



**CITY OF MERCER ISLAND
COMPENSATION PLAN
FOR
NON-REPRESENTED EMPLOYEES**

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COMPENSATION PHILOSOPHY

The City of Mercer Island supports a compensation philosophy that serves to attract, motivate, and retain satisfied and high-performing employees who provide vital services to the Mercer Island community. The City Council establishes compensation, benefits, merit systems, and retirement and pension systems for City employees as prescribed by [RCW 35A.11.020](#). The City Manager has authority to “appoint and remove at any time” part-time or full-time staff pursuant to [RCW 35A.13.080](#).

Introduction

This document provides the foundational principles and mechanisms which guide the City of Mercer Island in establishing, maintaining, and administering non-represented employee compensation. Key policy components of the compensation policy include:

- **Internal Consistency & Salary Hierarchy** – This includes the philosophy, compensable factors, and mechanisms used to establish the City’s pay structure based on the Job Map.
- **Market Definition and Trends** – The agencies or data sources that are used to measure the labor market to ensure the City’s Compensation Plan is anchored to labor market data and practices.
- **Survey Data Collection & Market Position** – The relative position the City will maintain in the market to ensure recruitment and retention needs are met within available financial resources.
- **Salary Range and Step Progression** – This includes the salary range for each grade and the number of steps within the range.

Additional salary administration practices will be defined in the City’s Employee Handbook, including promotion, transfer, and demotion practices.

Internal Consistency & Salary Hierarchy

The primary determination of salary levels involves an assessment of the City’s organizational structure and the corresponding position classification system. Position classifications reflect both the organization and service structure as well as the nature of duties and qualifications. The City uses a Role & Level system consisting of the following six roles:

- **Leader (6 Levels)**
This group recognizes directors, managers, supervisors, and other positions responsible for overseeing staff and other significant resources. The primary focus of the positions at this level is personnel management and administration of city/department operations. Positions at the highest levels are responsible for overseeing the strategic direction of the organization. Advanced knowledge of the field and the ability to supervise is required. The mid-range position in this level typically supervises a group of Associates, Technicians, Professionals, or lower-level Leaders. The lower range in this level supervises two or more Associates and/or Technicians and may perform some similar duties along with subordinates.
- **Professional (5 Levels)**
This group recognizes professional level positions requiring substantial education, training, and experience. The focus of these positions is high level, technical, or specialized

individual contributions requiring knowledge gained through formal education or deep relevant experience. Advanced knowledge of a specialized field is usually required. Duties entail a higher degree of difficulty and responsibility than Associate or Technician positions. Positions in this role typically report to middle management and do not have direct reports.

- **Technician (5 Levels)**

This group includes technical and paraprofessional level positions. These positions perform service-related duties that focus on technical or specialized individual contributions and typically require knowledge gained through technical certification and experience. The positions in this role support all levels of the organization and usually report to lower/middle management.

- **Associate (5 Levels)**

This group includes administrative and support positions. Work generally focuses on service or production-related individual contributions and provision of clerical, administrative, or operational support to all levels of the organization. Previous experience is preferred but not required for entry into the role. Positions in this role usually report to lower/middle management.

- **Youth & Family Services (5 Levels)**

This group includes non-management jobs within Youth & Family Services. The focus of these positions is on technical or specialized individual contributions that require knowledge gained through formal education and licensure. Advanced knowledge of a specialized field is required. Positions in this role typically report to middle management and do not have direct reports.

- **Thrift Shop (4 Levels)**

This group includes support and management positions responsible for operation of the Thrift Shop. The primary focus of these positions is retail operations to support the programs of the Youth & Family Services Department. Associate and lead positions perform tasks including inventory processing, customer service, and cashiering. Supervisor and manager positions focus on supervision of thrift store operations, personnel management, and development of long-term business strategy. The Thrift Shop has a separate classification structure from other City departments.

The City's non-represented positions are placed in a Job Map (see Appendix A), which is a hierarchical position structure based on compensable factors such as required expertise, budget and resource responsibility, decision making impact, autonomy, supervisory responsibility, and working relationships. Placement within the Job Map horizontally is based on the type of position and vertically is based on an internal assessment of the job and salary practices in the labor market.

Market Definition and Trends

In order to ensure City compensation meets the City's recruitment and retention needs, the Job Map is aligned with and anchored to market data. Market data is derived from comparable cities that meet the following criteria:

- Provide similar services, functions, and programs
- Located within a typical commuting distance to the City of Mercer Island (in King and south Snohomish Counties)

- Similar in population size if possible, or in the alternative include a balance of smaller and larger cities
- Total number of employees

Using the above criteria, a list of ten cities has been established to include in a salary survey of the City's benchmark positions. These cities include Auburn, Bothell, Edmonds, Issaquah, Kirkland, Lynnwood, Redmond, Sammamish, SeaTac, and Shoreline.

As needed, the City of Mercer Island may supplement the list of comparable cities to ensure data is compiled for unique service areas such as school counseling. Comparable cities are the primary basis for understanding market practices.

Data Collection & Market Position

The City's objective is to establish salary ranges that are at or near the middle of the labor market of comparable cities. Statistically, the middle of the market is the 50th percentile (median) with half the comparable cities offering compensation above this point and half below. The best practices for collecting, analyzing, and utilizing market data are as follows:

- Data should be collected for benchmark positions that represent all major position classifications from department directors to frontline employees. Benchmark positions are positions commonly found in comparable cities and have a standard and consistent set of responsibilities from one organization to another. It is ideal to collect at least four salary data points from comparable cities for each benchmark position.
- Data should be collected every three to five years.
- Survey comparisons between matched positions should compare the salary range maximum/control point (the point of range progression a satisfactory employee will progress to, not including supplemental performance pay or longevity pay).
- The cost impacts of establishing salary ranges and maintaining a competitive market position near the middle of the market may require using an adjustment factor. For example, establishing a market position of 95% of median may be sufficient to meet the City's recruitment and retention needs. Should the City have significant difficulty in recruiting and retaining employees, a higher market position may need to be considered.
- Benefits and total compensation data may need to be considered if the City's benefits are significantly better or worse than the survey cities.
- The City's Job Map establishes the overall hierarchy of position classifications within and across job groups. The process for integrating the survey market data includes averaging data points within each group level and/or utilizing percentage differentials such as 10%, 15%, and 20% to recognize differences in compensable factors.

Salary Range and Step Progression

Most public sector employers manage and maintain employee salaries within a defined salary range. The purpose of the salary range is to provide an absolute salary minimum and maximum for positions within each grade. Salary range progression through the steps recognizes that newly hired employees will have a period of acclimation, productivity improvement, and knowledge enhancement with each additional year of experience in the job.

In addition, it is important that the City's salary ranges are aligned with market practices to ensure optimal recruitment and retention. The City's salary ranges will be managed using a salary range table that will be maintained as follows:

- Salary range maximums are established based on market data and collective evaluation of positions in the grade.
- There is a [3% or 4%] increment between each step of the [7-step or 10-step] salary range structure.
- When a comprehensive market survey is conducted, the salary range table will be updated based on the integration of survey data into the Job Map structure.
- The range maximums will be adjusted for cost-of-living-adjustment (COLA) increases and each step will be recalculated based on the new range maximum.
- Salary placement into the salary range will be based on hiring policies in the Compensation Guidelines. When salary ranges change due to a market survey, salary placement will be the nearest step without a decrease in pay.

Employees with satisfactory performance will annually progress step by step within the salary range until the range maximum is achieved.

COMPENSATION POLICY

The following compensation policies apply to non-represented employees. Represented employees should refer to their respective collective bargaining agreements.

These policies do not alter the at-will status of non-represented employees; therefore, these policies should not be construed as a binding contract or guarantee of specific treatment. The City reserves the discretion to modify, suspend, revoke, or deviate from these policies at any time. In cases where these policies conflict with local, state, or federal law, the terms of the law will take priority.

1. Compensation

The City Manager shall be responsible for the management of employee compensation per the policy direction of the City Council.

1.1 **Establishment of Salary Ranges:** Salary ranges are established at [90% - 95% - 100%] of the median of labor market compensation data. The salary schedule consists of twelve (12) grades with salary ranges established for each grade. Each salary range consists of [7-steps or 10-steps] with [3% or 4%] increments between each step.

Market Study Frequency: Approximately every four to five years, the City Manager shall conduct a market study and recalculate the salary schedule subject to budget authority.

Initial implementation in 2024:

- Employees whose current compensation is within the range for their classification will be placed into a step that corresponds with the number of years they have served in their position without a decrease in pay.
- Employees with a current salary that exceeds the top step of their new salary range will be held at their current salary, without a reduction in compensation, until such time that cost of living adjustments and/or further market analysis indicates alignment with the salary schedule.
- The new salary schedule will be effective [July 1, 2024].

1.2 Benefits shall consist of the following:

- Medical insurance (the City pays the employee's premium, minus a monthly premium share payment and a percentage of the premium for employee's family coverage)
- Dental insurance (the City pays the total cost of the employee and the majority of the costs for family coverage)
- Vision insurance (the City pays the total cost of the employee and their family's coverage)
- Health retirement arrangement (HRA) contribution (amount based on medical plan choice)
- Social security
- Workers' compensation
- State employees' retirement system (PERS 2 or PERS 3)
- Disability, life, and accidental death and dismemberment insurance

- Holidays (11 observed and 1 floating)
- Sick leave (12 days per year)
- Vacation leave (starting at 15 days per year)
- Employee assistance program (EAP)
- Access to elective benefits
 - Deferred compensation accounts (457b)
 - Flexible spending account for healthcare, dependent care, or transportation
 - Supplemental insurance plans
 - Roth-IRAs

More information about the non-represented employee benefits package can be found in the Employee Handbook.

2. Classification Plan

The City Manager administers and maintains the classification plan for all positions, which includes the following six roles:

- Leader (6 levels)
- Professional (5 levels)
- Technician (5 levels)
- Youth & Family Services (5 levels)
- Associate (5 levels)
- Thrift Shop (4 levels)

Human Resources develops and maintains descriptions for each classification which describe the general character and attributes associated with the classification. Classification descriptions are not intended to be exhaustive. The classification descriptions are available in Appendix B.

Human Resources works with supervisors to develop position descriptions for each position which identify the type of work, distinguishing characteristics, essential functions, knowledge, skills, abilities, working conditions, minimum qualifications and any certifications or licenses required of the position. Specific expressions or illustrations describing typical duties and qualifications of a position do not exclude other duties and qualifications not specifically mentioned. An employee may not refuse assigned work because it is not explicitly included in the job description for the position.

The City reserves the right to review and revise the classification and position descriptions for all positions. An employee filling a position has no vested right to an existing classification or position classification.

3. Full-Time Equivalent Positions

Full-time Equivalent (FTE) positions are approved for funding by the City Council as part of the biennial budget process or through budget amending ordinances. The City Manager may hire Limited Term Equivalent (LTE) positions, seasonal, and/or contract staff as needed to meet work plan deliverables within the funding limits of the City's approved budget.

Pay for full-time equivalent employees is based on a work year of 2,080 hours. Pay for part-time employees is proportionate to the full-time work year. For example, the salary of a part-time employee who is regularly scheduled to work half-time, or 20 hours per week, is based on a work year of 1,040 hours.

4. Initial Pay Rates

New employees are expected to be hired at Step 1, Step 2, or Step 3 of the salary range for their respective position, depending on experience, knowledge, and skills, subject to approval by the City Manager.

Employees rehired into the organization shall have their pay rate determined by the factors described above regardless of their previous pay with the organization.

5. Overtime Pay

Non-exempt employees, as defined under the Fair Labor Standards Act, are entitled to overtime pay for working more than 40 hours in one week. Overtime pay is one and one-half (1 ½) times an employee's regular hourly pay rate. Time worked beyond 40 hours should be reported on an employee's timesheet rounded to the nearest ¼ hour. For the purpose of calculating overtime, holidays, sick leave, and vacation leave are included as time worked. This means that any hours taken as holiday, sick, or vacation leave contribute to the 40-hour threshold for overtime eligibility.

Exempt employees are not eligible for overtime pay.

6. Compensatory Leave In Lieu of Overtime Pay

Non-exempt employees may elect to receive compensatory time in lieu of cash payment at their overtime pay rate. Compensatory time shall be credited with leave time at the rate of one and one-half (1.5) times the number of hours worked as overtime. No employee may accumulate compensatory leave of more than 40 hours at any time.

7. Holiday Pay for Non-Exempt Employees

Paid holidays are based on a standard eight-hour workday with excess hours charged against employees' accrued vacation leave or compensatory time. They are also considered "actual hours of work" for determining overtime.

Seasonal and casual labor employees (working less than 20 hours per week or less than 30 hours per week at the Thrift Shop) who work on a holiday will be paid one and a half times their regular hourly pay rate.

Part-time (working more than 20 hours per week or more than 30 hours per week at the Thrift Shop) and full-time non-exempt (hourly) employees who work on a holiday, will be paid one and a half times their regular hourly pay rate for the hours worked on the holiday, in addition to their holiday pay. Approval from their supervisor is required. Example: An employee worked four hours at the Thrift Shop on President's Day. Their regular pay rate is \$15.00 per hour. They will be paid eight

hours of holiday pay at \$15.00 per hour AND four hours at one and a half times their regular hourly pay rate at \$22.50 per hour.

8. Emergency Callback Pay

All employees are expected to support their departments' emergency operations responsibilities. Non-exempt employees called back to work after working a regular shift will receive overtime at the rate of one and a half (1.5) times their regular pay rate for hours worked over 40 in a week. Exempt personnel called back to work are not eligible to earn overtime pay or accrue compensatory time for hours worked on callback.

9. Cost-of-Living Adjustments

The City may implement a cost-of-living adjustment (COLA) for non-represented employees, which adjusts the salary structure by an approved percentage. The COLA for non-represented employees matches that of the AFSCME Union's wage increases (inclusive of the minimum and maximum wage increases set in the AFSCME collective bargaining agreement). Implementation of annual COLAs is subject to City Council approval as part of the biennial budget adoption and mid-biennial budget review.

10. Acting Appointment Pay

Occasionally, it is necessary for an employee to serve in an interim capacity (more than 30 days) to temporarily perform the duties of another position. During these temporary assignments, the City will compensate the employee with an additional 5% of their base salary. Acting Appointment Pay requires City Manager approval and excludes all other benefits of the performing position.

11. Extra Duty Assignment

Occasionally, employees will take on additional duties or responsibilities than currently required for their job. During these assignments, the City will compensate the employee for up to an additional 5% of their base salary. Extra Duty Assignment pay requires City Manager approval.

12. Promotion

Employees receiving a promotion will be placed in a step in their new salary range that is at least 5% above their current base salary. Promotional pay increases above 10% require City Manager approval.

13. Out-of-Cycle Salary Adjustment

Salary adjustments are occasionally warranted to address extraordinary changes in the labor market that may impact the City's ability to attract and retain a qualified workforce or for other reasons such as internal consistency or an organizational need. In reviewing potential out-of-cycle salary step adjustments, the following may be considered:

- Comparable positions in the market
- Performance

- Length of service in the job
- Current salary
- Internal consistency

Out-of-cycle salary step adjustments require City Manager approval.

14. Separation Pay

Upon separating from the City, an employee shall be paid for:

- All hours worked up to and through the date of separation, including all overtime owed; and
- Any accrued but unused vacation time through the last full month of employment; and
- Any accrued but unused compensatory time off up to 40 hours (non-exempt employees only); and

Other payments may be provided for or, in cases of dismissal, by agreement between the employee and the City as approved by the City Manager.

15. Retirement Incentive

Employees that provide a minimum of a one-year notice of retirement in writing will be eligible to cash out 25% of their sick leave balance (up to \$20,000) at the time of retirement. Employees must be eligible to retire under Department of Retirement Services requirements.

16. Severance Pay

If an employee is terminated due to workforce reduction, elimination of their position, resignation in lieu of termination, or similar situation, the City Manager may authorize a lump sum severance payment up to four months' salary for that employee. The amount of severance pay is based on the discretion of the City Manager and may include consideration of the length of service, level of job performance, and comparable termination benefits in past decisions. A termination agreement outlining the terms of the severance is required for the employee to receive severance pay.

Severance pay shall not be provided if the termination is for misfeasance, malfeasance, or conviction of a crime involving moral turpitude.

Severance pay will not be considered "compensation earnable" for purposes of calculating PERS entitlement in accordance with WAC 415-108-450(3)(d) and WAC 415-108-460-(3)(e). Payment is subject to Federal Income Tax and Social Security Tax withholding but is not subject to retirement deductions. Payment may be treated as deferred compensation, but not salary for PERS, PSERS, or LEOFF purposes.

17. Directors Additional Benefits

In addition to benefits offered to non-represented employees, Directors will receive the following benefits in January each year, subject to approval of the funding in the biennial budget:

- A. \$3,000 Health Savings Contribution. This award is specifically reserved for health care expenses and must be deposited into a health savings account (HSA) or health reimbursement arrangement (HRA) account.
- B. \$1,500 Discretionary Cash Award. Directors may elect to receive this award as:
 - 1. Cash (net of taxes); or
 - 2. Added to a Flexible Spending Account; or
 - 3. Deposited into a deferred compensation account
 - 4. Deposited into an HRA account.

These benefits will be pro-rated for new Directors. Directors who separate from employment or are reclassified are required to reimburse the City for the pro-rated amount. Employees filling a Director position in an acting or interim role are not eligible to receive Directors Additional Benefits.

Directors that are reclassified to a non-director position must reimburse the City for the pro-rated amount of Additional Benefits at the time reclassification. The employee may reimburse the City for the pro-rated amount over a period, mutually agreed upon with the City Manager.

Directors are positions in levels L5 and L6 of the Job Map.

18. Employee Recognition Program

The Employee Recognition Program is designed to award employees for excellent performance. This may include, but is not limited to excellence in customer service, project management, leadership, problem-solving, efficiency, versatility, and flexibility.

As part of the Employee Recognition Program, employees may be nominated to receive monetary awards. Monetary awards of \$300 or less must be approved by the Department Director and Human Resources. Monetary awards of \$300-\$2,500 must be approved by the City Manager. All monetary awards are charged to the department in which the employee receiving the award works. In addition, employees may be nominated to receive \$25 gift cards. Gift cards are charged to the Human Resources budget.

The IRS classifies cash awards and gift cards (over \$25) as taxable income. Payroll withholds taxes accordingly.

19. Employee Service Awards

Employee Service Awards are provided to all regular full-time and part-time City employees at 5, 10, 15, 20, 25, and 30 years of service on their anniversary date. Employee Service Awards are monetary awards equal to 10 times the employee's years of service (i.e., an employee with 10 years of service will receive a \$100 award). Human Resources is responsible for identifying when

employees should be honored, notifying the employees, and announcing the awards internally. The IRS classifies cash awards as taxable income. Payroll withholds taxes accordingly.

20. City Manager Authority

The City Manager may at their discretion in extraordinary circumstances make exceptions to the Compensation Plan to meet organizational needs consistent with the best interests of the City.

Appendix A – Job Map

	L	LEADER	P	PROFESSIONAL	T	TECHNICIAN	Y	YOUTH & FAMILY SERVICES	A	ASSOCIATE
12	L6	Chief of Administration Chief of Operations								
11	L5	City Attorney CPD Director Finance Director								
10	L4	Deputy CPD Director Deputy Finance Director Deputy PW Director City Engineer/Deputy PW Director Police Commander YFS Administrator								
9	L3	Building Official Capital Division Manager IT Manager Planning Manager Utilities Operations Manager	P5							
8	L2	Assistant Building Official Human Resources Manager Parks Operations Manager Recreation Manager Right-of-Way & Stormwater Manager Support Services Manager	P4	City Clerk Principal Planner Senior Development Engineer Senior Paralegal/Public Records Officer Senior Street Engineer Senior Systems Administrator Senior Transportation Engineer Senior Utility Engineer						
7	L1	Clinical Supervisor Court Administrator Customer Service Manager GIS Manager Permit Services Manager Recreation Supervisor	P3	Communications Manager Development Engineer Emergency Manager Senior Building Plans Examiner Senior CIP Project Manager Senior Long Range Planner Senior Management Analyst Senior Planner Street Engineer Systems Administrator Transportation Engineer Utility Engineer						
6			P2	Building Plans Examiner CIP Project Manager CPD Admin Coord/Dep City Clerk Finance Analyst II Human Resources Analyst II Management Analyst II Natural Resources Program Manager Paralegal/Public Records Assistant Planner Sustainability Program Manager Urban Forestry Program Manager	T5	Accountant II Business Systems Analyst II City Arborist GIS Analyst II Payroll Analyst II	Y5	School-Based Mental Health Counselor Family & Individual Therapist Mental Health & Substance Abuse Specialist		
5			P1	Assistant Planner Finance Analyst I Human Resources Analyst I Management Analyst I Project Coordinator Recreation Coordinator	T4	Accountant I Business Systems Analyst I Payroll Analyst I GIS Analyst I	Y4	Family Support Specialist	A5	Executive Assistant to the City Manager
4					T3	Systems Support Specialist	Y3	Geriatric Specialist	A4	Senior Administrative Assistant Court Clerk II Recreation Specialist
3					T2	GIS Technician	Y2	Prevention Programs Coordinator YFS Programs Coordinator	A3	Court Clerk I
2					T1		Y1		A2	Recreation Assistant Seasonal Volunteer Coordinator
1									A1	
	TF	THRIFT SHOP								
	TF4	Thrift Shop Manager								
	TF3	Thrift Shop Supervisor								
	TF2	Thrift Store Lead								
	TF1	Thrift Store Associate								

All job titles, classifications, levels, and roles are subject change.

Appendix B - Grade, Role, & Level Classification Guide

Leader		
<p>Role: Primary focus of the job is people management (hiring, training, performance management, budgeting). Lower Leader levels supervise two or more Associates and/or Technicians and may perform some similar duties along with subordinates. In the mid-level, usually supervises a group of Associates, Technicians, Professionals, or lower-level Leaders. At the highest levels, the job includes accountability for the strategic direction of the organization. Advanced knowledge of the field and the ability to supervise is required.</p>		
Grade	Level	Definition
12	L7	<p>Executive Team Manages the organization's core business operations Determines organization's internal and external messaging Planning of various development processes, group principles and group practices Monitors development of financial matters and group business plans Manages mid and high-level Leaders Advanced degree or 15+ years of relevant experience including people management</p>
11	L6	<p>Directors Develops broad-scope strategies, initiatives and processes that have impact on the organization and department Works across functions with peers in other groups to ensure collaboration for shared goals Facilitates goal creation for the broader function Manages mid and low-level Leaders and / or Professionals Advanced degree or 10 to 15 years of relevant experience including people management</p>
10	L5	<p>Deputy Directors Collaborates with senior leadership to develop broad-scope strategies, initiatives and processes that have impact on the department Implements those strategies, initiatives, and processes within the department Works across functions with peers in other groups to ensure collaboration for shared goals Facilitates goal creation for team member level Manages low level Leaders, Professionals, Technicians and Associates Bachelor's degree in related field or 7 to 10 years of relevant experience including people management</p>
9	L4	<p>Senior Manager Manages and participates in the implementation of strategies, initiatives, and processes within the department Develops strategies and initiatives for a functional area within the department Manages daily operations; plans the use of materials and personnel Facilitates goal creation for team member level Serves as expert advisor to internal team members Manages Professionals, Technicians and / or Associates Bachelor's degree in related field or 5 to 7 years of relevant experience including people management</p>
8	L3	<p>Manager Plans, manages, and organizes the operations of a significant function within the department Implements strategies and initiatives for a functional area within the department Serves as advisor to internal team members Manages Professionals, Technicians and / or Associates Typically requires a bachelor's degree in related field or at least 5 years of relevant experience</p>
7	L2	<p>Senior Supervisor Helps to manage and participate in the implementation of strategies and initiatives for a functional area within the department Typically supervises a team of Associate and Technician level employees Sets objectives and delivers results that have some longer-term impact within the job area</p>

Appendix B - Grade, Role, & Level Classification Guide

6	L1	<p>Likely promoted from within or new to management Typically requires a bachelor's degree in related field or 4 years of relevant experience, including 1 year of supervisory experience</p> <p>Supervisor Helps to manage and participate in the implementation of strategies and initiatives for a functional area within the department Typically supervises a small to mid-size team of service, production, support employees in Associate or Technician roles May spend up to half of time performing similar tasks as service, production, or support subordinates Sets objectives and delivers results with a short-term, operational focus Typically requires a bachelor's degree in related field or 2 years of relevant experience; previous lead worker experience is almost always required</p>
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Professional

Role: Focus of job is on a higher level, technical or specialized individual contributor work; requires knowledge gained through formal education or deep relevant experience. Advanced knowledge of a specialized field is usually required; higher degree of difficulty and responsibility than Associate or Technician jobs. Typically, jobs in this role report to middle management and do not have direct reports.

Grade	Level	Definition
10	P6	<p>Senior Leadership Implements strategies and initiatives with a direct on departmental/functional results Manages daily operations including planning the use of materials and resources Recommends policies, methods, or processes Serves as expert advisor to peers and other team members Processes more complex issues and exercises independent judgment with only periodic review of routine work by supervisor Advanced degree or 15+ years of relevant experience</p>
9	P5	<p>Senior Advanced Lower Professional Contributor Implements strategies and initiatives with a direct impact on departmental/functional results Manages daily operations including planning the use of materials and resources Recommends policies, methods, or processes Serves as expert advisor to peers and other team members May lead others in developing advanced and progressive solutions to important, highly complex strategic and operating problems; cross-department considerations are often present Advanced degree or 10 to 15 years of relevant experience Engages others in creating multi-disciplinary innovations and solutions to unusually complex and strategic problems Contributes to employees' professional development</p>
8	P4	<p>Advanced Level Professional Contributor Advanced individual contributor with responsibility for technically advanced or specialized area of work Assists with planning and coordinating the work activities and resources necessary to successfully complete projects May provide training or expert guidance to or manage the work of other intermittently May be responsible for a function, program, or project Bachelor's degree in related field or 5 to 10 years of relevant experience Engages others in creating multi-disciplinary transformations and solutions to unusually complex and strategic problems May provide general guidance / direction to or train lower-level personnel in Associate or Technician roles</p>

Appendix B - Grade, Role, & Level Classification Guide

7	P3	<p>May contribute to other employees' professional development</p> <p>Senior Level Professional Contributor</p> <p>Experienced individual contributor with responsibility for an advanced area of work Works collaboratively to execute daily departmental operations May provide guidance to other team members May have joint responsibility with a senior contributor for a function, program, or project Bachelor's degree in related field or 5 to 7 years of relevant experience May oversee the completion of projects or assignments, including planning, assigning, monitoring, and reviewing progress and accuracy of work, evaluating results, etc. May provide general guidance / direction to or train lower-level personnel in Associate or Technician roles</p>
6	P2	<p>Intermediate Level Professional Contributor</p> <p>Intermediate individual contributor on a project or specialty work team Works collaboratively to execute daily departmental operations Performs professional level work that typically requires processing and interpreting complex issues Works independently on projects/assignments and provide support for larger assignments that have department impact Bachelor's degree in related field or 3 to 5 years of relevant experience May provide general guidance / direction to or train lower-level personnel in Associate or Technician roles</p>
5	P1	<p>Entry Level Professional Contributor</p> <p>Entry level professional usually working on a team providing support for larger projects, processes, or programs Works within established procedures and identifies and solves problems Work is of limited scope, typically on smaller, less complex assignments Bachelor's degree in related field or 1 to 3 years of relevant experience May provide general guidance / direction to or train lower-level staff in Associate or Technician roles</p>

Technician

Role: Service-related work that focuses on technical or specialized individual contributor work; requires knowledge gained through technical certification and previous experience. Uses practical knowledge and informal educational experience to complete job duties. The jobs in this role support all levels of the organization and usually report to lower/middle management.

Grade	Level	Definition
7	T6	<p>Senior Specialist</p> <p>Experienced individual contributor with responsibility for an advanced area of work Performs the most complex and technically demanding work within area of specialization Develops new procedures to address shifts in technological innovations Anticipates and intervenes when problems are identified and provides effective and efficient solutions Establishes deadlines for major project work; works to tight and frequent deadlines Associate degree/technical certification or 10 years of relevant experience Provides expert advice, training, and technical assistance to lower-level service, production, and support personnel</p>
6	T5	<p>Specialist</p> <p>Performs complex and technically demanding work within area of specialization May develop new procedures to address shifts in technological innovations Anticipates and intervenes when problems are identified and provides effective and efficient solutions</p>

Appendix B - Grade, Role, & Level Classification Guide

		Coordinates and monitors activities with others to assure shared responsibilities are accomplished Establishes deadlines for major project work; works to tight and frequent deadlines Associate degree/technical certification or 5 years of relevant experience Provides expert advice, training, and technical assistance to lower-level service, production, and support personnel
5	T4	Lead Contributor Subject matter expert in service, production, or support area of responsibility Performs all of the standard and all of the specialized and most complex aspects of the function Responsibility includes leading the work of others on a regular and on-going basis Associate degree/technical certification or 4 years of relevant experience May provide expert advice, training, and technical assistance to lower-level service, production, and support personnel
4	T3	Senior Contributor Contributes to daily operations under the supervision of a Professional or Leader Performs the entire standard and some specialized more complex aspects of the function Associate degree/technical certification or 3 years of relevant experience May provide general and technical assistance to lower-level Associates or Technicians
3	T2	Intermediate Contributor Contributes to daily operations under the supervision of a Professional or Leader Performs all or most of the standard work within the function Technical certification or 2 years of relevant experience
2	T1	Entry Level Contributor Contributes to daily operations under the supervision of a Professional or Leader Performs the basic and routine tasks within a function Likely has paid internship or other entry level experience, including a technical body of knowledge

Youth & Family Services

Role: Focus of job is on technical or specialized individual contributor work in human services; requires knowledge gained through formal education and licensure. Advanced knowledge of a specialized field is required; higher degree of difficulty and responsibility than some Professional or Associate or Technician jobs. Typically, jobs in this role report to middle management and do not have direct reports.

Grade	Level	Definition
6	Y5	Licensed Mental Health or Social Work Clinician Implements strategies and initiatives with a direct impact in the domain of professional behavioral health/human services Manages daily operations/caseloads including planning the use of resources and delivering mental health/social work care in outpatient, school-based, or community settings Understands and adheres to behavioral healthcare policies, methods, ethics, and processes including confidentiality, safety, and security Serves as expert advisor/collaborator to peers and other team members May lead others in developing advanced and progressive solutions to important, highly complex strategic and operating problems; cross-department considerations are often present Advanced degree and clinical license in appropriate behavioral healthcare discipline required May provide general and technical assistance to Senior Mental Health or Social Work Specialists
5	Y4	Senior Mental Health or Social Work Specialist Advanced individual contributor with responsibility for technically advanced or specialized area of work in the behavioral health/human services domain

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4	Y3	<p>Implements strategies and initiatives with a direct impact on customers in the domain of professional behavioral health/human services</p> <p>Manages daily operations/caseloads including planning the use of resources and delivering mental health/social work care in outpatient, school-based, or community settings</p> <p>Understands and adheres to behavioral healthcare policies, methods, ethics, and processes including confidentiality, safety, and security</p> <p>Serves as expert advisor/collaborator to peers and other team members</p> <p>May lead others in developing advanced and progressive solutions to important, highly complex strategic and operating problems; cross-department considerations are often present</p> <p>Bachelor's degree in related field and relevant certification required</p> <p>May provide general and technical assistance to Mental Health or Social Work Specialists</p> <p>Mental Health or Social Work Specialist</p> <p>Individual contributor with responsibility for technically advanced or specialized area of work</p> <p>Implements strategies and initiatives with a direct impact on customers in the domain of professional behavioral health/ human services</p> <p>Manages daily operations/caseloads including planning the use of resources and delivering mental health/social work care in outpatient, school-based, or community settings</p> <p>Bachelor's degree in related field and relevant certification required</p> <p>Serves as advisor/collaborator to peers and other team members</p> <p>May provide general and technical assistance to Senior Contributors</p>
3	Y2	<p>Senior Contributor</p> <p>Contributes to daily operations under the supervision of a Leader</p> <p>Performs the entire standard and some specialized more complex aspects of the function</p> <p>Understands and adheres to behavioral healthcare policies, methods, ethics, and processes including confidentiality, safety, and security</p> <p>Associate degree/technical certification or 2 years of relevant experience</p> <p>May provide general and technical assistance to entry-level Contributors</p>
2	Y1	<p>Entry Level Contributor</p> <p>Contributes to daily operations under the supervision of a Leader</p> <p>Performs the basic and routine tasks within a function</p> <p>Understands and adheres to behavioral healthcare policies, methods, ethics, and processes including confidentiality, safety, and security</p> <p>Has some previous directly related experience</p> <p>This level is intended to provide on-the-job-training to employees with basic skills</p>

Associate

Role: Service or production-related individual contributor work; typically requires minimum skill. Work generally focuses on providing clerical, administrative or operational support to all levels of the organization. Previous experience is preferred but not required for entry into the role. The jobs in this role usually report to lower/middle management.

Grade	Level	Definition
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5	A5	<p>Individual Contributor</p> <p>Individual contributor and/or senior service, production, or support roles highly experienced in area of responsibility whose function includes leading the specialized work of others in the job family on a regular and on-going basis</p> <p>Performs all of the standard and all of the specialized and most complex aspects of the function</p> <p>Serves as subject-matter expert in area of specialization</p> <p>HS diploma or GED required</p> <p>Requires at least 5 years of directly related experience, including some previous lead-worker responsibility or demonstrated ability to lead the work of others</p>
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4	A4	<p>Provides expert advice, training, and technical assistance to lower-level service, production, and support personnel</p> <p>Lead Contributor</p> <p>Senior service, production, or support roles highly experienced in area of responsibility whose function includes leading the work of others in the job family on a regular and on-going basis</p> <p>Performs all of the standard and most of the specialized and most complex aspects of the function</p> <p>HS diploma or GED required</p> <p>3 years of directly related experience is required to successfully perform the job, including some previous lead-worker responsibility, or demonstrated ability to lead the work of others</p> <p>Provides expert advice, training, and technical assistance to lower-level service, production, and support personnel</p> <p>May schedule workers or assign specific duties, with review by Supervisor</p> <p>Leads the work of others and contributes to their professional development</p>
3	A3	<p>Senior Contributor</p> <p>Contributes to daily operations under the supervision of a Professional or Leader</p> <p>Senior service, production or support role that is experienced in area of responsibility</p> <p>Performs the entire standard and some specialized more complex aspects of the function</p> <p>May provide general guidance to lower-level Associates</p> <p>HS diploma or GED required</p> <p>2 years of directly related experience is required to successfully perform the job</p>
2	A2	<p>Intermediate Contributor</p> <p>Contributes to daily operations under the supervision of a Professional or Leader</p> <p>Performs all or most of the standard work within the function</p> <p>HS diploma or GED required</p> <p>At least 1 year of directly related experience is required to successfully perform the job</p>
1	A1	<p>Entry Level Contributor</p> <p>Contributes to daily operations under the supervision of a Professional or Leader</p> <p>Performs the basic and routine tasks within a function</p> <p>Has some previous directly related experience</p> <p>This level is intended to provide on-the-job-training to employees with basic skills</p>

Thrift Shop

Role: Retail service and production-related individual contributor work. Work generally focuses on providing customer service, production, and retail operational support. Previous experience is preferred but not required for entry into the role; lower levels typically require minimum skill.

Grade	Level	Definition
6	TF4	<p>TS Manager</p> <p>Manages and participates in the implementation of strategies, initiatives, and processes within the department</p> <p>Manages daily operations; plans the use of materials and personnel</p> <p>Facilitates goal creation for team member level</p> <p>Serves as expert advisor to internal team members</p> <p>Manages TS Supervisors, TS Leads, and TS Associates</p> <p>Bachelor's degree in related field or 5 to 7 years of relevant experience including people management</p>
5	TF3	<p>TS Supervisor</p> <p>Typically supervises a small to mid-size team of service, production, support employees in TS Lead or TS Associate roles</p> <p>May spend up to half of time performing similar tasks as service, production, or support subordinates</p>

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		<p>Supervises daily operations under the guidance of TS Manager Leads the specialized work of others on a regular and on-going basis HS diploma or GED required Requires at least 5 years of directly related experience, including some previous lead-worker responsibility or demonstrated ability to lead the work of others</p>
3	TF2	<p>TS Lead Leads daily operations under the supervision of a TS Supervisor Provides advice, training, and technical assistance to lower-level TS Associates May schedule workers or assign specific duties, with review by TS Supervisor 2 years of directly related experience is required to successfully perform the job, including some previous lead-worker responsibility, or demonstrated ability to lead the work of others</p>
2	TF1	<p>TS Associate Contributes to daily operations under the supervision of a TS Supervisor Performs the basic and routine tasks within a function This level is intended to provide on-the-job-training to employees with basic skills</p>

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