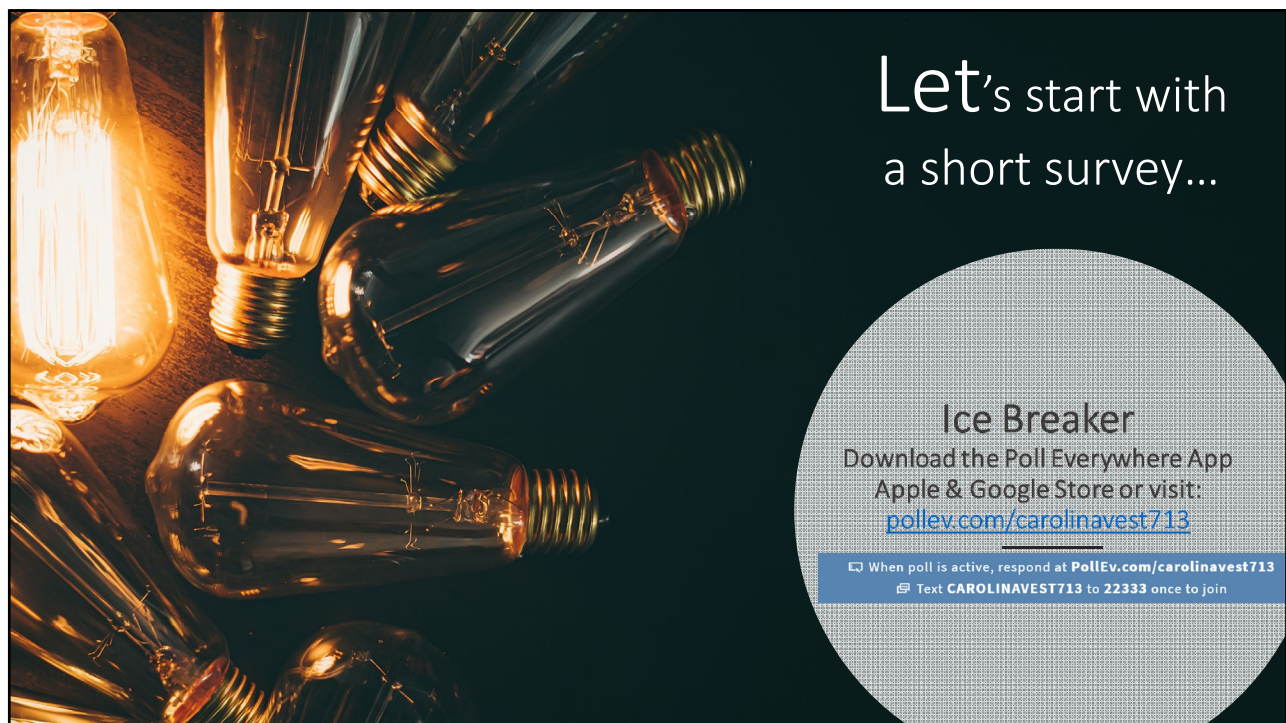




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Assistant Director
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**Let's start with
a short survey...**

Ice Breaker
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What helped you get through this week?

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

What industry do you represent?

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The Great Resignation is a product of...

Self-reinvention.

Record-high job openings.

Employee burnout.

I stayed and rode out the storm...and for what?

As a result, it's now more difficult than ever to attract and retain top talent.



Between the record-high job-opening rate and the dramatic increase in people quitting their jobs, companies are struggling to attract and retain employees these days.

You're probably wondering what employees want.



Of course, employees want competitive compensation and benefits.

And there's plenty we can do to improve recruitment, performance management, and other HR aspects of the employee experience.

But as leaders, we play an important role in ensuring employees get what they want so that new people are attracted to our agency and existing employees are motivated to stay.



To make this simple let's focus on the following three key objectives:

- How to approach a compensation study to increase wages.
- Identifying five core basics of what employees need and want.
- Asking the right questions from your workforce to start stronger and wiser in 2022.






What is a compensation study?

It is an analysis most businesses use to understand how they are paying their employees in relation to other companies or agencies within the current job market.





#1 Compile

Make sure to compile all your current job categories and descriptions.

Take a moment to revise job descriptions as needed.

Let's face it there were some pretty big changes to how we performed our jobs during the pandemic...and some of those changes are here to stay.



#2 Benchmark

A compensation study is only effective if there are comparable salary and wage surveys with similar job functions.

Don't get lost in the job title...look for comparables in the job itself.




#3 Analysis

Your analysis should factor in more than the sampling within your industry to be competitive in today's everchanging job market.

Look at private sector wages and incentives.

Compare to the market average.



#3 Analysis

Make sure to include an internal analysis as part of your compensation study.

Look at your base rate for all positions: Part-Time and Year-Round.

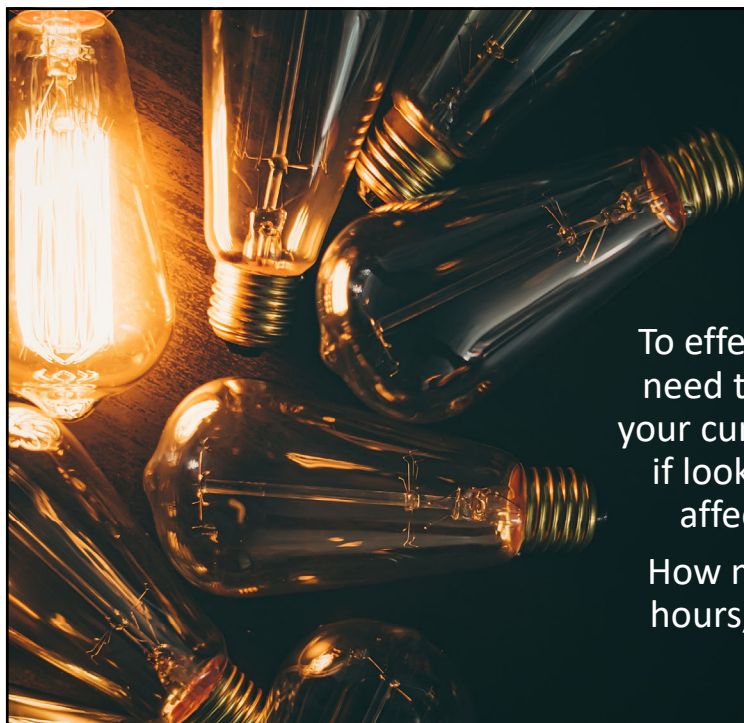
Moving up one position may negatively affect another.



#4 What is it going to cost?

To sell it to upper management you need to know what it is going to cost them.

Include all your costs...not just the rate increase but things like FICA, and any additional benefits.



#4 What is it going to cost?

To effectively calculate the cost, you need to have an accurate picture of your current staffing needs...especially if looking at a holistic analysis that affects multiple position types.

How many positions for how many hours, for how many weeks and at what rate.

Community Recreation PT Staff Salary Breakdown with proposed COMP Increase for FY22

Position Type	# of Positions	Hourly Rate	Weekly Hours	Weeks in Year	Total Cost with Existing Pay Rates	Proposed Increase Hourly Rate	Total Cost with Proposed New Pay Rates	Salary Cost Difference
Division 0000 - Administration								
Recreation Marketing Asst.	1	\$13.00	20	50	\$13,000.00	\$16.00	\$16,000.00	\$3,000.00
Recreation Registration Coordinator	1	\$20.00	20	50	\$20,000.00	\$22.00	\$22,000.00	\$2,000.00
Recreation Special Populations Coordinator	2	\$20.00	40	50	\$16,000.00	\$22.00	\$17,600.00	\$1,600.00
Total Division Increase								\$6,600.00
Division 0010 - Tennis								
CSR25+	15	\$10.00	20	50	\$15,000.00	\$14.00	\$21,000.00	\$6,000.00
CSR25-	3	\$10.00	24	50	\$3,000.00	\$14.00	\$4,200.00	\$1,200.00
CSR20+	2	\$10.00	20	50	\$2,000.00	\$14.00	\$2,800.00	\$800.00
Recreation Coordinator	6	\$11.00	35	50	\$6,600.00	\$14.00	\$8,400.00	\$1,800.00
Recreation Coordinator	1	\$12.00	35	50	\$7,200.00	\$16.00	\$9,800.00	\$2,600.00
Recreation Worker I	1	\$10.00	20	50	\$2,000.00	\$14.00	\$2,800.00	\$800.00
Recreation Worker II	1	\$10.00	20	50	\$2,000.00	\$14.00	\$2,800.00	\$800.00
Total Division Increase								\$14,000.00
Division 0020 - Volleyball								
CSR25+	2	\$10.00	20	50	\$2,000.00	\$14.00	\$2,800.00	\$800.00
CSR25-	2	\$10.00	24	50	\$2,000.00	\$14.00	\$2,800.00	\$800.00
CSR	1	\$10.00	20	50	\$1,000.00	\$14.00	\$1,400.00	\$400.00
Coordination & Admission Specialist	1	\$11.00	20	50	\$1,100.00	\$14.00	\$1,540.00	\$440.00
Recreation Coordinator	1	\$11.00	30	50	\$1,650.00	\$14.00	\$2,100.00	\$450.00
Recreation Worker I	2	\$10.00	40	50	\$2,000.00	\$14.00	\$2,800.00	\$800.00
Recreation Worker II	2	\$10.00	35	50	\$2,000.00	\$14.00	\$2,800.00	\$800.00
Recreation Worker III	1	\$10.00	30	50	\$1,500.00	\$14.00	\$1,960.00	\$460.00
CSR 25+	1	\$10.00	24	50	\$1,200.00	\$14.00	\$1,680.00	\$480.00
CSR 25-	3	\$10.00	20	50	\$3,000.00	\$14.00	\$4,200.00	\$1,200.00
CSR 25+	7	\$10.00	24	50	\$12,600.00	\$14.00	\$16,800.00	\$4,200.00
CSR 25+	3	\$10.00	20	50	\$3,000.00	\$14.00	\$4,200.00	\$1,200.00
CSR 25-	3	\$10.00	24	50	\$3,600.00	\$14.00	\$4,920.00	\$1,320.00
Unassigned 25-	1	\$20.00	24	50	\$4,000.00	\$22.00	\$5,280.00	\$1,280.00
Total Division Increase								\$29,000.00
Division 0030 - Youth Center								
Program Assistant	4	\$10.00	20	50	\$8,000.00	\$14.00	\$11,200.00	\$3,200.00
CSR25+	6	\$10.00	20	50	\$6,000.00	\$14.00	\$8,400.00	\$2,400.00
CSR25-	1	\$10.00	20	50	\$1,000.00	\$14.00	\$1,400.00	\$400.00
Coordinator 25+	8	\$11.00	20	50	\$8,800.00	\$14.00	\$11,200.00	\$2,400.00
Coordinator 25-	3	\$11.00	24	50	\$3,300.00	\$14.00	\$4,200.00	\$900.00
Recreation Coordinator	40	\$11.00	40	50	\$4,400.00	\$14.00	\$5,600.00	\$1,200.00
Recreation Coordinator	7	\$12.00	40	50	\$8,400.00	\$16.00	\$11,200.00	\$2,800.00
Recreation Worker	2	\$10.00	35	50	\$2,000.00	\$14.00	\$2,800.00	\$800.00
Director of Coaching	1	\$20.00	20	50	\$4,000.00	\$24.00	\$4,800.00	\$800.00
High Performance Coach	4	\$10.00	12	50	\$2,400.00	\$14.00	\$3,120.00	\$720.00
Recreation High Performance Coach	3	\$10.00	32	50	\$3,000.00	\$14.00	\$3,920.00	\$920.00
Total Division Increase								\$16,900.00
Division 0040 - Adult Activity Center								
CSR	4	\$10.00	20	50	\$8,000.00	\$14.00	\$11,200.00	\$3,200.00
CSR	1	\$10.00	20	50	\$1,000.00	\$14.00	\$1,400.00	\$400.00
Maintenance Worker I	1	\$10.00	20	50	\$1,000.00	\$14.00	\$1,400.00	\$400.00
Specialized Fitness Coordinator	1	\$20.00	20	50	\$4,000.00	\$22.00	\$4,840.00	\$840.00
Total Division Increase								\$5,800.00
Division 0050 - Special Events								
Special Projects Specialist	1	\$10.00	20	50	\$1,000.00	\$14.00	\$1,400.00	\$400.00
Special Projects Assistant	1	\$11.00	24	50	\$1,320.00	\$14.00	\$1,760.00	\$440.00
Total Division Increase								\$840.00
Division 0060 - Parks Maintenance								
Park Service Assistant	4	\$10.00	20	50	\$8,000.00	\$14.00	\$11,200.00	\$3,200.00
Park Architect	1	\$10.00	20	50	\$1,000.00	\$14.00	\$1,400.00	\$400.00
Maintenance Worker I	1	\$10.00	20	50	\$1,000.00	\$14.00	\$1,400.00	\$400.00
Total Division Increase								\$5,000.00
Total	137				Total Approximate P.T. Salary Budget	\$1,783,776.00	\$2,191,726.00	\$407,950.00

5 Basic Employee Needs and Wants



#1 Clarity

Employees want to be clear about what they are supposed to do and why it's important.

So, we must ensure people know what they're expected to do and what success looks like.



#1 Clarity

Employees want to do meaningful work, so we must connect the dots between their daily tasks -- especially those that seem mundane -- and the broader purpose of our organization.



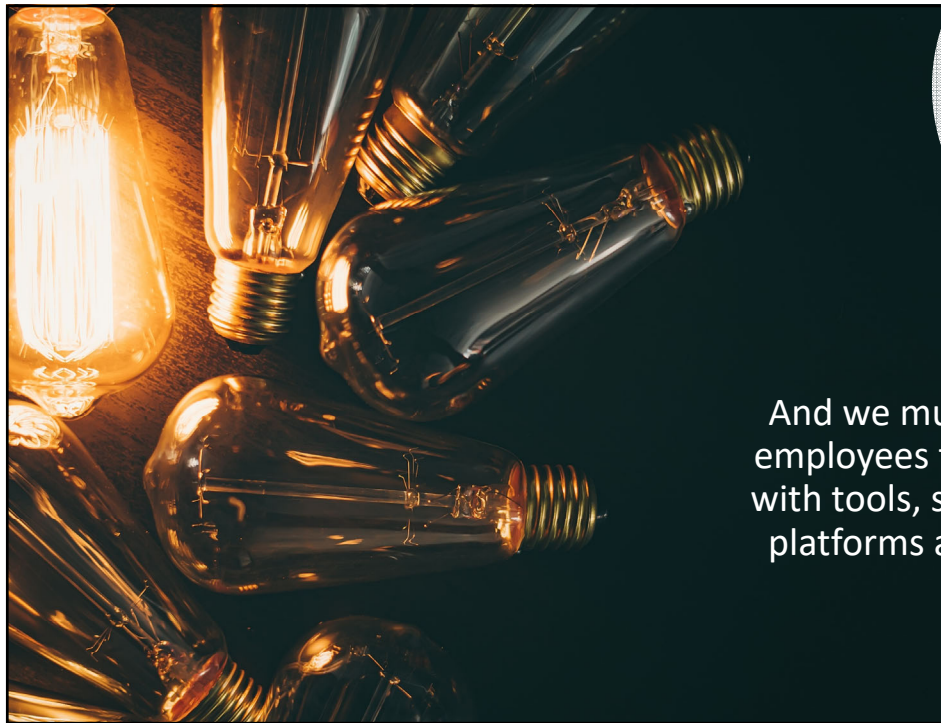
#2 Be Equipped

They want to be successful at their jobs, so we should ensure they have the skills and tools they need to do their jobs well.




#2 Be Equipped

Given how the nature of work is changing so dramatically, this means providing training on new technology, data and analytics, and/or on communicating, collaborating and cultivating new relationships.



#2 Be Equipped

And we must arrange for employees to be equipped with tools, such as devices, platforms and resources.



#3 Respect

They want to be respected as people in general, so we must recognize our common humanity and treat employees with dignity and care.



#3 Respect

Moreover, employees want to be respected as individuals, so we must acknowledge different needs and wants within our workforce and appreciate the different backgrounds and perspectives our people have.




#4 Trust

They want to be trusted to do their jobs, so we must give them freedom and support -- freedom to make decisions and support to help them make those decisions well.



#4 Trust

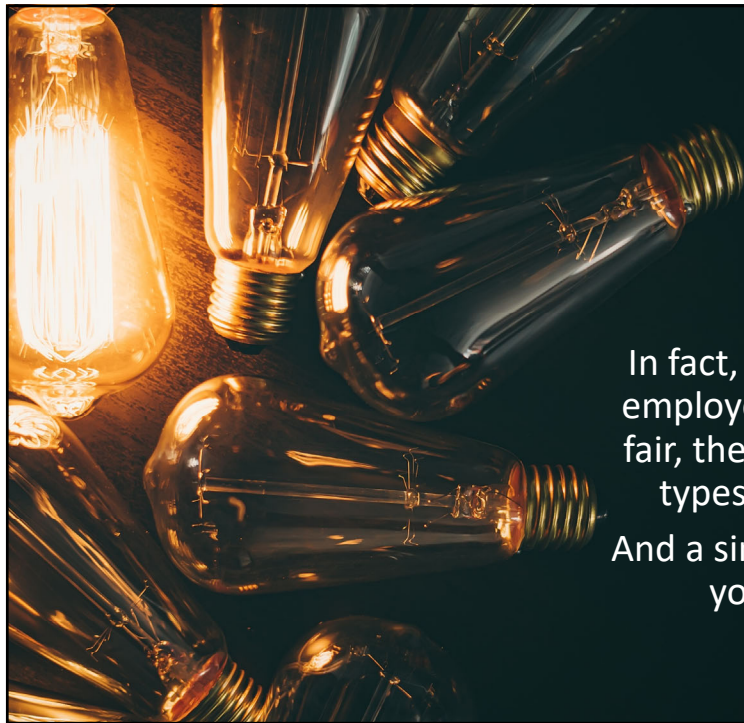
Of course, this must be done at a level that is appropriate for the job, but in general, employees are much more likely to perform with excellence and produce results if we trust them to figure out the best way to do their jobs.



#5 Recognition & Appreciation


They want to know that we see them and that we value their work.

We don't only do this through financial rewards.



#5 Recognition & Appreciation

In fact, many studies show that once employees feel their compensation is fair, they're more motivated by other types of awards and recognition. And a simple, timely and public "thank you" can be very effective.



#5 Recognition & Appreciation

It's a difficult time to be a leader but starting with these basics is the best way to attract and retain top talent.



This past year has been a challenging one...a year that required us to think outside the box and continuously adapt...a year that made us reflect on what is essential to our community and for ourselves.

So, let's finish wiser and start stronger in 2022 with the following 10 reflective questions:



1. What did we/I do well in 2021?

