TMHRA Workshop 2026
Employee Relations for Public Safety

bakertilly

The Market Matters: How to define and align public safety pay

Jada Kent, CCP, CLRP

INTRODUCTION

Jada Kent, CCP, CLRP

Managing Director | Practice Leader

10+ years of local government consulting

Certified Compensation Professional (CCP)

- World at Work

Certified Labor Relations Professional (CLRP)

- National Public Employers Labor Relations Association

Masters in Legal Studies, HR & Employment Law

- Texas A&M School of Law

Masters in Public Administration

- University of Texas at Dallas

Bachelors in US History, Minor in Political Science

- University of Texas at Dallas

AGENDA

Today's topics

- Defining and aligning public safety pay through market-based methodologies.

Learning objectives

- Defining "the market"
- Conducting a market study
- Building a defensible and sustainable pay structure
- Pay policies that bring it all together

Defining your labor market

Factors that influence the selection of competitive and comparative peer organizations.

- **Industry**. Other public sector organizations.
- **Size**. Operating budget, number of employees, population served, etc.
- **Geographic Proximity**. Organizations situated in similar geographic locations.
- **Services**. Crime, traffic, dispatch, animal control, detention, mental health, K9, SRO
  - Fire, EMS, Fire Marshal, Marine Safety
- **Competition**. Who do you lose employees to or gain them from?
- **Cost of Living.** Organizations in higher or lower cost of living areas will likely results in higher or lower wages paid.

How many peers?

Conducting a market study is a numbers game.

- You need to have enough data results per benchmark to be able to draw a conclusion about “the market value” for that position.
- Less than 3 matches is not enough data to draw a conclusion.
- Therefore, you need enough peers to get at least 3 matches for most positions.
- The more data, the higher the confidence in the results.
- Sweet spot = ~ 5 to 12 matches
- More than this is not necessary.

How to Conduct a Market Study

Benchmarks Positions

- What positions are you surveying? Have a summary of work and minimum qualifications on hand for each.

Availability of Data

- Some data is available online. Some is available upon request. Some organizations require a FOIA submission. Some won't respond.
- Therefore, if you're aiming to average 5+ matches per benchmark, you should consider 7 to 8 peers to get there. The more benchmarks you have, the more peers you will need.

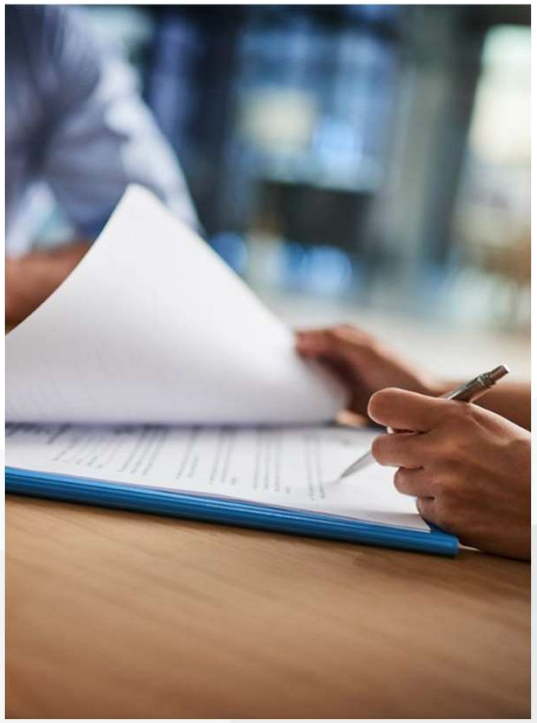
Quality Control

- Be aware of the FY of the data as it may not be the current year.
- Confirm annual hours.
- Avoid employee-submitted salary information. Try to get data directly from the source.

Job matching

Don’t be afraid of ‘insufficient data’

- Not all of your positions will exist in every organization. Don’t force it.
- A “good” match will have at least a 75% overlap in duties and responsibilities.
- It’s better to use trusted data for positions above and below than to rely on bad data.
  - For example, not all organizations utilize the Police Corporal rank.
  - I recommend using the market value for the Police Officer and Police Sergeants to determine a pay range than to use a composite of 2 or fewer matches for the Corporal itself.
- Job matching for rank/file positions is intuitive, confirm the job duties anyway.
  - Assistant Chief is not a Deputy Chief
  - EMT is not a Paramedic

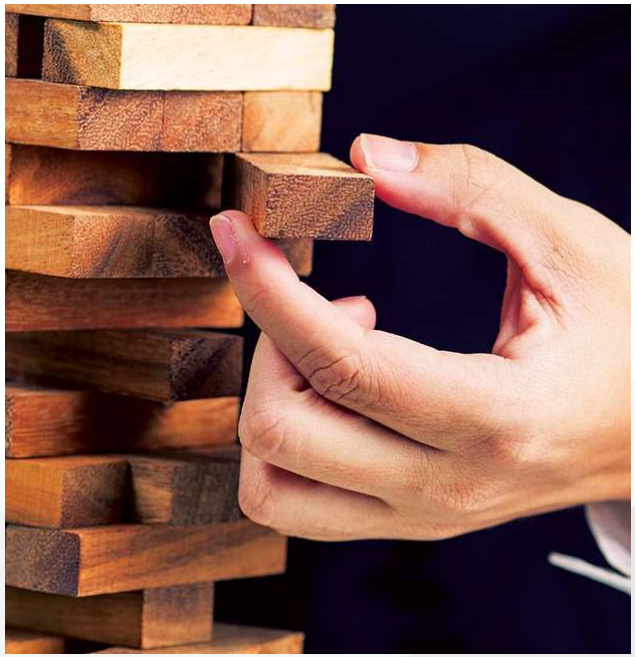


Tips for job matching

Compile all the data first.

Consider its relevance second.

- Do not skip or omit peer matches based on the salary alone. If the duties match, it's a match.
  - If the data itself turns out to be an outlier, that's a problem for step 2.
- Should you use actual salary rates in lieu of a pay range? **No**. The pay range is the defined floor and ceiling of pay for that position.
- What if the organization doesn't have a defined pay range, should you use the actual salary rates then? **Maybe.**
  - Are we desperate for data?



What information to collect

Create a spreadsheet.

- For each successful match, record the peer's position title, annual hours, minimum salary, and maximum salary.
- You may need to follow up with peers to confirm annual hours, especially for fire positions.
  - $27 per hour x 2912 = $78,624.00
  - $27 per hour x 2808 = $75,816.00
- Some organizations have a stated midpoint, but it may not be the mathematical middle. I recommend calculating the midpoint yourself.
- Additional information that could be helpful:
  - FLSA designations
  - Required certifications that are more or different than yours
  - Effective data of the data

Data adjustments to consider

Too many variables means the raw data may not be reliable on its own.

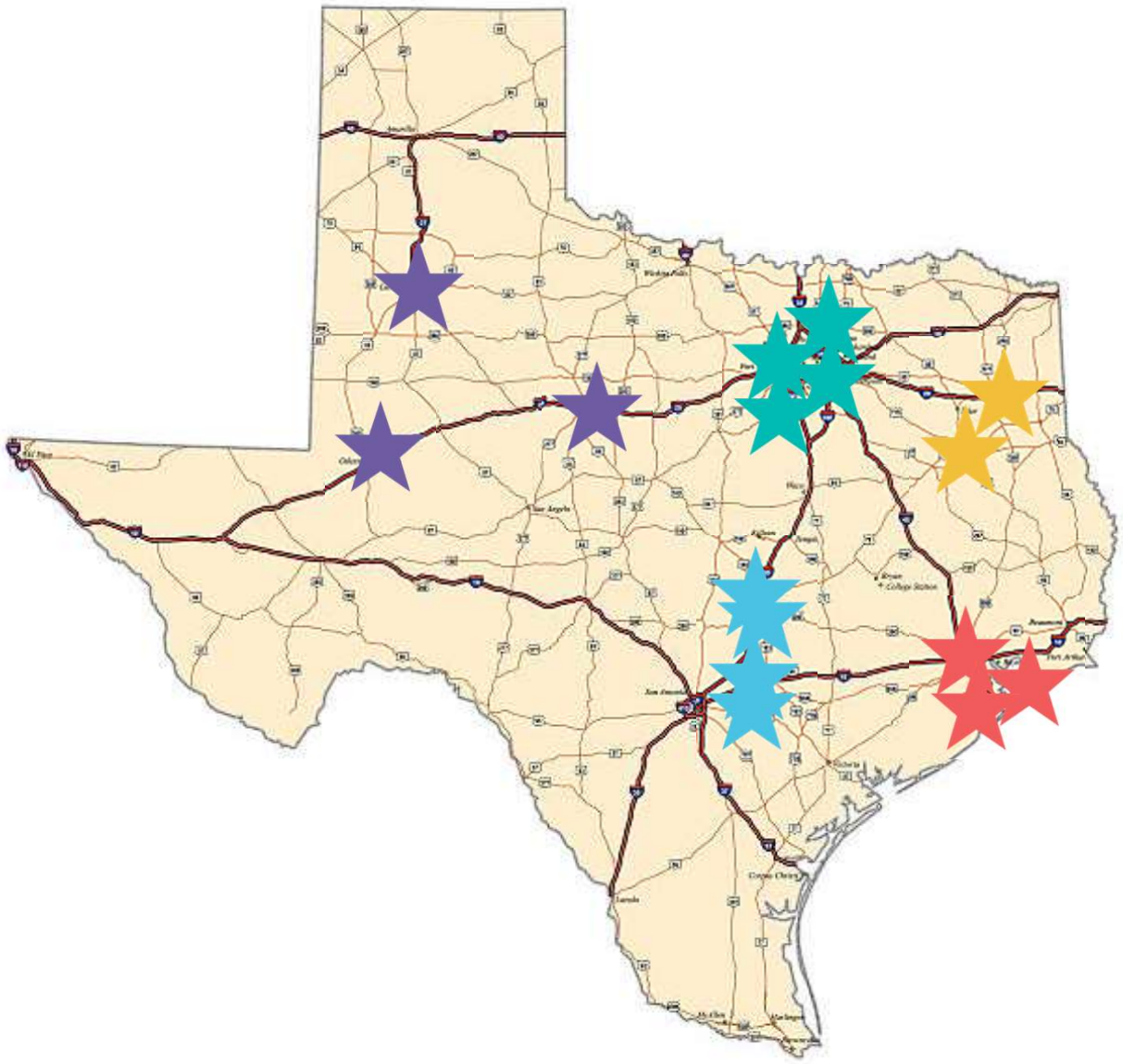
- **Adjusting for differences in work week**. Adjusting data to a consistent annual hour (usually yours) is the easiest way to neutralize differences in hours.
  - For example, if your Firefighter is on a 56-hour work week, convert peer data to a 56-hour rate if its not already. This consistency will allow you to better compare the data points.
- **Adjusting for differences in fiscal year**. Adjusting data to a common point in time to ensure it reflects current market conditions.
  - It's best to get the most current data directly from the source. If this is not an option, and you really need that peer included in your data set, you may consider adjusting an old pay table by the known % increase.
    - **BEWARE**: Do not age data more than two years.
    - **BEWARE**: Do not guess at the % increase.
- **Adjusting for differences in cost of labor.** Cost of labor measures the pace wages are changing in each geography. Densely populated geographies will have more competition; therefore, the cost of labor will be higher than in a rural area where there is less competition.
  - We pull cost of labor data from the Economic Research Institute's Geographic Assessor Tool.

Data adjustments to avoid

- **Weighting data based on number of incumbents**. Doing this gives preference to larger organizations.
  - For example, Peer X may have 10 Police Officers while Peer Y has 30 Police Officers. Weighting the data based on number of FTEs would give preference to the Peer Y's pay rate for Police Officers.
- **Weighting data based on the degree of match**. It's common in the private sector to quantify the degree of a match and then weighting each source so that lesser matches do not count as much to the overall results.
  - This is extremely hard to manage in the public sector, where pay decisions have higher scrutiny.
  - Setting a threshold of "a 75% overlap in duties and responsibilities" and the peer data either meets this or not is far more defensible.
- **Aging data more than 2 years.** Annual adjustments were far more predictable pre-COVID.
- **Including additional pay information.** If you were conducting a total compensation survey, this information may be needed (depending on what you're measuring) but would still need to be separate from base pay.

Let’s test it

Organization	Location
Austin	Central
Cedar Park	Central
Georgetown	Central
San Marcos	Central
Seguin	Central
Colleyville	DFW
Crowley	DFW
Flower Mound	DFW
Frisco	DFW
Grand Prairie	DFW
McKinney	DFW
University Park	DFW
Longview	East
Palastine	East
Baytown	Houston
Galveston	Houston
Houston	Houston
Abilene	West
Lubbock	West
Midland	West



Peer information to collect

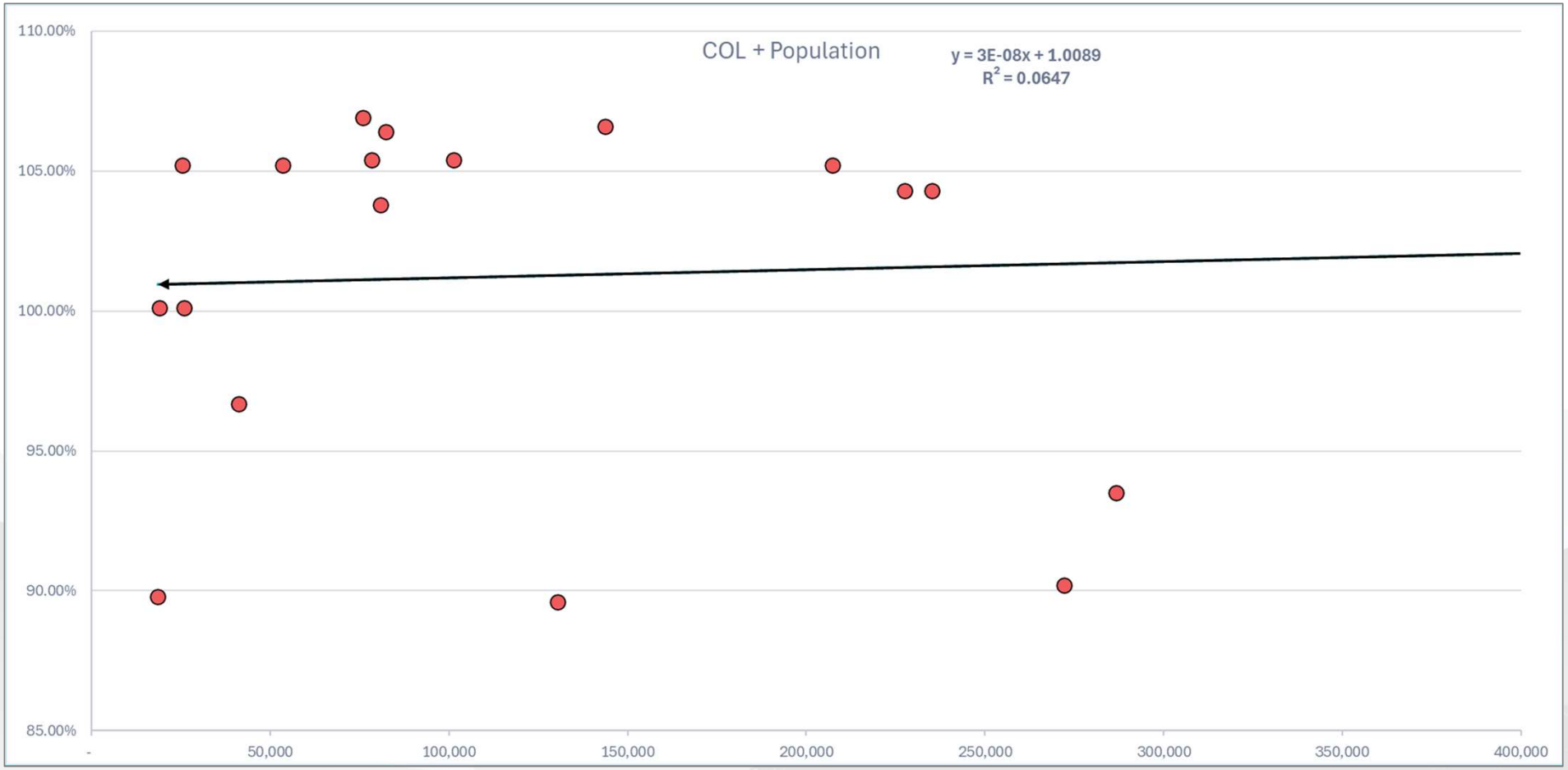
Organization	Location	COL	Population	Form of Gov	Civil Serv
Abilene	West	89.60%	130,501	CM	Yes
Palastine	East	89.80%	18,544	CM	
Lubbock	West	90.20%	272,086	CM	
Longview	East	93.50%	286,657	CM	
Seguin	Central	96.70%	41,116	CM	
Colleyville	DFW	100.10%	25,900	CM	
Crowley	DFW	100.10%	19,007	CM	
Flower Mound	DFW	103.80%	80,864	CM	
Frisco	DFW	104.30%	235,208	CM	Yes
McKinney	DFW	104.30%	227,526	CM	
Grand Prairie	DFW	105.20%	207,331	CM	
University Park	DFW	105.20%	25,268	CM	
Galveston	Houston	105.20%	53,538	CM	
Cedar Park	Central	105.40%	78,465	CM	Yes
Georgetown	Central	105.40%	101,344	CM	
Baytown	Houston	106.40%	82,378	CM	
Midland	West	106.60%	143,687	CM	
San Marcos	Central	106.90%	75,839	CM	
Houston	Houston	107.00%	2,390,125	Mayor	No
Austin	Central	108.20%	1,054,007	CM	Yes

Cost of labor information was pulled from ERI.

100% represents the US average.

A lower number indicates the pace of wages is slower, while a higher number indicates the pace of wages is faster.

Cost of Labor vs. Population



Adding in Position Data

Organization	Location	COL	Population	Title	Minimum	Midpoint	Maximum
Abilene	West	89.60%	130,501	Firefighter	75,515	76,270	77,024
Austin	Central	108.20%	1,054,007	Firefighter	59,768	74,409	89,049
Baytown	Houston	106.40%	82,378	Firefighter/Paramedic	86,264	94,073	101,881
Cedar Park	Central	105.40%	78,465	Firefighter	59,962	77,822	95,681
Colleyville	DFW	100.10%	25,900	Firefighter/Paramedic	78,187	86,574	94,960
Crowley	DFW	100.10%	19,007	Firefighter	72,679	85,191	97,703
Flower Mound	DFW	103.80%	80,864	Firefighter	81,743	91,127	100,511
Frisco	DFW	104.30%	235,208	Firefighter/Paramedic	87,250	96,150	105,049
Galveston	Houston	105.20%	53,538	Firefighter	67,541	73,420	79,298
Georgetown	Central	105.40%	101,344	Firefighter	70,004	85,350	100,696
Grand Prairie	DFW	105.20%	207,331	Firefighter	80,062	91,415	102,767
Houston	Houston	107.00%	2,390,125	Firefighter	58,738	64,889	71,040
Longview	East	93.50%	286,657	Firefighter/Paramedic	69,342	76,729	84,116
Lubbock	West	90.20%	272,086	Firefighter	66,822	77,482	88,142
McKinney	DFW	104.30%	227,526	Firefighter	83,614	93,762	103,910
Midland	West	106.60%	143,687	Firefighter	60,652	62,012	63,372
Palastine	East	89.80%	18,544	Firefighter	51,601	55,983	60,366
San Marcos	Central	106.90%	75,839	Firefighter	60,570	72,663	84,756
Seguin	Central	96.70%	41,116	Firefighter/EMT	60,713	72,203	83,693
University Park	DFW	105.20%	25,268	Firefighter/EMT	79,595	88,171	96,747

Calculating Results by Group

Grouping	Minimum	Midpoint	Maximum	Spread
Combined	$70,531	$79,785	$89,038	26%
Firefighter	$67,805	$77,271	$86,737	28%
Firefighter EMT	$70,154	$80,187	$90,220	29%
Firefighter Paramedic	$80,261	$88,382	$96,502	20%
DFW	$80,447	$90,341	$100,235	25%
Central	$62,203	$76,489	$90,775	46%
East *	$60,471	$66,356	$72,241	19%
Houston	$70,848	$77,461	$84,073	19%
West	$67,663	$71,921	$76,179	13%

* Only 2 data points

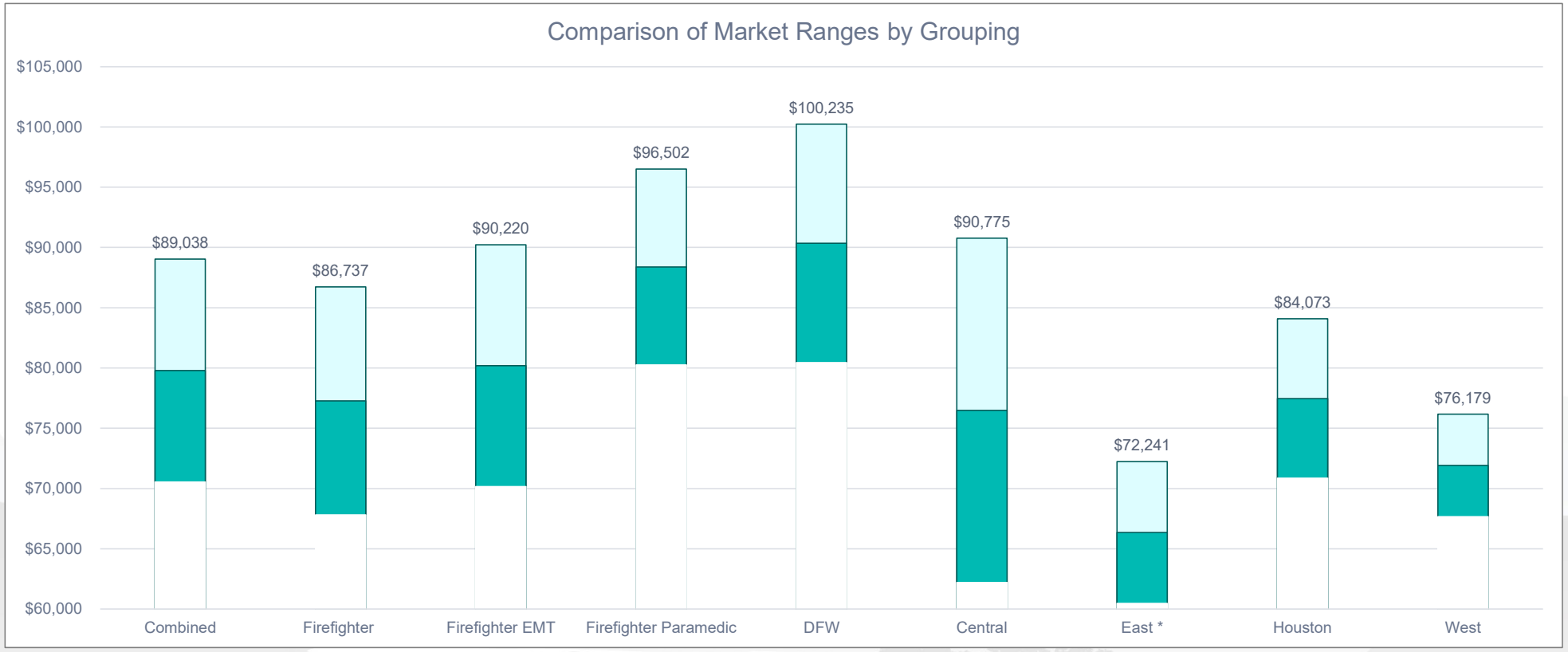
High and low trends follow geographic area.

Check for outliers.

Is the data so low or so high it looks suspicious?

13% spread?
46% spread?

Comparing Our Data Results



Regional calculations include FF, EMT, and Paramedic data

Why Data Adjustments Matter

Organization	Location	COL	Population	Title	Minimum	Midpoint	Maximum
Seguin	Central	96.70%	41,116	Firefighter/EMT	60,713	72,203	83,693
San Marcos	Central	106.90%	75,839	Firefighter	60,570	72,663	84,756
Austin	Central	108.20%	1,054,007	Firefighter	59,768	74,409	89,049
Cedar Park	Central	105.40%	78,465	Firefighter	59,962	77,822	95,681
Georgetown	Central	105.40%	101,344	Firefighter	70,004	85,350	100,696
Colleyville	DFW	100.10%	25,900	Firefighter/Paramedic	78,187	86,574	94,960
University Park	DFW	105.20%	25,268	Firefighter/EMT	79,595	88,171	96,747
Crowley	DFW	100.10%	19,007	Firefighter	72,679	85,191	97,703
Flower Mound	DFW	103.80%	80,864	Firefighter	81,743	91,127	100,511
Grand Prairie	DFW	105.20%	207,331	Firefighter	80,062	91,415	102,767
McKinney	DFW	104.30%	227,526	Firefighter	83,614	93,762	103,910
Frisco	DFW	104.30%	235,208	Firefighter/Paramedic	87,250	96,150	105,049
Palastine	East	89.80%	18,544	Firefighter	51,601	55,983	60,366
Longview	East	93.50%	286,657	Firefighter/Paramedic	69,342	76,729	84,116
Houston	Houston	107.00%	2,390,125	Firefighter	58,738	64,889	71,040
Galveston	Houston	105.20%	53,538	Firefighter	67,541	73,420	79,298
Baytown	Houston	106.40%	82,378	Firefighter/Paramedic	86,264	94,073	101,881
Midland	West	106.60%	143,687	Firefighter	60,652	62,012	63,372
Abilene	West	89.60%	130,501	Firefighter	75,515	76,270	77,024
Lubbock	West	90.20%	272,086	Firefighter	66,822	77,482	88,142

Why Data Adjustments Matter

	Peer Name	Location	Cost of Labor	COL Adjust	Raw Minimum	Raw Maximum	Adj Minimum	Adj Maximum
	Lubbock		**90.20**		**66,822**	**88,142**		
1	Seguin	Central	96.70	-6.5%	60,713	83,693	56,766	78,253
2	San Marcos	Central	106.90	-16.7%	60,570	84,756	50,455	70,602
3	Austin	Central	108.20	-18.0%	59,768	89,049	49,010	73,020
4	Cedar Park	Central	105.40	-15.2%	59,962	95,681	50,848	81,137
5	Georgetown	Central	105.40	-15.2%	70,004	100,696	59,363	85,390
6	Colleyville	DFW	100.10	-9.9%	78,187	94,960	70,447	85,559
7	University Park	DFW	105.20	-15.0%	79,595	96,747	67,656	82,235
8	Crowley	DFW	100.10	-9.9%	72,679	97,703	65,484	88,031
9	Flower Mound	DFW	103.80	-13.6%	81,743	100,511	70,626	86,842
10	Grand Prairie	DFW	105.20	-15.0%	80,062	102,767	68,053	87,352
11	McKinney	DFW	104.30	-14.1%	83,614	103,910	71,824	89,259
12	Frisco	DFW	104.30	-14.1%	87,250	105,049	74,948	90,237
13	Palastine	East	89.80	0.4%	51,601	60,366	51,807	60,607
14	Longview	East	93.50	-3.3%	69,342	84,116	67,053	81,340
15	Houston	Houston	107.00	-16.8%	58,738	71,040	48,870	59,105
16	Galveston	Houston	105.20	-15.0%	67,541	79,298	57,410	67,403
17	Baytown	Houston	106.40	-16.2%	86,264	101,881	72,289	85,376
18	Midland	West	106.60	-16.4%	60,652	63,372	50,705	52,979
19	Abilene	West	89.60	0.6%	75,515	77,024	75,968	77,486

What is the goal?

To establish a “market rate” for each benchmark position… **than can be trusted and agreed upon.**

You should be able to explain WHY or WHY NOT:

- This peer, this job match, this adjustment.

Colleyville	DFW	100.10%	25,900	Firefighter/Paramedic	78,187	86,574	94,960
University Park	DFW	105.20%	25,268	Firefighter/EMT	79,595	88,171	96,747
Crowley	DFW	100.10%	19,007	Firefighter	72,679	85,191	97,703
Flower Mound	DFW	103.80%	80,864	Firefighter	81,743	91,127	100,511
Grand Prairie	DFW	105.20%	207,331	Firefighter	80,062	91,415	102,767
McKinney	DFW	104.30%	227,526	Firefighter	83,614	93,762	103,910
Frisco	DFW	104.30%	235,208	Firefighter/Paramedic	87,250	96,150	105,049

- Looking at the 4 highest ranges from the DFW group. These are in 3 different Counties. Does it make sense they would be in the same comparison group?
- Should you compare FF to FF/Paramedic in your results?
- Should the data be adjusted to normalize workweek, fiscal year, or geography?

Pay Plan Development

Building a defensible and sustainable structure

Designing a Pay Plan

Isn't it just a bunch of numbers in table?

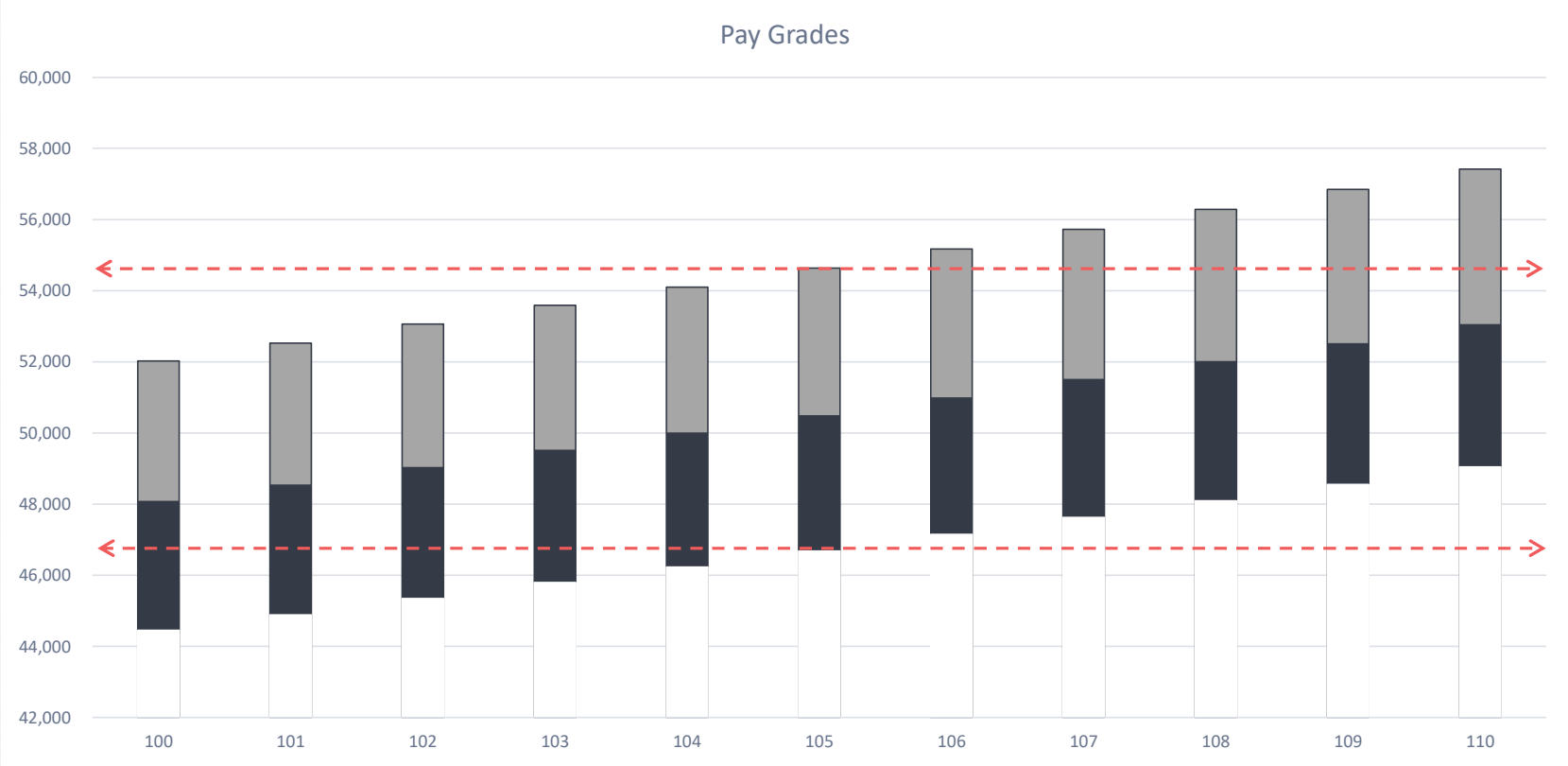
- Pay plan with 250 grades, 5 steps with 4% between each step and 1% between each grade. Covers pay from $16,860 to $260,000.

Grade	STEP A	STEP B	STEP C	STEP D	STEP E	Mid Diff	Step Diff	Spread
1	16,860	17,531	18,228	18,950	19,698			
100	44,453	46,234	48,091	50,013	52,026		4%	17%
101	44,892	46,685	48,556	50,504	52,529	1%	4%	17%
102	45,344	47,150	49,046	51,007	53,058	1%	4%	17%
103	45,795	47,627	49,536	51,523	53,587	1%	4%	17%
104	46,234	48,091	50,013	52,026	54,103	1%	4%	17%
105	46,685	48,556	50,504	52,529	54,632	1%	4%	17%
106	47,150	49,046	51,007	53,058	55,173	1%	4%	17%
107	47,627	49,536	51,523	53,587	55,728	1%	4%	17%
108	48,091	50,013	52,026	54,103	56,283	1%	4%	17%
109	48,556	50,504	52,529	54,632	56,850	1%	4%	17%
110	49,046	51,007	53,058	55,173	57,418	1%	4%	17%
250	220,840	230,040	239,620	250,000	260,000			

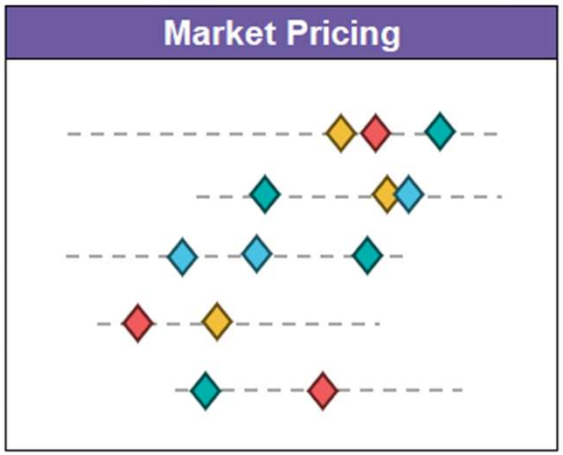
Be intentional in the design of your pay structure.

Designing a Pay Plan

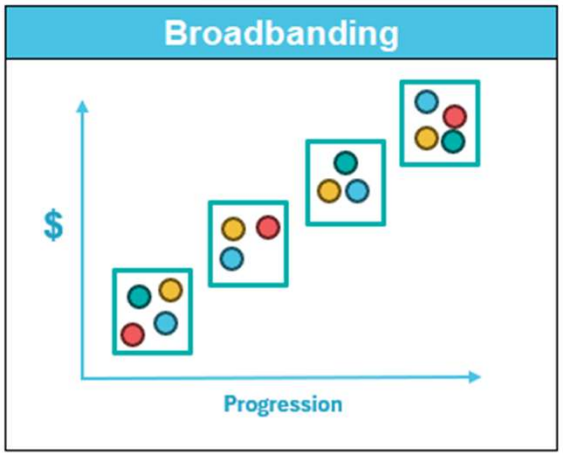
Isn't it just a bunch of numbers in table?



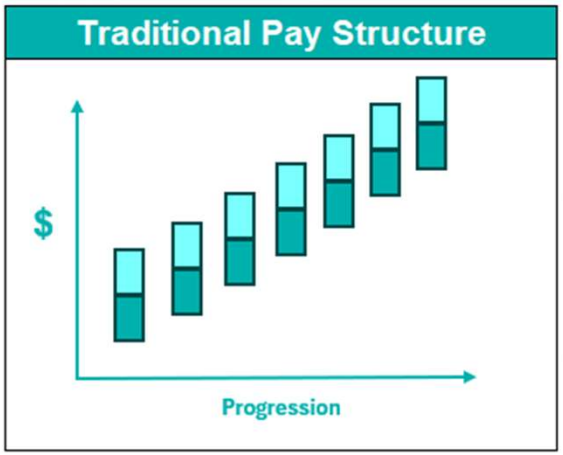
Designing a Pay Plan



- Match every job to market data
- Creates an independent pay range per position
- Requires frequent updates



- Best for roles that do not change often, fewer promotions
- Ranges are 100% - 200% wide and tied to career levels instead of job titles.



- Collection of pay ranges with defined minimum, midpoint and maximums.
- Can balance market with career progression and/or internal equity.

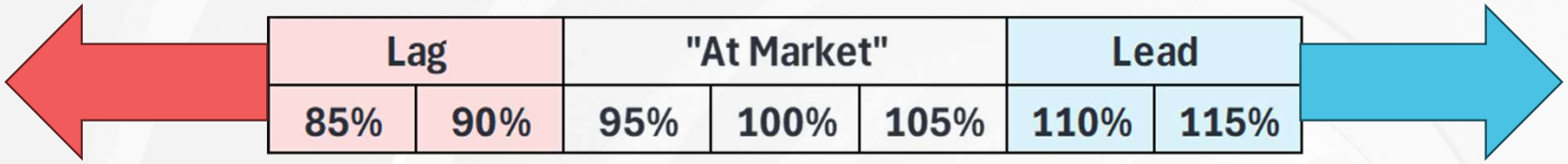
There is no wrong answer, unless the design does not help you achieve your compensation philosophy. In all cases, I recommend well defined policies to give explanation to pay decisions.

Designing a Pay Plan

So, what is a "good" pay plan? Well, it depends on what you need.

- How many pay plans? What type of pay plan?
  - Police, fire, exempt, non-exempt, management, attorneys, corrections, collective bargaining groups, etc.
  - Open, step, a hybrid
- How many grades? Distance between grades?
  - It will depend on how many positions will be included in the pay plan, if you care about having unused grades, and/or if you have policies or contracts that define specific promotions (example 5%).
- How wide are your range spreads?
  - If built intentionally, should be aligned to the size of the job.
  - If it's a step plan, will be # of steps x % between steps.
- If steps, how many steps and how much separation between steps?
  - This magic number will become the pay increase every year.
- Market alignment
  - Lead, lag or "at market"

Designing a Pay Plan



	Grade	1	2	3	4	5	6	7	Mid Diff	Spread
Step	1	$50,000	$52,500	$55,125	$57,881	$60,775	$63,814	$67,005		34%
	2	$54,000	$56,700	$59,535	$62,512	$65,637	$68,919	$72,365	8.0%	34%
	3	$58,320	$61,236	$64,298	$67,513	$70,888	$74,433	$78,154	8.0%	34%
	4	$62,986	$66,135	$69,442	$72,914	$76,559	$80,387	$84,407	8.0%	34%
	5	$68,024	$71,426	$74,997	$78,747	$82,684	$86,818	$91,159	8.0%	34%
Open	Grade	Minimum			Midpoint			Maximum	Mid Diff	Spread
	1	$50,000			$57,881			$67,005		34%
	2	$54,000			$62,512			$72,365	8.0%	34%
	3	$58,320			$67,513			$78,154	8.0%	34%
	4	$62,986			$72,914			$84,407	8.0%	34%
	5	$68,024			$78,747			$91,159	8.0%	34%
Hybrid	Grade	1	2	3	4			Maximum	Mid Diff	Spread
	1	$50,000	$52,500	$55,125	$57,881			$72,352		45%
	2	$54,000	$56,700	$59,535	$62,512			$78,140	8.0%	45%
	3	$58,320	$61,236	$64,298	$67,513			$84,391	8.0%	45%
	4	$62,986	$66,135	$69,442	$72,914			$91,142	8.0%	45%
	5	$68,024	$71,426	$74,997	$78,747			$98,434	8.0%	45%

Types of Pay Plans

Setting Range Spreads

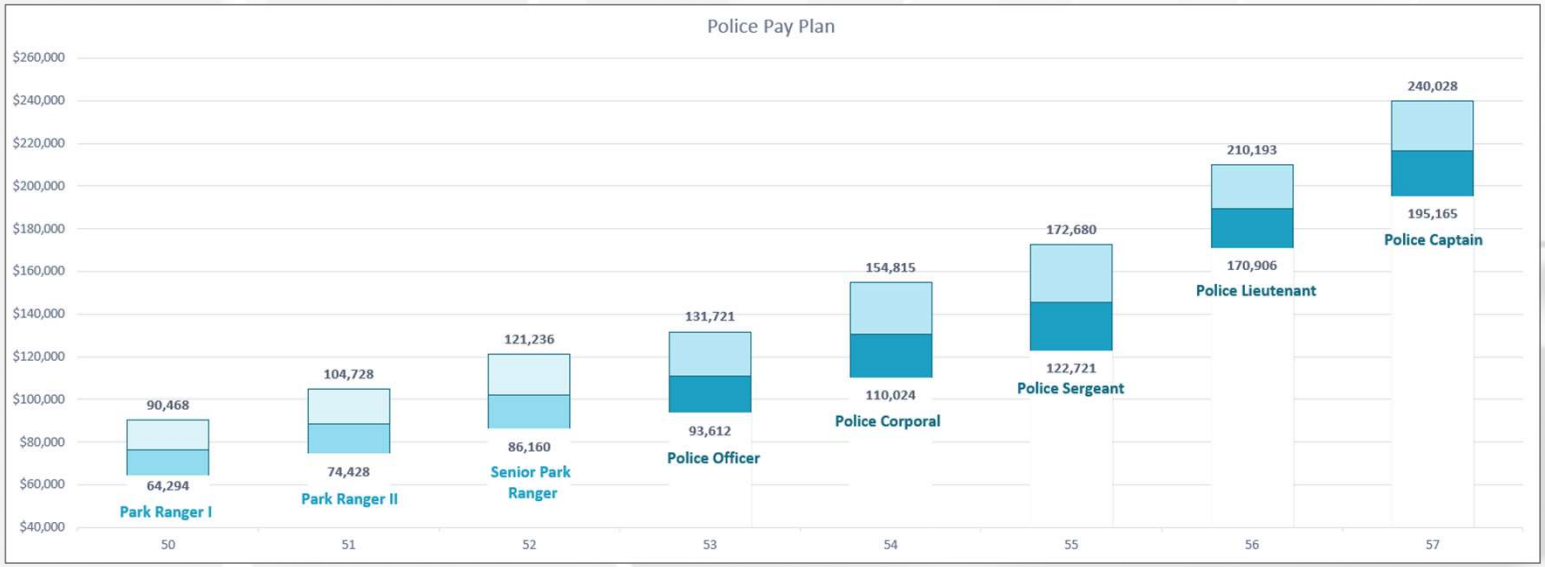
Building a PS Plan

Position Title	Grade	1	2	3	4	5	6	7	Midpoint Differential	Number of Steps	Step Diff	Actual Range Spread
Firefighter/EMT	F1	$71,463	$74,321	$77,294						3	4.00%	8%
Firefighter Recruit - Paramedic	F2	$74,433							0.2%	1	4.00%	
Firefighter/PM	F3	$76,387	$79,442	$82,620	$85,925	$89,362	$92,936	$96,654	11.0%	7	4.00%	27%
Fire Driver/Engineer	F4	$96,665	$100,532	$104,553					17.0%	3	4.00%	8%
Fire Captain	F5	$115,252	$119,862	$124,656					19.2%	3	4.00%	8%

- 5 positions, 5 grades
- Each range tailored specifically to the position, based on market factors
- Consistent 3 step with 4% between steps for EMT, Driver, and Captain.
- A 7 step with 4% between steps for the FF/Paramedic.
- Built to avoid overlap between ranks

Building a PS Plan

Project Title	Grade	1	2	3	4	5	6	7	8
Park Ranger I	50	64,294.00	67,508.70	70,884.14	74,428.34	78,149.76	82,057.25	86,160.11	90,468.11
Park Ranger II	51	74,428.34	78,149.76	82,057.24	86,160.11	90,468.11	94,991.52	99,741.09	104,728.15
Senior Park Ranger	52	86,160.11	90,468.12	94,991.52	99,741.10	104,728.15	109,964.56	115,462.79	121,235.93
Police Recruit	53	93,612.00	98,292.60	103,207.23	108,367.59	113,785.97	119,475.27	125,449.03	131,721.48
Police Officer	53	93,612.00	98,292.60	103,207.23	108,367.59	113,785.97	119,475.27	125,449.03	131,721.48
Police Corporal	54	110,024.00	115,525.20	121,301.46	127,366.53	133,734.86	140,421.60	147,442.68	154,814.82
Police Sergeant	55	122,720.50	128,856.53	135,299.35	142,064.32	149,167.53	156,625.91	164,457.21	172,680.07
Police Lieutenant	56	170,905.90	176,033.08	181,314.07	186,753.49	192,356.10	198,126.78	204,070.58	210,192.70
Police Captain	57	195,165.00	201,019.95	207,050.55	213,262.06	219,659.93	226,249.72	233,037.22	240,028.33



- 8 positions, 8 grades
- Each position has its own range; midpoint aligned at the market value.
- 8 steps, 5% between
- LT & Cpt have 3%
- Midpoint is the middle of step 4 & 5
- Ranks have overlap.

Avoiding Pitfalls

The four Ps of designing an effective compensation program:	
Pay Structure 	Be intentional in the design choices of the structure, they can aid or prohibit your policies and compensation philosophy. ***Its not just a bunch of numbers in a table.***
Positions 	Titles matter. They should appropriately reflect the nature and level of work performed. They inform career progression, level of authority, and can impact employee morale if outdated or overinflated. Additionally, conducting job evaluation is a common approach to establishing internal equity which can be used to balance market data.
People 	Compression, compression, compression. There is not a permanent solution to compression, it's an aspect that must be reviewed and addressed regularly. Your policies will play a big role in this!
Policies 	Your pay practices and policies are the instructions for your pay structure. At what intervals will you update your pay structure? How frequent will employees receive increases? How far into the range can new employees be hired? Do you have a set increase for promotions? Do you have a set increase for positions that are reclassified?

Pay Policies

How to make your pay plan work the way it should

Compensation Philosophy

Compensation

- **The City of Irving is committed to attracting and retaining top talent by offering a comprehensive and competitive employee compensation program.**
- To ensure employee compensation remains attractive, the city conducts regular reviews and market analyses, aiming to position our pay scales within the 80th percentile of the municipal market.
- This strategy allows Irving to offer salaries that are not only competitive, but also reflect the qualifications and experience of employees.

Internal Organizational Equity

- The City of Irving believes that equity in employee compensation is not just a best practice — it's essential to building a thriving, motivated and high-performing workforce.
- This commitment to fair and equitable compensation ensures that every employee feels valued, rewarded and empowered to contribute their best work. The city will ensure written pay plan procedures and practices are administered consistently and fairly.

Pay Policies: The Hits

Compensation Philosophy. What does the organization believe about how its employees should be compensated? Do your policies align?

Pay progression. How will employees move through their pay ranges?

- Employees receive a step increase / % increase annually during the budget process / on their anniversary date, subject to council approval.
- Or employees receive an increase based on pay for performance guidelines.

Pay structure adjustment. How and when will adjustments be made to the pay structure?

- The Council will consider market conditions annually and approve adjustments to the structure as needed to remain competitive.

Hiring, promotion, reclassification. What happens to employees in these situations?

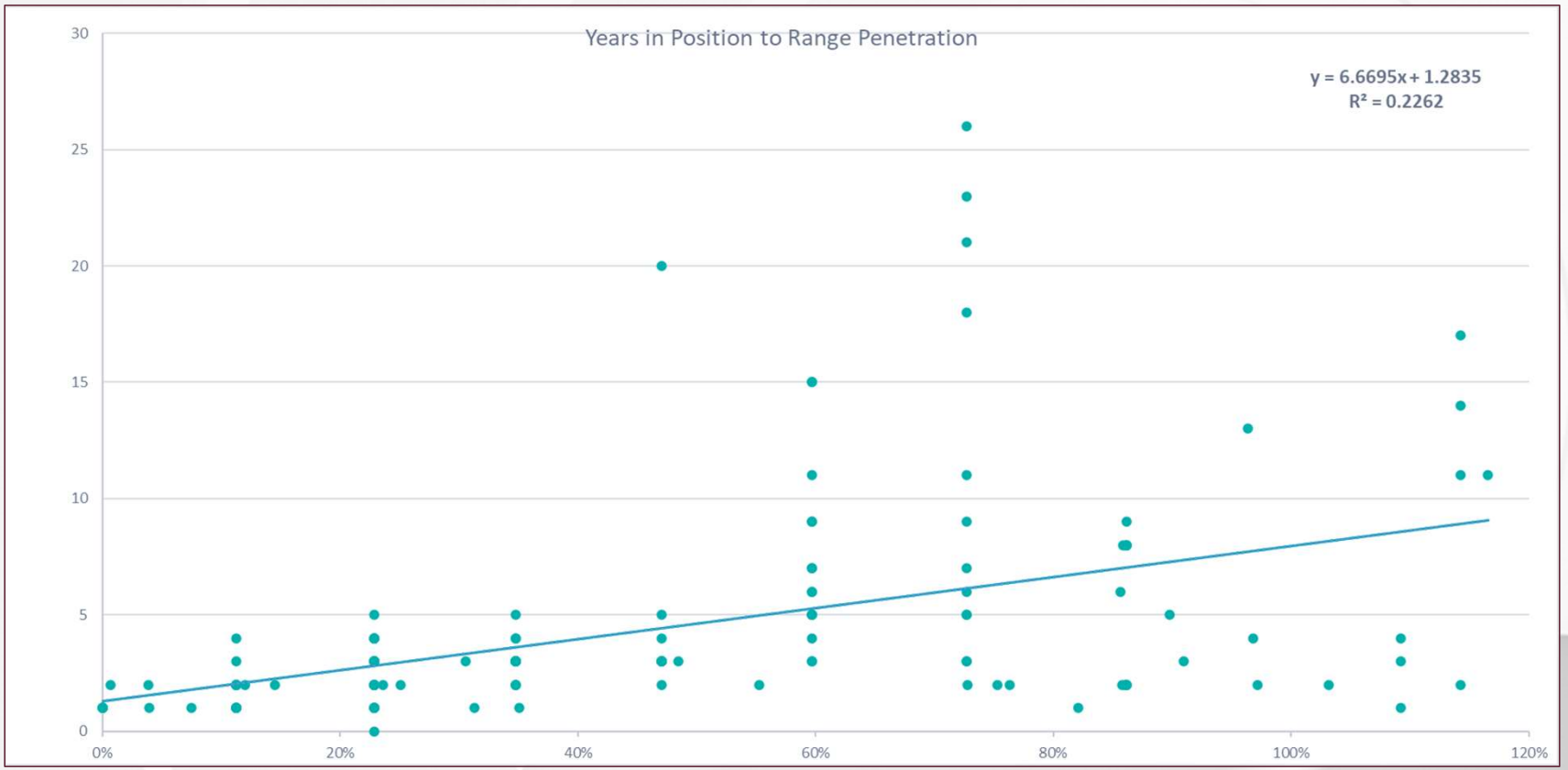
- Hiring beyond the minimum and up to the midpoint depending on qualifications.
- Employees promoted into a higher grade will receive a 5% increase or minimum of the new grade.

Supplemental pay. Pay for skills or competencies greater than the minimum requirements.

- Categories and offerings should be compared against peers for competitiveness.

Pay Policies

How do you know if your policies are aligned with your pay plan?



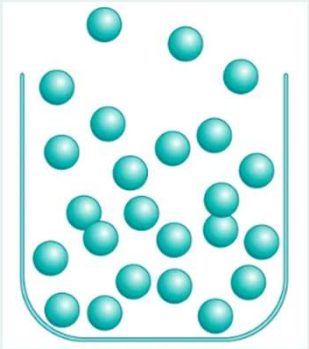
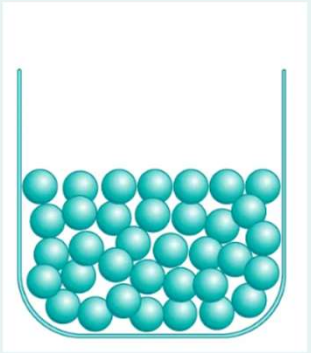
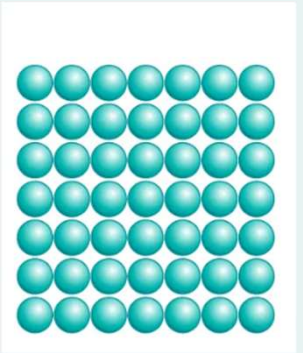
Pay Policies: The one-hit wonders

- How is ‘hours worked’ defined?
  - Actual hours worked or hours worked, PTO/Sick, holiday, etc.?
- Certification pay
  - For certifications required in the job description?
- Longevity pay
  - Rewarding tenure with the organization.
- Education pay
  - It should be relevant.

The Market Matters

- **Defining your market**
  - The more information you capture, the easier it is to make your case.
- **Conducting a market survey**
  - Document your process: annual hours, job matches not used, etc.
  - Storytelling the data is harder than data collection. Demonstrating a sound process will help you get buy in for the results.
- **Designing a pay plan**
  - Raw market data is not a recommendation. Using your calculated market rates, you can create a pay range (leading, lagging, or aligned at market) and frame a range around it.
  - It's not just numbers in a table! Yes, it is math, but if you do it right = it's magic!
- **Pay Policies**
  - Make sure your policies match your philosophy and your framework. They are the instructions for how the pay plan will work.

Physical States of Matter

Gas	Liquid	Solid
The molecules that make up a gas fly in all directions at great speeds. They are so far apart that the attractive forces between them are insignificant.	The molecules that make up a liquid flow easily around one another. They are kept from flying apart by attractive forces between them. Liquid assumes the shape of their containers.	The molecules that make up a solid are arranged in regular, repeating patters. They are held firmly in place but can vibrate within a limited area.
		
Raw market data or peer salary information	Market data complied and confirmed using a defined methodology	Building a salary schedule based on a defined methodology, with verified market data as the foundation

Questions?

Jada Kent, CCP, CLRP
Managing Director

940-368-3033
jada.kent@bakertilly.com