

**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

Hot Off The PRESS

Promote Access to Meaningful Work

Discover untapped talent pools & empower career growth.



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

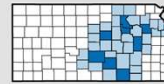


1. The Employment Landscape
2. Company Culture is KING
3. Pay strategies and overall employee experience
 - Finding the approach and a solution that makes sense for your organization
4. Value of formalized compensation philosophy, policy, & plan
5. Addressing pay equity and wage compression
6. Behind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

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



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

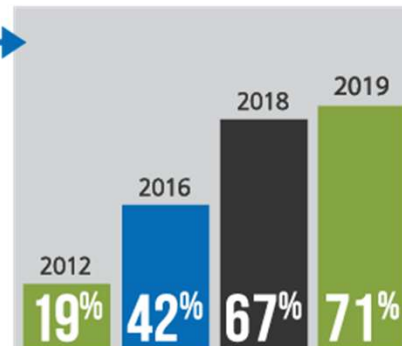


69% of employees would not take a job with a company that has a bad reputation, even if they are unemployed.⁷

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



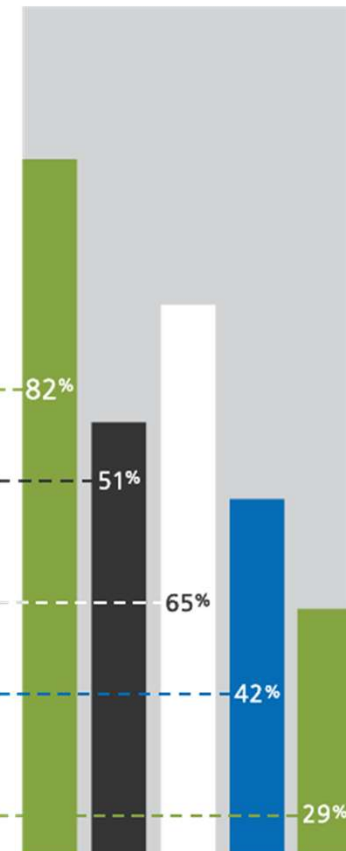
82% of employees are open to new job opportunities.³

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

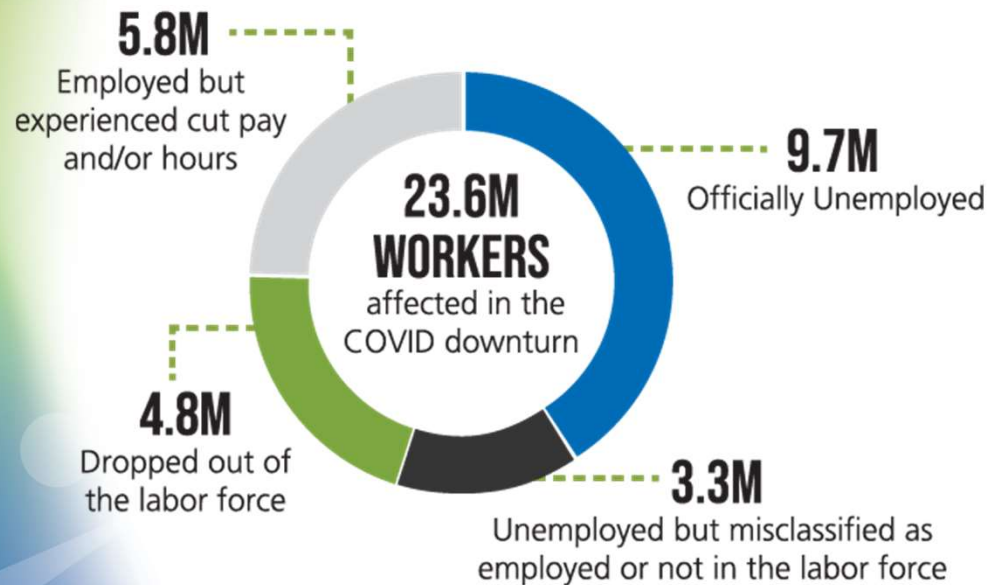
65% of employees look at new jobs again within 91 days of being hired.²

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

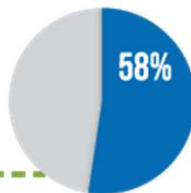
29% of employees have left a job within 90 days of starting.³



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

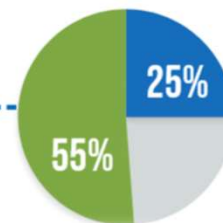
49.6M
EXPECTED
of Retirees
in 2021

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%

23%

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

November 2021:

OF KANSANS WHO
QUIT THEIR JOB

31,000

36,000

Jan.
2021

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



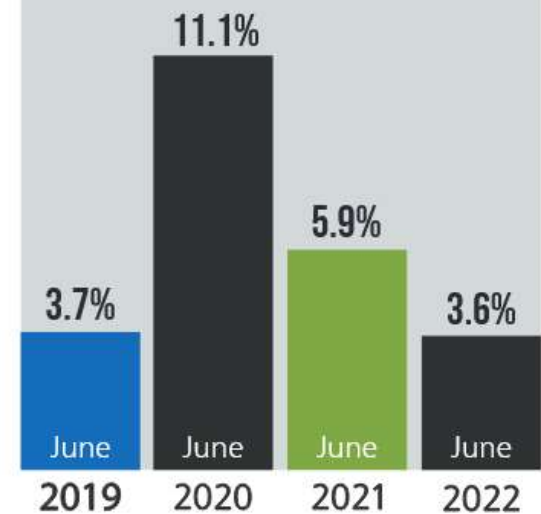
There were **38% more job postings** in February 2022 than in February 2020 (pre-COVID)

IN LABOR FORCE



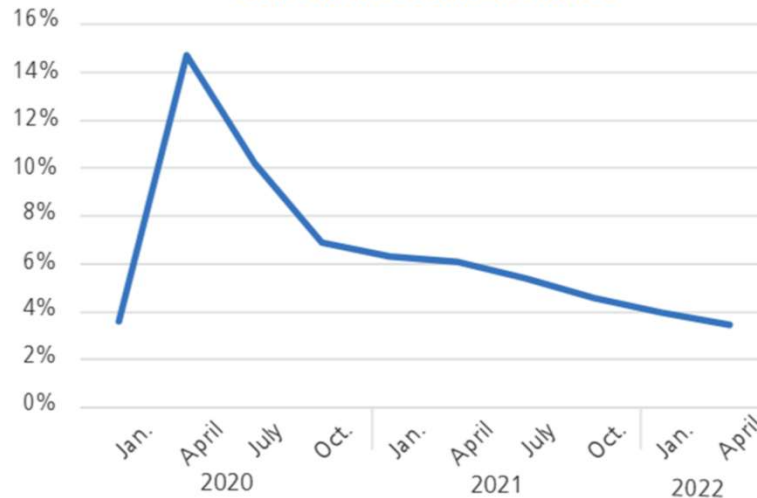
There were **1.1% less people** in the labor force in February 2022 than in February 2020 (pre-COVID)

U.S. UNEMPLOYMENT RATE



TAG Employment Impact Analysis | 2022 Post-Pandemic Insights

U.S. UNEMPLOYMENT RATE



U.S. LABOR PARTICIPATION RATE



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

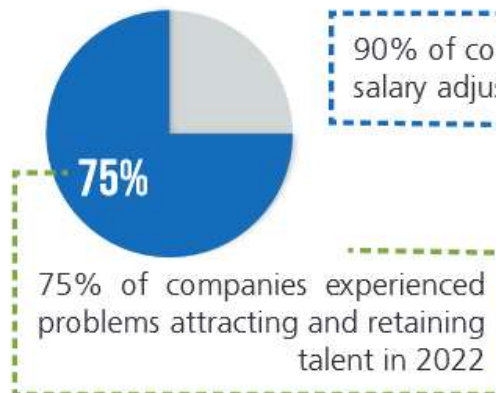
Feb. 2022

TAG Employment Impact Analysis | 2023 Insights

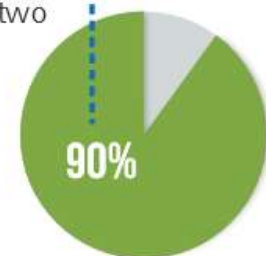
On average, **4 million people** quit their job **each month in 2021 and 2022**. November 2021 saw record quits of 4.5 million.



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



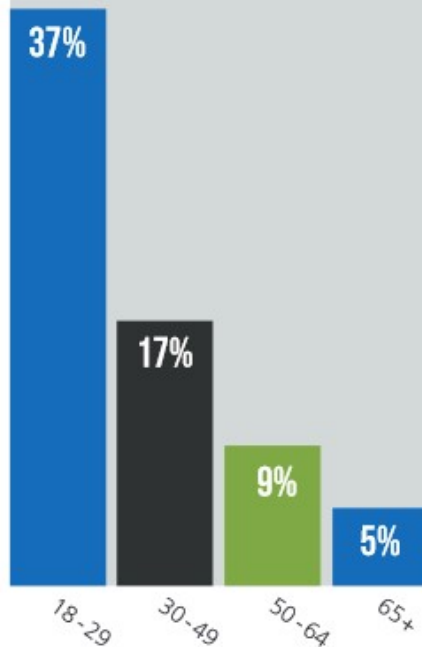
90% of companies now do two salary adjustments per year



TAG Employment Impact Analysis | 2023 Insights

RESIGNATIONS BY DEMOGRAPHIC

Age 18-29 resigned jobs more than any other demographic group



U.S. JOB OPENINGS AND QUIT LEVELS



There are 1.9 job openings for every unemployed worker

TAG Employment Impact Analysis | 2023 Insights



SUMMARY OF US SALARY AND INFLATION RATES:

AVERAGE SALARY INCREASE

*Min, Mid, Max Impact

2015: 3.48% 2016: 1.13% 2017: 3.45% 2018: 3.62% 2019: 3.75% 2020: 2.83% 2021: 8.89% 2022: 4.20% 2023: 4.60%*

*Projected

Spent more than budgeted/planned on pay adjustments in 2022 **70%**

Intend to increase salary budgets in 2023 **68%**

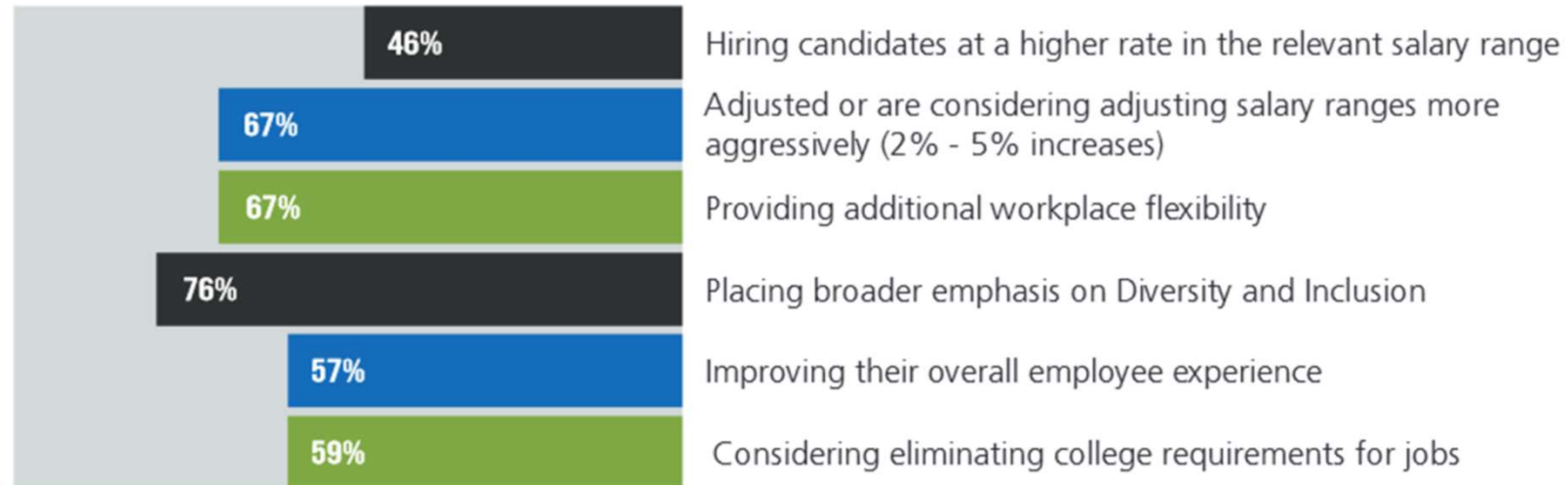
INFLATION RATE

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

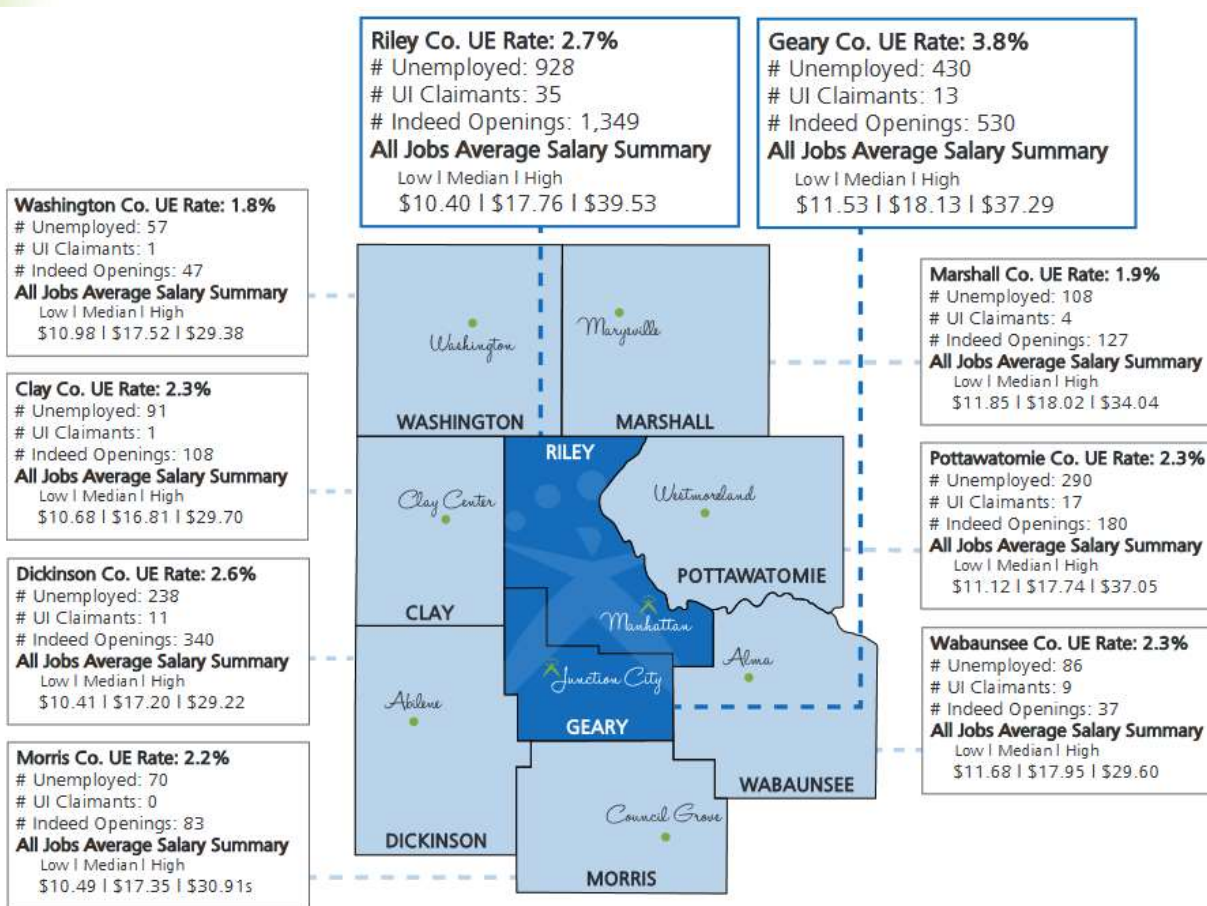
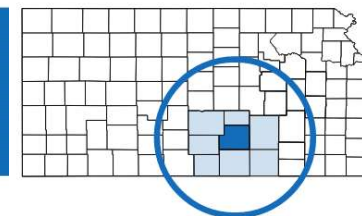


TAG Employment Impact Analysis | 2023 Insights

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

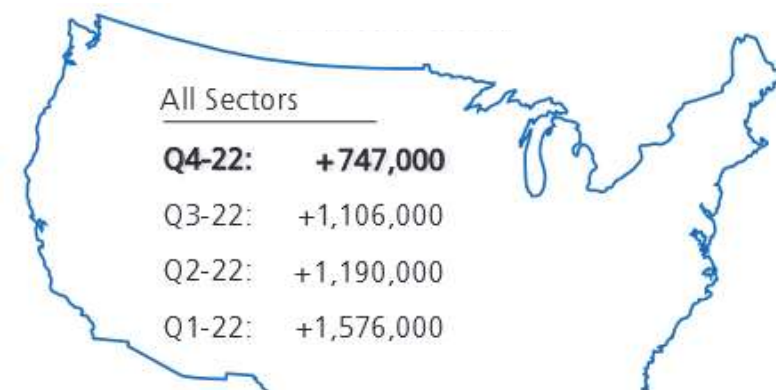
*The Federal Reserve considers a base unemployment rate (the U-3 rate) of 5.0%-5.2% as "full employment" in the economy.

TAG Employment Impact Analysis | Quarterly Jobs Summary

Government Sector		Private Sector	
Q4-22:	+500	Q4-22:	+8,600
Q3-22:	-2,900	Q3-22:	+3,500
Q2-22:	+4,600	Q2-22:	-600
Q1-22:	+1,700	Q1-22:	+11,400

2022 KS Jobs Summaries

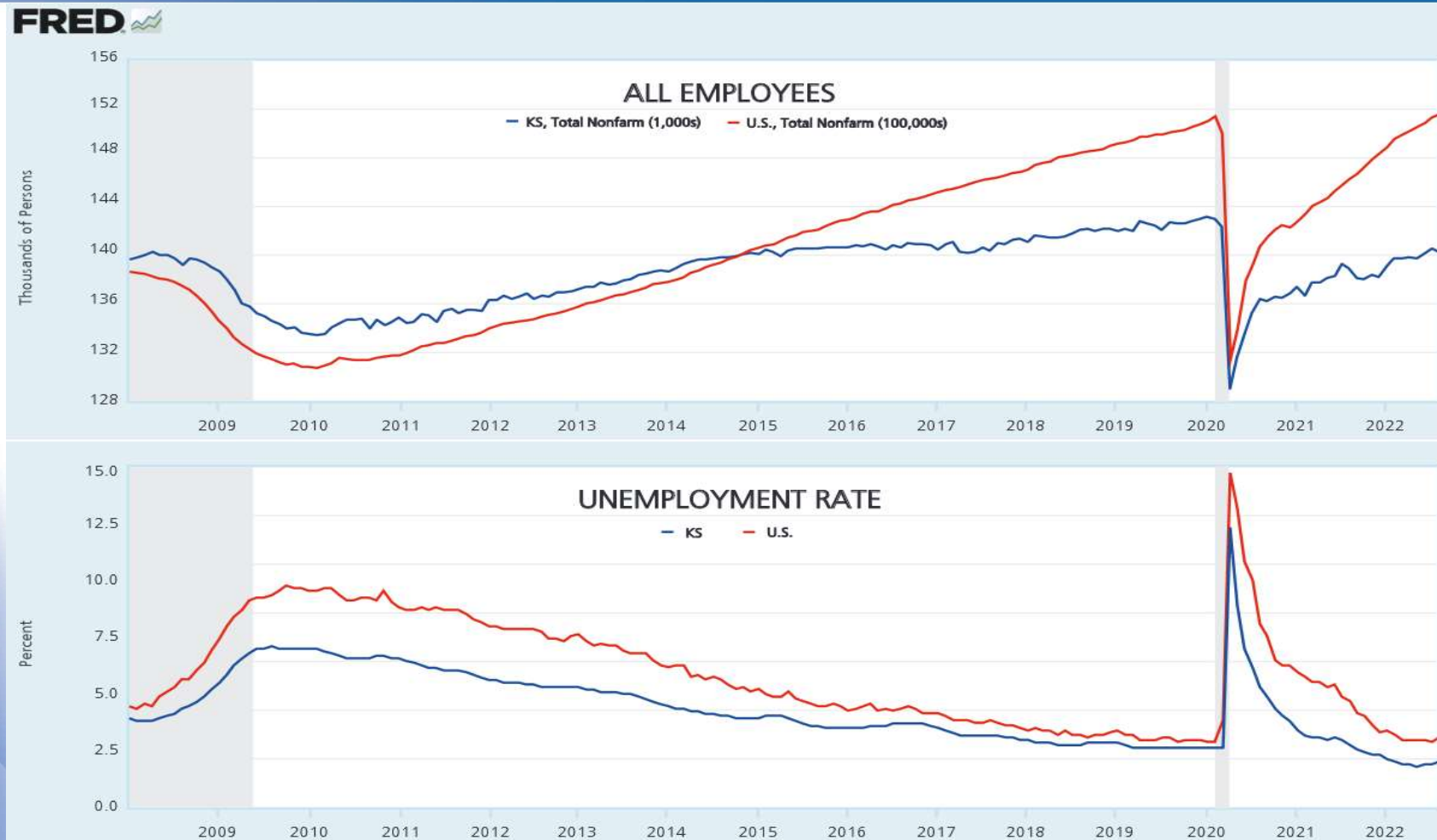
Government		Private			
Jan	Feb	Mar	Apr	May	June
+8.5K	+6.9K	-2.3K	+500	-1.1K	+4.6K
+3.4K +5.1K	-1.2K +8.1K	-500 -18K	+600 -100	+100 -1.2K	+700 +3.9K
July	Aug	Sep	Oct	Nov	Dec
+3.5K	-3.4K	+500	+8.5K	-400	+500
-500 +4K	-13K -2.1K	-1.1K +1.6K	+500 +8K	+600 -1K	-600 +1.1K



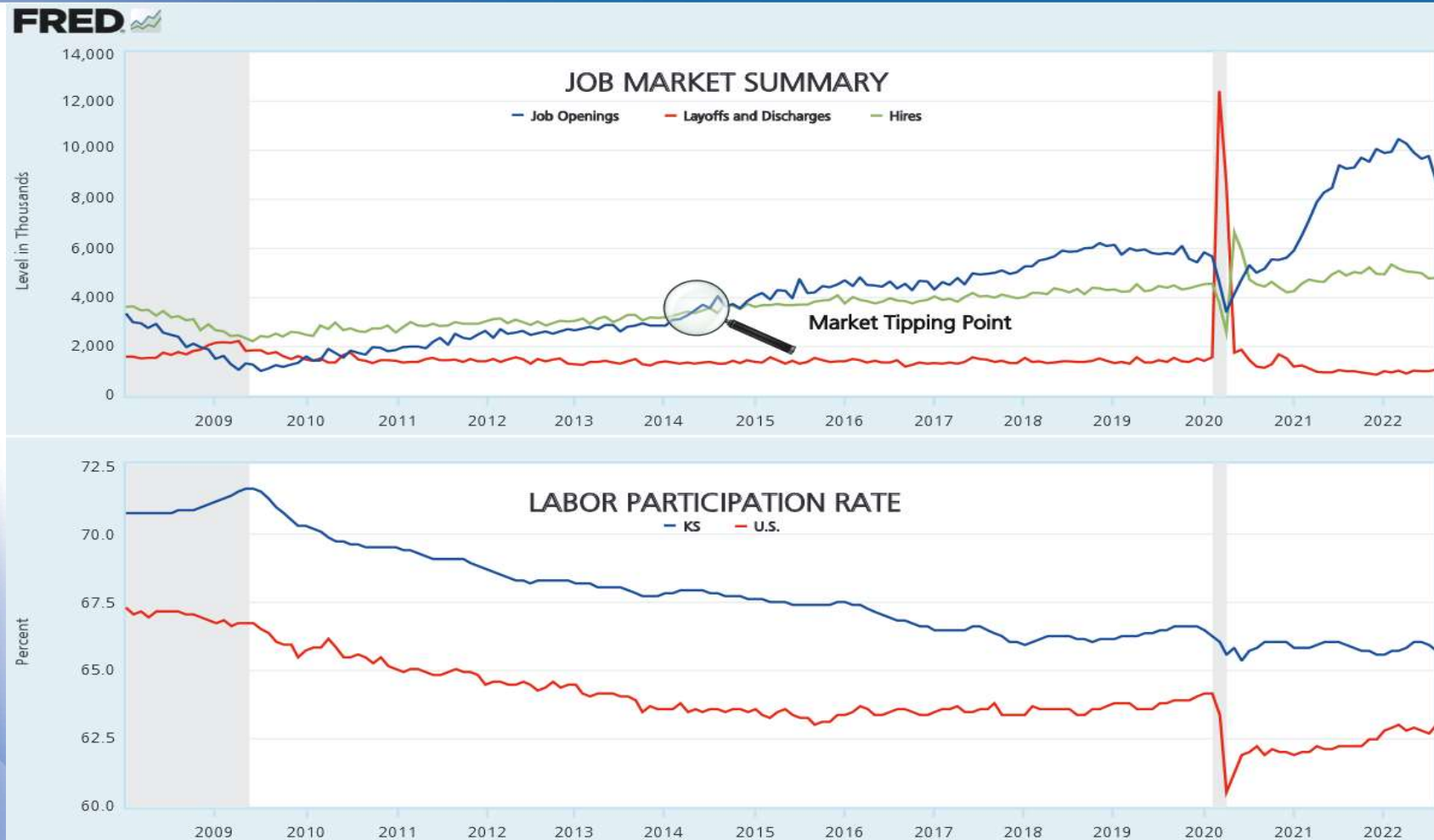
2022 U.S. Jobs Summaries

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

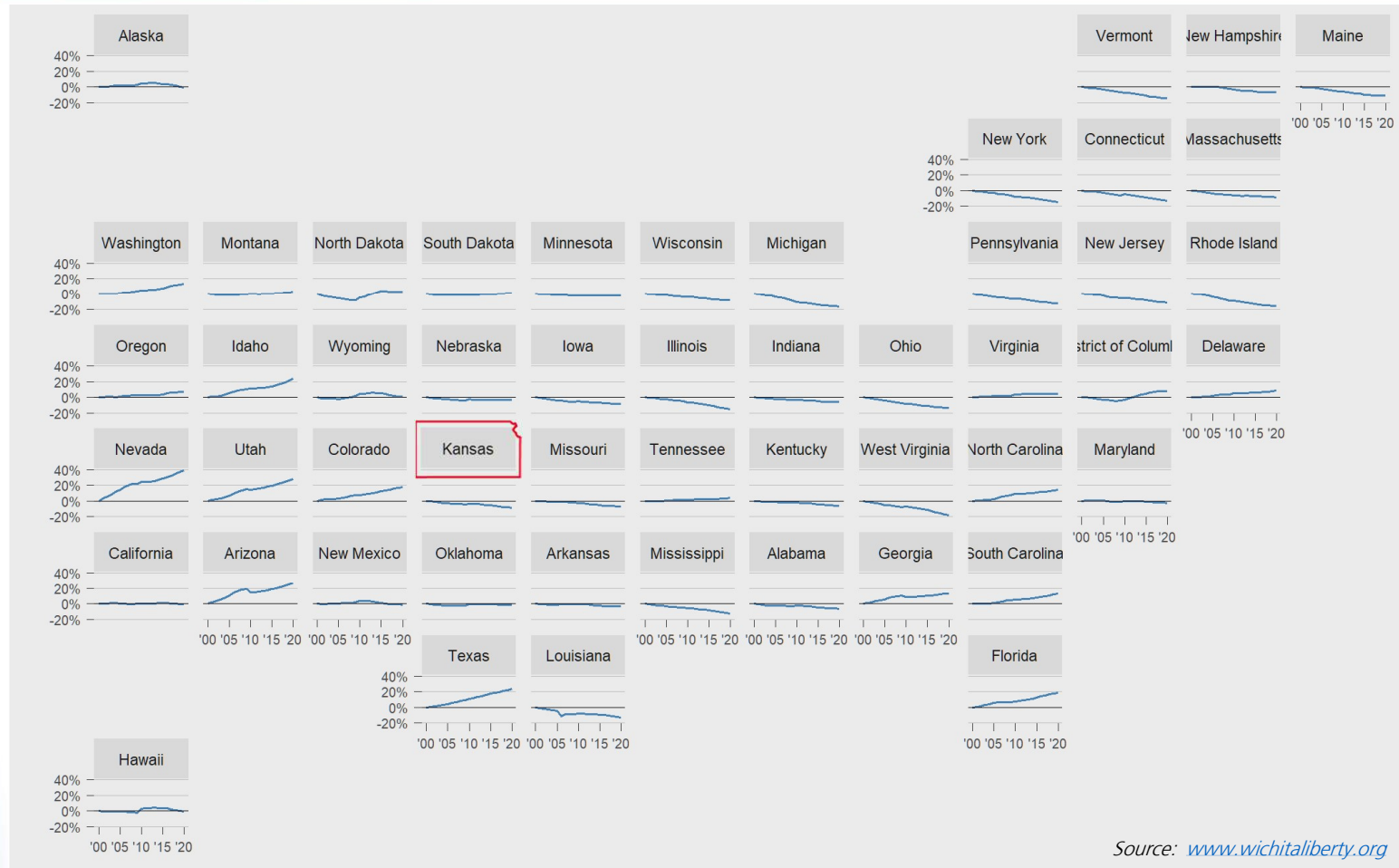
TAG Employment Impact Analysis | Federal Reserve Economic Data



TAG Employment Impact Analysis | Federal Reserve Economic Data



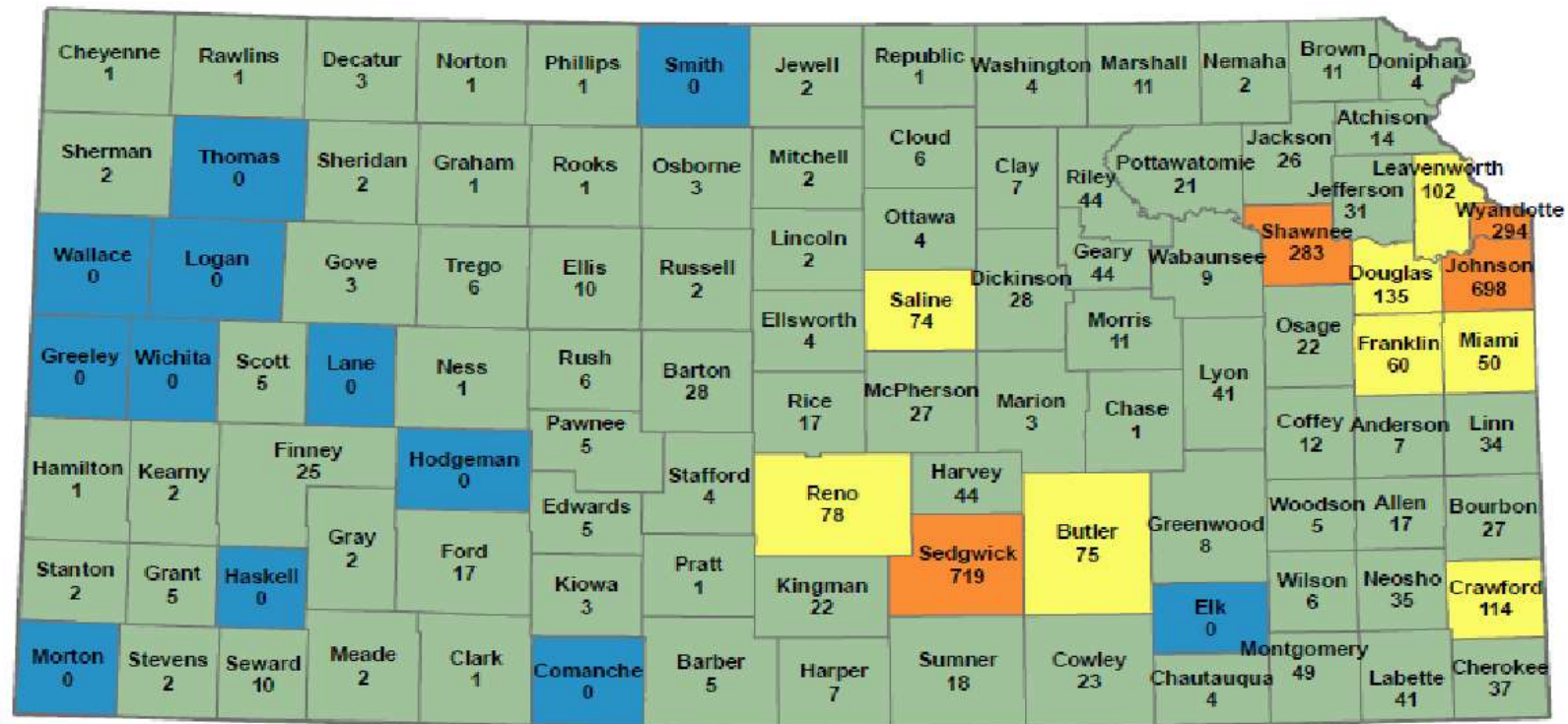
State Population Trends | U.S. Census Bureau



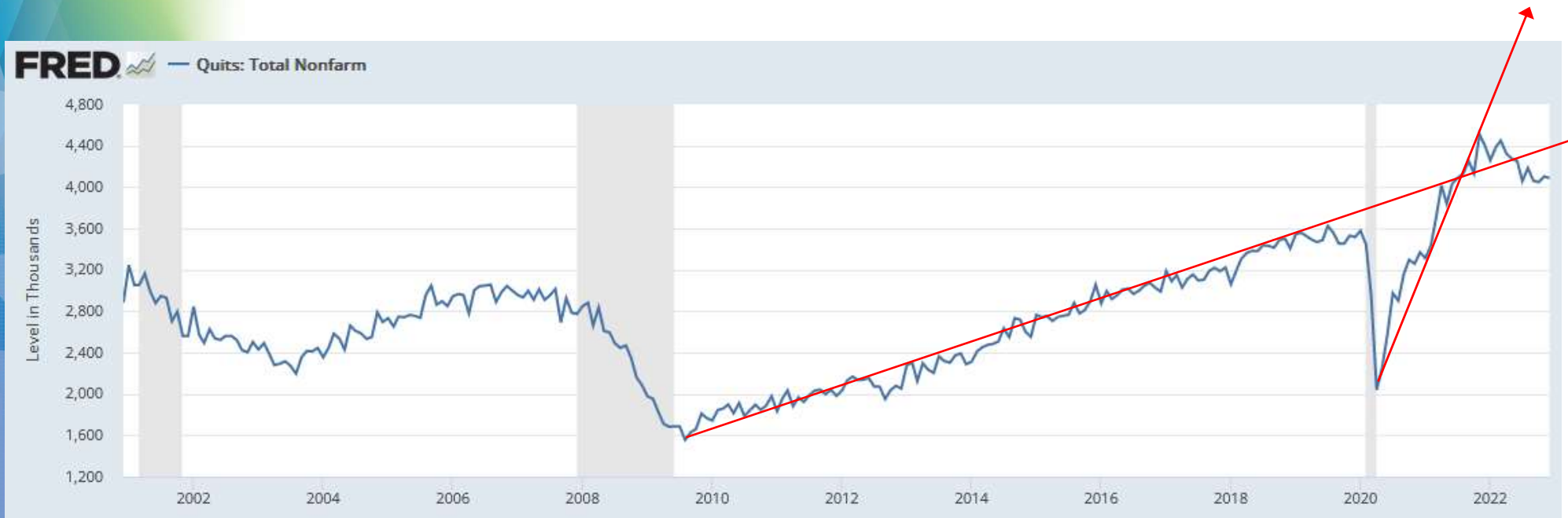
Kansas County Population Trends | U.S. Census Bureau



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



U.S. Quit Rate Records



Effective Compensation Systems

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

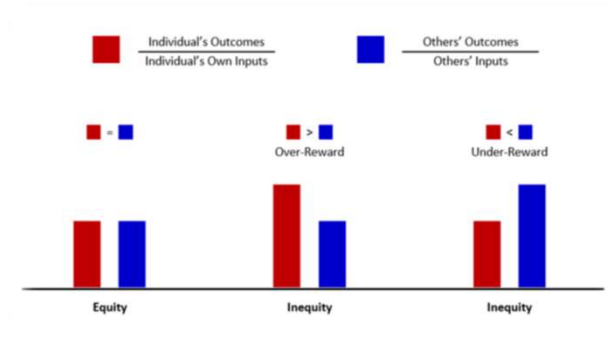


Compensation Equity Issues



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.

Salary Wizard™ Powered by: Salary.com®

[Methodology](#) | [Help](#)

Job Title:

Location:




A free basic report shows national average salaries adjusted by location.

Source: **salary.com®**



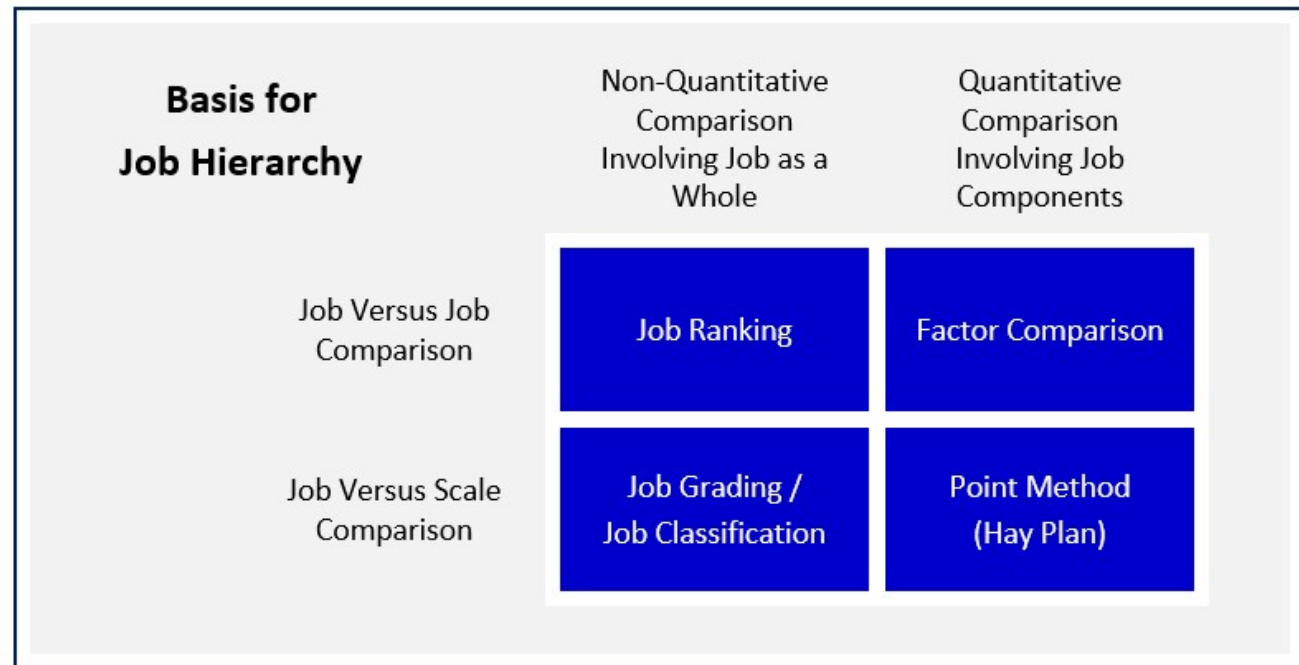
Basic Pay System Parameters

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



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 different organizations
 - Represents the range of jobs being evaluated
 - Market pay data is available
- Collect market data 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



Phil Hayes

316.619.7864

phayes@the-arnold-group.com



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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

1. # Pay Periods Per Year
2. # Weeks in Year
3. Primary Dept. Proj. Inc % (Step)
4. P4P - Increase Effective Date
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

26
52
4.000%
01/01/24

Organizational & Departmental Summary - Employee Gender

12. [ALL EMPLOYEES / ALL DEPARTMENTS](#)
13. [OFFICE OF THE DIRECTOR](#)
14. [PATROL DIVISION](#)
15. [SUPPORT DIVISION](#)
16. [ADMINISTRATIVE DIVISION](#)
17. [INVESTIGATION DIVISION](#)
18. [JAIL DIVISION](#)

	Male	Female
145	68.08%	68
3	75.00%	1
76	90.48%	8
13	31.71%	28
6	54.55%	5
15	65.22%	8
32	64.00%	18

Organizational & Departmental Summary - Employee Tenure

19. [ALL EMPLOYEES / ALL DEPARTMENTS](#)
20. [OFFICE OF THE DIRECTOR](#)
21. [PATROL DIVISION](#)
22. [SUPPORT DIVISION](#)
23. [ADMINISTRATIVE DIVISION](#)
24. [INVESTIGATION DIVISION](#)
25. [JAIL DIVISION](#)

	<1 yr	1-4 yrs	5-9 yrs	10-14 yrs	15-19 yrs	20-24 yrs	25+ yrs
77	36.15%						
122		57.28%					
157			73.71%				
189				88.73%			
206					96.71%		
33	15.49%	44	20.66%	45	21.13%	35	16.43%
1	25.00%						
6	7.14%	17	20.24%	20	23.81%	13	15.48%
9	21.95%	7	17.07%	11	26.83%	4	9.76%
3	27.27%	3	27.27%	1	9.09%	4	36.36%
2	8.70%	6	26.09%	8	34.78%	3	13.04%
14	28.00%	15	30.00%	7	14.00%	10	20.00%

Organizational & Departmental Summary - Employee Age

26. [ALL EMPLOYEES / ALL DEPARTMENTS](#)
27. [OFFICE OF THE DIRECTOR](#)
28. [PATROL DIVISION](#)
29. [SUPPORT DIVISION](#)
30. [ADMINISTRATIVE DIVISION](#)
31. [INVESTIGATION DIVISION](#)
32. [JAIL DIVISION](#)

	<26	26-35	36-45	46-55	56-65	65+
89	41.78%					
168		78.87%				
198			92.96%			
209				98.12%		
23	10.80%	66	30.99%	79	37.09%	30
5	5.95%	31	36.90%	32	38.10%	12
5	12.20%	12	29.27%	14	34.15%	4
1	4.35%	7	30.43%	12	52.17%	3
12	24.00%	13	26.00%	16	32.00%	5

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.