

**City of Stonecrest
Regular Staff
Comprehensive Classification and Compensation
System**

City of Stonecrest
Comprehensive Classification and Compensation System

Introduction

The enclosed Comprehensive Classification and Compensation System has been developed as a guide for the Human Resources Office to use when evaluating approved, full-time, regular positions at City of Stonecrest.

The system consists of four components. The first component is the Classification and Compensation Guidelines. The Guidelines provide the overall philosophy and components of the system. The second is Position Evaluation Plan. Position evaluation is the process by which the Human Resources Department determines the relative value of positions within the City. It is used whenever a position is created, modified, reassigned, or reallocated. The third component is the Procedural Guidelines for Classification Reviews. The procedural guidelines outline the process used to create positions, approve ranking, fill vacancies, and initiate request for classification reviews. The final component is the compensation structure. This component assigns positions to salary grades. The use of salary grades provides the opportunity for the City to establish an internal hierarchy for positions while ensuring equity among those similarly situated. Salary grades also recognize position changes through the reassignment from one grade to another.

In developing this system, the Human Resources Department sought to meet several objectives. First, the system defines nine specific compensable factors for each position. Second, it provides a uniform, consistent, and objective method of evaluating these compensable factors. Third, it assigns positions to appropriate pay grades. And finally, it provides an avenue for the City to systematically re-examine positions based on significant changes that may occur.

City of Stonecrest
Regular Staff
Comprehensive Classification and Compensation System

Table of Contents

Part I	Classification and Compensation Guidelines
	A. Classification and Compensation Guidelines
	B. Merit Award Recommendation Form
Part II	Position Evaluation Plan
	A. Using The PAQ To Develop Job Descriptions
Part III	Procedural Guidelines for Classification Reviews
	A. Establishing Positions and Salaries
	B. Petition for Classification Review
	C. Desk Audit Report
Part IV	Compensation Structure
	A. Salary Grade Levels
	B. Position Titles by Grade Listing (TBD)

Part I
City of Stonecrest
Comprehensive Classification and Compensation System
Classification and Compensation Guidelines

City of Stonecrest
Classification and Compensation Guidelines

I. Introduction and General Philosophy

- A. The City of Stonecrest Classification and Compensation Guidelines is applicable to regular part-time, and full-time, exempt and non-exempt staff under the governance of the City of Stonecrest and shall become effective on the date approved by the city manager. The program provides for salaries that will attract and retain qualified individuals and provide a living wage for employees. The goal is to provide salaries on the basis of internal equity and external competitiveness.
- B. The program establishes the following:
 - 1. A salary range for each position which will result in equitable treatment of employees within the city and assist in attracting and retaining qualified personnel.
 - 2. An appropriate classification system of administrative, professional and support staff positions within the city.
 - 3. Support for organizational effectiveness through employee performance development programs and other activities designed to develop a better use of human resources.
- C. The program is based on the following:
 - 1. The establishment of salary grades for positions and pay ranges for all grades.
 - 2. The establishment of guidelines and procedures relating to salaries and other personnel changes.
 - 3. Defined administrative responsibilities for implementing the salary plan.

II. Salary Plan Administration

- A. To provide the opportunity for proper objectivity, coordination and control of classification and salary matters, the Human Resources Department will have the responsibility for direction and administration of the compensation and classification program and will:
 - 1. Be responsible for the administration of the plan.
 - 2. Coordinate position evaluation for inclusion in the plan.
 - 3. Maintain the master set of position descriptions.
 - 4. Provide each employee with the job description covering essential duties, responsibilities, and requirements.
- B. The respective department directors and supervisors have ongoing responsibility for making appropriate recommendations within the parameters of the guidelines. All administrative personnel have responsibility for being fully educated about the program.
- C. The city manager has final authority, as designated by the Mayor and City Council, for all salary administration policies including distribution of salary adjustments and salary administration changes.

III. Annual Salary Determination

The Mayor and City Council are responsible for approving the annual operating budget, including the salary increase pool. Upon approval, the City Manager with consultation from the Finance Director and Director of Human Resources shall determine the most appropriate manner in which to distribute annual salaries to employees.

IV. Entry Salary Determination

- A. Ordinarily, new employment offers will be made near the beginning salary for the range. However, on occasion, appointments up to the midpoint may be approved by the Director of Human Resources.
- B. Salary recommendations above the midpoint must be approved by the City Manager in consultation with the Director of Human Resources and Finance Director. Justification and documentation for a starting salary above the midpoint must be provided by the hiring administrator and included in the employee's personnel folder.

V. Annual Salary Adjustments after Employment

- A. Salary increases after employment are dependent upon the availability of funds and the guidelines regarding the use of such funds.
- B. In determining structural and annual salary increases, the City will consider inflationary indicators such as the consumer price index for all urban consumers (CPI-U), as well as national, regional, and local salary surveys.
- C. The results of an employee's Performance Evaluation Plan may affect the level of increase provided to the employee.
- D. Effective upon the date these guidelines are approved, employees who receive "Unsatisfactory" on their most recent Performance Evaluation Plan will be deemed ineligible for the next available annual salary increase.
- E. Annual salary increases shall apply only to employees whose salaries fall within their designated salary range for the assigned classification grade. Employees paid at or above the maximum salary level for the assigned range may be eligible for salary bonuses, provided that they receive "Meets Expectations" or higher on their most recent Performance Evaluation Plan.
- F. Employees hired after June 30 will be eligible for a pro-rated salary increase following the completion of 6 months of continuous employment.

VI. Promotion

The salary of an employee promoted to a new or vacant position in a higher grade will be adjusted up to five percent subject to the new range minimum and maximum, or to the midpoint of the new grade, pending availability of City funds. However, if the incumbent is receiving temporary additional compensation as a result of a temporary assignment, such temporary additional compensation shall not be included in the calculation of the promotional salary adjustment.

VII. Demotion

When an incumbent moves, either voluntarily or because of performance related reasons, from a higher graded position to one assigned to a lower pay grade, the salary will be decreased up to five percent subject to the range minimum and maximum of the new grade. However, if the incumbent is receiving temporary additional

compensation as a result of a temporary assignment, such temporary additional compensation shall not be included in the calculation of the demotion salary adjustment.

VIII. Transfer

When an employee makes a lateral move from one position to another within the same pay grade, the employee's salary will remain the same.

IX. Position Upgrade

When a position is reclassified to a higher pay grade as a result of a significant expansion in the position's existing duties and responsibilities, the incumbent's salary will be adjusted up to five percent. If the increase in duties and responsibilities are not enough to cause a reclassification of the position, then the incumbent's salary may still be adjusted up to five percent in recognition of the increase in duties. However, if the incumbent is receiving temporary additional compensation as a result of a temporary assignment, such temporary additional compensation shall not be included in the calculation of the salary adjustment.

X. Position Downgrade

In instances when a position is reassigned to a lower pay grade as a result of a change in organizational structure, or when a reduction in duties is both involuntary and non-performance related, the incumbent's salary will not change.

XI. Acting Status

When an employee is temporarily reassigned to a position that is different from the regular assignment, or when the employee is temporarily assigned a significant increase in duties and responsibilities above the employee's regular position, the Department Director may recommend to the Director of Human Resources that the employee's salary be increased up to five percent for the duration of the reassignment. All employees reassigned to acting status should meet the minimum requirements for the new position prior to the reassignment. The duration for acting status shall not exceed 12 continuous months without written approval of the City Manager. Requests to extend the 12-month limitation must be provided in writing by the Department Director to the City Manager.

XII. Meritorious Performance Award Program (Above and Beyond)

- A. Employees who demonstrate exceptional performance may be eligible to receive either a one-time performance bonus, or a merit increase added to their yearly salary.
- B. An employee may be eligible to receive a performance bonus during the fiscal year upon the recommendation of the immediate supervisor, and Department Director. Recommendations will be reviewed by the Director of Human Resources for compliance with City policy and these guidelines as well as by the Finance Director for availability of funds. Bonus awards may be granted for outstanding contributions of time, effort, and performance or in lieu of a salary increase in cases where an employee's salary is at the maximum or above of the pay range. Bonuses in lieu of salary increases are done to preserve the structure of the pay grade.
- C. In addition to the City-wide annual increase an employee may be eligible to receive an additional merit increase added to the annual base salary. The basis for granting the additional merit increase shall be performance that is deemed to contribute to the ongoing benefit of the department or City, or as a way to address market demands
- D. An employee may only receive one merit award during the fiscal year.

- E. Recommendations for merit awards shall be made on the form prescribed by the Human Resources Office. Approved forms shall be included in the employee's personnel file.
- F. Recommendations for awards will not be discussed with the employee until the recommendation for the award has been approved by the City Manager.

XIII. Pay Below Minimum

No full-time employee shall be paid less than the minimum of a pay range.

XIV. Market Exceptions

When unusual market conditions exist, the pay range of a position may be moved temporarily upward. The situation must be justified by business necessity and documented. Documentation would include evidence that the City is failing to recruit or retain employees in the particular position and a survey of market conditions. The temporary exception is for a specific job title, not for all jobs in the pay grade. Exceptions must be approved by the City Manager.

XV. Changes In an Existing Position or the Establishment of a New Position

When position responsibilities change significantly, a position review will be conducted. Requests for review should be submitted through supervisory channels to the Human Resources Department. New positions not previously included in the Classification and Compensation Plan shall be evaluated and placed in the appropriate salary grade. The requesting department will complete a Position Analysis Questionnaire to initiate the review.

XVI. Externally Funded Positions

Externally funded positions under the purview of this program must adhere to the same guidelines and procedures as other positions at the City.

XVII. Application of the Fair Labor Standards Act (FLSA)

The Human Resources Department has the responsibility to carry out the provisions of the Fair Labor Standards Act and other applicable federal and state laws in determining the exempt and nonexempt status of City of Stonecrest employees. If an employee, or the Wage-Hour Division of the U.S. Department of Labor, challenges a status ruling, the City must be able to provide adequate proof of its decision. Marginal or doubtful cases are usually ruled as non-exempt to minimize misapplications of the law.

XVIII. Records

The Human Resources Department shall maintain records of all approved salary transactions.

City of Stonecrest
Classification and Compensation Guidelines

Merit Award Recommendation Form

Employee Name: _____

Date: _____

Position Title: _____

Department: _____

Type of Award Recommended:

☐ One Time Bonus Award – Recommended Amount of Bonus: _____

☐ Salary Increase – Recommended Amount of Increase: _____ %

Rationale: *(Provide complete description of work performed or other rationale for the award including how the award will be funded).*

Recommended by: _____

Date: _____

Department Director: _____

Date: _____

Director of Human Resources: _____

Date: _____

City Manager: _____

Date: _____

Part II
City of Stonecrest
Regular Comprehensive Classification and Compensation
System
Position Evaluation Plan

City of Stonecrest
Classification and Compensation System

Position Evaluation Plan

The purpose of the position evaluation plan is to develop a clear understanding of each full-time, regular position within the City service, to ensure that each position is measured on the same basis, and to determine the relative value compared to other positions within the City's classification system.

The position evaluation plan has been constructed to serve as a guide for those individuals responsible for creating new positions, upgrading existing positions, or reallocating entire classes of positions. The plan utilizes factors for the basis of measurement. The objective is to review each position and select the degree in each factor that best describes the position. In doing so, evaluations are based on the normal workload associated with the position. Incidental assignments should not be included in the evaluation factors since everyone is expected to perform occasional duties from time to time.

Position evaluation is not a science, but an objective method of making judgments concerning the relative value of positions within an organization. While it is impossible to eliminate all subjectivity in making these determinations, it is important to remember that **the position is being evaluated, not the employee.** Occasionally, it may seem that no degree describes the position perfectly. In such cases, "middle" degrees are used to accommodate characteristics that are hard to evaluate.

City of Stonecrest
Classification and Compensation System
Position Evaluation Plan

Compensable Factors

- 1- **Education**
This factor measures the basic knowledge of “scholastic content” required as preliminary background to learning the job. It is typically acquired through formal schooling but may be obtained through individual self-education.
- 2- **Knowledge, Skills and Abilities**
This factor measures the culmination of all personal and professional qualifications necessary to minimally perform the duties of the position. These personal and professional qualifications may be obtained from any number of previous experiences.
- 3- **Experience**
This factor measures the length of time in a similar position which, when added to the specified educational background, would generally assure satisfactory performance under normal supervision.
- 4- **Complexity**
This factor measures the level of difficulty of responsibilities when viewed as a whole. Consideration should be given to the variety, frequency, duration, and the amount of specialized knowledge needed to perform the duties of the position.
- 5- **Decision Making**
This factor measures the demands of the position for carrying out assignments and the extent to which independent judgment and analysis are needed.
- 6- **Consequences of Errors**
This factor measures the scope and impact of errors on local and City-wide operations.
- 7- **Supervision and Instructions**
This factor measures the amount of supervision normally received for most aspects of the position. It also measures the amount of supervision normally exercised by the employee in the position.
- 8- **Interpersonal/Public Contacts**
This factor measures the primary type of interpersonal contacts required in the performance of normally assigned duties. Although more than one degree may characterize the position being evaluated, special attention must be focused on the frequency and purpose of contacts with others.
- 9- **Physical Demands/Working Conditions**
This factor measures the frequency of sitting, standing, walking, lifting, or other physical exertion, along with the possible exposure to weather, noise, chemicals, or the environment.

**CITY OF STONECREST UNIVESITY
POSITION ANALYSIS QUESTIONNAIRE**

Position Title:	Date Submitted:
Department	Division:
Supervisor's Name	Supervisor's Title:
Supervisor Signature:	Date:
Manager Signature:	Date:
Department Head Signature:	Date:

I. POSITION SUMMARY: Provide a brief statement that describes the position. Indicate type of position, reporting relationship, hours per week, and general statement of purpose. Three to five sentences for the summary are sufficient.

II. EXAMPLES OF WORK: In the space provided list the [E]ssential and [M]arginal duties of this position indicating the approximate percentage of time spent on each function over the course of a year. Percentage of time must equal 100. Similar or related duties may be grouped together to save space. Duties listed will be used to create the job description.

#	E / M	DESCRIPTION OF DUTIES AND RESPONSIBILITIES	PERCENT OF TIME
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.	M	Other duties as assigned	Total = 100% of time

III. REQUIRED QUALIFICATIONS: Specify required minimum education and job-related experience needed.

MINIMUM EDUCATION EQUIVALENCY

MINIMUM JOB-RELATED EXPERIENCE:

☐ Less than High School Diploma

☐ Less than 6 months

☐ High School Diploma

☐ 6 months up to 1 year

☐ Training 6 months to 1-year, technical trade – no degree

☐ 1 year up to 2 years

☐ Certificate or license in job-related field, Specify

☐ 2 years up to 4 years

☐ Associate degree, specify discipline

☐ 4 years up to 6 years

☐ Bachelor's Degree, specify discipline

☐ 6 years up to 8 years

☐ Master's Degree, specify discipline

☐ More than 8 years

Type of Experience:

KNOWLEDGE, SKILLS AND ABILITIES: Indicate the level of knowledge, skills, and abilities necessary to minimally perform the duties of the position.

☐ No previous knowledge or skills are required.

☐ Knowledge of simple procedures along with very basic skills and abilities are necessary.

☐ Knowledge of standard procedures along with the ability to make practical application of customary practices, rules, regulations, or procedures relevant to the assigned field.

☐ Knowledge of advanced procedures along with the skill and ability to function at full capacity without supervision.

List specific KSA's:

IV. COMPLEXITY: Indicate the level of difficulty of responsibilities when viewed as a whole. Consideration should be given to variety, frequency, duration, and the amount of specialized knowledge needed to perform the duties of the position.

☐ Work consists of simple, routine, repetitive duties with few standardized steps.

☐ Work consists of a small variety of recurring duties with relatively standardized steps already outlined. Although steps are outlined, limited deviations are tolerated.

☐ Work consists of a moderate variety of recurring duties with many non-standardized steps. Requires the application of moderately complex technical or specialized subject-matter knowledge.

☐ Work consists of a wide variety of recurring and non-recurring duties. Many variables must be considered when performing most tasks. Requires the application of a substantial amount of complex technical or specialized subject-matter knowledge.

PROVIDE 2 EXAMPLES TO SUPPORT THE LEVEL OF COMPLEXITY INDICATED ABOVE.

Example 1:

Example 2:

V. DECISION-MAKING: Indicate the demands of the position for carrying out assignments and the extent to which independent judgment and analysis are needed.

- ☐ Little or no opportunity to make changes in performing assignments, or little or no independent judgment required.
- ☐ Opportunity to make choices from a limited set of options in performing assignments; some analysis and judgment required including the ability to prioritize daily work assignments.
- ☐ Opportunity to make choices and decisions in performing non-standardized or non-routine assignments; some planning, layout and prioritizing along with adaptive thinking and analysis are necessary.
- ☐ Requires broad decision-making and analytical skills. Only general policies and procedures are available for guidance and supervisor is kept informed only on the general progress of work.

PROVIDE 2 EXAMPLES OF DECISIONS MADE IN THIS POSITION.

Example 1:

Example 2:

VI. CONSEQUENCES OF ERRORS: This factor measures the scope and impact of errors on local and City-wide operations.

- ☐ Very limited; errors in judgment or actions impact only immediate group.
- ☐ Limited; errors in judgment or actions are readily detected and corrected; impact single department or program.
- ☐ Moderate; errors in judgment or action are not immediately apparent, but are revealed through adverse effects on the accuracy, reliability, or acceptability of subsequent operations; and may result in loss of time in other departments.
- ☐ Significant; Work involves a constant opportunity for errors and is of such a nature that complete and accurate performance is hard to control. Errors usually result in long delays, waste of materials, damage to equipment, jeopardy to welfare of others, or broad public dissatisfaction and may have serious legal or financial implications for the City, or other adverse impact of substantial magnitude; impact more than one division or unit and/or the entire City.

PROVIDE 2 EXAMPLES OF POSSIBLE ERRORS, ALONG WITH THEIR IMPACT ON OTHERS.

Example 1:

Example 2:

VII. SUPERVISION AND INSTRUCTIONS RECEIVED: Indicate the amount of supervision normally received by the incumbent from a supervisor for most aspects of the position. Understanding that over time the level of instructions given may decrease from what is typical.

- ☐ Structured tasks following standardized instructions without continuous direct supervising.
- ☐ General instructions for most aspects of the work as would be the case for upper-level non-exempt positions; supervisor has direct access to work in progress including review of completed work. Supervisor is available to answer questions or handle unusual situations.

☐ Moderate supervision as would apply to exempt level positions; detailed instructions given only for new, or unusual assignments, while general instructions are given for most aspects of the position; work is checked largely for progress toward completion.

☐ General supervision as would apply to managerial level positions that include broad instructions consisting primarily of objectives and deadlines; resources are available for use. Completed work reviewed only for compliance with procedural requirements.

SUPERVISION AND INSTRUCTIONS EXERCISED: Indicate the extent of responsibility for the organization, selection, assignment, guidance and review of other personnel. Select the choice that fits most appropriately.

☐ No authority or responsibility for the supervision of other full-time employees. May coordinate assignments for volunteers or temporary employees.

☐ Supervises work of non-exempt employees; may include coordinating work other employees who perform same type of work as this position.

☐ Supervises professional level employees; may include assistants to director-level positions and highly technical staff functions.

☐ Supervises director-level employees and/or managers. Responsible for overall operational success of department or division.

Enter the number of direct reports in the appropriate category:

___ Volunteers and/or temporary employees ___ Non-exempt staff ___ Professional staff ___ Supervisors

VIII. PUBLIC CONTACTS: Indicate the primary type of interpersonal contacts required in the performance of duties. Although more than one degree may characterize the position being evaluated, consider only contacts that are on a regular, recurring and essential basis.

☐ Limited to immediate group; external contacts are negligible and non-essential. Receive/provide routine information; common courtesy and ordinary tact

☐ Mainly with support, operations, administrative, or professional staff in the same department; external contacts are typically with general public, visitors and/or service representatives. Explain or interpret guidelines or instructions or elicit opinions; moderate tact and cooperation required.

☐ Usually with mid-level management and/or upper-level professionals; external contacts are usually with volunteers, community partners, vendors, government agency representatives. Explain or interpret guidelines or instructions or elicit opinions; moderate tact and cooperation required

☐ Interact with upper-level management and/or elected officials; external contacts are typically mid-level representatives from community, and government agencies, high-level donors, or financial professionals. Provide detailed and somewhat complex/sensitive information; contacts are non-routine and require discretion and thoughtful communication efforts.

☐ Interact with senior management officials/boards or council members; external contacts with prominent representatives, community leaders, and government officials. Solve problems through discussion or persuasion; issues may have substantial impact on the City or may be controversial which requires high level of tact and sensitivity.

PROVIDE 2 EXAMPLES TO SUPPORT THE LEVEL OF PUBLIC CONTACTS INDICATED ABOVE

Example 1:

Example 2:

IX. PHYSICAL REQUIREMENTS AND WORKING CONDITIONS: Check applicable level after considering reasonable accommodations. Check all that apply.

<input type="checkbox"/> Lifting lbs.	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Carrying lbs.	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Bending	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Twisting	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Climbing	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Crawling	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Pushing	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input checked="" type="checkbox"/> Some
<input type="checkbox"/> Kneeling	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Stooping	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Reaching overhead	<input type="checkbox"/> Very frequently	<input checked="" type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Standing % of time	<input type="checkbox"/> Walking % of time	<input type="checkbox"/> Sitting % of time	<input type="checkbox"/> Outside % of time
<input type="checkbox"/> Shift Work:	<input type="checkbox"/> Weekends	<input checked="" type="checkbox"/> Evenings	
<input type="checkbox"/> Travel/Mobility:			
<input type="checkbox"/> Between Buildings	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Across Locations	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
<input type="checkbox"/> Out of Town	<input type="checkbox"/> Very frequently	<input type="checkbox"/> Frequently	<input type="checkbox"/> Some
Humidity:	<input type="checkbox"/> Normal range	<input type="checkbox"/> Humid	<input type="checkbox"/> Dry
Temperature:	<input type="checkbox"/> Normal	<input type="checkbox"/> Extreme cold	<input type="checkbox"/> Extreme heat
Atmosphere:	<input type="checkbox"/> Fumes	<input type="checkbox"/> Gas	<input type="checkbox"/> Odors
Special Hazards:	<input checked="" type="checkbox"/> Chemical <input type="checkbox"/> Electrical <input type="checkbox"/> Mechanical	<input type="checkbox"/> Dust	<input type="checkbox"/> Poor ventilation <input type="checkbox"/> Explosive <input type="checkbox"/> Radiation
<input type="checkbox"/> Other Requirements:	<input type="checkbox"/> Protective clothing	<input type="checkbox"/> Special tools	<input type="checkbox"/> Licensed to drive

X. ORGANIZATIONAL REPORTING: Complete the diagram depicted below by entering appropriate title for each box.

2nd Level Supervisor

Name:

Title:

1st Level Supervisor

Name:

Title:

Comparable Position in Department

This Position

Comparable Position in City

Subordinate Position

Subordinate Position

Additional Comments (if applicable):

City of Stonecrest
Classification and Compensation System

Using The PAQ To Develop Job Descriptions

Each staff member at the City should have a defined set of job responsibilities. The description of job duties, responsibilities, skills, and qualifications is set forth in the job description. Job descriptions are created when 1) a hiring department identifies the need for a new position, 2) when an existing position has experienced a significant change in duties, responsibilities, or other factors that alter the nature of the position.

A [Position Analysis Questionnaire](#) (PAQ) should be completed for all new positions not previously included in the classification system. The purpose of the questionnaire is to obtain an accurate description of a job's responsibilities, requirements, and skills, as they currently exist. It is not the purpose of this questionnaire to evaluate performance or determine an individual's rate of pay.

Once a new position is identified, defined, posted, and filled, it should be reviewed periodically to determine whether it still accurately reflects job responsibilities. There are three reasons for a position review to be completed:

1. ***Newly Created or Restructured Position Opening***

When a new position is created, or an existing one is restructured, a position analysis questionnaire will be completed by the department director. The PAQ will be reviewed by Human Resources and assigned to an appropriate title and pay grade.

2. ***Replacement Positions***

Prior to recruiting for an existing position that has been previously classified, the position will be reviewed with the hiring supervisor to ensure that its pay grade is still appropriate. No changes in pay grades will be made without review of a PAQ.

3. ***Position with Significant Change - Reclassification***

For the purposes of the City's job classification program, a "significant" change means a change that results in at least a twenty percent change in duties. This may occur in a position when:

- a. A major responsibility has been added and is being performed on a regular and continuous basis;
- b. A responsibility performed on a regular and continuous basis has been deleted or decreased;
- c. Areas or functions within a department are being reorganized and cause a change in the responsibilities of a position or positions.

Review of the PAQ may result in one of the following:

- a. No change in position title or pay grade
- b. Change in position title, but no change in pay grade
- c. Change in pay grade, but no change in position title
- d. Change in both position title and pay grade

When significant changes occur in a position, it is the shared responsibility of the supervisor and the staff member to submit a PAQ to Human Resources.

Part III
City of Stonecrest
Regular Comprehensive Classification and Compensation
System

Procedural Guidelines for
Classification Reviews

City of Stonecrest
Classification and Compensation System

Establishing Positions And Salaries

1. The department initiates a [Personnel Requisition Form](#) to fill an existing position or to create a new position. If the Requisition is to advertise an existing position, the [Personnel Requisition Form](#) is sent to the Department Head for review
2. For existing positions, Department Head evaluates the [Personnel Requisition Form](#) to determine if it warrants further consideration. The Requisition includes a justification to create or fill the position, what would be the consequence of not filling or creating the position, any possible funding sources that would support the position. The Department Head forwards the Personnel Requisition Form to the Finance.
3. The Director of Finance will review the proposed funding for the position. Is it being funded by a grant? Are there sufficient budget funds available to afford the recommended salary level? Will there be limits placed on the position in terms of future reviews, the receipt of gift funds, the sun-setting of a program, etc?
4. If the Personnel Requisition is to create a new position, the department will also complete a [Position Analysis Questionnaire](#) and submit both documents to the Director of Human Resources for review.
5. The Director of Human Resources reviews the position requisition for its place in the organization, title, qualifications, and salary. Does the position report to the appropriate position in the organization? Is the title consistent with other titles in the department or division as well as within the City? Are the desired qualifications appropriate to the level of pay and position in the organization? Is the requested salary consistent with relevant external labor markets? Is the salary consistent with internal salaries within the department or division and City as well as with the job family?
6. The Director of Human Resources will review and make a determination of title, qualifications, and salary and a job description. The Director of Human Resources will notify the department director of his analysis of the PAQ.
7. The Director of Human Resources will forward the Personnel Requisition (and PAQ if applicable), along with the recommended salary and budget components, to the City Manager for review.
8. The City Manager will approve or deny the position, and the approval or denial will be relayed to the requestor by the Director of Human Resources.
9. The position will be established by Human Resources Department in the HRIS System with verification to the Finance Department.
10. The Human Resources Department will advertise the position and administer the recruiting process.

City of Stonecrest
Classification and Compensation System

Petition for Classification Review

During the course of the year position responsibilities may change in order to more accurately meet the needs of departments. These changes may be in the form of additional responsibilities added to a particular position, or in some cases, duties may be removed from a position. When the change is deemed to be significant, i.e., amounting to at least a twenty percent change in the use of time or resources, the employee may request that the respective supervisor to petition for a position classification.

The Petition for Classification Review is the first step to seeking a position reclassification. The petition must be completed by the employee seeking reclassification, approved by the immediate supervisor and returned to the Human Resources Department in order to receive the Position Analysis Questionnaire. Together, the Petition for Classification Review and the Position Analysis Questionnaire constitute a complete Petition for Reclassification.

Please answer each question.

Requestor's Name: _____

Position Being Petitioned: _____

Current Grade: _____

Supervisor's Name: _____

I recommend that the Human Resources Department conduct a reclassification review because:

During the past 12 months, the level of complexity of the position has changed in the following manner:

The following significant duties and responsibilities are no longer assigned to the position.

The following significant duties and responsibilities have been added to the position.

Supervisor's Signature

Date

City of Stonecrest
Classification and Compensation System

Desk Audit Report

Employee Name:

Position Title:

Department:

Name of Auditor:

Date of Audit:

Part 1 - Activities Inventory

List Tasks and Duties Performed During Audit:

List Additional Tasks and Duties Assigned But Not Performed During Audit:

City of Stonecrest
Classification And Compensation System

Desk Audit Report
Page -2-

Part 2 - Key Factors

I- Difficulty of Job (List Observations)

A. KSA's Required

B. Specialized Knowledge

C. Complexity

II- Responsibility (Provide Examples)

A. Consequence of Error

B. Decision Making

C. Nature of Instructions

III- Public Contacts (List Observations)

A. Persons Contacted

B. Purpose of Contacts

IV - Physical Demands/ Working Conditions (List Observations)

Part IV
City of Stonecrest
Regular Comprehensive Classification and
Compensation System

Compensation Structure

City of Stonecrest
Classification and Compensation System

Salaries by Grade

Grade	Minimum	Midpoint	Maximum	Midpoint Differential	Range Overlap	Range Spread
C	\$19,823	\$26,430	\$31,716		46%	60%
D	\$23,475	\$31,300	\$37,560	18%	46%	60%
E	\$27,814	\$37,085	\$44,502	18%	46%	60%
F	\$32,957	\$43,943	\$52,732	18%	46%	60%
G	\$39,052	\$52,069	\$62,483	18%	46%	60%
H	\$46,273	\$61,698	\$74,037	18%	46%	60%
I	\$54,830	\$73,107	\$87,728	18%	46%	60%
J	\$64,969	\$86,626	\$103,951	18%	46%	60%
K	\$76,984	\$102,645	\$123,174	18%	46%	60%
L	\$91,219	\$121,626	\$145,951	18%	46%	60%
M	\$108,088	\$144,117	\$172,940	18%	47%	60%
N	\$127,544	\$170,058	\$204,070	18%		60%

City of Stonecrest
Classification and Compensation System

Salary Structure

