



Classification and Compensation Study  
City of Independence, Iowa

## Table of Contents

A. Transmittal Letter .....	2
B. Firm Experience and Qualifications .....	3
Principals .....	4
Additional Project Personnel .....	5
Recent Studies .....	8
C. Project Approach and Work Plan .....	12
Assessment of Needs .....	12
Methodology .....	13
Phase 1 Classification/Competencies Component .....	15
Task 1A - Project Start .....	15
Task 1B - Baseline Evaluation .....	16
Task 1C - Job Analysis Collection and Completion .....	17
Task 1D - Job Evaluation and Classification Development .....	18
Task 1E - Draft of Job Descriptions and Policy Guides .....	21
Task 1F - Develop Guide for Implementation of Changes and Draft Interim Report .....	21
Phase 2 Compensation Component .....	22
Task 2A - Identify Benchmark Positions and External Survey Comparator List .....	22
Task 2B - Design and Distribute Survey .....	24
Task 2C - Collect and Analyze Survey Data .....	24
Task 2D - Internal Relationship Analysis and Alignment .....	25
Task 2E - Preparation of Draft Report .....	28
Task 2F - Deliver Final Report and Deliverables for Implementation .....	30
Tentative Timeline .....	33
Work Examples .....	34
D. References .....	46
Appendix - Sample PVP Job Description Survey .....	47

## A. Transmittal Letter

Dear Sir or Madam,

Paypoint HR, LLC is submitting a proposal in response to the City of Independence's request for a comprehensive Classification and Compensation 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 55 unique job titles, providing data-driven recommendations for adjustments. The study will be completed within 16-20 weeks and will incorporate quantitative evaluations to support informed decision-making on compensation and benefits.

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.

If you have any questions, please feel free to contact us. Our response to this RFP is valid and binding for a period of ninety (90) days from the date and time of the bid opening. We look forward to working with the City on this important project.

Sincerely,



Karin VM Campbell, CEO

## *B. Firm Experience and Qualifications*

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](mailto:Karin@PaypointHR.com)  
(443) 336-4272

**Technical Director – Secondary Contact**

Dr. Rick Campbell, CCP  
695 Santa Maria Lane  
Davidsonville, MD 21035  
[Rick@PaypointHR.com](mailto: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

#### PROFILE

Strategic and accomplished Human Resources executive with over two decades of experience in leading classification and compensation studies, organizational consulting, and HR operations for public sector and nonprofit institutions. Demonstrated expertise in project management, stakeholder engagement, labor market research, compensation strategy, and HR compliance. Proven ability to lead large-scale initiatives that improve organizational performance, ensure legal defensibility, and support equity and retention.

#### CORE COMPETENCIES

- Public Sector HR Consulting
- Classification & Compensation Studies
- Market Pay Analysis & Survey Design
- Strategic Planning & Implementation
- Labor Relations & Workforce Analysis
- Employee Communications & Change Management
- Total Rewards & Benefits Analysis
- Executive Reporting & Presentation
- Team Leadership & Development
- Quality Assurance & Risk Mitigation



### 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

#### PROFILE

Experienced executive and classification & compensation strategist with a Ph.D. in Engineering Science and over 25 years of experience across aerospace, energy, and public sector HR consulting. Founder of Paypoint HR, specializing in classification and compensation studies for municipalities, sales compensation for businesses, and the development of advanced SaaS tools. Skilled in quantitative analysis, leadership communication, stakeholder engagement, and systems implementation.

#### CORE COMPETENCIES

- Classification & Compensation Studies
- Executive Communication & Public Engagement
- Project Management & Implementation
- Research Design & Statistical Analysis
- Technical Writing & Presentation
- SaaS Development & Application
- Public Sector Consulting
- Team Leadership & Training
- Quality Assurance & Risk Mitigation
- Salary Survey & Market Analysis
- Fair Labor Standards Act Analysis

## Additional Project Personnel

---



### LTC (Ret) Narrie Magturo, Director of Quality

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

#### PROFILE

Results-driven Director of Quality Assurance with more than 15 years of experience in compliance auditing, risk mitigation, and quality control across military and HR consulting environments. Retired U.S. Army officer with over 22 years of distinguished service, now applying military-grade QA/QC methodologies to public sector classification and compensation projects. Skilled in developing, implementing, and evaluating quality assurance processes that support equity, legal compliance, and strategic HR outcomes.

## CORE COMPETENCIES

- Quality Assurance & Control (QA/QC)
- HR Compliance Audits & Standards
- Public Sector Risk Management
- ISO 9001 & Regulatory Compliance
- Environmental, Health & Safety Oversight
- Stakeholder Engagement & Communication
- Emergency Response Planning (NIMS/FEMA)
- Program & Project Management
- Training & Technical Documentation
- Vulnerability & Infrastructure Assessment



Jenna Hurdle, Project Associate

Bachelor of Arts in Criminal Justice, High Point University

## PROFILE

Experienced Project Associate with over 15 years in the legal field and more than 2 years supporting classification and compensation projects at Paypoint HR. Brings expertise in legal compliance, document review, data quality, and administrative support. Strong background in criminal justice, real estate, and insurance. Recognized for meticulous research, regulatory compliance, and efficient coordination of project tasks and data preparation.

## CORE COMPETENCIES

- Project Coordination & Administrative Support
- Benefit Analysis
- Legal & Regulatory Compliance
- Document Review & Management
- Preliminary Data Analysis
- Research & Quality Control
- Classification & Compensation Project Support
- Client Communications & Service
- Legal Procedures & Filing Systems
- Cross-Industry Experience
- Confidential Records Management



### Jennifer Holcomb, Quality Specialist

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

#### PROFILE

Detail-oriented Quality Assurance Specialist with over 7 years of experience supporting classification and compensation projects for public sector clients. Brings a background in health sciences and nursing to her analytical and structured approach. Highly experienced in job evaluation, market survey coordination, and documentation review. Known for precision, follow-through, and effective collaboration in multidisciplinary project teams.

#### CORE COMPETENCIES

- Job Evaluation & Classification Support
- External Market Survey Coordination
- Job Description Analysis
- Quality Assurance & Audit Review
- Report Design & Documentation
- Project Coordination & Milestone Tracking
- Data Verification & Benchmarking
- Public Sector HR Consulting
- Communication of Technical Concepts
- Cross-Functional Team Collaboration



### Erin Martell, Technical Writer

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

#### PROFILE

Experienced technical writer and project team collaborator with 17 years of experience supporting public sector and nonprofit initiatives. Brings over eight years of experience working with Paypoint HR on classification and compensation projects, where she contributes precise technical documentation and quality assurance deliverables. Proven success in developing systems to ensure contract and grant compliance, analyzing data for program effectiveness, and improving project communications and deliverables.

#### CORE COMPETENCIES

- Technical Writing & Editing
- Public Sector Contract Compliance

- Grants Management & Reporting
- Survey Development & Analysis
- Project Documentation & Quality Control
- Communication Systems Development
- Operations Management
- Stakeholder Reporting & 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 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
Town of Elizabeth, Colorado	Compensation Study and Pay Equity Analysis 2025
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
City of Jacksonville, Texas	Compensation and Classification Study 2021 - 2022
Jefferson County, Missouri	Salary and Classification Study 2025
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 City, Florida	Classification and Compensation Study 2022
City of Largo, Florida	Compensation & Classification Study 2019 - 2020, 2022, 2023 - 2024
City of Leander, Texas	Citywide Compensation Study 2022
City of Melbourne, Florida	Compensation and Class Study 2025
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
<b>City of Muscatine, Iowa</b>	Compensation Study 2023
City of Newberry, Florida	Employee Classification & Compensation Study 2023
Town of North Beach, Maryland	Wage Compensation and Classification Study 2023 - 2024

Town of North East, Maryland	Comprehensive Compensation Study and Classification Plan Development 2025
Nye County, Nevada	Classification & Compensation Study and Analysis 2025
City of Odessa, Missouri	Job Analysis and Compensation Study 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
Southampton County, Virginia	Compensation and Classification Study 2025 - 2026
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
Town of Tonopah, Nevada	Compensation and Benefit Study 2025
City of Villa Rica, Georgia	Compensation Study 2023



## *C. Project Approach and Work Plan*

### **Assessment of Needs**

---

Paypoint HR has done a preliminary review of possible hurdles specific to the City of Independence'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 Independence is a full-service city that provides both its residents and tourists with a full range of municipal services including but not limited to police, fire, streets and utilities, and parks and recreation. 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.

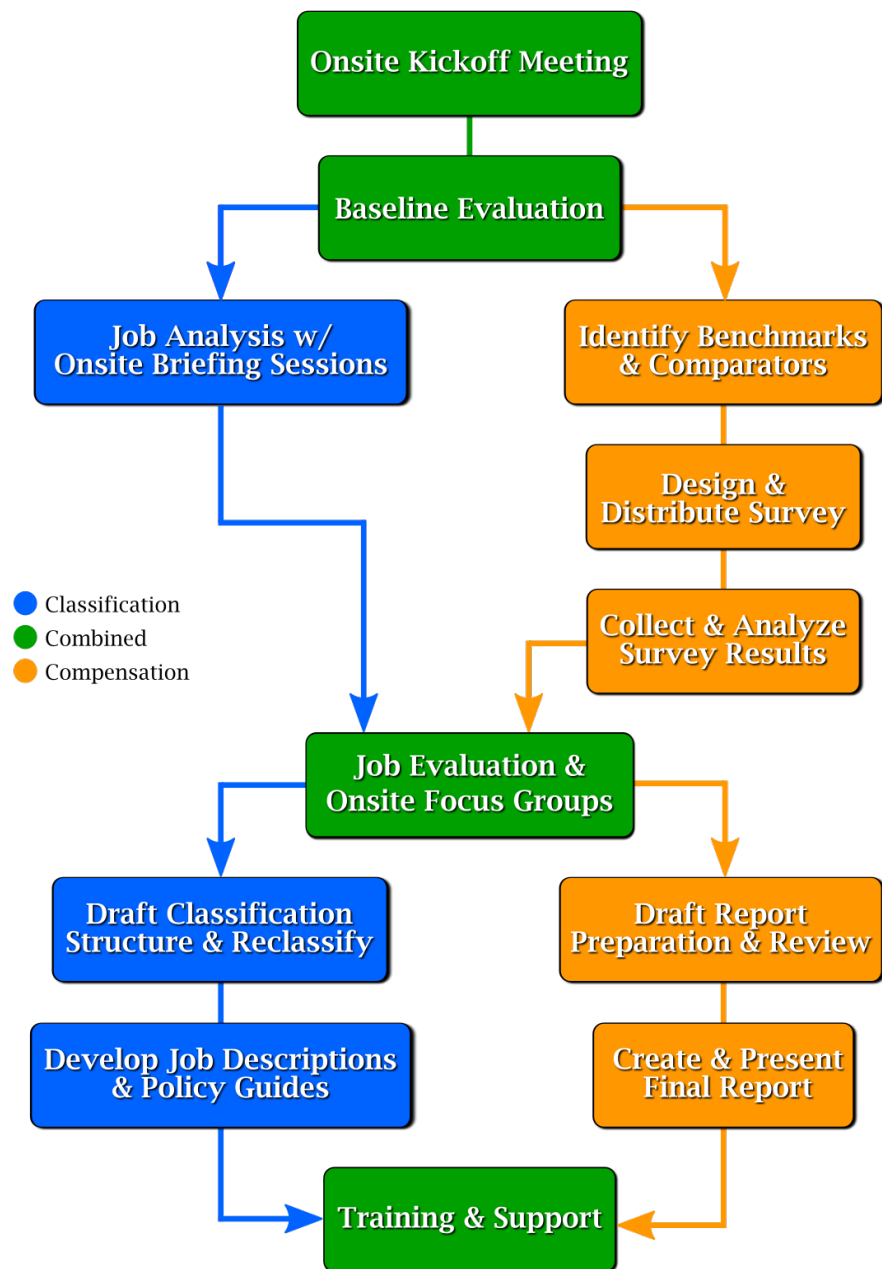


Figure 1 - Process Flow Chart

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%
<b>111</b>	<b>43</b>	<b>10</b>	<b>23.3%</b>	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.

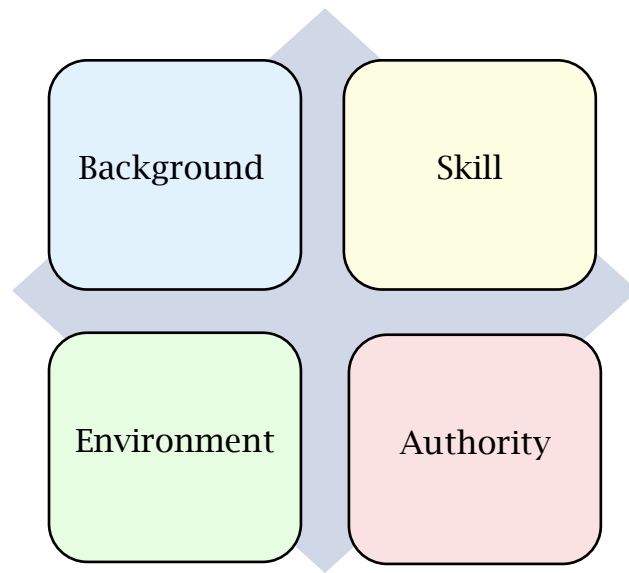
#### Task 1D – Job Evaluation and Classification Development

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

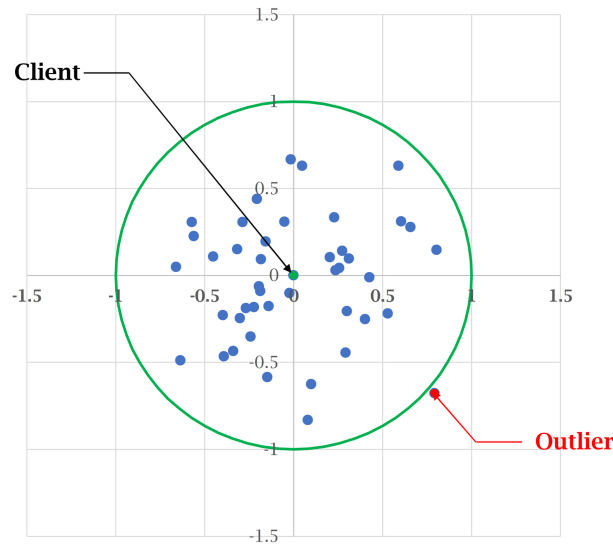
Task 2A of the compensation portion of the study will include identifying benchmark job positions and identifying a mutually agreed upon list of external comparators to be included in the external survey. To complete this, the following steps will be taken:

- 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.

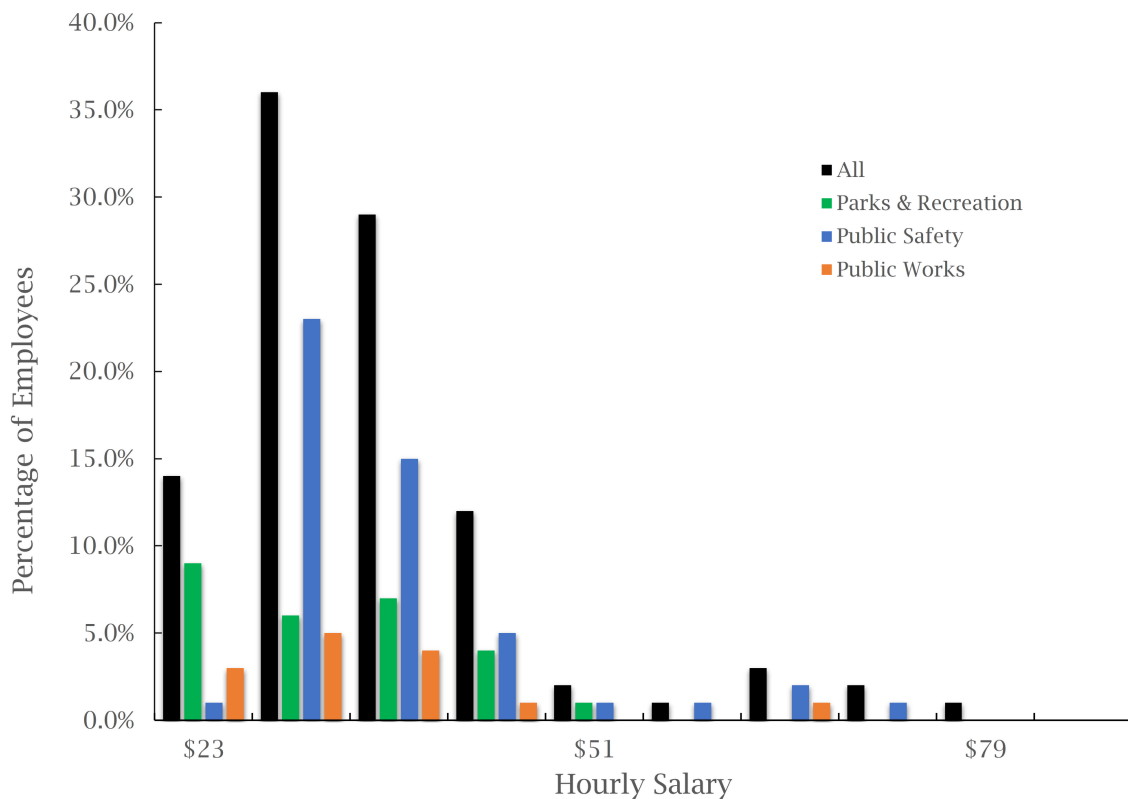
Paypoint HR will send the survey to all comparators and if necessary, complete Freedom of Information Act (FOIA) requests. We conduct all of the survey distribution, data collection, and analysis ourselves to ensure validity of the data and to enforce quality control. While there is an industry standard 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
<b>City Clerk's Office</b>				
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
<b>Development Services</b>				
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**

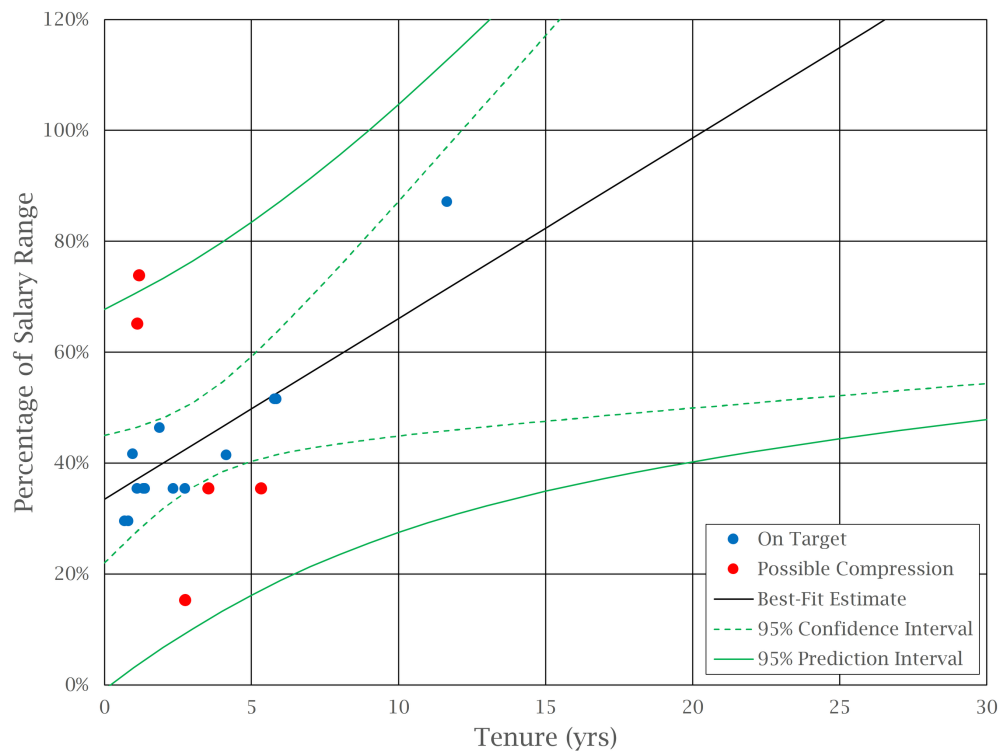
Following the distribution of the surveys, Paypoint HR will collect the data and conduct an in-depth review of the survey results with the Study Project Leaders, as appropriate. The purpose of this review is to identify any additional information needed or areas that require further analysis. Paypoint 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.

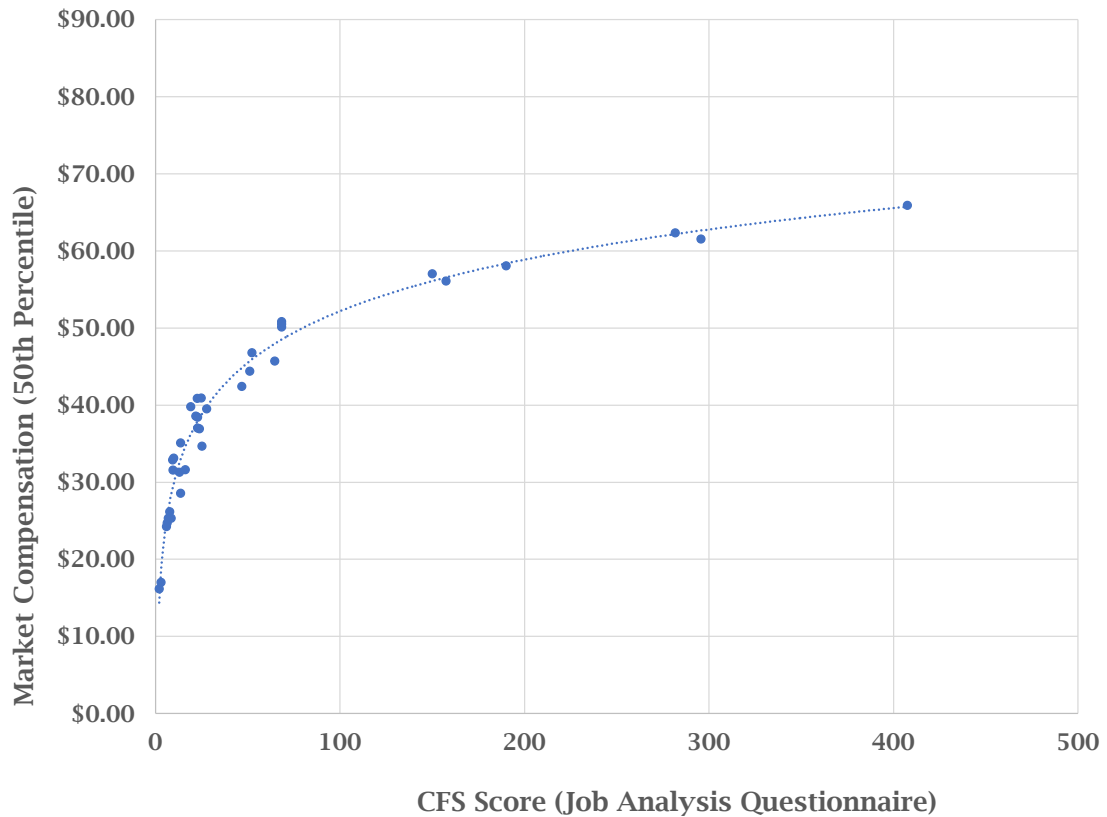
Category	Score	Grade	Min	Max
Education	11.16	1	0.0	7.0
Experience	4.65	2	7.0	7.5
		3	7.5	8.0
Complexity	7.60	4	8.0	8.6
Independence	3.30	5	8.6	9.2
		6	9.2	9.9
Supervision Received	1.34	7	10.0	10.8
Supervision Responsibilities	1.21	8	10.8	11.7
		9	11.7	12.8
Impact	7.84	10	12.8	14.0
Physical	0.47	11	14.0	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
<b>Total Score</b>	<b>48.22</b>			

**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
<b>Market Percentiles</b>				
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.

### 50<sup>th</sup> 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.

## 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.

The project will be delivered in two phases — Phase 1: Classification and Phase 2: Compensation — totaling approximately 260 professional hours. Key activities include project kickoff, job analysis, classification development, salary survey and market benchmarking, internal equity review, and preparation of final deliverables. A customized project schedule will be finalized with the City at kickoff to reflect internal availability, review windows, and key decision points, ensuring that the process is both rigorous and responsive to City needs.

Throughout the project, Paypoint HR will provide timely written progress reports and schedule interim updates to the Project Team to ensure transparency and alignment. We believe that consistent communication is critical to keeping the project on schedule and addressing any emerging issues quickly and collaboratively.

**Figure 16 - Tentative Project Timeline**

Month	Phase	Tasks & Milestones	Estimated Hours
<b>January 2026</b>	Phase 1 Tasks A-B	<ul style="list-style-type: none"><li>- Project kickoff and stakeholder meetings</li><li>- Review existing documentation and organizational data</li><li>- Initiate job analysis process</li></ul>	21 hrs
<b>February 2026</b>	Phase 1 Tasks C-E	<ul style="list-style-type: none"><li>- Complete job analysis collection from staff</li><li>- Evaluate and classify positions</li><li>- Begin drafting job descriptions and policy documents</li></ul>	72 hrs
<b>March 2026</b>	Phase 1 Task F  Phase 2 Tasks A-C	<ul style="list-style-type: none"><li>- Finalize classification plan and interim report</li><li>- Identify benchmark positions and survey comparators</li><li>- Distribute and collect compensation surveys</li><li>- Begin market and internal pay analysis</li></ul>	83 hrs
<b>April 2026</b>	Phase 2 Tasks D-F	<ul style="list-style-type: none"><li>- Complete compensation analysis</li><li>- Draft and finalize reports</li><li>- Deliver presentations and implementation materials</li></ul>	84 hrs

## 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
<b>Bath</b>	8,319	\$175,700	\$48,252	99.0	5.4%	64.0%
<b>Maine</b>						
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%
<b>Cumberland County</b>	<b>292,307</b>	\$278,100	\$73,072	110.0	4.5%	69.1%
Ellsworth	7,991	\$178,400	\$53,324	98.0	4.4%	68.1%
<b>Franklin County</b>	29,982	\$139,800	\$51,422	94.0	5.7%	60.8%
<b>Hancock County</b>	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%
<b>Oxford County</b>	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%
<b>Saco</b>	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%
<b>South Portland</b>	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%
<b>York County</b>	<b>204,316</b>	\$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.

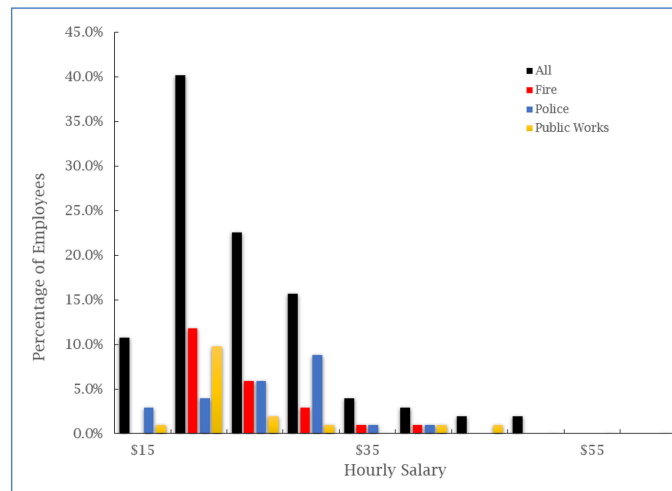


Figure 1 – Salary Distribution

## 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

52

Table 29 – External Market Comparison – Non-Represented

	Admin Assistant Cemetery	Admin Assistant Fire	Admin Assistant Police	Admin Assistant PW	Admin Assistant Recreation
<b>Current Scale</b>					
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
<b>Market Percentiles</b>					
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
<b>Administration</b>			
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
<b>Assessing</b>			
Assessor	\$37.03	B11	\$37.03
Assistant Assessor	\$24.46	B06	\$24.46
<b>Cemetery, Parks and Recreation</b>			
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





Department: City Clerk / Municipal Court Clerk

## CITY CLERK ADMINISTRATIVE TECHNICIAN

Effective Date:  
Revised:

FLSA Status:  
1

Grade: A02

Page 1 of 3

**Job Title** City Clerk Administrative Technician  
**Reports To** City Clerk  
**Positions Supervised**

**CITY CLERK ADMINISTRATIVE TECHNICIAN's role within the big picture of the City's overall success.**

Under general supervision, performs customer service and clerical duties in support of the City Clerk's Office, ensuring accurate and timely processing of City Council and other meeting minutes, and managing document filing and open records requests.

**Education, Experience, and Special Requirements** - An equivalent combination of education, training and experience may be considered.

**Education** HS\_GED  
**Experience** 6 months previous relevant work experience is required.  
**Certifications and Special Requirements** This position performs duties deemed to be 'safety sensitive' and is therefore subjected to random drug testing under the City's policies.  
**Licensing** Valid Driver's License issued by the State of Oklahoma.

**CITY CLERK ADMINISTRATIVE TECHNICIAN functions include but are not limited to the following.**

**City Council Duties:**

- Post City Council, BAMA, and BAEDA agendas, prepare meeting materials, and assist in the creation of minutes for review and approval.

**Mail Management:**

- Use the postage machine to process City mail, distribute to departments, and track certified mail and delivery receipts.

**Document Tracking:**

- Log, track, and archive all documents received, including Council records, contracts, and easements, ensuring accurate record-keeping and timely filing.

**Open Records Requests:**

- Log requests, follow up with departments for completion, and ensure all responses to open records requests are accurate and timely.

**Assist with Legislative Documentation:**

- Support the City Clerk in preparing legislative documents, including resolutions, ordinances, and official proclamations. Ensure that all documents meet the required legal standards before submission to the governing bodies.

**Provide Customer Service to Public Inquiries:**

- Respond to inquiries from the public about city services and procedures. Provide accurate information about records access, city meetings, and legal document requests.

**The individual in this role is expected to contribute to the team's efforts and may be required to complete other related tasks, as may be assigned.**



Department: City Clerk / Municipal Court Clerk

## CITY CLERK ADMINISTRATIVE TECHNICIAN

Effective Date: Revised:	FLSA Status: 1	Grade: A02	Page 2 of 3
-----------------------------	-------------------	------------	-------------

**Success Framework.** The following list of knowledge, skills, and abilities have been identified by our team as building blocks towards efficiency and effectiveness in this role.

- Knowledge of document filing and retrieval systems.
- Proficiency in data entry and customer service.
- Ability to manage and maintain public records accurately.
- Strong attention to detail.
- Ability to assist with permit applications and inquiries.
- Capacity to organize and maintain office supplies.
- Ability to coordinate with city departments.
- Knowledge of administrative processes and procedures.
- Strong verbal communication skills for public interactions.
- Ability to work independently and as part of a team.

**Equipment and Tools** commonly associated with the performance of the functions of this job.

Basic office equipment (e.g., computers, printers, copiers, scanners, and fax machines). Postage machine and label maker. Microsoft Office Suite (Word, Excel, PowerPoint, Outlook). Communication and remote meeting platforms (e.g., Zoom, Microsoft Teams), telecommunications, records management software, scheduling software. Government experience management software and media platforms. Adobe creative and document management tools. Notary stamp. Department vehicles.

**Work Environment** or atmospheric conditions commonly associated with the performance of the functions of this job.

- Work environment varies depending on departmental needs, including office, field, or specialized settings.
- May occasionally be exposed to uncomfortable temperatures, humidity, noise, chemicals/gases, contagious diseases, airborne particles/pathogens, and/or physical trauma.

**\* Physical Abilities.** The physical demands described below are representative of those that must be met by an employee to successfully perform the essential functions of this job.

- Work requires the ability to sit, stand, walk for extended periods of time.
- Work requires the ability to complete repetitive wrist, hand, and/or fine motor movement.
- Work requires the ability to grasp, pull, push, and reach.
- Work requires the ability to talk, hear, listen, and comprehend.
- Work requires the ability to drive and/or operate mechanical equipment.
- Must be able to lift pounds.
- Work requires visual acuity of 20 feet or more, visual acuity of 20 inches or less, three dimensional vision, precise hand/eye coordination

\* The City of Broken Arrow offers reasonable accommodation in the hiring and employment process for individuals with disabilities. If you need assistance to accommodate a disability, you may request an accommodation at any time.

## D. References

### Reference 1:

Client Name:	City of Muscatine, Iowa
Contact Person & Title:	Stephanie Romagnoli HR Manager
Phone:	563-264-1550
Email:	SRomagnoli@MuscatineIowa.gov
Brief Description of Project:	Compensation Study

### Reference 2:

Client Name:	City of Cottage Grove, MN
Contact Person & Title:	Joe Fischbach HR Manager
Phone:	654-458-2883
Email:	JFischbach@CottageGroveMN.gov
Brief Description of Project:	Position Classification and Compensation System

### Reference 3:

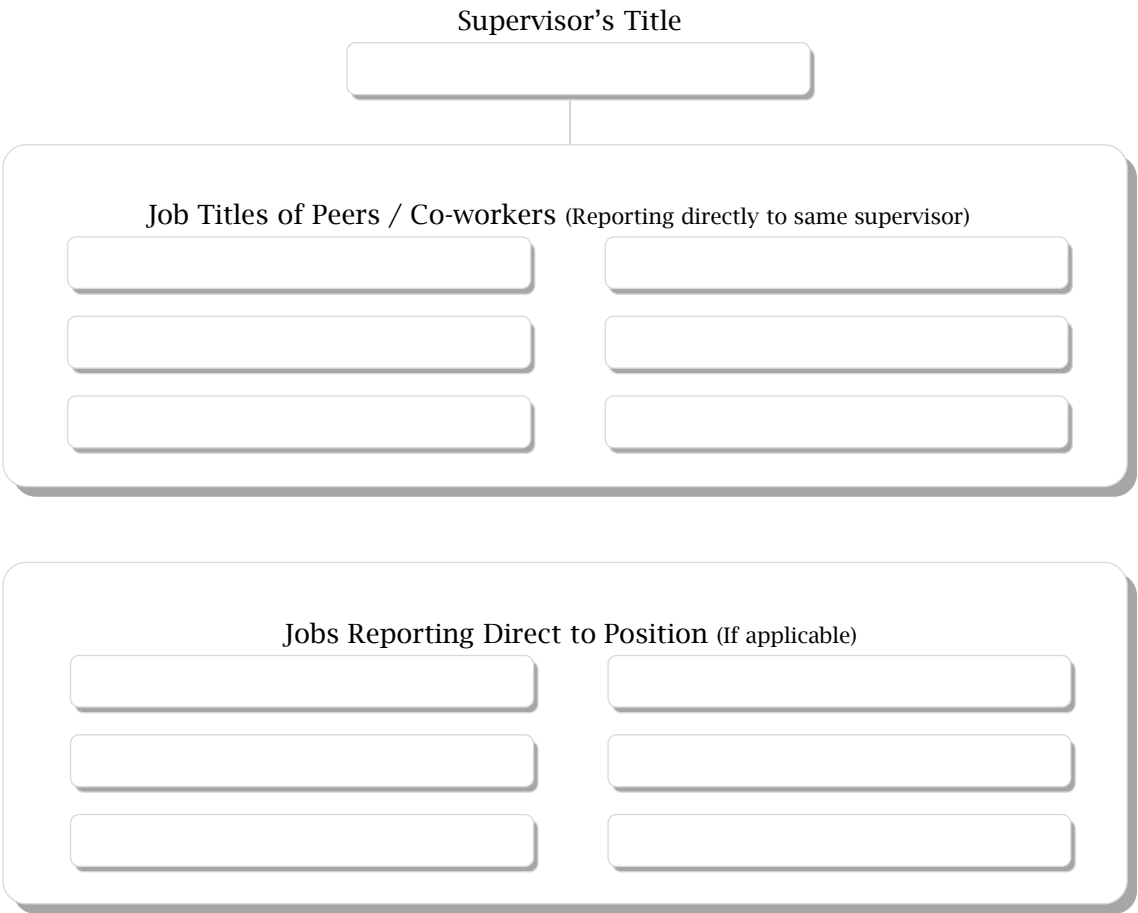
Client Name:	Knox County, IL
Contact Person & Title:	Robin Davis County Treasurer
Phone:	309-343-7002
Email:	RDavis@CO.Knox.IL.US
Brief Description of Project:	Classification and Compensation Study

## *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
<b>EXAMPLE: Standing</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Speaking at public events</u>
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.

# Position Vantage Point



**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.)

**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

## Appendix C: Proposal Submittal Form

**Instructions:** This form should be completed and submitted with your proposal package. Its purpose is to ensure all required components are included and to provide key information in a standardized format.

---

### Section 1: Proposing Firm Information

Official Firm Name:	Paypoint HR
Mailing Address:	695 Santa Maria Ln Davidsonville, MD 21035
Website:	www.PaypointHR.com
Year Firm Established:	2015
Office Location Performing the Work:	Davidsonville, MD
Primary Contact Person:	Karin VM Campbell
Title:	CEO
Phone:	443-336-4272
Email:	Karin@PaypointHR.com

---

### Section 2: Proposal Submission Checklist

Use this checklist to verify that all required elements are included in your proposal submission.

- ☐ One (1) unbound original, five (5) bound copies, and one (1) electronic copy (USB flash drive) of the technical proposal.
- ☐ One (1) sealed envelope containing the Cost Proposal , clearly marked on



---

#### Section 4: Acknowledgement of Addenda and RFP Terms

By signing below, the undersigned, an authorized representative of the firm, acknowledges the following:

1. Receipt of all addenda issued for RFP SALARY STUDY. List Addenda Numbers received:

None


---

---

---

---

2. The firm has read, understands, and agrees to all terms, conditions, and requirements set forth in the RFP document.
3. The proposal submitted is valid for a minimum of 90 days from the submission deadline.
4. The individual signing below is authorized to bind the firm to a contract.

Signature:	
Printed Name:	Karin VM Campbell
Title:	CEO
Date:	10/28/25