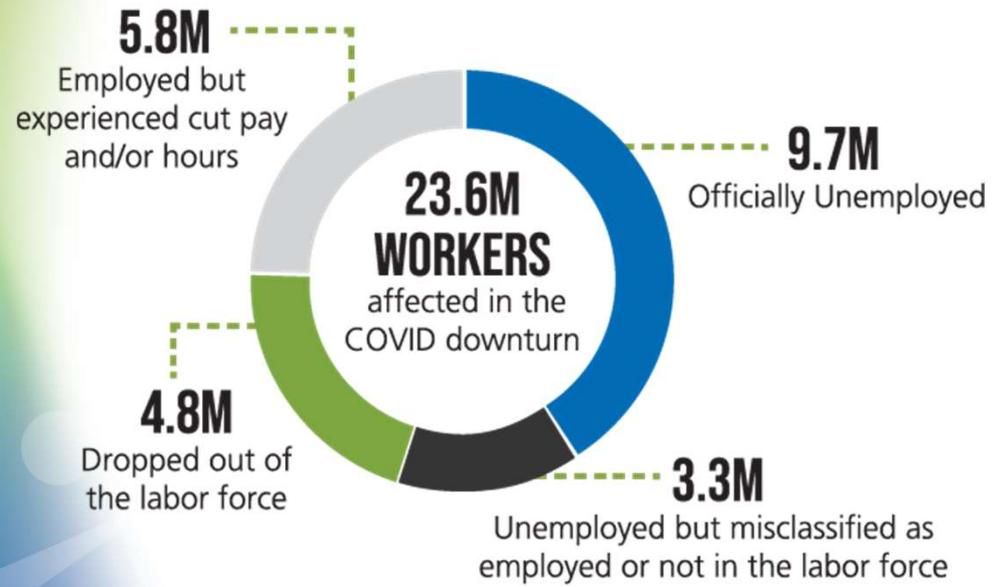
51% of employees say they're actively looking for a new job or watching for openings.⁴ 

65% of employees look at new jobs again within 91 days of being hired.² 

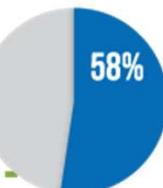
42% of employees not "actively looking" for a new job are still open to the idea.⁵ 

29% of employees have left a job within 90 days of starting.³ 

TAG Employment Impact Analysis | 2020 Pandemic Insights



58% of active job seekers shifted job search expectations, with safety becoming the top priority.

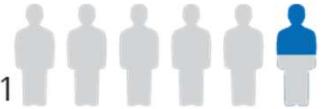


36.9%

Long-term unemployment (6+ months) makes up 36.9% of total unemployment

TAG Employment Impact Analysis | 2020 Pandemic Insights

5.5 million dropped out of the U.S. labor force between February 2020 and January 2021



THE LABOR SUPPLY WAS DIMINISHED, NOT JUST THE LABOR DEMAND

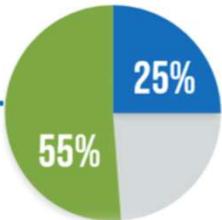
49.6M
EXPECTED
of Retirees
in 2021

51.1M
ACTUAL
of Retirees
In 2021

An additional 1.5M more people retired by December than was predicted based on pre-pandemic trends.

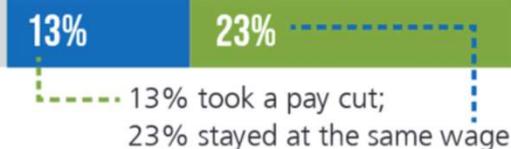
TAG Employment Impact Analysis | 2021 Post-Pandemic Insights

55% of Americans anticipate looking for a new job in the next 12 months



1 in 4 employees who left their job in 2021 did not have another one lined up

Of those who took a new job immediately...



13% took a pay cut;
23% stayed at the same wage.

November 2021:

OF KANSANS WHO QUIT THEIR JOB

31,000

Jan.
2021

36,000

Jan.
2022

A record high of 4.5 million Americans quit their jobs



% OF WORKFORCE WHO QUIT

Kansas: 2.5%

Nation Wide: 2.9%

49%

49% of organizations say voluntary turnover has increased compared to previous years.

TAG Employment Impact Analysis | 2022 Post-Pandemic Insights

86% of employers with open job positions say they're struggling to fill those positions as a result of the skills gap

86%

Nationally,
there is only
0.5 people to
fill each job
opening



OF JOB POSTINGS

Feb. 2020

Feb. 2021

Feb. 2022

There were **38% more job postings** in February 2022 than in February 2020 (pre-COVID)

IN LABOR FORCE

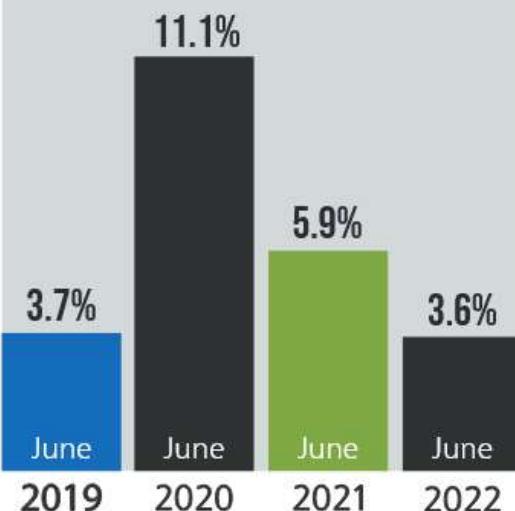
Feb. 2020

Feb. 2021

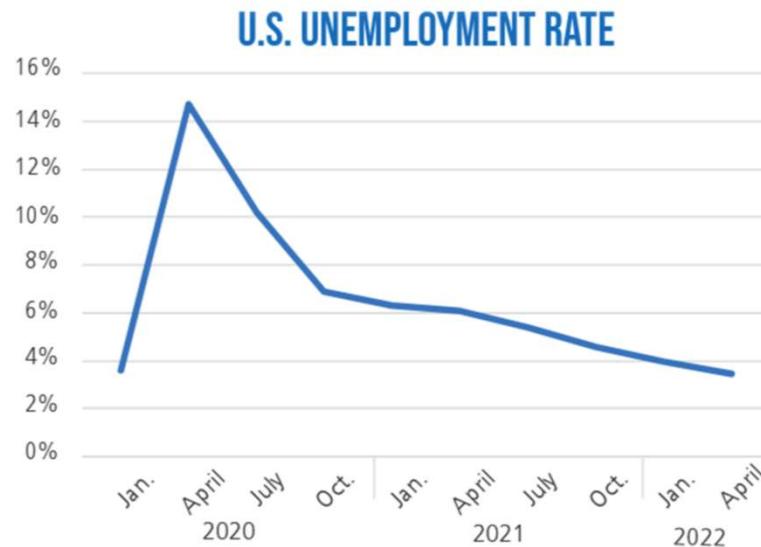
Feb. 2022

There were **1.1% less people** in the labor force in February 2022 than in February 2020 (pre-COVID)

U.S. UNEMPLOYMENT RATE



TAG Employment Impact Analysis | 2022 Post-Pandemic Insights



Did you know... ➤

The 2020 Recession had **the fastest (unemployment)** and **slowest (labor participation)** recoveries of any recession since WWII.

26.7%

Long-term unemployment (6+ months) makes up 26.7% of total U.S. unemployment

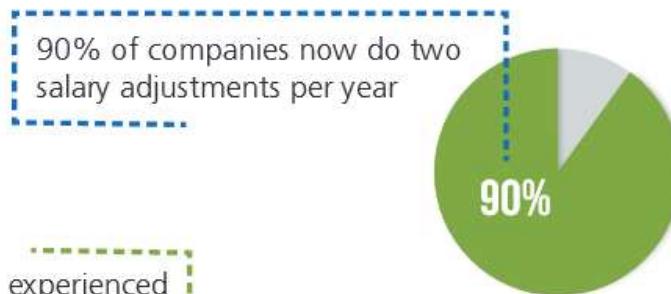
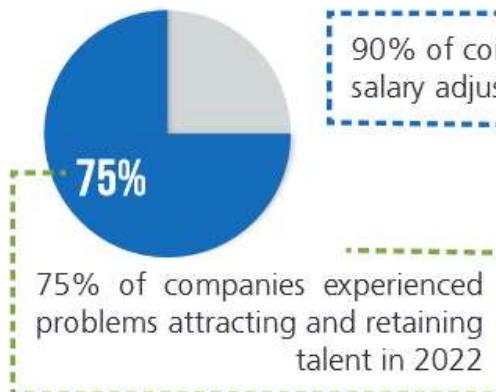
Feb. 2022

TAG Employment Impact Analysis | 2023 Insights

On average, **4 million people** quit their job **each month** in **2021 and 2022**. November 2021 saw record quits of 4.5 million.

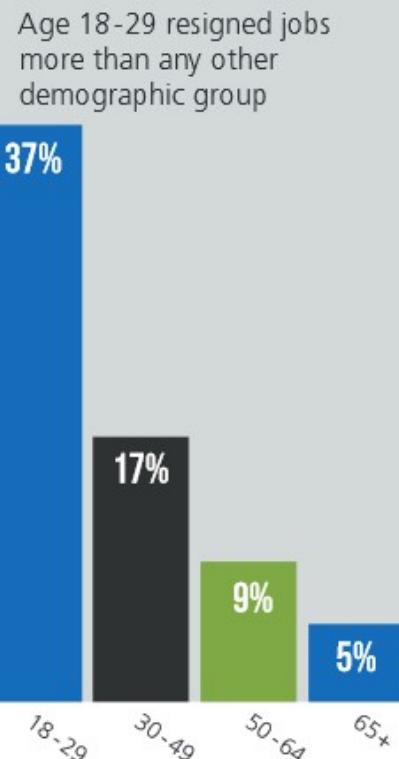


The quit rate in Nov. 2022 was **17% higher** than the pre-pandemic quit rate in Feb. 2020



TAG Employment Impact Analysis | 2023 Insights

RESIGNATIONS BY DEMOGRAPHIC



TAG Employment Impact Analysis | 2023 Insights



SUMMARY OF US SALARY AND INFLATION RATES:

AVERAGE SALARY INCREASE

2015: 3.48% 2016: 1.13% 2017: 3.45% 2018: 3.62% 2019: 3.75% 2020: 2.83% 2021: 3.89% 2022: 4.20% 2023: 4.60%*

*Min, Mid, Max Impact

*Projected

Spent more than budgeted/planned on pay adjustments in 2022

70%

Intend to increase salary budgets in 2023

68%

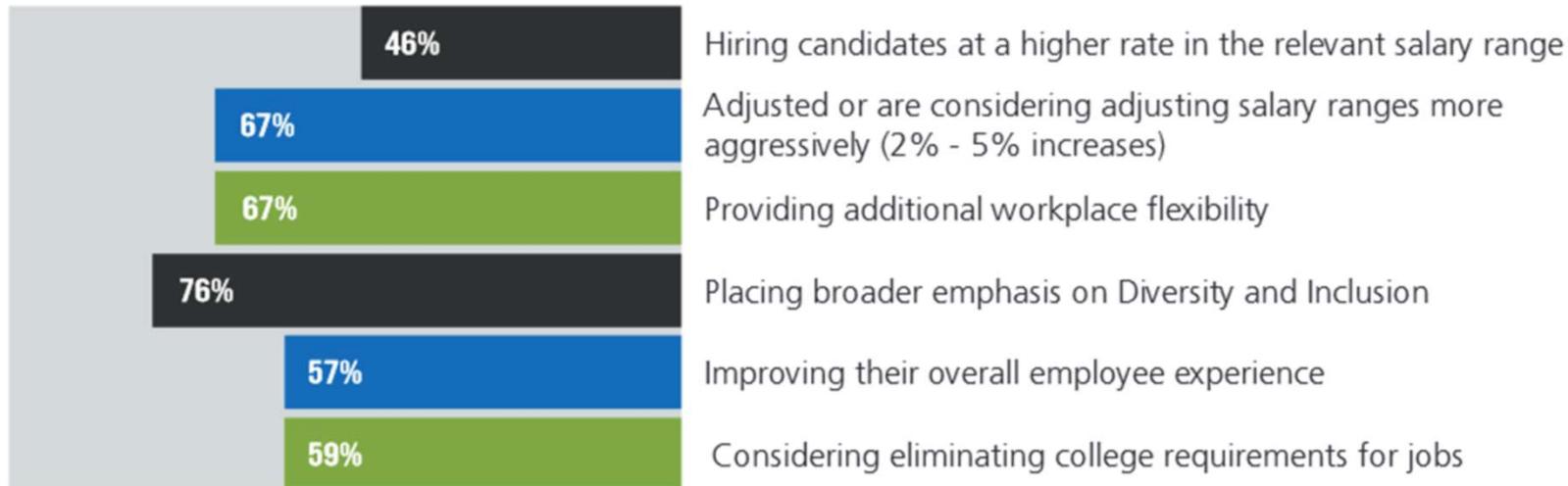
INFLATION RATE

2015: 0.12% 2016: 1.26% 2017: 2.13% 2018: 2.44% 2019: 1.81% 2020: 1.23% 2021: 4.69% 2022: 8.01% 2023: TBD

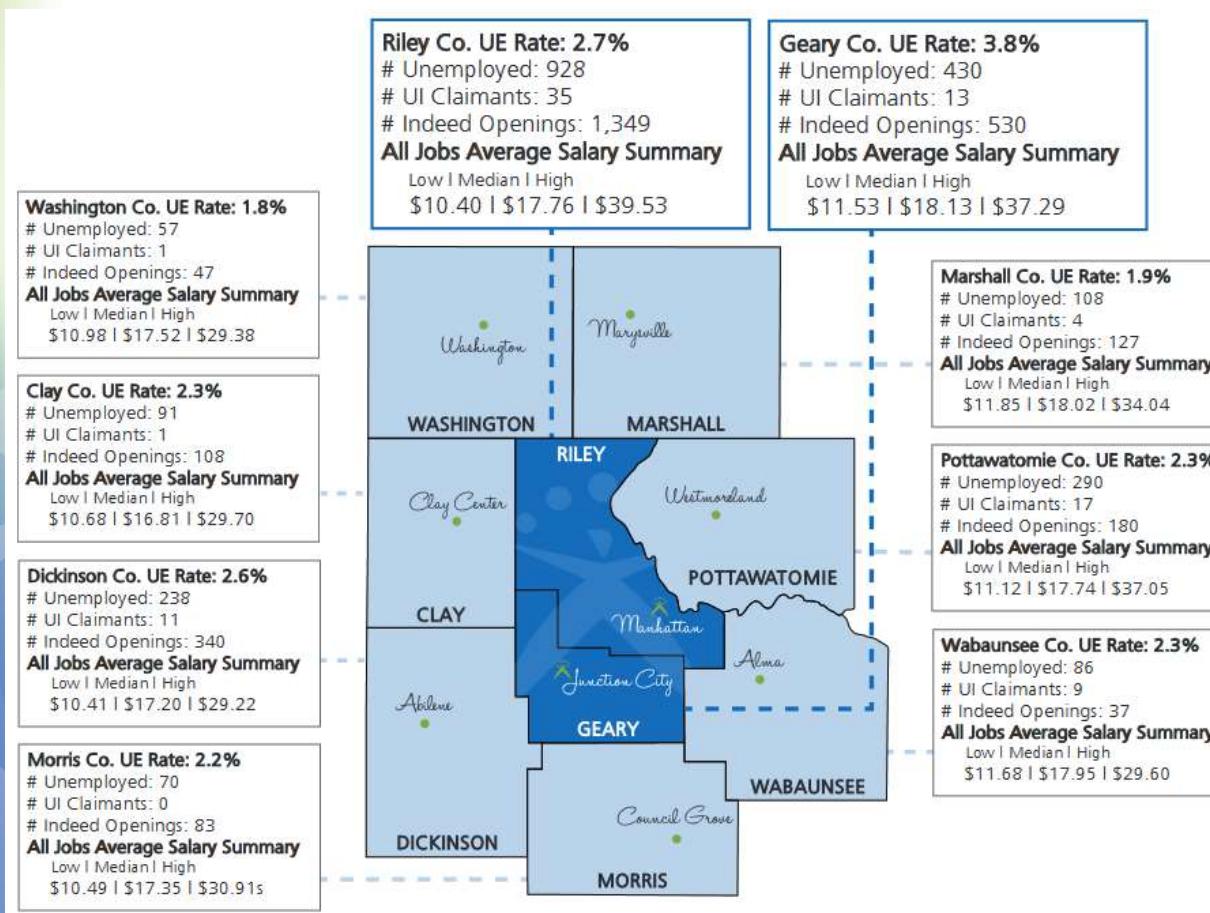
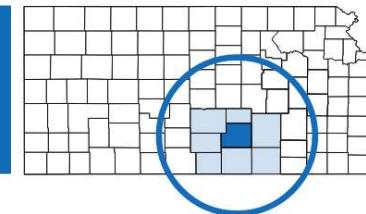


TAG Employment Impact Analysis | 2023 Insights

WHAT COMPANIES ARE DOING TO REMAIN COMPETITIVE IN THE TOUGH LABOR MARKET:



TAG Employment Impact Analysis



2.9%
 KS Unemployment Rate
 # Indeed Openings: 59,115

2022 KS Unemployment Rates

Jan	Feb	Mar	Apr	May	June
2.6	2.7	2.5	2.4	2.3	2.4
July	Aug	Sep	Oct	Nov	Dec
2.4	2.5	2.5	2.8	2.9	2.9

*** 3.5%**
 U.S. Unemployment Rate
 # Indeed Openings: 6,087,416

2022 US Unemployment Rates

Jan	Feb	Mar	Apr	May	June
4.0	3.8	3.6	3.6	3.6	3.6
July	Aug	Sep	Oct	Nov	Dec
3.5	3.7	3.5	3.7	3.7	3.5

*The Federal Reserve considers a base unemployment rate (the U-3 rate) of 5.0%-5.2% as "full employment" in the economy.

TAG Employment Impact Analysis | Quarterly Jobs Summary

Government Sector

Q4-22: +500
Q3-22: -2,900
Q2-22: +4,600
Q1-22: +1,700

Private Sector

Q4-22: +8,600
Q3-22: +3,500
Q2-22: -600
Q1-22: +11,400

2022 KS Jobs Summaries

Government Private					
Jan	Feb	Mar	Apr	May	June
+8.5K +3.4K	+6.9K +5.1K	-2.3K -12K	+500 +81K	+500 -18K	+4.6K +3.9K
+3.4K -500	+5.1K +13K	-12K -2.1K	+81K +16K	+600 +500	+100 +8K
July	Aug	Sep	Oct	Nov	Dec
+3.5K -500	-3.4K +4K	+500 -1K	+8.5K +16K	-400 +600	+500 +11K

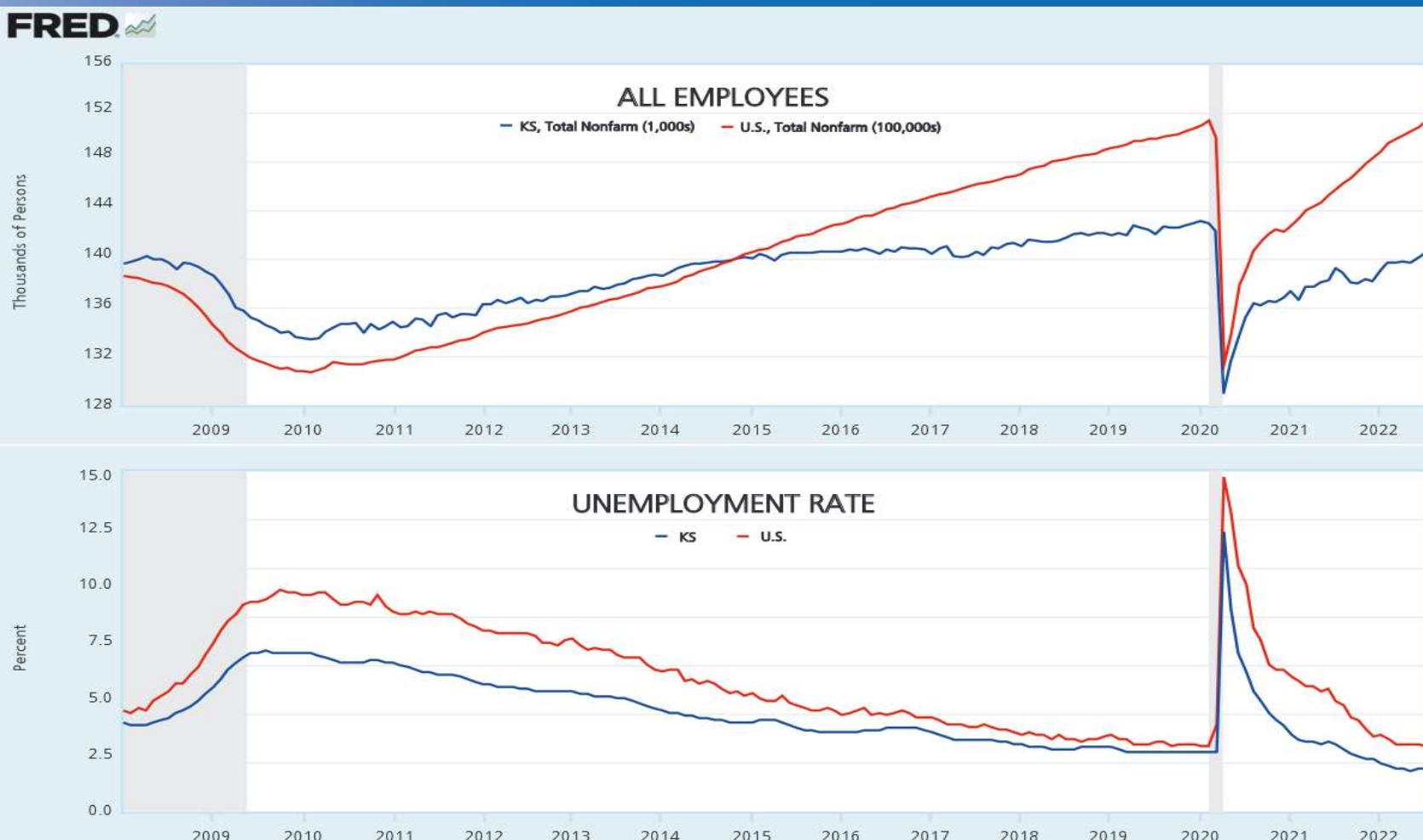
All Sectors

Q4-22: +747,000
Q3-22: +1,106,000
Q2-22: +1,190,000
Q1-22: +1,576,000

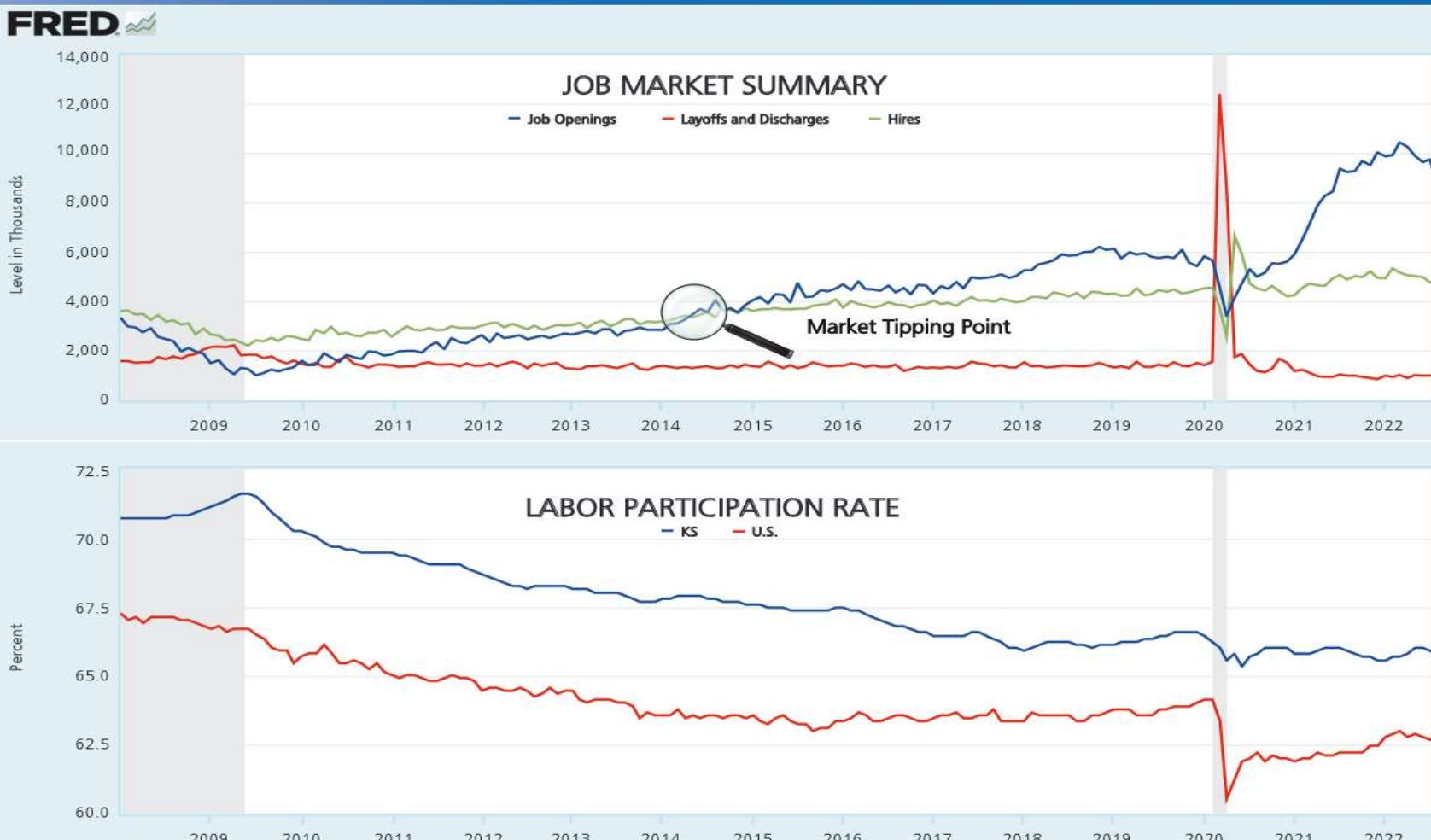
2022 U.S. Jobs Summaries

Jan	Feb	Mar	Apr	May	June
+467K	+678K	+431K	+428K	+390K	+372K
July	Aug	Sep	Oct	Nov	Dec
+528K	+315K	+263K	+261K	+263K	+223K

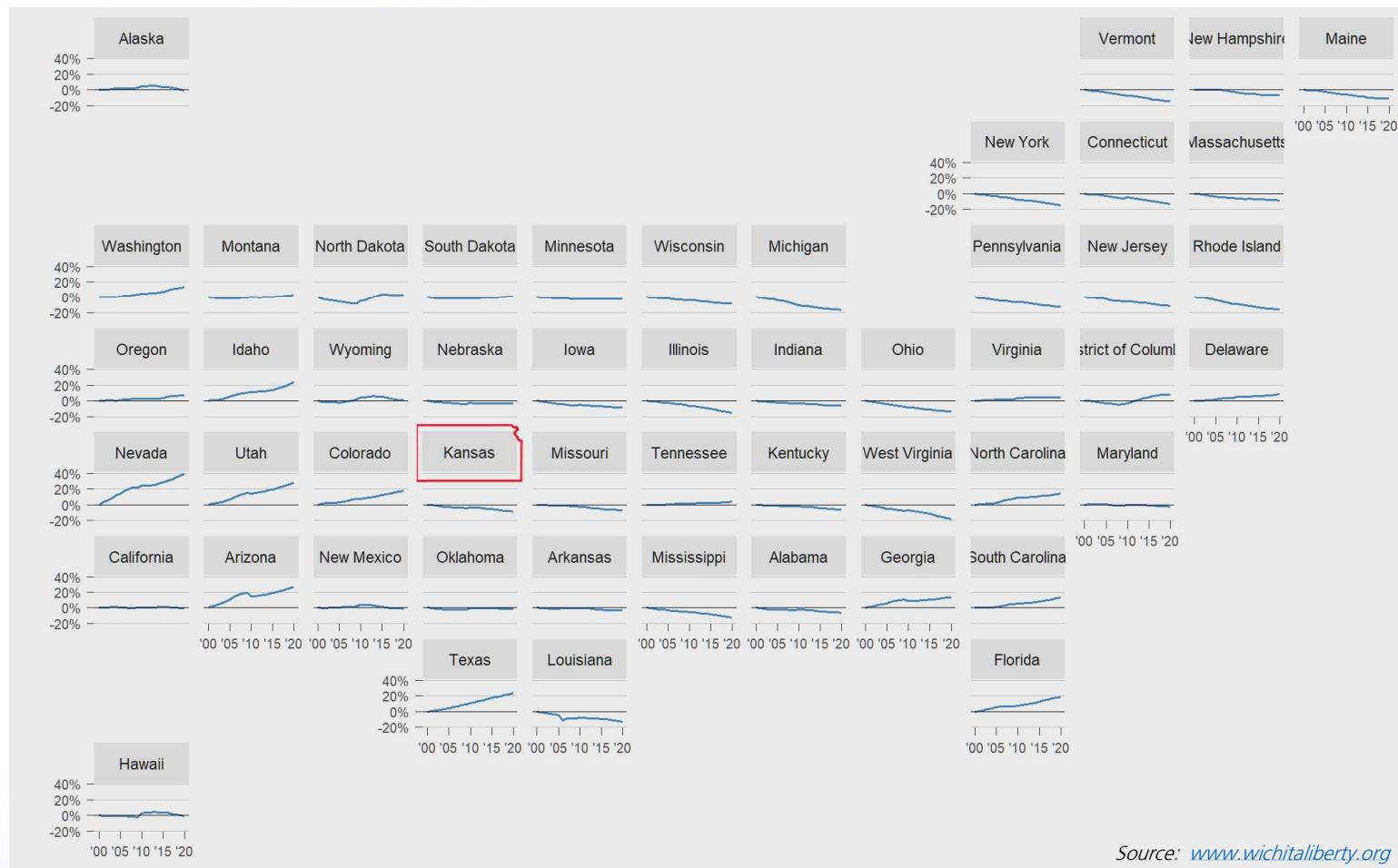
TAG Employment Impact Analysis | Federal Reserve Economic Data



TAG Employment Impact Analysis | Federal Reserve Economic Data



State Population Trends | U.S. Census Bureau

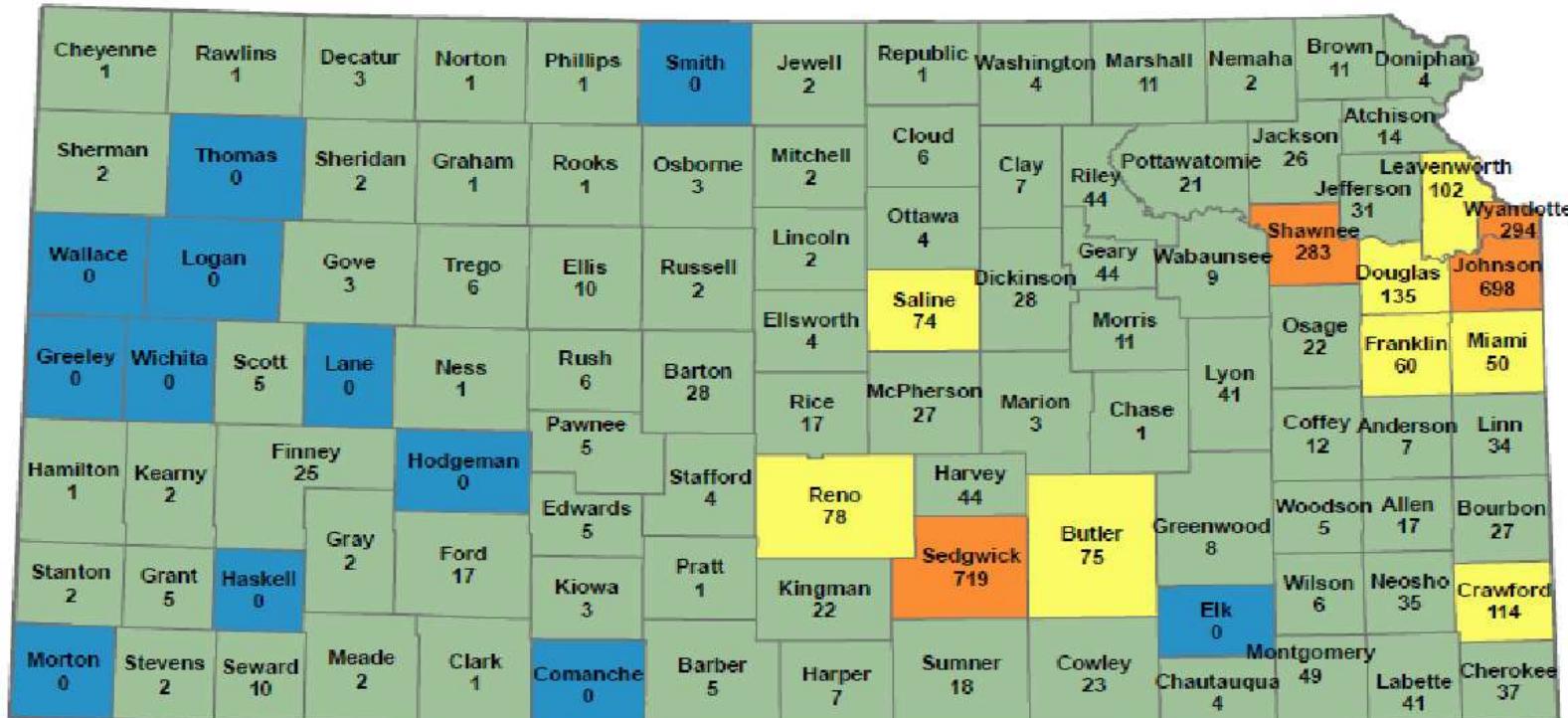


Source: www.wichitaliberty.org

Kansas County Population Trends | U.S. Census Bureau



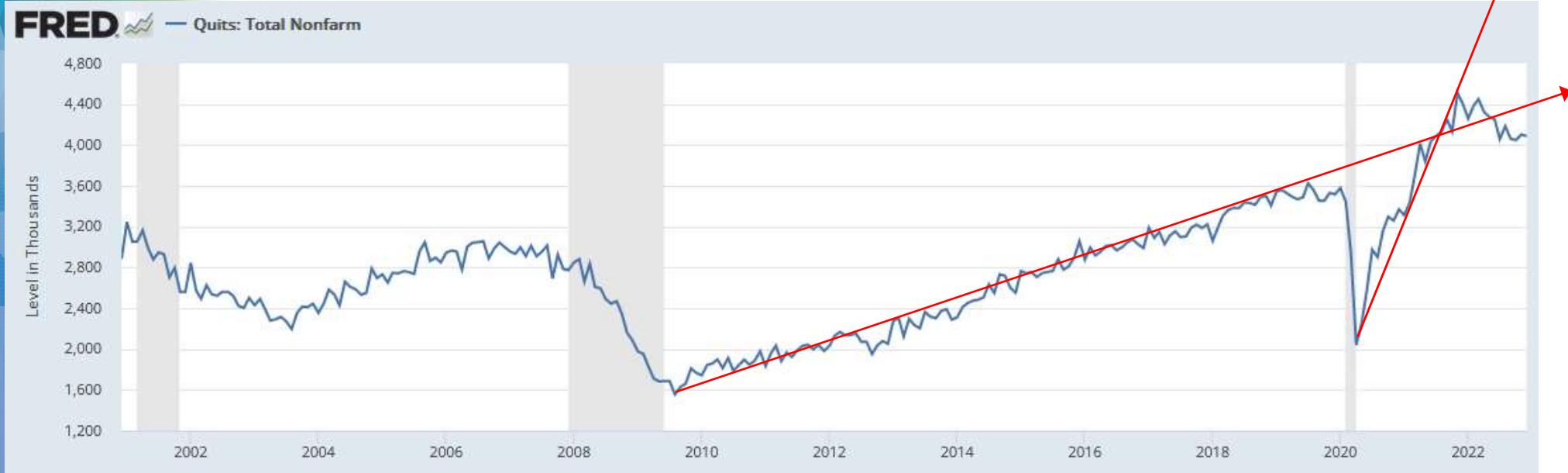
Unique Individual KS UI Claimants | W/E March 25, 2023



*Even with 0.00% unemployment, it would help,
but would NOT solve the equation & overall imbalance...*

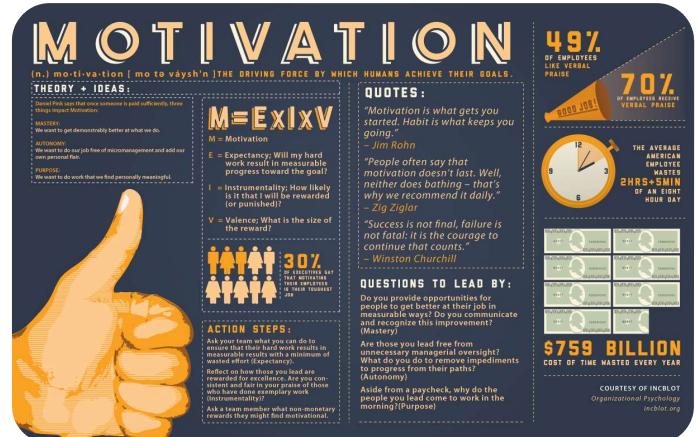
Source: www.dol.ks.gov/

U.S. Quit Rate Records



Effective Compensation Systems

- Motivate employees
- Control compensation costs
- Ensure equity
 - Individual, Internal & External
- Allocate financial resources appropriately

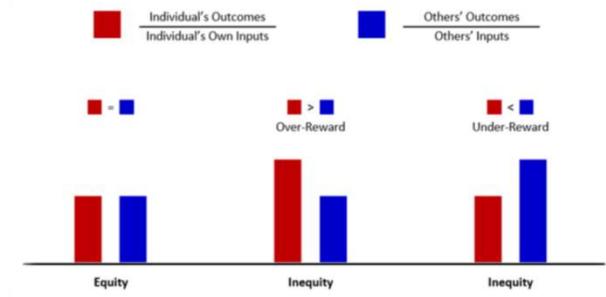


Compensation Equity Issues



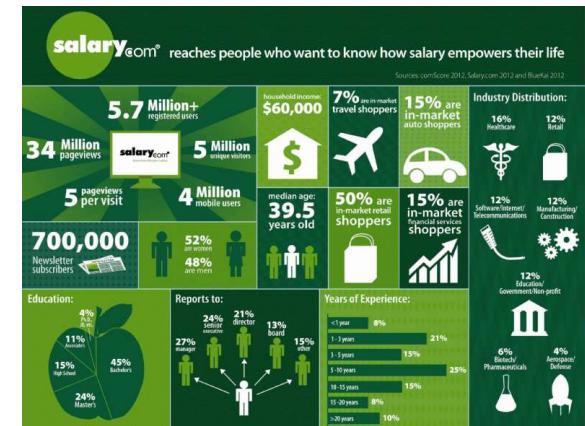
Is compensation judged to be fair?

- Individual Equity
 - Comparison of pay between EEs doing *same job* within *same company*
- Internal Equity
 - Comparison of pay employees doing *different jobs* within *same company*
- External Equity
 - Comparison of pay employees doing *same job* within *different companies*



Equity Theory

1. EEs attempt to maintain equity between skills/outputs they bring to work in relation to compensation received as compared to outputs/compensation from co-workers.
2. Based on belief people value fair treatment and need to believe they are being treated fairly to maintain motivation.
3. If distress is experienced, an attempt will be made to restore equity within the relationship.



Basic Pay System Parameters

1. Internal Equity

- Appropriate pay differences across jobs throughout organization

2. Individual Equity

- Appropriate pay difference across employees who perform same job

3. External Equity

Market Position	Advantages	Disadvantages
LAG the Market	1. Lowers costs – more competitive 2. Money can be used for benefits	1. Hard to attract/retain EEs 2. Training EEs for competitors 3. Dissatisfied EEs
MATCH the Market	1. Pay & cost matches competition 2. During good times, can easily share bonuses and short-term incentives	1. May not be able to keep stars 2. May not attract stars in tight market
★ LEAD the Market	1. Able to attract/retain stars 2. Helps w/ long-term retention 3. Helps w/ perception of ER of choice	1. Increases costs 2. Must have profits/finances to afford 3. During hard times, not able to change financial commitment quickly
SUN MIXED Market Position	1. One size doesn't fit all <ul style="list-style-type: none">Geographical challengesMarket shortagesDifficult vs. easier-to-fill positions	1. Administration

Job Evaluation Pay Systems

Systematically determines relative value of jobs to create internal hierarchy; used to determine pay grades and set pay ranges.

Basis for Job Hierarchy	Non-Quantitative Comparison Involving Job as a Whole	Quantitative Comparison Involving Job Components
Job Versus Job Comparison	Job Ranking	Factor Comparison
Job Versus Scale Comparison	Job Grading / Job Classification	Point Method (Hay Plan)

Source: Fisher, Schoenfeldt, & Shaw (2006), Figure 11.3, p. 490

Point Method – Positions, not People...

- Defined set of compensable factors
 1. Knowledge
 2. Supervisory Control
 3. Guidelines
 4. Complexity
 5. Scope and Effect
 6. Personal Contacts
 7. Purpose of Contacts
 8. Physical Demands
 9. Work Environment
- Defined factor scale for each factor
- Assigned points of each degree for each compensable factor



Point Method

- Review, evaluate and complete a point factor analysis for each unique job
- Assign job grades based on total point factor scores (standard, conversion table)
- Select benchmark jobs
 - Well-known, stable job content
 - Common in many organizations
 - Jobs defined with precision
 - Jobs performed similarly across difference organizations
 - Represents the range of jobs being evaluated
 - Market pay data is available
- Collect market day for each benchmarked job
- For benchmark jobs; estimate market pay lines by using two simple regressions
- Create pay grades; use the regressions to determine the pay ranges for each job and/or grade



Pay Policy Issues

- Periodically update pay ranges
- Jobs above/below the desired pay range:
 - Green Circled: Pay is below the set range
 - Red Circled: Pay is above the set range
- Pay Compression
 - Defined as pay differentials that are too small to be considered equitable.
 - Consider differences between:
 - pay of supervisors and subordinates
 - pay of experienced and newly hired personnel of the same job and
 - pay-range midpoints in successive job grades or related grades
- Pay Increase Methods
 - Seniority
 - Cost-of-Living Adjustments (COLA) / Across-the-Board Increases
 - Lump-Sum Increases
 - Skill-Based Pay
 - Merit Pay
 - Pay for Performance



The Bottom Line

- Internal Equity:
 - A clear definition of a job's relative worth within your company.
- External Equity
 - How competitive is your company compared to the outside labor market?
- Individual Contributions Recognized
 - Does your compensation system pay EEs fairly based on results, effort, education/experience, talent and overall job performance?
- Legal
 - Does your compensation system adhere to major labor laws and other pay discrimination laws?



Compensation Policy Essentials

Compensation Administration Policy

- Objectives
- Procedures
 - Job Analysis
 - Job Evaluation
 - Salary Structure
 - Job Classification
- Merit Increases
- Promotion
- Reclassification
- Transfers



Thoughts | Comments | Questions



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Behind the Curtain...



RILEY COUNTY POLICE DEPARTMENT

Workbook Last Revised: 04/03/23
 Workbook EE Data Last Updated: 03/24/23
 Today's Date: 04/04/23

Compensation Plan Variables / Salary Survey Data		Organizational & Departmental Summary - Employee Gender									
1. # Pay Periods Per Year	26	Male	Female								
2. # Weeks in Year	52										
3. Primary Dept. Proj. Inc % (Step)	4.000%										
4. P4P - Increase Effective Date	01/01/24										
5. Grade Conversion Table											
6. Point Factor Analysis											
7. Salary Survey - 2020											
8. Pay Scale - Administration/Planning											
9. Pay Scale - Official											
10. Pay Scale Summaries											
11. Form I-9 Retention Calculator											
Organizational & Departmental Summary - Employee Tenure											
19. ALL EMPLOYEES / ALL DEPARTMENTS	77	<1 yr	36.15%	1-4 yrs	5-9 yrs	10-14 yrs	15-19 yrs	20-24 yrs	25+ yrs		
20. OFFICE OF THE DIRECTOR	122										
21. PATROL DIVISION	157										
22. SUPPORT DIVISION											
23. ADMINISTRATIVE DIVISION	189										
24. INVESTIGATION DIVISION	206										
25. JAIL DIVISION											
Organizational & Departmental Summary - Employee Age											
26. ALL EMPLOYEES / ALL DEPARTMENTS	89	<26	41.78%	26-35	36-45	46-55	56-65	65+			
27. OFFICE OF THE DIRECTOR	168										
28. PATROL DIVISION	198										
29. SUPPORT DIVISION	209										
30. ADMINISTRATIVE DIVISION											
31. INVESTIGATION DIVISION	92.96%										
32. JAIL DIVISION	98.12%										

Addressing Common Compensation Challenges:

1. Increasing pay rates for entry-level talent.
2. Budgeting annual salary increases/maximizing your budget.
3. Addressing pay compression w/ current and experienced hires.
4. Structuring and communicating a program that supports attracting and retaining talent.
5. Mitigating pay related liability and/or potential litigation.