

St. Tammany Parish Sheriff's Office

Compensation and Benefit Plan Study

December 31, 2015



ST. TAMMANY PARISH
SHERIFF'S OFFICE

Prepared by:

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TABLE OF CONTENTS

INTRODUCTION 3

EVALUATION AND ASSESSMENT..... 4

Methodology 4

 Data Request.....4

 Interviews4

 Benefits Review and Analysis.....5

 Job Description Review and Comparative Match5

Comparative Salary Range Analysis..... 6

Snapshot of Salary Ranges
from Other Law Enforcement Agencies 16

OBSERVATIONS & RECOMMENDATIONS 18

Comparative Salary Range Analysis..... 18

 St. Tammany Parish Sheriff's Office
 Salary Minimum below Market-Based Minimum 19

 St. Tammany Parish Sheriff's Office
 Salary Range below Market-Based Minimum..... 20

 Internal Compression at Lower Salary Levels 21

Structural Pay Plan Issues..... 22

 Merit Increases 22

 Annual Cost-of-Living Adjustments..... 22

 Number of Job Positions 22

 On-Call Policy 22

 Compensatory Time..... 23

Benefit Packages 23

 Annual Leave..... 23

 Extended Illness Bank (EIB) 26

 Bereavement Leave 26

 Holidays..... 26

 Health Insurance 27

 Retirement 30

 Other Notable Employee Benefits 30

Report Appendices

 Appendix A: Data Request

 Appendix B: Current St. Tammany Parish Sheriff's Office Labor Grade Matrix



INTRODUCTION

SSA Consultants (SSA) submitted a proposal in 2015 to the St. Tammany Parish Sheriff's Office (STPSO) to conduct a Compensation and Benefit Plan Study. SSA's proposal was accepted by STPSO and the two organizations entered into a professional services contract. SSA's primary contact for this project was Deputy Chief Danell Gerchow.

The St. Tammany Parish Sheriff's Office Compensation and Benefit Plan Study (the Study) included two parts. The first part evaluated the current salary and benefit structure through the following activities:

- Review each current job description for every job classification as provided by the department directors;
- Review current compensation and benefit package for each job description, including retirement benefit cost;
- Assess each job classification in relation to comparable classifications within the private and public sectors to determine the minimum compensation and benefit packages for each job classification; and
- Prepare a report with this information for the St. Tammany Parish Sheriff's Office.

The second part of the Study focused on providing assistance to STPSO in formulating a salary and benefit structure for the future:

- Identify potential compensation concerns and recommend possible alternative solutions;
- Develop externally competitive and internally equitable salary recommendations for each job classification included in the study. Provide an analysis with comparison to other law enforcement organizations and private entities; and
- Prepare report a with this information for the St. Tammany Parish Sheriff's Office.

Consulting activities began in October 2015 and concluded in December 2015. Delivery of this document constitutes the report of the Study. SSA extends its sincere appreciation to the St. Tammany Parish Sheriff's Office members who have generously contributed their knowledge and insights to this project.

Will Williams, PhD, MBA
Partner, SSA Consultants
Project Director



EVALUATION AND ASSESSMENT

The first part of the Study included the following general activities:

- Review each current job description for every job classification as provided by the department directors;
- Review current compensation and benefit package for each job description, including retirement benefit cost;
- Assess each job classification in relation to comparable classifications within the private and public sectors to determine the minimum compensation and benefit packages for each job classification; and
- Prepare a report with this information for the St. Tammany Parish Sheriff's Office (STPSO).

Methodology

The following generally describes SSA's methodology used to complete the first part of the Study.

Data Request

The first step in the Study was to gather information from STPSO to understand the current compensation and benefit plan and its structure. The data request included job descriptions, current pay plan and benefit information, organization charts and the table of organization, manuals or documents describing pay policies, and contact information for key leaders and other staff vital to the administration of this Study. The data request also requested names of other law enforcement organizations for comparison. A copy of the data request is provided in [Appendix A](#) of this report.

Interviews

A key requirement of any evaluation and assessment process is to understand the history of the organization and the current operational environment. SSA interviewed the STPSO staff, department directors, and administration staff. These interviews helped SSA understand the history of STPSO as an employer, the current compensation philosophy, areas of concern, and expectations of the Study.

Phase 1 Key Activity Milestones

- Deliver Data Request
- Schedule and Conduct Interviews in Kickoff Meeting
- Review Benefit Plans
- Review Job Descriptions
- Perform Job Match to Market Exercise



Benefits Review and Analysis

SSA reviewed the employee benefit packages offered by STPSO to its employees. The benefit package review included the typical range of benefits offered by employers, including annual leave, sick leave, health insurance, disability, and retirement. SSA compared the benefit packages offered by STPSO to other relevant public sector, law enforcement organizations.

Job Description Review and Comparative Match

SSA reviewed each job position using the job descriptions provided by STPSO and reviewed the strength chart. The job description review was complex as the strength chart did not always match the job description file name. Additionally, the job description file names did not consistently match the job description job name in the document. SSA worked with the STPSO team to address these discrepancies.

Each job description was then assessed and matched to comparable position descriptions within SSA's salary survey database, which contains job descriptions and salary information covering relevant and comparable jobs and salaries in the local and regional area. Where appropriate, SSA may have both private industry and government salary information for given jobs. SSA's salary survey database includes a market-based salary midpoint (the 50th percentile) for each job position in the database.

The STPSO compensation system utilizes salary ranges for its established labor grades. There are 18 labor grades and each grade is divided into 20 steps. Each salary step in a St. Tammany Parish Sheriff's Office salary range is a 2.5% increase over the step before. Therefore, for each labor grade there is a band of 25% above and 25% below the mid-point. A copy of the current St. Tammany Parish Sheriff's Office labor grade matrix is provided in **Appendix B** of this report.

Specific job descriptions only use part of this wide salary band. SSA examined jobs that had a salary band of +-5% around the median for that job, and others that had +-23%. The typical salary band for STPSO seemed to be about +-11%. These are narrow bands that vary quite a bit from job to job. Organizations typically have a specific set band for their jobs.

SSA calculated the market-based salary ranges for each job position using the market-based midpoints in its database. SSA also compared STPSO data to regional law enforcement agencies. The calculation created comparative salary ranges that extended 20% below the market midpoints and 20% above the market midpoints. Where employees receive hourly wages, the wage rate was multiplied by 2080 (the number of hours for a full time employee working a 40-hour week) to calculate a comparable annual salary figure.



Comparative Salary Range Analysis

SSA created the following chart (**Figure 1**) to compare STPSO salary ranges with the market-based salary ranges. The chart includes, from left to right, the following columns:

Column Name	Column Description
Department	The St. Tammany Parish Sheriff's Office department in which the job position is located.
LG	St. Tammany Parish Sheriff's Office labor grade code assigned to the job position.
Position	The St. Tammany Parish Sheriff's Office job position title.
STPSO Job Description Range: Minimum and Maximum	The St. Tammany Parish Sheriff's Office labor grade minimum and maximum salaries of the identified job position.
Market-based Range: Minimum and Maximum	The market-based minimum and maximum salaries for a job description/position comparable to the identified St. Tammany Parish Sheriff's Office job position.

The STPSO Comparative Salary Range Analysis chart is also color coded to highlight important comparative results.

Color Code	Code Description
Yellow	Identifies specific STPSO salary minimums that are below the comparative market-based minimum salary.
Orange	Identifies specific STPSO salary ranges where both the current minimum and maximum salaries in the range are below the comparative market-based minimum salary.



Figure 1. St. Tammany Parish Sheriff's Office Comparative Salary Range Analysis

Department	LG	Position	STPSO Job Description Range		Market-based Range	
			Minimum	Maximum	Minimum	Maximum
Jail K-9	MJ1	K-9/CTU Manager	\$41,004	\$65,551	\$39,320	\$58,980
Jail K-9	J4	K-9 Supervisor (Sgt)	\$36,504	\$58,357	\$37,720	\$56,580
Jail K-9	J3	K-9 Supervisor (Cpl)	\$32,004	\$51,163	\$34,605	\$51,907
Jail K-9	J1	K-9 Handler	\$27,504	\$43,969	\$31,490	\$47,235
Captain - C.T.U. and Canine Division	PT	C.T.U. Team Leader	\$2,600	\$2,600	\$42,360	\$59,304
Civil	A1	Civil Clerk	\$26,695	\$42,676	\$24,969	\$36,212
Civil	A5	Civil Clerk Supervisor	\$31,128	\$49,763	\$32,720	\$49,080
Civil	AM2	Civil Division Manager (Captain)	\$45,518	\$72,767	\$44,720	\$67,080
Civil	MJ1	Civil Process Server Lieutenant	\$41,004	\$65,551	\$39,360	\$56,670
Civil	J3	Civil Process Supervisor	\$32,004	\$51,163	\$31,224	\$42,336
Civil	J1	Civil Process Server	\$27,504	\$43,969	\$26,600	\$39,480
Civil	A1	Receptionist	\$26,695	\$42,676	\$24,969	\$36,212
Collections Section - Department 09 Criminal Records/Warrants/Collections	A1	Collections Clerk	\$26,695	\$42,676	\$27,499	\$41,248
Collections Section - Department 09 Criminal Records/Warrants/Collections	AM1	Criminal Record/Warrants Supervisor, Lieutenant	\$33,376	\$53,357	\$36,320	\$54,480
Collections Section - Department 09 Criminal Records/Warrants/Collections	A5	Collections Supervisor, Sergeant	\$31,128	\$49,763	\$34,400	\$51,600
Collections Section - Department 09 Criminal Records/Warrants/Collections	A1	Criminal Records Clerk	\$26,695	\$42,676	\$27,499	\$41,248
Collections Section - Department 09 Criminal Records/Warrants/Collections	A1	Warrants Clerk	\$26,695	\$42,676	\$27,499	\$41,248
Communications	MJ3	Dispatch Captain	\$49,004	\$78,340	\$56,670	\$68,014



Department	LG	Position	STPSO Job Description Range		Market-based Range	
			Minimum	Maximum	Minimum	Maximum
Communications	MJ1	Dispatch Lieutenant	\$41,004	\$65,551	\$39,360	\$56,670
Communications	J1	Dispatcher	\$27,504	\$43,969	\$24,969	\$36,212
Communications	J3	Dispatch Supervisor (Corporal)	\$32,004	\$51,163	\$28,780	\$43,202
Communications	J4	Dispatch Supervisor (Lieutenant)	\$36,504	\$58,357	\$32,800	\$47,200
Correctional Tactical Unit	PT	C.T.U. Team Member	\$2,600	\$2,600	\$43,256	\$62,288
Corrections	A1	Administrative Assistant	\$26,695	\$33,338	\$27,499	\$41,248
Corrections	J4	Bond/Records/D.O.C. Documentation/Visitation Sergeant	\$36,504	\$58,357	\$34,788	\$52,182
Corrections	J1	Bonding Deputy	\$27,504	\$43,969	\$27,499	\$41,248
Corrections	J1	Booking/Intake/Support Deputy	\$27,504	\$43,969	\$27,499	\$41,248
Corrections	MJ3	Captain of Support	\$49,004	\$78,340	\$44,720	\$67,080
Corrections	J1	Corrections Deputy	\$27,504	\$43,969	\$26,696	\$40,044
Corrections	MJ1	Corrections Shift Lieutenant (Security)	\$41,004	\$65,551	\$36,320	\$54,480
Corrections	J4	Corrections Inmate Programs Coordinator	\$36,504	\$58,357	\$32,720	\$49,080
Corrections	J3	Corrections Shift Corporal (Security)	\$32,004	\$51,163	\$32,016	\$48,024
Corrections	J4	Corrections Shift Sergeant (Security)	\$36,504	\$58,357	\$34,788	\$52,182
Corrections	J1	D.O.C. Documentation Deputy	\$27,504	\$43,969	\$26,696	\$40,044
Corrections	J1	Food Service Technician	\$27,504	\$43,969	\$24,969	\$36,212
Corrections	J1	Inmate Programs Reentry/ Classification Specialist	\$27,504	\$43,969	\$27,499	\$41,248
Corrections	J1	Inside Perimeter Recreation Deputy	\$27,504	\$43,969	\$27,499	\$41,248
Corrections	A1	Jail Records (Deputy)	\$26,695	\$42,676	\$24,969	\$36,212
Corrections	J3	Jail Support Corporal - B-Building	\$32,004	\$51,163	\$32,016	\$48,024
Corrections	J4	Jail Support Sergeant - B-Building	\$36,504	\$58,357	\$34,788	\$52,182
Corrections	MJ1	Transport Lieutenant	\$41,004	\$65,551	\$36,320	\$54,480



Department	LG	Position	STPSO Job Description Range		Market-based Range	
			Minimum	Maximum	Minimum	Maximum
Corrections	MJ1	Lieutenant Reentry Operations	\$41,004	\$65,551	\$36,320	\$54,480
Corrections	J1	Medical Deputy	\$27,504	\$43,969	\$27,499	\$41,248
Corrections	J3	Inmate Programs Case Manager	\$32,004	\$51,163	\$29,600	\$43,300
Corrections	J1	Recreation Deputy	\$27,504	\$43,969	\$27,499	\$41,248
Corrections	J1	Booking/Intake Officer (Female Suicide Watch Specialist)	\$27,504	\$43,969	\$27,499	\$41,248
Corrections	MJ1	Support Lieutenant	\$41,004	\$65,551	\$36,320	\$54,480
Corrections	J3	Transport Corporal	\$32,004	\$51,163	\$32,016	\$48,024
Corrections	J4	Transport Sergeant	\$36,504	\$58,357	\$34,788	\$52,182
Corrections	J1	Transport Deputy	\$27,504	\$43,969	\$27,499	\$41,248
Corrections	J1	Visitation Deputy	\$27,504	\$43,969	\$27,499	\$41,248
Corrections	A1	Warehouse Clerk	\$26,695	\$42,676	\$24,969	\$36,212
Corrections - Medical Director	Civ	Medical Director	Negotiated	Negotiated	\$176,000	\$253,440
Corrections - Medical Facility	Civ	Director of Psychiatric Services	Negotiated	Negotiated	\$176,000	\$253,440
Corrections - Medical Facility	Civ	Staff Physician	Negotiated	Negotiated	\$140,800	\$211,200
Corrections Division Medical Facility	Civ	Licensed Practical Nurse	\$33,800	Negotiated	\$29,952	\$44,928
Corrections Division Medical Facility	Civ	Licensed Practical Nurse Clinic Manager	\$50,960	Negotiated	\$43,590	\$65,385
Corrections Division of Reentry	Civ	Chaplain	\$36,500	\$40,000	\$37,120	\$55,680
Court Enforcement	MJ3	Court Enforcement Captain	\$49,004	\$78,340	\$59,694	\$89,540
Court Security	J3	Court Enforcement Corporal	\$32,004	\$51,163	\$32,016	\$48,024
Court Security	J1	Court Enforcement Deputy	\$27,504	\$43,969	\$27,499	\$41,248
Court Security	MJ1	Court Security Lieutenant	\$41,004	\$65,551	\$36,320	\$54,480
Court Security	J4	Court Security Sergeant	\$36,504	\$58,357	\$34,788	\$52,182
Crime Lab/ Analytical Section	C4	Sergeant	\$43,094	\$68,892	\$37,720	\$56,580
Crime Laboratory	M1	Assistant Crime Lab Director	\$46,375	\$74,137	\$42,360	\$59,304
Crime Laboratory	C1	Chemist	\$34,800	\$55,633	\$33,880	\$50,832



Department	LG	Position	STPSO Job Description Range		Market-based Range	
			Minimum	Maximum	Minimum	Maximum
Crime Laboratory	C1	Computer Forensics Detective	\$34,800	\$55,633	\$24,969	\$36,212
Crime Laboratory	M2	Crime Lab Commander	\$53,276	\$85,170	\$59,694	\$89,540
Crime Laboratory	C4	Sergeant	\$43,094	\$68,892	\$37,770	\$56,580
Crime Laboratory	C1	Crime Scene Technician	\$34,800	\$55,633	\$40,248	\$60,372
Crime Laboratory	J1	Evidence Officer	\$27,504	\$43,969	\$31,490	\$47,235
Crime Laboratory	J4	Sergeant Evidence Officer	\$36,504	\$58,357	\$37,770	\$56,580
Crime Laboratory	C1	Scanning Electron Microscope/ Chemist	\$34,800	\$55,633	\$33,880	\$50,832
Crime Laboratory	C1	Crime Lab - Firearms/ Tool mark Examiner	\$34,800	\$55,633	\$40,248	\$60,372
Crime Laboratory	C1	Forensic Scientist/ Trace Evidence	\$34,800	\$55,633	\$40,248	\$60,372
Crime Laboratory	A1	Forensic Lab Technician/Receptionist	\$26,695	\$42,676	\$30,648	\$45,972
Criminal Patrol	C4	Criminal Patrol Abita Liaison	\$43,094	\$68,892	\$47,150	\$67,896
Criminal Patrol	M2	Captain - Criminal Patrol	\$53,276	\$85,170	\$59,694	\$89,540
Criminal Patrol	C3	Corporal - Criminal Patrol	\$39,273	\$62,784	\$34,605	\$51,907
Criminal Patrol	M1	Criminal Patrol - Lieutenant	\$46,375	\$74,137	\$36,320	\$54,480
Criminal Patrol	M3	Major Criminal Patrol	\$55,816	\$89,230	\$63,040	\$94,560
Criminal Patrol	A1	Criminal Patrol Secretary	\$26,695	\$42,676	\$27,499	\$41,248
Criminal Patrol	C4	Criminal Patrol Sergeant	\$43,094	\$68,892	\$37,720	\$56,580
Criminal Patrol	PT	School Crossing Guard Supervisor	\$24,960	\$29,120	\$19,200	\$28,800
Criminal Patrol	PT	School Crossing Guard	\$24,960	\$24,960	\$17,600	\$26,400
Criminal Patrol - District II	C1	Deputy Duty Officer - Slidell	\$34,800	\$55,633	\$31,490	\$47,235
Criminal Patrol - District II, District III, and District IV	C1	Deputy - Criminal Patrol	\$34,800	\$55,633	\$31,490	\$47,235
Criminal Records Section - Criminal Records/ Warrants/ Collections	AM2	Criminal Records/ Warrants Supervisor, Lieutenant	\$45,518	\$72,767	\$35,776	\$53,640
Criminal Records Section - Criminal Records/ Warrants/ Collections	A1	Criminal Records Clerk	\$26,695	\$42,676	\$24,969	\$36,212



Department	LG	Position	STPSO Job Description Range		Market-based Range	
			Minimum	Maximum	Minimum	Maximum
Criminal Records Section - Criminal Records/ Warrants/ Collections	A1	Criminal Records - Front Desk Clerk	\$26,695	\$42,676	\$27,499	\$41,248
Criminal Records Section - Criminal Records/ Warrants/ Collections	AM2	Criminal Records/ Warrants and Collections Manager - Captain	\$45,518	\$72,767	\$44,720	\$67,080
Dive Team	PT	Assistant Dive Team Commander	\$2,600	\$2,600	\$43,256	\$62,288
Dive Team	PT	Dive Team Commander	\$3,900	\$3,900	\$50,360	\$69,850
Dive Team	PT	Dive Team Member	\$2,600	\$2,600	\$39,363	\$46,682
Finance/Accounting	A1	Budget Assistant/ Accounting Specialist	\$26,695	\$42,676	\$30,560	\$45,840
Finance/Accounting	AM2	Controller	\$45,518	Negotiated	\$78,800	\$111,900
Finance/Accounting	AM1	Payroll Supervisor	\$33,376	\$53,357	\$30,560	\$45,840
Finance/Accounting	A1	Accounting Specialist I - Jail	\$26,695	\$42,676	\$25,840	\$38,760
Finance/Accounting	A1	Accounting Specialist I	\$26,695	\$42,676	\$25,840	\$38,760
Finance/Accounting	A4	Accounting Specialist II - Jail	\$29,261	\$46,778	\$34,400	\$51,600
Finance/Accounting	A4	Accounting Specialist II	\$29,261	\$46,778	\$34,400	\$51,600
Finance/Accounting	A5	Accounting Specialist III - Jail	\$31,128	\$49,763	\$43,084	\$58,355
Finance/Accounting	A5	Accounting Specialist III	\$31,128	\$49,763	\$43,084	\$58,355
Finance/Accounting	AM1	Accounting Supervisor	\$33,376	\$53,357	\$53,084	\$66,355
Hazardous Device Unit	PT	Bomb Squad Commander	\$3,900	\$3,900	\$50,360	\$69,850
Hazardous Device Unit	PT	Bomb Technician	\$2,600	\$2,600	\$39,363	\$46,682
Human Resources	A1	Background Investigator (Deputy)	\$26,695	\$42,676	\$29,360	\$44,040
Human Resources	A1	Benefits Specialist (Deputy)	\$26,695	\$42,676	\$29,360	\$44,040
Human Resources	AM2	Director of Human Resources (Captain)	\$45,518	Negotiated	\$108,400	\$162,600
Human Resources	A5	Human Resources and Benefits Supervisor (Sergeant)	\$31,128	\$49,763	\$36,720	\$55,080



Department	LG	Position	STPSO Job Description Range		Market-based Range	
			Minimum	Maximum	Minimum	Maximum
Human Resources	AM1	Assistant Director of Human Resources (Lieutenant)	\$33,376	\$53,357	\$57,216	\$85,824
Human Resources	A1	Human Resources Specialist (Deputy)	\$26,695	\$42,676	\$29,360	\$44,040
Human Resources	Civ PT	Policy Administrator (Civilian)	\$33,280	\$33,280	\$29,360	\$44,040
Human Resources	A1	Receptionist	\$26,695	\$42,676	\$27,499	\$41,248
Information Systems	A1	Help Desk Technician	\$26,695	\$42,676	\$30,960	\$46,440
Information Systems	AM1	Information Systems Manager	\$33,376	Negotiated	\$57,120	\$85,680
Information Systems	A1	Network/ Systems Administrator - Operations Division	\$26,695	Negotiated	\$30,960	\$46,440
Information Systems	AM1	Network/ Systems Administrator Supervisor	\$33,376	Negotiated	\$38,720	\$58,080
Information Systems	A1	Project Manager/ Training Specialist	\$26,695	\$42,676	\$30,960	\$46,440
Information Systems	A1	Work Station Support Specialist	\$26,696	Negotiated	\$30,960	\$46,440
Information Systems	A4	Work Station Support Specialist Supervisor	Based on Education	Negotiated	\$38,720	\$58,080
Internal Affairs	AM2	Internal Affairs Commander/ Captain	\$45,518	\$72,767	\$59,694	\$89,540
Internal Affairs	C1	Internal Affairs Investigator	\$34,800	\$55,633	\$39,363	\$56,682
Investigations	M2	Detectives - Captain	\$53,276	\$85,170	\$59,694	\$89,540
Investigations	C1	Detective	\$34,800	\$55,633	\$39,363	\$56,682
Investigations	M1	Lieutenant - Investigations	\$46,375	\$74,137	\$42,360	\$59,304
Investigations	M3	Chief of Detectives (Major)	\$55,816	\$89,230	\$63,040	\$94,560
Investigations	A1	Secretary	\$26,695	\$42,676	\$27,499	\$41,248
Investigations	C4	Sergeant - Investigations - Juvenile	\$43,094	\$68,892	\$47,150	\$67,896
Investigations	C4	Sergeant - Investigations - Person	\$43,094	\$68,892	\$47,150	\$67,896
Jail Services	J3	Commissary Corporal	\$32,004	\$51,163	\$27,499	\$41,248



Department	LG	Position	STPSO Job Description Range		Market-based Range	
			Minimum	Maximum	Minimum	Maximum
Jail Services	J1	Commissary Deputy	\$27,504	\$43,969	\$24,969	\$36,212
Jail Services	A1	Food Service Technician - Civilian	\$26,695	\$42,676	\$24,969	\$36,212
Jail Services	A1	Housekeeping Tech	\$26,695	\$42,676	\$24,969	\$36,212
Jail Services	A1	Jail Maintenance Coordinator	\$26,695	\$42,676	\$27,499	\$41,248
Jail Services	A1	Jail Services Coordinator	\$26,695	\$42,676	\$27,499	\$41,248
Jail Services	A1	Kitchen Supervisor Civilian	\$26,695	\$42,676	\$33,280	\$49,920
Jail Services	MJ1	Quarter Master	\$41,004	\$65,551	\$44,720	\$55,900
Narcotics	M2	Narcotics Captain	\$53,276	\$85,170	\$59,694	\$89,540
Narcotics	C1	Narcotics Investigator	\$34,800	\$55,633	\$39,363	\$56,682
Narcotics	M1	Narcotics Lieutenant	\$46,375	\$74,137	\$39,363	\$56,682
Narcotics	A1	Secretary - Narcotics Unit	\$26,695	\$42,676	\$27,499	\$41,248
Narcotics	C1	Narcotics Agents/ Technical Support	\$34,800	\$55,633	\$39,363	\$56,682
Occupational License	A1	Occupational License Clerk	\$26,695	\$42,676	\$24,969	\$31,212
Occupational License	AM2	Occupational License Manager	\$45,518	\$72,767	\$44,720	\$67,080
Occupational License	AM1	Occupational License Supervisor	\$33,376	\$53,357	\$32,720	\$49,080
Operations	M2	Captain	\$53,276	\$85,150	\$59,694	\$89,540
Operations	M3	Major	\$57,471	\$91,876	\$63,040	\$94,560
Operations	C3	Corporal - Traffic (Motor/Patrol)	\$39,273	\$62,784	\$34,605	\$51,907
Operations	C1	Deputy - Traffic (Motor/Patrol)	\$34,800	\$55,633	\$31,490	\$47,235
Operations	M1	Lieutenant - Traffic	\$46,375	\$74,137	\$39,320	\$58,980
Operations	C4	Sergeant - Traffic	\$43,094	\$68,892	\$37,720	\$56,580
Operations (Marine Unit)	C3	Corporal	\$39,273	\$62,784	\$43,256	\$62,288
Operations (Marine Unit)	C1	Deputy	\$34,800	\$55,633	\$39,363	\$56,682
Operations (Marine Unit)	M1	Lieutenant	\$46,375	\$74,137	\$42,360	\$59,304
Operations (Marine Unit)	C4	Sergeant	\$43,094	\$68,892	\$47,150	\$67,896



Department	LG	Position	STPSO Job Description Range		Market-based Range	
			Minimum	Maximum	Minimum	Maximum
Payroll	A1	Payroll Clerk/ Timekeeper	\$26,695	\$42,676	\$27,499	\$41,248
Property Tax	A1	Property Tax Clerk	\$26,695	\$42,676	\$27,499	\$41,248
Property Tax	AM2	Property Tax Manager	\$45,518	\$72,767	\$53,084	\$66,355
Property Tax	AM1	Property Tax Supervisor	\$33,376	\$53,357	\$34,400	\$51,600
Public Affairs	A1	Assistant PIO/reporter/media relations	\$26,695	\$42,676	\$30,072	\$45,108
Public Affairs	M2	Public Information Manager (Captain)	\$53,276	\$85,170	\$50,840	\$76,260
Purchasing	A4	Purchasing Agent Assistant	\$29,261	\$46,778	\$27,499	\$41,248
Purchasing	A1	Purchasing Clerk/ Travel Coordinator	\$26,695	\$42,676	\$24,969	\$36,212
Purchasing	AM2	Purchasing Manager	\$45,518	\$72,767	\$35,776	\$53,664
Radio Maintenance	A1	Electronics Technician	\$26,695	\$42,676	\$38,720	\$58,080
Radio Maintenance	A4	Radio Maintenance Supervisor	\$29,261	\$46,778	\$38,720	\$58,080
Radio Maintenance	A1	Two-way Radio Technician	\$26,695	\$42,676	\$30,960	\$46,440
Radio Room	J3	Corporal	\$32,004	\$51,163	\$34,605	\$51,907
Sales Tax	A1	Sales Tax Audit Manager	\$26,695	\$42,676	\$53,084	\$79,626
Sales Tax	A1	Tax Auditor Assistant	\$26,695	\$42,676	\$27,499	\$41,248
Sales Tax	A1	Tax Auditor	\$26,695	\$42,676	\$46,160	\$57,700
Sales Tax	A1	Sales Tax Clerk	\$26,695	\$42,676	\$27,499	\$41,248
Sales Tax	A1	Sales Tax Courier	\$26,695	\$42,676	\$27,499	\$41,248
Sales Tax	A1	Sales Tax Field Representative/Collections	\$26,695	\$42,676	\$27,499	\$41,248
Sales Tax	AM3	Major - Sales Tax, Property Tax, Civil, Occupational License	\$50,303	\$80,417	\$63,040	\$94,560
Sales Tax	AM2	Sales Tax Manager (Captain)	\$45,518	\$72,767	\$44,720	\$67,080
Sales Tax	AM1	Sales Tax Clerk Supervisor	\$33,376	\$53,357	\$35,776	\$53,664
Street Crimes	C3	Street Crimes Corporal	\$39,273	\$62,784	\$43,256	\$62,288
Street Crimes	C1	Street Crimes Investigator	\$34,800	\$55,633	\$39,363	\$56,682



Department	LG	Position	STPSO Job Description Range		Market-based Range	
			Minimum	Maximum	Minimum	Maximum
Street Crimes	M1	Street Crimes Lieutenant	\$46,375	\$74,137	\$42,360	\$59,304
Street Crimes	C4	Street Crimes Sergeant	\$43,094	\$68,892	\$47,150	\$67,896
SWAT	PT	Crisis Negotiation Team Leader	\$3,900	\$3,900	\$59,694	\$89,540
SWAT	PT	SWAT Team Commander	\$3,900	\$3,900	\$59,694	\$89,540
SWAT	PT	SWAT Team Member	\$2,600	\$2,600	\$39,363	\$56,682
Training	MJ3	Director of Training (Captain)	\$49,004	\$78,340	\$59,694	\$89,540
Training	A5	Administrative Assistant	\$31,128	\$49,763	\$27,499	\$41,248
Training	MJ1	Training Officer (Lieutenant)	\$41,004	\$65,551	\$39,320	\$58,980
Training	J4	Sergeant Training Instructor	\$36,504	\$58,357	\$37,720	\$56,580
Training	J1	Training Instructor	\$27,504	\$43,969	\$31,490	\$47,235
Training Division	J4	Range Master/Training Officer	\$36,504	\$58,357	\$37,720	\$56,580
Warden	M3	Captain of Reentry Operations (Major)	\$55,816	\$89,230	\$54,720	\$82,080
Warden	M3	Captain of Security (Major)	\$55,816	\$89,230	\$54,720	\$82,080
Warrants Section - Criminal Records/Warrants/Collections	A1	Warrants Clerk	\$26,695	\$42,676	\$24,969	\$36,212



Snapshot of Salary Ranges from Other Law Enforcement Agencies

A number of interviewees expressed an interest in a snapshot comparison of STPSO compensation with other area agencies. The following charts (**Figure 2 and Figure 3**) compare 11 selected agencies jobs to comparable jobs in STPSO. Some data was supplied by STPSO, some from SSA contacts, and some from published data. Some of the terms used for describing positions varied from agency to agency and a best effort was made to compare similar positions. The following charts demonstrate how individual points of comparison (individual parish salary ranges) can sometimes vary widely from market-based averages.

Figure 2. Regional Snapshot of Law Enforcement Agencies Starting Salaries

Law Enforcement Agency	Starting Salary					
	J1 Deputy Corrections	J3 Corporal Corrections	J4 Sergeant Corrections	C1 Deputy Patrol	C3 Corporal Patrol	C4 Sergeant Patrol
STPSO	27,504	32,004	36,504	34,800	39,273	43,094
Slidell Police Department	25,425			31,691		40,856
Mandeville Police Department				33,301		34,965
East Baton Rouge Police Department				32,018		36,164
Jefferson Parish Sheriff's Office	28,641	35,275	43,200	36,015	43,575	45,675
East Baton Rouge Sheriff's Office	38,153	39,707	41,302	38,153	39,707	41,302
Covington Police Department				29,036		35,360
New Orleans Police Department				38,434		
Tangipahoa Parish Sheriff's Office	22,000		26,500	26,250		28,250
St. Helena Sheriff's Office	15,834			18,480		
Calcasieu Parish Sheriff's Office	24,010		26,510	24,510		27,510
Caddo Parish Sheriff's Office	27,720			34,650		



Figure 3. Regional Snapshot of Law Enforcement Agencies Starting Salary Ranges

	St. Tammany Parish	Slidell Police Department	Mandeville Police Department	EBR Police Department	Jefferson Parish Sheriff's Office	East Baton Rouge Sheriff's Department	Covington Police Department	NO Police Department	Tangipahoa SO	St. Helena Sheriff's Department	Calcasieu Sheriff's Office	Caddo Sheriff's Office
STP Job Track	Salary Range	Salary Range	Salary Range	Salary Range	Salary Range	Salary Range	Salary Range	Minimum Salary	Minimum Salary	Minimum Salary	Salary Range	Minimum Salary
Corrections			N/A	N/A			N/A					
J1 Deputy	27.5K - 43.0K	25.4K - 42.4K			28.6K - 34.3K	36.2K - 66.4K			22,000	15,834	24K - 40.5K	27,720
J3 Corporal	32.0K - 51.2K					39.7K - 69.3K						
J4 Sergeant	36.5K - 58.4K					41.3K - 72.2K			26,500		26.5K - 43K	
Patrol												
C1 Deputy	34.8K - 55.6K	31.7K - 52.8K	33.3K - 60.3K	32.0K - 54.5K	36.0K - 42.0K	36.2K - 66.4K	29.0K - 29.0K	38,434	26,250	18,480	24.5K - 41K	34,650
C3 Corporal	39.3K - 62.8K					39.7K - 69.3K						
C4 Sergeant	43.1K - 68.9K	40.9K - 68.1K	34.9K - 63.3K	36.2K - 61.6K		41.3K - 72.2K	35.4K - 41.6K		28,250		27.5K - 44K	



OBSERVATIONS & RECOMMENDATIONS

The second part of the Study focused on providing assistance to STPSO in formulating a salary and benefit structure for the future. This included:

- Identification of potential compensation concerns and recommend possible alternative solutions;
- Development of externally competitive and internally equitable salary recommendations for each job classification included in the study. Provide an analysis with comparison to other law enforcement organizations and private entities; and
- Preparation of report with this information for the St. Tammany Parish Sheriff's Office.

The comparative salary range analysis and the comparison with other law enforcement organizations and private entities is provided in the previous section of this report, **Evaluation and Assessment**, in Figures 1, 2, and 3.

Comparative Salary Range Analysis

- The comparative salary range analysis shows that many STPSO job position salary ranges fall within the market-based range, 49% (95 of 194). Of the positions that do not fall within the market-based range, many are only slightly below the minimum – some by as little as \$12. STPSO has 77% (150 of 194) of salaries within the market ranges or within a few dollars for being in the market ranges. This indicates that, in general, the salary ranges provide fair compensation to employees.
- There are nine jobs in Accounting, Human Resources, and IT where the entire salary range for the STPSO position is below the minimum market level. These positions require a closer look to ensure the job descriptions truly reflect the responsibilities, duties, and accountability of those positions.
- Overall, some minor adjustments to the STPSO minimums will bring the majority of the job positions in line with market data.



St. Tammany Parish Sheriff's Office Salary Minimum Below Market-Based Minimum

The yellow color code on the STPSO Comparative Salary Range Analysis (**Figure 1**) identifies 90 job positions where the specific STPSO salary minimums are below the comparative market-based minimum salary. This does not mean that any individual employee is necessarily paid below the minimum; rather, this analysis is based strictly on salary range comparisons. Because most public organizations hire in at Step 1, STPSO may find it difficult to attract qualified employees unless the market range minimums are adjusted.

Recommendation 1: Move 90 identified job positions into the market-based range

St. Tammany Parish Sheriff's Office should review the current salaries for the identified 90 positions that fall below the comparative market-based minimum salary and adjust the salaries for these job positions into the market-based range.



St. Tammany Parish Sheriff's Office Salary Range below Market-Based Minimum

The orange color code on the STPSO Comparative Salary Range Analysis (**Figure 2**) chart identifies nine positions where the entire STPSO salary range (both the current minimum and maximum salaries) is below the comparative market-based minimum salary. These should be evaluated to confirm the job descriptions are accurate and reflect the current job responsibilities and authority.

Recommendation 2:

Establish fair salary ranges with market-based minimums and maximums for all job positions.

St. Tammany Parish Sheriff's Office should establish fair salary ranges including minimums and maximums for all positions utilizing market-based salary data. These should be periodically reviewed to ensure that ranges remain competitive.



Internal Compression at Lower Salary Levels

Salary compression is a problematic circumstance created when only a small difference in salary exists between certain positions, despite differences in required skills and/or experience. This compression results in pay inequities and may result in higher turnover in those positions or job families.

Recommendation 3:**Consider consolidating similar job positions under one job title and create lines of progression**

St. Tammany Parish Sheriff's Office should evaluate similar positions and consolidate those positions under one job title based upon required skills and scope of responsibilities. Additionally, promotional opportunity can be created through the establishment of lines of progression.



Structural Pay Plan Issues

All organizational compensation systems include features, formulas, and policies that collectively provide structure for managing and maintaining the system across time. SSA offers the following observations regarding important elements of STPSO compensation system.

Merit Increases

Merit increases are given at the recommendation of the supervisor and upon approval of the Sheriff.

Annual Cost-of-Living Adjustments

Annual Cost-of-Living Adjustments (COLAs) refers to compensation adjustments intended to offset annual cost-of-living increases. COLA awards are commonly tied to widely accepted indices such as the national Consumer Price Index (CPI). The beneficial impact of this type of compensation practice is obviously greater for the upper half of the established labor grades.

Blanket annual COLAs are not common in the private sector and are becoming less common in the public sector. COLAs are sometimes utilized in public organizations where a significant number of employees are “topped out” or at the top of their market range to help those employees keep pace with inflation since they will not receive a salary increase.

Number of Job Positions

The number of discrete job positions within the STPSO system is not extraordinarily high.

On-Call Policy

A STPSO employee who is scheduled for On-Call Duty is eligible to receive three hours of pay at straight time for each day of On-Call Duty. This pay is in addition to all actual hours worked and is subject to approval by a supervisor.



Compensatory Time

St. Tammany Parish Sheriff's Office does not offer Compensatory Time except in circumstances determined to be a "dire need," such as during an ongoing emergency, and must be for a pre-determined period. Should a qualifying event occur, Compensatory Time shall be paid at a designated rate and only after an employee exceeds 80 hours per pay period.

Benefit Packages

SSA reviewed STPSO benefit packages including annual leave, sick leave, health insurance, retirement, and other benefits.

Annual Leave

The following chart (**Figure 4**) depicts St. Tammany Parish Sheriff's Office's current annual leave system which allows for the accumulation of annual leave days earned.

Figure 4. St. Tammany Parish Sheriff's Office Annual Leave System

Years of Service	Total Annual Hours Earned Per Year
0.5 years	24 hours
1 through 4 years	128 hours
5 through 6 years	144 hours
7 through 9 years	160 hours
10 through 14 years	168 hours
15+ years	208 hours



Under existing policy, “annual leave must be used within one year of accrual, with the exception of 40 hours which will be automatically rolled over for the first 30 days following the employee’s anniversary date.” Exceptions may be requested through the Director of Human Resources. St. Tammany Parish Sheriff’s Office has a Voluntary Leave Transfer Program which allows employees to anonymously donate unused Annual Leave to an employee who has an approved personal, family, or medical emergency and who has exhausted all available paid leave.

The following table (Figure 5) compares the STPSO annual leave earned amounts with those of other regional peers.

Figure 5. Annual Leave Comparison – St. Tammany Parish Sheriff’s Office to Regional Peers

Annual Leave: Total Annual Days Earned Per Year											
Years of Service	St. Tammany Parish Sheriff’s Office	Years of Service	St. Tammany Parish	Years of Service	Baton Rouge Police Dept.	Years of Service	East Baton Rouge Parish Sheriff’s Office	Years of Service	Jefferson Parish Sheriff’s Office	Years of Service	Slidell Police Department
0.5 to 1	3	Less than 2	10	Less than 3	12	Less than 5	26	Less than 4	12	Less than 1	12
1 to 4	16	2 to 6	13	3 to 4	15	6 to 10	29	5 to 9	14	1 to 4	15
5 to 6	18	7 to 12	17	5 to 9	18	11 to 15	32	10 to 14	16	5 to 9	18
7 to 9	20	13 to 18	21	10 to 14	21	16 or more	36	15 to 19	18	10 to 14	21
10 to 14	21	19 or more	23	15 or more	24			20 or more	20	15 or more	24
15 or more	26										



Due to the differences in leave accumulation in each jurisdiction, annual leave policies cannot be compared solely on a year by year basis. They, instead, must be compared over ranges. Overall, STPSO's annual leave policy seems to be in the average range of leave policies when compared with ranges of other jurisdictions. The exception to this is East Baton Rouge Parish Sheriff's Office which does not offer sick leave and, instead, increases annual leave to offset this difference.

Sick Leave

The following table (Figure 6) compares the STPSO EIB amounts with sick leave offered by other regional peers.

Figure 6. Sick Leave Comparison – St. Tammany Parish Sheriff's Office to Regional Peers

Sick Leave					
Total Annual Days Earned Per Year for All Years of Service					
St. Tammany Sheriff Office EIB	St. Tammany Parish	Baton Rouge Police Department*	East Baton Rouge Parish Sheriff's Office *	Jefferson Parish Sheriff's Office ⁺	Slidell Police Department [^]
15	9	12	N/A	10	12

Figure 6 Notes:

* East Baton Rouge Parish Sheriff's Office: If hired after April 4, 2015, the accrual rate is 96 hours per year with a 480-hour maximum. If hired before April 4, 2015, the number of days per year is the same as annual leave.

+ Jefferson Parish Sheriff's Office: Sick leave is accrued at 10 days per year if employed less than five years, at 12.5 days per year if employed five years or more and less than 10 years, and at 15 days per year if employed for 10 or more years.

^ Slidell Police Department: If hired on or after July 1, 1999, the accrual rate is 12 days per year with an unlimited maximum. If hired before July 1, 1999, the number of days per year is the same as annual leave.



Bereavement Leave

All full-time employees receive paid leave up to 24 hours in the case of the death of an immediate family member. Employees who take Bereavement Leave will be required to provide documentation of death to their supervisor.

Time taken for the death of a child or spouse is limited to 160 hours in addition to Bereavement Leave. Time taken for the death of a parent is limited to 40 hours in addition to Bereavement Leave. Time taken for the care of a child or spouse who is incapacitated due to catastrophic illness or injury is limited to 80 hours.

Extended Illness Bank (EIB)

St. Tammany Parish Sheriff's Office offers an Extended Illness Bank (EIB) that is available for all full-time employees who are deemed to be disabled by a serious health condition or accidental injury, have experienced the death of a child or spouse, have experienced the death of parents, or for the care of a child or spouse who is incapacitated due to a catastrophic illness or injury. Employees must provide proof of eligibility in order to use the time in the EIB.

Extended Illness Bank leave is accrued at the rate of 4.62 hours per pay period or approximately 120 hours per year. Extended Illness Bank leave may be accumulated up to 480 hours, after which no more time is accrued until used. Extended Illness Bank time is not a cash exchangeable benefit and cannot be exchanged for cash or any other benefit.

Holidays

The St. Tammany Parish Sheriff's Office holiday policy allows employees to observe 12 paid holidays per year.

- | | |
|--|----------------------------|
| 1. New Year's Day | 7. Independence Day |
| 2. Dr. Martin Luther King Day | 8. Labor Day |
| 3. Mardi Gras Day | 9. Thanksgiving Day |
| 4. Good Friday (Administrative and Supervisory Staff only) | 10. Day after Thanksgiving |
| 5. Easter Sunday (Law Enforcement Staff only) | 11. Christmas Eve |
| 6. Memorial Day | 12. Christmas Day |



Health Insurance

The STPSO health insurance benefit is a traditional Preferred Provider Organization (PPO) plan. A PPO plan allows for freedom of choice by allowing its participants to choose either in-network or out-of-network providers. However, participants may pay higher out-of-pocket costs if they choose an out-of-network provider.

The following table (**Figure 7**) compares STPSO monthly employee contributions, annual deductible, co-insurance, and the annual out-of-pocket maximum to those of regional peers.



Figure 7. Health Insurance Comparison – St. Tammany Parish Sheriff’s Office to Regional Peers

Health Insurance Plans							
Medical Premiums	St. Tammany Parish Sheriff	St. Tammany Parish	Baton Rouge POS	Baton Rouge HMO	East Baton Rouge	Jefferson Parish Sheriff’s Office	Slidell Police Department
Monthly Employee Contributions							
Employee Only	\$0	\$0	\$162	\$127	\$0	\$0	\$82
Employee + Family	\$795	\$1,268	\$656	\$515	\$525	\$300	\$504
Annual Deductible (Individual/Family)							
In-Network	\$500/\$1,500	\$750/\$1,500	\$500/\$1,500	\$500/\$1,500	\$350/\$700	\$650/\$1,950	\$1,500/\$3,000
Out-of-Network	\$500/\$1,500	\$1,500/\$3,000	\$1,000/\$3,000	Not funded	\$700/\$1,400	\$1,300/\$3,900	\$3,000/\$6,000
Co-Insurance							
In-Network	80%	80%	\$25	\$25	20%	\$25	\$30
Out-of-Network	60%	50%	30%	Not funded	40%	40%	No data
Annual Out-of-Pocket Maximum (Individual/Family)							
In-Network	\$4,000	\$2,000/\$4,000	\$2,500/\$5,000	\$2,500/\$5,000	\$2,500/\$5,000	No data/\$2,950	\$3,500/\$7,000
Out-of-Network	\$6,000	\$4,000/\$8,000	\$6,000/\$12,000	Not funded	\$5,000/\$10,000	No data/\$5,850	\$5,000/\$10,000



St. Tammany Parish Sheriff's Office health plan includes a prescription drug benefit. The following table (**Figure 8**) compares St. Tammany Parish Sheriff's Office co-payment amounts (for common drug benefit categories) to that of regional peers.

Figure 8. Prescription Drug Benefit Comparison – St. Tammany Parish Sheriff's Office to Regional Peers

Prescription Drug Benefit Co-Pays Retail							
	St. Tammany Parish Sheriff's Office	St. Tammany Parish	Baton Rouge POS	Baton Rouge HMO	East Baton Rouge	Jefferson Parish Sheriff's Office	Slidell Police Department
Primary Generic Drugs	\$10	\$10	\$4	\$4	\$5	\$8	\$5
Primary Brand-Name Drugs	\$30	\$40	\$30	\$30	\$30	\$35	\$20
Therapeutic Alternative Compound Drugs	\$50	\$60	\$50	\$50	\$60	No data	No data
Multi-Source Brand Name Drugs	\$10 + difference in cost between generic and brand	\$60	\$70	\$70	\$95	\$50	\$50
Injectable Prescription Drugs	No data	\$60	\$60	\$60	No data	No data	No data

Figure 8 Notes:

In addition, St. Tammany Parish Sheriff's Office Prescription Drug Benefits program requires a \$150.00 deductible on brand name drugs.

Slidell requires a \$50 deductible on prescriptions not including generics.



Retirement

St. Tammany Parish Sheriff's Office participates in the Louisiana Sheriff's Pension and Relief Fund. All eligible employees (deputized and non-deputized) are required to participate in the pension fund. The pension fund's normal retirement benefits allowance is equal to three percent of the member's final average compensation (or 3.3333% of the member's final average compensation if hired prior to January 1, 2012) multiplied by his/her years of creditable service. Final average compensation shall be defined as the average of the highest consecutive 36 months' salary for members hired prior to June 30, 2006. For members hired July 1, 2006 and later, final average compensation shall be defined as the average of the highest consecutive 60 months' salary.

Retirement benefits accrue from both employee and employer contributions. Employee contributions to the retirement system are mandatory and are deducted from the employee's salary each payroll period. The employee contribution is 10.25% and employer contribution is currently 14.5%.

Upon termination of employment without retiring, the accumulated contributions of the employee are refunded upon request. Employer contributions, however, are not refunded under any circumstances.

Other Notable Employee Benefits

St. Tammany Parish Sheriff's Office offers additional employee benefits including: dental insurance, basic life insurance, short-term disability insurance, and long-term disability insurance. The employee premiums for these insurance programs are 100% paid for by STPSO.

One benefit of particular note is the Tuition Assistance Program offered by STPSO. This program reimburses employees up to \$1,000 per semester while working towards a college degree. Compensation is by reimbursement only and is subject to approval and other stipulations. Upon attaining an acceptable degree an employee is compensated at the following rates: \$500 per year for an Associate's Degree, \$1,000 per year for a Bachelor's Degree, and \$2,000 per year for a Master's Degree.

In summary, STPSO provides good benefits to its employees and is fortunate to have the financial resources to continue offering these as part of the employee's total compensation package.



Compensation Philosophy Considerations

In the geographic region that includes St. Tammany Parish, there is significant and growing competition for people with talent and skill. Additionally, the entire Gulf Coast region is experiencing an increasing demand for skilled and experienced employees. In this environment, STPSO will be increasingly challenged to hire and retain high-quality talent.

Additionally, demographic surveys indicate younger workers today are less attracted to the traditional compensation and benefit plans that require entry at relatively low pay and utilize incremental step increases based upon seniority. Demographic surveys also show these younger workers expect to change employers (and sometimes careers) numerous times during their working lives. This expectation diminishes the more traditional value that employees have placed on expensive benefit packages that especially reward employment longevity.

Attracting and retaining talented employees will increasingly require compensation and benefit systems that are more market-based than the traditional public sector model. Market-based compensation and benefit models include greater flexibility to price to the market for skills and experience, reward performance, and offer benefits attractive to today's (and tomorrow's) workforce.

Recommendation 4: Continue to enhance the human resources function

St. Tammany Parish Sheriff's Office should continue to enhance its Human Resources function by adding the resources required to actively monitor market changes in compensation and benefits and improve the department's capacity to meet its human resource needs.



**Recommendation 5:
Modify current compensation model to include more market-based features**

St. Tammany Parish Sheriff's Office should investigate opportunities to modify its current compensation model to include elements of a more market-based compensation model. Elements of market-based compensation models currently being piloted by public sector employers include: rewards and recognition programs, pay for performance systems, and more flexible pay grade systems such as broad banding. These tend to be more attractive to younger people entering the workforce today.

**Recommendation 6:
Conduct market-based compensation review every three years**

St. Tammany Parish Sheriff's Office should conduct a market-based compensation review every three years to ensure compensation and benefits retain internal equity and external competitiveness.




APPENDIX A: DATA REQUEST

St. Tammany Parish Sheriff's Office
Data Request

1

- Operational Budget
- Job Descriptions
- Employee Benefits at all Levels (including "fringe" benefits)
 - Health Care (including dental, optical, etc.)
 - Paid Time Off
 - Sick Leave
 - Car Allowances
 - Per Diem Allowances
- Current Employees and Salary Data
- Definition of Labor Grades Currently in Place
- Organizational Charts
- Turnover Data
- Exit Interviews
- Human Resource Procedures Related to:
 - Hiring and Firing
 - Performance Evaluations
 - Raises and Bonuses
- Any Previous Studies or Survey Data
- Existential Enabling Documents

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APPENDIX B: LABOR GRADE MATRIX

		CORRECTIONS, WORK RELEASE, COURT SECURITY, CIVIL, TRAINING & RADIO ROOM																			
PAY SCALE LEVEL		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
DEPUTY	J1	27,504	28,192	28,896	29,619	30,359	31,118	31,896	32,694	33,511	34,349	35,207	36,088	36,990	37,915	38,862	39,834	40,830	41,851	42,897	43,969
CORPORAL	J3	32,004	32,804	33,624	34,465	35,326	36,210	37,115	38,043	38,994	39,969	40,968	41,992	43,042	44,118	45,221	46,351	47,510	48,698	49,915	51,163
SERGEANT	J4	36,504	37,417	38,352	39,311	40,294	41,301	42,333	43,392	44,477	45,588	46,728	47,896	49,094	50,321	51,579	52,869	54,190	55,545	56,934	58,357
LIEUTENANT	MJ1	41,004	42,029	43,080	44,157	45,261	46,392	47,552	48,741	49,959	51,208	52,489	53,801	55,146	56,524	57,938	59,386	60,871	62,392	63,952	65,551
CAPTAIN	MJ3	49,004	50,229	51,485	52,772	54,091	55,444	56,830	58,250	59,707	61,199	62,729	64,297	65,905	67,553	69,241	70,972	72,747	74,565	76,430	78,340
MAJOR	M3	55,816	57,211	58,642	60,108	61,610	63,151	64,729	66,348	68,006	69,707	71,449	73,235	75,066	76,943	78,867	80,838	82,859	84,931	87,054	89,230

		PATROL, SPECIAL OPERATIONS, CRIME LAB & DETECTIVES PAY SCALE																			
PAY SCALE LEVEL		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
DEPUTY	C1	34,800	35,670	36,562	37,476	38,413	39,373	40,357	41,366	42,400	43,460	44,547	45,661	46,802	47,972	49,171	50,401	51,661	52,952	54,276	55,633
CORPORAL	C3	39,273	40,255	41,261	42,293	43,350	44,434	45,545	46,683	47,850	49,047	50,273	51,530	52,818	54,138	55,492	56,879	58,301	59,759	61,252	62,784
SERGEANT	C4	43,094	44,171	45,276	46,408	47,568	48,757	49,976	51,225	52,506	53,819	55,164	56,543	57,957	59,406	60,891	62,413	63,973	65,573	67,212	68,892
LIEUTENANT	M1	46,375	47,534	48,723	49,941	51,189	52,469	53,781	55,125	56,503	57,916	59,364	60,848	62,369	63,928	65,527	67,165	68,844	70,565	72,329	74,137
CAPTAIN	M2	53,276	54,608	55,973	57,372	58,807	60,277	61,784	63,328	64,912	66,534	68,198	69,903	71,650	73,442	75,278	77,160	79,089	81,066	83,092	85,170
MAJOR	M3	57,471	58,908	60,380	61,890	63,437	65,023	66,649	68,315	70,023	71,773	73,568	75,407	77,292	79,224	81,205	83,235	85,316	87,449	89,635	91,876

		ADMINISTRATIVE PAY SCALE																			
PAY SCALE LEVEL		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
SPECIALIST I (DEPUTY)	A1	26,695	27,362	28,046	28,748	29,466	30,203	30,958	31,732	32,525	33,338	34,172	35,026	35,902	36,799	37,719	38,662	39,629	40,620	41,635	42,676
SPECIALIST II (CORPORAL)	A4	29,261	29,993	30,742	31,511	32,299	33,106	33,934	34,782	35,652	36,543	37,457	38,393	39,353	40,337	41,345	42,379	43,438	44,524	45,637	46,778
SPECIALIST III (SERGEANT)	A5	31,128	31,906	32,704	33,521	34,359	35,218	36,099	37,001	37,926	38,875	39,846	40,843	41,864	42,910	43,983	45,083	46,210	47,365	48,549	49,763
SUPERVISOR (LIEUTENANT)	AM1	33,376	34,210	35,066	35,942	36,841	37,762	38,706	39,674	40,665	41,682	42,724	43,792	44,887	46,009	47,159	48,338	49,547	50,786	52,055	53,357
MANAGER (CAPTAIN)	AM2	45,518	46,656	47,822	49,018	50,243	51,499	52,787	54,107	55,459	56,846	58,267	59,724	61,217	62,747	64,316	65,924	67,572	69,261	70,993	72,767
DIRECTOR (MAJOR)	AM3	50,303	51,561	52,850	54,171	55,525	56,913	58,336	59,794	61,289	62,822	64,392	66,002	67,652	69,343	71,077	72,854	74,675	76,542	78,456	80,417

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Post Certified with 1 year experience or 2 year degree

DEPUTY	J1		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CORPORAL	J3		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
SERGEANT	J4		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
LIEUTENANT	MJ1		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CAPTAIN	MJ3		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
MAJOR	M3		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

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DEPUTY	C1		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CORPORAL	C3		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
SERGEANT	C4		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
LIEUTENANT	M1		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CAPTAIN	M2		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
MAJOR	M3		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

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SPECIALIST I (DEPUTY)	A1		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
SPECIALIST II (CORPORAL)	A4		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
SPECIALIST III (SERGEANT)	A5		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
SUPERVISOR (LIEUTENANT)	AM1		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
MANAGER (CAPTAIN)	AM2		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
DIRECTOR (MAJOR)	AM3		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

