

**QUEENS PUBLIC LIBRARY
LABOR RELATIONS COMMITTEE
THURSDAY, SEPTEMBER 8, 2022**

Virtual via Zoom

AGENDA

6:15 PM LABOR RELATIONS COMMITTEE REGULAR MEETING

I. CALL TO ORDER

II. AGENDA

Action Item(s)

1. Employee Compensation Study - Contract Authorization (ID # 2746)
2. Merit-Based Increases for Non-Represented Employees, Including Key Executive Employees, for FY'23 (ID # 2747)

III. ADJOURNMENT

1. Motion to Adjourn (ID # 2729)

Queens Library Board/Committee Item

BOARD/COMMITTEE: Labor Relations Committee

DATE OF MEETING: September 8, 2022

ITEM ID #: 2746

AGENDA: Employee Compensation Study - Contract Authorization

Background:

This is an action item seeking approval from the Queens Public Library’s Board of Trustees to enter into a contract with PricewaterhouseCoopers LLP (“PwC”) to conduct an employee compensation analysis for full-time non-union employees.¹ The Board’s approval is required pursuant to the Library’s Procurement Policy, which states, in pertinent part, that contracts for professional services with an annual cost in excess of \$50,000 must be approved by the Library President and CEO and the Board of Trustees.

Since the mid-1990s, 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 based on updated compensation analyses.

In 2016, the Library retained the services of PwC to conduct an employee compensation and benefits study and provide related professional services. In March 2018, PwC presented the Board of Trustees with an Executive Summary of its findings as a result of its compensation and benefits study, as well as best practices recommendations. The Library subsequently implemented these recommendations, including, with the Board of Trustees’ approval, implementing a new salary structure design—that is, switching from the Hay Group’s dual structures (which included a general salary structure and a separate salary structure for IT positions) to PwC’s single structure that represents all positions.

¹ The Library’s current Procurement Policy, adopted in September 2021, states that the procurement of professional services with an annual cost of more than \$50,000 shall require the issuance of an Request for Proposal (“RFP”); however, a department head may request that the Library President and CEO waive the requirement of an RFP, thus allowing for the selection of a vendor for professional services or leases without competition, or permitting less formal competition than that of an RFP. In conformity with the new Procurement Policy, the Vice President of Human Resources requested, and received, a waiver of the RFP requirement from the Library’s President and CEO. The basis of the waiver was the experience of the firm providing these services to the Library—as described herein, the current work would be an update to the work it previously performed for the Library—and its prior successful work with the Library.

Current Status:

The Library is now seeking to retain PwC again to provide a more up-to-date employee compensation analysis for full-time non-union employees. In particular, PwC's will provide Compensation Benchmarking for all full-time non-union titles (presently, 104 titles). This work will include:

- Conducting competitive total cash compensation analysis (*i.e.*, base salary plus annual incentives) for up to 104 positions using market survey data;
- Reviewing and comparing pay levels to determine competitive positioning within the market; and
- Drafting a report summarizing PwC's methodology, findings, and benchmark data.

As previously reported, voluntary departures remain extremely high, a phenomenon that began in early 2021. These conditions continue to create vacancies, and the robust job market has compelled the Library to prioritize not only its regular performance review of non-union positions but to also review and compare its total compensation and pay levels to determine competitive positioning within the market. This updated analysis will help ensure that the Library continues competitively to recruit and retain talented non-represented employees, so as to provide the highest levels of quality service to the Library's customers and stakeholders.

Recommended Motion for Consideration by the Labor Relations Committee:

I move that the Labor Relations Committee recommend to the Board of Trustees that the President and CEO be authorized to enter into a contract with PwC to conduct an employee compensation analysis for full-time non-union employees for a term not to exceed a year, at a cost of \$115,000.

Queens Library Board/Committee Item

BOARD/COMMITTEE: Labor Relations Committee

DATE OF MEETING: September 8, 2022

ITEM ID #: 2747

AGENDA: Merit-Based Increases for Non-Represented Employees,
Including Key Executive Employees, for FY23

Background:

In 1998, the Library's Board of Trustees adopted a Pay-For-Performance Program to ensure that the Library continued competitively to 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 full time 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. Voluntary departures remain extremely high, a phenomenon that began in early 2021. These conditions continue to create vacancies and the robust job market has compelled the Library to prioritize its regular review of non-union positions to assist with both the retention of high-performing employees as well as the recruitment and hiring of new employees.

Non-represented employees, including the key executive employees, last received increases of between 2-4% in December 2021 (retroactive to July 1, 2021). For FY23, the Library is proposing that all eligible non-represented employees, including the key executive employees, receive a merit increase between 2-5% 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 annually to 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 2-5% based on annual performance reviews.

Current Status:

The Library recommends that eligible non-represented employees, including the key executive employees, receive a merit increase between 2-5% for FY23, retroactive to July 1, 2022, 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 2-5% for FY23, retroactive to July 1, 2022, based on annual performance reviews.

Queens Library Board/Committee Item

BOARD/COMMITTEE: Labor Relations Committee

DATE OF MEETING: September 8, 2022

ITEM ID #: 2729

AGENDA: Motion to Adjourn

Recommended Motion for Consideration:

I move that the meeting be adjourned.