



To: BOCC, Ryan Barrett

From: Matt Jaeger, Interim HR Director

Date: April 26th, 2024

Re: Human Resources Position Creation Read ahead

I'm requesting Board approval on the creation of a new **Human Resources Generalist Senior position (Grade 124)** and freezing the current **HR Specialist** position which will become vacant on May 31, 2024. **(Current Grade 121).**

As I'm evaluating the current Human Resources organizational structure, I've identified a key inefficiency of having only one Specialist and one Generalist to support the entire County staff.

HR Specialists primarily focus on one specific area such as Recruitment or Comp & Benefits whereas a Generalist is more well-rounded to perform most any industry standard HR functions for successful day-to-day operations. The HR team is not large enough to support the narrow focus of specialists.

This proposal is for an HR Generalist Senior that will be expected to contribute to all general Human Resources areas as well as perform high level data analysis.

An HR Generalist Senior will have the responsibility to collect, analyze, and interpret HR-related data to identify trends, forecast workforce needs, and evaluate the effectiveness of HR programs and policies. By conducting in-depth analyses, they will enable the HR team to make informed decisions that drive strategic initiatives, improve operational efficiency, and enhance organizational effectiveness.

This structure allows the most flexibility while also not being short-sighted in supporting long-term strategic planning and effective decision making.

Data analytics are more important than ever in fostering a culture of continuous improvement and identifying critical issues. This philosophy has a proven record of success with our Information Services department that has focused heavily on data-analytics driving our decision-making process over the last 4 years.

Please see the proposed org chart and job descriptions for reference.

Budget

Anticipated HR Department budget impact: **\$5,285** for the remainder of 2024. See the budget worksheet for detailed cost-impact.

BUDGET WORKSHEET: 00551810	PER MONTH	6/1-12/31 IMPACT
Budgeted 6/1-12/31 (Grade 121 Step 3)	\$5199	\$36393
Proposed Increase 6/1-12/31 (Grade 124 Step 3)	\$5954	\$41678
2024 Total Impact	\$755	\$5285





HUMAN RESOURCE GENERALIST SENIOR JOB DESCRIPTION

Job Title: **Human Resource Generalist** Job Class: **XXXX**
Senior Effective Date: **April 2024**
Pay Grade: **124** Revision Date: **April 2024**
FLSA: **Exempt**

NATURE OF WORK

Under limited supervision, the Human Resource (HR) Generalist Senior will collect, compile, and analyze HR data, metrics, and statistics, and apply this data to make recommendations related to recruitment, retention, and legal compliance.

ESSENTIAL FUNCTIONS:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Collects and compiles HR metrics and data from a variety of sources including the human resource information system (HRIS) and payroll outputs, management and employee surveys, exit interviews, employment records, government labor statistics, competitors' practices, and other sources.
- Analyzes data and statistics for trends and patterns with attention to recruitment, hiring practices, motivation, turnover, and compliance with employment laws and regulations.
- Prepares reports of data results, presenting and explaining findings to senior leadership.
- Identifies and recommends reasonable short- and long-term goals, milestones, and benchmarks for key performance metrics.
- Based on metrics and analysis, makes recommendations for policies and activities to improve the organizational culture including suggestions to attract and hire qualified candidates, to motivate and retain employees, to address staffing issues, and to maintain legal compliance.
- Facilitates implementation of new training, development, recruiting, and other related initiatives.
- May conduct or assist with conducting classification audits to ensure that jobs are properly classified as exempt or nonexempt.
- Ensures compliance with data privacy regulations and best practices.
- May assist HR leadership with staffing, recruiting, and departmental budgets.
- May guide and/or assist with performance, benefit, and compensation review and evaluation processes.
- Performs other duties as assigned.

WORKING ENVIRONMENT / PHYSICAL DEMANDS:

Work is performed in a standard office environment and involves light physical demands and frequent use of a personal computer.

EMPLOYMENT STANDARDS:

Job Title: Human Resource Generalist SeniorJob Class: **XXXX**

Bachelor's degree in Human Resources, Business Management, Industrial Psychology, or related field, plus a minimum of three (3) years' experience in Human Resources related areas such as job classification and compensation, recruitment, selection, training, employee benefits, and/or equal opportunity compliance preferred.

SHRM-CP or SHRM-SCP preferred.

Valid Washington State Driver's License.

KNOWLEDGE AND SKILLS:**Knowledge of:**

- County policies and procedures.
- Thorough understanding of local, state, and federal laws involving employment, HR, and HR policies.
- Proficient with Microsoft Office Suite or related software.
- Proficient with or the ability to quickly learn the organization's HRIS, payroll, and similar employee management software.
- Human resources principles, practices, and policies.
- Regulations governing human resources activities.
- Classification and compensation principles.
- Recruiting principles, processes, and strategies.
- Training principles and practices.
- Human resources records, reports, and documentation.
- Database management principles and recordkeeping standards.

Skills in:

- Excellent verbal and written communication skills.
- Strong analytical and problem-solving skills.
- Coordinating and performing a variety of human resources functions.
- Maintaining compliance with regulations governing human resources activities.
- Coordinating and conducting training classes.
- Conducting a variety of employee/labor relations, recruiting, and training activities.
- Providing human resources services and support to County departments.
- Assisting in developing human resources policies and procedures.
- Preparing and maintaining a variety of departmental records, files, and documentation.
- Utilizing standard computer software and administering assigned databases.
- Establishing and maintaining effective working relationships with County departments and personnel, elected officials, outside agencies, and the general public.
- Operating a personal computer utilizing standard and specialized software.
- Dealing constructively and courteously with the Department, BOCC, Lewis County and general public.
- Establishing and maintaining effective working relationships with co-workers.



Human Resources

351 NW North Street
Chehalis, WA 98532-1900
360.740.1209

To: Matt Jaeger, IT Director

From: Rachel Lester, HR Generalist I

RE: Senior Human Resources Generalist Salary Analysis

Date: April 12, 2024

Introduction:

This salary analysis aims to provide insights into the compensation range for the Senior Human Resources Generalist position based on gathered data from various counties, municipalities, and educational institutions primarily within Washington State. The role of a Senior Human Resources Generalist encompasses a higher level of responsibility compared to traditional Human Resources Generalists, involving leadership in policy creation, program execution, and strategic decision-making within the HR domain.

Job Description and Responsibilities:

The Senior Human Resources Generalist serves as a crucial intermediary between Human Resources Generalists and higher-ranking HR management positions. Their responsibilities include aiding HR Deputy Directors or Managers in policy formulation and execution, developing job descriptions, conducting interviews, administering performance evaluations, analyzing HR metrics, providing guidance on best practices, and leading HR projects. Moreover, Senior HR Generalists play a pivotal role in enhancing employee relations, ensuring compliance with regulations, and managing compensation and benefits inquiries.

Comparison with Comparable Positions:

In determining the salary range for the Senior Human Resources Generalist position, comparable roles such as HR Analyst, HR Specialist, HR Consultant, and HR Assistant Manager were examined. These positions share similarities in scope of work and requisite qualifications, such as education level and years of experience.

Salary Data Analysis:

The salary data collected from various sources highlights a wide range of compensation for HR-related positions across different counties, municipalities, and educational institutions in Washington State. The analysis reveals a disparity in salary levels, influenced by factors such as geographical location, organizational size, and job-specific requirements.

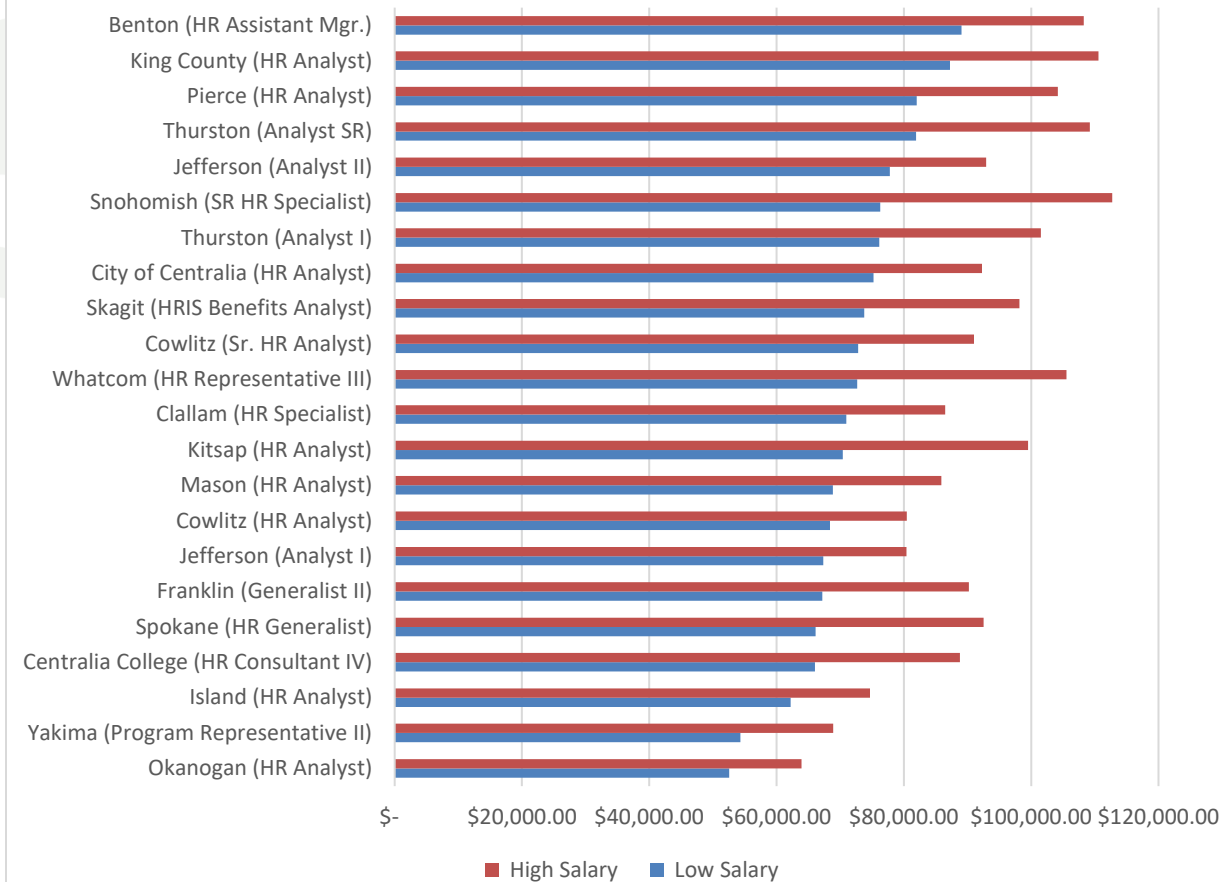
The U.S. Bureau of Labor Statistics' Occupational Employment and Wage statistics for May 2023 indicate that the national annual mean wage for Human Resources Specialists stands at \$76,060. Notably, within local government sectors, the annual mean wage for this position markedly exceeds the national average, reaching \$98,170. Washington state emerges as one of the leading remuneration hubs for Human Resources Specialists, boasting an annual mean wage of \$91,220. In specific locales such as Olympia and Tumwater, the annual mean wage for Human Resources Specialists is recorded at \$75,430, while in metropolitan areas like Seattle, Tacoma, and Bellevue, Washington, HR Specialists command substantially higher compensation, averaging \$96,630 annually. Additionally, Bremerton and Silverdale emerge as prominent metropolitan areas with an annual mean wage for HR Specialists standing at \$86,760.

The following chart represents the data collected:

County	Low Salary	High Salary	Education/Misc.
Walla Walla	\$ -	\$ -	Does not have this position.
Douglas	\$ -	\$ -	Does not have this position.
Clark	\$ -	\$ -	Does not have this position.
Chelan	\$ -	\$ -	Does not have this position.
Adams	\$ -	\$ -	Does not have this position.
Okanogan (HR Analyst)	\$ 52,561.60	\$ 63,897.60	HS Diploma/GED six years HR experience or combo of training/experience
Yakima (Program Representative II)	\$ 54,329.60	\$ 68,889.60	AA or two-year technical certificate in HR or related field. Three years professional level experience related to the HR function OR any combo of experience and training.
Island (HR Analyst)	\$ 62,192.00	\$ 74,672.00	BA in HR or related field, two years plus of specialized experience.
Centralia College (HR Consultant IV)	\$ 66,012.00	\$ 88,800.00	No job description available.
Spokane (HR Generalist)	\$ 66,117.18	\$ 92,531.93	BA from accredited college in HR, public or business administration or related field; four years' experience performing professional HR generalist work. Combo of education and training will be considered.
Franklin (Generalist II)	\$ 67,184.00	\$ 90,188.80	BA in HR or related field, two years HR experience or combo of education and experience.
Jefferson (Analyst I)	\$ 67,324.32	\$ 80,388.60	BA in HR, Public Administration or related field, and two years of HR experience in more than one area of HR
Cowlitz (HR Analyst)	\$ 68,376.00	\$ 80,448.00	BA in Public or Business Administration and two years' experience in personnel or HR related duties and responsibilities or a combo of education, training and experience.
Mason (HR Analyst)	\$ 68,852.64	\$ 85,870.56	AA and two years' experience
Kitsap (HR Analyst)	\$ 70,415.90	\$ 99,495.84	BA in business, HR, Public Administration or related field plus five years HR experience

Clallam (HR Specialist)	\$ 70,967.58	\$ 86,467.37	AA and five years' experience in clerical or administrative specialist field
Whatcom (HR Representative III)	\$ 72,684.00	\$105,540.00	BA in business, public administration, HRM, or a related field and four years FLSA exempt HR experience with three years HR Generalist experience.
Cowlitz (Sr. HR Analyst)	\$ 72,804.00	\$ 91,008.00	BA in Public or Business Administration, HRM or a related field, three years' experience in an HR position with HR duties including benefits administration, or a combination of education, training and experience.
Skagit (HRIS Benefits Analyst)	\$ 73,756.80	\$ 98,176.00	AA or specialized training in HR, Labor Relations, HRIS or related fields. Two years of HR or related experience.
City of Centralia (HR Analyst)	\$ 75,229.00	\$ 92,265.00	AA with major coursework in accounting, finance, bookkeeping, business admin, HR or a related field and two years of experience in payroll, HR, bookkeeping, labor relations or a related field or a combo of experience and education
Thurston (Analyst I)	\$ 76,152.00	\$101,532.00	Ba in business, psychology, public administration or related field, three years of applicable experience in an HR discipline. Demonstrated proficiency as a HR Generalist
Snohomish (SR HR Specialist)	\$ 76,295.52	\$112,713.12	BA from an accredited institution in HR, Business Administration, or a related field; and four years of HR experience at a professional level with labor relations, recruitment, personnel classification, and compensation with a familiarity of personnel policy and procedures, HRIS and benefits administration.
Jefferson (Analyst II)	\$ 77,801.64	\$ 92,899.20	BA in HR, Public Administration or related field, and four years of HR experience in more than one area of HR
Thurston (Analyst SR)	\$ 81,924.00	\$109,212.00	BA in business or public administration, HR, education, organizational development, risk management or closely related field. Five years applicable specialist level experience to perform the essential and expert functions.
Pierce (HR Analyst)	\$ 81,991.62	\$104,206.39	HS Graduate or equivalent and six years' experience in one or more of the following areas: HR, Public Admin, Business, or related field. Any combo of experience and education can be substituted on a year for year basis.
King County (HR Analyst)	\$ 87,233.33	\$110,573.22	Lead worker, above HR Associate.
Benton (HR Assistant Mgr.)	\$ 89,076.00	\$108,276.00	BA in Public or Business Administration, HRM or any related field and five years' experience in a position with personnel or HR duties, or combo of experience and education.
King County (HR Analyst SR)	\$ 98,215.94	\$124,494.03	Supervisory

HR Analyst Salary Study



Key Findings:

- The annual mean wage for Human Resources Specialists nationally stands at \$76,060, with variations in different regions and industries.
- Washington State demonstrates competitive compensation for HR Specialists, with annual mean wages ranging from \$75,430 in Olympia and Tumwater to \$96,630 in the Seattle metropolitan area.
- Data from counties, municipalities, and educational institutions within Washington State provides further insight into the salary range for HR-related positions, with Senior HR Generalists commanding higher compensation compared to entry-level roles.
- The salary range for the Senior Human Resources Generalist position varies significantly, from a low of \$52,561.60 to a high of \$124,494.03 annually, depending on factors such as education, experience, and supervisory responsibilities.
- Counties and municipalities with higher median household incomes tend to offer higher salaries for HR positions, reflecting the local economic context and budgetary considerations.
- The HR Analyst SR position in King County has the highest starting salary and is a supervisory position. As such, it should be considered an outlier to the data and not considered relevant to the salary study.

Based on the findings of the Senior Human Resources Generalist salary study and in accordance with the Board of County Commissioners' objective to maintain competitiveness in the market by positioning roles at the mid-level range, it is recommended to consider assigning this position a grade of 124 or 125 on the Lewis County Salary Scale. Placing the position at a grade 124 with a starting salary of \$68,001 would be below the minimum salary guidelines, ranking it within the 32nd percentile. Conversely, at a grade 125 with a starting salary of \$71,138, it would fall just below the mid-range, at 55%, and slightly below the average annual salary.

Given the circumstances outlined, it is advisable to consider initiating the incumbent's placement at a higher step on the salary scale to align with the appropriate starting salary. Under this premise, adhering to a minimum salary percentage of 50% would equate to approximately \$71,800, while following the BOCC directive of a midrange salary guideline would result in approximately \$72,600. However, within the grade of 124, the nearest step to either salary benchmark would be step 3, offering \$71,442. Conversely, should a grade of 125 be chosen, adhering to the same guidelines would suggest that step 2 is most suitable to meet the midrange salary objective, with a starting salary of \$72,917.

By accurately positioning this role within the salary scale, the aim is to attract and retain highly qualified candidates for Lewis County. The recommendations for salary scores within this study are competitive and comparable within the local market.

If further assistance or clarification of this study is needed, please contact our department at 360-740-2737 or hr@lewiscountywa.gov.

Lewis County HR Org

Matt Jaeger | April 18, 2024



Daleyn C.
Role: Deputy
Director

Tyler S.
Role: Office Assistant



Rachel L.
HR Generalist

Casey M.
Role: PDR/Records
Manager

Angie P.
HR Specialist

Cherish W.
Role: Office Assistant for
PDR/Records

Proposing
Freezing the HR
Specialist (121)
and creating HR
Sr. Generalist
Position (124)