

Hyrum City

Proposal for A Job Analysis & Compensation Study

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Prepared By



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INTRODUCTION

The development of a sound personnel management system begins with an organizational statement addressing the objectives of management related to achieving a predetermined employer status and labor market posture. Underlying the objectives is the organization's attitude or philosophy about work and workers. With this in mind the consultant assumes (1) that the **Hyrum City** desires to achieve a reasonable level of competitiveness and maintain current standards in providing quality services by attracting and retaining the most qualified employees and (2) in order to avoid becoming a training ground for other employers, the city views it desirable to provide career development opportunities where ever possible, competitive compensation and commit other resources necessary to enhance the attractiveness of the city as an employer.

PROJECT PHILOSOPHY

Personnel Systems & Services subscribes to and promotes equal pay for equal work, non-discrimination in employment and fair and good faith dealing in all employee-employer relationships. Management has the right to expect a fair day's labor for the daily wage provided. Employees have the right to expect a fair day's pay for the labor given. The appropriateness of the pay provided is a function of the market place, the organizations internal equity system, which establishes the value of the job to a specific employer, and the perceived value of the individual based upon job performance, which includes loyalty, dependability and competence.

The employee's perception of equity and consistency in pay practices may not result in greater productivity and efficiency while the perception of inequity and inconsistency will most always produce discontent.

SERVICE AREAS

JOB ANALYSIS, JOB DESCRIPTION UPDATE & DEVELOPMENT

The process of collecting facts about jobs sufficient to create or update job descriptions and specifications is the preliminary requirement necessary to complete job valuation. The description format includes job title, general purpose statements, and essential functions. The specifications for the job refer to those statements that describe personal characteristics, minimum qualifications, knowledge, skills, and abilities, or special qualifications that must be met for a job applicant to be considered eligible for the position. Completed documents are ADA compliant regarding essential functions of each individual position. This phase can be mitigated by having current and up-to-date job descriptions.

JOB VALUATION

In cooperation with City Staff, the consultant will perform the review of the updated job descriptions to determine the internal equity job valuations. The objective of this phase of the project is to determine and establish the internal equity program that is ultimately attached to market data to create a formal pay plan. Additionally, the instrument will establish compliance with public policy defining legal criteria for the differentiation in pay for all city jobs. This process will assist the city to verify its own "worth of work" values most effective in the maintenance of a **"site validated"** internal equity methodology.

LABOR MARKET ANALYSIS

A review of the labor market, the economic area in which you wish to compete, is essential to the overall success of the pay plan. The objective of the analysis is to achieve external competitiveness. This phase involves the completion of a survey of employer wages for benchmark positions. Using statistical measures and valuation techniques it is possible to determine your competitive position in the chosen market place including public and/or private employers, and then establish a specific posture regarding the most realistic market objectives in terms of pay ranges and methods of pay progression. Where does the city want to posture itself in the market place? As a trendsetter? A leading-edge competitor? At market parity? Or, as reasonably comparable?

COMPENSATION POLICIES & PROCEDURES

This service involves providing at no cost a model compensation management policy which addresses method of progression from minimum to midpoint and from midpoint to maximum of the pay range. Additionally, an outline for creating an incentive program will be included. An optional phase to be referenced in the body of the proposal will be a comprehensive HR system audit.

BASIS OF SOUND PAY PROGRAMS

As the city seeks to establish and maintain an effective compensation program it is recommended that consideration be given to some or all of the following:

1. Size and type of business: *The ability to pay certain rates, based upon revenues and financial resources.*
2. Organizational Philosophy: *The willingness to pay certain rates and attitudes about ranking among other employers within a selected labor market.*
3. Nature and Diversity of Work: *The degree of specialization, work variety, and technology (an element of the job classification methodology).*
4. Regional Economics: *The prevailing rates of pay and the rates of inflation.*
5. Availability of Labor Supply: *The competition for certain types of jobs resulting from an abundance or shortage of certain skills and abilities within the labor market.*
6. Value of Work Contribution: *The worth of a particular job to the organization (the overall value determined through classification methodology).*
7. Pay Supplements: *The total compensation comparability afforded through various incentives and discretionary benefits.*
8. Reputation of the Organization: *The competitiveness of pay and social recognition as high- or low-paying.*
9. Pay Progression Policy:
 - The learning curve impact associated with certain types of jobs.
 - Pay range uniformity vs. diversity (pay schedule design).
 - Length of Service.
 - Performance based increases.
 - Pay for knowledge or level of competency.
 - The use of "control rates" within the pay ranges.
10. Bonus and Incentive Plans:
 - The use of "non-scheduled" recognitions.
 - The use of non-monetary rewards.
11. Ownership Protection: *involves realistic consideration of resource limitations. The cost of administration should constantly be balanced against achieving the other objectives of the pay plan and overall personnel program.*

SCOPE OF WORK

JOB ANALYSIS & VALUATION STUDY

PRE-PROJECT PLANNING

- A. Conduct virtual meeting(s) with city management and/or designated staff to discuss philosophy, work plan and explain instruments.
- B. Determine customization needs, if any, for proposed instruments.
- C. Identify communication processes and methods to satisfy employee engagement expectations.

QUESTIONNAIRE ADMINISTRATION, COLLECTION & ONSITE PREPARATIONS

Step #1: The consultant will provide to MANAGEMENT staff the data collection instruments (along with instructions for completion) for distribution to fulltime and regular part-time employees. These instruments shall include a "Job Values" survey and may include a Position Analysis Questionnaire.

The Position Analysis Questionnaire (PAQ), if utilized will ask a variety of questions related to job duties, responsibilities, knowledge, skills, abilities, etc. This is a standard tool used to accumulate job facts for all job classifications. *This phase **can be minimized or eliminated** by using existing or sample position descriptions as the primary instrument for updating. Employees may wish to use a combination of both documents to provide the greatest amount of written information regarding their position. Unique positions not previously included in the HR system may still require the use of the questionnaire.*

Step #2: MANAGEMENT staff to review a "Job Values Survey" instrument provided by the consultant to determine that the survey content addresses all the "worth of work" values of interest to the city. This process results in the delivery of a "site validated" job valuation (point factor) instrument consistent with those criteria set forth in the Job Classification and Fair Labor Standards Acts as the legitimate basis to differentiate the pay between jobs.

Step #3: MANAGEMENT distributes/emails a Google Doc weblink to all employees for participation in the values survey. The weblink instrument will provide the instructions for completion. In the email, City Staff will specify the targeted completion date.

Step #4: Supervisors and MANAGEMENT staff review completed employee Position Analysis Questionnaires.

Step #5: Completed questionnaires to be compiled and emailed to the consultant by MANAGEMENT staff. Values survey results will accumulate online and then summarized and provided to the MANAGEMENT staff and used to customize the internal equity instrument.

Step #6: If available, MANAGEMENT staff delivers electronic copies of existing/current job descriptions to the consultant.

Step #7: The consultant and audit team reviews all completed questionnaires and current job descriptions.

Step #8: MANAGEMENT staff to email the consultant an Excel file containing the **employee census** identifying employee first name, last name, location, department, job title, pay grade/band, pay range minimum and maximum, current actual pay, **contact phone number and contact email address**.

JOB AUDIT- EMPLOYEE ENGAGEMENT

Step #9: **Virtual Engagement:** The consultant will prepare an audit schedule and propose times for individual and group audits and deliver the proposed schedule to MANAGEMENT for review and distribution. A brief time will be allowed to shift and reschedule employees where the proposed schedule contains conflicts or poses attendance issues. This process will allow all employees opportunity for direct verbal input. All positions with one incumbent will be audited. Positions with more than one incumbent can be involved in group audits. Where necessary, onsite job audits will be scheduled. Each audit is to take approximately 45-60 minutes. As an option, virtual audits will be scheduled by audit team members to enable the greatest level of convenience for employees. **Mike Swallow will meet with all department heads.**

JOB DESCRIPTION PREPARATION

Step #10: **Position Description Rough Draft:** Upon completing job audits the consultant will update or prepare rough draft descriptions describing general purpose, supervisory relationships, essential functions, minimum qualifications, knowledge, skills, abilities, and special qualifications required for the job. The drafts will be delivered to MANAGEMENT for review and distribution. This document should be reviewed and approved by both position incumbents, or a representative or representatives of the position, and supervisors. Individuals will be encouraged to make additions or deletions to the position description in cooperation with supervisors as needed to satisfy the perceptions of their jobs.

Rough draft documents will, if desired by the city, incorporate options for **career progression** utilizing job families and related logical structure.

Step #11: **Position Description Final Draft:** Upon receiving the reviewed and edited rough draft descriptions the consultant will finalize all changes and updates. Significant alterations may require follow-up audits by the Consultant to clarify significant differences in job perceptions.

JOB VALUATION & CLASSIFICATION

Based upon the results of the "Job Values" survey the consultant will develop and deliver a customized job valuation instrument reflecting the employee "worth of work" priorities. The consultant will then perform the initial point factor valuation of each job based upon the finalized job description and prepare recommendations for job pay ranges. The instrument will compare each job against the public policy measures of responsibility, difficulty of work, job knowledge and work environment, etc. The scientific approach used in the construction of the factor tool is based upon Weber's "Law of Just-Noticeable-Difference."

Step #12: Consultant develops or updates and recommends point factor valuation instrument and pay range options with consideration being given to various pay plan designs.

Step #13: The consultant applies the point valuation instrument to each job and creates the baseline for establishing internal equity and job valuation consistency.

Step #14: MANAGEMENT and assigned staff in cooperation with the consultant "fine-tunes" the assignment of point values to each job, which process may include an invitation to subject matter experts, supervisors and/or job incumbents to meet and discuss job content.

Step #15: During the fine-tuning process, the consultant, Project Manager and assigned MANAGEMENT staff work together to identify and determine possible classification consolidations, career path options, and job family progressions. The fine-tuning exercise will constitute staff training in the job valuation methodology.

SCOPE OF WORK MARKET COMPENSATION STUDY

MARKET DATA COLLECTION & ANALYSIS

Step #16: The consultant will utilize the Technology Net, web-based resource to expedite the conducting of the Market Compensation Study. Additionally, if requested by the city, complementary market data may be added to the data obtained through direct solicitation of **targeted survey participants in the city market area as defined by management. Additional data sources may be used, i.e., Utah Department of Workforce Services, Economic Research Institute (ERI), etc.**

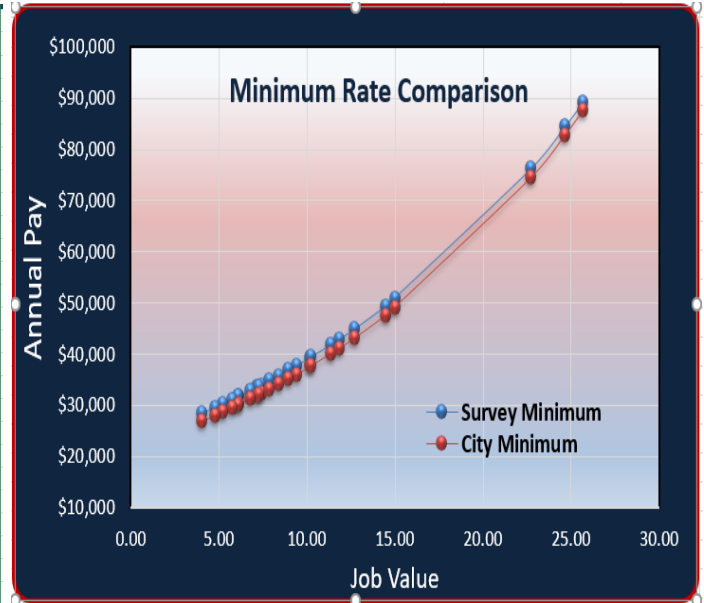
Step #17: **Labor Market Analysis:** The consultant will conduct a survey of base wages within a selected labor market for the city benchmark positions. The survey participants will be chosen by city management and represent various non-profit, public and private entities with whom the city desires to be competitive. It is recommended that this sample remain stable over the years to assure consistency in market evaluation.

It is also recommended that the survey participants include "trend setters", thus enabling the city to ascertain the leadership position of the market. By knowing what market leaders are doing the city can determine what kind of pay policy and posture they want to maintain in relationship with the selected market. Statistical analysis and charts will be used to describe the survey results.

Step #18: Consultant will develop and deliver regression analysis graphic illustrations of the city's comparative position with the defined market area and survey participants.

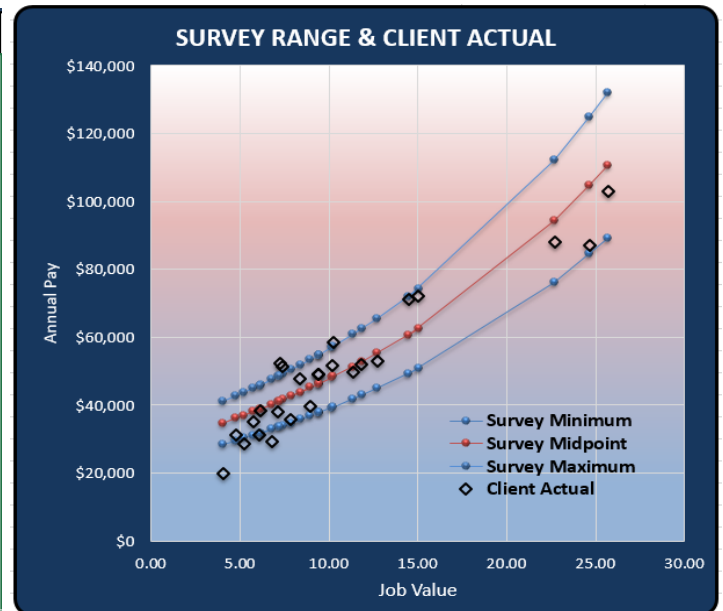
Sample Analytical Chart #1

Job Value	Survey Minimum	City Minimum	\$ Difference	% Difference	Job Title
25.69	\$89,236	\$87,570	-\$1,666	-1.9%	CITY MANAGER
24.67	\$84,541	\$82,819	-\$1,722	-2.1%	POLICE CHIEF
22.70	\$76,200	\$74,401	-\$1,800	-2.4%	COMMUNITY DEVELOPMENT DIRECTOR
14.49	\$49,368	\$47,537	-\$1,831	-3.9%	PUBLIC WORKS SUPERINTENDENT
15.03	\$50,793	\$48,954	-\$1,840	-3.8%	CITY TREASURER/HR DIRECTOR
12.72	\$44,969	\$43,171	-\$1,797	-4.2%	PARKS SUPERINTENDENT
11.34	\$41,803	\$40,039	-\$1,765	-4.4%	PUBLIC WORKS SUPERVISOR
11.85	\$42,941	\$41,163	-\$1,777	-4.3%	SERGEANT
10.18	\$39,323	\$37,590	-\$1,734	-4.6%	CITY CLERK
10.25	\$39,457	\$37,721	-\$1,735	-4.6%	POLICE OFFICER III
9.41	\$37,752	\$36,041	-\$1,711	-4.7%	POLICE OFFICER II
8.40	\$35,776	\$34,095	-\$1,681	-4.9%	UTILITY MAINTENANCE OPERATOR III
7.41	\$33,962	\$32,312	-\$1,649	-5.1%	POLICE OFFICER I
7.16	\$33,514	\$31,873	-\$1,641	-5.1%	UTILITY MAINTENANCE OPERATOR II
7.25	\$33,680	\$32,036	-\$1,644	-5.1%	COMMUNITY CENTER DIRECTOR
6.16	\$31,793	\$30,185	-\$1,608	-5.3%	UTILITY MAINTENANCE OPERATOR I
7.86	\$34,784	\$33,120	-\$1,664	-5.0%	ASSOCIATE PLANNER
8.96	\$36,851	\$35,154	-\$1,698	-4.8%	BUILDING INSPECTOR
6.78	\$32,855	\$31,227	-\$1,629	-5.2%	PARKS MAINTENANCE OPERATOR II/CEMETERY SEXTON
6.11	\$31,703	\$30,098	-\$1,606	-5.3%	ADMINISTRATIVE ASSISTANT
5.73	\$31,082	\$29,489	-\$1,593	-5.4%	DEPUTY TOWN TREASURER/RECEPTIONIST
5.23	\$30,266	\$28,691	-\$1,576	-5.5%	PARKS MAINTENANCE OPERATOR I
4.77	\$29,546	\$27,986	-\$1,560	-5.6%	DEPUTY TOWN CLERK
4.05	\$28,438	\$26,904	-\$1,534	-5.7%	COMMUNITY CENTER ASSISTANT



Sample Analytical Chart #2

Job Value	Survey Minimum	Survey Midpoint	Survey Maximum	Client Actual	Job Title
25.69	\$89,236	\$110,523	\$131,878	\$102,898	CITY MANAGER
24.67	\$84,541	\$104,643	\$124,793	\$87,198	POLICE CHIEF
22.70	\$76,200	\$94,210	\$112,231	\$88,042	COMMUNITY DEVELOPMENT DIRECTOR
14.49	\$49,368	\$60,737	\$72,034	\$71,126	PUBLIC WORKS SUPERINTENDENT
15.03	\$50,793	\$62,511	\$74,160	\$72,134	CITY TREASURER/HR DIRECTOR
12.72	\$44,969	\$55,267	\$65,484	\$53,107	PARKS SUPERINTENDENT
11.34	\$41,803	\$51,334	\$60,778	\$49,800	PUBLIC WORKS SUPERVISOR
11.85	\$42,941	\$52,747	\$62,468	\$52,100	SERGEANT
10.18	\$39,323	\$48,255	\$57,097	\$51,722	CITY CLERK
10.25	\$39,457	\$48,421	\$57,296	\$58,342	POLICE OFFICER III
9.41	\$37,752	\$46,307	\$54,769	\$48,932	POLICE OFFICER II
9.41	\$37,752	\$46,307	\$54,769	\$48,932	POLICE OFFICER II
9.41	\$37,752	\$46,307	\$54,769	\$48,932	POLICE OFFICER II
8.40	\$35,776	\$43,856	\$51,841	\$47,900	UTILITY MAINTENANCE OPERATOR III
7.41	\$33,962	\$41,607	\$49,157	\$51,246	POLICE OFFICER I
7.16	\$33,514	\$41,053	\$48,496	\$38,072	UTILITY MAINTENANCE OPERATOR II
7.25	\$33,680	\$41,259	\$48,741	\$52,371	COMMUNITY CENTER DIRECTOR
6.16	\$31,793	\$38,921	\$45,952	\$38,400	UTILITY MAINTENANCE OPERATOR I
7.86	\$34,784	\$42,626	\$50,374	\$35,887	ASSOCIATE PLANNER
8.96	\$36,851	\$45,189	\$53,434	\$39,673	BUILDING INSPECTOR
6.78	\$32,855	\$40,237	\$47,522	\$29,300	PARKS MAINTENANCE OPERATOR II/CEMETERY SEXTON
6.11	\$31,703	\$38,811	\$45,821	\$31,215	ADMINISTRATIVE ASSISTANT
5.73	\$31,082	\$38,041	\$44,903	\$35,044	DEPUTY TOWN TREASURER/RECEPTIONIST
5.23	\$30,266	\$37,032	\$43,700	\$28,598	PARKS MAINTENANCE OPERATOR I
4.77	\$29,546	\$36,140	\$42,637	\$31,215	DEPUTY TOWN CLERK
4.05	\$28,438	\$34,771	\$41,005	\$19,900	COMMUNITY CENTER ASSISTANT



Innovation: Worth of Work (WOW)-No Pay Grades: Now developed and available is an approach to compensation analysis that eliminates the use of pay grades, as illustrated above, but still retains the integrity of an internal equity maintenance methodology. Over the years

there have always been complaints about pay grade structures that become manipulated. While it is almost impossible to eliminate all manipulation, this new approach can significantly minimize and may eventually eliminate such fairness distortions. Based upon an internal equity valuation each job can have an **individualized market-based pay range**. The slightest variations between the worth of jobs based upon your entity's worth-of-work values can now be recognized resulting in base pay management that is not cumbersome attached to a confining "pay grade system".

This approach **can also overcome the frustrations of "Broad Banding"** and eliminate the challenges of associating non-benchmarked jobs to the benchmark anchor. Here too, every job can be uniquely assigned a market derived pay rate.

Innovation: Fine-tuning pay ranges to address and **resolve market sensitive recruitment and retention issues** is a smooth dynamic of the No Pay Grade-Worth of Work system. An option to assist with this type of issue would be to explore the use of stand-alone or "silo" pay plans for those market sensitive job families, such as may be occurring in Public Safety, Public Power, Information Technology, Building Inspection or Public Health jobs.

SALARY STRUCTURE REVIEW & RECOMMENDATIONS

- Step #19: The Consultant and Project Manager will finalize the salary structure to ensure conformity with management philosophy for pay progression methodology and competitive positioning within the defined market. After identifying market relationships, the city will select a level of competitiveness to be achieved in the design of the new pay plan or "plans" with consideration being given to targeted percentiles in the data's prevailing rates. Imbedded in the design of the pay plan is a feature labeled "competitive objective" enabling management to explore with the click of the mouse, options for pay range implementation. The learning curve philosophy may also be reflected in the development of ranges for various job classifications. Under the "No Pay Grade" alternative, each individual job classification/description will have an independent and separate pay range based upon market.
- Step #20: The Consultant will complete the full integration of the results of the job valuation phase of the study with the market compensation study.
- Step #21: The Consultant will identify and calculate a **least cost implementation** plan and identify the placement of each employee in relation to their job's revised pay range and valuation. As needed, the consultant will create "phase-in" options based upon calculated economic impact. Additionally, an "organizational reset" and/or "compression adjustment" instrument will be explored.
- Step #22: The consultant will discuss with Project Manager the interest and value of opening an appeal window to allow employees to appeal their job's valuation and recommended pay range.

COMPREHENSIVE HR SYSTEMS, POLICIES & PROCEDURES AUDIT

- Step #23: A consultant will be provided with copies of all policies and procedures regarding employees and employment within the organization and review all documents. The intent of the review is to ensure that all policies are properly worded, contain current requirements, and to mitigate liability by creating new policies to meet the current needs of the City and as required by law.
- Step #24: The Consultant will meet with City Staff, or other employee designated by the administration/mayor, and will perform an audit by asking a series of questions on hiring practices, benefits, compensation, records management, safety and security, discrimination and separation.
- Step #25: A comprehensive report of the findings will be provided, along with a detailed strategy of how to correct any shortfalls or any perceived weaknesses in policies or procedures to implement best practice.

ADDITIONAL CONSIDERATIONS/ PROJECT ENHANCEMENTS

Performance Management System: A performance management and evaluation program will normally be designed in combination with one of two ways: (1) to be utilized to monitor employee, work unit, and organizational progress toward achieving established goals and objectives; and (2) to

provide justification for pay increases, advancement, promotion, and incentive awards and job retention. In achieving option two, the success of the program will involve integrating the performance management and evaluation program into the other aspects of the total compensation system. Other compensation factors to be evaluated simultaneously would include some or all the following:

A. **Base Pay:** This is the acceptable market range as determined through labor market analysis. The objective of the base pay program is to achieve a predetermined pay posture within the city's defined market area. One of four levels is usually pursued: 1) trend setting 2) competitive 3) parity or 4) comparable. The base pay plan is the companion to the job valuation system that is the method of determining internal equity for the purpose of establishing base pay. Movement through the base pay schedule would be determined by two factors- the learning curve concept and acceptable performance (the minimal level of job productivity that would justify job retention).

B. **Incentive Award/Bonus Plan:** This system allows management to reward performance without compounding the costs in all other areas of compensation which are related to base pay (FICA, retirement, supplemental retirement, insurance, etc.). Such awards are one time, based upon predetermined criteria, can be given to individuals or work groups, and can be either monetary or non-monetary. Even benefits, such as additional annual leave could be used. Such reward systems would provide more financial control.

C. **Longevity Pay:** Generally, such pay is attached to the base pay schedule. When so attached, this program does also compound other costs mentioned above. Annual leave schedules that allow employees to accumulate leave at increasing rates according to time in service are a form of longevity pay. When considering options for rewarding the dedicated, long service employee, annual leave can be supplemented by a lump sum cash program structured like annual accrual schedules. By separating items "b" and "c" from the base pay schedule, management will be better able to minimize the rewarding of mediocrity.

D. **Cost-of-Living Adjustments:** This adjustment to the general base pay schedule is an estimate of market changes. The amount of such adjustments is determined regionally by the Bureau of Labor Statistics and reported as the consumer price index. This is a shortcut substitute to conducting a thorough labor market analysis. It is generally recommended that an organization conduct the labor market analysis at least every two or three years to rectify error produced by using CPI or some other market index.

E. **Market Differentials:** This compensation practice comes into play when the supply and demand in the job market impacts certain types of jobs. It is identified through labor market analysis and shows up as an inconsistency between internal job value (valuation) and external market pay. These adjustments are temporary and are utilized as needed to retain quality employees who have recognized the marketability of their knowledge, skills, and abilities.

DELIVERABLE PRODUCT AND MATERIALS

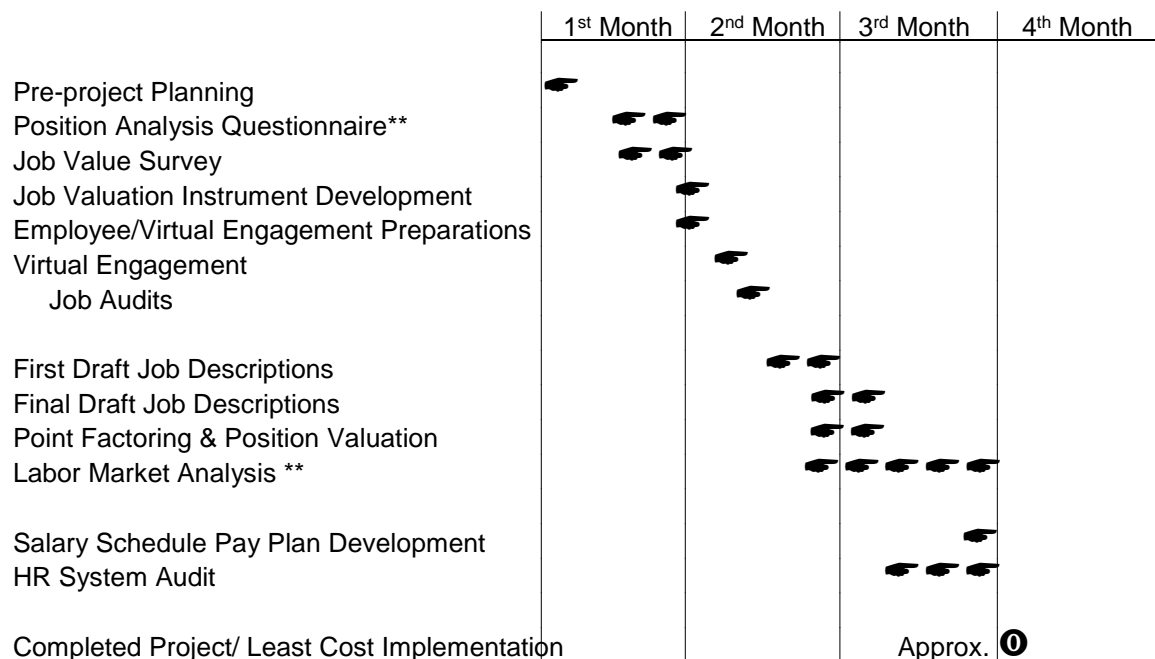
Upon conclusion of the project the consultant will provide the City with electronic copies of all project deliverables, i.e., new job descriptions, job evaluation instrument, job valuations, market data, market analysis and pay plan.

NEEDED DOCUMENTATION

1. Electronic copy of current pay plan with ranges for all jobs.
2. Electronic copy of current employee census showing job titles and current actual pay.
3. Electronic copy of current employee census showing date of appointment to current position.
4. Electronic copy of all job descriptions.

TIME REQUIREMENTS

Wage & Salary Market Analysis Study



** It is the consultant's experience that slowing in the time line can occur at these phases of the study. Generally, supervisors need to be insistent regarding employees completing and returning Values Survey and Position Analysis Questionnaire (PAQ) within the allocated time. Should such hurdles develop in the study, the target completion date could be over run. Commitment from all levels of management to promote the projects successful completion will be a key element.

① = Deliverable

Job & Compensation Study

COST OF SERVICES

(Approximately 50 employees and 40 job descriptions/classifications)

Program A-Job Descriptions

- | | |
|--|------------|
| 1. Questionnaire Administration & Review, 90% or 45 @ \$25.00/ea.
With preliminary Organizational Analysis & Class Determinations | \$1,125.00 |
| 2. Virtual Job Audits <i>individual and group job audits, approx. 50 @ 60 min. ea.</i> | \$3,750.00 |
| 3. Writing & rewriting of job descriptions approximately 50 @ \$80/ea. | \$3,200.00 |

Total: Program A	\$8,075.00
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Program B-Job Valuation

- | | |
|---|------------|
| 1. Job Value Survey 90% of 50, 45 employees @ \$20 ea. | \$900.00 |
| 2. Customization of Point Factor Instrument | \$1,200.00 |
| 3. Job Analysis & Valuation (Internal Equity Assessment 40 @ \$75.00) | \$750.00 |

Total: Program B	\$3,000.00
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Program C-Labor Market Wage/Salary Analysis

- | | |
|---|------------|
| 1. Labor Market Salary Survey and Analysis | \$4,500.00 |
| 2. Pay Plan Integration & Recommendations - Compression Adjustment Analysis | \$2,500.00 |

Sub-Total Program C	\$7,000.00
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Technology Net Subscriber Discount @ 20%:	\$1,400.00
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Total: Program C	\$5,600.00
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Total Cost: Program A-C:	\$16,675.00
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All overhead Expenses @ 10%	\$1,667.00
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Total	\$18,342.00
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OPTIONAL

Program D- HR Systems Audit & Policy & Procedure Recommendations

- | | |
|---|----------|
| 1. Review of Policies and Operating Procedures | \$500.00 |
| 2. Onsite/Virtual Audit | \$500.00 |
| 3. Information Analysis, Best Practice Verification & Official Report, With Recommendations | \$500.00 |

Total: Program D	\$1,500.00
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Payment Schedule: Up front project binder @ 20%. Upon completion of virtual job audits - 20%. Upon delivery of first draft job descriptions- 20%.

Upon delivery of internal equity assignments, wage analysis, pay plan and final project materials, including least cost implementation estimate and HR System audit - 40%.

MIKE SWALLOW PROFESSIONAL & BUSINESS PROFILE

WORK EXPERIENCE (1976-2023)

Technology Net, Inc.; Partner and co-developer of the TechNet online Compensation Survey System. 1200 Subscribers in Utah, Idaho, New Mexico, Colorado, Mid-American Regional Council (Kansas & Missouri), Virginia Institute of Government/University of Virginia, Maryland Association of Counties and Maryland Municipal League. Established 2002.

Personnel Systems & Services. Currently providing technical assistance consulting services in human resource management systems consisting of: job analysis and classification, labor market compensation analysis and pay plan development, policy and procedure development, grievance management and resolution, performance management, recruitment and selection, training and general HR management programs. Company established in 1988.

Bureau Manager- Local Government MANAGEMENT/HR Consultant, Bureau of Consulting Services, Department of Human Resource Management, State of Utah. Develop, market, coordinate and deliver technical assistance services to Utah cities and counties in human resource management, supervisory training, organizational development, employee assistance programs, employee relations, fair employment programs, recruitment and selection, job classification, and wage and benefit analysis. Direct and coordinated state-wide and interstate salary and benefit surveys and analysis.

Contract Consultant, Emery County, Price City, Tooele City, Iron City, Tooele County and Carbon County Utah. In conjunction with State of Utah consulting duties, and under special contract, acted as advisor and resource to the Cities. Provided consultation related to policies, procedures, classification, compensation, recruitment, selection, discipline, termination and employee relations.

Self Employed, Benefits Broker & Personnel Consultant. Marketing and sales of individual and group benefits utilizing medical reimbursement plans, salary continuation plans, business continuation programs, stock redemption plans and 401(k) salary reduction plans. Performed private consulting to professionals and local governments. Developed business plans or proformas with income projections, cash flow analysis, balance sheets and break-even analysis. Worked as an associate to Ricketts and Associates-Risk Management/Vierra-CPA firm. Licensed to sell life, health and disability insurance.

Idaho Association of Counties, Boise, Idaho. Develop, market, coordinate and deliver technical assistance services to Idaho cities and counties in human resource management, supervisory training, organizational development, employee assistance programs, employee relations, fair employment programs, recruitment and selection, job classification, and wage and benefit analysis.

Current Retainers: Eagle Mountain, UT; Payson, UT; Heber City, UT; Washington City, UT; Independence, MO.

Current Projects: Independence, MO; Taos, NM; Uintah County, UT.

Annual Projects Conducted via Technology Net: Wasatch Compensation Group annual salary and benefit survey (Salt Lake City, West Valley, Murray, Sandy, Provo, Orem, Ogden, Layton, Park City, West Jordan, St. George, and South Salt Lake). Colorado Municipal League, Virginia Institute of Government/University of Virginia, Maryland Association of Counties, Maryland Municipal League, Kansas Association of Counties, Mid-America Regional Council (Kansas & Missouri).

REFERENCES

Ms. Tammy Lindsey, HR Analyst, Independence, Mo, 816-325-7393, JVargo@indepmo.org

Mr. David Kitchen, HR Manager, Lehi City, 801-768-7100, dkitchen@lehi-ut.gov

Mr. Scott Darrington, Project Manager, Pleasant Grove, 801-785-5045, SDarrington@pgcity.org

Ms. Marci Doolan, Finance/HR Manager, Bona Vista Water District, 801-621-0474, marci@bonavistawater.com

Ms. Robyn Colton, HR Director, Murray, UT, 801-264-2655, rcolton@murray.utah.gov

Ms. Melanie Marsh, Human Resources Director, Payson, UT, 801-465-5202, melaniem@payson.org

Mr. Duane Huffman, Project Manager, West Bountiful, UT, 801-292-4486; dhuffman@wbcity.org

Mr. Ryan Snow, City Manager, Providence, UT, 435-752-9441; ryansnow2@providence.utah.gov

Ms. Danielle Guerrero, HR Manager, Moab, UT, 435-259-9991, dguerrero@moabcity.org

Mr. Brock Jacobsen, City Manager, Santa Clara, UT, 435-673-6712, bjacobsen@sccity.org

Mr. Spencer Evans, Controller, Cottonwood Improvement District, UT, 801-943-7671, sevens@cid.utah.gov

Ms. Jennifer Coates, Town Manager, Ridgway, CO, 970-626-5308 Ext. 212, jcoates@town.ridgway.co.us

Ms. Rebecca Fritz, HR Director, Ouray, CO, 970-325-7062, fritizr@cityofouray.com

Ms. Crystal Ritchie, HR Manager, Meridian, ID, 208-898-5503, critchie@meridiancity.org

Ms. Dawn Brecke, HR Manager, Springdale, UT, 435-772-3434, dawnsanders@infowest.com

Ms. Natasha Hirschi, HR Manager, Cedar City, UT, 435-865-2880, hnatasha@cedarcity.org

Mr. Jamie Davidson, City Manager, Orem, UT, 801-229-7038, jpdavidson@orem.org

Mr. Seth Perrins, City Manager, Spanish Fork, UT, 801-804-4535, sperrins@spanishfork.org

Ms. Ruth Holyoak, HR Officer, 111 North 100 East, Washington City, UT, 435-656-6315; rholyoak@washingtoncity.org

Mr. Mark Chalk, General Manager, Taylorsville-Bennion Improvement District, UT, 801-968-9081, mchalk@tbid.org

Mr. Anthony Mortillaro, Executive Director, North Central Regional Transit District, NM, 505-629-4725, anthonym@ncrtd.org

Mr. Dan Tarwater, HR Director, Las Vegas, NV, (702) 229-6011, dtarwater@lasvegasnevada.gov

Ms. Sue Brown, Compensation Administrator, Las Vegas, NV, (702) 229-6011, sbrown@LasVegasNevada.GOV

Others Upon Request

PREVIOUS ENGAGEMENTS

Classification, Compensation, Supervisor Training, Performance Management

UTAH

<p> Blanding Bluffdale Bountiful Water Sub-Conservancy District Box Elder County Brian Head Town Brigham City Cache County Canyonlands Natural History Association Carbon County Housing Authority Cedar City Centerfield Central Weber Sewer Improvement District Clearfield Davis Applied Technology Center Davis School District Davis County Draper City East Carbon City Emery County Ephraim City Five County Association of Governments Garfield County Grand County Heber City Heber Light & Power Heber Valley Railroad Helper Highland Holladay Hurricane Iron County Kearns Improvement District LaVerkin Layton Lehi City Mapleton Midvale City Moab Morgan County Mountainland Association of Governments Murray School District Neways International North Davis County Sewer District </p>	<p> North Pointe Solid Waste District Park City Phonex Corporation Pleasant Grove Price Provo Riverdale Salt Lake City Service Area #1 San Juan County San Juan School District Santaquin Sevier Applied Technology Center Sevier County Six County Commissioners Organization Snyderville Recreation District South Davis County Fire Department South Jordan South Salt Lake Southeastern Utah Association of Governments Spanish Fork Springville State Board of Education (Utah) State Court Administrator, Office of Summit County Syracuse Taylorsville Taylorsville/Bennion Improvement District Timpanogos Special Service District Tooele County Tooele City Uintah Basin Applied Technology Center Uintah County Utah Risk Management Mutual Association Wasatch County Wasatch Front Regional Council Washington City Washington County Washington Terrace Wellington City West Jordan Woods Cross Zion Natural History Association </p>
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IDAHO

<p> Coeur d'Alene City Nampa City Idaho Falls City Benewah County Blaine County Bonner County Bonneville County Boundary County Canyon County Caribou County Canyon County Ambulance District </p>	<p> Custer County Gooding County Idaho County Kootenai County Lemhi County Madison County Minidoka County Owyhee County Power County Valley County </p>
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NEW MEXICO

New Mexico Municipal League New Mexico Finance Authority Albuquerque Ruidoso Santa Fe North Central Regional Transit District	Taos Ski Valley Carlsbad Town of Taos Clovis
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ALASKA / COLORADO / NEW JERSEY / NEVADA / WYOMING

Hoonah, AK Lafayette, CO Pagosa Springs, CO Walsenburg, CO Logan City, CO Georgetown, CO	Cody, WY Park County, WY Wheatland, WY Torrington, WY Wyoming Municipal Power Company, WY Lander, WY Central Wyoming College Powell, WY Las Vegas, NV Gateway Group One, NJ
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Other: National District Attorney Association, Washington DC/Arlington VA

WOW-NPG Pay Plan Clients

American Fork, UT	Payson, UT
Blanding, UT	Ridgway, CO
Canyon County Ambulance District, ID	Rawlins, WY
Cedar City, UT	Roosevelt, UT
Daggett County, UT	Santa Clara, UT
Duchesne County, UT	Saratoga Springs, UT
Eagle Mountain, UT	Socorro County, NM
Heber Light & Power, UT	Southwest Public Health, UT
Highland, UT	Spanish Fork, UT
Grand County, UT	Springdale, UT
Iron County, UT	Taos Ski Valley, NM
Idaho Falls, ID	Taylorville/Bennion Water District, UT
Lafayette, CO	Timpanogos Special Service District, UT
Lehi, UT	Uintah Basin Technical College, UT
Murray, UT	UTOPIA, UT
Moab, UT	Wasatch Front Regional Council, UT
Nampa, ID	Wasatch Mental Health, UT
Ouray, CO	Washington County, UT
North Central Regional Transportation District, NM	

PROJECT TEAM

Mike Swallow

President of Personnel Systems & Services, Inc.; a human resource consulting company established in 1988 and a general partner of Technology Net, Inc., established in 2001. For 30 years Mike has been providing technical assistance as an independent consultant primarily to local government entities either as a staff consultant or independent consultant in various HR management areas, including job analysis and classification, labor market analysis and pay plan development, policy and procedure development, grievance management and resolution, performance management & evaluation, recruitment and selection and supervisor training. Having been engaged by over 130 entities, Personnel Systems & Services has clients based in Utah, New Mexico, Idaho, Colorado, Wyoming, New Jersey and Alaska. The National District Attorney Association, Washington DC, is also a notable consulting engagement. Previous employers include the Utah Intergovernmental Personnel Agency, Idaho Association of Counties, State of Utah- DHRM, and Summit County. Academic credentials include a master's degree in public administration and a bachelor's degree in psychology from Brigham Young University.

Albert Foster

Albert is the president of Facil HR and Express Evaluation, human resource consulting firms which specializes in policy, compliance, employee relations and performance management. For the past 15 years, Albert has consulted over 125 large and small businesses from Vermont to California on ways to keep them compliant, productive, and respected in their operations and industries. After working for Arthur J Gallagher, the third largest consulting firm in the world, and earning a Master's in Human Resources from Utah State University in 2012, Albert felt it was time to grab the bull by the horns, both figuratively and literally, and founded Facil HR in 2015. Facil is Latin for "Easy", and that is his intent, to make HR easy and relieve some of the administrative nightmares that small to mid-sized organizations consistently face. While working for Gallagher, he also managed and owned Custom Benefit Solutions, which he later sold in early 2015. CBS was a TPA specializing in COBRA, administration, flexible spending arrangements, and benefit plan compliance documents. Currently, Albert is also the CEO for a new company, Express Evaluations, a web-based performance management software methodology.

Gaylyn Larsen, SPHR

Gaylyn boasts over 21 years of experience in local government human resource management, which experience is complimented by three years of full-time consulting. Her consulting engagements involved the development of job classification and compensation systems, and she has been a member of several job audit teams in connection with consulting engagements entered into by Personnel Systems & Services. Gaylyn is served as the Salt Lake County Sheriff Department's Human Resource Director for several years and the Human Resource Director for Wasatch Front Waste & Recycling District. Previously, she served as Human Resource Director for the City of St. George for nearly 8 years and as a Human Resource Analyst for the Utah State Tax Commission. Her academic credentials include a degree in Personnel & Industrial Relations with a minor in Economics. Now a free-lance consultant by invitation.

Jeff Monson

Jeff has attained degrees in Business Management, Business Administration, and a Master's degree in Organizational Management. He has 15 years of training, program development, and human resource experience. Jeff gained much of his experience while working at Intermountain Health Care. During that time, he worked with a variety of employee and patient groups and committees and helped develop and implement effective communication techniques and behavioral modification programs. He also gained a wide range of experience from working with over 300 small- and medium-sized organizations, assisting them with human resource, benefit, and safety issues. Additionally, he has helped companies develop the necessary policies and procedures to become more effective and profitable. Various projects involved the resolution of issues between employers and employees regarding compliance issues, safety laws, and regulations. He was elected and serves as a member of the Board of Trustees for Kearns Oquirrh Park Fitness Center. Now a free-lance consultant by invitation.

Richard Morley

Richard (Ric) holds a bachelor's degree in business administration and is a human resource professional with 20+ years of combined experience in human resource management, business, business development, purchasing, accounting, computers, and retail business management. With his experience crossing several disciplines, he brings multiple business talents to our consulting team. Since 1991 he has been involved in HR operations. This included the development of seminars in time management (Simple Time Management); serving as Director of Operations for a company that achieved over 50 million a year in sales (where he also developed the basis for the future HRIS system); serving as a team member providing HR consulting to local governments; and serving as Director of Human Resources for a small company where he was later promoted to Executive Vice President. Here he also developed an internet-based HRIS system that works with almost all payroll and human resource programs. Most recently, Ric assisted in forming a human resource company named HR Group Central whose focus is to provide customized HR technical assistance to small and large companies and until recently, having retired, served as the COO. Ric is a member of the SHRM and has been involved with various chamber organizations. Now a free-lance consultant by invitation.

George Sadowski, MBA, CUSA

George holds a master's degree in business administration (MBA) and certified as a utilities safety administrator (CUSA) [National Safety Council Utilities Division]. He has 30+ years of combined experience in the environmental, health and safety industries as regulated by OSHA, EPA, DOT, to include aerospace (DOD), low level radioactive nuclear waste (NRC), mining (MSHA), FedEx Express (FAA, DOT, EPA), for public and private utilities/municipalities.

Pursuant to being the CEO and president of an HR/EHS consulting enterprise (HR Group Central), his leadership has been an asset to our consulting team. George has been involved in various operational ventures since 1984 that have ranged from development, training and educational compliance seminars dealing with said regulatory agencies.

Throughout his carrier, Mr. Sadowski has been involved and served in a number of civic and service organizations. He chaired the board of directors for Utah's largest water reclamation facility; was Chairman of the Board of Trustees for a local conservancy district; he served on a Chamber of Commerce's board of directors and was VP in the Utah Chapter of the American Society Safety Engineers (ASSE). Now a free-lance consultant by invitation.


Judy Thimakis

Judy has a combined 27 years of human resource experience in private industry, higher education, and local government public administration. As a PhD, Judy has occupied a faculty position at the University of Phoenix, teaching in the master's and undergraduate programs. In a fulltime capacity, Judy works for American Fork City as the HR Manager, and has worked for Salt Lake County as the Executive Director of the Deputy Sheriff Merit Commission and Senior HR Consultant in the Human Resources Department. She managed the Compensation Department for the University of Utah and directed the HR functions in private industry. She is experienced in managing benefits, compensation, recruitment, employee relations, safety, training, law enforcement testing, law enforcement merit systems, and some information systems. Academically, Judy carries a Bachelor's Degree in Human Resources and a Master's Degree in Public Administration. She owns a Doctorate of Management where her dissertation subject was Gender and Leadership, a Comparative Study. She is trained in dispute resolution and is a Legislative Advocate, assisting with lobbying efforts for University of Utah. Judy has been active professionally serving on boards in the human resources area, including President, Vice President, and a board member for the Intermountain Compensation and Benefit Association (ICBA) and the International Public Management Association-Human Resources (IPMA-HR).

Kenneth Topham Jr., CEBS CPM

Ken is a Technology Net, Inc. founder and general partner. He earned a B.S. degree in Business Administration from Southern Utah State College (now Southern Utah University) and an MBA from the University of Utah. He has professional designations as a Certified Employee Benefit Specialist (CEBS) from the Wharton School and the International Foundation of Employee Benefits Plans; and as a Certified Public Manager (CPM) from the University of Utah and the State of Utah. He is a past member and chairman of the Salt Lake Area Compensation and Benefits Group and previous member of the International Foundation of Employee Benefits Plans and of the International Society of Certified Employee Benefit Specialists. He was employed with the State of Utah for 30 years, with nearly 28 years' experience in the human resource management field. He has filled positions as Management Analyst in the Department of Transportation, Human Resource Director in the State Tax Commission, State Compensation Manager, State Benefits Manager, and HR Functional Manager during the State's development and implementation of a client/server Human Resource Management Information System. He was instrumental in developing and implementing the State's flexible benefits program, employee benefits profiles, annual benefits fairs, a health awareness training program, and the State's client/server human resource management information system. His last assignment with the State DHRM was as the State of Utah HR Special Projects Manager with assignment specifically in the area of local government services.

Appendix

Factor I- Job Knowledge 40%				American Fork							
		A	B	C	D	E	F	G	H		
KNOWLEDGE, SKILLS & ABILITIES	FORMAL EDUCATION & TRAINING	Minimal Formal Education.	Graduation From High School Or GED.	High School, GED & up to 1 Year Of Job Related Training or Education.	2 Years Of Job Related Training, or Associate Degree.	4 Years of job related training, Or Bachelor's Degree.	4 yr. degree plus 1 Year Of Graduate Work.	2 Years Of Graduate Work, Masters Degree Or Equivalent.	Extensive Graduate Work Beyond Masters.		
1. Unskilled. Ability to follow simple oral instructions. Reading and performing simple mathematical computations may be required. May need a basic understanding of the use of common office equipment or basic hand and power tools.		0.62	0.72	0.82			Additional points are awarded for required experience as a percentage of the points awarded for Job Knowledge: I. Up to one (1) year of experience...5% II. Up to three (3) years of experience...10% III. Up to five (5) years of experience...20% IV. Up to eight (8) years of experience...30% V. Over eight (8) years of experience...40%				
		0.65	0.75	0.87							
2. Semi-skilled. Proficiency in the use of simple equipment. Knowledge of general office procedures, practice or operations. Proficient in math, reading, keyboard operations, common office equipment or basic hand and power tools.		0.77	0.89	1.02	1.17						
		0.81	0.93	1.07	1.23						
		0.85	0.98	1.12	1.29						
3. Requires working level knowledge, skills, and abilities related to a broad range of either complex clerical or technical functions or apprentice level knowledge of a single funtion area or work specialization.		1.00	1.15	1.33	1.53	1.75					
		1.05	1.21	1.39	1.60	1.84					
		1.11	1.27	1.46	1.68	1.93					
4. Requires para-professional or full performance level of knowledge, skills, and abilities primarily related to a well defined discipline or vocational specialization. Journey level proficiency.		1.30	1.50	1.72	1.60	1.84					
		1.37	1.57	1.81	2.08	2.39					
		1.44	1.65	1.90	2.19	2.51					
5. Entry level professional KSA's utilizing techniques which require understanding of involved practices, principles and/or theory or mastery of a well defined discipline or vocational specialization.			1.95	2.24	2.58	2.96	3.41	3.92	4.51		
			2.05	2.35	2.71	3.11	3.58	4.12	4.73		
			2.15	2.47	2.84	3.27	3.76	4.32	4.97		
6. Requires experienced professional level knowledge, skills, and abilities. High proficiency demonstrated through independent application of principles or theory. Creative work.				2.91	3.35	3.85	4.43	5.10	5.86		
				3.06	3.52	4.05	4.65	5.35	6.15		
				3.21	3.69	4.25	4.89	5.62	6.46		
7. Highly developed, seasoned professional. Managerial KSA's, Mastery of involved practices, precedents, theory, principles.					4.36	5.01	5.76	6.63	7.62		
					4.57	5.26	6.05	6.96	8.00		
					4.80	5.52	6.35	7.30			
This factor measures the nature and extent of information or facts which the worker must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, concepts and precedents) and the nature and extent of skills/abilities necessary to apply the acquired knowledge. It also includes the amount of training required by the job prior to entry. Special requirements, certifications or licenses. Award additional points as a percentage of the points awarded above for knowledge & training for the following: I. Commercial drivers, applicator, operator licenses or specialized clerical certification...5%. II. Technical license or certification...10% III. Professional license or designation...20%. Multiple credentials, licenses or certifications.....award an additional 5%. Annual or periodic recertification, testing or mandatory training requirements...award an additional 5%.											

Factor II- Responsibility 35%

ACCOUNTABILITY & ACCURACY

CONTROLS OVER THE WORK

	A	B	C	D	E	F
	Consequences of error produce little or no negative impact. Remedies are readily available within the context of the task being performed. Minimal loss of time to correct the error.	Errors normally result in loss of own time to correct or check. Quality of task completion impacted by need for accuracy related to repetitive tasks or operations.	Errors may result which affect one or more work group. Immediate Supervisors must remedy errors and generally assume full accountability. Impact may vary in severity.	Errors may result affecting multiple work units within a department or cause injury or operating problems difficult to correct. Financial/legal implications exist to some degree.	Errors may result affecting entire department. Consequences affect public image for an extended time period requiring considerable resources to correct. Financial/legal implications are serious.	Errors may result which affect the entire organization. Consequences severely affect organizational efficiency. Public image severely damaged. Impact demands executive action. Extensive Financial/legal implications
1. Clear, detailed and specific instructions given for both one-of-a-kind and repetitious tasks; work is closely controlled through the structured nature of the work, by circumstances in which it is performed, or through review of the supervisor.	0.94 0.98	1.16 1.22 1.28	1.51 1.58 1.66			
2. Continuing or individual assignments. Supervisor specifies limitations, quality and quantity of work expected, deadlines and priorities. There is some freedom allowed in selecting methods to be used, but are limited.	1.03 1.08 1.13	1.33 1.40 1.47	1.73 1.82 1.91			
3. The work is strictly controlled by practices and procedures which are covered by well defined policy; work is performed without direct supervision but is reviewed periodically by the supervisor.	1.18 1.24 1.30	1.53 1.61 1.69	2.00 2.09 2.20	2.59 2.72 2.86	3.37 3.54 3.72	
4. The work is subject to policies, practices, and procedures. Some freedom is allowed in the application of policy or procedure. The supervisor sets the overall objectives and identifies available resources. Employee in consultation with supervisor develops projects and deadlines.		1.76 1.85 1.95	2.29 2.41 2.53	2.98 3.13 3.29	3.88 4.07 4.28	5.04 5.29 5.56
5. Work is performed under managerial direction with the individual determining what, when, and how the work is done. Establishes unit or program goals & objectives			2.64 2.77 2.91	3.43 3.60 3.78	4.46 4.68 4.92	5.80 6.09 6.39
6. These jobs by their very nature and size, are broadly subject to general goals and objectives. Work is performed under broad guidance of policy makers. Much autonomy and freedom to act is essential to job effectiveness.				3.94 4.14 4.35	5.13 5.38 5.65	6.67 7.00

Additional points are awarded for supervisory responsibility and public contacts as a percentage of the points awarded for responsibility:

SUPERVISION: I. Serves as leadworker of one unit, crew, or group.....5% II. Performs as first-line supervisor. Is responsible for quality and quantity. Schedules and assigns work.....10%. III. Supervises more than one group performing similar functions. Has general responsibility for project completion.....15%. IV. Manages a department. Determines priorities. Delegates through subordinate supervisors. Hires & Disciplines.....20%. **PUBLIC CONTACTS:** I. recurring routine contacts with the public or workers in other units requiring exchange of factual information or explanation.....10% II. Contacts with people and/or managers regarding routine administrative or technical matters.....20%. III. Contacts with administrators or professionals in developing and soliciting cooperative relationships.....30% IV. Contacts with administrators with significant impact on programs, projects or policies.....40%. V. Contacts with legislative, executive or judicial officials affecting the purpose of the organization.....50%. **BUDGET:** I. Secondary responsibility to implement and monitor the budget of a section or division.....5%. II. Primary responsibility to prepare and administer a budget for more than one section or division, or for a department10%.

Factor III- Difficulty of Work 15%

JUDGMENT & DECISIONS REQUIRED

COMPLEXITY & VARIETY OF WORK

	A	B	C	D	E	F
Little or no judgment or decisionmaking. Decisions limited to routine steps in performing well defined tasks or in determining the speed at which to perform.		Decisions are few and directly related to a well defined process. Requires some judgment in selecting variations in sequence of steps, operations or procedures.	Decisions are frequent but related to a well defined process. Judgment is required to select most suitable procedure from more than one process alternative.	Decisions are varied and based upon practice or policy. Employee required to make interpretative judgments when necessary to deviate from standard methods. Determines use of resources.	Decisions are varied based upon broad principles and guidelines. Judgment required to determine program direction and options for policy implementation.	Makes technical and complex decisions based upon research. Judgments must be made without existing guidelines. Creates policy affecting the entire organization.
1. The work consists of a few tasks or functions that are clear cut and directly related. Action to be taken or responses to be made are readily available. There is little variation in the work.	0.40 0.42	0.50 0.52 0.55				
2. The work consists of duties involving more than one sequence of steps. Variations in the work stem from differences in the source of information, kinds of transactions, entries or other factual situations.	0.44 0.46 0.49	0.57 0.60 0.63	0.74 0.78 0.82			
3. The work consists of various duties involving different processes and methods. Choices to be considered differ with the subject, phase, or issues involving each assignment.	0.51 0.53 0.56	0.66 0.69 0.73	0.86 0.90 0.94	1.11 1.17 1.23		
4. Aspects of the work involve conditions and elements that must be identified and analyzed to discern interrelationships and deviations from standards in a specialty field or discipline. Tasks require development of goals and objectives based upon existing interpretation of established policies, rules and guidelines.		0.76 0.79 0.83	0.98 1.03 1.08	1.28 1.34 1.41	1.66 1.74 1.83	2.16 2.27 2.38
5. The work consists of independent assignments with varying duties which comprise a primary level of responsibility. Factors to be considered involve the assessment of unusual circumstances, variations in approach, incomplete or conflicting data, and incompatible results. The work requires the development and implementation of program options.		0.87 0.91 0.96	1.13 1.19 1.25	1.47 1.54 1.62	1.91 2.01 2.11	2.48 2.61 2.74
6. The work consists of a variety of duties involving a broad range of activities or depth of analysis to develop and implement department or organization-wide goals and policies.				1.69 1.78 1.86	2.20 2.31 2.42	2.86 3.00

Award additional points for stress as a percentage of points awarded for difficulty of work: This sub-factor attempts to recognize the degree of mental or emotional fatigue or stress inherent to the job and sustained through concentration, work pressures or critical incidents (CIS syndrome). Consider the cycle, duration, and intensity sustained. Consider the need to deal with the public over controversial issues, the responsibility for problem resolution and the need to meet time deadlines. **SOME- 5% MODERATE- 10% CONSIDERABLE- 15% CRITICAL INCIDENT-20%**

Factor IV- Work Environment 10%

PHYSICAL EFFORT

WORKING CONDITIONS

A	B	C	D
Effort is minimal and is exerted only for short, intermittent periods. Effort involves light lifting of tools, objects, and working materials. May involve light pushing, pulling, reaching, bending. Requires normal hearing and visual acuity. Normally performs in seated position. Occasional standing for short durations.	Effort is exerted occasionally for short periods of time. Strain periodic but not prolonged. Moderate lifting, pushing, pulling, bending. More than normal visual and hearing acuity for precision work. Normally performs in abnormal sitting or standing positions. Moderate Manual dexterity required.	Effort is exerted regularly for sustained periods of time. Strain may be for frequent or moderate duration. Moderately heavy lifting, pushing, pulling. Considerable crouching, stooping or lying in prone position. Some strain on sight and hearing. Performs in abnormal positions. High Manual dexterity required.	Effort is prolonged and frequent. Strain may be extended in duration. Effort involves heavy lifting (90 lbs), pushing, pulling with excessive crouching, stooping or lying in prone position. Could involve intense strain on sight and hearing. High manual dexterity be required.

1. No observable hazards or threat to health or safety. Adequate working conditions with at least minimum environmental conditions to assure the comfort of most workers.

0.60

0.66

0.75

0.87

2. Minimum hazardous working conditions. Minor threat to health and/or safety. Generally adequate working conditions with minimum environmental conditions to assure comfort. Traveling in an automobile may be a regular part of the job.

0.74

0.85

0.98

1.13

3. Occasional exposure to hazardous work conditions (noise, fumes, heights, slippery, vibrations, moving parts, disease etc.). Moderate exposure to dust, grease, temperature changes, noise, inadequate lighting, inclement weather, etc. Periodic conditions which involve chance of injury.

1.01

1.16

1.34

1.54

4. Daily exposure to hazardous work conditions. Prolonged and frequent exposure to dust, grease, extreme temperature, or severe outdoor weather conditions. Recurring conditions which involve chance of injury.

1.25

1.44

1.66

1.90

1.32

1.51

1.74

2.00

1.38

1.59

1.83

Hazard Uncertainty: For positions having tasks that place employees in historically life threatening situations (i.e., Fire, Police) add 100% to the base points awarded above for work environment. For positions which require the operation of maintenance or service equipment on city roadways, add 50%. For positions requiring regular and frequent travel, whether local or regional, primarily by automobile, add 25%.

American Fork Point Evaluation



By Rank Order

Point Evaluation			Factor I					Factor II				Factor IV		Factor III		
Job Code	Department	Job Title	Job Knowledge	Years Exper.	Certs, License	Multi Certs.	Annual Recert	Responsibility	Supervision	Public Cont.	Budget	Difficulty Of Work	Stress	Work Environ	Hazard	Total Pts.
▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼
1000	Executive	City Administrator	7.30	2.92	0.00	0.00	0.00	7.00	1.40	3.50	0.70	3.00	0.45	0.60	0.00	26.87
1200	Fire	Fire Chief	5.52	2.21	0.55	0.00	0.28	5.38	1.08	2.69	0.54	2.31	0.46	0.78	0.19	22.00
1700	Police	Police Chief	5.52	2.21	0.55	0.00	0.28	5.38	1.08	2.69	0.54	2.31	0.46	0.78	0.19	22.00
1800	Public Works	Public Works Director	5.52	2.21	0.00	0.00	0.00	5.38	1.08	2.69	0.54	2.31	0.35	0.78	0.19	21.05
1500	Parks & Recreation	Parks & Recreation Director	5.52	1.66	0.28	0.00	0.00	5.38	1.08	2.15	0.54	2.20	0.33	0.78	0.19	20.11
1010	Executive	Total job valuation score translates into a market based pay range; the result of performing regression analysis, examining the relationship between the market price tag from a survey sample and the jobs valuation.														18.98
1205	Fire															18.72
1102	Administrative Services/Finance															18.36
1400	Library															18.06
1805	Public Works	City Engineer/Regulatory Compliance Officer	4.25	1.27	0.85	0.21	0.21	4.68	0.70	1.87	0.47	2.01	0.30	0.78	0.19	17.80
1705	Police	Deputy Police Chief	4.80	1.44	0.48	0.00	0.24	4.68	0.70	1.87	0.47	1.54	0.31	0.78	0.19	17.51
1015	Executive	Human Resource Director	4.25	0.85	0.00	0.00	0.00	5.80	0.00	2.32	0.29	2.61	0.39	0.60	0.00	17.10
1600	Planning	Planning Director	5.52	1.66	0.00	0.00	0.00	4.68	0.47	1.87	0.47	1.54	0.23	0.60	0.00	17.05
1210	Fire	Battalion Chief/Fire Marshal	5.26	2.10	0.53	0.26	0.26	3.13	0.47	1.25	0.16	1.54	0.31	1.01	0.51	16.80
1300	Information Technology	IT/Broadband Director	4.25	0.85	0.42	0.21	0.21	4.68	0.70	1.87	0.47	1.54	0.23	0.89	0.00	16.34
1812	Public Works	Engineer/Construction Manager	4.25	1.27	0.85	0.00	0.21	3.94	0.59	1.58	0.39	2.01	0.30	0.66	0.16	16.22

Total job valuation score translates into a market based pay range; the result of performing regression analysis, examining the relationship between the market price tag from a survey sample and the jobs valuation.



American Fork Compensation Study



Proposed Pay Plan

Hourly Pay Rates

Monthly Pay Rates

Annual Pay Rates

	Job Value	Pay Range			Job Value	Pay Range			Job Value	Pay Range			Range
		Minimum	Midpoint	Maximum		Minimum	Midpoint	Maximum		Minimum	Midpoint	Maximum	
City Administrator	26.87	\$55.67	\$69.59	\$83.51	26.87	\$9,649	\$12,062	\$14,474	26.87	\$115,794	\$144,742	\$173,691	50.00%
Police Chief	22.00	\$41.44	\$51.80	\$62.16	22.00	\$7,183	\$8,979	\$10,775	22.00	\$86,199	\$107,749	\$129,299	50.00%
Fire Chief	22.00	\$41.44	\$51.80	\$62.16	22.00	\$7,183	\$8,979	\$10,775	22.00	\$86,199	\$107,749	\$129,299	50.00%
Public Works Director	21.05	\$39.14	\$48.93	\$58.71	21.05	\$6,785	\$8,481	\$10,177	21.05	\$81,416	\$101,770	\$122,124	50.00%
Parks & Recreation Director	20.11	\$36.98	\$46.22	\$55.46	20.11	\$6,409	\$8,012	\$9,614	20.11	\$76,911	\$96,139	\$115,367	50.00%
Public Relations/Economic Development Director	18.98	\$34.54	\$43.18	\$51.81	18.98	\$5,987	\$7,484	\$8,981	18.98	\$71,845	\$89,807	\$107,768	50.00%
Assistant Fire Chief	18.72	\$34.00	\$42.50	\$51.00	18.72	\$5,893	\$7,366	\$8,839	18.72	\$70,713	\$88,392	\$106,070	50.00%
Finance/Budget Officer	18.36	\$33.26	\$41.58	\$49.89	18.36	\$5,765	\$7,207	\$8,648	18.36	\$69,184	\$86,480	\$103,777	50.00%
Library Director	18.06	\$32.67	\$40.83	\$49.00	18.06	\$5,662	\$7,077	\$8,493	18.06	\$67,943	\$84,929	\$101,915	50.00%
City Engineer/Regulatory Compliance Officer	17.80	\$32.16	\$40.20	\$48.24	17.80	\$5,575	\$6,968	\$8,362	17.80	\$66,896	\$83,620	\$100,345	50.00%
Deputy Police Chief	17.51	\$31.60	\$39.51	\$47.41	17.51	\$5,478	\$6,848	\$8,217	17.51	\$65,737	\$82,171	\$98,605	50.00%
Human Resource Director	17.10	\$30.83	\$38.53	\$46.24	17.10	\$5,343	\$6,679	\$8,015	17.10	\$64,118	\$80,148	\$96,178	50.00%
Planning Director	17.05	\$30.72	\$38.40	\$46.08	17.05	\$5,325	\$6,656	\$7,987	17.05	\$63,897	\$79,871	\$95,845	50.00%
Battalion Chief/Fire Marshal	16.80	\$30.26	\$37.83	\$45.39	16.80	\$5,245	\$6,557	\$7,868	16.80	\$62,944	\$78,680	\$94,416	50.00%
IT/Broadband Director	16.34	\$29.44	\$36.80	\$44.16	16.34	\$5,103	\$6,379	\$7,655	16.34	\$61,242	\$76,552	\$91,863	50.00%
Police Lieutenant	16.06	\$28.95	\$36.18	\$43.42	16.06	\$5,017	\$6,271	\$7,526	16.06	\$60,206	\$75,258	\$90,309	50.00%
Chief Building Official	15.46	\$27.90	\$34.88	\$41.86	15.46	\$4,837	\$6,046	\$7,255	15.46	\$58,042	\$72,552	\$87,063	50.00%
Police Sergeant	14.55	\$26.41	\$33.01	\$39.62	14.55	\$4,578	\$5,723	\$6,867	14.55	\$54,936	\$68,670	\$82,404	50.00%
Street Superintendent	14.38	\$26.15	\$32.69	\$39.23	14.38	\$4,533	\$5,666	\$6,800	14.38	\$54,398	\$67,998	\$81,597	50.00%