Paypoint HR

Classification and Compensation Study
City of Montgomery, Texas

Paypoint HR, LLC
695 Santa Maria Lane
Davidsonville, MD 21035
(443) 336-4272

Table of Contents

Management Synopsis 2
Company Overview and Qualifications 3
- Principals 4
- Additional Project Personnel 6
- Recent Studies 8
- References 12

Methodology and Approach 25
- Assessment of Needs 25
- Methodology 26
  - Phase 1 Classification/Competencies Component 28
    - Task 1A – Project Start 28
    - Task 1B – Baseline Evaluation 29
    - Task 1C – Job Analysis Collection and Completion 30
    - Task 1D – Job Evaluation and Classification Development 31
    - Task 1E – Draft of Job Descriptions and Policy Guides 34
    - Task 1F – Develop Guide for Implementation of Changes and Draft Interim Report 34
  - Phase 2 Compensation Component 35
    - Task 2A – Identify Benchmark Positions and External Survey Comparator List 35
    - Task 2B – Design and Distribute Survey 37
    - Task 2C – Collect and Analyze Survey Data 37
    - Task 2D – Internal Relationship Analysis and Alignment 38
    - Task 2E – Preparation of Draft Report 41
    - Task 2F – Deliver Final Report and Deliverables for Implementation 43
- Implementation 44
- Work Examples 45

Project Timeline and Deliverables 56
Cost Proposal 58
Appendix – Sample PVP Job Description Survey 59

Management Synopsis

Paypoint HR, LLC is responding to the city of Montgomery's request for proposals from qualified consultants to provide a comprehensive Classification and Compensation Study. The purpose of the study is to help the city to be recognized as an employer of choice in the area. Paypoint HR will objectively examine the job roles and their placement in the city's hierarchy, the external market's pay ranges for these same positions, and give recommendations for adjustments of the approximately 40 full-time equivalent employees as warranted by the findings. The study recommendations will be substantiated using quantitative evaluations, so that the City may make informed decisions with respect to compensation including benefits. It is anticipated the project will take 16 weeks to complete at a firm fixed-price cost of $25,000.

Our methodology is built on working with our clients and their employees to make appropriate, project-focused recommendations and then staying with the Project Team to see the recommendations are put into place. Our clients have peace of mind knowing the key to our success is ensuring implementation of recommendations.

Paypoint HR, LLC realizes that the employees are the most valuable asset and will be treated accordingly. By including employee input in the project, it is our experience that they feel "heard" and "valued." As such, they will be more likely to find the pride and fulfillment that public service lends. This forward-thinking philosophy ensures the city will be seen as a great place to make a career as well as make a living.

We test our recommendations to ensure they are following sound business practices and will be a solid foundation for our clients going forward. The recommendations we make are intended to produce a structured program that gives ongoing guidance on how to improve an organization's ability to recruit, reward, motivate, and retain talent in a competitive environment. 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; and
- Customization of solutions that consider the diversity of needs present within the Client's organization and allows the Client to select the components and options that best meet their overall needs.

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

Company Overview and Qualifications

Paypoint HR is an innovative, cost effective, and technologically advanced solution for the public sector's need to provide internally equitable and externally competitive pay plans. We are an independent Woman Owned Small Business (WOSB) and have been assisting the public sector achieve their pay plan objectives since 2012. Our firm is in Manteo, North Carolina and Davidsonville, Maryland, which is in close proximity to the United State Naval Academy in Annapolis, Maryland and Washington, DC.

Our overall approach to the field is unique. Our founding members hail from different practice areas related to classification and compensation. These specialty fields include organizational design, compliance, research analytics, business strategy, and human resources. The common denominator that brings us together is helping our clients recruit and retain quality employees. We do this by collaborating on each project to give our clients strategic recommendations for achieving their goals. We believe we are the only firm that brings together experts from multiple specialty areas to design custom classification and compensation plans that give our clients a competitive edge in the labor markets where they compete.

Our team includes recognized experts in human resource management and understands that while we follow established standards, there is not a "one size fits all" solution to compensation management. The way we look at data is more thorough than our competitors. While we use "standard" calculations for determining pay, we also create ad-hoc reports that meet specific Client needs. We help develop compliant job descriptions and pay plans based on the most current regulations. Clients benefit from the compliance review and appeals processes through a reduction in grievances and an improved sense of equity. Our recommendations take into consideration the business and operational side of organizations.

Paypoint HR's personnel bring several decades of experience of providing total compensation solutions to the public sector. In our response to the Statement of Work, we explain in detail our business history, people, and processes to show the level of resources we bring to the city. Paypoint HR has staff ready to be deployed for this project and has the resources to confidently provide the city with exceptional service.

We are members of WorldatWork and the Society for Human Resource Management. Our personnel keep abreast of new and emerging trends through continuing education in their respective fields and collaborate on each project to bring best practices to our recommendations. Our personnel are well respected and have served as speakers for industry associations, financial organizations, universities, and more. Our personnel are also members of industry organizations and serve on the Board for several groups. Typical studies incorporate a custom external market survey. We also have industry data readily available for use in our assessments. Information we have access to include the most recent survey reports conducted by industry associations, updates to regulations on a federal and state level, as well as latest trends and best practices. We anticipate the client's input on specific survey sources it would like us to use. We feel our expertise, processes, people,

survey data library, and proprietary software distinguish Paypoint HR from other contractors and will help the client reach its project goals.

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

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

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

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

Principals

Karin Campbell, SPHR, SHRM-SCP, IPMA-SCP

Master of Business Administration, University of Texas
Bachelor of Science in Business Marketing, University of Maryland

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

She has consulted with clients and their employees on complicated employment topics. Her responsibilities also include development and maintenance of compliance and risk management programs. She has taught OSHA compliance as an adjunct professor. Currently she holds SPHR, SHRM-SCP, and IPMA-SCP designations and serves on the Board for the ASHRM chapter. Karin has a strong understanding of current trends in the benefits industry. Karin worked from 1995-2002 for HRLogic, Inc., a wholly owned subsidiary of Fidelity Investments. Most recently Karin owned her own HR firm, Alpine HR, from 2003

until 2012, when she sold her business. In 2013, Karin along with her husband, Rick, formed Paypoint HR, an HR consulting firm which specializes in employee compensation for both private and public-sector concerns.

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

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

Dr. Rick Campbell

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

Dr. Rick Campbell's extensive education and experience in the field of mathematics has enabled him to understand highly technical issues. Because he has managed both internal and external clients, he has developed the ability to take the most advanced problems and convert them into easily understood terms and processes. He has applied this experience to the field of compensation and classification for the past 112 years.

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

Dr. Campbell holds 7 U.S. and international patents for his creative ideas on product and process improvement. Rick has experience with Lean Six Sigma for both service

organizations and manufacturing organizations. He brings his unique skills to Paypoint HR to improve the accuracy of our research findings and recommendations.

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

- Performance Based Pay – He has built pay plans that incorporate performance metrics and translates them into fair pay based on relevant goals. His plans maintain objectivity and are multifaceted. He has established performance review processes and standards for merit-based compensation pay. He has converted organizations to pay-for-performance that desired merit-pay programs and were limited by existing policy and structures.
- Big Data and Research Analytics – He has worked on projects that have required large data sets and has created the format to collect and manage the data that maintains integrity and validity. He has engineered programs that are user friendly yet robust in their functionality and interpolates data into meaningful information to a granular level.
- Trends analysis – He has reviewed and analyzed data that look for patterns and correlation to determine if they are valid indicators for comparison. He has looked at causality and correlation links to consider potential for predictability.
- Study Validity – He has determined appropriate metrics for comparison in the selection of comparator organizations and benchmark positions to ensure relevancy of findings.
- Financial Impact – He has applied both short-term and long-term implications of recommendations for clients to assist in the ability to project necessary funding and revenue sources.

Additional Project Personnel

LTC (Ret) Narrie Magturo, Director

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

- LTC (Ret) Narrie Magturo has over 15 years of relevant human resources efforts related experience and over 22 years in U.S. Army and Department of Defense. His areas of expertise include compliance audits at local, state, Federal, and international levels. Project experience he has been involved include:

- International Treaty Compliance
- ISO 9001 Certification for U.S. Army Chemical Defense Training Facility that produced chemical nerve agents and safely conducted toxic chemical nerve agent training annually for over 8000 Department of Defense, federal, state, and local government personnel.

- United States Army Chemical Safety Council Member
- Conducted compliance audits for over 20 years for military organizations at Company level consisting of 100 personnel up to Division level consisting of over 50,000 personnel.
- Quality Assurance and Quality Control (QA/QC) Operations
- Environmental, Safety, and Health Compliance and Risk mitigation and remediation operations
- Certified Instructor for Department of Defense Critical Vulnerability Assessment Program of domestic and international military installations and government facilities and infrastructure
- Chemical, Biological, Radiological, and Nuclear Operations
- Emergency Management, FEMA Operations, National Incident Management System (NIMS)
- Program/Project Management

Jennifer Holcomb, Quality Assurance Specialist

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

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

- Review, analysis and update of job descriptions, and review of results from job analysis questionnaires to conduct job evaluations and assist in the creation of job family hierarchies within departments.
- Instrumental in the development, dissemination, communication, and collection of external market surveys to collect pay and benefit data from comparator organizations. Her follow-through improves study results by generating a strong database of information.
- Work with members of the project team to coordinate activities that help reach timely audit milestones.
- Design clear and concise reports that communicate complex concepts. She has reviewed findings and vetted support material in the evaluation of audits from baseline analysis through to final deliverables.

Jenna Hurdle, Project Associate

Bachelor of Arts in Criminal Justice, High Point University

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

Erin Martell, Technical Writer

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

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

Recent Studies

Organization	Project Title and Service Dates
Accomack County, Virginia	Classification & Compensation Study 2023
City of Bath, Maine	Compensation Study 2021 – 2022
Town of Berlin, Maryland	Wage Compensation and Classification Study 2022 – 2023
City of Bellaire, Texas	Classification Study and Total Compensation Study 2023 – 2024
Belknap County, New Hampshire	Pay and Classification Audit – Consultation Services 2021 – 2022
City of Brentwood, Missouri	Employee Compensation (Wage and Benefits) and Classification Consulting Servies 2024
City of Broken Arrow, Oklahoma	Classification Study 2024

City of Brooklyn Center, Minnesota	Peer Market Survey and Job Salary Analysis 2024
Bureau County, Illinois	Compensation Plan Study 2019 – 2020
Town of Centreville, Maryland	Classification and Compensation Study 2024
City of Claremont, New Hampshire	Pay and Classification Study Update 2019 – 2020
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
City of Cottage Grove, Minnesota	Position Classification and Compensation System 2020 - 2024
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 Dover, New Hampshire	Classification and Compensation Study 2019 – 2020
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 - 2024
Town of Farmville, Virginia	Classification and Compensation Plan Study 2019 – 2020
City of Fort Morgan, Colorado	Compensation Study & Analysis 2022 – 2023
City of Fort Walton Beach, Florida	Pay and Classification Study 2018 – 2019

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
City of Jacksonville, Texas	Compensation and Classification Study 2021 – 2022
Kent County, Delaware	Compensation & Classification Study 2022 – 2023
Knox County, Illinois	Classification & Compensation Study 2019 – 2023
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 Lebanon, Missouri	Compensation Philosophy and Study 2018 – 2019
Merrimack County, New Hampshire	Pay and Classification Study – Consulting Services 2023
Miami-Dade County, Florida	Position and Compensation Study 2024
City of Muscatine, Iowa	Compensation Study 2023

City of Newberry, Florida	Employee Classification & Compensation Study 2023
Town of North Beach, Maryland	Wage Compensation and Classification Study 2023 – 2024
Nye County, Nevada	Classification & Compensation Study and Analysis 2024
Otero County, New Mexico	Wage & Compensation Study 2019 – 2020
City of Portland, Tennessee	Compensation Study 2024
City of Raytown, Missouri	Compensation and Classification Plan 2021 - 2023
City of Safety Harbor, Florida	Classification and Compensation Study 2024
Town of Scarsdale, New York	Compensation and Classification Study 2023 – 2024
City of Seabrook, Texas	Job Analysis & Evaluation 2023
City of South Portland, Maine	Compensation Plan Study 2019 – 2020; 2024
City of St Pete Beach, Florida	Compensation Study 2023 – 2024
City of Stuart, Florida	Classification and Compensation Study 2019, 2024
Town of Sunapee, New Hampshire	Classification and Compensation Study 2024
City of Tomball, Texas	Classification and Compensation Study 2023
City of Villa Rica, Georgia	Compensation Study 2023
Town of Warrenton, Virginia	Classification and Compensation Study 2022 – 2023 Organizational & Staffing Study 2022 – 2023

References

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

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

1. Classification Study

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

2. Compensation Study

   a. Review current compensation plan and pay practices (range adjustments, compression, years of service, etc.) to understand current challenges in recruiting and retaining employees.
   b. Recommend and identify a consistent and competitive market position that the city can strive to maintain.
   c. Recommend comparable labor markets, including both private and public sector employers for compensation survey.
   d. Develop and conduct a comprehensive compensation and benefits survey, to include determination of total compensation.

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

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

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

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

Contact Name	Contact Info	Project Title and Service Dates
Melanie Glaze Director of Human Resources City of Bellaire	7008 South Rice Avenue Bellaire, TX 77401 (713) 662-8271 MGlaze@BellaireTX.gov	Classification Study and Total Compensation Study 2024

The City of Bellaire employs 188 Full-time equivalent employees across 160 classifications.

The Scope of Work to be provided includes conducting a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges. The Consultant will be required to review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using an approved evaluation system. Additionally, the Consultant will be required to complete the following:

Classification Study

i. Review relevant background materials, including but not limited to organizational charts, budgets, personnel rules, and job descriptions.
ii. Conduct a comprehensive evaluation of existing job descriptions for City employees.
iii. Establish appropriate benchmarking standards and conduct classification/salary surveys as needed for similar positions with comparable Texas municipalities and relevant private employers.
iv. Review current classification grade methodology and proposed recommended strategies for the City.
v. Meet with staff to discuss study and agree on methodology and Position Description Questionnaire (PDQ) to be used.
vi. Develop and distribute a PDQ to each employee.
vii. Review and analyze completed PDQs for all employees covered by the study.
viii. Conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon the classification.
ix. Draft updated job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, supervisory responsibility and level of authority, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, working environment, and travel requirements) certification/licenses/registrations requirements, and accurate ADA compliant language for classifications as needed.
x. Recommend deletion of outdated or unnecessary duties or classes.
xi. Develop new classes as appropriate.
xii. Develop and identify viable career progressions within the classification plan.
xiii. Review various job series in terms of appropriateness.
xiv. Confirm and recommend changes to the hierarchal order of jobs according to the established methodology.

xv. Identify EEO classes, including but not limited to Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service employees.
xvi. Qualify the FLSA status (exempt/non-exempt) of each classification.
xvii. Allocate all employees to an appropriate job class.
xviii. Submit proposed recommendations to the City Manager and designated Human Resources staff for review prior to making any final classification determinations.
xix. Provide straightforward, easily understood, maintenance system that the Human Resources Department will use to keep the classification system current and equitable. This should be provided in an electronic format. Maintenance should include annual activities, as well as the process to be used to review the classification of individual jobs, as needed; and

Total Compensation Study

i. Review current compensation plan and understand current challenges in recruiting and retaining employees.
ii. Recommend and identify a consistent and competitive market position that the City can strive to maintain.
iii. Recommend comparable labor markets, including both private and public sector employers for total compensation (compensation and benefits) study. (For comparator Cities, recommendations should demonstrate similarities between Bellaire and cities of like size and area. This should include comparing factors such as population, staff and budget size, growth rate, Ad Valorem Taxable Value, tax rate, median household value, etc.).
iv. Develop and conduct a comprehensive compensation and benefits survey.
v. Analyze benefits data to provide a comparison of total compensation for Bellaire
vi. and comparators. Analysis should include:

1. Medical, dental, life, short-term disability, long-term disability, long-term care, vision, and paid time off such as holidays, vacation, and sick leave.
2. Employer matches to employee retirement and/or deferred compensation contributions.
3. Availability of and employer matches to Health Savings Accounts.
4. Pay incentives such as longevity, tuition reimbursement, and any other innovative benefits/pay.

vii. Recommend an appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
viii. Recommend and develop guidelines to assist City staff with determining starting pay for new employees based on knowledge and experience above the minimum requirements of the position, difficulty to fill and market competitiveness.
ix. Recommend and develop salary administration procedures regarding promotions, demotions, and other position movements which may affect salary.

x. Recommend implementation strategies, including calculating the cost of implementing the plan.
xi. Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy.
xii. Make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, shift pay, on call pay, and acting assignment pay.
xiii. Provide system documentation and computer formats/software to administer compensation plan.
xiv. Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey.
xv. Conduct a compression analysis to include any recommendations for implementation; and
xvi. Provide documentation of methodologies, techniques, and data used to make recommendations.

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

The City of College Park employs 118 employees across 80 classifications.

The scope of work for the Job Classification and Compensation Study included:

- Review existing job descriptions and conduct comprehensive interviews where necessary to update and/or create new job descriptions and ensure that they accurately reflect duties performed by position incumbents and comply with relevant federal, state, and county regulations. Job descriptions shall reflect essential responsibilities and duties, minimum and preferred qualifications, and working conditions and physical requirements. Provide electronic, editable copies to City. Confirm the exempt or non-exempt status of each position, per Fair Labor Standards Act requirements.

- Conduct market-based wage, salary, and benefits survey for all positions, to include without limitation the identified peer group, to determine the competitiveness of the City's total compensation package. Also, look at whether the City is paying a living wage for our positions living here in the DC Metro area.

- Revise or develop wage and salary grades and ranges. Place each position into the appropriate wage range or grade according to the market, the compensation philosophy, and internal equity.

- Write a policy and process that enables the City to maintain the wage and salary structure that is developed (or revised); including issues such as transfer, promotion, demotion, red-circling, reclassification, new hire salaries, etc.

- Recommend an implementation plan for the new system. Include calculations for the approximate cost of implementing the recommendations and a workable timetable for implementation.

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

The City of Muscatine employs 144 employees across 86 classifications.

The scope of work for the Compensation Study included:

Review

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

Survey -

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

Contact Name	Contact Info	Project Title and Service Dates
Danielle Basora Assistant Town Administrator Town of Goffstown	16 Main Street Goffstown, NH 03045 (603) 497-8990 x102 Danielle.Basora@GoffstownNH.gov	Classification and Compensation Study 2023

The Town of Goffstown employs 160 employees across 92 job titles.

The scope of work for the Classification and Compensation Study included

Phase 1: Classification Plan/Job – Task Analysis

- Identify and meet with key Town stakeholder groups that shall include, but are not limited to, Town Department Heads and mid-management staff. The consultant will propose the number of meetings needed for effective communication and outreach for the project which shall include meetings to review progress and direction. On site meetings are preferred, however tele-conference meetings will be considered.
- Review Position Description / Evaluation documents (PDEs) currently used by the Town. Develop appropriate data collection instrument(s) to gather information, or to conduct interviews or job audits as needed for any position(s) as necessary.
- Review other background materials as needed, such as organizational charts, budgets, personnel rules and regulations, and other related information.
- Recommend / suggest adjustments to the current classification structure and recommend the appropriate assignment for all Town positions within the structure.
- Determine the appropriate Fair Labor Standards Act (FLSA exempt/non-exempt) designation for all positions.
- Develop or revise Position Descriptions to ensure full compliance with the requirements of the Americans with Disabilities Act, and to show each position's appropriate FLSA status. Uniformly reflect essential job functions, minimum qualifications, working conditions, license requirements, regulatory requirements and special responsibilities.
- Provide progress reports – not less than bi-weekly – outlining the following: scope of work completed to date, scope of work completed during the period, and summary statement of project progress.
- Prepare comprehensive final report to the Goffstown Select Board and the Library Board of Trustees with conclusions and recommendations for a system that is affordable, sustainable, competitive, and innovative.
- Work with the Select Board, Town Department Heads, and other key Town staff in developing a communication plan regarding the classification study.
- Provide a timetable for the estimated completion of Phase 1.

In Phase 2, the Town is seeking information as it relates to compensation, at a minimum, with an option to include benefit comparisons.

- Conduct a comprehensive analysis of the Town's current compensation [and benefits] program and identify opportunities including, but not limited to, recruitment, retention, salary compression, and equity.
- Develop and conduct an external assessment/survey of compensation [and benefits], evaluating benchmark positions by comparing actual job content and duties to comparable positions in other like organizations.
- Develop a report analyzing the results of the data from the internal and external assessments. The report should compare the Town salary [and benefits] in relation to other like organizations – a market competitive analysis and other observations resulting from the review.
- Provide recommendations based upon objective analysis and evaluation of job content that provides internal equity and are competitive with the external market.
- Provide guidance in the design and development of a communication plan regarding the study to inform and educate stakeholders.
- Prepare a final report with recommendations for a system that is affordable, sustainable, competitive and innovative.
- Provide timetables for the estimated completion of Phase 2: one for a compensation only study and one for a total compensation study.

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

The City of Largo employs 232 non-represented employees across 168 job titles.

The scope of work for the Compensation & Classification Study included

- Conduct a comprehensive salary survey for the City's Non-Represented positions to determine and identify quality job matches for each job title.
- Conduct a compensation and classification study of the City's job titles in the Non-Represented Pay Groups: City Manager, Executive Management, Operational Management, Professional/Technical, Temporary, and Variable.
- Review job titles and make recommendations for pay group, grade, range placement of current and proposed positions based on the classification study and salary survey.
- Review job families and career ladders and identify problem/concerns within the internal hierarchy system and propose methods to correct.
- Prepare a framework for a new and improved compensation structure to include definitions for each pay group identified, recommended pay ranges per group, and the list of the job titles to be classified to each unique pay group and pay range.

- Determine if the Professional/Technical group should be further defined and separated. Determine if the Operational Management group should be further defined and separated (ex. a business track vs. technical career track).
- Perform a comprehensive compensation analysis to address internal equity and compression issues considering employee compensation history, annual compensation in relationship to pay range spread, midpoint, anniversary, education, directly related years of experience and related factors to include state and federal regulations.
- Conduct an analysis of the City's administrative support classifications for the purpose of recommending job descriptions that more effectively capture the department's administrative needs city-wide.
- Recommend specific job evaluation methodologies and approaches to ensure the establishment and maintenance of a job evaluation and pay system based on internal equity and competitiveness with the public sector and private sector (similar sized organizations).
- Review and determine best practices and improved narratives to enhance the process in which the City administers the following personnel actions and handling of the transaction for the City's consideration in updating the Personnel Rules and Regulations, Section VI: Pay and Classification Plan. Personnel Action Types: Starting Pay, Rehire, Reclassification and Types, Delete/Add, Demotion, Promotion, Transfer, Standby Time, and Call Back Time.

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

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

Meet with the HR Manager and City Administrator at the initiation of each phase of the study and to make oral presentations to the Selection Committee at the conclusion of each phase. Ongoing and open communications between designated City representatives and the consultant over the course of the study. All products and recommendations to comply with applicable State and Federal laws and enhance the City's ability to obtain and retain qualified personnel. The consultant to review the current job descriptions and Compensation and Classification Plan and determine the need for a new compensation system, which would assure internal equity and external competitiveness.

Conduct a comprehensive compensation survey of external regional labor market for designated positions and make recommendations for changes to the current classification system or adoption of a newly designed compensation system, which assures internal

equity and external competitiveness. The method in which to perform this analysis is to be determined by the consultant, and comparison cities to be included in the study will be approved by the City of Raytown. The consultant to provide city staff with copies of the final compensation study and proposed salary structure – the final number to be determined. Design an implementation strategy for the updated compensation system recognizing the financial impact on city operating process and greatest gain to positions that fall outside of a designated range.

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

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

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

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

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

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

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

Classification

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

Compensation

- Review the current pay grade and salary ranges of City positions, including recommending appropriate salary ranges based on compensation survey and study results and appropriate salary range for each position.
- Evaluate current pay plan structure (i.e. number of pay grades, including additions, deletions, and/or consolidations, appropriateness of pay range spread from salary minimum to maximum).
- Conduct interviews, as necessary, with City Manager, Human Resources personnel, and Department Directors for the purpose of clarifying and determining project scope, selection of entities to be surveyed, and identification of benchmark

positions. Listing of the benchmark agencies to be utilized in the study shall be subject to review and approval by the project and/or executive team prior to the initiation of the work.

- Determine the appropriate labor markets for the study (non-bargaining, PBA, and IAFF) and determine existence of relevant salary survey data.
- Develop and conduct an external compensation survey comparing benchmark positions with other local government and private sector entities in order to identify the City's competitive position in the regional labor market. This compensation survey shall include the actual salaries and tenure in position of employees in said benchmark positions, with anomalies identified.

Contact Name	Contact Info	Project Title and Service Dates
Joe Fischbach Human Resources Manager City of Cottage Grove	12800 Ravine Parkway S. Cottage Grove, MN 55016 (654) 458-2883 JFischbach@ CottageGroveMN.gov	Position Classification and Compensation System 2020 - 2023

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

The scope of work for the Classification & Compensation Study included

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

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

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

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

Methodology and Approach

Assessment of Needs

Paypoint HR has done a preliminary review of possible hurdles specific to the city of Montgomery'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 Montgomery 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, public works, and parks and recreation. The city desires to update their current compensation plan in order 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.

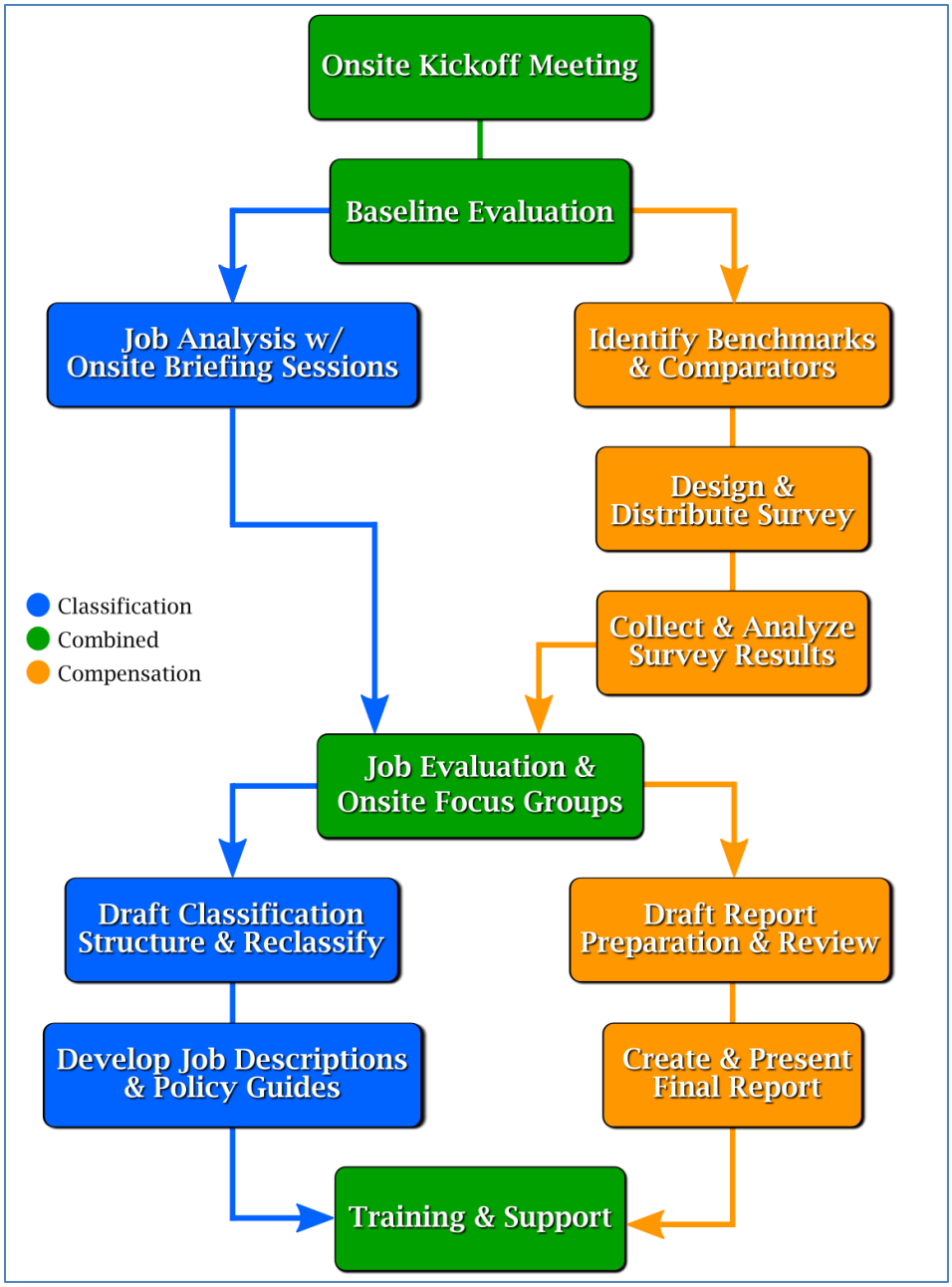

Figure 1 – Process Flow Chart

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. As a consequence, we are able to offer faster turnaround and the 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 & Focus Groups
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. The purpose of 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 survey for employees and managers, completion of Position Vantage Point by employees, desk audits by managers and/or Human Resources, and interviews with employees/focus groups. 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 has an understanding of 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 in order to identify needs, make recommendations, and keep positions competitive in the market.
- Maintain open lines of communication.

EXECUTIVE LETTER OF ANNOUNCEMENT

Dear Staff,

We are pleased to annc
and external competiti
plans. The overarching
appropriate for the wo

After a thorough revie
resources firm to prep
compensation plan for

The well-respected firn
objectives:

- Review of existi
- Conduct a salar
- Conduct a salar
- Recommend a c
  findings, and a

Briefings

Paypoint HR, LLC will l
Participation is require
determined. The briefi
questions, and overall

After the briefings, Pay
Position Vantage Point
to-day job functions. I
so that there is a clear

DATA REQUEST LETTER
Attention: Human Resources Director

Subject: Request for Information

Paypoint HR is looking forward to working with you on this important project. In order to get started, we will need some background information from you. Below is a list of the data you will need to generate and send to us in order to get the study underway:

- Organizational Chart including employee names or employee ID in their respective positions
- Job descriptions
- List of benefits- PTO, health, dental, vision, pension, wellness, etc.
- Copy of current pay:
  - Most recent programs, policies and philosophy (manuals, agreements, handbooks, collective bargaining agreements, etc.)
  - Systems and structure (position classifications, pay grades, pay bands, salary steps)
  - Administrative policies and procedures
  - Payroll report registers (last 2 pays)
  - Performance pay policies and budget
  - Performance evaluation tools (completed questionnaires, desk audits)
  - Current/desired market position
  - List of competitors for labor
  - History – when was current plan established, what changes have taken place and why
  - Financial data- revenues, budget, annual reports long-term and short-term strategic plans, mission, vision, values, and other relevant material

Figure 2 - Sample Letter Templates

Task 1B – Baseline Evaluation

Paypoint HR will incorporate the accumulated knowledge and understanding of the project gathered at this point into a main client file. Data will be collected throughout the project and will be housed in this central location. The Baseline Evaluation Task evaluates the current system as outlined and includes the following activities:

- Conduct a comprehensive preliminary evaluation of the client's existing position review process. Conduct any necessary question and answer sessions. Develop an accurate database of client's employees for study and review data as well as career ladders. Understand the client's approach to compensation and overall philosophy on attracting and retaining competent staff.
- Review the existing pay structure and processes to look for potential problems to be resolved. Determine the strengths and weaknesses of the current pay plan(s).
- Complete an assessment of the current conditions that details the pros and cons of the current system as well as highlights areas for potential improvement in the final adopted solution.

- 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	#	# near Min	% near Min	# near Max	% near Max
9	7	5	71%	1	14%
10	2	1	50%	0	0%
11	8	5	63%	0	0%
12	13	5	38%	2	15%
13	8	2	25%	1	13%
14	7	1	14%	3	43%
15	8	3	38%	0	0%
16	15	2	13%	2	13%
17	5	2	40%	0	0%
18	8	0	0%	4	50%

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 of time 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.

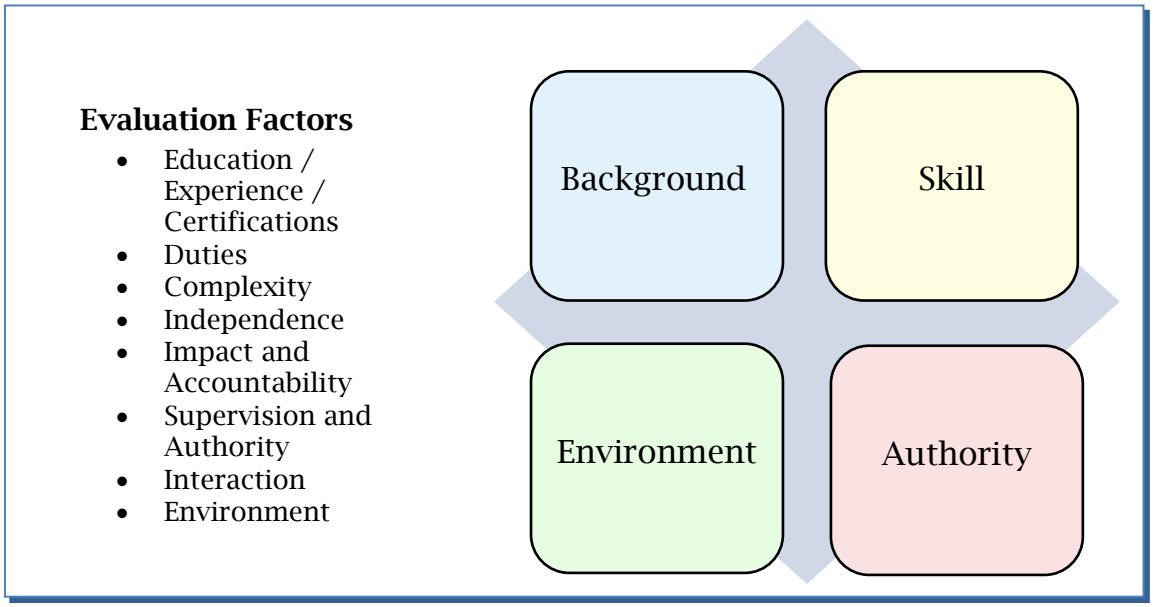

Figure 4 - Position Evaluation Factors (Example)

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; and
- 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. In order 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 market place.
- 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 and which will provide a measurable, rational, fact-based methodology to determine the relative job worth within the organization (as required by the EEOC).

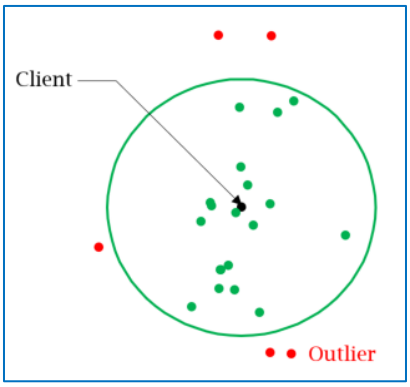

Figure 6 - Illustration of Economic Variance Using the Client as the Baseline

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

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 brief 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

Client's Job Title	Client's Job Summary	Match	Min	Mid	Max
Accounting Technician	Performs intermediate technical and clerical work involving the preparation and/or maintenance of fiscal or related records; does related work as required.	Exact Match - 100%	$15.61	$18.53	$26.07
Administrative Assistant	Performs difficult skilled clerical work providing a variety of administrative, secretarial and record keeping duties; does related work as required.	Very Good Match - 75%	$14.15	$18.72	$23.64
Benefit Programs Specialist I	Determines eligibility and re-determination of eligibility of individuals and families for financial assistance, food stamps, medical assistance, and other social services' benefit programs. Entry level.	Exact Match - 100%	$19.92	$19.95	$33.26
Building Inspector	Performs intermediate technical work in the inspection of all phases of building plans and construction.	Exact Match - 100%	$18.08	$26.72	$30.20
Chief Deputy Treasurer	Performs difficult technical and administrative work assisting in the operation of the Treasurer's Office; does related work as required.	Exact Match - 100%	$35.77	$45.37	$59.74
Communications Officer	Performs intermediate skilled clerical work dispatching law enforcement, fire, rescue and other equipment and personnel usually in response to emergency situations; does related work as required.	Very Good Match - 75%	$18.06	$20.32	$30.16
Communications Supervisor	Performs difficult technical work overseeing and participating in dispatching law enforcement, fire and rescue equipment and personnel to emergency and non emergency requests for service.	Very Good Match - 75%	$20.95	$25.92	$34.99

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.

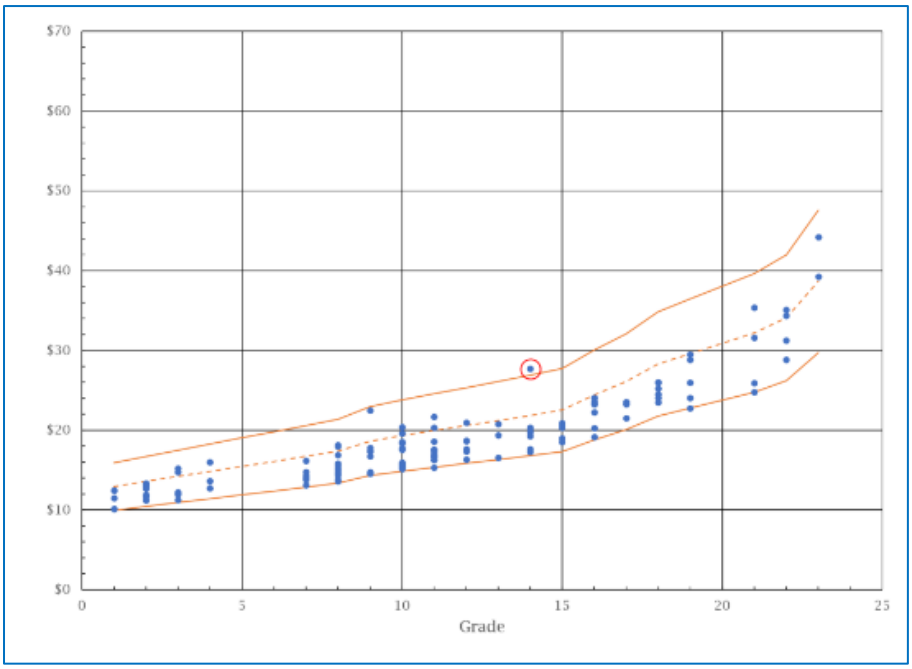

Figure 8 - Baseline Analysis of Client's Workforce

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.

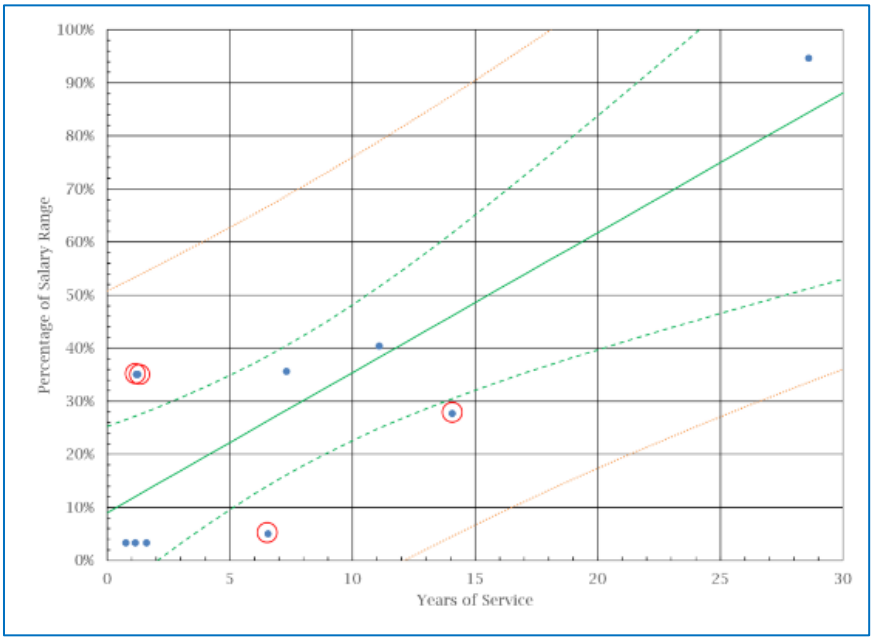

Figure 9 - Sample Internal Compression Analysis

Paypoint HR analytically develops an internal hierarchy based upon the job analysis responses. The ultimate 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.

Current Grade	Job Title	CFS Score
25	Director of Public Works	95.7
24	Director of Fire & Rescue	83.4
24	Director of Human Resources	78.3
22	Deputy Director of Finance	43.5
FR 4	Lieutenant, Police	21.1
19	Senior Accountant	20.5
12	Crew Leader	13.9
13	GIS Specialist	12.4
2	Custodian	7.5

Figure 10 - Sample of Compensable Factor Score Results

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.

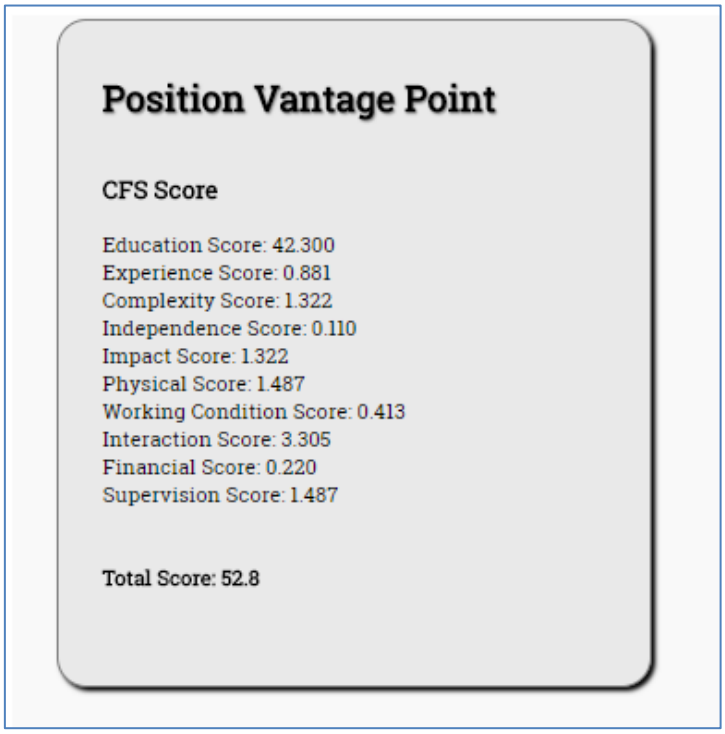

Figure 11 - Compensable Factor Score Example

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 as a whole.

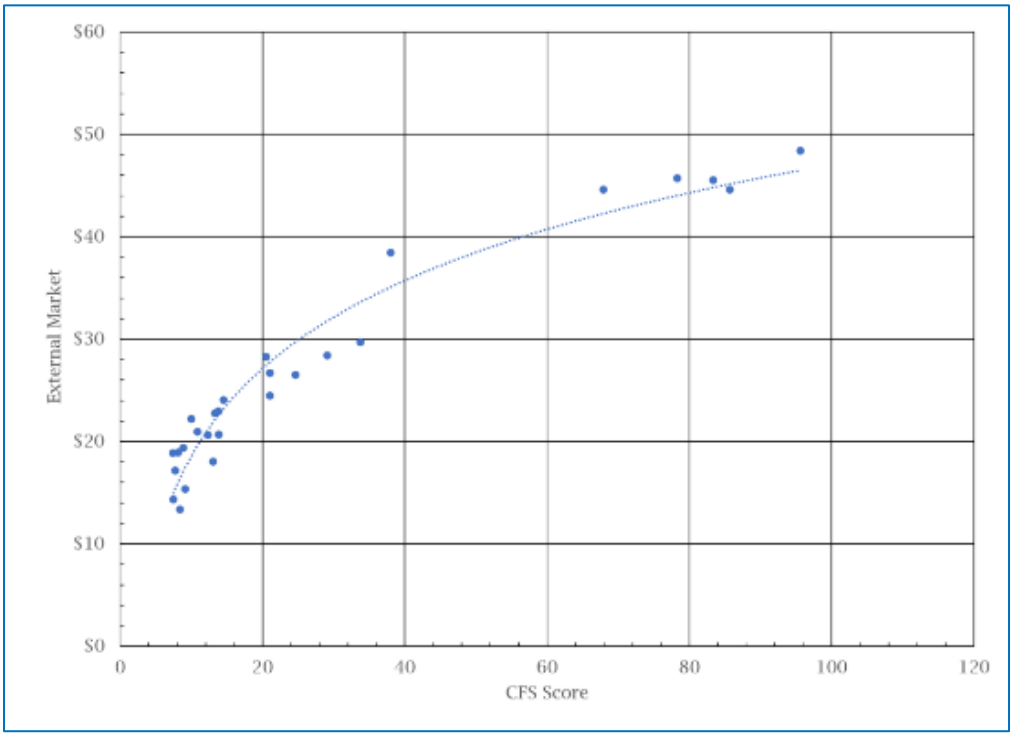

Figure 12 - Sample Comparison of Internal / External Hierarchy

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 relationships 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 end 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.

	Accounting Technician I	Admin. Assistant	Asst. County Attorney	Asst. Landfill Manager
Market Percentiles				
20%	$15.78	$15.27	$34.70	$16.88
25%	$17.17	$16.03	$36.37	$17.91
30%	$17.69	$16.56	$38.07	$18.74
...	...	...	...	...
70%	$22.92	$22.18	$52.69	$24.75
75%	$23.29	$22.73	$53.81	$25.91
80%	$24.27	$23.75	$55.44	$26.88
Mean	$20.25	$19.51	$45.41	$22.29
Compa-Ratio	-1.6%	-6.3%	-11.3%	+8.4%

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 of your questions and concerns are addressed, a Final Report will be created and submitted in a bound format and electronic format.

Positions Compensated Substantially Below Market (% Diff < -10%)

Accounting Technician I	Assistant County Attorney
GIS Specialist	GIS Technician
Maintenance Supervisor	Network Technician
Permit Specialist I	Water Meter Technician II

Positions Compensated Below Market (-10% < % Diff < -5%)

Administrative Assistant	Custodian
Deputy Director of Technology	Landfill Truck Driver
Maintenance Worker	Parks and Recreation Manager
Payroll Specialist	Senior Systems Analyst

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 allows 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.

Implementation

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

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

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

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.

4

Paypoint HR

Recommendations

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

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

Table 3 - Economic Data of Bath and Potential Comparators

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

Overall Salary Distribution

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

A clear bimodal pattern does not exist which would demonstrate a two-tier compensation structure for any department of 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.

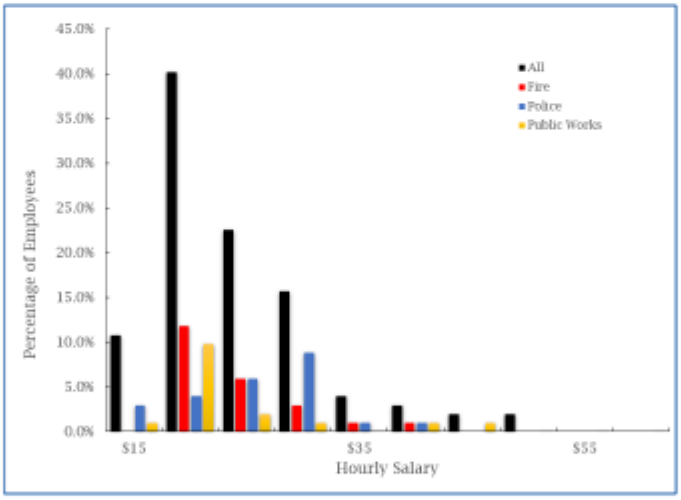

Figure 1 – Salary Distribution

General Trends

a. Economic

Local Economy

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

City of Bath Government Finances

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

Compensable Factor Score from Position Vantage Point

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

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

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

Table 23 - Compensable Factor Score

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

External Market Comparison

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

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

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

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

City Clerk	Director of Planning and Development
Detective	

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

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

Table 29 – External Market Comparison – Non-Represented

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

Proposed Salary Schedules

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

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

Table 34 – Proposed Salary Schedule – Non-Represented

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

Proposed Internal Equity

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

Table 40 – Proposed Internal Equity

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

Recommended Salary Adjustments

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

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

Table 41 -Salary Adjustments – Non-Represented

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

Project Timeline and Deliverables

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

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

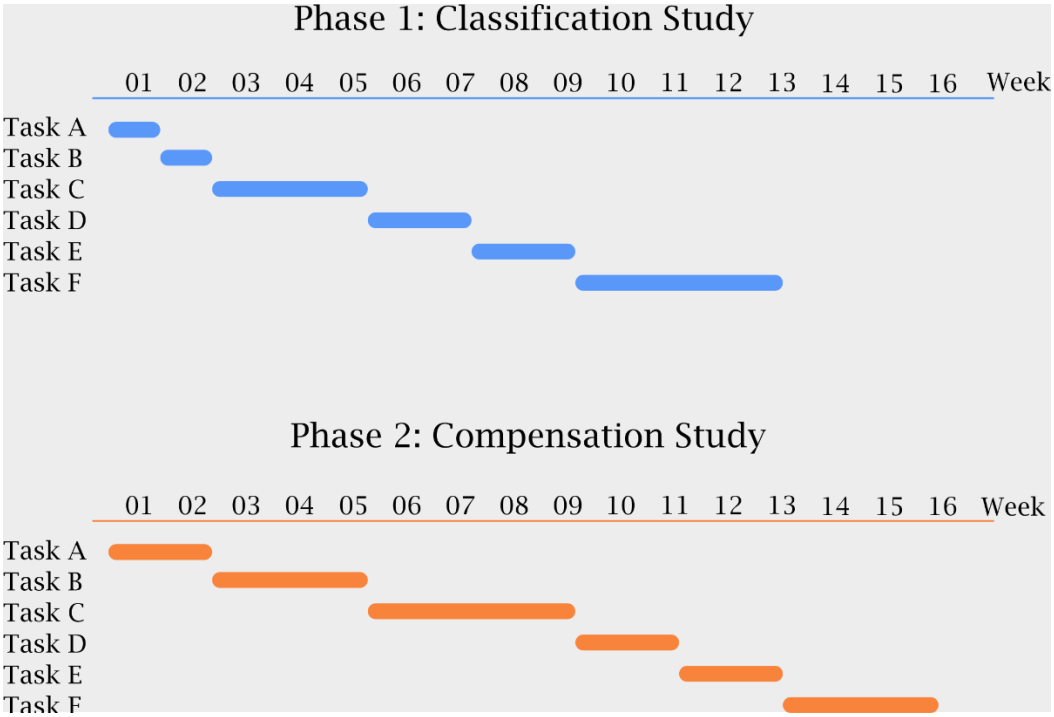

Figure 15 - Gantt Chart

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 direction 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 to 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.

Cost Proposal

PHASE 1 Classification Component

Task		Hours
A	Project Start and Initial Meetings	8
B	Baseline Data Collections & Initial Analysis	16
C	Job Analysis Collection/Completion & Focus Groups	18
D	Job Evaluation and Classification Development	16
E	Draft Job Descriptions and Policy Guides	6
F	Develop Guide for Implementation of Changes and Draft Interim Report	8
	Subtotal Professional Hours	**72**

PHASE 2 Compensation Component

Task		Hours
A	Identify Benchmark Positions and External Survey Comparator List	8
B	Design and Distribution of Survey	16
C	Collect and Analyze Survey Data	40
D	Internal Relationship Analysis and Internal Alignment	24
E	Preparation of Draft Report	24
F	Deliver Final Report and Work Products for Implementation	16
	Subtotal Professional Hours	**128**

Total Estimated Hours of Phase 1 & Phase 2	**200**

The standard consulting rate for the senior personnel listed, consistent with the Federal GSA schedule, is $125 per hour of service. The total, firm-fixed price fee would be $25,000. Our fee includes expenses associated with travel, phone, materials, and supplies. Regular invoices, including a thorough delineation of services rendered, would be on a net 30-day basis. Paypoint expects support from the client in communication with key staff, setting up meetings, and providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.

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

Appendix – Sample PVP Job Description Survey

Position Vantage Point

Paypoint HR

First Name

Last Name

Job Location

Department

Job Title

Full-time / Part-time

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.

Supervisor's Title

Job Titles of Peers / Co-workers (Reporting directly to same supervisor)

Jobs Reporting Direct to Position (If applicable)

Position Vantage Point

Paypoint HR

Education and Experience

Minimum Education Level that Should be Required for Job Title

- ☐ No Degree
- ☐ High School Diploma / GED
- ☐ Trade School Certificate
- ☐ Associate Degree in a Related Field
- ☐ Associate Degree Not in a Related Field
- ☐ Bachelor Degree in a Related Field
- ☐ Bachelor Degree Not in a Related Field
- ☐ Master Degree in a Related Field (MA/MS/MBA)
- ☐ Master Degree Not in a Related Field (MA/MS/MBA)
- ☐ Specialist Degree in a Related Field
- ☐ Specialist Degree Not in a Related Field
- ☐ Doctorate Degree in a Related Field (PhD/JD/EdD)
- ☐ Doctorate Degree Not in a Related Field (PhD/JD/EdD)
- ☐ 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)

☐ 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)

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 to 5 ☐ 6 to 7 ☐ 8 to 10 ☐ More than 10

Position Vantage Point

Paypoint HR

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

Paypoint HR

Duties and Responsibilities (to identify major duties and responsibilities)

EXAMPLE

Percent of time spent

40%

Priority
(Select one)

Essential	X
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

Paypoint HR

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

Paypoint HR

Work Environment (Check all that apply)

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

Position Vantage Point

Paypoint HR

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

Paypoint HR

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

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

Supervision Received (Answer all questions)

☐ **Question 1**: My position frequently (41% - 70%) is provided *established* policy and procedures.

☐ **Question 2**: My position frequently (41% - 70%) is provided *specific* direction and task/project information needed is *generally* available.

☐ **Question 3**: My position frequently (41% - 70%) is provided *general* direction and task/project information needed is *generally* available.

☐ **Question 4**: My position frequently (41% - 70%) is provided *general* direction and task/project information is usually *not readily* available and must be sought.

☐ **Question 5**: My position frequently (41% - 70%) is provided *minimal* direction and task/project information is *regularly* vague.

Supervision Responsibilities (Answer all questions)

☐ **Question 1**: My position involves the training and guidance of other employees and provides input to supervisors with respect to employee performance.

☐ **Question 2**: My position involves the assignment and scheduling of tasks of others.

☐ **Question 3**: My position is directly responsible for the performance of others.

☐ **Question 4**: My position directs employee performance evaluation including hiring, promotion, discipline, and termination.

☐ **Question 5**: My position has absolute authority to hire, discipline, and terminate employees with the involvement of human resources.

☐ **Question 6**: Total number of people who report to your position in the organization. (E.g., For a department head, all employees in the department would be included.)

Position Vantage Point

Paypoint HR

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 *s*trenuous 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

Paypoint HR

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

Paypoint HR

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