



APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 3, 2019.** Please include this application form with electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

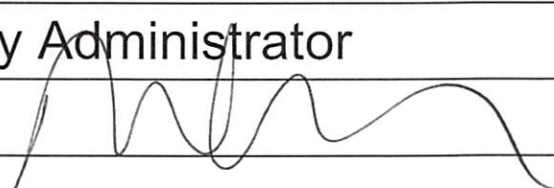
PROGRAM INFORMATION

County: York
Program Title: Total Compensation Calculator
Program Category: Organizational Development

CONTACT INFORMATION

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SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: Neil A. Morgan
Title: County Administrator
Signature: 

York County
2019 VACo Achievement Award Application
Category – Organizational Development
Program – Total Compensation Calculator

York County is one of 14 Jurisdictions in Virginia’s Hampton Roads region, serving a population of 68,000 citizens out of more than 1.6 million. Known for the quality of its schools, York County also boasts a low crime rate, exceptional public safety departments, and a quality of life that includes large areas of green space and waterfront. But we also compete with those 13 other jurisdictions for quality employees looking for a career in public service; not to mention the competition from the private sector, military contractor jobs, and Newport News Shipbuilding with 23,000 workers and another recently received *\$3.1 billion contract from the Navy*. And did we mention we have some of the lowest unemployment levels in almost 50 years?

So how does a small, stable community with an older demographic attract and retain qualified employees? We build upon our *total* strength of salary, excellent benefit package, and quality of life, and sell it!

York County Department of Human Resources created a tool for use by all hiring managers across departments and divisions. This tool, named the “Total Compensation Calculator” (TCC), shows prospective employees the total value of their offer by monetizing the salary and benefits they receive as an employee of the County of York.

The Problem:

a) Recruitment -

The public sector is at a disadvantage when recruiting a qualified workforce.

While the benefits are usually on par or better, often the salaries are historically lower. The challenge is communicating the value of those superior benefits to those just entering the workforce, traditionally a younger demographic, or in areas that require lower skilled workers. This can also apply to those with specialized skills and certifications. We compete for these workers not only with the private sector, but also the local non-profit organizations. And the competition is high in a marketplace with lots of options and where the population is aging. York County is also troubled by the outward migration of its younger citizens.

b) Retention -

Once the employees are on board, trained, and marketable they become targets. Other organizations and companies can easily lure them away with the promise of a higher hourly wage perhaps because they have an inaccurate perception of their true compensation. In the lower skilled positions, there is a real risk of high turnover and unfilled positions effecting citizen services. In the case of those elusive Millennials, The Bureau of Labor Statistics in a 2018 news

release, noted that the average worker in this demographic holds 7.8 jobs between the ages of 18-30.

The Solution:

In response to these concerns, York County Human Resources developed a tool for hiring managers and supervisors using Microsoft Excel. **When discussing an offer and negotiating a position, they can input a position's salary, an individual's Virginia Retirement Plan details, and Insurance Benefit plan selections to generate a numerical value that represents an employee's Total Compensation within one percent!** This empowers the hiring manager to demonstrate to the prospective employee what York County is offering. It provides a forum to discuss more than just salary, but also career growth, retirement planning, and personnel development (aka tuition reimbursement) - topics that usually don't come up in this stage of the employment cycle.

The **Total Compensation Calculator** is also intended to assist in the retention of our best and brightest. In local government we pride ourselves on all that we offer, but at critical points their employee lifecycle, the qualifications and compensation start to put our best at risk. This tool puts a real number in the hands of the manager to communicate exactly how much the benefits are worth and the employee's value to the organization. At the same time, the employee can use the tool to forecast career and promotional opportunities in monetary terms.

In both applications, this tool is easily communicated, shared, and accessible through the York County Human Resources website and intranet portals, via email, and included in New Employee Orientation and on-boarding materials.

The Financing:

As a tool, there is **no dollar cost!** The County already has Microsoft Office license for all departments. If there is a cost, it is in human capital for the initial gathering and verification of the payroll and benefits data and formulas. Then, once in place, the information must be updated and reconfirmed on an annual basis. In York County, this is the responsibility of the Deputy Director of Human Resources, who actually created the tool. According to the Deputy Director, the estimated time for oversight is minimal and more time and resources are used for sharing and communicating the tool and its applications.

The Results:

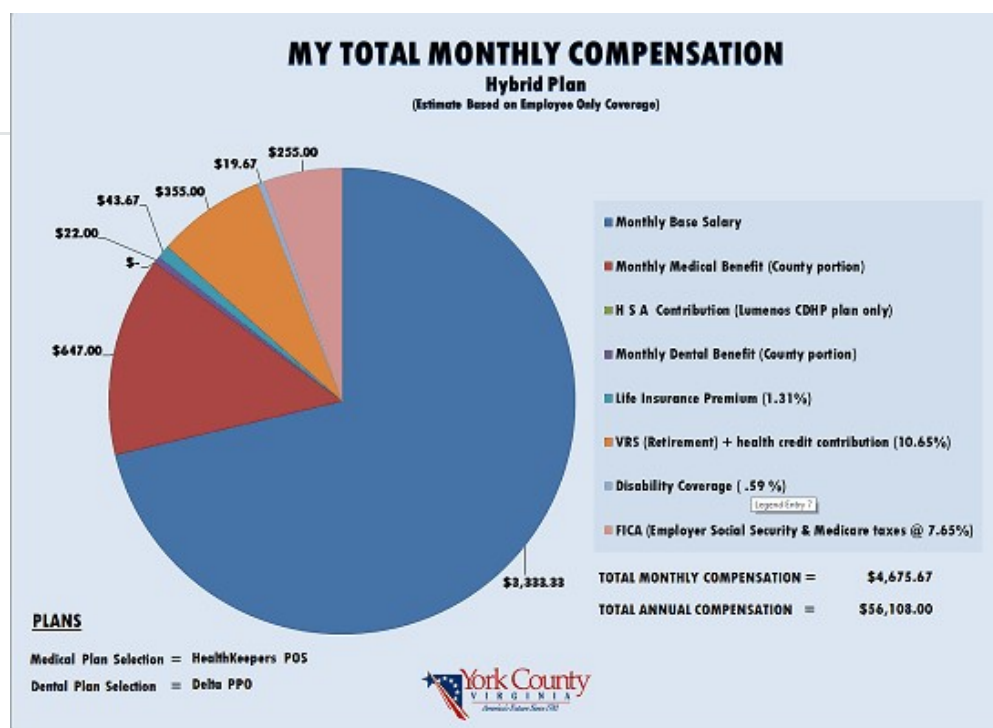
Using the Total Compensation Calculator, York County has empowered its managers to act more as a partner in the hiring process with accurate information available to utilize earlier in the process. We have seen an increase in the successful hiring for jobs considered “hard to fill” as well as at the entry level staffing. And have heard nothing but positive feedback from these same managers who are grateful *not* to have so many open positions. In the past, there was no easy way to illustrate in a competitive way the value of a position. With the TCC, a hiring manager can now clearly

communicate early in the process what York County is offering. The calculation takes little time and is personalized for each candidate and is clearly represented in an easy-to-read pie chart. While benefits have always been important to discuss in the hiring process, having this tool ensures accuracy, consistency, and in the end saves valuable time since it is self-explanatory.

It has also been our experience that when faced with trying to retain a highly valued employee, the TCC has been an important tool. While we cannot discuss specific personnel matters, on more than one occasion an employee did not know or perceive the total value of their compensation and once it was presented they reconsidered accepting other offers. This includes a testimonial from one of our Deputy Department Directors who shared that she has used it with a co-worker to show her value, herself to gauge her compensation in comparison to the marketplace, and as a budgeting tool when requesting funding for a new position.

The Total Compensation Calculator (TCC) is new and gaining popularity among all departments. This innovative program is finding great success in our Public Works and Parks & Recreation Departments as they face the most difficult staffing challenges. We are excited about the gains we have made in communicating the value of being a York County employee using the TCC, which, as stated above, was developed with no cost and has been implemented with ease. By adding this tool, we have made great strides in our recruitment and retention efforts and it will only prove more valuable as the workforce continues to tighten and the competition for qualified employees grows in Hampton Roads.

Total Compensation Calculator



The Total Annual Compensation amount is an estimate.

Click on the chart above to get started. It only takes a few seconds of your time!

1) Select the your Virginia Retirement System Plan from the bottom tabs (Hybrid or Plan 1 and Plan 2). The document will default to the Hybrid Plan. You may need to select "**View Full Screen**" in order to view these tabs.

NOTE All new hires fall under the Hybrid Plan, unless they are Public Safety Employees.

2) Enter your position title and annual salary in the drop down menus at the top of the page.

3) Select the correct benefit plan information in the top section as well.

** Choose "Waive Medical" and/or "Waive Dental" to represent no coverage.

4) The tool will then calculate your personalized Total Compensation Statement.

NOTE This is a read-only document. However, you may print a copy and also save a copy.

- You may also choose to print a pie chart - which shows single only coverage amounts (see tabs 2 and 4).

- The pages of this document will only print in black and white.

Total Compensation Package

(Employee Only)

County's Annual Contribution ¹	
Base Salary²	\$47,300
Medical Benefit	\$7,764
Dental Benefit	\$264
VRS Retirement	\$4,905
Basic Life Insurance	\$620
Short & Long Term Disability	\$279
FICA (Social Security & Medicare)	\$3,618
Total Benefits	\$17,450
Total Compensation	\$64,750
Benefits as a % of Total Compensation	27%

¹Example provided is a Hybrid employee with employee only coverage in both the OAP 1 health plan and the PPO dental plan.

²Base salary used in example is the median base salary of County employees. Last year's median was \$46,000.

Total Compensation Package

(Employee & Family)

County's Annual Contribution ¹	
Base Salary ²	\$47,300
Medical Benefit	\$16,608
Dental Benefit	\$696
VRS Retirement	\$4,905
Basic Life Insurance	\$620
Short & Long Term Disability	\$279
FICA (Social Security & Medicare)	\$3,618
Total Benefits	\$26,726
Total Compensation	\$74,026
Benefits as a % of Total Compensation	36%


¹Example provided is a Hybrid employee with family coverage in both the OAP 1 health plan and the PPO dental plan.

²Base salary used in example is the median base salary of County employees. Last year's median was \$46,000.

TOTAL COMPENSATION CALCULATOR

INSTRUCTIONS:

Enter your position title, annual salary, and benefit options at the top of this form to estimate your total compensation. You may print and save a copy of this document.

ENTER POSITION TITLE:	Firefighter	
ENTER ANNUAL BASE SALARY:	\$40,909.00	
SELECT MEDICAL PLAN (from drop-down list):	Cigna OAP 1	
SELECT DENTAL PLAN (from drop-down list):	Delta PPO	

PLAN 1/PLAN 2 EMPLOYEE (MONTHLY)				
	Emp only	Emp + child	Emp + spouse	Family
Monthly Base Salary	\$ 3,409.08	\$ 3,409.08	\$ 3,409.08	\$ 3,409.08
Monthly Medical Benefit (County portion)	\$ 647.00	\$ 757.00	\$ 1,058.00	\$ 1,384.00
H S A Contribution (Cigna Choice Fund Plan only)	\$ -	\$ -	\$ -	\$ -
Monthly Dental Benefit (County portion)	\$ 22.00	\$ 33.00	\$ 44.00	\$ 58.00
Life Insurance Premium (1.31%)	\$ 44.66	\$ 44.66	\$ 44.66	\$ 44.66
VRS (Retirement) + health credit contribution (10.37%)	\$ 353.52	\$ 353.52	\$ 353.52	\$ 353.52
FICA (Employer Social Security & Medicare taxes @ 7.65%)	\$ 260.79	\$ 260.79	\$ 260.79	\$ 260.79
TOTAL MONTHLY COMPENSATION	\$ 4,737.06	\$ 4,858.06	\$ 5,170.06	\$ 5,510.06
TOTAL ANNUAL COMPENSATION	\$ 56,844.71	\$ 58,296.71	\$ 62,040.71	\$ 66,120.71

ADDT'L BENEFITS AND DISCOUNT SAVINGS	NOTES <div style="border: 1px solid black; height: 150px; margin-top: 10px;"></div>	
Vacation - 8 hours/month (year 1)		
Sick - 8 hours/month (year 1) - No Cap		
Paid Holidays - 13 days/year		
Verizon Discount - 20%		
Fitness Center Discounts (9 participating centers)		
Yorktown Rewards Program		
Tuition Reimbursement (Up to \$1,000.00 per semester)		
<i>*All regular full-time employees must contribute 5% towards the VRS retirement plan. Plan 1 and Plan 2 members are not eligible for the group disability plan; however, instead have separate vacation and sick paid time off which allows for a higher accumulation of total paid time off.</i>		