



Classification and Compensation Study City of Belle Isle, Florida

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Management Synopsis

Paypoint HR, LLC is submitting a proposal in response to the City of Belle Isle's request for a Comprehensive Compensation Review and Classification Study aimed at positioning the City as an employer of choice. Our study will objectively assess job roles, organizational hierarchy, and external market pay ranges for approximately 42 positions engaged across 18 job titles, providing data-driven recommendations for adjustments. The study will be completed within 16 weeks at a firm fixed-price of \$20,000 and will incorporate quantitative evaluations to support informed decision-making on compensation. To include a more comprehensive classification and compensation study would be an additional \$5,000..

Our methodology emphasizes collaboration with clients and employees to develop practical, actionable recommendations and ensure their successful implementation. Paypoint HR recognizes that employees are the City's most valuable asset, and by including their input, we help foster a workplace culture where they feel valued and engaged in public service.

We rigorously test our recommendations to ensure they align with sound business practices and provide a structured framework for recruitment, retention, and compensation management. Our goal is to equip the City with a sustainable and competitive compensation strategy that supports long-term success in attracting and retaining top talent. Specifically, we have developed an approach and methodology that incorporates the following:

- Market competitiveness.
- Recognition that compensation is comprised of more than just base pay levels.
- Consideration of changes in recent compensation trends and strategies.
- Customization of solutions that consider the diversity of needs present within the Client's organization and allows the Client to select the components and options that best meet their overall needs.

Once the recommendations are made for updates to classifications and pay structures, the city will be given our custom designed tools for implementation and ongoing administration. We will create a custom Compensation Factor Scoring (CFS) system using information gathered during the study and providing the city with access to the system to help place positions in the future.

Consultant Information

Paypoint HR is a cost-effective, innovative firm specializing in classification and compensation solutions for the public sector. Founded in Maryland, our main office is located in Davidsonville, with an additional office in Manteo, North Carolina. As an independent Woman-Owned Small Business (WOSB), we have been helping public organizations develop internally equitable and externally competitive pay plans since 2015.

Our unique approach integrates expertise from diverse fields, including organizational design, compliance, research analytics, business strategy, and human resources. By leveraging this multidisciplinary expertise, we collaborate with clients to develop strategic, customized classification and compensation plans that enhance their ability to recruit and retain top talent. We believe our firm stands apart by uniting specialists from multiple disciplines to provide tailored solutions that give our clients a competitive edge in their labor markets.

Paypoint HR's team consists of recognized experts in human resource management who understand that compensation management is not a "one-size-fits-all" approach. While we adhere to established standards, our analysis is more thorough than our competitors, incorporating both standard pay calculations and customized reports tailored to client needs. We develop compliant job descriptions and pay plans based on the latest regulations, reducing grievances and enhancing equity. Our recommendations also consider the business and operational needs of organizations.

With decades of experience providing total compensation solutions to the public sector, Paypoint HR has the executive staff and resources ready to deliver exceptional service. Our response to the Statement of Work details our business history, personnel, and processes, demonstrating our ability to meet the city's needs.

We are active members of WorldatWork and the Society for Human Resource Management, continuously staying updated on emerging trends and best practices. Our personnel have presented at industry associations, financial organizations, and universities and serve on various boards. We conduct custom external market surveys and leverage industry data, including recent survey reports, regulatory updates, and labor market trends. We welcome client input on preferred survey sources and believe our expertise, proprietary software, and extensive data resources set us apart from other contractors, ensuring the successful achievement of project goals.

Our current workload allows us to commit the necessary staff members to the successful completion of the project. We welcome the active participation of the project team throughout the entire study but understand that they will be engaged with other priorities as well. Paypoint HR expects support from the client in communication with key staff, setting up meetings, providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.

Karin Campbell and Dr. Rick Campbell are legally authorized to represent Paypoint HR and will serve as the main contacts for the project.

Project Manager – Primary Contact

Karin Campbell, SPHR, SHRM-SCP
695 Santa Maria Lane
Davidsonville, MD 21035
Karin@PaypointHR.com
(443) 336-4272

Technical Director – Secondary Contact

Dr. Rick Campbell, CCP
695 Santa Maria Lane
Davidsonville, MD 21035
Rick@PaypointHR.com
(540) 815-7837

Principals



Karin Campbell, CEO & Project Manager

Master of Business Administration, University of Texas
Bachelor of Science in Business Marketing, University of Maryland
SPHR, SHRM-SCP, IPMA-SCP

Mrs. Karin Campbell has led Human Resource initiatives for more than 20 years. She has helped over 700+ employers and 15,000 employees with the development and delivery of customized HR solutions for employee management programs; conducting labor cost analysis of employee administration, benefits, retirement, workers' compensation, federal, state, and local taxes; budgeting for human capital including recruiting, onboarding, benefits, risk management, training, and compliance; and planning, design, and implementation of payroll administration; health, dental, vision, life, and AD&D insurance; and pension, as well as ancillary benefits within a limited timeframe to large workforces.

She has consulted with clients and their employees on complicated employment topics. Her responsibilities also include development and maintenance of compliance and risk management programs. She has taught OSHA compliance as an adjunct professor. Currently she holds SPHR, SHRM-SCP, and IPMA-SCP designations and serves on the Board for the ASHRM chapter. Karin has a strong understanding of current trends in the benefits industry. Karin worked from 1995-2002 for HRLogic, Inc., a wholly owned subsidiary of Fidelity Investments. Most recently Karin owned her own HR firm, Alpine HR, from 2003 until 2012, when she sold her business. In 2013, Karin along with her husband, Rick, formed Paypoint HR, an HR consulting firm which specializes in employee compensation for both private and public-sector concerns.

Karin's expertise has been utilized in studies that involve:

- Employee Outreach – She has developed time tested approaches to gaining employee buy in through effective communication and involvement of staff at all levels. She has created formats for briefing sessions, and orientations that follow accepted industry protocol and considers both the qualitative and quantitative aspects of data

- collection. Her approach has allowed for better understanding of the nuances within organizations and uses it to formulate recommendations and overcome obstacles that positively impact acceptance.
- Policy Design and Implementation – She has created a process methodology for implementation of classification and compensation recommendations. The flow of the process lends itself to clear transfer of administration and maintenance from plan adoption through to long-term application.
 - Communication Plans – She has led successful projects by creating communication plans with the input of each client to recognize project milestones and progress. She has created relationship reporting to ensure projects are completed on time and within budget.
 - Business Strategy – She analyzes the strengths, weaknesses, opportunities, and threats faced by each client and the community they serve to incorporate resources into the final recommendations that maximize return. She has helped clients face challenges in gaining the financial commitment necessary to adopt and implement recommendations.



Dr. Rick Campbell, President & Director of Research

Ph.D. in Engineering Science and Mechanics, Penn State University
Bachelor of Science in Applied Mathematics, University of Virginia
Certified Compensation Professional (CCP), WorldatWork

Dr. Rick Campbell's extensive education and experience in the field of mathematics has enabled him to understand highly technical issues. Because he has managed both internal and external clients, he has developed the ability to take the most advanced problems and convert them into easily understood terms and processes. He has applied this experience to the field of compensation and classification for the past 12 years.

He has worked for NASA GSFC, GE Aircraft, and Lockheed Martin Space Systems among others. His roles included Team Lead, Project Manager and Principal Engineer.

Dr. Campbell holds 7 U.S. and international patents for his creative ideas on product and process improvement. Rick has experience with Lean Six Sigma for both service organizations and manufacturing organizations. He brings his unique skills to Paypoint HR to improve the accuracy of our research findings and recommendations.

Rick's knowledge heavily influences the following areas of the study:

- Performance Based Pay – He has built pay plans that incorporate performance metrics and translates them into fair pay based on relevant goals. His plans maintain objectivity and are multifaceted. He has established performance review processes and standards for merit-based compensation pay. He has converted organizations to pay-for-performance that desired merit-pay programs and were limited by existing policy and structures.

- Big Data and Research Analytics – He has worked on projects that have required large data sets and has created the format to collect and manage the data that maintains integrity and validity. He has engineered programs that are user friendly yet robust in their functionality and interpolates data into meaningful information to a granular level.
- Trends analysis – He has reviewed and analyzed data that look for patterns and correlation to determine if they are valid indicators for comparison. He has looked at causality and correlation links to consider potential for predictability.
- Study Validity – He has determined appropriate metrics for comparison in the selection of comparator organizations and benchmark positions to ensure relevancy of findings.
- Financial Impact – He has applied both short-term and long-term implications of recommendations for clients to assist in the ability to project necessary funding and revenue sources.

Additional Project Personnel



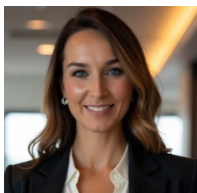
LTC (Ret) Narrie Magturo, Director of Quality Assurance

Master of Science in Environmental Management, Webster University
 Master of Science in Environmental Science, Purdue University
 Bachelor of Arts in Biology, Capital University
 Certification. American Red Cross Disaster Response Team.

- LTC (Ret) Narrie Magturo has over 15 years of relevant human resources efforts related experience and over 22 years in U.S. Army and Department of Defense. His areas of expertise include compliance audits at local, state, Federal, and international levels. Project experience he has been involved include:
- International Treaty Compliance
- ISO 9001 Certification for U.S. Army Chemical Defense Training Facility that produced chemical nerve agents and safely conducted toxic chemical nerve agent training annually for over 8000 Department of Defense, federal, state, and local government personnel.
- United States Army Chemical Safety Council Member
- Conducted compliance audits for over 20 years for military organizations at Company level consisting of 100 personnel up to Division level consisting of over 50,000 personnel.
- Quality Assurance and Quality Control (QA/QC) Operations
- Environmental, Safety, and Health Compliance and Risk mitigation and remediation operations
- Certified Instructor for Department of Defense Critical Vulnerability Assessment Program of domestic and international military installations and government facilities and infrastructure
- Chemical, Biological, Radiological, and Nuclear Operations

- Emergency Management, FEMA Operations, National Incident Management System (NIMS)
- Program/Project Management

Jenna Hurdle, Project Associate



Bachelor of Arts in Criminal Justice, High Point University

Mrs. Jenna Hurdle is a seasoned Legal Assistant with a diversified background in Criminal Justice, Real Estate, and Insurance. With a 13-year tenure in the legal sector, she has garnered in-depth expertise in legal procedures, document management, and client services.



Erin Martell, Technical Writer

Master of Science in Criminal Justice, , Northeastern University
Bachelor of Arts in Liberal Arts, St. John's College

Ms. Erin Martel has 12 years of experience in working with project teams. Erin has strong technical writing skills and has ensured projects meet or exceed client expectations.



Jennifer Holcomb, Quality Assurance Specialist

Bachelor of Science in Health Sciences, San Diego State University
Associate Degree in Nursing, Mira Costa College

Mrs. Jenn Holcomb has worked with Paypoint HR on numerous projects over the last 7 years. Some of her responsibilities include:

- Review, analysis and update of job descriptions, and review of results from job analysis questionnaires to conduct job evaluations and assist in the creation of job family hierarchies within departments.
- Instrumental in the development, dissemination, communication, and collection of external market surveys to collect pay and benefit data from comparator organizations. Her follow-through improves study results by generating a strong database of information.
- Work with members of the project team to coordinate activities that help reach timely audit milestones.

- Design clear and concise reports that communicate complex concepts. She has reviewed findings and vetted support material in the evaluation of audits from baseline analysis through to final deliverables.

Recent Studies

Organization	Project Title and Service Dates
Accomack County, Virginia	Classification & Compensation Study 2023
City of Alton, Illinois	Compensation Study 2025
City of Bath, Maine	Compensation Study 2021 - 2022
Town of Berlin, Maryland	Wage Compensation and Classification Study 2022 - 2023
City of Bellaire, Texas	Classification Study and Total Compensation Study 2023 - 2024
Belknap County, New Hampshire	Pay and Classification Audit - Consultation Services 2021 - 2022
City of Brentwood, Missouri	Employee Compensation (Wage and Benefits) and Classification Consulting Services 2024
City of Broken Arrow, Oklahoma	Classification Study 2024 - 2025
City of Brooklyn Center, Minnesota	Peer Market Survey and Job Salary Analysis 2024 - 2025
Town of Centreville, Maryland	Classification and Compensation Study 2024 - 2025
City of College Park, Maryland	Job Classification and Compensation Study 2023 - 2024
City of Columbia, Missouri	Classification and Compensation Data Consultation Services 2018 - 2022
City of Concord, New Hampshire	Classification and Compensation Study 2024 - 2025

City of Cottage Grove, Minnesota	Position Classification and Compensation System 2020 - 2025
City of Delray Beach, Florida	Compensation and Classification Study 2024
Town of Derry, New Hampshire	Consulting Services for Classification and Compensation 2023 - 2024
City of Des Peres, Missouri	Comprehensive Compensation Study 2024
Elko County, Nevada	Compensation and Classification Study 2019 - 2021
Town of Enfield, New Hampshire	Classification and Compensation Study 2023
Eureka County, Nevada	Compensation and Classification Study 2023 - 2025
City of Farmington, Missouri	Comprehensive Compensation Study 2025
City of Fort Morgan, Colorado	Compensation Study & Analysis 2022 - 2023
Town of Frederick, Colorado	Classification and Compensation Study 2023 - 2024
Town of Front Royal, Virginia	Compensation and Classification Study 2016 - 2018, 2022, 2023
Town of Goffstown, New Hampshire	Classification and Compensation Study 2023
Gratiot County, Michigan	Classification and Compensation Study 2022 - 2023
City of Green Cove Springs, Florida	Comprehensive Classification and Compensation Study 2024
City of Hagerstown, Maryland	Compensation and Classification Analysis 2023 - 2024
Town of Highland Park, Texas	Compensation/Benefit Study 2025
Village of Indiantown, Florida	Compensation and Classification Study 2025

Islamorada, Village of Islands, Florida	Compensation Classification and Job Study 2025
Jefferson County, Missouri	Salary and Classification Study 2025
City of Jacksonville, Texas	Compensation and Classification Study 2021 - 2022
Kent County, Delaware	Compensation & Classification Study 2022 - 2023
Knox County, Illinois	Classification & Compensation Study 2019 - 2025
Town of La Plata, Maryland	Organizational Design Study 2021 Classification and Compensation Study 2022
City of Lake Dallas, Texas	Employee Compensation Study 2020
City of Largo, Florida	Compensation & Classification Study 2019 - 2020, 2022, 2023 - 2024
City of Leander, Texas	Citywide Compensation Study 2022
Merrimack County, New Hampshire	Pay and Classification Study - Consulting Services 2023
Miami-Dade County, Florida	Position and Compensation Study 2024 - 2025
Millard County, Utah	Salary Survey and Compensation Analysis Services 2021 - 2022
City of Muscatine, Iowa	Compensation Study 2023
City of Newberry, Florida	Employee Classification & Compensation Study 2023
Town of North Beach, Maryland	Wage Compensation and Classification Study 2023 - 2024
Nye County, Nevada	Classification & Compensation Study and Analysis 2025
City of Portland, Tennessee	Compensation Study 2024

City of Raytown, Missouri	Compensation and Classification Plan 2021 - 2023
Rockingham County, New Hampshire	Pay and Classification Audit 2021
Village of Scarsdale, New York	Compensation and Classification Study 2023 - 2024
City of Seabrook, Texas	Job Analysis & Evaluation 2023
City of South Portland, Maine	Compensation Plan Study 2019 - 2020; 2024
City of St Pete Beach, Florida	Compensation Study 2023 - 2024
City of Stuart, Florida	Classification and Compensation Study 2019, 2024
Town of Sunapee, New Hampshire	Classification and Compensation Study 2024
City of Tomball, Texas	Classification and Compensation Study 2023
City of Villa Rica, Georgia	Compensation Study 2023
Town of Warrenton, Virginia	Classification and Compensation Study 2022 - 2023 Organizational & Staffing Study 2022 - 2023

Scope of Work

Assessment of Needs

Paypoint HR has done a preliminary review of possible hurdles specific to the city of Belle Isle's ability to attract, motivate, and retain employees. Furthermore, our project history has familiarized us with projects similar in size, scope, and services. You can feel confident our approach is time tested.

Our understanding of the project is that Belle Isle is a full-service city that provides both its residents and tourists with a full range of municipal. The city desires to update their current compensation plan to keep up with current compensation practices. The purpose is to attract and retain a high performing and engaged workforce that will continue providing excellent service to those who live in the city.

Possible Challenges

Paypoint HR found the following issues as possible sources of challenges:

- Increase in community demands and expectations for service offerings paired with limited resources to quickly adapt,
- Difficulty recruiting qualified individuals for certain positions,
- Job roles have changed due to changing technology, increased regulations, etc.,
- Increasing cost of employee benefits,
- Pay compression, external inequity, and perception of internal inequities, and
- A highly competitive labor market with other public and private employers in the region competing for the same labor force.

These obstacles are independently problematic and collectively require a change from a tactical management style to a strategic management philosophy. We believe developing a long-term strategy for recruiting and retaining employees is the true intent of this RFP. Paypoint HR understands we will be working with an appointed team leader, key leadership staff, and stakeholders (Project Team) to validate the scope of services, methodology, timelines, and other deliverables. We anticipate several virtual meetings, but we remain flexible to meet your needs. We are planning that meetings will be used to kick-off the project, employee briefing sessions, and presentation of the findings of the study.

Methodology

Our methodology is comprehensive and encompasses all of the requirements specified in the RFP. Phase 1 focuses on the Classification/Internal Components. Phase 2 focuses on the Compensation/External Component. The standard methodology we will use to conduct both phases of the study is laid out in the flowchart and delineated below.

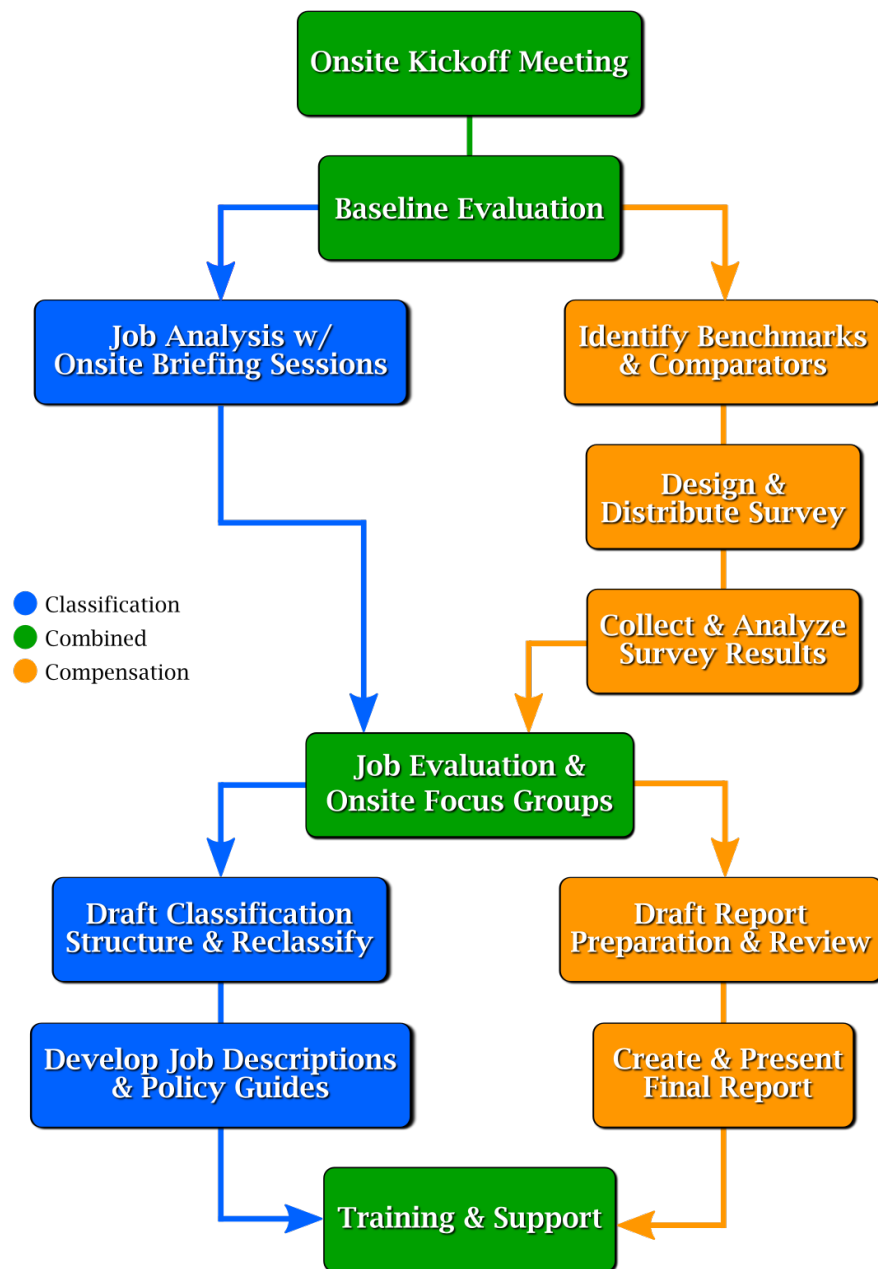


Figure 1 - Process Flow Chart

Paypoint HR plans to conduct the internal equity portion of the study prior to the external portion of the study though some activities will be conducted simultaneously. The reasons for this include:

- Job titles and job descriptions are, in the minds of the employees and their supervisors, inextricably associated with the “worth of the work” or pay. Compensation is often a highly emotional issue. By separating the two phases of the study, even though elements of the phases may be conducted concurrently, it gives us two separate yardsticks of measure.
- The compensation review will be completed when there is a full understanding of the scope of work, thereby ensuring that the data developed from the labor market and client’s classifications are correct.

Paypoint HR uses an expectation of excellence philosophy when approaching our projects. Based on the size and scope of each project, we determine the most effective utilization of resources and build our project team. We use secure, effective communication tools to safely and transparently share information. This approach tends to take a people-centric perspective, implementing short phases or steps that rely on ongoing feedback. This continuously reshapes and refines the project path. The methodology has proven successful over time and frees teams from using a cookie cutter approach to designing a custom work product. Consequently, we offer a faster turnaround and a dynamic ability to quickly adapt to changes.

Phase 1 – Classification/Competencies Component

- A. Project Start and Initial Meetings
- B. Baseline Data Collection and Initial Analysis
- C. Job Analysis Collection and Completion
- D. Job Evaluation and Classification Development
- E. Draft Job Descriptions and Policy Guides
- F. Develop Guide for Implementation of Changes and Draft Interim Report

Phase 2 – Compensation Component

- A. Identify Benchmark Positions and External Survey Comparator List
- B. Design and Distribute Survey
- C. Collect and Analyze Survey Data
- D. Internal Relationship Analysis and Alignment
- E. Preparation of Draft Report
- F. Deliver Final Report and Deliverables for Implementation

We will look at both qualitative data and quantitative data throughout both the classification and compensation portions study. Statistical data allows us to capture a snapshot of the existing plan and create baselines on the existing plan. This gives us a starting point to uncover areas of possible review and revision recommendations.

Phase 1 Classification/Competencies Component

This phase of the assignment will result in the study of all classes that includes the comparison of classes within series and to other occupational levels within the organization. Study tasks include project initiation and orientation, employee orientations, creation of custom surveys for employees and managers, completion of Position Vantage Point by employees, desk audits by managers and/or Human Resources, and interviews with employees. The cumulative information gathered will culminate in the preparation of revised or new class specifications, and a review process for all employees included in the scope of the study.

Task 1A – Project Start

The project initiation phase encompasses all the steps required to initiate the project. This task includes the following activities:

Kick-Off Activities

- Request pertinent materials prior to the project initiation meeting so that Paypoint HR understands the scope of the study, an understanding of the client's current classifications, and is prepared to seek further relevant information during the initial meetings.
- Obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses. Identify current incumbents and gather any other documentation to gain better understanding of the client's operations.
- Meet Human Resources Director to discuss project context and methodology, determine reporting relationships, and clarify project understanding and Milestones to create the Communication Plan.
- Reach an agreement on a schedule for the project including all assignments and project milestones/deliverables and deadlines for completion of the assignment.
- Establish an agreeable communication schedule while identifying potential challenges and opportunities for the study.
- Schedule employee Kick-Off briefing sessions.
- Create an Executive Announcement Letter for distribution to staff.
- Initial review of relevant materials, including: (a) any previous projects, research, evaluations, or other studies that may be helpful to this project; (b) organizational charts for departments and divisions along with related job descriptions; (c) current position and classification descriptions, salary schedules, salary ranges, pay scales, payroll reports, and classification systems; (d) strategic business plans and budgets; (e) personnel policies and procedures; and (f) evaluation criteria.
- Discuss the Client's strategic direction and the short-term and long-term priorities.
- Review any data provided by the Client that may provide additional relevant insight.
- Review internal career ladders to identify needs, make recommendations, and keep positions competitive in the market.
- Maintain open lines of communication.

- Conduct a thorough review of all background materials related to the client's classification system. Review information from the department head as well as incumbents. Conduct interviews as appropriate.
- Document accepted compensation and classification philosophy and budgets based on input from the Study Project Leaders and other key staff.
- Gain understanding of employee recruiting and retention processes to uncover challenges in the local labor market and provide guidance on market positioning strategies.
- Once a baseline is determined, establish the client's current position as compared to the local market using sources of data preferred by the client as well as Paypoint HR's resource library for consideration.
- Look at goals for recruiting and retention with regards to sustainable budget amounts that will support recommendations on market position strategy.
- Consider both current and anticipated information technology programs, software and staffing levels to support, implement, administer, and maintain the recommendations given to the client by Paypoint HR.

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
110	19	3	15.8%	1	5.3%
111	43	10	23.3%	5	11.6%
112	16	2	12.5%	1	6.3%
113	35	5	14.3%	6	17.1%
114	17	2	11.8%	2	11.8%
115	13	0	0.0%	0	0.0%
116	31	1	3.2%	2	6.5%
117	2	0	0.0%	0	0.0%
118	26	1	3.8%	4	15.4%

Figure 3 – Sample Baseline Evaluation

Task 1C – Job Analysis Collection and Completion

The job analysis portion of the study includes employee outreach. We find that by having employee involvement, your staff will feel more valued. By gaining insight from employees about their position and the overall pay structure, in their own words, the study deliverables will be more relevant and as a result, employees will be more inclined to accept recommendations.

During this stage in the process, the following milestones will be met:

- Conduct employee briefing sessions to review the role of employees, the role of supervisors, the scope of work to be covered by the study and to explain how to complete the job analysis questionnaire (Position Vantage Point, or PVP.) It is communicated to employees that this process is not a performance review, but rather an identification of what should be required for new employees.
- Employees will be given a period to complete the PVP, usually 10 – 14 days. Employees are encouraged to retain a copy of their responses for their records.
- Completed surveys are given to department heads for their review and input. Front line supervisors often work in collaboration with department heads during this process. Typically, this process takes 7 – 10 days.
- Department heads turn in the reviewed PVPs to Human Resources for any further input with the final product then provided to Paypoint HR for analysis.

Task 1D – Job Evaluation and Classification Development

Task 1D of the project acknowledges the job analysis information and supporting material. The city may have Paypoint HR utilize an existing classification method or choose to utilize Paypoint HR's Compensable Factor System (CFS). Once the job analysis PVP is distributed, Paypoint HR will:

- Facilitate collection of job descriptions, desk audits, and supporting materials from the Study Project Leaders or designated Human Resource department contact. The job descriptions, audits, and supporting reports will be reviewed and analyzed in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.
- Identify the classification of existing positions utilizing the existing job evaluation system, review jobs, and characterize the internal equity relationships within the organization.
- Review all class specifications with the Study Project Leaders. Review each classification and score the classification using a point factor system or the system that the client has in place. Include an evaluation of results.
- Develop preliminary recommendations for the classification structure. The classification system designed at this point will be based solely on internal equity relationships and will be guided by scores for each classification. Essentially, a structure of classifications will be reviewed and classifications with similar scoring would be grouped into pay grades. The final decision on the minimums and maximums of the pay grades will be determined after the market data has been collected.

Evaluation Factors

- Education / Experience / Certifications
- Duties
- Complexity
- Independence
- Impact and Accountability
- Supervision and Authority
- Interaction
- Environment

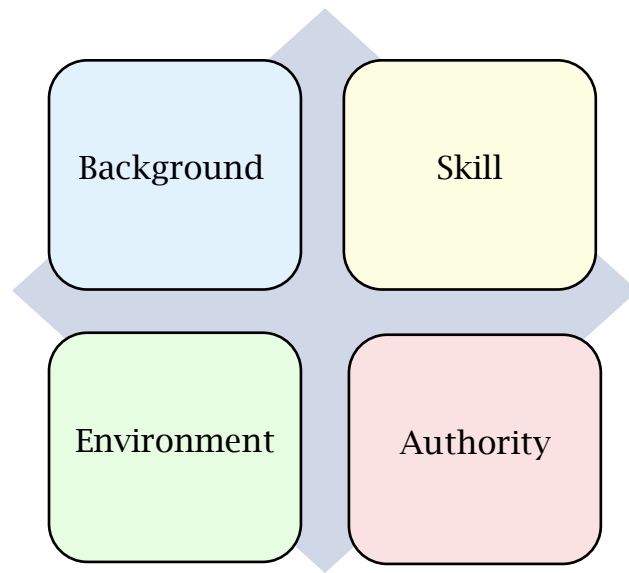


Figure 4 - Position Evaluation Factors (Example)

Prior to developing detailed class descriptions, our job evaluation will result in a classification plan concept and employee allocation discussion with the Project Team. We recognize the city will have its own factors to determine hierarchy. We will compare changes in business needs and operations, as well as any reorganization, with the established classification system and job families, as well as review internal relationships between classifications.

Our job evaluation method involves a quantitative approach. The whole position classification methodology examines your current evaluation criteria and augments it with other factors as needed. Our analysis will include our assessment methodology. We will list broad class concepts and highlight where significant changes may be recommended, such as, expanding or collapsing class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze current classification series, the number of classifications and classification levels, and job families. We will also review, and update established titling guidelines for the studied classifications for appropriate and consistent titling.

A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification upgrade or downgrade, title change, or no change). After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Study Project Leaders.

After preliminary approval of the class concepts and allocation lists, recommendations for new and/or updated class descriptions will be developed for each proposed classification following the format approved by the client.

From the review of the PVPs, desk audit reports and any interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary, or develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly. We will recommend new classification/class levels and/or operational changes, business needs, and any reorganizations that require new classifications. Analysis of FLSA, EEO, and ADA requirements will also be analyzed for compliance.

Index of Current to Recommend Job Classes

Current Job Class	New Job Class	Trans Code
Superintendent of Printing	Printing Supervisor	T
Support Services Project Manager	Delete	D
Survey Party Chief	Survey Party Chief	N
Surveyor I	Surveyor	M,D
Surveyor II	Surveyor	S,N
	Utility Locator	J
Switchboard Operator	Clerical Assistant	M,D
Systems Analyst	Systems Analyst	N

Transaction Codes

M - Merge into Other Class

T - Title Modification

D - Delete Class Title

S - Split into Two or More Classes

N - No Change

J - New Job Class

Figure 5 - Sample Index of Current to Recommended Classes

The Index of Current to Recommended Job Classes is an alphabetical listing of all job classes currently used by the client and the recommended disposition of each of those job classes and titles. Current data is from the payroll, class specifications, and/or job descriptions, classification plan, and PVPs. New data includes job class title and transaction codes.

Task 1E – Draft of Job Descriptions and Policy Guides

Task E of the project will draft a job class classification and allow for review by the city. This task includes the following activities, principally for new job titles and those that have substantially changed, namely:

- A draft copy of the revised/new class description with an allocation recommendation will be submitted to the Project Leaders.
- Department Heads and managers will receive a copy of their employees' draft job descriptions and will be asked to review their comments and feedback to verify and concur with the information provided.
- Subsequently each manager, supervisor, and employee will be given an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications.
- Our experience has been that this is one of the most critical phases of the project (but also one of the most time-consuming).
- Our proactive and effective communication process at this crossroad has always avoided formal appeals, adversarial meetings, or major conflicts after the study.
- Paypoint HR will provide a format for the client to show each employee whose position was studied, and how their position is being affected.
- The form will have two options for the employee's signature: one line is reserved for employees who have read and agree with their draft job description; the other line is reserved for employees who have read the draft class description and disagree with certain parts, want to make changes, want to add or delete information, or have general questions about the description and/or the process.

Task 1F – Develop Guide for Implementation of Changes and Draft Interim Report

A Draft Interim Report of the Classification Study will be completed and submitted to the client for review and comment. The report will contain:

- A recommended classification plan.
- A classification implementation and maintenance manual, including documentation regarding study goals and objectives, classification methodology, approach, and process, as well as analysis and resulting recommendations.
- The recommended allocation list, and classification title changes.
- Classification concepts and guidelines, as well as distinguishing characteristics and other pertinent information for implementation and continued maintenance of the pay plan.

Once we have received the city's comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed that is compliant with State and Federal Regulations.

Phase 2 Compensation Component

This Section of the study will result in the development of labor market survey parameters and the collection and evaluation of labor market survey data. The findings from the compensation component will be reviewed and analyzed to look for areas of possible improvement. Paypoint HR will create a pay structure that meets the city's objectives. We will give the city perspective on the economic impact adoption of the recommendations will have on the city. This will make the factors for implementation clear and help anticipate needed steps to meet the overall goals.

Task 2A – Identify Benchmark Positions and External Survey Comparator List

Task 2A of the compensation portion of the study will include identifying benchmark job positions and identifying a mutually agreed upon list of external comparators to be included in the external survey. To complete this, the following steps will be taken:

- Involving the Study Project Leaders and stakeholders as appropriate, in the decision-making process.
- Agreement on which agencies are included *PRIOR* to beginning the study. Our experience has shown that this is the most advantageous approach.
- Conducting a thorough review of all materials to date including employee database, classification listing, interviews, compensation review, and meetings with the Project Management Team. This will be closely followed by an exploration of the Project Team's overall strategic compensation vision.
- Thoroughly reviewing the various components of existing compensation plans and policies as well as the regulatory environment surrounding compensation.
- Identifying highly competitive positions within the organization and customizing the survey where appropriate.
- Reviewing and discussing how a compensation program might be designed to support the organization's business strategy and organizational objectives.
- Confirming and discussing the Project Team's preferred percentile placement within the marketplace.
- Acknowledging the organization's policy with respect to internal pay equity and employee perceptions of fairness.
- Addressing the Project Team's philosophy with respect to employee retention including the role compensation plays in retention issues.
- Reviewing the Project Team's philosophy with respect to fiscal sensitivity and flexibility.

"Benchmark classes" are normally chosen to reflect a broad spectrum of class levels. The positions that are selected normally include classes that are most likely to be found in other similar agencies and will therefore provide a sufficient and valid sample for analysis.

Benchmark positions should encompass the entire range of positions from the beginning of the pay ranges to the end. There should be a number of positions equally interspersed among the pay scale. Positions that have been difficult to attract and retain excellent

employees should be included. Paypoint HR will offer information and examples for the Project Leaders to consider, which will provide a measurable, rational, fact-based methodology to determine the relative job worth within the organization (as required by the EEOC).

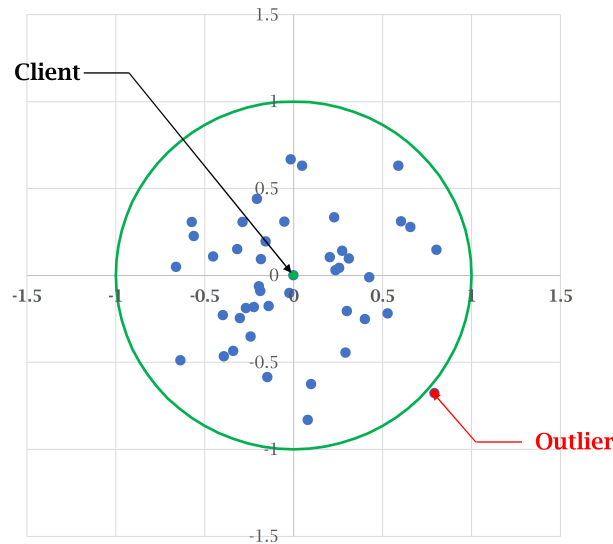


Figure 6 - Illustration of Economic Variance Using the Client as the Baseline

Paypoint HR will conduct an economic analysis of regional organizations to identify a preliminary unbiased list of appropriate comparators. The purpose of this step is to ensure the worthiness and legitimacy of using these organizations to develop recommendations. This adds validity to the findings and yields defensible results. We will keep in mind the Project Team's criteria on such factors as degree of competition for obtaining and retaining candidates for high quality staff, their location in the city's traditional recruitment areas, and their level of service. Paypoint HR uses objective parameters to determine the legitimacy of findings. Below is a list of possible criteria to consider when selecting organizations to be sampled:

Sample List of Selection Criteria

Median Housing Price	Unemployment Rate
Median Household Income	Labor Force Participation Rate
Cost of Living Adjustment	Proximity
Population	

Each organization considered is given a variance score related to data points and an aggregate variance score is created. This will help identify the organizations whose results will provide validity to the study. Upon identifying benchmark positions and the selected comparators, Paypoint HR will then create the document for surveying the selected organizations and conduct the external survey.

Task 2B – Design and Distribute Survey

In Task 2B of the study, it is anticipated that the creation and distribution of the external survey will take place. This analysis will include a detailed concise presentation of data to be collected. The survey will include job titles along with a summary of each position. This approach allows respondents to compare job description to job description and not just job titles, therefore ensuring true "matches" from the survey respondents.

Paypoint HR will send the survey to all comparators and if necessary, complete Freedom of Information Act (FOIA) requests. We conduct all of the survey distribution, data collection, and analysis ourselves to ensure validity of the data and to enforce quality control. While there is an industry standard of 5-15% response rate for surveys, Paypoint HR typically receives 25-40% response rates. While the surveys are out for distribution, Paypoint HR will further examine the existing compensation environment to establish a baseline and keep in contact with the Project Team.

Task 2C – Collect and Analyze Survey Data

Job Title	Job Summary	Hours	Min	Max
City Clerk's Office				
Administrative Assistant	This work involves complex and responsible clerical support and staff assistance activity. Perform research and retrieval of records, reports, forms, memoranda, letters, etc. HS_GED, + 2 yrs experience.	2080	23.18	37.1
City Clerk	This position is responsible for administrative and supervisory work managing the various functions and responsibilities of the City Clerk's Office. Bachelor's Degree, + 5 yrs experience.	2080	39.66	63.45
Deputy City Clerk	This position is responsible for administrative and supervisory work in planning, organizing, and coordinating administrative activities of the City Clerk's Office. Performs customer service functions including information and assistance related to records research, responds to routine questions, complaints, or requests for service. Associate's Degree, + 3 yrs experience.	2080	26.84	42.95
Development Services				
Building Inspector	This is technical work conducting building inspections to ensure buildings and structures are constructed and tested in compliance with existing City codes, ordinances and statutes. Record and document all building inspections and prepare inspection reports. HS_GED, State of Florida Standard Inspector Certification, + 5 yrs experience.	2080	25.56	40.9
Planner	The work of a Planner is either in the category of current planning, focusing on landscape and development project review, or in long-range planning, focusing on land use, zoning, and land development regulation amendments. Bachelor's Degree, + 2 yrs experience.	2080	24.35	38.96

Figure 7 – Sample of Job Summaries in External Survey

Following the distribution of the surveys, Paypoint HR will collect the data and conduct an in-depth review of the survey results with the Study Project Leaders, as appropriate. The purpose of this review is to identify any additional information needed or areas that require further analysis. Paypoint HR will examine salary spread for all grades, ladders between grades, and identify the possibility of positions being compensated differently than intended from the existing plan. We will examine the distribution of employee salaries to highlight challenges and conduct an analysis of wage compression using Paypoint HR's proprietary statistical processes, if requested. Positions that contribute to compression are specifically identified for adjustment.

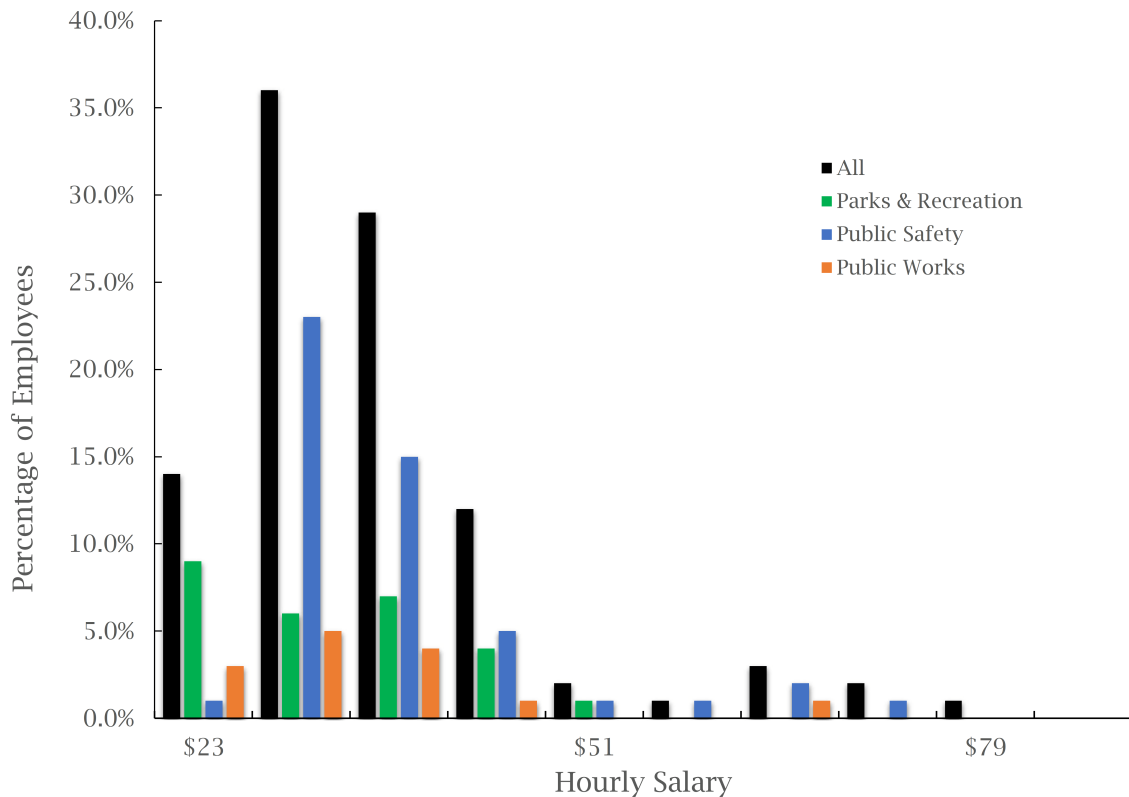


Figure 8 - Baseline Analysis of Client's Workforce

Task 2D - Internal Relationship Analysis and Alignment

To determine recommendations for internal equity, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series (if recommended), as well as across departments.

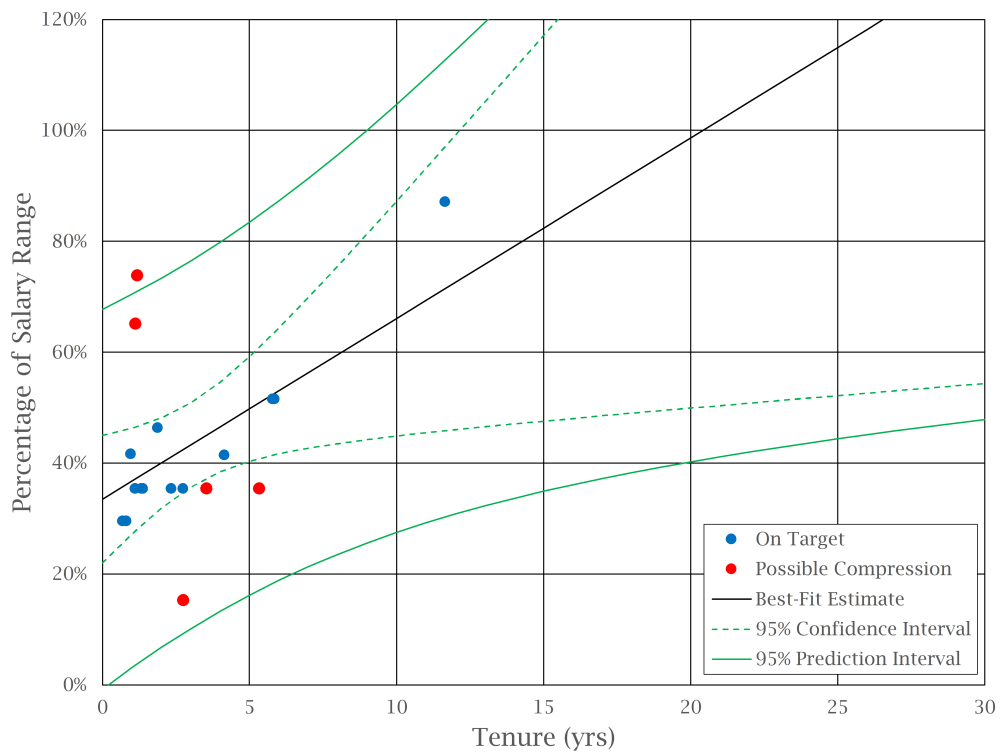


Figure 9 - Sample Internal Compression Analysis

Position Classification	CFS Score
Assistant City Manager	787.8
Police Chief	517.1
Fire Chief	445.8
Utilities Director	374.4
Chief Financial Officer	353.5
Public Works Director	329.4
Development Services Director	229.5
Human Resources Director	215.3
Neighborhood & Community Services Director	212.4
Parks & Recreation Director	210.2

Figure 10 - Sample of Compensable Factor Score Results

Paypoint HR analytically develops an internal hierarchy based upon the job analysis responses. The goal of this critical step of the process is to address any internal equity issues and concerns with the current compensation system. We look for compression and inconsistencies. Our quantitative tool, Compensable Factor Score (CFS) system, allows us to objectively compare between certain classifications.

We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system. The recommendations will contain pay differentials between levels that allow employees to progress on a clear path for career growth and development. Career ladders will be looked at both vertically and horizontally to mirror the classification structure that was developed during the classification section of the study. Paypoint HR's Compensable Factor Score (CFS) formulation provides a framework to construct an unbiased internal hierarchy of positions.

Category	Score	Grade	Min	Max
Education	11.16	1	0.0	7.0
Experience	4.65	2	7.0	7.5
		3	7.5	8.0
Complexity	7.60	4	8.0	8.6
Independence	3.30	5	8.6	9.2
		6	9.2	9.9
Supervision Received	1.34	7	10.0	10.8
Supervision Responsibilities	1.21	8	10.8	11.7
		9	11.7	12.8
Impact	7.84	10	12.8	14.0
Physical	0.47	11	14.0	15.4
		12	15.5	17.1
Working Condition	0.31	13	17.1	19.0
Interaction	9.30	14	19.0	21.3
		15	21.3	24.0
Financial	1.05	16	24.0	27.1
		17	27.1	30.9
		18	30.9	35.4
		19	35.4	40.9
		20	40.9	47.5
		21	47.5	55.6
Total Score	48.22			

Figure 11 - Compensable Factor Score Example

The internal hierarchy is correlated with the findings of the external market, external equity, by using Paypoint HR's non-linear statistical algorithm. A 90% or greater correlation is typical, lending to confidence that both the internal and external equity are sound and appropriate.

Paypoint HR may choose to supplement the survey data with information from our own internal library. This helps to identify outliers and get a pulse on how the study results compare to the market.

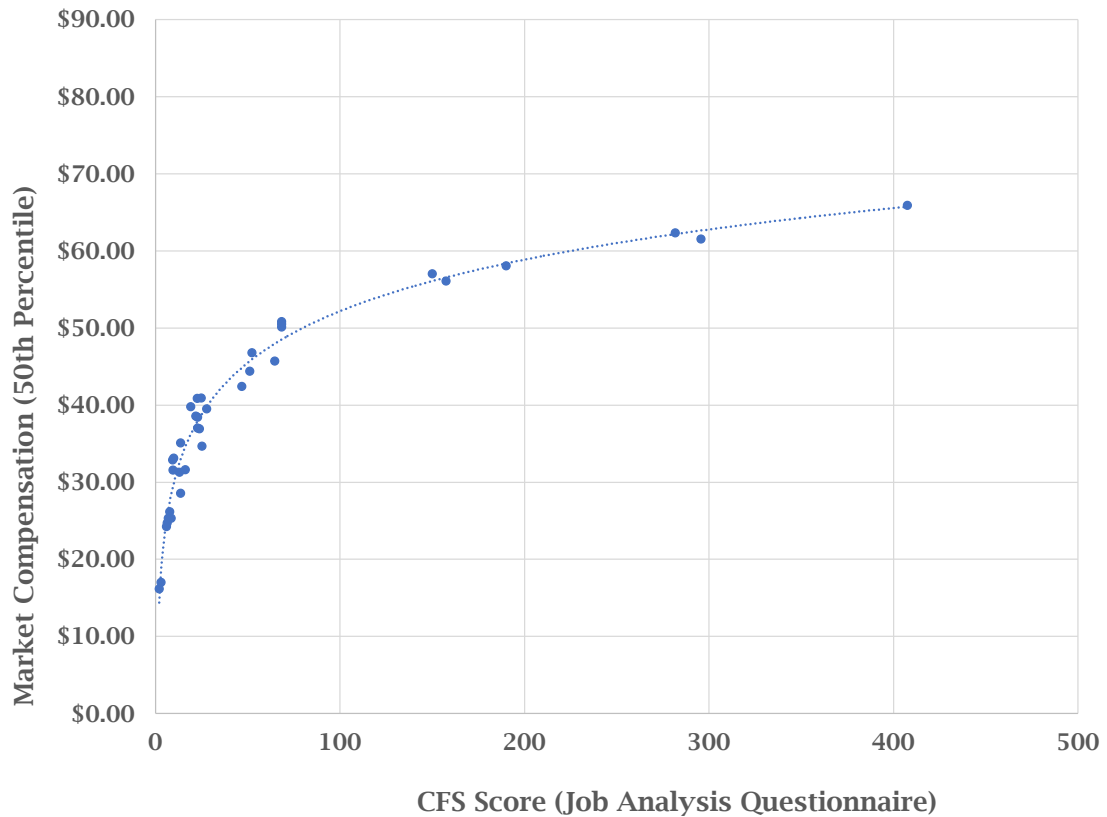


Figure 12 - Sample Comparison of Internal / External Hierarchy

Task 2E - Preparation of Draft Report

Depending on the data developed from the internal analysis, we will review and make recommendations regarding internal alignment of your salary structures including combining or expanding groups or salary scales. We will develop recommendations for pay grades and salary ranges for all classifications based typically on median salaries from the comparable agencies based on the organization's overall compensation philosophy and policy. We will also analyze any pay compression issues to ensure internal equity, if requested.

- We will conduct a competitive pay analysis using the market data gathered to assist in the determination of external pay equity and the recommendation of a new base compensation level for each classification studied.
- We will conduct a comparative analysis to illustrate the relationship between current pay practices and the newly determined market conditions. We will also develop

solutions to address pay equity issues. Our analysis includes information regarding the financial impact of addressing pay equity issues for the city. The result is intended to create a market adjustment and implementation strategy supporting your goals, objectives, and budget considerations.

Positions will be categorized in a compensation ratio or “Compa-ratio” relating actual pay rates to market rates to determine if they are in-line with the external market. Positions will be classified by their Compa-ratio and determined to be either below, at, or above the market rate. We use these findings to make corrections to pay for each position which allows for fiscal impact analysis of recommendations.

	Engineering Technician II	Engineering Technician III	Engineering Technician IV	Foreman
Market Percentiles				
20%	\$32.31	\$36.30	\$39.16	\$39.56
25%	\$32.96	\$37.10	\$40.05	\$40.47
30%	\$33.67	\$37.90	\$40.93	\$41.35
...
70%	\$38.82	\$43.74	\$47.25	\$47.75
75%	\$39.45	\$44.47	\$48.06	\$48.56
80%	\$40.27	\$45.42	\$49.10	\$49.62
Mean	\$36.36	\$40.95	\$44.23	\$44.69
Compa-Ratio	-5.0%	-6.9%	-2.4%	-8.1%

Figure 13 - Sample Compa-Ratio Results by Job Title

The Draft Final Report will be completed and submitted to the Study Project Leaders for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include the following information:

- A proposed Salary Range/Plan document.
- Any alternative compensation plans identified.
- Reports addressing employees whose base pay either is below or exceeds the market rate.
- The option to implement the recommended plan in phases.

After an initial round of feedback from the Study Project Leaders, we will make edits and resubmit the draft to the Project Team for review and approval. Final meetings with the Project Team and stakeholders will be conducted and any final adjustments are made prior to delivery of the final report to the appropriate stakeholders. Once all questions and concerns are addressed, a Final Report will be created and submitted in a bound format and electronic format.

Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Accreditation Manager	Human Resources Manager
Assistant Fire Chief	IPP Administrator
Benefits Manager	Lead Code Enforcement Officer
Communications Manager	Structural Plan Reviewer
Executive Assistant	System Administrator

Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

Accounting Manager	Code Enforcement Officer
Agenda Coordinator	Communications Supervisor
Assistant City Attorney II	Crime Scene Investigation Supervisor
Building Maintenance Superintendent	Cross Connect Control Specialist I
Chief Parking Facilities Administrator	Data Analyst Accreditation Manager
City Manager	Deputy City Clerk

Figure 14 - Sample External Market Results Summary

Task 2F - Deliver Final Report and Deliverables for Implementation

Paypoint HR typically works on tight schedules that demand extensive communication. We first listen to our clients to understand their specific needs and then create recommendations that fulfill the purpose of the study. Our final report reviews the city's background as related to the study and conveys complex concepts clearly and concisely. We feel this is one of our strongest attributes. An area of communication where we particularly excel is in the ability to communicate with employees at all levels of education and background. The concepts covered during employee outreach are reflected in the final report, as appropriate. This improves morale as the employees feel valued by knowing they have been heard. We are a liaison and have discovered opportunities and issues that would not have otherwise been utilized or addressed.

The final report includes an Executive Summary that summarizes the study methodology and gives recommendations for consideration by the city. The report highlights specific areas where an opportunity exists to improve the city's Classification and Compensation programs. The strategic position of the existing plan is reviewed in relation to the findings and shows comparisons. Recommendations that affect the city's budget are reviewed and their financial impacts are projected to ensure the city is able to support them. The Final Report is developed in a way that is relevant to the current market as well as allowing the city to make a long-term strategic plan for attracting and retaining staff. The work product includes steps for implementation, training, and ongoing administration.

Our recommendations have been well received by our audiences. We have developed valued relationships and are considered by our clients and their employees as a trusted advisor. We welcome the opportunity to work with the city to prove ourselves as an excellent service-oriented firm.

Recommendations

The fiscal impact of the recommendations below is approximate cost for salary adjustments only. It does not factor in associated costs for employee-related benefits.

50th Percentile of Market

1. Raise the salary of 24 positions that are below grade minimum market, first, at a cost of \$24,169.
2. Raise the salary of 20 positions that are *substantially* below market, second, at a cost of \$248,318.
3. Raise the salary of 125 positions that are below market, third, at a cost of \$550,160.

Total: 169 positions, \$822,647

4. Raise the salary of 12 positions that are experiencing compression, fourth, at a cost of \$17,246.
5. Consider reclassifying the following titles, fifth, according to the city's personnel policy manual.
 - Community Services Division Manager
 - Community Support Specialist

Figure 15 - Sample of Study Recommendations

Summary of List of Standard Deliverables

- Kick-off meeting with Project Team and collaborative development of the Project Communication Plan.
- Project planning and methodology.
- Briefing Sessions with All Employees to go over the scope of the project, their role, and to give directions on how to complete the job analysis.
- Job Evaluation report completed using scores from job analysis responses.
- Comparator Analysis reports to identify localities that compete for labor with the city.
- Development of agreed benchmark positions.
- External Market Survey for comparators with benchmark job titles and short job summaries.
- Update of Job Descriptions, where applicable, to include FSLA, EEO, and ADA compliance (sample provided upon request).
- Creation of Recommendations for Reclassifications report, including job title simplification.
- Development of a Compensable Factor Scoring System tailored to the city for use and maintenance of job evaluations and internal equity.
- Development of training for ongoing administration and implementation along with supporting materials and manual.
- Development of a salary structure based on the survey findings and job evaluations.
- Survey finding reports showing options for strategic position as compared to current position.
- Fiscal Impact report showing costs associated with the selected strategic market position.
- Cumulative Final Report for presentation which shows methodology, procedures, development of findings, work product deliverables, and the financial impact of recommendations.

Implementation

Communication with the Project Team and key stakeholders are described at each step in the process of our project methodology. We consider our audience for implementation to be the Project Team, managers, and employees. We have tailored our process to involve each at the appropriate times. We incorporate meetings, frequently asked questions, questionnaires, informal appeals, reviews and feedback sessions. Various media is used during the project to convey changes. We include online access to information, written communication, forms, face-to-face meetings, electronic communication, as well as virtual meetings.

Weekly progress reports will be provided to the Project Team. Paypoint HR will also provide the Project Team status reports every two weeks and as requested. We keep our clients fully abreast of all activities that Paypoint HR undertakes during our projects to ensure timely completion and to short-circuit any issues that may arise.

- Paypoint HR provides forms for discussions with personnel regarding how the changes affect them individually.
- We create Job Discussion Request (JDR) and Job Discussion Guide (JDG) forms for employees and their supervisors to complete and submit to the Human Resources department. While employees may not always agree with our recommendations, they have a "second chance" to ensure that they have been heard and to continue the educational process regarding why specific recommendations were made.
- A manual of instructions and training materials regarding the administration of the proposed compensation system.
- A list of implementation issues, schedules, fiscal impact statements, cost projections, and communications surrounding our recommendations.
- A guide for rules, policies, and procedures for you in implementing, managing, and maintaining the compensation system.
- Train the trainer sessions.
- Customized software, unique for each client based on the results of the study, and support plan options.

Tentative Timeline

Our professional experience is that comprehensive studies of this scope and for this size organization take no more than 16 weeks to complete, allowing for adequate position vantage point completion, interview time, classification description development, compensation data collection and analysis, review of steps by the client, the development of final reports, and any appeals.

Timely progress reports will be provided to the client. Paypoint HR will also provide interim reports to the Project Team as the project progresses. We keep our clients fully abreast of all activities that Paypoint HR undertakes during our projects to ensure timely completion and to short-circuit any issues that may arise. A customized schedule would be constructed in conjunction with both Paypoint HR and the city to meet the project requirements.

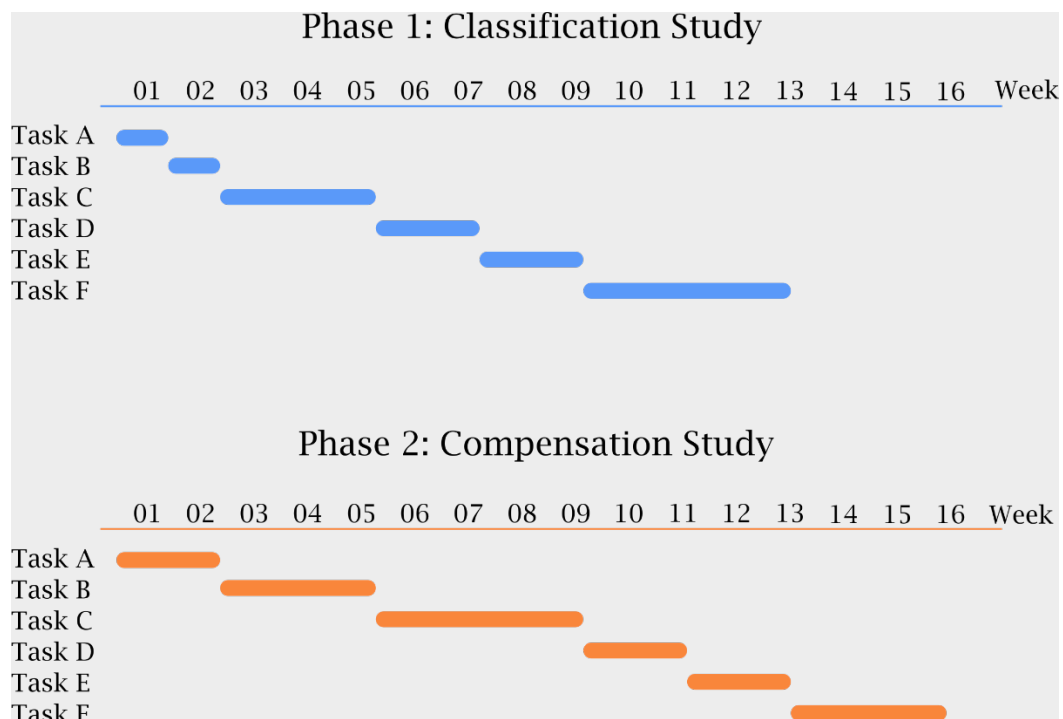


Figure 16 - Gantt Chart

Work Examples

Executive Summary

External Competitiveness Takeaway

Overall, job titles at the City of Bath are compensated 1.0% above market in the region. Compensation is not lagging the market across most departments, as shown below, but especially in Administration where compensation is substantially below market.

Department	Market Position
Administration	-14.3% below market
Assessing	0.0% at market
Clerk	-4.7% below market
Facilities/Transportation	-3.3% below market
Finance	+0.8% above market
Fire	+2.8% above market
Parks and Recreation Department	+1.3% above market
Planning and Development	+5.0% above market
Police	+3.2% above market
Public Works	+3.5% above market
Overall	1.0% above market

Recommendations for holistic compensation adjustments for all job titles at the City is delineated in the report. No wage reductions are recommended.

Recommendations

The fiscal impact of the recommendations listed below are approximate costs for salary adjustments for non-represented positions. The fiscal impact does not factor in associated costs for employee related benefits. The fiscal impact of collective bargaining adjustments are not considered.

1. Raise the salary of 4 positions that are below the new grade minimum, first, at a cost of \$15,576.
 - 1 Administrative Assistant - Cemetery (\$1,495),
 - 1 Deputy City Clerk (\$2,174),
 - 1 Deputy Finance Director (\$4,579) and
 - 1 Deputy Recreation Director (\$7,327).
2. Raise the salary of 5 positions that are *substantially* below market, second, at a cost of \$59,583.
 - 1 Custodian - Facilities (\$2,650),
 - 1 Executive Assistant to City Manager/Human Resource Director (\$18,292),
 - 1 General Assistance Coordinator (\$1,460),
 - 1 IT Coordinator (\$19,747), and
 - 1 WW Superintendent (\$17,434).
3. Raise the salary of 2 positions that are below market, third, at a cost of \$11,647.
 - 1 City Clerk (\$4,665), and
 - 1 Director of Planning and Development (\$6,982).
4. Adjust the salaries of positions that are near market with normal base-salary and tenure adjustments.
5. Discontinue making base-salary adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market.

Table 3 - Economic Data of Bath and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Bath	8,319	\$175,700	\$48,252	99.0	5.4%	64.0%
Maine						
Androscoggin County	107,602	\$158,200	\$53,509	96.0	5.8%	65.5%
Auburn	23,187	\$165,200	\$49,719	97.0	5.7%	66.7%
Augusta	18,605	\$144,800	\$43,796	95.0	4.9%	58.5%
Bangor	32,095	\$157,000	\$46,625	97.0	5.4%	59.7%
Belfast	6,688	\$190,500	\$62,857	100.0	5.3%	57.9%
Biddeford	21,462	\$245,900	\$53,120	104.0	5.4%	67.3%
Brewer	9,090	\$162,100	\$52,174	98.0	4.7%	65.3%
Cumberland County	292,307	\$278,100	\$73,072	110.0	4.5%	69.1%
Ellsworth	7,991	\$178,400	\$53,324	98.0	4.4%	68.1%
Franklin County	29,982	\$139,800	\$51,422	94.0	5.7%	60.8%
Hancock County	54,601	\$212,700	\$57,178	102.0	4.5%	61.6%
Kennebec County	121,753	\$159,400	\$55,365	96.0	4.9%	61.6%
Knox County	39,759	\$213,400	\$57,751	102.0	4.3%	61.7%
Lewiston	36,095	\$140,600	\$44,523	95.0	7.2%	62.2%
Lincoln County	34,201	\$215,400	\$57,720	103.0	4.3%	58.6%
Old Town	7,474	\$135,700	\$42,679	94.0	4.4%	64.7%
Oxford County	57,550	\$144,100	\$49,204	94.0	5.9%	57.3%
Portland	66,595	\$289,000	\$60,467	109.0	5.2%	71.9%
Rockland	7,178	\$172,800	\$44,156	97.0	5.1%	64.1%
Saco	19,497	\$258,900	\$70,517	109.0	5.1%	72.6%
Sagadahoc County	35,452	\$213,400	\$63,694	103.0	4.3%	65.0%
Sanford	21,015	\$171,200	\$49,642	99.3	5.0%	64.0%
South Portland	25,548	\$257,200	\$69,290	110.0	4.5%	71.6%
Waldo County	39,539	\$163,000	\$51,931	97.0	5.1%	60.7%
Waterville	16,577	\$125,000	\$38,862	93.0	6.0%	53.5%
Westbrook	18,633	\$232,900	\$59,460	105.0	5.4%	69.3%
York County	204,316	\$252,300	\$67,830	107.0	4.5%	66.3%

Overall Salary Distribution

The salary distribution for all employees is shown in Figure 1. The label “Percentage of Employees” on the ordinate y-axis reflects the total number of employees. The three largest departments, Fire, Police, and Public Works are highlighted.

A clear bimodal pattern does not exist which would demonstrate a two-tier compensation structure for any department or overall. It is preferable if there is a clear broad-banded bimodal distribution, that is, two bell curves, demonstrating both separation between supervisory and non-supervisory compensation and career progression within these two groups.

The concentration of employees in the upper end, top 20%, of the salary range (3 of 102, 3%) in comparison to the lower end is not excessive, meaning that the organization is not top-heavy with respect to compensation.

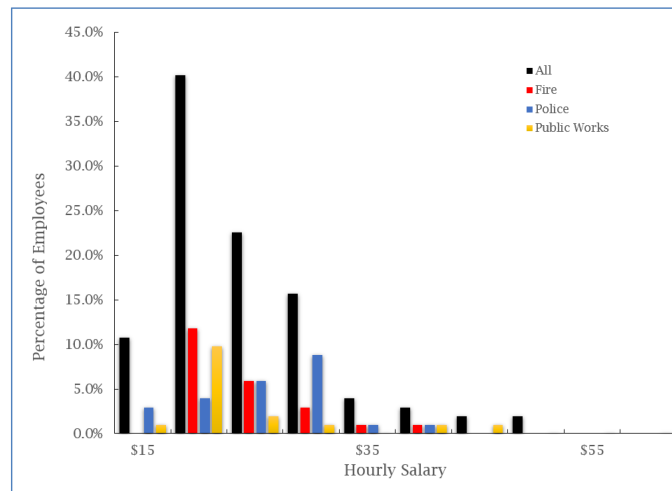


Figure 1 – Salary Distribution

Focus Groups

a. Economic

Local Economy

- Participants noted that Bath is a city with a small but thriving local business community, although there were limited economic opportunities for residents in the city.
- There was mention the population of Bath was made up of extremes with many high- and low-income residents, but not much of a middle class.
- It was said that most middle-class residents have moved outside of the city limits due to the cost of homes and property taxes in Bath.
- Employees added that housing availability is scarce, and homes sell quickly, when available.
- Bath Ironworks is a massive contributor to their economy. The shipyard is one of the largest employers in the area and has anywhere from 3,500 to 5,000 working day shifts.
- The city lacks enough parking to accommodate visitors who want to come downtown. Staff thought a parking garage would help.

City of Bath Government Finances

- Staff concurred that although the demand for services has been on the rise, the resources available to provide those services, including staffing levels, are not keeping up with demand.
- Some employees felt they were being asked to do more but given less to do their jobs. They would like to see additional staffing, training opportunities, and more technology and tools.
- With recent economic fluctuation staff expect this year would bring many challenging financial decisions for the city.
- Departments like Police supplemented their funds with grants when available.
- Parks, recreation, forestry & cemetery managed parks were in great demand during the pandemic. However, because gatherings were restricted, so was

Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions in the County, the employees and managers participated in the Position Vantage Point Job Survey. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

Education	Complexity
Certifications	Independence
Work Duties	Impact
Work Experience	Physical
Financial Authority	Working Conditions
Supervision	Interaction

Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score (CFS) as shown below. For positions, where there was insufficient data from the employee/manager survey, job descriptions were consulted to fill out the survey.

Table 23 – Compensable Factor Score

Position Classification	CFS Score
Finance Director/Assistant City Manager	829.4
Director of Cemetery, Parks and Recreation	457.6
Director of Public Works	378.5
Chief of Police	330.4
Fire Chief	316.0
Deputy Director of Public Works	314.5
WW Superintendent	203.7
Deputy Chief of Police	157.0
Deputy Fire Chief	149.3
Assessor	125.7

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 24 through Table 28. In Table 29 through Table 33, the external market findings for all position classifications is presented. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the 50th percentile from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

Table 24 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Arborist	General Assistance Coordinator
Custodian – Facilities	IT Coordinator
Director of Community & Economic Development	WW Superintendent
Executive Assistant to City Manager/Human Resource Director	

Table 25 – Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

City Clerk	Director of Planning and Development
Detective	

Table 26 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)

Administrative Assistant - Cemetery	Crossing Guard
Administrative Assistant - Fire	Custodian - Recreation
Administrative Assistant - Recreation	Data Entry/Analyst
Animal Control Officer	Deputy Chief of Police
Assessor	Deputy City Clerk
Assistant Assessor	Deputy Director of Public Works
Bus Driver	Deputy Finance Director
Chief of Police	Deputy Fire Chief
Code Enforcement Officer	Deputy Recreation Director

Table 29 – External Market Comparison – Non-Represented

	Admin Assistant Cemetery	Admin Assistant Fire	Admin Assistant Police	Admin Assistant PW	Admin Assistant Recreation
Current Scale					
Minimum	\$19.21	\$19.21		\$19.21	\$19.21
Midpoint	\$22.29	\$22.29	\$31.25	\$22.29	\$22.29
Maximum	\$25.37	\$25.37		\$25.37	\$25.37
Market Percentiles					
20%	\$19.46	\$19.24	\$20.08	\$18.96	\$19.44
25%	\$19.94	\$19.45	\$20.16	\$19.00	\$19.88
30%	\$20.15	\$19.53	\$20.88	\$19.08	\$20.15
35%	\$21.61	\$19.58	\$21.45	\$19.32	\$21.07
40%	\$22.12	\$20.18	\$21.47	\$19.60	\$21.74
45%	\$22.40	\$20.52	\$21.92	\$19.67	\$22.04
50%	\$22.60	\$21.57	\$22.39	\$20.54	\$22.06
55%	\$23.43	\$22.09	\$23.06	\$21.15	\$22.13
60%	\$24.52	\$22.38	\$23.56	\$21.55	\$22.38
65%	\$24.91	\$22.44	\$24.97	\$21.59	\$22.64
70%	\$25.33	\$22.44	\$25.34	\$21.82	\$23.18
75%	\$25.64	\$22.66	\$26.99	\$22.18	\$23.87
80%	\$26.64	\$23.05	\$29.62	\$22.70	\$24.62
Mean	\$23.56	\$21.37	\$24.04	\$20.90	\$22.21
Compa-Ratio	-1.3%	+3.4%	+39.6%	+8.5%	+1.0%

Proposed Salary Schedules

A recommended salary scale for all Non-Represented employees is shown in Table 34. The spread between the minimum and maximum salary was set to 30% as the average spread adopted by comparable communities from the external survey was 28.5%. The number of pay grades was set to 16 to accommodate the range of CFS Scores. The Ladders, i.e., the distance between grades, was set to be 7.5%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

It is recommended that in subsequent years after the adoption of the recommended pay plan, the City should adjust the entire salary scale by the CPI annually as budget permits.

Table 34 – Proposed Salary Schedule – Non-Represented

Grade	Min	Mid	Max
B01	\$15.00	\$17.25	\$19.50
B02	\$16.13	\$18.54	\$20.96
B03	\$17.33	\$19.93	\$22.53
B04	\$18.63	\$21.43	\$24.22
B05	\$20.03	\$23.04	\$26.04
B06	\$21.53	\$24.76	\$27.99
B07	\$23.15	\$26.62	\$30.09
B08	\$24.89	\$28.62	\$32.35
B09	\$26.75	\$30.76	\$34.78
B10	\$28.76	\$33.07	\$37.39
B11	\$30.92	\$35.55	\$40.19
B12	\$33.23	\$38.22	\$43.20
B13	\$35.73	\$41.09	\$46.44
B14	\$38.41	\$44.17	\$49.93
B15	\$41.29	\$47.48	\$53.67
B16	\$44.38	\$51.04	\$57.70

Proposed Internal Equity

In Table 40, the resulting proposed internal equity for the City is presented for non-represented job titles.

Table 40 – Proposed Internal Equity

Grade	Title
B16	Finance Director/Assistant City Manager
B15	-
B14	Chief of Police Director of Cemetery, Parks and Recreation Director of Public Works Fire Chief
B13	Deputy Director of Public Works
B12	Deputy Chief of Police Deputy Fire Chief WW Superintendent
B11	Assessor City Clerk Code Enforcement Officer Deputy Finance Director Director of Community and Economic Development Director of Planning and Development Director of Sustainability and Environment Facilities Director
B10	Executive Assistant to City Manager/Human Resource Director IT Coordinator
B09	Deputy Recreation Director Foreman - Cemetery PW Foreman
B08	Arborist Work Leader – Recreation
B07	Payroll Supervisor
B06	Assistant Assessor Deputy City Clerk Treasurer Clerk/Deputy Tax Collector

Recommended Salary Adjustments

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is 94.4%, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the non-represented job positions at Bath.

In Table 41, salary recommendation for employees based on the external market findings is presented.

Table 41 -Salary Adjustments – Non-Represented

Title	Current Rate	New Grade	New Rate
Administration			
Executive Assistant to City Manager/Human Resource Director	\$28.59	B10	\$37.39
IT Coordinator	\$23.62	B10	\$33.11
Marketing and Communication Specialist	\$22.29	B05	\$22.29
Digital Media and IT Specialist	\$19.93	B04	\$19.93
Assessing			
Assessor	\$37.03	B11	\$37.03
Assistant Assessor	\$24.46	B06	\$24.46
Cemetery, Parks and Recreation			
Administrative Assistant - Cemetery	\$19.21	B05	\$20.03
Administrative Assistant - Recreation	\$25.37	B05	\$25.37
Custodian – Recreation	\$16.69	B02	\$16.69
Deputy Recreation Director	\$23.23	B09	\$26.75
Director of Cemetery, Parks and Recreation	\$45.82	B14	\$45.82
Laborer – Recreation	\$24.39	B04	\$24.39
Work Leader – Recreation	\$29.37	B08	\$29.37

References

Contact Name	Contact Info	Project Title and Service Dates
Donna Jentink HR Compensation Supervisor City of Largo	201 Highland Avenue Largo, Florida 33770 (727) 586-7349 DJentink@Largo.com	Compensation & Classification Study 2019 – 2020, 2022, 2023 – 2024

The City of Largo employs 232 non-represented employees across 168 job titles. The scope of work for the Compensation & Classification Study included

- Conduct a comprehensive salary survey for the City's Non-Represented positions to determine and identify quality job matches for each job title.
- Conduct a compensation and classification study of the City's job titles in the Non-Represented Pay Groups: City Manager, Executive Management, Operational Management, Professional/Technical, Temporary, and Variable.
- Review job titles and make recommendations for pay group, grade, range placement of current and proposed positions based on the classification study and salary survey.
- Review job families and career ladders and identify problem/concerns within the internal hierarchy system and propose methods to correct.
- Prepare a framework for a new and improved compensation structure to include definitions for each pay group identified, recommended pay ranges per group, and the list of the job titles to be classified to each unique pay group and pay range.
- Determine if the Professional/Technical group should be further defined and separated. Determine if the Operational Management group should be further defined and separated (ex. a business track vs. technical career track).
- Perform a comprehensive compensation analysis to address internal equity and compression issues considering employee compensation history, annual compensation in relationship to pay range spread, midpoint, anniversary, education, directly related years of experience and related factors to include state and federal regulations.
- Conduct an analysis of the City's administrative support classifications for the purpose of recommending job descriptions that more effectively capture the department's administrative needs city-wide.
- Recommend specific job evaluation methodologies and approaches to ensure the establishment and maintenance of a job evaluation and pay system based on internal equity and competitiveness with the public sector and private sector (similar sized organizations).
- Review and determine best practices and improved narratives to enhance the process in which the City administers the following personnel actions and handling of the transaction for the City's consideration in updating the Personnel Rules and Regulations, Section VI: Pay and Classification Plan. Personnel Action Types: Starting

Pay, Rehire, Reclassification and Types, Delete/Add, Demotion, Promotion, Transfer, Standby Time, and Call Back Time.

Contact Name	Contact Info	Project Title and Service Dates
Roz Johnson Human Resources Director City of Stuart	121 SW Flagler Avenue Stuart, FL 34994 (772) 288-5322 RJohnson@CI.Stuart.FL.US	Classification and Compensation Study 2019, 2024

The City of Stuart has a total of 251 full-time budgeted positions with 79 in one of two collective bargaining units and 40-45 part-time employees across 121 different classifications.

Classification

- Conduct a job audit of selected benchmark positions, including general task analysis by department. This review may include interviews with Department Directors, division managers and other key personnel and/or employees to determine the essential functions of each position. Benchmark positions to be determined by the project team, input from Department Directors and guidance from the consultant.
- If deemed the appropriate method, prepare/provide a job analysis questionnaire for City management approval. The City would facilitate its distribution and completion.
- Assign all jobs to salary grades based on an objective evaluation of compensable factors related to the duties and responsibilities of the individual job.
- Refine job classifications/titles to accurately represent job duties and responsibilities as necessary. Review supervisor/management titles and recommend titling structure which defines consistent levels of responsibility across the organization.
- Review a sampling of existing job descriptions and recommend updates, as needed, including requirements of education, experience, knowledge, skills, and abilities.
- Map career ladders/promotional opportunities for selected classifications.
- Provide methodology for evaluating the classification of positions/jobs on an ongoing basis. Train Human Resources personnel in the administration of the proposed new/modified classification system.
- Assess FLSA designation for select positions.

Compensation

- Review the current pay grade and salary ranges of City positions, including recommending appropriate salary ranges based on compensation survey and study results and appropriate salary range for each position.

- Evaluate current pay plan structure (i.e. number of pay grades, including additions, deletions, and/or consolidations, appropriateness of pay range spread from salary minimum to maximum).
- Conduct interviews, as necessary, with City Manager, Human Resources personnel, and Department Directors for the purpose of clarifying and determining project scope, selection of entities to be surveyed, and identification of benchmark positions. Listing of the benchmark agencies to be utilized in the study shall be subject to review and approval by the project and/or executive team prior to the initiation of the work.
- Determine the appropriate labor markets for the study (non-bargaining, PBA, and IAFF) and determine existence of relevant salary survey data.
- Develop and conduct an external compensation survey comparing benchmark positions with other local government and private sector entities in order to identify the City's competitive position in the regional labor market. This compensation survey shall include the actual salaries and tenure in position of employees in said benchmark positions, with anomalies identified.

Contact Name	Contact Info	Project Title and Service Dates
Duane D'Andrea Human Resources Director City of Delray Beach	100 NW 1 st Avenue Delray Beach, FL 33444 (561) 243-7125 DandreaD@MyDelrayBeach.com	Compensation and Classification Study 2024

The City of Delray Beach employs approximately 387 employees in 239 unique job classifications. The scope of services for the project entailed conducting a survey of comparable governmental agencies and private employers if applicable within South Florida (Palm Beach, Broward and Miami-Dade Counties Only) to assess the external competitiveness of the following:

- Review current compensation plans for all employee groups (salary, grade levels and steps) of approximately 240 positions.
- Prepare a summary and make recommendations for revising the job classification and salary plan that details the following: ensures fairness and competitiveness to attract and retain qualified employees.; enables compensation decision making that is based on valid data and is consistent and defensible across the organization; and is flexible and responsive to changes in the City's objectives or structure and is simple to understand and can be clearly communicated to employees.
- Determine comparable labor markets, including both private and public sector employers for compensation survey. Establish appropriate benchmarking standards.
- Consolidate the survey result in a clear, objective summary detailing the following: agencies surveyed; position titles surveyed; and position titles that match City position titles in level of responsibility, minimum requirements, and essential job functions.

- e. Conduct a comprehensive salary survey of job classifications in comparable organizations to include salary ranges and actual salaries.
- f. Based upon results of the survey, and review of internal relationships between positions and classifications, recommend a revised Classification & Compensation Plan.
- g. Recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
- h. Based upon the recommended pay plan, review existing salaries to determine proper placement within proposed classifications, and recommend appropriate “equity adjustments” as needed.
- i. Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.

Contact Name	Contact Info	Project Title and Service Dates
Dee Jones Human Resources Director City of Green Cove Springs	321 Walnut Street Green Cove Springs, FL 32043 (904) 297-7500 x3313 DJones@GreenCoveSprings.com	Classification and Compensation Study 2024

The City of Green Cove Springs employs 134 employees in 91 unique job titles. The scope of work included the following areas of work:

Classification Study

1. Consultant to review current classification grade methodology and propose recommended strategies for the City.
2. Employees to complete Position Descriptions Questionnaires (PDQ's).
3. Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
4. Consultant to compare PDQ's and interviews and job audit results to existing job descriptions.
5. Consultant to update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certifications/licenses/registrations required for classifications as needed.
6. Consultant to identify Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service employees, including Fair Labor Standards Act (FLSA) status (exempt/non-exempt).

7. Consultant to present proposed recommendations to the HR Director and City Manager for review prior to making any final classification determinations.
8. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
9. Consultant to identify career ladders/promotional opportunities as deemed appropriate.
10. Consultant to submit recommendations for appropriate implementation measures that the Human Resources staff will need to take.
11. Consultant to provide a straightforward, easily understood, maintenance system that the Human Resources Department will use to keep the classification system current and equitable. The classification system should be provided in an electronic medium. Maintenance should include annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.
12. Consultant to conduct a comprehensive training program for Human Resources staff to ensure that the staff can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

Compensation Study

1. Consultant to review current compensation plan (salary grade levels and steps) and understand current challenges in recruiting and retaining employees.
2. Consultant to recommend and identify a consistent and competitive market position that the City can strive to maintain.
3. Consultant to recommend comparable labor markets, including both private and public-sector employers, for compensation survey.
4. Consultant to develop and conduct a comprehensive compensation and benefits survey.
5. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and internal relationships and equity. Prepare a new salary structure based on the results of the survey and best practices.
6. Consultant to develop guidelines to assist City staff with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
7. Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
8. Consultant to identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations.
9. Consultant to make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.

10. Consultant to provide system documentation and computer formats/software to administer compensation plan.
11. Consultant to provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as a market survey.
12. Consultant to conduct a compression analysis to include recommendations for implementation.
13. Consultant to conduct a comprehensive training program for Human Resources staff to ensure that the staff can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

Contact Name	Contact Info	Project Title and Service Dates
Kathleen Beebe HR Coordinator City of Des Peres	12325 Manchester Road Des Peres, MO 63131 (314) 835-6107 KBeebe@DesPeresMO.org	Comprehensive Compensation Study 2024

The City of Des Peres employs 100 employees in 62 unique job titles. The scope of work included the following areas of work:

1. Assist in the development of a process to determine when long-term or returning part-time employees receive pay increases. Our pay matrix has grades for part-time employees. Some of the part-time positions are permanent, with the same person holding the position for a number of years. Other part-time positions are more seasonal, but the same person may return for multiple seasons.
2. Develop a standard format for job descriptions for all full-time employees that are both ADA and FLSA compliant. Review all current job descriptions and propose revisions to reflect actual job duties. The review may include use of employee and supervisor questionnaires and individual interviews. Information gathered shall be used to analyze the duties and responsibilities of each position to determine if it has been appropriately classified.
3. Conduct a Fair Labor Standards audit of each full-time position for classification and state an opinion as to whether each position is to be classified “Exempt” or “Non-Exempt”.
4. The city will identify ten (10) comparable public entities in the metropolitan area for salary survey purposes. Vendor should evaluate selections and make recommendations on changes. Vendor shall identify specific positions for which they believe comparisons to the private sector are appropriate.
5. Identify the process to be used in collecting data on salary and major benefits from comparison cities and any process or technique to normalize the data between comparison cities of differing sizes or service levels.

6. Identify the process to be used in collecting data on major fringe benefits including but not limited to pension, health insurance, dental insurance, vision insurance, life insurance, vacation benefits, sick leave and other leave policies.
7. Develop a pay grade and range for jobs (current pay plan attached) providing starting, mid-point and top pay ranges including any intermediate ranges recommended.
8. Identify the cost savings or additional costs associated with implementing the recommended pay plan including any recommended transitional plans from the current pay plan.
9. Provide an administration manual including plan maintenance procedures.
10. Conduct an employee survey to assess current job duties and update job descriptions accordingly.
11. Provide sample documents to be used to communicate the compensation system change to current employees, and a summary document to communicate the full compensation system to current and future employees, both to be provided in reproducible hardcopy and electronic copies
12. The successful vendor will have a minimum of two presentations at a joint meeting of the Audit & Finance Committee and Board of Aldermen including one to review process and comparable city criteria and one to present findings and recommendations.

Contact Name	Contact Info	Project Title and Service Dates
Hazel Johnson Director of Human Resources City of Portland	100 South Russell Street Portland, TN 37148 (615) 325-6776 x232 HJohnson@CityofPortlandTN.gov v	Compensation Study 2024

The City of Portland employs 175 employees in 130 unique job titles. The scope of work included the following areas of work:

- All positions and job descriptions on the proposed city authorization list are to be studied, and employee interviews are to be conducted as necessary.
- Local governments within both Sumner and Robertson County are to be used for comparison. The key is not simply comparing communities our size, but a comparison should be based on the communities to which we lose employees. The study should review wage and benefit information for local industry as provided by the City's Economic and Community Development Department.
- Give a recommendation for a phased implementation of the study, and how that may apply to exempt and non-exempt employees if the plan cannot be implemented in one budget cycle.
- Comparison of benefits and their value to wages will also be important. Example: Compare employee "A" with a \$37,440 yearly salary and employer paid health

- insurance, to employee “B” with a \$43,680 yearly salary and a 50% employer paid health insurance.
- Recommend best practice for maintaining pay ranges. Such as updating the ranges yearly or every 3 years according to cost of living.
 - Evaluate the current police and fire step plans and offer recommendations to compress or alter the current plan.
 - Create a new step plan for all other positions along with recommendations on how to transition from current ranges.
 - Provide methodology for developing steps and adding new positions to the plan.
 - Present industry standards on how and when to progress within a step plan as it applies to yearly evaluations, employees with recent disciplinary action, or sub-par performance.
 - All information completed within the contracted study shall become the property of the City. Any proprietary software data must be converted to excel spreadsheets to be used and edited according to the needs of the City.

Contact Name	Contact Info	Project Title and Service Dates
Tiffany Jenkins Director of Human Resources City of Villa Rica	571 W Bankhead Highway Villa Rica, GA 30180 (678) 840-1225 TJenkins@VillaRica.gov	Compensation Study 2023

The City of Villa Rica employs approximately 183 employees in 123 unique job classifications. The scope of services for the project included

1. Conduct a comprehensive benchmark market analysis of all City positions with comparable and surrounding (regional) jurisdictions, institutions of higher education, and applicable private/public sector competitors.
2. Identify potential pay compression issues and provide potential solutions.
3. Review existing position descriptions to ensure current and accurate Fair Labor Standards Act (FLSA) exemption status, essential functions, minimum qualifications for education and experience, required knowledge, skills, and abilities, special requirements, and physical and environmental conditions; Update the descriptions as needed.
4. Gain an understanding of the City’s existing classification, grouped positions and compensation structure and revise where needed.
5. Review all background materials including, but not limited to, existing salary scale, organizational charts, classification specifications, etc.
6. Perform a pay compression analysis of all City positions.

Contact Name	Contact Info	Project Title and Service Dates
Tangula Bell Human Resources Manager City of Brentwood	2348 S. Brentwood Blvd. Brentwood, MO 63144 (314) 963-8609 TBell@BrentwoodMO.org	Employee Compensation (Wage and Benefits) and Classification Consulting Services 2024

The City of Brentwood employs approximately 125 employees in 61 unique job titles. The scope of work included the following areas of work:

1) Compensation and Benefits Study

- Review the City's existing compensation and benefit plans, including retirement benefits for both uniformed and non-uniformed employees.
- Conduct a comprehensive survey of external regional labor market impacting the job markets for all positions in the City. This shall include public sector and private sector jobs with the same essential duties and functions.
- Provide recommendations for adding or deleting to the list of current comparative organizations/municipalities. Provide rationale for comparative organizations/municipalities.
- Gather necessary survey data from comparable organizations/municipalities of the public and private sector using a customized survey.
- Prepare a written report to include a comparison, by position, of the full market compensation and benefit plans.
- Prepare cost analysis for implementation of recommended changes to the pay and classification system.

2) Job Audit and Analysis

- Evaluate current classification positions.
- Gather necessary employee information. Broad focus groups may be used for large or similar job classes.
- Examine equity of pay among preset full-time employees based on qualification, experience, responsibilities, and tenure.
- Identify problem areas within the internal compensation system and suggest implementation methods to correct identified problems.
- Information will be used to analyze the duties and responsibilities of each employee and position to determine the following: whether individual employees are appropriately classified; whether a position should be moved to a different job classification and/or pay grade; and whether position titles are appropriate.

3) Job Descriptions

- All job descriptions will be updated or developed after reviewing job analysis questionnaires and interviews.
- Recommendations will be made to revise, create, or consolidate titles.

- Job descriptions should be established in a standardized format which are ADA and FLSA compliant. The city will have review/input as to the final format of job descriptions.
- Revised job descriptions should include FLSA exemption tests to determine the appropriate FLSA overtime classification for each position based upon the duties and responsibilities provided in the job documentation.
- Final job descriptions are provided to the City, with allowance for one set of revisions included in the project cost.
- The consultant shall assist in determining if all city departments are adequately and appropriately staffed for a community of approximately 8230 residents.

4) Final Report requirements

- Methods used to conduct the salary survey results and methodology of job evaluation.
- Summarized position comparison data.
- Recommended classification plan.
- Recommended pay structures for the 75th and 95th percentiles for non-uniform employees and 95th percentile for uniformed employees.
- Recommendations for maintaining future market competitiveness.
- Other recommendations.

Contact Name	Contact Info	Project Title and Service Dates
Teresa Way-Pezzuti Director of Human Resources City of College Park	7401 Baltimore Avenue College Park, MD 20740 (240) 487-3536 Tway@CollegeParkMD.gov	Job Classification and Compensation Study 2024

The City of College Park employs 118 employees across 80 classifications. The scope of work for the Job Classification and Compensation Study included:

- Review existing job descriptions and conduct comprehensive interviews where necessary to update and/or create new job descriptions and ensure that they accurately reflect duties performed by position incumbents and comply with relevant federal, state, and county regulations. Job descriptions shall reflect essential responsibilities and duties, minimum and preferred qualifications, and working conditions and physical requirements. Provide electronic, editable copies to City. Confirm the exempt or non-exempt status of each position, per Fair Labor Standards Act requirements.
- Conduct market-based wage, salary, and benefits survey for all positions, to include without limitation the identified peer group, to determine the competitiveness of the City's total compensation package. Also, look at whether the City is paying a living wage for our positions living here in the DC Metro area.

- Revise or develop wage and salary grades and ranges. Place each position into the appropriate wage range or grade according to the market, the compensation philosophy, and internal equity.
- Write a policy and process that enables the City to maintain the wage and salary structure that is developed (or revised); including issues such as transfer, promotion, demotion, red-circling, reclassification, new hire salaries, etc.
- Recommend an implementation plan for the new system. Include calculations for the approximate cost of implementing the recommendations and a workable timetable for implementation.

Contact Name	Contact Info	Project Title and Service Dates
Stephanie Romagnoli Human Resources Manager City of Muscatine	215 Sycamore Street Muscatine, Iowa 52761 (563) 264-1550 SRomagnoli@MuscatineIowa.gov	Compensation Study 2023

The City of Muscatine employs 144 employees across 86 classifications. The scope of work for the Compensation Study included:

Review

- Review the current compensation and pay ranges for all positions not covered under a collective bargaining agreement.
- Evaluate pay plan for appropriate internal equity.
- Positions will be evaluated in comparison to local economic market conditions for entry level, professional, and management personnel. In order to accomplish the external market review of positions, ten or more comparable organizations (e.g. cities or counties) and a minimum of five major private and/or public sector market competitors will be surveyed as determined in agreement with the city.
- Identify factors and appropriate weights which accurately reflect the value of the different types of work.

Survey -

- Develop and conduct an external assessment or compensation survey evaluating all current non-union and selected union job classifications by comparing actual job content and duties of the classification to comparable job classification in other comparable organizations.
- Provide a report between survey data and estimates of fiscal impact at various percentage relationships to prevailing market rates.
- Provide an alternate or additional cost proposal for surveying insurance plans, leave policies, and retirement benefits.

Contact Name	Contact Info	Project Title and Service Dates
Kristie Lewis, Esq. Director of Human Resources City of Tomball	401 Market Street Tomball, TX 77375 (281) 351-5484 klewis@tomballtx.gov	Classification and Compensation Study 2023

The City of Tomball employs approximately 202 employees in 120 unique job classifications. The scope of services for the project included

1. Classification Study

- a. Review current classification grade methodology and propose recommended strategies for the city.
- b. Conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
- c. Update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certification/licenses/registrations requirements for classification as needed.
- d. Qualify the FLSA status for each job classification.
- e. Finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
- f. Identify career ladders or promotional opportunities as deemed appropriate.
- g. Provide a straightforward, easily understood, maintenance system that the City and Human Resources Department will use to keep the classification system current and equitable. Maintenance should include annual activities, as well as the process required to review classifications of individual jobs, as needed.

2. Compensation Study

- a. Review current compensation plan and pay practices (range adjustments, compression, years of service, etc.) to understand current challenges in recruiting and retaining employees.
- b. Recommend and identify a consistent and competitive market position that the city can strive to maintain.
- c. Recommend comparable labor markets, including both private and public sector employers for compensation survey.
- d. Develop and conduct a comprehensive compensation and benefits survey, to include determination of total compensation.
- e. Recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.

- f. Recommend implementation strategies including calculating the cost of implementing the plan.
- g. Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
- h. Make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.
- i. Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey.
- j. Conduct a compression analysis to include any recommendations for implementation.

Contact Name	Contact Info	Project Title and Service Dates
ReNissa Wade Assistant City Manager City of Jacksonville	315 S. Ragsdale Street Jacksonville, TX 75766 (903) 618-9461 ReNissa.Wade@jacksonvilletx.org	Compensation and Classification Study 2022

The City of Jacksonville employs approximately 135 full-time employees in 65 unique job classifications. The scope of services for the project included

- Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.
- Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions (job descriptions) as required (prefer to assess duplicate benchmarks -both municipalities as well as local employers).
- Identify potential pay compression issues and provide solutions.
- Development of job descriptions for all current positions and up to 10 additional positions.
- Provide written implementation guide (best-practices for phasing in potential adjustments).
- Provide a staff/per capita breakdown as compared to benchmarked municipalities. This should include an organization-wide and departmental breakdown.

Contact Name	Contact Info	Project Title and Service Dates
Laura McIntosh Director of Human Resources & Risk Management Town of Front Royal	109 E. Main Street Front Royal, VA 22630 (540) 635-3929 LMcIntosh@FrontRoyalVA.com	Compensation Study & Update Employee Handbook 2022 - 2023

The Town of Front Royal employs approximately 185 employees. The scope of services for the project included

Market Analysis. The Town of Front Royal would like a market analysis performed for the Town's classifications and compensations. To this end, the Offeror should conduct a comprehensive benchmark analysis of all Town positions with comparators to include surrounding counties, towns, and cities that compete with the Town's employment market. The comparators shall be determined by the consultant after consultation with the Town and the Offeror shall prepare and deliver a detailed report and analysis of the benchmark survey results for all positions compared to the market and how this analysis informs the Town's pay plans.

Development of a Recommended Pay Scale. The Successful Offeror shall develop a compensation plan, the appropriate classification of all positions in the proposed plan, options for implementing the proposed compensation plan in phases, and a pay compression analysis of all Town positions. The phasing would need to take into consideration the need for wage adjustments, with the most critical positions being addressed first, and the budget impact of each phase. The Town is interested in developing policies and pay scales that align with the current "market" rate and are informed by the comprehensive benchmark market analysis. Pay recommendations should be externally competitive and internally equitable.

Contact Name	Contact Info	Project Title and Service Dates
Debbie Duncan HR Manager City of Raytown	10000 E 59 Street Raytown, MO 64133 (816) 737-6006 DebraD@Raytown.MO.US	Compensation & Classification Plan 2021 - 2023

The City of Raytown employs approximately 109 employees in 68 unique job classifications. The scope of services for the project included

Meet with the HR Manager and City Administrator at the initiation of each phase of the study and to make oral presentations to the Selection Committee at the conclusion of each phase. Ongoing and open communications between designated City representatives and the consultant over the course of the study. All products and recommendations to comply with

applicable State and Federal laws and enhance the City's ability to obtain and retain qualified personnel. The consultant to review the current job descriptions and Compensation and Classification Plan and determine the need for a new compensation system, which would assure internal equity and external competitiveness.

Conduct a comprehensive compensation survey of external regional labor market for designated positions and make recommendations for changes to the current classification system or adoption of a newly designed compensation system, which assures internal equity and external competitiveness. The method in which to perform this analysis is to be determined by the consultant, and comparison cities to be included in the study will be approved by the City of Raytown. The consultant to provide city staff with copies of the final compensation study and proposed salary structure – the final number to be determined. Design an implementation strategy for the updated compensation system recognizing the financial impact on city operating process and greatest gain to positions that fall outside of a designated range.

Upon implementation of the compensation system, the consultant required to provide training to the HR Manager on the utilization and maintenance of the system. Additionally, the consultant to provide necessary documentation and other materials so the City will be able to maintain the system independently of the consultant following the implementation of the job evaluation/compensation plan. The consultant to provide City staff with training materials and policies and procedures for maintenance of the system.

Contact Name	Contact Info	Project Title and Service Dates
Joe Fischbach Human Resources Manager City of Cottage Grove	12800 Ravine Parkway S. Cottage Grove, MN 55016 (654) 458-2883 JFischbach@ CottageGroveMN.gov	Position Classification and Compensation System 2020 - 2024

Cottage Grove employs 145 full-time and 12 part-time employees as well as 47 paid on call Fire and 200 seasonal staff. Of this, 82 employees are organized into one of the following unions: Cottage Grove Police Officers Federation, Inc., Law Enforcement Labor Services, Cottage Grove Professional Firefighters Association, and International Union of Operating Engineers. The scope of work for the Classification & Compensation Study included

Provide professional services with integrative support services to evaluate and analyze needs, design, develop, and implement updates to the position evaluation and compensation system that includes the following milestones:

- Evaluation and analysis of City needs and philosophy.
- Evaluation of existing job descriptions and the recommendations of revisions to assure compliance with ADA and other State and Federal requirements.

- Thorough evaluation of changed positions to determine a job value, by assigning points to the position based on standard factors, and a spot review of the current position evaluations with recommendations for necessary revisions.
- Objective classification ranking and banding of each position and the provision of internal pay equity.
- Provide a wage/labor market survey and the analysis of supporting data for the development of the pay structure while assuring internal and external equity and compliance with State Pay Equity Compensation Standards.

Provide recommendations and options for updating the evaluation and compensation system.

- Provide system testing to assure compliance.
- Provide recommendations on a system for determining the validity for requests for reclassification and/or compensation changes.
- Determine exempt and non-exempt status for each position.
- Provide implementation support and maintenance training on the system.
- Post contract services involving review of new job descriptions and determination of points and salary for the new position as well as assistance with the first State Pay Equity report following compensation review to assure compliance.

Cost Proposal

PHASE 1 Classification Component

Task		Hours
A	Project Start and Initial Meetings	8
B	Baseline Data Collections & Initial Analysis	15
C	Job Analysis Collection/Completion	18
D	Job Evaluation and Classification Development	0
E	Draft Job Descriptions and Policy Guides	0
F	Develop Guide for Implementation of Changes and Draft Interim Report	0
	Subtotal Professional Hours	41

PHASE 2 Compensation Component

Task		Hours
A	Identify Benchmark Positions and External Survey Comparator List	8
B	Design and Distribution of Survey	14
C	Collect and Analyze Survey Data	38
D	Internal Relationship Analysis and Internal Alignment	24
E	Preparation of Draft Report	20
F	Deliver Final Report and Work Products for Implementation	15
	Subtotal Professional Hours	119

Total Estimated Hours of Phase 1 & Phase 2	160
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The standard consulting rate for the senior personnel listed, consistent with the Federal GSA schedule, is \$125 per hour of service. The total, firm-fixed price fee would be \$20,000. To include a complete classification analysis would be an additional \$5,000. Travel is not included in the quote.. Regular invoices, including a thorough delineation of services rendered, would be on a net 30-day basis. Paypoint expects support from the client in communication with key staff, setting up meetings, and providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.

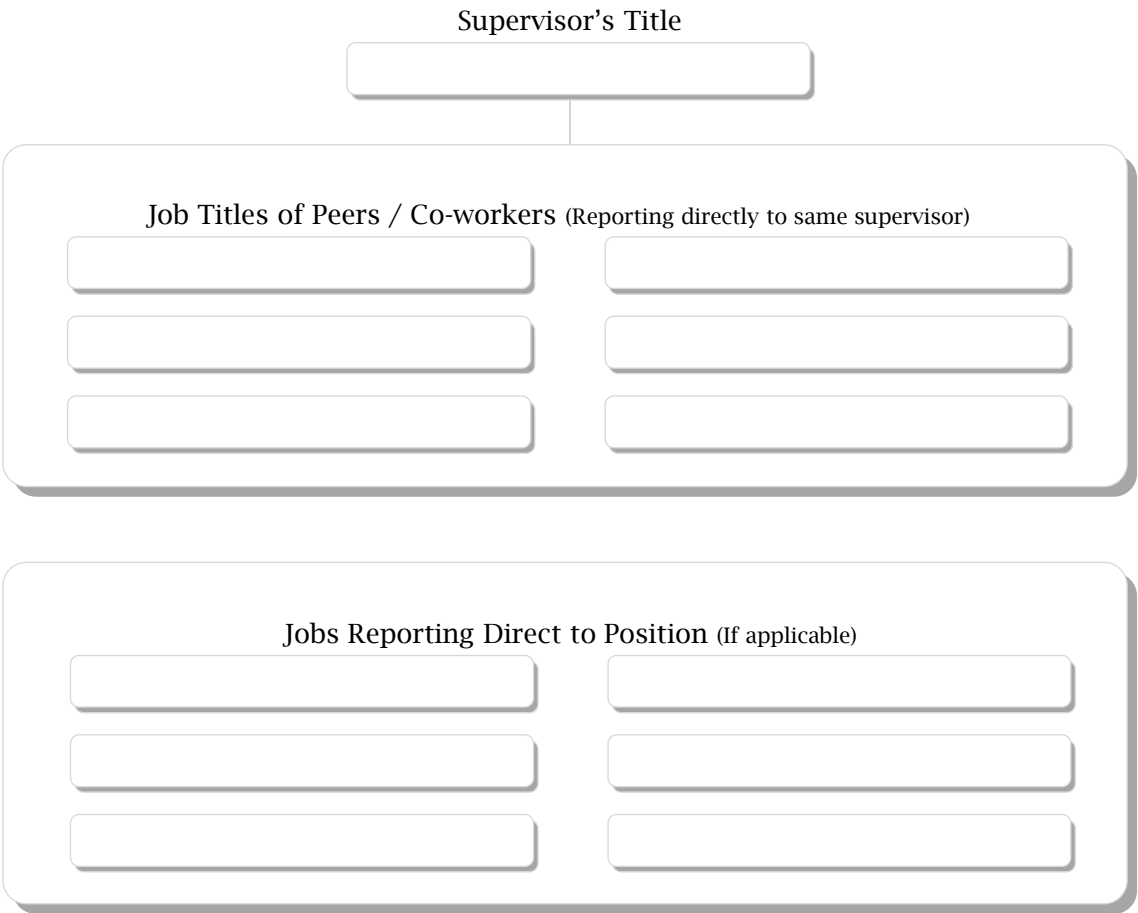
Provisions to Other Agencies: Paypoint HR agrees to make available to other Government agencies, departments, and municipalities the prices submitted in accordance with said terms and conditions therein, should any said governmental entity desire to buy under the terms of the proposal.

Appendix – Sample PVP Job Description Survey

First Name	Last Name	Job Location
<input type="text"/>	<input type="text"/>	<input type="text"/>
Department	Job Title	Full-time / Part-time
<input type="text"/>	<input type="text"/>	<input type="text"/>

Job Summary
Please provide a summary for the purpose of the position in one or two sentences.

Where Position Fits
Complete the structure using job titles to show where your job fits. Use official classification titles only, not working titles.



Position Vantage Point



Education and Experience

Minimum Education Level that Should be Required for Job Title

- | | |
|--|---|
| <input type="checkbox"/> No Degree | <input type="checkbox"/> Master Degree in a Related Field (MA/MS/MBA) |
| <input type="checkbox"/> High School Diploma / GED | <input type="checkbox"/> Master Degree Not in a Related Field (MA/MS/MBA) |
| <input type="checkbox"/> Trade School Certificate | <input type="checkbox"/> Specialist Degree in a Related Field |
| <input type="checkbox"/> Associate Degree in a Related Field | <input type="checkbox"/> Specialist Degree Not in a Related Field |
| <input type="checkbox"/> Associate Degree Not in a Related Field | <input type="checkbox"/> Doctorate Degree in a Related Field (PhD/JD/EdD) |
| <input type="checkbox"/> Bachelor Degree in a Related Field | <input type="checkbox"/> Doctorate Degree Not in a Related Field (PhD/JD/EdD) |
| <input type="checkbox"/> Bachelor Degree Not in a Related Field | <input type="checkbox"/> Other |

Degree Field Required for Job Title (e.g., Finance, Business Administration, Civil Engineering)

Required Certifications, Training, and Licensing for Job Title (e.g., Driver's License, CDL, CPR)

Upon entering position: the minimum number years of prior experience in profession required.
(e.g., For Police Lieutenant: 8 years as a certified sworn officer, all ranks including Officer and Sergeant)

- | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 0 | 1 | 2 | 3 | 4 to 5 | 6 to 7 | 8 to 10 | More than 10 |

Upon entering position: the minimum number of years in preceding job in job series required
(e.g., For W/WWTP Operator III: 3 years as a W/WWTP Operator II)

- | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 0 | 1 | 2 | 3 | 4 to 5 | 6 to 7 | 8 to 10 | More than 10 |

Position Vantage Point



Equipment/Tools (e.g., GIS, Microsoft Office, Backhoe, Narcan)

Visual Acuity (check all that apply)

- ☐ Clarity of vision at 20 feet or more
- ☐ Clarity of vision at 20 inches or less
- ☐ Three-dimensional vision – ability to judge distance and space relationships
- ☐ Precise hand-eye coordination
- ☐ Ability to identify and distinguish colors

Regulatory (Enter number associated with category)

EEO Category Number (if known)

- 1 – Officials / Administrators
- 2 – Professionals
- 3 – Technicians
- 4 – Protective Service Workers
- 5 – Paraprofessionals
- 6 – Office / Clerical
- 7 – Skilled Craft Workers
- 8 – Service / Maintenance

FLSA Status and Exemption (if known)

- 1 – Non-exempt
- 2 – Exempt – Executive
- 3 – Exempt – Administrative
- 4 – Exempt – Computer
- 5 – Exempt – Professional Learned or Creative

Position Vantage Point



Duties and Responsibilities (to identify major duties and responsibilities)

EXAMPLE

Percent of time spent

40%

Priority
(Select one)

Essential ☒

Very important ☐

Important ☐

Somewhat important ☐

Marginal ☐

Result Expected of the Work

Payroll administration for the maintenance department

Tasks Required to Achieve Result

Collecting payroll information from department employees on a weekly basis; reviewing the collected information to make sure that it is complete; forwarding all appropriate documentation (timecards, requests for time off, etc.) to the business office for processing.

Task 1

Percent of time spent

Priority
(Select one)

Essential ☐

Very important ☐

Important ☐

Somewhat important ☐

Marginal ☐

Result Expected of the Work

Tasks Required to Achieve Result

Task 2

Percent of time spent

Priority
(Select one)

Essential ☐

Very important ☐

Important ☐

Somewhat important ☐

Marginal ☐

Result Expected of the Work

Tasks Required to Achieve Result

Position Vantage Point



Duties and Responsibilities (to identify major duties and responsibilities)

Task 3

Percent of time spent

Priority
(Select one)

Essential ☐

Very important ☐

Important ☐

Somewhat important ☐

Marginal ☐

Result Expected of the Work

Tasks Required to Achieve Result

Task 4

Percent of time spent

Priority
(Select one)

Essential ☐

Very important ☐

Important ☐

Somewhat important ☐

Marginal ☐

Result Expected of the Work

Tasks Required to Achieve Result

Task 5

Percent of time spent

Priority
(Select one)

Essential ☐

Very important ☐

Important ☐

Somewhat important ☐

Marginal ☐

Result Expected of the Work

Tasks Required to Achieve Result

Position Vantage Point



Work Environment (Check all that apply)

	Never (0%)	Rarely (1% - 15%)	Occasionally (16% - 40%)	Frequently (41% - 70%)	Regularly (over 70%)	Specific Examples
EXAMPLE: Standing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Speaking at public events
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Talking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Hearing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Standing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Driving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Grasping, pulling, pushing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Stooping, kneeling, crouching, crawling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing or balancing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Repetitive wrist, hand and/or finger movement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Work in high, dangerous places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Work in confined spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Operate mechanical equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Biohazard or bloodborne pathogens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Required to wear respirator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Fumes or airborne particles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Risk of electrical shock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that often involves complex and diversified tasks may also involve routine or repetitive tasks. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Complexity (Answer all questions)

- ☐ **Question 1:** This position involves *routine or repetitive* tasks, processes, or operations requiring the application of well-defined rules, procedures, policies, guidelines, and/or instructions.
- ☐ **Question 2:** This position involves generally *standardized* tasks processes, or operations requiring the *choice of action* within well-defined rules, procedures, policies, guidelines, and/or instructions.
- ☐ **Question 3:** This position involves generally *diversified* tasks, processes, or operations requiring the *choice of action* within well-defined rules, procedures, policies, guidelines, and/or instructions.
- ☐ **Question 4:** This position involves *occasional (16% - 40%) complex and diversified* tasks, processes, or operations requiring the *development* of rules, procedures, policies, guidelines, and/or instructions..
- ☐ **Question 5:** This position involves *frequent (41% - 70%) complex and diversified* tasks, processes, or operations requiring the *development* of rules, procedures, policies, guidelines, and/or instructions.

Independence (Answer all questions)

- ☐ **Question 1:** My position primarily involves *detailed* work instructions with *close* supervisory review.
- ☐ **Question 2:** My position primarily involves *detailed* work instructions with *regular* supervisory review.
- ☐ **Question 3:** My position primarily involves *general* work instructions with *regular* supervisory review.
- ☐ **Question 4:** My position primarily involves *broad latitude* on work tasks with *regular* supervisory review.
- ☐ **Question 5:** My position primarily involves *broad latitude* on work tasks with *minimal* supervisory review.

Note: Answer each question independent of any preceding questions. For example: a position that involves employee training may also schedule tasks. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Supervision Received (Answer all questions)

- ☐ **Question 1:** My position frequently (41% - 70%) is provided established policy and procedures.
- ☐ **Question 2:** My position frequently (41% - 70%) is provided specific direction and task/project information needed is generally available.
- ☐ **Question 3:** My position frequently (41% - 70%) is provided general direction and task/project information needed is generally available.
- ☐ **Question 4:** My position frequently (41% - 70%) is provided general direction and task/project information is usually not readily available and must be sought.
- ☐ **Question 5:** My position frequently (41% - 70%) is provided minimal direction and task/project information is regularly vague.

Supervision Responsibilities (Answer all questions)

- ☐ **Question 1:** My position involves the training and guidance of other employees and provides input to supervisors with respect to employee performance.
- ☐ **Question 2:** My position involves the assignment and scheduling of tasks of others.
- ☐ **Question 3:** My position is directly responsible for the performance of others.
- ☐ **Question 4:** My position directs employee performance evaluation including hiring, promotion, discipline, and termination.
- ☐ **Question 5:** My position has absolute authority to hire, discipline, and terminate employees with the involvement of human resources.
- ☐ **Question 6:** Total number of people who report to your position in the organization. (E.g., For a department head, all employees in the department would be included.)

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that is occasionally somewhat strenuous may also be occasionally very strenuous. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Impact [\(Answer all questions\)](#)

- ☐ **Question 1:** Mistakes made in my position typically lead to only minor costs, waste, or inconvenience.
- ☐ **Question 2:** Mistakes made in my position may lead to some costs, waste, or inconvenience.
- ☐ **Question 3:** Mistakes made in my position may lead to significant costs, waste, or inconvenience.
- ☐ **Question 4:** Mistakes made in my position may lead to major costs, waste, or inconvenience and short-term impact to the direction, goals, and reputation of the organization.
- ☐ **Question 5:** Mistakes made in my position may lead to major costs, waste, or inconvenience and long-term impact to the direction, goals, and reputation of the organization.

Physical [\(Answer all questions\)](#)

- ☐ **Question 1:** On occasion (16% - 40%), my position is slightly strenuous often requiring minimal physical exertion and/or lifting of minimal weight (< 5 pounds).
- ☐ **Question 2:** On occasion (16% - 40%), my position is somewhat strenuous often requiring light physical exertion and/or lifting of light weight (< 20 pounds).
- ☐ **Question 3:** On occasion (16% - 40%), my position is strenuous often requiring some physical exertion and/or lifting of moderate weight (< 40 pounds).
- ☐ **Question 4:** On occasion (16% - 40%), my position is very strenuous often requiring physical exertion and/or lifting of heavy weight (< 60 pounds).
- ☐ **Question 5:** On occasion (16% - 40%), my position is extremely strenuous often requiring substantial physical exertion and/or lifting of especially heavy weight (> 60 pounds).

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that involves interaction with vendors may also involve interaction with senior managers. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Working Condition (Answer all questions)

- ☐ **Question 1:** My position rarely (1% - 15%) or never (0%) involves exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- ☐ **Question 2:** My position often involves occasional (16% - 40%) exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- ☐ **Question 3:** My position often involves frequent (41% - 70%) exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- ☐ **Question 4:** My position often involves regular (over 70%) exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- ☐ **Question 5:** My position often involves potentially life-threatening exposure temperature, noise, chemical/gases, contagious diseases, airborne pathogens, and/or physical trauma.

Interaction (Answer all questions)

- ☐ **Question 1:** My position requires frequent (41% - 70%) interaction with employees or supervisors within my work area.
- ☐ **Question 2:** My position requires frequent (41% - 70%) interaction with employees and supervisors of other departments.
- ☐ **Question 3:** My position requires frequent (41% - 70%) interaction with administrative and technical staff including those outside the organization, i.e., vendors.
- ☐ **Question 4:** My position requires frequent (41% - 70%) interaction with executive level employees, senior managers, and directors.
- ☐ **Question 5:** My position requires frequent (41% - 70%) interaction with individuals outside the organization including community leaders, citizens, and the media.

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: position that involves petty cash purchases may also manage the department budget. Enter 1 to 5,
1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Financial (Answer all questions)

☐

Question 1: My position is responsible for minor/petty cash purchases.

☐

Question 2: My position is involved with financial/budgetary matters including purchase orders, payments, grant funds, employee benefits, and the like.

☐

Question 3: My position manages the budget for the department / work unit.

☐

Question 4: My position allocates funds for the various departments / work units.

Question 5: The greatest value that my position has purchasing authority without approval by another individual or external authority. (Select only one)

☐

None

☐

Less than \$5,000

☐

Less than \$50,000

☐

Less than \$1,000

☐

Less than \$10,000

☐

More than \$50,000

☐

Less than \$2,500

☐

Less than \$25,000

Additional Information