

**QUEENS PUBLIC LIBRARY
LABOR RELATIONS COMMITTEE
WEDNESDAY, DECEMBER 8, 2021**

Virtual

AGENDA

6:00 PM LABOR RELATIONS COMMITTEE REGULAR MEETING

I. CALL TO ORDER

II. AGENDA

Action Item(s)

1. Merit Based Increases for Non-Represented Employees Including Key Executive Employees - FY'22 (ID # 2584)
2. Compensation and Performance for Management Program for Non-Union Employees (ID # 2583)

III. ADJOURNMENT

1. Motion to Adjourn (ID # 2560)

Queens Library Board/Committee Item

BOARD/COMMITTEE: Labor Relations Committee

DATE OF MEETING: December 8, 2021

ITEM ID #: 2584

AGENDA: Merit Based Increases for Non-Represented Employees Including Key Executive Employees - FY'22

Background:

In 1998, the Library's Board of Trustees adopted a Pay-For-Performance Program to ensure that the Library continued to competitively recruit and retain talented non-represented employees so as to provide the highest levels of quality service to Library customers and stakeholders.

Typically, an annual performance appraisal is conducted for every non-represented employee, including the key executive employees, and is based on a best practices model aligned with many other similar and market comparable organizations. These non-represented positions are reviewed regularly to determine market competitiveness, to ensure internal equity within the Library, and to determine whether significant changes in the scope of job responsibilities have occurred. The most recent performance evaluation, for the period covering FY21, was conducted using a new tool, BambooHR, which replaced the former tool, SuccessFactors.

Non-represented employees, including the key executive employees, last received increases of 3% in December 2019 (retroactive to July 1, 2019). These non-represented employees were not awarded any increases in 2020. For FY 22, the Library is proposing that all eligible non-represented employees, including the key executive employees, receive a merit increase between 2-4% based on annual performance reviews.

For background, Union represented employees received retroactive salary increases in October of 2019 based on the DC 37 Economic Agreement negotiated with the City of New York, an agreement that has since expired. The Library anticipates that DC 37 and the City will negotiate a new economic agreement covering future years, as well as the period since the expiration of the last agreement.

With respect to salary increases for key executive employees, in accordance with the policies and procedures set forth in Article V, Section 4, of the Library's By-Laws, the Labor Relations Committee is required to annually review and make recommendations to the Board of Trustees regarding the compensation for such employees. As indicated above, Library is proposing that, similar to all non-represented employees, the eligible key executive employees receive a merit increase between 2-4% based on annual performance reviews.

Current Status:

The President and CEO recommends that eligible non-represented employees, including the key executive employees, receive a merit increase between 2-4% for FY22, retroactive to July 1, 2021, based on annual performance reviews.

Recommended Motion for Consideration by the Labor Relations Committee:

I move that the Labor Relations Committee recommend to the Board of Trustees that eligible non-represented employees, including the key executive employees, receive a merit increase between 2-4% for FY22, retroactive to July 1, 2021, based on annual performance reviews.

Queens Library Board/Committee Item

BOARD/COMMITTEE: Labor Relations Committee

DATE OF MEETING: December 8, 2021

ITEM ID #: 2583

AGENDA: Compensation and Performance for Management Program for Non-Union Employees

Background:

Since the mid-90s, the Library has maintained a comprehensive performance management and compensation program for full-time non-union employees. A key component of the program is an assignment of each position to a grade, with compensation for each employee established within the grade range for each position. The grade range and grade assignment were based on a methodology recommended by an outside consultant, the Hay Group, with periodic updates.

More recently, the Library obtained the services PricewaterhouseCoopers LLP (PwC) to conduct a subsequent employee compensation and benefits study and provide related professional services. In March of 2018, the PwC presented the Board of Trustees with an Executive Summary of its findings as a result of its compensation and benefits study, which included the following assessments and, where appropriate, recommendations:

- **Competitive Compensation Assessment & Salary Structure Design**
 - Recommendations:
 - Implement salary structure design (from Hay Group's Grade Level 6 to Grade Level 17 and separate Grade Levels for technical staff, from Grade Level 9T to Grade Level 16T, to PwC's single structure, from Grade Level 1 to Grade Level 11).
 - Bring the small number of individuals below the minimum of salary structure ranges up to minimum of salary structure ranges over 1-2 years.
 - Determine grandfathering strategy for those few individuals above the maximum of salary structure ranges.
 - Consider harmonizing job titles to create consistent job architecture across the organization.

- **CEO Compensation**
 - Findings:
 - The current salary and total cash compensation for the President & CEO falls below the competitive 25th percentile compared to similar not-for-profit and government labor markets.
- **Competitive Benefits Assessment**
 - Recommendations:
 - Consider whether to make any changes based on market practice, taking into consideration current participation, employee preference, and total rewards strategy.
- **Pay Equity Assessment**
 - Recommendations:
 - Determine grandfathering (or other) strategy for long-tenured employees to avoid pay compression (as outlined in the Competitive Compensation Assessment & Salary Structure Design Recommendations).
 - Use the new salary structure as a tool to reduce compression and monitor issues of compression and pay equity across the organization (as outlined in the Competitive Compensation Assessment & Salary Structure Design Recommendations).
- **FLSA Misclassification Risk Assessment**
 - Recommendations:
 - Examine high-and medium-risk positions to determine if FLSA classification change is appropriate.
 - Continue to monitor and update job descriptions and FLSA classification on an ongoing basis, particularly during onboarding/off-boarding process.
 - Conduct full review and update of job descriptions and FLSA classification every 2-3 years.

Current Status:

Since that time, the Library has implemented virtually all the recommendations outlined above except, most notably, to implement a new salary structure design, that is, switch from the Hay Group's dual structures to the PwC's single structure, a change that requires approval by the Board of Trustees. Below is the latest salary structure design from PwC, as well as the last salary structure design from the Hay Group.

Recommended Motion for Consideration by the Labor Relations Committee:

I move that the Labor Relations Committee recommend to the Board of Trustees that the Library implement a new salary structure design for full-time non-union employees, effective September 1, 2021, as recommended by PwC and as outlined below:

PwC					
Salary Structure (eff. 9/1/2021)					
Grade	Min	Midpoint	Max	Grade Diff.	Range Spread
11					
10	\$169	\$258	\$349	45%	70%
9	\$115	\$178	\$240	45%	70%
8	\$87	\$123	\$167	22%	70%
7	\$71	\$101	\$130	15%	60%
6	\$65	\$88	\$115	16%	60%
5	\$56	\$76	\$95	19%	50%
4	\$48	\$64	\$80	20%	50%
3	\$43	\$53	\$67	20%	50%
2	\$35	\$44	\$52	20%	40%
1	\$30	\$37	\$43		40%

Salary Scale
HayGroup 2015 Grades

	Grade	Minimum	Midpoint	Maximum
Exempt	17	158,000	197,500	246,875
	16	117,600	147,000	183,750
	15	88,400	110,500	138,125
	14	74,400	93,000	116,250
	13	64,800	81,000	101,250
	12	53,760	67,200	84,000
	11	46,000	57,500	71,875
	10	42,000	52,500	65,625
Non- Exempt	9	36,800	46,000	57,500
	8	34,400	43,000	53,750
	7	32,400	40,500	50,625
	6	30,800	38,500	48,125
Technical	16T	125,040	156,300	195,375
	15T	98,320	122,900	153,625
	14T	84,400	105,500	131,875
	13T	76,640	95,800	119,750
	12T	65,520	81,900	102,375
	11T	57,920	72,400	90,500
	10T	51,200	64,000	80,000
	9T	47,280	59,100	73,875

*Up to 15% above the stated maximum if necessary for hard-to-fill technical positions in grades 14T-16T.

Queens Library Board/Committee Item

BOARD/COMMITTEE: Labor Relations Committee

DATE OF MEETING: December 8, 2021

ITEM ID #: 2560

AGENDA: Motion to Adjourn

Recommended Motion for Consideration:

I move that the meeting be adjourned.