

RESOLUTION NO. 1989-109

APPROVING THE WAGE COMPENSATION STUDY FINDINGS OF
TOWERS PERRIN FORSTER AND CROSBY AND STAFF'S
RECOMMENDATIONS RESULTING FROM SAID STUDY

WHEREAS, the Board of Trustees wishes to pursue a fair, equitable policy of compensation and recognition for all of its employees within the financial capacity of the organization; and

WHEREAS, the firm of Towers Perrin Forster and Crosby was engaged in November 1988 to conduct a comprehensive compensation study of all non-represented positions, excluding the General Manager and Deputy General Manager positions; and

WHEREAS, Towers Perrin Forster and Crosby has completed their study and made recommendations in their report dated June 1989; and

WHEREAS, the adoption of said report will provide for and insure the development and maintenance of sound, practical guides for effective salary administration;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of the Greater Cleveland Regional Transit Authority, Cuyahoga County, Ohio:

Section 1. That the Board of Trustees hereby adopts the findings of the "Comprehensive Compensation Study" conducted by Towers Perrin Forster and Crosby dated June 1989 and approves staff's recommendations resulting from said study, as summarized in Attachment A hereto.

Section 2. That this Resolution take effect immediately upon its adoption.

Adopted: _____ July 18, 1989 _____

President

Attest: _____

Ronald J. Lee
General Manager/Secretary-Treasurer

ATTACHMENT A

STAFF'S RECOMMENDATIONS RESULTING FROM WAGE COMPENSATION STUDY FINDINGS OF TOWERS PERRIN FORSTER AND CROSBY

Pay Philosophy:

It is RTA's philosophy and intent to pursue a fair, equitable policy of compensation and recognition for all of its employees within the financial capacity of the organization. Specific objectives in the administration of the policy would be to:

- 1) Develop and maintain sound, practical guides for effective salary administration.
- 2) Compensate individuals for their performance and contribution to the success of the Authority in achieving its objectives.
- 3) Provide incentives within the pay structure that will offer adequate opportunities for advancement so that each employee will be encouraged to put forth their best efforts on the job.
- 4) Maintain salary rates that are competitive with other employers in the area and the transit industry in order to attract employees and retain personnel of superior qualifications, and
- 5) Conform to all Federal and State laws affecting compensation and hiring practices.

New Ranges:

Approve the salary ranges for Grades 7 through 21 as presented in Attachment 1.

Procedures for Administering:

Each October or November, management would make recommendations to the Board of Trustees for adjusting both the salary range structure and merit pool for individual annual adjustments. The recommendation shall provide that the annual merit pool will be slightly higher than the increase in the salary range structure.

New employees would be offered a salary between the minimum and midpoint depending on qualifications. Entry salaries above midpoint would be discouraged but not prohibited. An offer of a starting salary above midpoint must be approved by the General Manager.

All employees would receive merit increases based on the employee's annual performance and contribution to the Authority. The increases may be lump sum, percentage increase added to base salary or a combination thereof. If an employee's salary is above the maximum point, the salary would be "red circled" until adjustments to the salary range structure catch up with the employee's salary. Based on the employee's performance, he/she may receive a lump sum merit award based upon their performance.

All employees would be counseled on their performance annually, evaluation forms completed and returned to Personnel for processing and recordkeeping. Salary adjustments would be based upon the merit pool and matrix approved by the Board annually.

Implementation:

The following implementation schedule and procedure would be observed:

Effective August 1, 1989

- o Senior managers and positions with salaries above the midpoint would get a lump sum adjustment equal to 1.85% of salary. This adjustment would not become part of their base salary.
- o All other employees would get 1.85% built-in to base salary.

By September 1, 1989

- o Department Heads would complete a preliminary performance review of all their employees covered by the plan to provide feedback and identify areas the employee should be working on over the last four months of 1989.

By December 31, 1989

- o Senior managers would receive a performance review for 1989 with any salary adjustment based upon their performance versus the approved merit matrix.

By January 15, 1990

- o Using the historic RTA performance appraisal forms, Department Heads would complete a formal review of their employees' 1989 performance for use in determining any salary adjustments to take effect February 1, 1990.

By March 1, 1990

- o Performance objectives for 1990 would be finalized for all employees covered by the plan.

December, 1990

- o Performance evaluations for all employees for 1990 would be completed using new appraisal forms and procedures and salary adjustments made based upon the merit matrix.

Salary Compression:

In accordance with RTA's pay philosophy, no employee should be expected to supervise an employee whose base compensation is greater.

Whenever an employee is found to be in this situation, special arrangements would be made to compensate the supervisor. If the position is in the proper range, the employee may be paid a lump sum of 5% or less in order to relieve the compression.

Staff's Recommendations Resulting
from Wage Compensation Study Findings of
Towers Perrin Forster and Crosby
Page 3

To implement this plan and to relieve the compression concern that currently exists, the following positions will be adjusted:

	<u>Cost</u>
Radio Control Supervisor Increase the two (2) employees to \$34,658 from \$33,384 (Zone Supervisors are at \$33,579)	\$2,600.00
Maintenance Supervisor Increase to \$35,258 from \$32,097 (Asst. Maintenance Supv. is at \$33,579)	\$3,161.00
Supt. of Bus Transportation Increase to \$39,131 from \$37,440 (Dist. Supt.'s are at \$37,268)	\$1,691.00
District Superintendent Increase to \$36,738 from \$35,776	<u>\$ 962.00</u>
Total Cost	\$8,414.00

Compensatory Time Policy:

The RTA must comply with applicable provisions of the Fair Labor Standard Act and any applicable Federal Regulations in providing compensatory time for authorized overtime. Only those positions which are non-exempt under FLSA would get compensatory time.

All regular full-time employees in the non-exempt category working greater than 40 hours in a 5-day work week and having received approval by their supervisor would be paid or receive compensatory time off. Compensatory time must be taken during the calendar year earned at a mutually time consistent with the operating needs of the Authority.

If not so granted or taken by the end of the calendar year, compensatory time would be lost.

ATTACHMENT 1

Greater Cleveland Regional Transit Authority
Proposed Salary Structure

Grade	Point Range Minimum	Point Range Maximum	Salary Range Minimum	Salary Range Midpoint	Salary Range Maximum
7	110	176	\$22,700	\$28,400	\$34,100
8	177	242	24,400	30,500	36,600
9	243	308	26,200	32,800	39,400
10	309	374	28,200	35,300	42,400
11	375	440	30,400	38,000	45,600
12	441	506	32,600	40,800	49,000
13	507	572	35,100	43,900	52,700
14	573	638	37,800	47,200	56,600
15	639	704	40,600	50,800	61,000
16	705	770	43,700	54,600	65,500
17	771	836	47,000	58,700	70,400
18	837	902	50,500	63,100	75,700
19	903	968	54,300	67,900	81,500
20	969	1,034	58,400	73,000	87,600
21	1,035	1,100	62,800	78,500	94,200