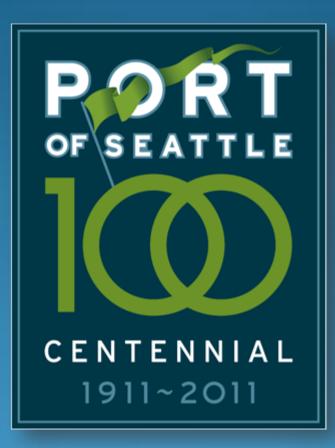
ITEM NO: <u>7b supp</u> DATE OF MEETING: <u>November 1, 2011</u>



**Salary and Benefits Resolution Briefing** 

# Agenda

• Purpose of the Salary and Benefits Resolution

- Updates since last year
  - Answers to last year's Commission questions
  - Information on Educational Reimbursement program
  - Salary Range update
  - Benefit plan updates
- Recommended changes for 2012
  - Standard changes
  - Salary range changes



- Delegates authority from the Commission to the CEO to direct administration of pay and benefits for nonrepresented employees
  - Pay and benefits are major components of the Port's total rewards package
- Covers approximately 867 (56%) Port employees
- Contains provisions similar to collective bargaining agreements
  - Benefits, basis for pay increases, holidays
- Does not set actual salaries for non-represented employees



- Authorizes the Port to provide medical and dental insurance benefits
- Establishes Pay for Performance (PfP) as the manner for granting pay increases
  - Merit-based increases tied to employees' performance plans and appraisals
  - Stipulates that PfP will be administered within guidelines of the Salary Administration Policy
  - Funding for PfP established by the Port budget
  - PfP, unlike other public employers' plans, are not guaranteed increases



- Resolution contains the salary range structure for nonunion jobs
  - Ranges are "open" ranges, they do not include specific pay steps
- Changes informed by
  - New or changing laws governing pay or benefits
  - Updates to Port pay or benefit policies
  - Current Market pay levels
  - Anticipated pay increases at local and regional, public and private , employers
  - Input, and questions, from Port staff



#### Commission questions from last year

What portion of employees receive a PTO cash out?

	2010	2011
Percentage of non-union employees receiving a cash out	33%	26%
Portion of cash outs due to termination		13%
Portion of cash outs due to hour limit		14%
Portion of cash outs due to employee request		73%
Total hours cashed out	34,805	17,252
Value of cashed out hours	\$1.6 million	\$819,650

#### What portion of employees receive overtime?

	2010	2011
Portion of non-exempt employees receiving overtime	18%	18%
Number of overtime hours	5,193	5,885
Overtime pay	\$223,493	\$295,397



#### Tuition Reimbursement Program

- not addressed in the Resolution
- component of the Learning and Development category of total rewards
- Activity since 2007
  - 91 employees, mostly non-union
  - \$630,544 in tuition reimbursed
  - Reimbursement ~ 64% of tuition
  - Books, fees and other costs not reimbursed
- Educational programs must be pre-approved
- Individual classes must also be pre-approved



#### **Tuition Reimbursement Program**

- Not a major impact on recruiting, focus more on nondegree classes, seminars, conferences, etc.
- Supports employee contributions to the Port
- Survey results support positive impacts of employees with degrees
  - greater job satisfaction,
  - Greater sense of being appreciated, and
  - belief that the Port will be a desirable employer in the long-run



#### Salary Ranges

- Last year ranges were about 1% below market
- Anticipated 2.9% average market pay increase for 2011
- 2.8% reported actual average market pay increase for 2011
- Ranges were adjusted by 2% for 2011



#### Benefits

- Self-funding implemented in 2011
- Slower cost increases attributable to self-funding
  - 3% instead of 8% for 2012
- Premium sharing formula changed slightly for 2011
  - Employees paying ~ 9% of the premium
- Continue managing Port cost for non-union benefits
  - Slight increases to premium, copays, and deductible for 2012
  - Reviewing potential plan design changes for 2013-2014



Considerations for 2012

- Upward Trend of the Consumer Price Index
- Minor changes to Port-sponsored health care plans



#### Standard Changes

- Updated holiday schedule
- Minor wording changes to clarify sections
- Reducing PTO balance limit from 800 hours to 700 hours



- Jobs market priced to determine how ranges compare to market
  - 14 published surveys utilized, 12 are all industry, 1 is local public sector, 1 is airport specific
  - About half the non-union jobs market priced
    - These jobs represent about 60% of non-union employees
  - Port range midpoints compared to market average actual rates
- Ranges currently 0.3% below market
- Planned 2012 market pay increases average 3.1%



- Planned pay changes of local public employers also informs range adjustment recommendation
  - 12 local public employers contacted
  - COLA increases planned to be zero to 2%
  - Step increases expected between zero and 8.8%
  - Total increases expected to range from zero to 8.8%



- Pay for union jobs also considered
- Port COLA increases expected to be at least 2% based on CPI increase trends and collective bargaining agreements
  - Local CPI-U most commonly used
  - Annual increases to this index has ranged from 0.2% to 3.2%, most recent annual increase was 2.7%.



- 2% range adjustment recommended for 2012
- Recommendation is somewhat conservative
- Some skill sets remain in high demand
- If hiring activities increase before 2012 year-end, ranges could lead to recruiting challenges



## Conclusion

Recommended 2012 Resolution changes

- Changes are minimal
- Consistent with past years
- Range adjustment is conservative



# Questions?

