

Crook County Oregon

May 2024

COMPETITIVE ANALYSIS and DYNAMIC SALARY PROGRAM DIRECTION

Competitive Trends – What we found

2

- ◆ **THE REGIONAL LABOR MARKET HAS BEEN ‘AN ADVENTURE’**
 - ◆ ‘BEST’ CANDIDATES STARTING 7%-10% ABOVE RANGE MINIMUMS
 - ◆ THE LABOR MARKET HAS BECOME MORE CROSS-INDUSTRY
- ◆ **WHAT WE FOUND**
 - ◆ SALARY PRACTICES, OVERALL, ALL EMPLOYEE GROUPS
 - ◆ 38TH - 42ND PERCENTILE MEANING 60% OF THE MARKET PAYS HIGHER
 - ◆ SALARY RANGES TRENDING TO INCLUDE WIDER SPREAD FROM MIN-TO-MAX
 - ◆ THE COUNTY’S GRID FELL BEHIND AND SOME JOBS PLACED INCORRECTLY
- ◆ **WHAT ARE WE DOING ABOUT IT?**
 - ◆ A MORE AGGRESSIVE ‘MASTER’ SALARY SCHEDULE & MULTI-YEAR ACTION PLAN
 - ◆ GETTING EVERYONE ON THE NEW SCHEDULE AND EQUITY ADJUSTMENTS
 - ◆ A NEED TO RECLASSIFY AND RETITLE SOME POSITIONS
 - ◆ A NEED TO GET BACK TO USING SKILL-BASED CAREER PATHWAYS

HOW WE DESIGN A RESPONSIVE SALARY PLAN

1. Align all jobs

- Measure job content to create top-to-bottom internal job list with:
 - Proper spacing among skill levels
 - internal equity

2. Research competitive trends

- Get 'range' information from other municipalities for example:
 - Deschutes
 - Jefferson
 - Jackson
 - Klamath
 - Josephine
 - Douglas
 - Wasco
 - Hood River
 - Benton
 - Umatilla
 - Kyrene

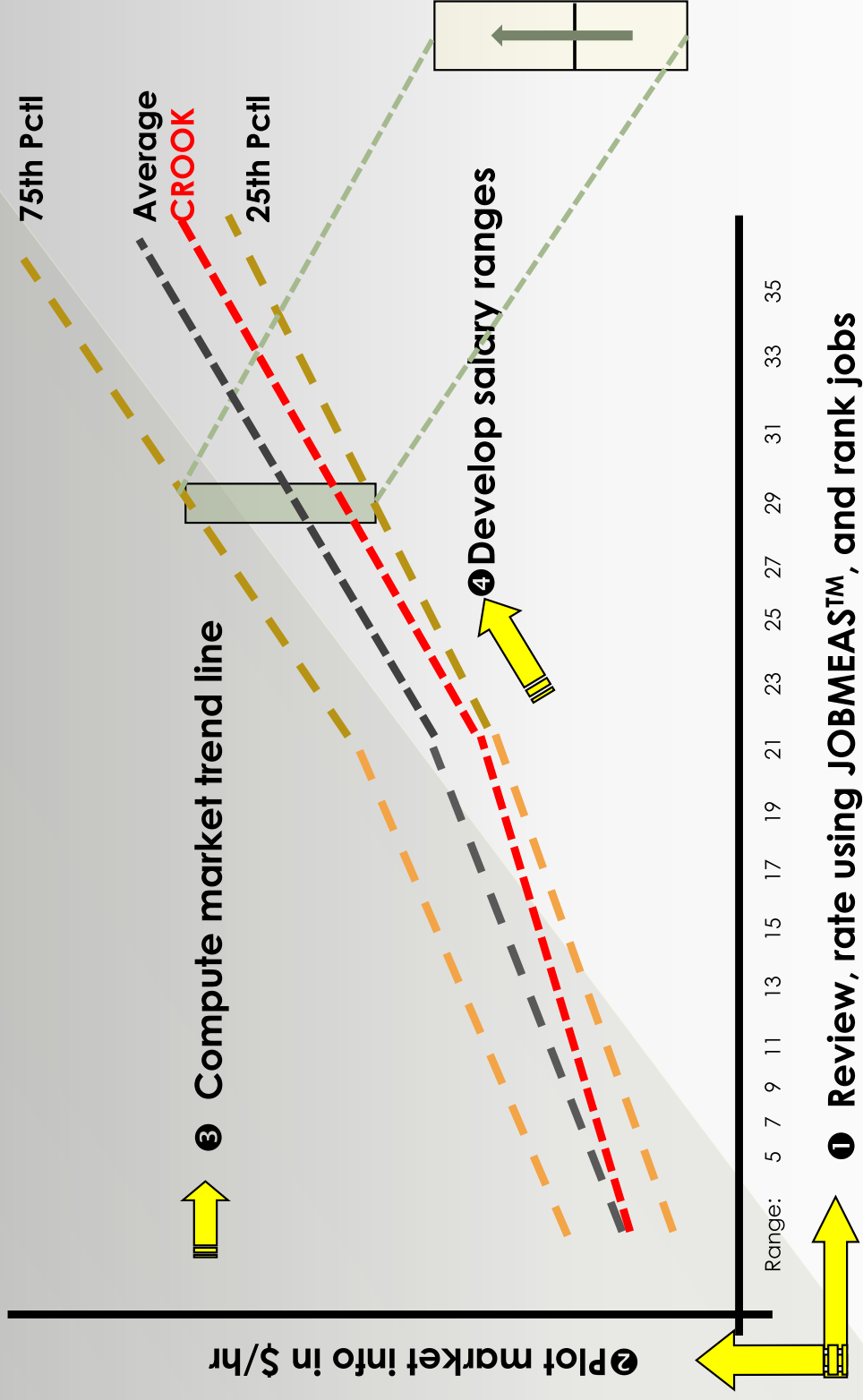
3. Design a 'master' salary structure

- Using a math model, blend internal rank with external trends
 - Construct range specifics

4. Assign to grade & step

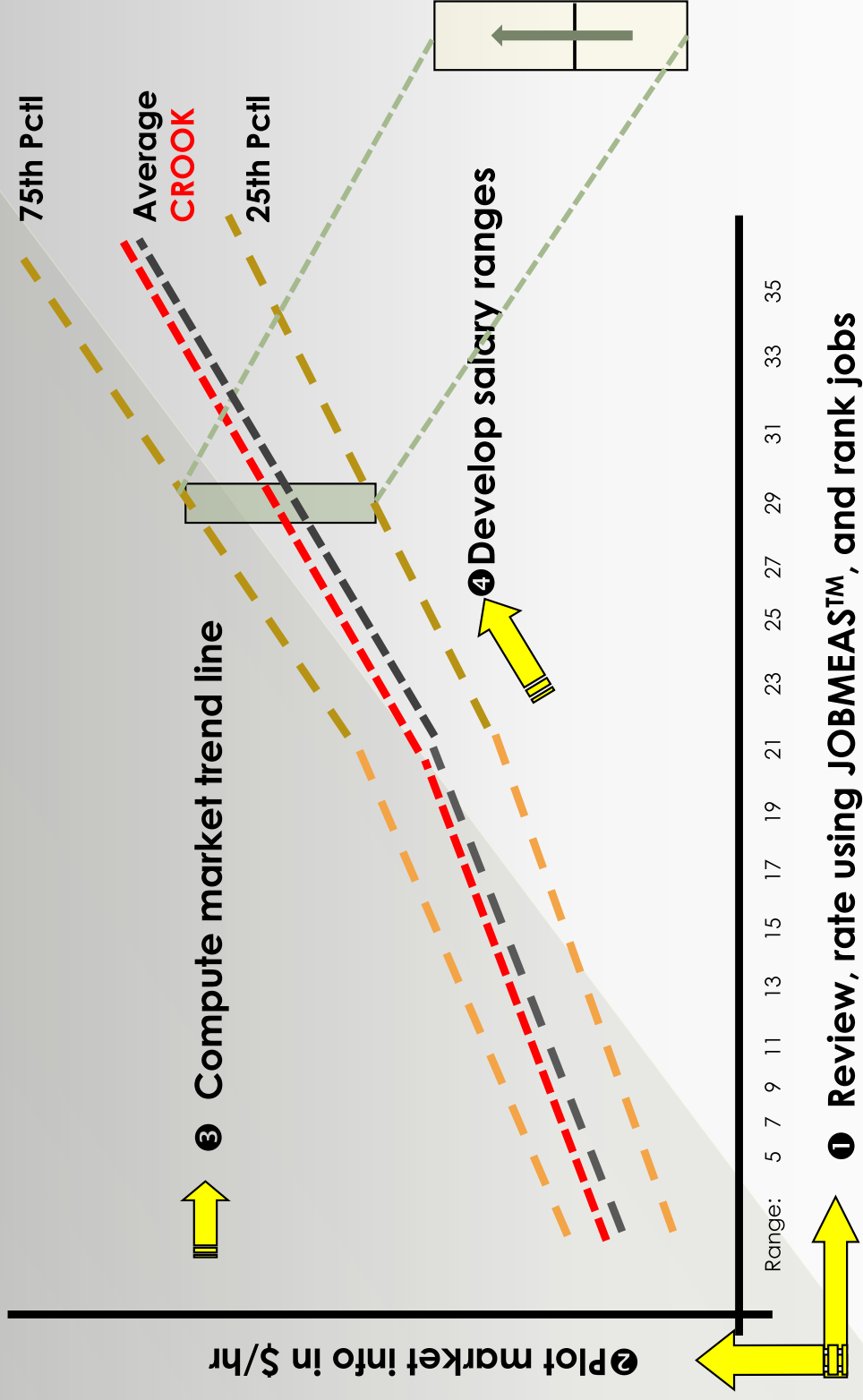
- Assign to new salary range at closest step up
 - Identify pay inequities
 - Recommend implementation strategies that fit \$ limitations

Assess Competitiveness and Develop a Salary Plan



COMPETITIVENESS OF RANGES = 35TH PERCENTILE NOW

Assess Competitiveness and Develop a Salary Plan



COMPETITIVENESS OF RANGES = PROPOSED = 50TH TO 55TH

Recommendations

- A. Adopt the JOBMEAS™ System
- B. Adopt the Job classifications and listing
- C. Adopt the recommended salary structure
- D. Adopt the implementation plan
- E. Elected officials salaries
- F. Other

Recommendations

- A. Adopt the JOBMEAS™ System
 - Page 10-11 of report provides a step-by-step approach to utilizing the JOBMEAS™ system
 - HR led, with collaboration with department head and employees
 - Enhances clarity, objectivity and consistency to maintain the integrity of the system
 - Provides practical, bias-free approach to determine relative value of jobs to others
 - Creates permanent record describing “judgements” made – provides audit trail

Recommendations

B. Adopt the Job classifications and listing (appendix D)

Admin/Business/Legal/Cross-dept.	Transportation & Trades	Planning/Library/Museum/Fair	Public Safety and Health	Grade	Mn	Mid=7	Max
COUNTY MANAGER				137	\$ 151,278	\$ 173,680	\$ 195,582
COUNTY COUNSEL				135	\$ 136,178	\$ 156,312	\$ 176,010
CHIEF FINANCIAL OFFICER			SHERIFF	134	\$ 129,168	\$ 148,304	\$ 167,003
DISTRICT ATTORNEY*							
DIRECTOR FINANCE		DIRECTOR COMMUNITY DEVELOP		133	\$ 122,533	\$ 140,691	\$ 158,434
CHIEF DEPUTY DISTRICT ATTY			DIRECTOR HEALTH HUMAN SERVICES	132	\$ 112,861	\$ 133,494	\$ 150,322
CHIEF INFORMATION OFFICER			UNDERSHERIFF	131	\$ 107,120	\$ 126,672	\$ 142,626
PRINCIPAL ATTORNEY	DIRECTOR PUBLIC WORKS		NURSE PRACTITIONER (ARNP)	130	\$ 101,629	\$ 120,203	\$ 135,346
DEPUTY DISTRICT ATTORNEY III							
DIRECTOR HUMAN RESOURCES							
SR ATTORNEY & ASSISTANT LEGAL COUNSEL							
DEPUTY DISTRICT ATTORNEY II							
ATTORNEY - SENIOR							
ASSESSOR*	FACILITIES & CAPITAL PROJECTS DIRECTOR ROAD SUPERINTENDENT		DIRECTOR JUVENILE SERVICES SHERIFF LIEUTENANT - CC ADMIN SHERIFF LIEUTENANT - PATROL JAIL	129	\$ 96,470	\$ 114,067	\$ 128,461
DEPUTY DISTRICT ATTORNEY I		DIR, LIBRARIES & LEARNING RESOURCES BUILDING SERVICES MANAGER		128	\$ 91,541	\$ 108,243	\$ 121,888
ASSOCIATE COUNTY COUNSEL		DIRECTOR FAIRGROUNDS & EVENTS DIRECTOR MUSEUMS & EXHIBITS PRINCIPAL PLANNER	ASSIST. DIRECTOR HEALTH HUMAN SVCS	127	\$ 86,902	\$ 102,752	\$ 115,731
ACCOUNTING MANAGER							
COUNTY CLERK*							
BUDGET MANAGER							
EE RESOURCES BUS. PARTNER - SR							
CHIEF DEPUTY ASSESSOR			SHERIFF SERGEANT SENIOR	126	\$ 82,472	\$ 97,531	\$ 109,824
IT APPLICATIONS GIS MANAGER							
ATTORNEY - GRADUATE							
PRINCIPAL ACCOUNTANT							
PAYROLL/BENEFITS MANAGER	LANDFILL OPERATIONS MANAGER	PLANS EXAMINER SENIOR PLANNER BUILDING OFFICIAL	SHERIFF SERGEANT	125	\$ 78,312	\$ 92,602	\$ 104,270
EE RESOURCES BUSINESS PARTNER SR	ROADS OPNS SUPERVISOR						
BUDGET ANALYST	ROADS SHOP SUPERVISOR		PUBLIC HEALTH NURSE SR (BSN)	124	\$ 74,339	\$ 87,901	\$ 98,966
REVENUE ANALYST TAX COLLECTOR	WEED CONTROL SUPERVISOR	NATURAL RESOURCES PROGRAM MGR	EMERGENCY SERVICES MANAGER HEALTH PGMS & INITIATIVES MANAGER ENVIRONMENTAL HEALTH SPEC - SR				
ASSOCIATE CHIEF DEPUTY ASSESSOR							
EXEC SVCS & COMMUNICATIONS OFFICER							

Recommendations

B. Adopt the Job classifications and listing (appendix D)

Admin/Business/Legal/Cross-dept.	Transportation & Trades	Planning/Library/Museum/Fair	Public Safety and Health	Grade	Min	Md=7	Max
IT APPLICATIONS ANALYST		BUILDING INSPECTOR SR	SERVICE CENTER SUPERVISOR	123	\$ 70,595	\$ 83,470	\$ 93,995
IT BUSINESS PROCESS ANALYST		WATERSHED COUNCIL COORDINATOR	HEALTH CLINIC SUPERVISOR				
OFFICE OPERATIONS MANAGER - DA		SERVICE CENTER SUPERVISOR	MENTAL HEALTH CLINICIAN				
ACCOUNTING ANALYST		ENVIRONMENTAL QUALITY SPEC/SANITARIAN	HEALTH ACCOUNTING ANALYST				
GIS SENIOR ANALYST		OFFICE OPERATIONS MANAGER	JUVENILE COUNSELOR - SENIOR				
SENIOR ACCOUNTANT		PLANNER	PUBLIC HEALTH NURSE (RN)	122	\$ 65,957	\$ 77,979	\$ 87,797
APPRAISER - SENIOR		EXTENSION SERVICES SUPERVISOR	ENVIRONMENTAL SPECIALIST				
IT SYSTEMS ADMINISTRATOR		ASSISTANT DIR, LIBRARY & LEARNING RES.	HEALTH ACCOUNTING ANALYST				
EE RESOURCES BUSINESS PARTNER		CODE COMPLIANCE OFFICER					
PARALEGAL SPECIALIST	HEAVY EQUIP LEAD OPER/MECHANIC - LF	BUILDING INSPECTOR II	SHERIFF DEPUTY - PATROL - JAIL **	121	\$ 63,066	\$ 74,568	\$ 83,990
STAFF ACCOUNTANT	VEHICLE TECHNICAL MECH - SR/LEAD	LIBRARY OPERATIONS SUPERVISOR	SHERIFF DETECTIVE **				
OFFICE SERVICES SUPERVISOR		ASSOCIATE PLANNER	JUVENILE COUNSELOR	120	\$ 60,299	\$ 71,323	\$ 80,309
HR EMPLOYEE RESOURCES SPEC		BUILDING INSPECTOR I	HEALTH PROGRAMS FACILITATOR - SR				
ACCOUNTING TECHNICAL LEADER		CODE COMPLIANCE OFFICER	EPIDEMIOLOGY SPECIALIST				
VETERANS SERVICES OFFICER SENIOR	VEHICLE TECHNICAL MECHANIC ***		MENTAL HEALTH COUNSELOR				
APPRAISER II	OFFICE SERVICES TEAM/LEADER - ROADS		HEALTH BUSINESS OFFICE SUPERV	119	\$ 57,720	\$ 68,245	\$ 76,856
GIS ANALYST		PERMIT DATA SERVICES COORD	HEALTH PROGRAMS FACILITATOR - SR				
OFFICE SERVICES TEAM LEADER	HEAVY EQUIP OPERATOR SKILLED ***	PLANNING TECHNICIAN - SENIOR	OFFICE SERVICES TEAM LEADER - SO				
CHIEF DEPUTY CLERK	HEAVY EQUIPMENT OPERATOR - LF		MENTAL HEALTH TECHNICIAN	118	\$ 55,224	\$ 65,333	\$ 73,611
LEGAL ASSISTANT - SENIOR			PREVENTION SPECIALIST				
IT USER SUPPORT TECH - SENIOR			BAILIFF/COURT SECURITY **				
APPRAISER I	VEHICLE MECHANIC ***	PERMIT DATA SERVICES COORD					
ADMINISTRATIVE ASSISTANT SENIOR		COLLECTIONS SPECIALIST - IM/SELUM	PUBLIC HEALTH NURSE I (LPN)	117	\$ 52,915	\$ 62,566	\$ 70,450
SUPPORT ENFORCEMENT OF OR		LIBRARY PROGRAMS SPECIALIST	HEALTH PROGRAMS FACILITATOR				
VETERANS SERVICES OFFICER	SKILLED FACILITY MAINT TECHNICIAN	PERMIT TECHNICIAN - SR	EMERGENCY PREP COORD				
ACCOUNTING TECHNICIAN - SR		PLANNING TECHNICIAN	HEALTH PATIENT ACCOUNTS TECH	116	\$ 50,710	\$ 59,966	\$ 67,538
LEGAL ASSISTANT			W&C CARE COORDINATOR				
IT USER SUPPORT TECHNICIAN			LEGAL ASSISTANT - OC				
			MEDICAL ASSISTANT - CERTIFIED **				

Recommendations

B. Adopt the Job classifications and listing (appendix D)

Admin/Business/Legal/Cross-dept.	Transportation & Trades	Planning/Library/Museum/Fair	Public Safety and Health	Grade	Mfn	Mld=7	Max
ASSESSMENT TECHNICIAN - SR	EQUIPMENT OPERATOR***	ADMINISTRATIVE ASSISTANT		115	\$ 48,610	\$ 57,470	\$ 64,730
ADMINISTRATIVE ASSISTANT							
RECORDING SPECIALIST - SENIOR	VEHICLE SERVICING MECHANIC***	FACILITIES & EVENTS COORDINATOR	COMMUNITY SERVICE OFFICER	114	\$ 46,654	\$ 55,141	\$ 62,088
CUSTOMER ACCOUNTING TECH	FACILITIES MAINTENANCE TECHNICIAN	EXTENSION PROGRAMS COORD	MEDICAL ASSISTANT - JAIL **				
PAYROLL TECHNICIAN			ADMIN SPECIALIST - CIVIL **				
			ADMIN SPECIALIST - JAIL **				
			ADMIN SPECIALIST - WARRANTS **				
VICTIMS ADVOCATE	LANDFILL ATTENDANT	PERMIT TECHNICIAN	ADMIN SPECIALIST - RECORDS SO **	113	\$ 44,741	\$ 52,915	\$ 59,592
ASSESSMENT TECHNICIAN II		SENIOR MAINTENANCE CUSTODIAN	VIC CERTIFYING SPECIALIST				
ADMINISTRATIVE CLERK - SENIOR		LIBRARY MEDIA TECHNICIAN - SENIOR	ADMINISTRATIVE CLERK - SR				
		ADMINISTRATIVE CLERK - SENIOR		112	\$ 42,952	\$ 50,814	\$ 57,221
RECORDING SPECIALIST							
ASSESSMENT TECHNICIAN I	FLAGGER	PERMIT ASSISTANT	ADMINISTRATIVE CLERK - SO	111	\$ 41,288	\$ 48,818	\$ 54,974
ACCOUNTING ASSISTANT		LIBRARY MEDIA TECHNICIAN					
		COLLECTIONS ASSISTANT					
ADMINISTRATIVE CLERK	TRANSPORT DRIVER			110	\$ 39,686	\$ 46,946	\$ 52,853
	ADMINISTRATIVE CLERK						
	MAINTENANCE CUSTODIAN						
				109	\$ 38,168	\$ 45,136	\$ 50,835
				108	\$ 36,733	\$ 43,451	\$ 48,942
OFFICE ASSISTANT	OFFICE ASSISTANT	OFFICE ASSISTANT		107	\$ 35,360	\$ 41,829	\$ 47,091
				106	\$ 34,091	\$ 40,310	\$ 45,386
			* Elected				
			** Sheriff	105	\$ 32,864	\$ 38,854	\$ 43,763
			*** Roads				
				104	\$ 31,699	\$ 37,482	\$ 42,203
	LIBRARY MEDIA ASSISTANT	MUSEUM HOST					

Recommendations

C. Adopt the recommended salary structure

13 Steps – (12 years)

Steps 1-5 each increase by 3.0%

Steps 6-10 each increase by 2.5%

Steps 11-13 each increase by 1.5%

Facilitates change within a reasonable upfront cost
Competitive and cost effective in the future

See Appendix C

Recommendations

C. Adopt the recommended salary structure (Appendix C)

Crook County 24/25 STEPED MASTER SALARY SCHEDULE*

DRAFT

Grade/Step	1	2	3	4	5	6	7	8	9	10	11	12	13
101	\$ 13.72	\$ 14.13	\$ 14.55	\$ 14.99	\$ 15.44	\$ 15.83	\$ 16.23	\$ 16.64	\$ 17.06	\$ 17.49	\$ 17.75	\$ 18.02	\$ 18.29
	\$ 13.72	\$ 14.13	\$ 14.55	\$ 14.99	\$ 15.44	\$ 15.83	\$ 16.23	\$ 16.64	\$ 17.06	\$ 17.49	\$ 17.75	\$ 18.02	\$ 18.29
	\$ 2,378	\$ 2,449	\$ 2,522	\$ 2,598	\$ 2,676	\$ 2,744	\$ 2,813	\$ 2,884	\$ 2,957	\$ 3,032	\$ 3,077	\$ 3,123	\$ 3,170
	\$ 28,538	\$ 29,390	\$ 30,264	\$ 31,179	\$ 32,115	\$ 32,926	\$ 33,758	\$ 34,611	\$ 35,485	\$ 36,379	\$ 36,920	\$ 37,482	\$ 38,043
102	\$ 14.20	\$ 14.63	\$ 15.07	\$ 15.52	\$ 15.99	\$ 16.39	\$ 16.80	\$ 17.22	\$ 17.65	\$ 18.09	\$ 18.36	\$ 18.64	\$ 18.92
	\$ 14.20	\$ 14.63	\$ 15.07	\$ 15.52	\$ 15.99	\$ 16.39	\$ 16.80	\$ 17.22	\$ 17.65	\$ 18.09	\$ 18.36	\$ 18.64	\$ 18.92
	\$ 2,461	\$ 2,536	\$ 2,612	\$ 2,690	\$ 2,772	\$ 2,841	\$ 2,912	\$ 2,985	\$ 3,059	\$ 3,136	\$ 3,182	\$ 3,231	\$ 3,279
	\$ 29,536	\$ 30,430	\$ 31,346	\$ 32,282	\$ 33,259	\$ 34,091	\$ 34,944	\$ 35,818	\$ 36,712	\$ 37,627	\$ 38,189	\$ 38,771	\$ 39,354
103	\$ 14.73	\$ 15.17	\$ 15.62	\$ 16.09	\$ 16.57	\$ 16.98	\$ 17.40	\$ 17.84	\$ 18.29	\$ 18.75	\$ 19.03	\$ 19.32	\$ 19.61
	\$ 14.73	\$ 15.17	\$ 15.62	\$ 16.09	\$ 16.57	\$ 16.98	\$ 17.40	\$ 17.84	\$ 18.29	\$ 18.75	\$ 19.03	\$ 19.32	\$ 19.61
	\$ 2,553	\$ 2,629	\$ 2,707	\$ 2,789	\$ 2,872	\$ 2,943	\$ 3,016	\$ 3,092	\$ 3,170	\$ 3,250	\$ 3,299	\$ 3,349	\$ 3,399
	\$ 30,638	\$ 31,554	\$ 32,490	\$ 33,467	\$ 34,466	\$ 35,318	\$ 36,192	\$ 37,107	\$ 38,043	\$ 39,000	\$ 39,582	\$ 40,186	\$ 40,789
104	\$ 15.24	\$ 15.70	\$ 16.17	\$ 16.65	\$ 17.15	\$ 17.58	\$ 18.02	\$ 18.47	\$ 18.93	\$ 19.40	\$ 19.40	\$ 19.99	\$ 20.29
	\$ 15.24	\$ 15.70	\$ 16.17	\$ 16.65	\$ 17.15	\$ 17.58	\$ 18.02	\$ 18.47	\$ 18.93	\$ 19.40	\$ 19.69	\$ 19.99	\$ 20.29
	\$ 2,642	\$ 2,721	\$ 2,803	\$ 2,886	\$ 2,973	\$ 3,047	\$ 3,123	\$ 3,201	\$ 3,281	\$ 3,363	\$ 3,413	\$ 3,465	\$ 3,517
	\$ 31,699	\$ 32,656	\$ 33,634	\$ 34,632	\$ 35,672	\$ 36,566	\$ 37,482	\$ 38,418	\$ 39,374	\$ 40,352	\$ 40,955	\$ 41,579	\$ 42,203
105	\$ 15.80	\$ 16.27	\$ 16.76	\$ 17.26	\$ 17.78	\$ 18.22	\$ 18.68	\$ 19.15	\$ 19.63	\$ 20.12	\$ 20.42	\$ 20.73	\$ 21.04
	\$ 15.80	\$ 16.27	\$ 16.76	\$ 17.26	\$ 17.78	\$ 18.22	\$ 18.68	\$ 19.15	\$ 19.63	\$ 20.12	\$ 20.42	\$ 20.73	\$ 21.04
	\$ 2,739	\$ 2,820	\$ 2,905	\$ 2,992	\$ 3,082	\$ 3,158	\$ 3,238	\$ 3,319	\$ 3,403	\$ 3,487	\$ 3,539	\$ 3,593	\$ 3,647
	\$ 32,864	\$ 33,842	\$ 34,861	\$ 35,901	\$ 36,982	\$ 37,898	\$ 38,854	\$ 39,832	\$ 40,830	\$ 41,850	\$ 42,474	\$ 43,118	\$ 43,763

Recommendations

D. Adopt the implementation plan

Step 1. Approve the recommended salary schedule, classification structure

Step 2. Assign employees to the closest step upward in the new range where they have been assigned. Employee by employee

Consider an employee at \$84,000 per year

Step 5
\$83,658

Step 6
\$85,768

Step 7
\$87,901

Step 3. COLA increase July 1, 2024 (approx. 3.0%)

Step 4. January 2025, review placement and offer a second equity adjustment for those below proper alignment.

Recommendations

E. Elected Officials

Consider the higher of external data or the decision support techniques used for all County positions.

Use compensation committee for review and recommendations

Recommendations

F. Other - Implementation Sheriff's Unrepresented Staff

- Use applicable pay ranges (min – max)
- Apply 9-step vs 13-step to align with SO's existing 9-step schedules (all SO positions)
- Proceed to recommendation D - implementation
- Maintain add pays
- Desired by SO - provide review mechanism to maintain pay differential between Sergeant and Lieutenant positions
- Standard market range 21-24%
- Review salary schedule if range dips to 18% or below

Next Steps

If approved, implement effective May 1, 2024

Training HR staff – setup and use of JOBMEAS™ system

Phone and email technical support through September 2024

Additional services such as reanalysis, organization structure changes, and elected official salaries billed at project rates

Crook County



Compensation Study Final

April 2024

JB REWARD SYSTEMS
Bainbridge Island, WA

JB

CROOK COUNTY, OREGON

Compensation Study

Table of Contents

<u>CHAPTER</u>	<u>TOPIC</u>	<u>PAGE</u>
Executive Summary:		
I	Introduction and Summary	1
II	Highlights of Our Findings	4
III	Highlighted Recommendations	10

Appendices

A	Salary Survey Summary
B	JOBMEAS™ Summary
C	Master Salary Structure
D	Job Classification Master Listing
E	Job Description Worksheet

I. Introduction and Summary

A. Background

Crook County, Oregon provides an array of municipal and related services to small urban residential, business, and rural populations of economic diversity. The County is listed as having a population of about 24,000, although its location at arms-length from the Bend/Redmond area and the Route 97 corridor and substantial commercial, health care, and business activity, the County has a substantial potential for population, economic, and service area growth.

Crook County serves its region with an array of public services and infrastructure that is more commonly found in larger counties. These services include and are not limited to its courts, public safety, environmental health, visionary community development, recreation, and community services and resources impacting the quality of life, and the safety and security of its citizens and visitors.

In that regard and in order to attract, retain, and inspire employees to provide the high levels of service expected by the community, the County understands the value of having forward thinking administrative systems such as those for job design and classification, compensation, recognition, and career growth.

The County wants assurance of the adequacy of compensation structures because of the challenges in recruiting certain skilled and leadership positions, the volume of emerging job design needs pointing to skill needs for the future, evolving organization structures, and new initiatives. The County also would like assurance that the salary administration systems and processes adequately support a consistent competitive philosophy, a commitment to internal fairness and pay equity (reference Oregon HB 2005). The County also wants salary administration to contribute to meeting the challenges in developing and retaining of key skills, all the while conforming to its fiscal limitations.

To assure a logical approach to developing a job classification and compensation program, the County sought this project to review and update the existing program. This project would be conducted by an outside consultancy with experience in designing compensation systems for municipal government and other service organizations and would accomplish these broad objectives:

- Determine the County's **competitive standing** in a local/regional labor market comprised of local cross-industry employers, comparable municipalities, and other service industries such as education and healthcare.
- Update the **job classification structure** to properly align managerial, supervisory, professional/technical, public safety, and customer service jobs, modernize job titles and design as needed, and support career ladders.
- Install modern tools for aligning jobs into pay levels based on job content, skills, difficulty, work environment, and responsibility.
- Assess the **internal equity** of the County's existing compensation practices. This should always be a fundamental goal of a salary administration program as evidenced that successful organizations in every industry demonstrate compliance with equal pay and comparable worth among jobs.

- Develop action **plans to implement changes and competitive improvement** over time and within cost structure limitations.
- Develop **techniques** that enable periodic updating of compensation structure(s), re-evaluation of job content, and evaluation of pay range assignments.

The purpose of this report is to present findings pertaining to the above mentioned objectives, recommend changes and enhancements to existing practices, and ultimately recommend a systematic long-term approach to establishing and administering compensation for employees.

B. Project Process

The County requested this project to be an update of one completed in 2017/8 in order to expedite a competitive assessment and develop of a responsive compensation structure to address competitive trends as well as internal alignment of positions. The following steps were developed to modernize the current compensation structures and alignment of job classifications where needed. It has involved the following steps:

- **Organization Review.** A review of the County's political and management structure, scope of services, classification and compensation history, and job documentation, to enable enhanced understanding of how the County operates.
- **Job Analysis.** A review of the job content, or work performed, by employees in their respective job classifications was accomplished by a series of departmental reviews involving department heads, selected mid-level managers and other key contributors, followed up with a reading and analysis based on the most current position descriptions and job content worksheets.
- **Salary Research.** The collection of salary information from other organizations of comparable size, complexity, nature and scope of services, economic character and cost-of-living, and geography in order to help the County understand the pay practices used elsewhere. The survey would be conducted by acquiring salary range data from local and regional competitors in municipal government and related public service industries. The reporting of competitive salary information would be in accordance with professional and legal requirements, displaying only median, average, and quartile information for a pre-selected sample of job classifications.
- **Job Measurement.** The study of job content was accomplished by applying the JOBMEAS™ system of evaluation already in use, ultimately producing a hierarchical list of job classifications from high to low according to job skill requirements, effort or difficulty, working conditions, and responsibility.
- **Re-analysis.** The study included several levels of feedback and quality reviews involving all department heads to test and accept recommendations for job classifications and their internal relationship/alignment with others.

- **Salary Structure.** The development of a ‘master’ schedule of salary ranges to consider external salary data and the County's realistic competitive positioning and cost control goals.
- **Salary Advancement.** Provide a mechanism for employees to achieve salary growth to be compatible with competitive trends and, again, sensitive to the County’s financial limitations.

The **JOBMEAS™** system for job measurement and pay determination is described in a technical manual (provided for internal use only to trained staff and requiring a licensing agreement). **JOBMEAS™** serves the primary standard used to study job content, evaluate internal relationships among jobs, produce a classification and compensation structure, and provide stability to on-going pay related decisions. When implemented, the System would help the County make objective decisions on the following:

- **Internal Pay Equity**, where jobs are placed in proper salary ranges in-line with their skill, difficulty and responsibility, and using a common measuring format. This is most important as it gives reasonable assurance of compliance with Oregon HB 2005 referring to equal pay and comparable worth among jobs.
- **External Competitiveness**, where the numeric job measurement scores provide the basis for designing salary structure and ranges are consistently competitive at all levels (e.g., the same competitive philosophy for management-entry level services). The salary structure will be set and updated in a systematic manner, thus minimizing the need for ‘one-off’ decisions.
- **Administrative Efficiency**, where the process is meant for the Human Resources department to be responsive to departmental management (both elected and appointed) and employees when significant job content and organizational changes occur requiring job design changes.
- **Communications**, where the basis for decisions can be communicated and understood in general terms.

II. Highlights of Our Findings

The classification and compensation study has produced several key assessments for job classifications. These findings together with the opinions of the County management, Human Resources, and job content information we received from leadership, have formed the basis for the competitive assessment, job designs and study, and specific recommendations for a compensation structure.

OVERVIEW

Crook County pays its employees noticeably below competitive trends. Salary ranges for management and most general government positions are at about the 37th to 40th percentile of a ‘peer’ level competitive market. This is contrasted with actual salaries paid which are believed to be at the 37th to 43rd percentile County-wide. This difference between ranges and actual pay is largely a result of having to start new staff members at higher levels within their assigned ranges and allowing the current staff to advance within the ranges. The labor market used for making these assessments consisted of municipalities that were nearby, comparable in size albeit larger due to Crook County’s scope of services, competitive risk, and in cost-of-living, giving particular weight to those in the in the Central Oregon region.

The County’s master salary schedule has been developed with a long term (13 steps/12 years) philosophy that we recommended in 2017 and continue to support. However, the competitiveness of the grids is the major concern. With regard to the alignment of positions, we found numerous examples where realignments were needed. These internal alignment needs appear to be attributed to these factors: organization changes, growth in service levels, new skill requirements, and expanded job content from turnover and work consolidations. When the ‘corrections’ are implemented, we believe they will make the County more attractive to both job applicants and existing employees.

Administratively speaking, the County will benefit from the continued use of the permanent job measurement/evaluation system. It enhances and stabilizes the decision-making process on salary range alignments and provides advanced decision support capability to handle emerging job designs. This System would be used within an approval process whereby departments would submit all requests to the Human Resources department, who would in turn, present to the findings and recommendations to the County Manager and County Commissioners for adoption.

A. Job Classification

From our perspective, the most important objective of this study and of the salary administration program, once implemented, is the design and proper alignment of exempt and non-exempt job classifications.

KEYS TO AN EFFECTIVE SALARY PROGRAM



FAIRNESS



RECRUIT



RETAIN

Crook County has some challenges when it comes to recruitment and retention of key skills. Making changes in the salary grid to improve competitiveness is important but not the only answer – we are proposing a longer term plan – instead, building from within by properly aligning all positions, enhancing the spacing within managerial and support staff career paths and in the case of senior leadership positions, creating new ranges to compliment revised peer groups.

A.1 Job Designs and Careers

Organizations everywhere find that from time to time, they must review job designs and titling schemes to gain assurance they are attracting the right skills and that jobs are set up to deliver effective customer service. This also means discontinuing obsolete job designs and titles, and rebuilding careers around those which are emerging.

We found opportunities where updates to job titles, career paths, and eventually descriptions (outside the scope of this review) that would enhance the County’s ability to recruit and retain highly qualified people, and give recognition to existing staff. The results of the updated classifications appear in Appendix C, Classification Structure.

We are suggesting some job title changes that we believe have more relevance in today’s job market. Refer to Section B.5 of this Chapter and Appendix C.

A.2 Job Alignment

Job alignment was one of the principle objectives of this study brought about by concerns at all levels that market-driven placements on a non-competitive salary grid were and are creating internal inequities. The Oregon House bill 2005 on equal pay and comparable worth among jobs must reinforce the internal alignment of jobs and always remain the primary standard for assigning salary grades to jobs.

Regardless of the amount of market-driven range assignments, we believe the County has done a good job of maintaining the integrity of its internally aligned structures. Most of the internal realignment needs we found were those instances where jobs may have grown or changed over time based on updated qualifications, consolidations, etc.

New and emerging positions/occupations are a part of Human Resources’ responsibility for maintaining consistent internal alignment. Making adjustments to positions using the job measurement system will provide assurance maintain them in the proper grade level.

The recommended job classification structure and the JOBMEAS™ system will stabilize these issues. Chapter III presents the system in more depth.

B. External Competitiveness

Crook County competes in a regional labor market that is very aggressive and local labor market that is influenced by limited numbers of specific skills considering the significant



**OVERALL
COMPETITIVENESS:

37TH TO 40TH
PERCENTILE**

presence of higher education, healthcare, and other significant employers.

The competitive environment for jobs is also influenced by some challenges recruiting key skills to Crook and other Counties that are removed from major urban markets.

We have collected salary range data for the fiscal and calendar years 2020 and 2021 with adjustments that are projected for all of calendar 2021. The data collection primarily included other municipalities and service industries who share the same economic, cost-of-living, and recruiting pressures. We found we had to use a radius of about 150 miles to get adequate data as many organizations did not have good job matches and/or had inconsistent pay practices with regards to salary ranges and internal alignment of jobs.

According to the salary survey data compiled from 8-15 organizations Crook County pays its exempt, non-represented and represented employees in salary ranges that are at these competitive levels in general:

- Overall – 37th to 40th percentile.

The County’s current range minimums (first step) are estimated to be at or near the 30th percentile, and the range maximums are at or near the 55th percentile. This is not for every job classification, but an overall assessment. The important item to point out here is that as county employees move through the salary ranges, they paid more competitively however the length of time it takes appears excessive (see Chapter III).

Appendix A contains the survey summary information leading to these findings as well as the list of data sources. Survey data in the form of salary ranges has been summarized into “quartiles” and according to professional and legal standards. The sample size was sufficient enough to report the 25th, 40th, 50th or median, average, 60th, and 75th percentiles of the salary range minimum and maximum. Presentation of averages and quartiles complies with professional and legal data reporting standards.

B.1 Salary Adjustment Trends

The novel pandemic that impacted the regional economy however had little influence on salary range and salary adjustments from March 2020 to February 2021 largely because the increases were already in process per contractual agreements. Observations from the survey effort and our economic projections offer the following salary increases based on the middle 50% of the cross industry market (25th to 75th percentiles). This does not include off-schedule awards:

- 2021/22: 2.7% to 3.5%
- 2022/23: 5.0% to 6.6%
- 2023/24: 3.0% to 4.5%
- 2024/25: 2.8% to 4.0%

In chapter III, we will discuss how salary structure concept will enable the County to enjoy both cost-effectiveness and offer staff the ability to maintain pace with trends.

B.2 Actual Base Salaries

Assessing competitiveness of actual pay for staff is more difficult because of differences in years’ service employees may have among organizations. Considering that the “average” County employee appears to have noticeably below average length of service

(7.6 years compared to 10.9 years elsewhere) than competing organizations, we estimate that actual salaries should be at about the 45th competitive percentile of the market. What exists is this:

- 40th percentile for all employee groups
- 37th percentile for non-represented staff
- 40th to 43rd percentile for Sheriff represented staff
- 45th to 50th (median) percentile for Roads represented staff

This means the immediate deficiency toward being aligned with the market (adjusted for the average length of service) is about 3.6% or roughly \$660,000. In Chapter III we have recommended an implementation plan of rounding to new steps plus equity adjustments that spends that deficiency.

This estimate is influenced by the proportion of staff being paid at or near the top of the existing salary ranges and converting over to the recommended ranges.

B.3 Salary Structure Trends

A noticeable recent trend, and one that is continuing elsewhere, is the expansion of salary range width from Step 1 to the maximum. Municipal government as an industry lags behind other industries in adopting this concept, which has been shown to offer advantages for recruitment, retention, and cost effectiveness.

During the last decade, many municipalities have amended salary ranges from the “old-school” of 5 to 6 steps with 3% to 5% steps differentials to ‘modern’ plans containing 9-13 smaller steps averaging in the 2% to 3% range and ending with smaller percentages.

Looking back at our original work in 2017/2018, the wider salary ranges were and are effective at keeping the County somewhat competitive, even when overall structure changes were inadequate. This range architecture should continue.

We, along with other salary administrators cite several reasons for expanding the width (from minimum to maximum) of salary ranges.

- First, we believe that salary growth should be connected to learning and skill development as well as retention in the years where the risk of loss to turnover is greatest. Years 1-2 take care of learning and 3-6 take care of competency. Years 6-8 are for proficiency, up to and through the maximum for mastery.

Employers see this period of service as critical to operations and an expensive form of turnover, and as a result, want coverage in the main salary structure. That said, we believe a well-designed salary structure would contain ranges with at least 9 steps, preferably 13.

- Second, most other industries use wider salary ranges. Having wider ranges (and a more flexible initial placement policy) may improve the County’s ability to attract a broader range of job candidates.
- Third, more steps, even if they are smaller in percentage, individualizes salary adjustments. Many administrators believe it places less pressure on COLA’s.

Crook County should be commended for using a master salary schedule covering a full life cycle for most positions.

As mentioned earlier, another significant trend among municipalities is the use of skill-based career ladders. Skill-based career ladders tend to work best in environments dominated by growth, turnover, and a limited labor market. The County is doing a good job in this area and on implementation will expand the concept to other careers.

B.4 Salary Administration Processes

The process used within the County for studying, defining, and assigning jobs to salary ranges appears to be centered around departmental proposals advancing on a reactive basis directly with or without the support of Human Resources. Instead, job reclassification and job design changes should be done on a proactive basis in line with bi-annual business plans. Jobs should not be reviewed more often than bi-annually.

The Human Resources department should be the control point for all pay and alignment decisions for non-elected staff. The Director and/or designee should be the principle resources for presenting organization design, job alignment, and exceptional pay items to the County Manager. Refer to suggested departmental changes in this next section.

B.5 Departmental Notes

During the course of the compensation study we had the opportunity to meet and work collaboratively with the County's elected and appointed department heads and selected first level management.

While our principle objective was to learn about the organizations and renew our understanding of job content using a job description worksheet, we had the opportunity to hear proposals for change. We also had the opportunity to learn about departmental operations that could be enhanced with some modified job designs. We did not include all departments simply because nearly all positions county-wide will see higher salary ranges. The discussion below highlights some of the changes and observations.

- **Assessor.** The study realigned a number of positions to enhance recruiting and retention, most visibly the Appraiser career path. We also see an opportunity to recommend a position titled 'Associate Chief Deputy Assessor (range 124, non-represented)'. This position would be a subject matter specialist and serve as a developmental step to potentially succeeding the Chief Deputy Assessor and be used for training and cross training support staff and working on best practices for information and material flow in the department.
- **Finance.** This office is responsible for financial services, budget, payroll, and decision support. Again, an office with a lean level of staff. Our observation is that the accounting section is missing several key clerical and technical support. We believe a Senior Accounting Technician (range 117) will provide career growth for the Accounting Technician (range 114). In Payroll, a career ladder starting with Payroll Technician (range 114) would provide back to the Payroll & Benefits Manager. An entry-level Accounting Assistant (range 111) would offer additional ability to develop staff in-house.
- **Clerk.** This office has a very senior staff and for future reference, the career path should include:
 - Range 110, Administrative Clerk
 - 112, Recording Specialist, and
 - 115, Senior Recording Specialist.

- **Community Development.** Several interventions have been applied to the master salary schedule. First, is the Planner career path where the job content of the descriptions required salary range upgrades to be more internally equitable and coincidentally, competitive. Second, the Building Inspection career included a realignment of the Plans Examiner and creation of a Building Services Manager also serving in the capacity of a Senior Building Official.
- **Human Resources.** This department has the potential of a transition to two types of services, each requiring different managerial skill sets. The Director of Talent and Employee Services would handle recruitment, HRIS and employee transactions, salary administration, and serve as the custodian of all position descriptions. The Director of Training and Organization Development would assume responsibility for employee and organization development, quality of work life initiatives, and employee relations.
- **Juvenile Court Administration.** Juvenile Probation Officers will enjoy a career path to Senior Probation Officer. The senior-level should not necessarily be construed as a 'lead', rather, it would be a skill-based (knowledge and human relations) and difficulty (problem solving challenges) enhancement.
- **Public Health.** This department has in our opinion been caught up in titling schemes that would make it more difficult to recruit in a cross-industry labor market. The titles and career paths have been named and aligned to competitive salary ranges to provide the department with enhanced capability. This is a large and complex department which could clearly use an Assistant Director role. We have aligned that position to salary range 127.
- **District Attorney.** There have been several discussions about the titling scheme used for Prosecuting Attorneys – a position that State-wide is most difficult to fill. We have accepted the District Attorney's final recommended structure but believe it may not contribute to successful recruiting as much as another format. This option is for future consideration:

<u>Published Titles</u>	<u>Suggested Titles</u>
<ul style="list-style-type: none"> ○ ○ Deputy District Attorney I ○ Deputy District Attorney II ○ Deputy District Attorney III ○ Chief Deputy DA 	<ul style="list-style-type: none"> Graduate Attorney Deputy District Attorney Senior Deputy District Attorney Principal Deputy DA, or Assistant Chief Deputy DA Chief Deputy DA

In each of the examples above, the job measurement system is used as the primary standard for aligning all County jobs. It also serves as a definitive tool for recommending elected officials' salary and ranges.

III. Program Recommendations

The classification and compensation review has enabled us to learn more about the County while producing findings and assessments, and ultimately formulating recommendations appearing below. As a result, we believe that the following general recommendations are in the best interest for the County and its employees. In order to preserve the integrity of the structure and decision support processes, it is important the program be implemented in its entirety – not piecemeal.

Recommendation A. Adopt the JOBMEAS™ System

Crook County is sufficiently large and complex to justify a formal job classification and pay determination methodology which is proven effective for aligning all forms of jobs and occupations in government and all other industries. Prior to this review, the System has enabled the County to align jobs based on content. This practice needs to continue.

The JOBMEAS™ system of evaluation enhances the consistency and objectivity when making decisions resulting in pay range assignments for County jobs. It provides a practical, yet bias-free approach to determining the relative value of jobs to each other, ultimately contributing to the process of developing equitable salary ranges.

The JOBMEAS™ system creates a permanent record describing the "judgments" made in connection with determining relative value and assigning the job to a salary grade. Years later, the logic behind the judgments can be recalled, even if no other job documentation can be found. Continued acceptance and use of the JOBMEAS™ system means the County honors its controls, copyrights, and license agreement.

A summary of the system appears in Appendix B of this report.

A.1 Job Analysis Process

The Human Resources (recommending a split to Directors of Talent & Employee Resources, and Training & Organization Development) department is the custodian of and should be preparing descriptions for all positions, thus giving assurance of consistent formats. Departments will contribute to the process by providing job content data. The Talent & Employee Resources function would be the sole custodian of the JOBMEAS™ system and updated position descriptions.

We recommend upon continued approval of the system, the job classifications, range assignments, and pay determination process follow these typical rules and outline:

- A request for review is initiated by an employee (per agreed upon schedule, usually an annual ‘opener’, realignment of accountabilities, or newly established qualifications) or department head. Changes from current practice include:
 - Job incumbents and department heads will use a worksheet to provide Human Resources containing job content information. The ‘job description worksheet’



POLICY / PROCEDURE

is shown in Appendix E and will be offered on-line from Human Resources.

- Human Resources will work with all parties to clarify information then prepare the position description for review, acceptance and approval. This assures a consistent format and original content.
- When an existing position is believed to have changed considerably in qualifications, difficulty, and responsibility, then Human Resources, a department head and/or the job incumbent can initiate the review process. In general, the incumbent initiated reviews can only be allowed bi-annually.
- Changes in volume would not normally be considered for evaluation unless they require additional and unique knowledge and skills. In-service skill enhancement training paid by the County would also not normally be grounds for reclassification.
- Requests for review or reclassification can be made no more often than every two years. Human Resources will issue a job description worksheet to be completed by the job incumbent and reviewed and commented on by the job incumbent's supervisor. The supervisor may add, expand upon, or challenge data. If the job is vacant, the supervisor (or a prior incumbent) will complete the worksheet.
- The Worksheet and accompanying documents are routed to Human Resources where the Director or designee will proceed with the job evaluation process. The County may refer to the Consultant that owns the job measurement system.
- The position is analyzed by interviewing at least one incumbent in the classification, then conduct job evaluation using the JOBMEAS™ system. This will return a recommended salary grade.
- The HR Director or designee will submit the preliminary evaluation to the department head for review, confirmation, and approval. If, through its discussion, agreement cannot be made on the recommended salary grade placement based on the analysis, the job shall be returned for reanalysis. Alternatively, the County could arrange with the Consultant to provide periodic classification review services. Final recommendations are routed to the County Manager for review and comment, with final approval (or negotiated in the case of represented jobs) made by the BOCC.
- Job analysis and evaluation should never be conducted in public proceedings.
- The job incumbent (or supervisor) will be notified of the change.
- We recommend that, if a job advances by one salary grade, range placement is to the closest step from the incumbent's current rate, thus emphasizing long term salary advancement potential.

If a job advances by two or more grades, we suggest first assigning the job to the closest step, then, a minimum of an additional step (up to three steps) to denote the equivalent of an advancement or promotion.

Recommendation B. Adopt the Job Classifications and Listing

We recommend that the County adopt the job classifications and their salary grade assignments as they appear in Appendix D of this report.

The job classification structure is the product of job analysis using JOBMEAS™, quality reviews, and preliminary acceptance.

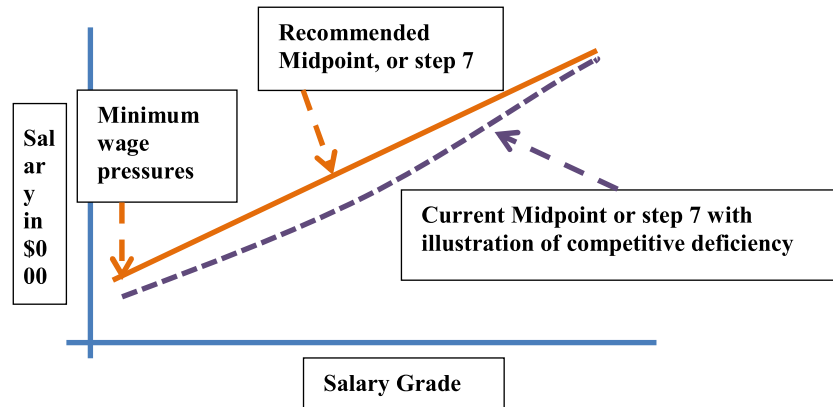
It is important to leave the final listing virtually "intact" upon implementation, of course, subject to quality assurance and final review. During the implementation process, there will undoubtedly be offers to modify or accept a portion of the recommended classifications. In order to preserve its integrity, the job evaluation process must be followed when making modifications to job/grade assignments.

Recommendation C. Adopt the Recommended Salary Structure

For the management, confidential, and non-represented professional positions, we recommend a salary grid using the same numbering scheme and extending out to 13 steps (12 years).

- Steps 1-5 each increase by 3.0%
- Steps 6-10 each increase by 2.5%
- Steps 11-13 each increase by 1.5%
- Step 7 is determined by an equation which is based on the salary survey data and recommended competitive target.
 - $Y=a+bX$

The salary ranges we recommend are based on this linear equation which we believe will continue to make the County unilaterally competitive. By using a base number and advance all ranges by a %, thus having consistent numbers appearing diagonally on the grid, the County would become less competitive in the middle of the grid and this is where pay compression comes into play. This form of equation minimizes compression.





We believe the salary grids, with expanded step increments is the most reasonable structure the County can implement to facilitate change within a reasonable upfront implementation cost and be both competitive and cost effective in the future. The structure which appears in Appendix C is designed to be reflective of, and responsive to, the competitive labor market trends.

In conclusion, we recommend the County accept and adopt the salary range concept containing the above-mentioned plans and steps.

Recommendation D. Adopt this Implementation Plan



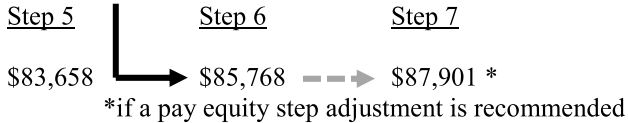
Implementation combines job classification, salary structure, conversion, and costs into a multi-year action plan. The action plan employs a philosophy of first adopting the expanded salary structure to reduce the competitive inconsistency and enhance cost-effectiveness.

The implementation phase has a goal to ‘get the County in the game’ by getting everyone on the plan, then ‘affordable’ ways to keep pace with the market trends.

- **Step 1.** Approve the recommended salary schedule, classification structure,
- **Step 2.** Assign employees to the closest step upward in the new range where they have been assigned. By this action, each employee

Here is an example of how an employee will convert to the new schedule.

Consider an employee at \$84,000 per year:



- For those non-represented employees on the master salary structure adoption of the implementation has an annualized cost of about \$475,000 and a cash flow impact for the current (2024) fiscal year of about \$79,000. These estimates do not include Sheriff and Roads represented staff as well as add-on amounts for employer taxes and all benefits.

- **Step 3.** Grant employees the COLA of approximately 3% on July 1, 2024. This or a similar has already approved in principle by the BOCC then continue to allow step-in-grade pay adjustments as usual.
- **Step 4.** In January 2025 or when the budget processes commence, review the placement of all employees and offer a second and final equity adjustment to those who remain below proper alignment.

CASH FLOW COST FOR IMPLEMENTATION:

- Implementation consisting of range assignments and pay equity adjustments = \$79,000 (3.5%) effective May 1, 2024
- Effective July 1, an approximately 3% COLA and step-in-grade movement would take effect.

Recommendation E: Elected Officials

We recommend that a review of elected officials' salaries be conducted by considering the higher of external data or the decision support techniques used for all County positions. As part of the review, we recommend the citizen-based committee be primary consulting resource as a form of check-and-balance or audit of the process and results. This review should occur on a bi-annual basis and can be completed by the Human Resources department or the Consultant.

Closing Thoughts

Crook County needs to adopt the recommended structure and implementation steps for its non-represented staff. Considering the competitive environment, it would be in the best interest for the Commissioners to move ahead with the realigned job classifications and expanded structure before the end of the current fiscal year. This includes equity adjustments

Crook County has an opportunity to make the kind of changes to its job classification and compensation program, not just to realign jobs, but also to implement modern decision-making processes, but for salary schedule that proposes a cost-effective way of achieving competitive and recruitment and retention goals.

The calendar time and work effort of the consultant, Human Resources department (see recommended departmental division), and County employees to get to this point, has been labor intensive. We are very pleased to say that the management team conducted themselves in a very professional and engaging manner throughout the process. We have been honored to serve the County.

Our remaining steps will include JOBMEASTM training of HR staff and setup of the decision support model for July, 1 2024 and beyond. Phone and email technical support through September 2024 will be available at no additional cost. Additional services such as those for reanalysis, organization structure changes, and elected official salaries would be billed at the project rate.

Appendix A

Salary Survey Summary



Data Quartiles
Sources

Crook County, Oregon

JB

**Market Analysis for Crook County
January 2024 for July 2024**

Data Aged to be effective for July 24
Competitive Assessment - Crook

Position	Range Checkpoint	25th	40th	Competitive Level			60th	75th	Comp. Level
				Median	Average				
County Manager	Max								
	Contract	\$169,140	\$179,657	\$176,358	\$173,231	\$187,089	\$190,108		
Undersheriff	Min.								
	Max	\$131,505	\$139,281	\$140,301	\$140,272	\$146,371	\$149,310	42	
	Mid.	\$114,630	\$124,092	\$124,463	\$125,355	\$132,371	\$137,938	40	
Director, Finance	Min.	\$101,556	\$109,486	\$107,936	\$110,428	\$114,040	\$122,329	36	
	Max	\$153,840	\$163,292	\$169,569	\$165,471	\$176,217	\$184,965	36	
	Mid.	\$127,221	\$140,343	\$143,000	\$141,969	\$153,767	\$159,431	38	
Director, Library Services	Min.	\$112,547	\$114,744	\$119,166	\$120,389	\$125,819	\$127,905	38	
	Max	\$114,900	\$116,856	\$117,873	\$119,385	\$121,858	\$123,526	37	
	Mid.	\$98,904	\$102,366	\$102,453	\$105,647	\$106,796	\$109,588	35	
Director, Human Resources	Min.	\$84,528	\$86,978	\$88,610	\$91,081	\$93,319	\$94,891	34	
	Max	\$131,127	\$142,552	\$146,371	\$145,022	\$153,727	\$163,224	39	
	Mid.	\$117,852	\$126,451	\$130,105	\$128,240	\$136,168	\$144,160	37	
Prosecuting Attorney II - Assistant Legal Counsel	Min.	\$103,095	\$110,098	\$111,588	\$110,068	\$112,835	\$118,024	36	
	Max	\$125,232	\$133,808	\$135,343	\$137,394	\$137,847	\$141,599	45	
	Mid.	\$111,254	\$115,283	\$118,178	\$118,431	\$122,279	\$132,488	46	
Director, Juvenile Services	Min.	\$98,800	\$101,390	\$104,950	\$103,378	\$106,227	\$110,926	43	
	Max	\$116,917	\$119,947	\$125,952	\$125,947	\$126,767	\$131,563	37	
	Mid.	\$100,997	\$105,070	\$106,403	\$108,356	\$110,802	\$115,777	38	
Sheriff Sergeant	Min.	\$86,914	\$90,450	\$91,630	\$93,695	\$96,018	\$97,118	37	
	Max	\$98,278	\$102,350	\$103,956	\$105,796	\$106,169	\$108,559	39	
	Mid.	\$86,730	\$89,775	\$91,848	\$91,380	\$93,802	\$96,081	41	
Building Services Mgr.	Min.	\$72,534	\$75,231	\$79,320	\$79,120	\$82,961	\$83,781	41	
	Max	\$108,887	\$114,733	\$120,653	\$121,423	\$124,684	\$128,919	35	
	Mid.	\$98,613	\$102,459	\$105,071	\$107,384	\$108,387	\$114,291	34	
Prosecuting Attorney I	Min.	\$88,333	\$94,090	\$92,566	\$92,263	\$93,518	\$100,706	33	
	Max	\$106,485	\$112,853	\$113,602	\$118,162	\$118,505	\$133,033	38	
	Mid.	\$92,262	\$94,988	\$98,637	\$101,748	\$103,675	\$112,127	39	
Payroll Benefits Manager	Min.	\$78,244	\$81,691	\$85,600	\$85,059	\$87,050	\$89,526	41	
	Max	\$94,197	\$99,258	\$103,956	\$104,385	\$107,000	\$110,072	40	
	Mid.	\$82,069	\$89,880	\$92,340	\$91,363	\$96,353	\$98,911	39	
Environmental Quality Specialist	Min.	\$69,940	\$74,905	\$80,457	\$78,251	\$81,258	\$83,393	38	
	Max	\$86,466	\$90,271	\$93,294	\$95,504	\$96,905	\$99,266	39	
	Mid.	\$78,439	\$82,740	\$83,818	\$82,953	\$87,494	\$91,260	39	
Office Operations Manager	Min.	\$65,676	\$71,522	\$72,108	\$71,139	\$73,391	\$76,199	37	
	Max	\$80,229	\$86,556	\$87,154	\$87,807	\$90,843	\$97,295	54	
	Mid.	\$71,684	\$74,566	\$76,403	\$76,814	\$80,594	\$84,317	53	
Public Health Nurse BSN	Min.	\$61,734	\$63,076	\$65,270	\$67,159	\$69,519	\$72,822	50	
	Max	\$89,058	\$94,856	\$96,812	\$97,425	\$101,868	\$107,710	36	
	Mid.	\$79,527	\$82,824	\$83,773	\$84,537	\$87,598	\$92,643	37	
Appraiser II	Min.	\$68,669	\$73,294	\$72,628	\$72,540	\$73,070	\$76,138	35	
	Max	\$77,967	\$87,074	\$87,904	\$86,709	\$91,530	\$97,285	30	
	Mid.	\$69,407	\$74,708	\$76,066	\$74,423	\$79,863	\$82,409	32	
	Min.	\$58,050	\$61,848	\$63,004	\$62,153	\$65,033	\$67,793	33	

**Market Analysis for Crook County
January 2024 for July 2024**

Data Aged to be effective for July 24
Competitive Assessment - Crook

<u>Position</u>	<u>Range Checkpoint</u>	<u>25th</u>	<u>40th</u>	<u>Median</u>	<u>Competitive Level</u>		<u>60th</u>	<u>75th</u>	<u>Comp. Level</u>
					<u>Average</u>				
Legal Assistant	<i>Max</i>	\$65,264	\$66,800	\$67,930	\$69,655	\$70,455	\$72,408	34	
	<i>Mid.</i>	\$57,086	\$58,989	\$59,060	\$60,489	\$61,877	\$63,312	34	
	<i>Min.</i>	\$45,468	\$46,807	\$47,779	\$48,680	\$49,547	\$50,909	39	
Permit Technician	<i>Max</i>	\$55,961	\$60,150	\$62,800	\$61,974	\$65,797	\$68,351	37	
	<i>Mid.</i>	\$47,844	\$50,709	\$53,900	\$53,628	\$55,710	\$62,984	38	
	<i>Min.</i>	\$41,460	\$42,806	\$45,419	\$44,999	\$46,021	\$48,217	40	
Accounting Technician - Senior	<i>Max</i>	\$65,856	\$67,041	\$69,153	\$70,571	\$71,484	\$74,981	41	
	<i>Mid.</i>	\$56,916	\$57,940	\$60,558	\$62,468	\$63,870	\$66,736	40	
	<i>Min.</i>	\$48,408	\$51,557	\$53,280	\$54,284	\$57,989	\$61,701	37	
Associate Planner	<i>Max</i>	\$68,631	\$76,672	\$79,209	\$77,602	\$82,827	\$86,295	41	
	<i>Mid.</i>	\$60,807	\$68,204	\$70,406	\$67,500	\$72,716	\$75,228	41	
	<i>Min.</i>	\$52,344	\$59,816	\$59,817	\$57,391	\$60,652	\$64,018	40	
Building Inspector II	<i>Max</i>	\$78,050	\$82,105	\$83,797	\$85,061	\$87,027	\$91,692	40	
	<i>Mid.</i>	\$70,991	\$75,159	\$76,310	\$74,695	\$79,902	\$80,120	39	
	<i>Min.</i>	\$59,449	\$61,848	\$63,450	\$63,623	\$64,786	\$66,272	39	

Estimated Competitiveness:

Salary Data collected from at least these sources:
- in part and to job design

- Counties:
 Wasco Hood River
 Deschutes Jefferson
 Klamath Cities & Regionals
 Jackson Bend Libraries
 Josephine Prineville
 Douglas Klamath Falls
 Umatilla Hospital/Nursing Home
 Morrow School Districts

Competitive Percentile
Overall

All points	39
Range Max	40
Range Mid	38
Range Min	37
Data notes: Median =	50
Average =	53

Appendix B

JOBMEAS™ Overview



Crook County, Oregon

JB

The Pay Determination Process

Using JOBMEAS™

JOBMEAS™ is a job evaluation methodology which supports the pay determination process and salary administration decision-making. The primary purpose is to enhance and stabilize judgments about the status and salary treatment of jobs within an organization.

JOBMEAS™ uses a point-factor technique to measure job content, thus enabling direct comparisons to be made among all jobs in quantitative terms. Five guide charts define the broad areas of measure which are applied to job content. Each chart contains two dimensions describing the broad area of measure. Each dimension contains a series of semantic definitions which are arranged in hierarchical order. Job content facts are then compared to the semantic definitions, producing a numerical value which considers the relative worth of the job to the organization and assures objectivity in the judgment process.

A. INTRODUCTION

Over the past half-century numerous job evaluation techniques have been developed by human resources practitioners and behavioral scientists for the purpose of establishing the worth of jobs relative to each other. While these techniques measure compensable job content factors differently, they are all similar in that they assume certain jobs to be more important to an organization's functioning than others, and, in that regard, have greater relative or comparable value. Job evaluation (measurement) provides the basis for extending pay-related judgments and explanations on why a laborer is of less relative value to the organization than the Manager of Purchasing and why that position is less critical than the Plant Manager. Job measurement techniques seek to provide an objective basis for understanding the pay relationships between these kind of jobs.

When employees are paid according to the relative importance of their jobs, they perceive their salary treatment as fair and equitable. Successful salary programs are built on this principle of internal equity: that salary levels should be proportional to relative internal job worth, thus maximizing satisfaction and stability within the work force.

While it may be obvious that the relative value of the Plant Manager is greater than the purchaser of raw materials and supplies for the plant, many other comparisons of jobs are not so easy. For the computer software manufacturer, does the Software Designer or the Sales Representative in the field have greater value to the organization? In a hospital, how do we value a Registered Nurse relative to a Physical Therapist or an Accountant? In a city government, how would a Planner and a Civil Engineer compare? In a manufacturing setting, how about the Assembler and the Production Scheduler? These are all questions of judgment and regardless of the technique used, job measurement remains the application of human judgment to information about job content.

B. FORMAL EVALUATION PROCESSES

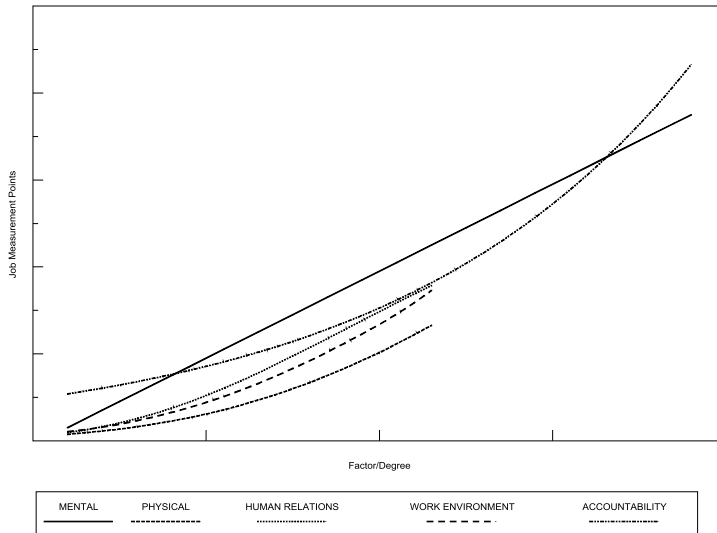
When large numbers of diverse jobs are evaluated, the human judgment process can be quite complex. A well-conceived job evaluation (measurement) plan will structure the judgment process to make sound comparisons and evaluations even in a large organization environment involving numerous departments, occupational fields, and managerial levels.

The **JOBMEAS™** System and others like it, are all designed to manage the evaluation and salary treatment of large numbers of jobs. The primary differences among competing systems lie in the completeness and appropriateness of the broad areas of measurement, the accuracy and validity of the job measurement results, and the ease of administration.

C. THE **JOBMEAS™** SYSTEM

The **JOBMEAS™** system of evaluation achieves the elements which are critical to a sound measurement technique:

- **Enhancement of the Judgment Process.** **JOBMEAS™** provides a language and framework for defining jobs, discussing job content in a meaningful way, and making valid comparisons by translating certain job content components to the measuring technique.
- **Stabilization of the Judgment Process.** **JOBMEAS™** helps to ensure, given the same job content information, the inter-rater reliability is high. It simplifies the judgment process by providing discipline, clear measures, and controls to provide consistent judgments over time.
- **Optimal Weighing of Measurement Factors.** The guide charts are weighted to ensure that the relative worth of jobs, as measured by points, accurately reflects the relative importance of the individual factors comprising the whole job. The optimal weighing of factors also maximizes the ability of the total points assigned to a job, to project or predict salary levels.



- **Fairness.** **JOBMEAS™**, by way of the design and quantification of the guide charts, provides assurance that the derived internal job worth treats all jobs equitably in-line with the values of the organization and recognized concepts of job design and classification.

JOBMEAS™ consists of five distinct job measurement guide charts. These charts have been designed to organize an evaluator's judgments in specific job content areas, through the use of semantic series which represent increasing levels of "value." The levels correspond to a numerical value, therefore, providing the descriptive job content considerations with a quantitative measure. The guide charts measure job content in the following broad areas:

Mental Requirements	The knowledge or learning development and the problem solving required by the job.
Physical Requirements	The learned physical skills and physical effort demands required when performing job-related tasks.
Social Requirements	The human relations skills and scope of contacts necessary to complete work.
Work Environment	The performance environment and physical working conditions under which tasks are performed.
Accountability	The level of professional development and category of work, leadership accountability, and the scope and magnitude of impact on the organization's delivery of service/products.

JOBMEAS™ is a straightforward system which enables evaluators to easily become skilled and others to readily gain appreciation of its design, function, and capabilities. It is not, however, self evident. It requires formal training, expert guidance, and experience to be properly applied.

JOBMEAS™ does not require the evaluator to directly compare or match jobs. Comparisons are made indirectly by using established rating scales that are a part of each factor. The rating scales contain a series of definitions, referred to as semantic series, to which job content information is compared. Each definition inside a rating scale carries a certain weight.

The weight is determined through an elaborate process of profiling jobs and establishing the relative importance of each rating scale to the total of all compensable factors. The weight is expressed as a number and is referred to as "points." Therefore each definition within each rating scale (five guide charts, ten rating scales) is associated with a point value. Jobs are rated by translating or fitting job content elements to the definitions along the rating scales and then assigning the corresponding points. The points derived from the rating scales are added to obtain a total point score. This number represents the relative or comparable worth of the job. The point value facilitates comparison of the elements found common in all jobs, ranking of jobs according to their "measured" relative value to the organization. The point value also provides linkage to other elements of salary administration such as salary structure development, job design, and organization/job sizing.

As mentioned above, each of the five guide charts or factors has two rating scales. Each scale represents a dimension of the factor. For example, the Mental Requirements factor has both the dimension of Learning Development or Know How and Problem Solving Challenges. Here is how it works:

- Step 1: Separate ratings are made for each dimension by aligning job content to the most appropriate definition on the rating scale.
- Step 2: The rating on each dimension enables a point value to be read off the guide chart. For example, a learning development rating of "D2" and a problem solving rating of "5 (data entry code)," on guide chart I-Mental Requirements, corresponds to a point value of 872.
- Step 3: When ratings are completed and applied to the five guide charts, the job receives a total point value representing its relative worth to the organization.
- Step 4: The guide charts offer flexibility to allow for gradations of judgment between those formally defined. In reviewing all jobs rated as "D" in learning development, some will undoubtedly appear to be of higher level, but not enough to be assigned to the next higher definition. **JOBMEAS™** accommodates job content which is slightly or just noticeably stronger (or weaker) than the guide chart text portrays. A "1, 2, or 3" accompanying the "alpha" (e.g., C2) rating denotes this feature as does the corresponding higher (or lower) assigned point value.

The ability of **JOBMEAS™** to recognize subtle differences and similarities among jobs not only enhances the credibility of the pay determination process but also facilitates other decisions such as the design of career ladders and complex organization structures.

The following chapters discuss the application of **JOBMEAS™** in detail, including elaborations and examples pertaining to each semantic definition in each guide chart.

The following general principles must be followed when applying the **JOBMEAS™** system of evaluation:

- The job is rated, not the incumbent.
- Ratings are based on the minimum requirements for the job at competent performance. Individual performance should not be a consideration.
- Ratings measure only job content. They should not be influenced by supply and demand problems, current or desired pay levels, staffing levels, or performance.

Appendix C

Master Salary Structure



Crook County, Oregon

JB

Crook County
24/25
STEPPED MASTER SALARY SCHEDULE*

DRAFT

Grade/Step	1	2	3	4	5	6	7	8	9	10	11	12	13
105	\$ 15.80	\$ 16.27	\$ 16.76	\$ 17.26	\$ 17.78	\$ 18.22	\$ 18.68	\$ 19.15	\$ 19.63	\$ 20.12	\$ 20.42	\$ 20.73	\$ 21.04
	\$ 2,739	\$ 2,820	\$ 2,905	\$ 2,992	\$ 3,082	\$ 3,158	\$ 3,238	\$ 3,319	\$ 3,403	\$ 3,487	\$ 3,539	\$ 3,593	\$ 3,647
	\$ 32,864	\$ 33,842	\$ 34,861	\$ 35,901	\$ 36,982	\$ 37,898	\$ 38,854	\$ 39,832	\$ 40,830	\$ 41,850	\$ 42,474	\$ 43,118	\$ 43,763
106	\$ 16.39	\$ 16.88	\$ 17.39	\$ 17.91	\$ 18.45	\$ 18.91	\$ 19.38	\$ 19.86	\$ 20.36	\$ 20.87	\$ 21.18	\$ 21.50	\$ 21.82
	\$ 2,841	\$ 2,926	\$ 3,014	\$ 3,104	\$ 3,198	\$ 3,278	\$ 3,359	\$ 3,442	\$ 3,529	\$ 3,617	\$ 3,671	\$ 3,727	\$ 3,782
	\$ 34,091	\$ 35,110	\$ 36,171	\$ 37,253	\$ 38,376	\$ 39,333	\$ 40,310	\$ 41,309	\$ 42,349	\$ 43,410	\$ 44,054	\$ 44,720	\$ 45,386
107	\$ 17.00	\$ 17.51	\$ 18.04	\$ 18.58	\$ 19.14	\$ 19.62	\$ 20.11	\$ 20.61	\$ 21.13	\$ 21.66	\$ 21.98	\$ 22.31	\$ 22.64
	\$ 2,947	\$ 3,035	\$ 3,127	\$ 3,221	\$ 3,318	\$ 3,401	\$ 3,486	\$ 3,572	\$ 3,663	\$ 3,754	\$ 3,810	\$ 3,867	\$ 3,924
	\$ 35,360	\$ 36,421	\$ 37,523	\$ 38,646	\$ 39,811	\$ 40,810	\$ 41,829	\$ 42,869	\$ 43,950	\$ 45,053	\$ 45,718	\$ 46,405	\$ 47,091
108	\$ 17.66	\$ 18.19	\$ 18.74	\$ 19.30	\$ 19.88	\$ 20.38	\$ 20.89	\$ 21.41	\$ 21.95	\$ 22.50	\$ 22.84	\$ 23.18	\$ 23.53
	\$ 3,061	\$ 3,153	\$ 3,248	\$ 3,345	\$ 3,446	\$ 3,533	\$ 3,621	\$ 3,711	\$ 3,805	\$ 3,900	\$ 3,959	\$ 4,018	\$ 4,079
	\$ 36,733	\$ 37,835	\$ 38,979	\$ 40,144	\$ 41,350	\$ 42,390	\$ 43,451	\$ 44,533	\$ 45,656	\$ 46,800	\$ 47,507	\$ 48,214	\$ 48,942
109	\$ 18.35	\$ 18.90	\$ 19.47	\$ 20.05	\$ 20.65	\$ 21.17	\$ 21.70	\$ 22.24	\$ 22.80	\$ 23.37	\$ 23.72	\$ 24.08	\$ 24.44
	\$ 3,181	\$ 3,276	\$ 3,375	\$ 3,475	\$ 3,579	\$ 3,669	\$ 3,761	\$ 3,855	\$ 3,952	\$ 4,051	\$ 4,111	\$ 4,174	\$ 4,236
	\$ 38,168	\$ 39,312	\$ 40,498	\$ 41,704	\$ 42,952	\$ 44,034	\$ 45,136	\$ 46,259	\$ 47,424	\$ 48,610	\$ 49,338	\$ 50,086	\$ 50,835
110	\$ 19.08	\$ 19.65	\$ 20.24	\$ 20.85	\$ 21.48	\$ 22.02	\$ 22.57	\$ 23.13	\$ 23.71	\$ 24.30	\$ 24.66	\$ 25.03	\$ 25.41
	\$ 3,307	\$ 3,406	\$ 3,508	\$ 3,614	\$ 3,723	\$ 3,817	\$ 3,912	\$ 4,009	\$ 4,110	\$ 4,212	\$ 4,274	\$ 4,339	\$ 4,404
	\$ 39,686	\$ 40,872	\$ 42,099	\$ 43,368	\$ 44,678	\$ 45,802	\$ 46,946	\$ 48,110	\$ 49,317	\$ 50,544	\$ 51,293	\$ 52,062	\$ 52,853
111	\$ 19.85	\$ 20.45	\$ 21.06	\$ 21.69	\$ 22.34	\$ 22.90	\$ 23.47	\$ 24.06	\$ 24.66	\$ 25.28	\$ 25.66	\$ 26.04	\$ 26.43
	\$ 3,441	\$ 3,545	\$ 3,650	\$ 3,760	\$ 3,872	\$ 3,969	\$ 4,068	\$ 4,170	\$ 4,274	\$ 4,382	\$ 4,448	\$ 4,514	\$ 4,581
	\$ 41,288	\$ 42,536	\$ 43,805	\$ 45,115	\$ 46,467	\$ 47,632	\$ 48,818	\$ 50,045	\$ 51,293	\$ 52,582	\$ 53,373	\$ 54,163	\$ 54,974
112	\$ 20.65	\$ 21.27	\$ 21.91	\$ 22.57	\$ 23.25	\$ 23.83	\$ 24.43	\$ 25.04	\$ 25.67	\$ 26.31	\$ 26.70	\$ 27.10	\$ 27.51
	\$ 3,579	\$ 3,687	\$ 3,798	\$ 3,912	\$ 4,030	\$ 4,131	\$ 4,235	\$ 4,340	\$ 4,449	\$ 4,560	\$ 4,628	\$ 4,697	\$ 4,768
	\$ 42,952	\$ 44,242	\$ 45,573	\$ 46,946	\$ 48,360	\$ 49,566	\$ 50,814	\$ 52,083	\$ 53,394	\$ 54,725	\$ 55,536	\$ 56,368	\$ 57,221

Crook County
24/25
STEPPED MASTER SALARY SCHEDULE*

DRAFT

Grade/Step	1	2	3	4	5	6	7	8	9	10	11	12	13
113	\$ 21.51	\$ 22.16	\$ 22.82	\$ 23.50	\$ 24.21	\$ 24.82	\$ 25.44	\$ 26.08	\$ 26.73	\$ 27.40	\$ 27.81	\$ 28.23	\$ 28.65
	\$ 3,728	\$ 3,841	\$ 3,955	\$ 4,073	\$ 4,196	\$ 4,302	\$ 4,410	\$ 4,521	\$ 4,633	\$ 4,749	\$ 4,820	\$ 4,893	\$ 4,966
	\$ 44,741	\$ 46,093	\$ 47,466	\$ 48,880	\$ 50,357	\$ 51,626	\$ 52,915	\$ 54,246	\$ 55,598	\$ 56,992	\$ 57,845	\$ 58,718	\$ 59,592
114	\$ 22.43	\$ 23.10	\$ 23.79	\$ 24.50	\$ 25.23	\$ 25.86	\$ 26.51	\$ 27.17	\$ 27.85	\$ 28.55	\$ 28.98	\$ 29.41	\$ 29.85
	\$ 3,888	\$ 4,004	\$ 4,124	\$ 4,247	\$ 4,373	\$ 4,482	\$ 4,595	\$ 4,709	\$ 4,827	\$ 4,949	\$ 5,023	\$ 5,098	\$ 5,174
	\$ 46,654	\$ 48,048	\$ 49,483	\$ 50,960	\$ 52,478	\$ 53,789	\$ 55,141	\$ 56,514	\$ 57,928	\$ 59,384	\$ 60,278	\$ 61,173	\$ 62,088
115	\$ 23.37	\$ 24.07	\$ 24.79	\$ 25.53	\$ 26.30	\$ 26.96	\$ 27.63	\$ 28.32	\$ 29.03	\$ 29.76	\$ 30.21	\$ 30.66	\$ 31.12
	\$ 4,051	\$ 4,172	\$ 4,297	\$ 4,425	\$ 4,559	\$ 4,673	\$ 4,789	\$ 4,909	\$ 5,032	\$ 5,158	\$ 5,236	\$ 5,314	\$ 5,394
	\$ 48,610	\$ 50,066	\$ 51,563	\$ 53,102	\$ 54,704	\$ 56,077	\$ 57,470	\$ 58,906	\$ 60,382	\$ 61,901	\$ 62,837	\$ 63,773	\$ 64,730
116	\$ 24.38	\$ 25.11	\$ 25.86	\$ 26.64	\$ 27.44	\$ 28.13	\$ 28.83	\$ 29.55	\$ 30.29	\$ 31.05	\$ 31.52	\$ 31.99	\$ 32.47
	\$ 4,226	\$ 4,352	\$ 4,482	\$ 4,618	\$ 4,756	\$ 4,876	\$ 4,997	\$ 5,122	\$ 5,250	\$ 5,382	\$ 5,463	\$ 5,545	\$ 5,628
	\$ 50,710	\$ 52,229	\$ 53,789	\$ 55,411	\$ 57,075	\$ 58,510	\$ 59,966	\$ 61,464	\$ 63,003	\$ 64,584	\$ 65,562	\$ 66,539	\$ 67,538
117	\$ 25.44	\$ 26.20	\$ 26.99	\$ 27.80	\$ 28.63	\$ 29.35	\$ 30.08	\$ 30.83	\$ 31.60	\$ 32.39	\$ 32.88	\$ 33.37	\$ 33.87
	\$ 4,410	\$ 4,541	\$ 4,678	\$ 4,819	\$ 4,963	\$ 5,087	\$ 5,214	\$ 5,344	\$ 5,477	\$ 5,614	\$ 5,699	\$ 5,784	\$ 5,871
	\$ 52,915	\$ 54,496	\$ 56,139	\$ 57,824	\$ 59,550	\$ 61,048	\$ 62,566	\$ 64,126	\$ 65,728	\$ 67,371	\$ 68,390	\$ 69,410	\$ 70,450
118	\$ 26.55	\$ 27.35	\$ 28.17	\$ 29.02	\$ 29.89	\$ 30.64	\$ 31.41	\$ 32.20	\$ 33.01	\$ 33.84	\$ 34.35	\$ 34.87	\$ 35.39
	\$ 4,602	\$ 4,741	\$ 4,883	\$ 5,030	\$ 5,181	\$ 5,311	\$ 5,444	\$ 5,581	\$ 5,722	\$ 5,866	\$ 5,954	\$ 6,044	\$ 6,134
	\$ 55,224	\$ 56,888	\$ 58,594	\$ 60,362	\$ 62,171	\$ 63,731	\$ 65,333	\$ 66,976	\$ 68,661	\$ 70,387	\$ 71,448	\$ 72,530	\$ 73,611
119	\$ 27.75	\$ 28.58	\$ 29.44	\$ 30.32	\$ 31.23	\$ 32.01	\$ 32.81	\$ 33.63	\$ 34.47	\$ 35.33	\$ 35.86	\$ 36.40	\$ 36.95
	\$ 4,810	\$ 4,954	\$ 5,103	\$ 5,255	\$ 5,413	\$ 5,548	\$ 5,687	\$ 5,829	\$ 5,975	\$ 6,124	\$ 6,216	\$ 6,309	\$ 6,405
	\$ 57,720	\$ 59,446	\$ 61,235	\$ 63,066	\$ 64,958	\$ 66,581	\$ 68,245	\$ 69,950	\$ 71,698	\$ 73,486	\$ 74,589	\$ 75,712	\$ 76,856
120	\$ 28.99	\$ 29.86	\$ 30.76	\$ 31.68	\$ 32.63	\$ 33.45	\$ 34.29	\$ 35.15	\$ 36.03	\$ 36.93	\$ 37.48	\$ 38.04	\$ 38.61
	\$ 5,025	\$ 5,176	\$ 5,332	\$ 5,491	\$ 5,656	\$ 5,798	\$ 5,944	\$ 6,093	\$ 6,245	\$ 6,401	\$ 6,497	\$ 6,594	\$ 6,692
	\$ 60,299	\$ 62,109	\$ 63,981	\$ 65,894	\$ 67,870	\$ 69,576	\$ 71,323	\$ 73,112	\$ 74,942	\$ 76,814	\$ 77,958	\$ 79,123	\$ 80,309

Crook County
24/25
STEPPED MASTER SALARY SCHEDULE*

DRAFT

Grade/Step	1	2	3	4	5	6	7	8	9	10	11	12	13
121	\$ 30.32	\$ 31.23	\$ 32.17	\$ 33.14	\$ 34.13	\$ 34.98	\$ 35.85	\$ 36.75	\$ 37.67	\$ 38.61	\$ 39.19	\$ 39.78	\$ 40.38
	\$ 5,255	\$ 5,413	\$ 5,576	\$ 5,744	\$ 5,916	\$ 6,063	\$ 6,214	\$ 6,370	\$ 6,529	\$ 6,692	\$ 6,793	\$ 6,895	\$ 6,999
	\$ 63,066	\$ 64,958	\$ 66,914	\$ 68,931	\$ 70,990	\$ 72,758	\$ 74,568	\$ 76,440	\$ 78,354	\$ 80,309	\$ 81,515	\$ 82,742	\$ 83,990
122	\$ 31.71	\$ 32.66	\$ 33.64	\$ 34.65	\$ 35.69	\$ 36.58	\$ 37.49	\$ 38.43	\$ 39.39	\$ 40.37	\$ 40.98	\$ 41.59	\$ 42.21
	\$ 5,496	\$ 5,661	\$ 5,831	\$ 6,006	\$ 6,186	\$ 6,341	\$ 6,498	\$ 6,661	\$ 6,828	\$ 6,997	\$ 7,103	\$ 7,209	\$ 7,316
	\$ 65,957	\$ 67,933	\$ 69,971	\$ 72,072	\$ 74,235	\$ 76,086	\$ 77,979	\$ 79,934	\$ 81,931	\$ 83,970	\$ 85,238	\$ 86,507	\$ 87,797
123	\$ 33.94	\$ 34.96	\$ 36.01	\$ 37.09	\$ 38.20	\$ 39.15	\$ 40.13	\$ 41.13	\$ 42.16	\$ 43.21	\$ 43.86	\$ 44.52	\$ 45.19
	\$ 5,883	\$ 6,060	\$ 6,242	\$ 6,429	\$ 6,621	\$ 6,786	\$ 6,956	\$ 7,129	\$ 7,308	\$ 7,490	\$ 7,602	\$ 7,717	\$ 7,833
	\$ 70,595	\$ 72,717	\$ 74,901	\$ 77,147	\$ 79,456	\$ 81,432	\$ 83,470	\$ 85,550	\$ 87,693	\$ 89,877	\$ 91,229	\$ 92,602	\$ 93,995
124	\$ 35.74	\$ 36.81	\$ 37.91	\$ 39.05	\$ 40.22	\$ 41.23	\$ 42.26	\$ 43.32	\$ 44.40	\$ 45.51	\$ 46.19	\$ 46.88	\$ 47.58
	\$ 6,195	\$ 6,380	\$ 6,571	\$ 6,769	\$ 6,971	\$ 7,147	\$ 7,325	\$ 7,509	\$ 7,696	\$ 7,888	\$ 8,006	\$ 8,126	\$ 8,247
	\$ 74,339	\$ 76,565	\$ 78,853	\$ 81,224	\$ 83,658	\$ 85,758	\$ 87,901	\$ 90,106	\$ 92,352	\$ 94,661	\$ 96,075	\$ 97,510	\$ 98,966
125	\$ 37.65	\$ 38.78	\$ 39.94	\$ 41.14	\$ 42.37	\$ 43.43	\$ 44.52	\$ 45.63	\$ 46.77	\$ 47.94	\$ 48.66	\$ 49.39	\$ 50.13
	\$ 6,526	\$ 6,722	\$ 6,923	\$ 7,131	\$ 7,344	\$ 7,528	\$ 7,717	\$ 7,909	\$ 8,107	\$ 8,310	\$ 8,434	\$ 8,561	\$ 8,689
	\$ 78,312	\$ 80,662	\$ 83,075	\$ 85,571	\$ 88,130	\$ 90,334	\$ 92,602	\$ 94,910	\$ 97,282	\$ 99,715	\$ 101,213	\$ 102,731	\$ 104,270
126	\$ 39.65	\$ 40.84	\$ 42.07	\$ 43.33	\$ 44.63	\$ 45.75	\$ 46.89	\$ 48.06	\$ 49.26	\$ 50.49	\$ 51.25	\$ 52.02	\$ 52.80
	\$ 6,873	\$ 7,079	\$ 7,292	\$ 7,511	\$ 7,736	\$ 7,930	\$ 8,128	\$ 8,330	\$ 8,538	\$ 8,752	\$ 8,883	\$ 9,017	\$ 9,152
	\$ 82,472	\$ 84,947	\$ 87,506	\$ 90,126	\$ 92,830	\$ 95,160	\$ 97,531	\$ 99,965	\$ 102,461	\$ 105,019	\$ 106,600	\$ 108,202	\$ 109,824
127	\$ 41.78	\$ 43.03	\$ 44.32	\$ 45.65	\$ 47.02	\$ 48.20	\$ 49.40	\$ 50.64	\$ 51.91	\$ 53.21	\$ 54.01	\$ 54.82	\$ 55.64
	\$ 7,242	\$ 7,459	\$ 7,682	\$ 7,913	\$ 8,150	\$ 8,355	\$ 8,563	\$ 8,778	\$ 8,998	\$ 9,223	\$ 9,362	\$ 9,502	\$ 9,644
	\$ 86,902	\$ 89,502	\$ 92,186	\$ 94,952	\$ 97,802	\$ 100,256	\$ 102,752	\$ 105,331	\$ 107,973	\$ 110,677	\$ 112,341	\$ 114,026	\$ 115,731
128	\$ 44.01	\$ 45.33	\$ 46.69	\$ 48.09	\$ 49.53	\$ 50.77	\$ 52.04	\$ 53.34	\$ 54.67	\$ 56.04	\$ 56.88	\$ 57.73	\$ 58.60
	\$ 7,628	\$ 7,857	\$ 8,093	\$ 8,336	\$ 8,585	\$ 8,800	\$ 9,020	\$ 9,246	\$ 9,476	\$ 9,714	\$ 9,859	\$ 10,007	\$ 10,157
	\$ 91,541	\$ 94,286	\$ 97,115	\$ 100,027	\$ 103,022	\$ 105,602	\$ 108,243	\$ 110,947	\$ 113,714	\$ 116,563	\$ 118,310	\$ 120,078	\$ 121,888

Crook County
24/25
STEPPED MASTER SALARY SCHEDULE*

DRAFT

Grade/Step	1	2	3	4	5	6	7	8	9	10	11	12	13
129	\$ 46.38	\$ 47.77	\$ 49.20	\$ 50.68	\$ 52.20	\$ 53.50	\$ 54.84	\$ 56.21	\$ 57.62	\$ 59.06	\$ 59.95	\$ 60.85	\$ 61.76
	\$ 8,039	\$ 8,280	\$ 8,528	\$ 8,785	\$ 9,048	\$ 9,273	\$ 9,506	\$ 9,743	\$ 9,987	\$ 10,237	\$ 10,391	\$ 10,547	\$ 10,705
	\$ 96,470	\$ 99,362	\$ 102,336	\$ 105,414	\$ 108,576	\$ 111,280	\$ 114,067	\$ 116,917	\$ 119,850	\$ 122,845	\$ 124,696	\$ 126,568	\$ 128,461
130	\$ 48.86	\$ 50.33	\$ 51.84	\$ 53.40	\$ 55.00	\$ 56.38	\$ 57.79	\$ 59.23	\$ 60.71	\$ 62.23	\$ 63.16	\$ 64.11	\$ 65.07
	\$ 8,469	\$ 8,724	\$ 8,986	\$ 9,256	\$ 9,533	\$ 9,773	\$ 10,017	\$ 10,267	\$ 10,523	\$ 10,787	\$ 10,948	\$ 11,112	\$ 11,279
	\$ 101,629	\$ 104,686	\$ 107,827	\$ 111,072	\$ 114,400	\$ 117,270	\$ 120,203	\$ 123,198	\$ 126,277	\$ 129,438	\$ 131,373	\$ 133,349	\$ 135,346
131	\$ 51.50	\$ 53.04	\$ 54.63	\$ 56.27	\$ 57.96	\$ 59.41	\$ 60.90	\$ 62.42	\$ 63.98	\$ 65.58	\$ 66.56	\$ 67.56	\$ 68.57
	\$ 8,927	\$ 9,194	\$ 9,469	\$ 9,753	\$ 10,046	\$ 10,298	\$ 10,556	\$ 10,819	\$ 11,090	\$ 11,367	\$ 11,537	\$ 11,710	\$ 11,885
	\$ 107,120	\$ 110,323	\$ 113,630	\$ 117,042	\$ 120,557	\$ 123,573	\$ 126,672	\$ 129,834	\$ 133,078	\$ 136,406	\$ 138,445	\$ 140,525	\$ 142,626
132	\$ 54.26	\$ 55.89	\$ 57.57	\$ 59.30	\$ 61.08	\$ 62.61	\$ 64.18	\$ 65.78	\$ 67.42	\$ 69.11	\$ 70.15	\$ 71.20	\$ 72.27
	\$ 9,405	\$ 9,688	\$ 9,979	\$ 10,279	\$ 10,587	\$ 10,852	\$ 11,125	\$ 11,402	\$ 11,686	\$ 11,979	\$ 12,159	\$ 12,341	\$ 12,527
	\$ 112,861	\$ 116,251	\$ 119,746	\$ 123,344	\$ 127,046	\$ 130,229	\$ 133,494	\$ 136,822	\$ 140,234	\$ 143,749	\$ 145,912	\$ 148,096	\$ 150,322
133	\$ 57.19	\$ 58.91	\$ 60.68	\$ 62.50	\$ 64.38	\$ 65.99	\$ 67.64	\$ 69.33	\$ 71.06	\$ 72.84	\$ 73.93	\$ 75.04	\$ 76.17
	\$ 9,913	\$ 10,211	\$ 10,518	\$ 10,833	\$ 11,159	\$ 11,438	\$ 11,724	\$ 12,017	\$ 12,317	\$ 12,626	\$ 12,815	\$ 13,007	\$ 13,203
	\$ 118,955	\$ 122,533	\$ 126,214	\$ 130,000	\$ 133,910	\$ 137,259	\$ 140,691	\$ 144,206	\$ 147,805	\$ 151,507	\$ 153,774	\$ 156,083	\$ 158,434
134	\$ 60.29	\$ 62.10	\$ 63.96	\$ 65.88	\$ 67.86	\$ 69.56	\$ 71.30	\$ 73.08	\$ 74.91	\$ 76.78	\$ 77.93	\$ 79.10	\$ 80.29
	\$ 10,450	\$ 10,764	\$ 11,086	\$ 11,419	\$ 11,762	\$ 12,057	\$ 12,359	\$ 12,667	\$ 12,984	\$ 13,309	\$ 13,508	\$ 13,711	\$ 13,917
	\$ 125,403	\$ 129,168	\$ 133,037	\$ 137,030	\$ 141,149	\$ 144,685	\$ 148,304	\$ 152,006	\$ 155,813	\$ 159,702	\$ 162,094	\$ 164,528	\$ 167,003
135	\$ 63.56	\$ 65.47	\$ 67.43	\$ 69.45	\$ 71.53	\$ 73.32	\$ 75.15	\$ 77.03	\$ 78.96	\$ 80.93	\$ 82.14	\$ 83.37	\$ 84.62
	\$ 11,017	\$ 11,348	\$ 11,688	\$ 12,038	\$ 12,399	\$ 12,709	\$ 13,026	\$ 13,352	\$ 13,686	\$ 14,028	\$ 14,238	\$ 14,451	\$ 14,667
	\$ 132,205	\$ 136,178	\$ 140,254	\$ 144,456	\$ 148,782	\$ 152,506	\$ 156,312	\$ 160,222	\$ 164,237	\$ 168,334	\$ 170,851	\$ 173,410	\$ 176,010
136	\$ 66.99	\$ 69.00	\$ 71.07	\$ 73.20	\$ 75.40	\$ 77.29	\$ 79.22	\$ 81.20	\$ 83.23	\$ 85.31	\$ 86.59	\$ 87.89	\$ 89.21
	\$ 11,612	\$ 11,960	\$ 12,319	\$ 12,688	\$ 13,069	\$ 13,397	\$ 13,731	\$ 14,075	\$ 14,427	\$ 14,787	\$ 15,009	\$ 15,234	\$ 15,463
	\$ 139,339	\$ 143,520	\$ 147,826	\$ 152,256	\$ 156,832	\$ 160,763	\$ 164,778	\$ 168,896	\$ 173,118	\$ 177,445	\$ 180,107	\$ 182,811	\$ 185,557
137	\$ 70.61	\$ 72.73	\$ 74.91	\$ 77.16	\$ 79.47	\$ 81.46	\$ 83.50	\$ 85.59	\$ 87.73	\$ 89.92	\$ 91.27	\$ 92.64	\$ 94.03
	\$ 12,239	\$ 12,607	\$ 12,984	\$ 13,374	\$ 13,775	\$ 14,120	\$ 14,473	\$ 14,836	\$ 15,207	\$ 15,586	\$ 15,820	\$ 16,058	\$ 16,299
	\$ 146,869	\$ 151,278	\$ 155,813	\$ 160,493	\$ 165,298	\$ 169,437	\$ 173,680	\$ 178,027	\$ 182,478	\$ 187,034	\$ 189,842	\$ 192,691	\$ 195,582

* Subject to additional COL or competitive adjustment.

Appendix D

Job Classification Structure



Crook County, Oregon

JB

CROOK COUNTY

APPENDIX D Admin/Business/Legal/Cross-dept.

Transportation & Trades

Planning/Library/Museum/Fair

Public Safety and Health

	Grade	HRLY			ANNUAL		
		Min	Mid=7	Max	Min	Mid=7	Max
COUNTY MANAGER	137	\$72.73	\$83.50	\$94.03	\$151,278	\$173,680	\$ 195,582
COUNTY COUNSEL	135	\$65.47	\$75.15	\$84.62	\$136,178	\$156,312	\$ 176,010
CHIEF FINANCIAL OFFICER							
DISTRICT ATTORNEY *							
DIRECTOR, FINANCE	133	\$58.91	\$67.64	\$76.17	\$122,533	\$140,691	\$ 158,434
CHIEF DEPUTY DISTRICT ATTY							
CHIEF INFORMATION OFFICER							
PRINCIPAL ATTORNEY							
DEPUTY DISTRICT ATTORNEY III	132	\$54.26	\$64.18	\$72.27	\$112,861	\$133,494	\$ 150,322
DIRECTOR, HUMAN RESOURCES							
DEPUTY DISTRICT ATTORNEY II	131	\$51.50	\$60.90	\$68.57	\$107,120	\$126,672	\$ 142,626
SR ATTORNEY & ASSISTANT LEGAL COUNSEL							
ASSESSOR *	130	\$48.86	\$57.79	\$65.07	\$101,629	\$120,203	\$ 135,346
DEPUTY DISTRICT ATTORNEY I	129	\$46.38	\$54.84	\$61.76	\$ 96,470	\$114,067	\$ 128,461
ASSOCIATE COUNTY COUNSEL	128	\$44.01	\$52.04	\$58.60	\$ 91,541	\$108,243	\$ 121,888
ACCOUNTING MANAGER	127	\$41.78	\$49.40	\$55.64	\$ 86,902	\$102,752	\$ 115,731
COUNTY CLERK *							
BUDGET MANAGER							
EE RESOURCES BUS. PARTNER - SR	126	\$39.65	\$46.89	\$52.80	\$ 82,472	\$ 97,531	\$ 109,824
CHIEF DEPUTY ASSESSOR							
IT APPLICATIONS/GIS MANAGER							
ATTORNEY - GRADUATE							
PRINCIPAL ACCOUNTANT	125	\$37.65	\$44.52	\$50.13	\$ 78,312	\$ 92,602	\$ 104,270
PAYROLL/BENEFITS MANAGER							
EE RESOURCES BUSINESS PARTNER SR	124	\$35.74	\$42.26	\$47.58	\$ 74,339	\$ 87,901	\$ 98,966
BUDGET ANALYST							
REVENUE ANALYST/TAX COLLECTOR							
ASSOCIATE CHIEF DEPUTY ASSESSOR							
EXEC SVCS & COMMUNICATIONS OFFICER							
IT APPLICATIONS ANALYST	123	\$33.94	\$40.13	\$45.19	\$ 70,595	\$ 83,470	\$ 93,995
IT BUSINESS PROCESS ANALYST							
OFFICE OPERATIONS MANAGER - DA							
ACCOUNTING ANALYST							
GIS SENIOR ANALYST							
SENIOR ACCOUNTANT							
APPRAISER - SENIOR	122	\$31.71	\$37.49	\$42.21	\$ 65,957	\$ 77,979	\$ 87,797
IT SYSTEMS ADMINISTRATOR							
EE RESOURCES BUSINESS PARTNER							
VICTIMS SERVICES SUPERVISOR	121	\$30.32	\$35.85	\$40.38	\$ 63,066	\$ 74,568	\$ 83,990
PARALEGAL SPECIALIST							
STAFF ACCOUNTANT							
OFFICE SERVICES SUPERVISOR							

CROOK COUNTY

APPENDIX D
Admin/Business/Legal/Cross-dept.

Transportation & Trades

Planning/Library/Museum/Fair

Public Safety and Health

Grade Min Mid=7 Max

HRLY Min Mid=7 Max

ANNUAL Min Mid=7 Max

Grade	Min	Mid=7	Max	ANNUAL	Min	Mid=7	Max
120	\$28.99	\$34.29	\$38.61	\$ 60,299	\$ 71,323	\$ 80,309	
119	\$27.75	\$32.81	\$36.95	\$ 57,720	\$ 68,245	\$ 76,856	
118	\$26.55	\$31.41	\$35.39	\$ 55,224	\$ 65,333	\$ 73,611	
117	\$25.44	\$30.08	\$33.87	\$ 52,915	\$ 62,566	\$ 70,450	
116	\$24.38	\$28.83	\$32.47	\$ 50,710	\$ 59,966	\$ 67,538	
115	\$23.37	\$27.63	\$31.12	\$ 48,610	\$ 57,470	\$ 64,730	
114	\$22.43	\$26.51	\$29.85	\$ 46,654	\$ 55,141	\$ 62,088	
113	\$21.51	\$25.44	\$28.65	\$ 44,741	\$ 52,915	\$ 59,592	
112	\$20.65	\$24.43	\$27.51	\$ 42,852	\$ 50,814	\$ 57,221	
111	\$19.85	\$23.47	\$26.43	\$ 41,288	\$ 48,818	\$ 54,974	
110	\$19.08	\$22.57	\$25.41	\$ 39,686	\$ 46,946	\$ 52,853	
109	\$18.35	\$21.70	\$24.44	\$ 38,168	\$ 45,136	\$ 50,835	
108	\$17.66	\$20.89	\$23.53	\$ 36,733	\$ 43,451	\$ 48,942	
107	\$17.00	\$20.11	\$22.64	\$ 35,360	\$ 41,829	\$ 47,091	
106	\$16.39	\$19.38	\$21.82	\$ 34,091	\$ 40,310	\$ 45,386	
105	\$15.80	\$18.68	\$21.04	\$ 32,864	\$ 38,854	\$ 43,763	
104	\$15.24	\$18.02	\$20.29	\$ 31,699	\$ 37,482	\$ 42,203	

* Elected
** Sheriff
*** Roads

Appendix E

Job Description Worksheet



Crook County, Oregon

JB

Your name:	Your Job Title:	Years on this job:	Today's date:

The name of your department:	Your supervisor's name and job title:	Your telephone or email contact:

I. POSITION SUMMARY

Please summarize the overall purpose of your position in one or two sentences. As a guide, you may want to highlight the single most important objective(s) for the job, or think of how you would explain your job to someone outside the work team.

II. QUALIFICATIONS

In this section, please summarize the important education, experience (length and type), special training, and special abilities you believe should be required for a new person to be able to perform this job in a satisfactory manner. In other words, if you were hiring someone for this job, what background would you look for?

1. Formal education required for the job:	2. Length of experience, all types:
3. Types of job experience and/or specialized training:	4. Special knowledge of specific work processes, subjects, equipment:

III. ESSENTIAL RESPONSIBILITIES

What are the major responsibilities of your position, how are they performed, what results are expected, who is your customer, what technical, logistic, or interpersonal challenges are involved with completing the duty/responsibility, and what other teams must you work with? In order of importance, please list brief statements describing the major duties you perform and are held accountable, then indicate examples of the tasks and steps use to accomplish them, finally describe the end result and primary customer who receives or is impacted by your work. As a general rule, a duty should only be listed if takes more than 5% of your time. **BE SURE TO LIST THE 3 MOST CRITICAL RESPONSIBILITIES FIRST.**

1a. Major responsibility or duty.	1b. Steps, tasks, activities or processes used.	1c. Results and customer.

1d. Technical or logistic challenges to complete this duty.	1e. other work teams involved.

2a. Major responsibility or duty.	2b. Steps, tasks, activities or processes used.	2c. Results and customer.

2d. Technical or logistic challenges to complete this duty.	2e. other work teams involved.

3a. Major responsibility or duty.	3b. Steps, tasks, activities or processes used.	3c. Results and customer.

3d. Technical or logistic challenges to complete this duty.	3e. other work teams involved.

4a. Major responsibility or duty.	4b. Steps, tasks, activities or processes used.	4c. Results and customer.

4d. Technical or logistic challenges to complete this duty.	4e. other work teams involved.

5a. Major responsibility or duty.	5b. Steps, tasks, activities or processes used.	5c. Results and customer.

5d. Technical or logistic challenges to complete this duty.	5e. other work teams involved.

6a. Major responsibility or duty.	6b. Steps, tasks, activities or processes used.	6c. Results and customer.

6d. Technical or logistic challenges to complete this duty.	6e. other work teams involved.

IV. ENVIRONMENTAL FACTORS

This section identifies physical requirements and environmental considerations. Please check the items listed below with % or a ✓ .

1. Regularity of work hours:	Bending-stooping-kneeling-crawling	Guiding power tools
Regular, per work schedule	Pushing, pulling, guiding materials	Operate equipment controls, levers
Over 45 hours	Lifting, > 25 pounds, list % of time	5. General health considerations:
2. Work on a computer screen:	4. Hand-eye-arm coordination:	Ventilation, airborne fumes
More than 50% of the time	Keyboarding, speed required	Noise/temperature extremes
3. Physical movements and effort:	Assemble, connect small objects	Sharp objects
Mostly sitting, some walking & standing	Reaching, retrieving work materials	Infection or communicable disease

Supervisors, feel free to add information that will enhance understanding of this position. Completed forms should be forwarded on to the Personnel Services department.

Memo

From: Andy Parks, Contract County Administrator

To: Seth Crawford, Commissioner
Brian Barney, Commissioner
Susan Hermreck, Commissioner

Date: May 7, 2024

RE: Compensation Study Update

After the presentation of the compensation study findings and recommendations the commissioners made inquiries, held discussion and asked for the following prior to taking action on the study recommendations:

- Report on the department directors' positions and readiness to proceed
- Request to revisit various positions.
 - Victim's Advocate
 - Operations Manager, Community Development
 - Jail Nurse
 - Mental Health Coordinator
 - Front Office Staff – Sheriff's Office

Additionally, Commissioners Hermreck and Crawford indicated there may be concerns regarding staff capacity to implement the study on the proposed timeline, i.e., an effective date of May 1, 2024.

Below is a summary of the follow up with departments, from comments at the May 1, 2024 Board meeting, email, text, and or phone and or personal face-to-face communications during the past week. In summary, all items mentioned above and or in communications have been addressed with the final update to the study or may be addressed through implementation. Specifically, an additional career position, i.e., Victim's Advocate – Senior was added to the schedule, the Victims Services Supervisor was revisited and scored to a 122, a Registered Nurse (SO Jail Nurse) position was added to the schedule at 124. The other positions noted above, and a few others that had been mentioned in communications from department directors were reviewed by the consultant with no recommended changes to previous scoring at this time. I discussed all requests with the consultant. He indicated he double checked his work as well as cross referencing to other counties for reasonableness of alignment and salary ranges. The consultant mentioned, and is described in the study, that the JOBMEAS™ facilitates periodic review of positions for potential rescoring. Periodic reviews may occur as position requirements, such as education, experience, knowledge and abilities change, incumbents retire or move up, etc.

Below is a summary, by department, of comments since May 1, 2024:

Department	Notes	Approve and implement (good to go)
Assessor	No changes	Yes
CDD	Request to regrade OM; QC on steps;	Yes
Clerk	No changes	Yes
DA	Edits to DDA II - done; request to regrade - done	Yes
Extension	No changes	Yes
Facilities	No changes	Yes
Fairgrounds	No changes	Yes
Finance	Add Accounting Mgr, done, implementation plan - done	Yes
Health	Changes made	Yes
HR	No changes	
IT	No changes	Yes
Juvenile	Discussion regarding SR Counselor vs Counselor	Yes
Landfill	Updates made, can process PAs with system	Yes
Legal	No changes	Yes
Library	No changes, can process PAs with system	Yes
Museum	Reconcile position between schedules done	Yes
Road	No changes	Yes
SO	9-step plan, 18% benchmark, request to regrade - done	Yes
Weed	Position title changed	Yes

With respect to implementation, a team of finance and human resources staff and I discussed the implementation steps. The team drafted the attached plan. The concerns expressed during our discussion ranged from a lack of a communications plan or employee outreach during the 2018 implementation and not wanting to repeat that, the potential for considerable manual work due to the limited functionality of the payroll and HR software, and limited capacity of the HR staff. Additionally, we discussed the implications of deferring implementation of the recommendations. The above concerns remained, and additional complications result such as changes to employees, increased number of pay adjustments, failure to complete the project, and most importantly, potential loss of trust by County employees.

The attached implementation plan includes a communication plan that involves a memo to each employee (draft attached), review of the individual memos with department heads and release of the memo to each employee in person to address questions. The enhanced computer skills of finance staff facilitate automated individual memo writing and completion of personnel action forms (PAs) that will reduce time requirements considerably, thereby providing sufficient time to complete quality control reviews. Lastly, we will utilize staff in admin and legal to help complete needed data entry. Most importantly, the team is committed to completing the work timely.

	Task	Assigned	Staff	Due Date
1	Ensure all PAs for reviews up to 5/1 have been completed & entered into Naviline	HR	Alex	5/15
2	Review schedule and ensure all current employees are included and starting grade/step is correct	Finance/HR	Lisa Alex	5/15
3	Generate PAs and individual letter for new grade/step for each individual employee via mail merge into Adobe and Word	Finance/HR	Christina Haron – generate Andy - letter	5/15
4	Review PAs and letters for all employees	HR	Alex	5/15-16
5	Meet with Department Heads to discuss PAs on an individual basis & provide each individual employee with their letter	Finance/HR	Christina Haron Jaime Kathy	5/15-20
6	Start entering new Salary Schedule in Naviline	Kathy	Kathy	5/16
7	Review Salary Schedule entered	HR or Finance except Kathy	Lisa Alex	5/18-20
8	Enter PAs into Naviline with new grade/step	HR	Alex Breyanna	5/22-23
9	Review payroll changes	Finance	Lisa Kathy Jaime	5/23-24
10	Enter any changes that have arisen since beginning of process	HR/Finance	Kathy Alex	5/24
	All changes must be submitted, entered & reviewed no later than end of day 5/24/2024			

Draft communication to employees
Implementation of Compensation Study
May 2024

Dear “Employee first name”

We want to thank you for your patience, participation, service and loyalty to the county organization as we go through the process to update and implement the changes to the County’s compensation plan.

The compensation study provides a defensible methodology and equity and fairness in compensation to all County employees as well as competitive salary ranges for the wide and varied positions the County employs. The updated salary ranges are approximately ten to twelve percent (10%-12%) greater than the current salary ranges. With the significant increase the County is unable to provide all employees an across-the-board increase, i.e., retain everyone at their present step.

So that the County can financially afford and sustain the updated compensation plan it is necessary to phase in the pay adjustments. The first step in the process is to move employees from their current grade/step/pay rate to the new grade (generally the same) and the step/pay rate that is closest to and above the existing pay rate. This will result in a greater pay rate, a step that is generally two-four steps less than is presently the case, with more steps and a significantly greater top end of the pay range for advancement. The second step that some employees will realize is an “equity” adjustment. Equity adjustments occur when an employee has considerable experience and after the adjustment in step one is at too low a step relative to others with similar experience in the same grade. Those that receive an “equity” adjustment will move up an additional step. Some individuals will receive an additional “equity” adjustment in 2025, if they are still relatively low on their step relative to others with similar experience in the same grade.

Lastly, all ranges and pay rates will be adjusted with a cost-of-living adjustment (COLA) July 1, 2024. Presently, we estimate the COLA to be three and two-tenths percent (3.2%).

You will see your present grade xxx and step xx and pay rate of \$xx.xx, change to grade xxx, step xx, pay rate \$xx.xx effective May 1, 2024. Your adjustment includes an equity adjustment of \$x.xx. Your anniversary date will be retained for future step increases.

Thank you again for your continued service to the citizens of and visitors to Crook County.

CROOK COUNTY

APPENDIX D
Admin/Business/Legal/Cross-dept.

Transportation & Trades

Planning/Library/Museum/Fair

Public Safety and Health

	Grade	HRLY			ANNUAL		
		Min	Mid=7	Max	Min	Mid=7	Max
COUNTY MANAGER	137	\$72.73	\$83.50	\$94.03	\$151,278	\$173,680	\$ 195,582
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DISTRICT ATTORNEY *							
DIRECTOR, FINANCE	133	\$58.91	\$67.64	\$76.17	\$122,533	\$140,691	\$ 158,434
CHIEF DEPUTY DISTRICT ATTY							
CHIEF INFORMATION OFFICER							
PRINCIPAL ATTORNEY							
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DIRECTOR, HUMAN RESOURCES							
DEPUTY DISTRICT ATTORNEY II	131	\$51.50	\$60.90	\$68.57	\$107,120	\$126,672	\$ 142,626
SR ATTORNEY & ASSISTANT LEGAL COUNSEL							
ASSESSOR *	130	\$48.86	\$57.79	\$65.07	\$101,629	\$120,203	\$ 135,346
FACILITIES & CAPITAL PROJECTS DIRECTOR							
ROAD SUPERINTENDENT	129	\$46.38	\$54.84	\$61.76	\$ 96,470	\$114,067	\$ 128,461
DEPUTY DISTRICT ATTORNEY I							
ASSOCIATE COUNTY COUNSEL	128	\$44.01	\$52.04	\$58.60	\$ 91,541	\$108,243	\$ 121,888
ACCOUNTING MANAGER							
COUNTY CLERK *	127	\$41.78	\$49.40	\$55.64	\$ 86,902	\$102,752	\$ 115,731
BUDGET MANAGER							
EE RESOURCES BUS. PARTNER - SR	126	\$39.65	\$46.89	\$52.80	\$ 82,472	\$ 97,531	\$ 109,824
CHIEF DEPUTY ASSESSOR							
IT APPLICATIONS/GIS MANAGER							
ATTORNEY - GRADUATE							
PRINCIPAL ACCOUNTANT	125	\$37.65	\$44.52	\$50.13	\$ 78,312	\$ 92,602	\$ 104,270
PAYROLL/BENEFITS MANAGER							
EE RESOURCES BUSINESS PARTNER SR	124	\$35.74	\$42.26	\$47.58	\$ 74,339	\$ 87,901	\$ 98,966
BUDGET ANALYST							
REVENUE ANALYST/TAX COLLECTOR							
ASSOCIATE CHIEF DEPUTY ASSESSOR							
EXEC SVCS & COMMUNICATIONS OFFICER							
IT APPLICATIONS ANALYST	123	\$33.94	\$40.13	\$45.19	\$ 70,595	\$ 83,470	\$ 93,995
IT BUSINESS PROCESS ANALYST							
OFFICE OPERATIONS MANAGER - DA							
ACCOUNTING ANALYST							
GIS SENIOR ANALYST							
SENIOR ACCOUNTANT							
APPRAISER - SENIOR	122	\$31.71	\$37.49	\$42.21	\$ 65,957	\$ 77,979	\$ 87,797
IT SYSTEMS ADMINISTRATOR							
EE RESOURCES BUSINESS PARTNER							
VICTIMS SERVICES SUPERVISOR							
PARALEGAL SPECIALIST	121	\$30.32	\$35.85	\$40.38	\$ 63,066	\$ 74,568	\$ 83,990
STAFF ACCOUNTANT							
OFFICE SERVICES SUPERVISOR							

