

**PERSONNEL
COMMITTEE**

Monday, August 6, 2018

6:30 PM

McFarland Municipal Center
Conference Room A

AGENDA

1. CALL TO ORDER, ROLL CALL.
2. PUBLIC APPEARANCES.
3. APPROVAL OF MINUTES.
 - a. Discussion and action regarding the minutes of the regular meeting held on May 7, 2018.
4. BUSINESS.
 - a. Discussion and possible action to make a recommendation to the Village Board regarding the Communications and Technology Director position including consideration for the following:
 - Position Description
 - Status
 - Classification
 - Permission to fill the Vacancy
 - b. Discussion and action to make a recommendation to the Village Board to make a compensation compression adjustment for the Police Sergeants according to Section 3.05(1)(I)(v)(2) Compensation and Benefits Manual.
5. SCHEDULE NEXT MEETING DATE.
 - a. September 3, 2018 at 6:30 pm (LABOR DAY)
6. ADJOURNMENT.

This meeting notice constitutes an official meeting of the above referenced group and was posted in accordance with all applicable laws related to Open Meetings Law. It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals. For additional information or to request this service, contact the McFarland Municipal Center at (608) 838-3153 or cassandra.suettinger@mcfarland.wi.us.

VILLAGE OF MCFARLAND
PERSONNEL COMMITTEE
MEETING MINUTES

Monday, May 7, 2018 – 6:30 pm

1. CALL TO ORDER, ROLL CALL

Chairperson Czebotar called the regular Personnel Committee meeting to order at 6:30 pm in Conference Room A of the McFarland Municipal Center.

Present: Brad Czebotar, Dan Kolk, Trish Howen, Steven Kilpatrick, Ken Machtan, Stephanie Bloechl-Anderson.

Not Present: Chris Spanos and Peter Moorehouse

Staff Present: Administrator Matt Schuenke, and Clerk/Treasurer Cassandra Suettinger.

2. PUBLIC COMMENTS – None.

3. APPROVAL OF MINUTES

a. Discussion and action regarding the minutes of the regular meeting held March 5, 2018– Minutes were approved by unanimous consent.

4. BUSINESS.

a. Discussion and recommendation on updates to the personnel policy manual regarding the Village harassment policy.

The Committee reviewed the updated policy from the Village Labor Attorney. The committee discussed the updated version did not seem to fit in the Village's personnel policy manual. They agreed the information was thorough and useful; however, felt it was more of a training document rather than a policy.

The Committee directed staff to merge the two documents based on the feedback from the Committee. The Committee directed staff should use the Village's current policy and insert desired changes from the labor attorney's updated policy. Staff will bring the updated policy back to the Committee for review.

b. Discussion and recommendation on changes to the Village compensation and benefits manual regarding administration of compensation plans for non-represented employees.

Village Administrator Schuenke provided an overview of the proposed changes to the Village's merit pay program before the committee for consideration including:

- a. Create new category and definition for “above average” as well as provide more detailed definitions of all four ratings.*
- b. Revise performance appraisal to be more aligned with essential job functions and job responsibilities.*
- c. Create a link from performance appraisal and rating categories.*
- d. Provide Department Heads more discretion in awarding merit to their employees.*
- e. Revise language of the exemplary performance award and possibly re-title.*
- f. Provide more latitude in what type of merit pay awards are given.*
- g. Re-define the timeline and align it with the annual budget process.*
- h. Re-title the cost of living adjustment.*

The Committee provided feedback on each of the proposed changes and directed staff to bring back revisions to the compensation and benefits manual and performance evaluation tool.

5. SET NEXT MEETING DATE

The Personnel Committee set the next meeting date to July 2, 2018.

6. ADJOURNMENT

A motion was made by Kilpatrick, seconded by Kolk, and unanimously carried by the Personnel Committee to adjourn the meeting at 8:17 pm.

Pursuant to law, written notice of this meeting was given to the public and posted on the public bulletin boards in accordance with Open Meetings Law.

Respectfully submitted,

Cassandra Suettinger
Village Clerk/Treasurer



VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Monday, August 6, 2018

SECTION: Business

DEPARTMENT: Communications & Technology

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion and possible action to make a recommendation to the Village Board regarding the Communications and Technology Director position including consideration for the following:

- Position Description
- Status
- Classification
- Permission to fill the Vacancy

PREVIOUS ACTION:

The Communications and Technology Committee met on Tuesday, July 24th to consider all of these actions but for the classification. They recommended approval, unanimously, of three actions to the Personnel Committee for its consideration.

ISSUE SUMMARY:

Enclosed within your packet is a marked up version of the position description for the Communications and Technology Director. As was reported, the current position is part-time and vacated as of April 1st this year. Andrew Day was appointed in an interim role to fill this position through the end of the year while the Village worked on the recruitment. There are three separate items to consider for this position as part of this discussion:

- Position Description - This position description was established in January of 2016 as a means to convert the title from Cable Manager to Comm/Tech Director. Most of the duties were retained as part of the title change which at the time (around 10 years ago) were more cable focused. As the Department has evolved, social media, the website, and our managed IT Contract have increased their role in the Department significantly. The update is meant to be more encompassing of the tasks the position is now encountering as well as where Staff feels attention should be driven towards going forward.
- Status - This has historically been a part-time position at 20 hours a week or 1,040 hours a year. The Comm/Tech Committee has discussed before that the status might need to



change or at least the hours increased to address increase demand for the position. Given what's been discussed and/or desired for the Communications Plan, their recommendation is included within the revision to update the status from part to full-time with funding included as is necessary within the 2019 Budget.

- Classification - When the position title was change it was accepted at that time to keep the classification the same. This classification was based on the cable manager duties and graded out at Level 12. Given the change in duties and status change it was felt that the position should be officially classified. Included within your packet is the blank questionnaire and scoring guide that we will work through as part of the discussion for this item. This paperwork does not need to be completed in advance of the meeting, but please familiarize yourself with the questions and position description so that we can be efficient in answering the questions in the meeting.
- Permission to fill the Vacancy - By policy the Village Board is required to authorize the position to be filled when a vacancy is created. This is typically a rather simple step when the position description, job status, and classification are not being considered for changes. Once the position description, status, and classification are all established, then they can authorize the position to be filled and we can begin the recruitment.

FINANCIAL/BUDGET IMPACT:

The main financial consideration will be around the status change and depending on where the classification falls within the wage grid. Half of the wages for position is funded including retirement and social security costs. Converting the position to full-time will require the second half of the wages to be funded plus the additional benefits of health insurance, retirement, etc. The position is currently at Grade 12 within the grid which has a minimum salary of \$21.66 per hour and \$28.13 per hour. A full time position within the middle of this range including full benefits would cost approximately \$77,500 versus the current budget allocation of \$30,000. This would not effect the 2018 Budget given where we are at in the year, but something to take into consideration for 2019 as part of that process. Also, the entire cost of this position is funded out of Fund 200 which is the Communications and Technology Fund. Other funds could contribute to this cost as a reflection of the work that it does Village wide and not just specific to the Department. All of which could be allocated as part of the 2019 Budget.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Following discussion, the Personnel Committee and Village Staff recommend approval to revise



the job description, change the status, and request permission to fill the vacancy. Additionally, it is recommended that the Committee complete the classification included within your packet as part of its report back to the Village Board.

ATTACHMENTS:

1. 07.24.2018 Communications Technology Director Job Description
2. McFarland Position Analysis Questionnaire
3. McFarland Position Points Assessment
4. McFarland Pointing Sheet
5. McFarland Position Grades Point Ranges
6. 01.01.2018 McFarland Wage Grid

Communications and Technology Director

POSITION DESCRIPTION

Position Title:	Communications and Technology Director	FLSA: Non-exempt
Department:	Communications and Technology	Represented: No
Reports to:	Administrator	Employment Status: <u>Full</u> -Time

POSITION SUMMARY

Distinguishing Characteristics of the Class

This position is responsible for managing the communication and technology needs of the Village including but not limited to the technical & programming operations of McFarland's local PEG channel (WMCF); providing audio-visual & technical support to the village as a whole; consistent management of the Village's website; and enhancing ~~village~~ communication via social media and other forms of electronic communication; and being the main point of contact for the managed information technology provider. The work includes the supervision of several part-time employees or volunteers. Due to the small size of the staff, however, the Communications & Technology Director performs many of the day-to-day tasks required of the position.

Supervision Received

Performs under ~~the general policy direction from the Village Board and the Communications and Technology Committee and administrative direction and supervision of from the~~ Administrator/~~Treasurer~~, subjective to the policy directives from the Village Board and Communications and Technology Committee as may be applicable. Position ~~but~~ exercises considerable independent judgment as a Department Head in determining the overall workload for the Department as resources provide for.~~program and work priorities and the practices of the department.~~

Supervision Exercised

Supervises a part-time Communications Specialist and a part-time Technical Specialist. Also supervises of a small pool of Audio-Visual Technicians who work a variable schedule determined by technical and production requirements for meetings, school activities, and community events.

DESCRIPTION OF WORK

Essential Duties and Responsibilities

Management/Supervision

- Serves as staff support to the Communications and Technology Committee and prepares reports and recommendations as needed.
- Assists in the preparation and administration of the annual operating and capital budget. Monitors revenues and expenditures to assure sound fiscal control and effective and efficient use of budgeted funds, personnel, materials, facilities, and time.

- Trains and supervises the work of paid employees and volunteers in using video, audio, and other technology.
- Documents internal policies, work methods, and procedures for use of in-studio and remote equipment.
- Maintains appropriate records and prepares required reports.
- Purchases, maintains, and replaces technical equipment and supplies.
- Responds to citizen inquiries or complaints relating to technical aspects of C&T Dept. services.
- Represents C&T Dept. on matters requiring inter-departmental or inter-agency coordination.
- Performs other related duties as required.

Cable Channel

- Plans, directs, and exercises general supervision over the technical & programming operations of WMCF.
- Ensures the reliability and technical quality of WMCF's broadcast signal and programming.
- Makes video and audio equipment owned by the WMCF available for use by the community and trains people on the proper use and capabilities of the equipment.
- Determines the schedule & airing of all programs, public service announcements, and updates public information announcements on WMCF.
- Maintains a video library of previous broadcasts and supplies copies of broadcasts to the public library for public use and to various departments as required.
- Coordinates as necessary with Charter Communications regarding cable franchising, engineering, and signal quality matters.
- Provides technical support or audio/video taping services to other Village departments or serve as a technical resource to Village departments on the design, purchasing, installation, maintenance, and operation of audio and video equipment and related cabling. This does not include IT computer support.

General Communications

- Oversees & assists with the promotion of the Village & community via social media, ~~village website, and~~ other forms of electronic communication.

- Manages the development, compiling, and distribution of the Village newsletter.
- Manages the Village website keeping content up to date through the support of Village Departments.

Managed Information Technology

- Oversees & maintains the Village phone system and acts as the primary point of contact with phone service providers.
- Oversees & maintains the Village internet connections and acts as the primary point of contact with internet services providers.
- Assists with the planning, construction, and use of the Village's wired & wireless communication infrastructure.
- Serves as the central point of contact with the Village's Managed IT Provider helping to coordinate and communicate hardware, software, and network issues with Village Departments.
- Works with the Managed IT Provider and Village Departments to develop proactive strategies to meet the hardware, software, and network needs of the Organization.
- Assists with the setup & use of the Emergency Operations Center (EOC).

Equipment Used

Specialized equipment associated with the taping, editing, production, and airing of cable television programming including video cameras, remote cameras, video server, audio mixer, DVD recorder, studio switcher, character generator, and video editing hardware/software. Operates projectors, sound systems, 35 mm and digital cameras, personal computer/printer with a variety of software applications, phone, copier, fax machine, motor vehicle.

Work Environment and Working Conditions

Works in normal office setting with moderate noise levels. Occasionally works in uncontrolled setting in Wisconsin weather conditions when taping in the field. Attendance or taping of evening meetings required. Requires moderate lifting and physical activity at times.

TECHNICAL REQUIREMENTS

Knowledge of

- * Principles and practices of local cable access channel operations.
- * Videography including ~~and~~ the basics of ~~television and~~ video production and operations in a studio setting.

- * The measures and standards by which the efficiency, effectiveness, and quality of PEG channel operations can be evaluated.

~~*—Video editing hardware, software, and techniques.~~

~~*—Television studio operations.~~

~~*—Computers, software, and character/graphics generators and their use in video production.~~

* Basic knowledge of municipal network administration principles and practices.

- * Pertinent laws, regulatory codes, and municipal ordinances.

- * Knowledge of website administration, social media, and other forms of electronic communication.

Skill in

- Skills in developing, recommending, and promoting public information materials in a strategic context in keeping with the Village's missions and goals.
- Skill in producing and promoting public information, education events, accurate news releases, public service announcements, as well as reviewing and editing related work of others.
- Skill at organizing activities, establishing priorities, and meeting deadlines.

Ability to

- † Interpret and implement policy and procedural direction from the Village Board, Communications and Technology Committee, and ~~the~~ Administrator/~~Treasurer~~.
- † Troubleshoot and repair or correct problems with ~~cable~~ hardware, software, and other equipment associated with ~~or~~ technical operations.
- ~~†—Operate audio and video production equipment.~~
- † Use computers in the production of video cable programs.
- † Determine hardware, software, and equipment replacement priorities, and determine capital equipment requirements/specifications.
- † Stay abreast of current technology trends and forecast potential applications of those technology developments to the Organization, ~~local cable station~~.

- † Plan, organize, direct, and evaluate the work of subordinate personnel to accomplish departmental objectives.
- † Forecast ~~the maintenance and capital needs of the department and formulate~~ and administer the departmental budget.
- † Establish standard departmental policies and procedures.
- † Maintain necessary records and prepare required reports.
- † Establish and maintain effective working relationships with the Administrator/~~Treasurer~~ and other staff members, other governmental agencies, and the general public.
- † Work independently with a minimum of supervision.
- † Maintain a valid Wisconsin driver's license.

GENERAL COMPETENCIES

In carrying out the duties of this job, the employee is required to accomplish all of the tasks routinely associated with the performance of office-type functions. The employee must frequently lift and/or move up to 50 pounds and occasionally is required to perform heavy lifting and strenuous physical activity. The fine motor skills necessary to operate cameras and electronic video and audio equipment are required. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

- ◆ ANALYTICAL SKILLS: Identify problems and opportunities; review possible alternative course of action before selecting one; utilize information resources available when making decisions.
- ◆ COMMUNICATION SKILLS: Communicate ideas and information both in written and oral form.
- ◆ PROBLEM SOLVING SKILLS: Develop feasible, realistic solutions to problems, recommend actions designed to prevent problems from occurring.
- ◆ PLANNING AND ORGANIZATIONAL SKILLS: Develop long-range plans to solve complex problems or take advantage of opportunities; establish systematic methods of accomplishing goals.
- ◆ READING ABILITY: Effectively read and understand information contained in memoranda, reports, ordinances, statutes, technical manuals, bulletins.
- ◆ TECHNICAL COMPREHENSION: Ability to learn, adopt, and apply new technology, computer systems and software programs.

- ◆ **ABILITY TO COMPREHEND AND FOLLOW INSTRUCTIONS:** Effectively follow verbal or written instructions from supervisor.
- ◆ **MATHEMATICAL ABILITY:** Calculate basic arithmetic problems (addition, subtraction, multiplication, division) without aid of a calculator.
- ◆ **TIME MANAGEMENT SKILLS:** Set priorities in order to meet assignment deadlines.
- ◆ **PERSONNEL MANAGEMENT SKILLS:** Supervise, direct, train, & evaluate subordinate personnel.

DESIRED QUALIFICATIONS

A high school diploma and a Bachelor degree in a field related to video production, broadcasting of television programming, or communications; a minimum of three (3) years practical experience in the management of a television station or PEG station; or any combination of training and experience which provides the required knowledge, skills, and abilities. Must possess or be able to obtain a valid WI driver's license.

NOTES

1. The job duties listed herein are intended only as illustrations of the types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.
2. The work environment characteristics and physical demands described herein are representative of those that the employee encounters or must meet while performing the essential functions of this job. In compliance with the Americans with Disabilities Act, the Village will provide reasonable accommodations to qualified individuals with disabilities. The Village is an Equal Opportunity Employer.
3. The job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer as the needs of the employer and requirements of the job change. The Village retains and reserves any and all rights to change, modify, amend, add to, or delete from any section of this position description.

I hereby acknowledge that I have received a copy of and do understand the requirements of this position description with the Village of McFarland.

Dated this ____ day of _____, 2018.

Employee Signature

Department Head Signature

Created: January 7, 2016

Amended: July 20, 2018



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MEMORANDUM

TO: Employees of the Village of McFarland, Wisconsin
FROM: Ann Antonsen, Consultant
DATE: July 2014
SUBJECT: **Instructions for Completing Your Position Analysis Questionnaire**

Please read these instructions before completing your Position Analysis Questionnaire (PAQ). This form is used to obtain information about your position. The questionnaire consists of multiple-choice and fill-in-the-blank questions; please be clear, accurate and complete. For multiple-choice questions, please check only the appropriate box on the left-hand side of the document; the right-hand box is for your supervisor or department/division head to complete. **Please complete and return the PAQ to your supervisor within five business days.**

We only need one PAQ per position within your organization, although each person is welcome to fill out a PAQ for their given role. Each PAQ should be saved in Microsoft Word format as follows "Name of position_Name of Staff.doc" and emailed to your supervisor. The Name of Position and Name of Staff should match #1 and #2 of the saved PAQ.

Tips for Completing Your PAQ

- Spell out acronyms – acronyms may be exclusive to your department and mean something else nationally or to another part of the organization
- Minimum Requirements – Answer the questions based on the minimum requirements needed to perform the duties
(you may have 10 years of experience, but would a new hire need that to do the job).

TO: Supervisors and/or Division/Department Heads
SUBJECT: **Instructions for Completing Position Analysis Questionnaire**

After each employee under your day-to-day supervision has completed a PAQ, they should return them to you for your review and verification. You will want to check the boxes on the right-hand side of every page, either agreeing or disagreeing with the boxes the employee has checked on the left-hand side. There is a section where you can comment on the accuracy and completeness of the employee's response. Please note any comments in this section and do not make any changes to employee responses.

Village of McFarland, Wisconsin

Position Analysis Questionnaire

1. Name (Last, First) TBD	2. Current Position Title Communications and Technology Director	3. Current Annual Salary \$52,811
4. Immediate Supervisor's Title Village Administrator	5. Department/Division Communications and Technology	6. Date of Hire with Village TBD
7. How many hours are you scheduled to work in a week? ☐ 35 ☐ 37.5 ☒ 40 ☐ 43 ☐ 56 ☒ Other Possible night meetings <i>Explain shift rotation, stand-by, call back, etc.</i>		8. Date of Hire in Position TBD
9. Is the content listed in the applicable position/class description accurate? ☐ Yes, it is complete and accurate ☐ ☐ No, it is not complete and/or accurate ☐ If no, please use the word version of your position/class description to track/mark/record any changes needed to the content. The remainder of this form must also be filled out.		
10. E Education and Experience - Please indicate the <u>minimum</u> education and <u>minimum</u> experience level needed to complete the normal, day-to-day tasks: <i>Employee (check one)</i> <i>Supervisor (check one)</i> ☐ Less than High School Diploma or GED ☐ ☐ High School Diploma or GED..... ☐ ☐ Associates Degree ☐ ☐ Bachelors Degree..... ☐ ☐ Masters Degree..... ☐ ☐ PhD ☐ ☐ Other ☐ Major/Coursework: _____ Type of Experience _____ Years of Experience ☐ No experience ☐ ☐ Less than one year (minimal)..... ☐ ☐ One to three years (moderate)..... ☐ ☐ Three through five years (considerable)..... ☐ ☐ Six or more years (extensive)..... ☐		
11. Licenses, Certificates and Registrations Please indicate if there are any licenses, certificates and/or registrations required to perform your job (e.g. driver's license) <i>(Supervisor's comments regarding this information may be provided on Page 4 in the Supervisor's Comments section)</i> Wisconsin Drivers License _____ _____ Are these required: ☐ Upon Hire ☐ Within 6 months ☒ Within 1 year ☐ Within 2 years <i>If requirement is specific to the license, certification or registration, please indicate timeframe by each one individually.</i>		
12. Special Training Please indicate if there is any special training required to perform your job. <i>(Supervisor's comments regarding this information may be provided on Page 4 in the Supervisor's Comments section)</i> _____		

Are these required: ☐ Upon Hire ☐ Within 6 months ☒ Within 1 year ☐ Within 2 years

If requirement is specific to the training, please indicate timeframe by each one individually.

13. Work Level

Level of work required to complete your normal, day-to-day duties satisfactorily.

- ☐ Handles every day, reoccurring basic assignments and problems
- ☐ Handles a variety of typical assignments and problems independently
- ☐ Senior or supervisory level; handles all assignments and problems except those requiring policy or procedural change
- ☐ Managerial in nature; directs all assignments and deals with all problems

14. Work Complexity

Complexity and difficulty level associated with the tasks necessary to complete your work. Consider the level of judgment, analytical ability and creativity required and whether there are standards, policies and procedures that guide your actions.

- ☐ Regular and repetitive tasks, processes or operations requiring the selection and execution of actions based on defined procedures
- ☐ Fairly standard procedures and tasks where basic analytical ability is required, such as comparison of numbers and facts to select the correct actions. Detailed guidelines and procedures are generally used to make decisions or determine actions.
- ☐ Requires the application of a variety of procedures, policies and/or precedents and moderate analytic ability in adapting standard methods to fit facts and conditions.
- ☐ Considerable analytical ability is needed to select, evaluate and interpret data from several sources; interpretation of guidelines, policies and procedures is required.
- ☐ Widely varied and involving many complex and significant variables, requiring analytical ability and inductive thinking in adapting policies, procedures and methods to fit unusual and complex situations.

15. Interpersonal Skills and Communication Skills

Skills required during your day-to-day duties:

- ☐ Little or no contact required except with immediate associates and direct supervisor.....
- ☐ Regular contact within the department and periodic contacts with other departments, outside agencies and the general public.
- ☐ Regular contact within the department and other departments, outside agencies and general public (supplying or seeking information) on specialized matters.
- ☐ Outside and inside contacts to carry out organization programs or occasional contacts with officials at higher levels on matters requiring cooperation, explanation and persuasion, or work requiring enforcement of laws, ordinances, policies and procedures.
- ☐ Regular contact with persons of importance and influence involving considerable tact, discretion and persuasion.
- ☐ Continuing contact involving difficult negotiations calling for well-developed sense of timing and strategy; representing department or organization in policy settings

Please list people or groups with whom you must interact and/or communicate in the performance of your job.

(e.g.: citizens, customers, clients, elected officials, supervisors, subordinates, consultants, engineers, etc.)

_____	_____
_____	_____
_____	_____
_____	_____

16. Working Conditions

Conditions you are subjected to during your day-to-day duties:

- ☐ Absence of disagreeable conditions
- ☐ Involves occasional exposure to some disagreeable elements (*dust, heat, fumes, cold, noise, vibration or wetness*) and accidents are improbable other than minor injuries.
- ☐ One or more elements above; involves frequent exposure to hazards where lost-time accidents are definitely possible
- ☐ Several elements above are occasionally present to the extent of being objectionable or regular exposure to work

situations

that could result in incapacitating accidents or, on occasion, loss of life. ☐

- ☐ One or more of the above elements are regularly present and objectionable, or continuing exposure to work situations that could result in incapacitating accidents or periodic exposure to situations involving hazards that could result in total disability, critical illness or loss of life ☐
- ☐ Continuous exposure to work situations involving hazards that could result in total disability, critical illness or loss of life, despite the provision and/or implementation of available safety measures..... ☐

17. Mental Stress and/or Effort

Conditions you are subjected to during your day-to-day duties:

- ☐ Limited mental effort and/or stress.....☐
- ☐ Some mental effort and stress involved resulting in inconvenience and frustration.....☐
- ☐ Considerable mental effort and stress☐
- ☐ Serious mental stress involved that could, over a period of time, result in temporary nervous disorder and severe mental anguish.....☐
- ☐ Severe mental stress involved that could result in permanent nervous disorder/mental instability☐

18. Level of Responsibility

How much freedom or independence is required or allowed in the performance of your normal day-to-day duties:

- ☐ Close supervision, or tasks are so routine and standardized that they do not require supervision.☐
- ☐ Moderate supervision within standard operating procedures; supervisor or senior workers are generally nearby to answer questions, make "judgment calls" and/or prioritize work.....☐
- ☐ Limited supervision with general autonomy in determining how objectives are achieved; supervisors generally set operating benchmarks, goals and objectives☐
- ☐ General direction, based on broad goals and policies☐
- ☐ Involves setting policies and goals for the department or organization operation.....☐

19. Organizational Impact and Consequences

How your day-to-day duties impact the organization and the consequences of those duties:

- ☐ Supportive, informational, recording or other services to assist others in producing correct and effective results; minor consequences☐
- ☐ Assisting and supporting others or individually providing data or facilitating services for use by others; minor to moderate consequences.....☐
- ☐ Daily actions or services affect individual clients/citizens; activity has moderate impact on specific cases in service area.☐
- ☐ Participating with others (within and/or outside of community/agency) in program development, service delivery and supervision of subordinate staff; moderate to serious impact.☐
- ☐ Major individual impact on and accountability for end results affecting organizational unit or total community/agency.☐

20. Financial

Please indicate the dollar amount over which you have accountability, approval and/or authority.

(Supervisor's comments regarding this information may be provided on Page 5 in the Supervisor's Comments section)

- | | | |
|---|--|---|
| ☐ \$0 (N/A) | ☐ \$20,000 - \$49,000 | ☐ \$1,000,000 - \$4,999,999 |
| ☐ \$1 - \$999 | ☐ \$50,000 - \$99,999 | ☐ \$5,000,000 - \$19,999,999 |
| ☐ \$1,000 - \$4,999 | ☐ \$100,000 - \$499,999 | ☐ \$20,000,000 - 49,999,999 |
| ☐ \$5,000 - \$19,999 | ☐ \$500,000 - \$999,999 | ☐ \$50,000,000 + |

21. Supervision and/or Oversight

The scope and type of responsibility that you exercise as a supervisor or lead worker of other employees. (Supervisor's comments regarding this information may be provided on Page 4 in the Supervisor's Comments section)

Do you supervise or have oversight of other positions: ☐ Yes, continue in this box ☐ No, continue to next section

Please check all that apply:

☐ N/A ☐ Work Group/Team ☐ Unit/Section ☐ Department ☐ Division ☐ Organization

List the positions by title, along with number of individuals within the position, that you have responsibility for:

_____	_____
_____	_____
_____	_____
_____	_____

For the positions listed above, do you effectively recommend or take action on the following:

Effectively
Recommen
nd

☐

Take
Action

☐

Hire

☐☐

Assign Work

☐☐

Direct Work

☐☐

Reward

☐☐

Transfer

☐☐

Promote

☐☐

Adjust Grievances

☐☐

Train

☐☐

Inspect Work

Effectively
Recommen
nd

☐

Take
Action

☐

Suspend

☐☐

Terminate

☐☐

Discipline (Oral Reprimand)

☐☐

Discipline (Written
Reprimand)

☐☐

Evaluate Performance

☐☐

Demote

☐☐

Coach and/or Counsel

☐☐

Develop Staff Schedules

☐☐

Other

Supervisor's Comments (To be completed by immediate supervisor of employee)

Are the statements provided by the employee accurate and complete? ☐ Yes ☐ No Please indicate any inaccuracies or incomplete items.

I certify that the answers to the above questions are my own and to the best of my knowledge and belief are correct and complete.

Employee Signature

Date

Supervisor or Dept/Div Head Signature

Date

Americans with Disabilities Act Supplemental Information Form

In order to assist in developing class descriptions which recognize and accommodate the requirements of the Act, each employee is requested to complete the attached ADA supplemental information form. Please check only those physical requirements or activities and sensory requirements that are **absolutely necessary** to perform the essential functions of your job and those environmental conditions which apply.

If options provided are not applicable, please do not check the corresponding box.

The employee should check the appropriate box on the left side of the form. Supervisors should review information provided by the employee and verify the requirements of the position by checking the appropriate box on the right side of the form.

1. The physical requirements of this position.

Does this job require that weight be lifted or force be exerted? If so, how much and how often? Check the appropriate boxes below.

	Employee Amount of Time				Supervisor's Input			
	None	up to 1/3	1/3 to 2/3	2/3 & up	None	up to 1/3	1/3 to 2/3	2/3 & up
Up to 10 pounds of force	☐	☐	☐	☐	☐	☐	☐	☐
Up to 25 pounds of force	☐	☐	☐	☐	☐	☐	☐	☐
Up to 50 pounds of force	☐	☐	☐	☐	☐	☐	☐	☐
Up to 100 pounds of force	☐	☐	☐	☐	☐	☐	☐	☐
In excess of 100 pounds of force	☐	☐	☐	☐	☐	☐	☐	☐

What is being
lifted: _____

2. The physical activity of this position.

How much on-the-job time is spent in the following physical activities? Show the amount of time by checking the appropriate boxes below.

	Employee Amount of Time				Supervisor's Input			
	None	up to 1/3	1/3 to 2/3	2/3 & up	None	up to 1/3	1/3 to 2/3	2/3 & up
Stand	☐	☐	☐	☐	☐	☐	☐	☐
Walk	☐	☐	☐	☐	☐	☐	☐	☐
Sit	☐	☐	☐	☐	☐	☐	☐	☐
Speak or hear	☐	☐	☐	☐	☐	☐	☐	☐
Use hands to finger, handle or feel	☐	☐	☐	☐	☐	☐	☐	☐
Climb or balance	☐	☐	☐	☐	☐	☐	☐	☐
Stoop, kneel, crouch or crawl	☐	☐	☐	☐	☐	☐	☐	☐
Reach with hands and arms	☐	☐	☐	☐	☐	☐	☐	☐
Taste or smell	☐	☐	☐	☐	☐	☐	☐	☐
Push or pull	☐	☐	☐	☐	☐	☐	☐	☐
Lifting	☐	☐	☐	☐	☐	☐	☐	☐
Repetitive Motions	☐	☐	☐	☐	☐	☐	☐	☐

Employee (check all that apply)

Supervisor (verify job requirement)

3. The sensory requirements of the position are:

Visual Acuity

- ☐ Standard vision requirements ☐
- ☐ Close vision ☐

- ☐ Distance vision ☐
- ☐ Ability to adjust focus..... ☐
- ☐ Depth perception ☐
- ☐ Color perception ☐
- ☐ Night vision ☐
- ☐ Peripheral vision ☐

Vocal Communication

- ☐ Expressing or exchanging ideas by means of the spoken word. ☐
- ☐ Detailed or loud talking to convey detailed or important spoken instructions to others accurately, loudly or quickly..... ☐

Hearing Perception

- ☐ Ability to recognize information at normal spoken word levels. ☐
- ☐ Ability to receive detailed information through oral communications and/or to make fine distinctions in sound. ☐

Sensory Utilization

- ☐ Preparing and analyzing written or computer data ☐
- ☐ Visual inspection involving small defects and/or small parts ☐
- ☐ Use of measuring devices ☐
- ☐ Assembly or fabrication of parts within arms length ☐
- ☐ Operating machines, including office equipment..... ☐
- ☐ Operating motor vehicles or equipment ☐
- ☐ Observing general surroundings and activities ☐

4. The environmental conditions the worker will be subject to in this position.

How much exposure to the following environmental conditions does this job require? Show the amount of time by checking the appropriate boxes below.

	Employee Amount of Time				Supervisor's Input			
	None	up to 1/3	1/3 to 2/3	2/3 & up	None	up to 1/3	1/3 to 2/3	2/3 & up
Wet, humid conditions (non-weather)	☐	☐	☐	☐	☐	☐	☐	☐
Work near moving mechanical parts	☐	☐	☐	☐	☐	☐	☐	☐
Work in high, precarious places	☐	☐	☐	☐	☐	☐	☐	☐
Fumes or airborne particles	☐	☐	☐	☐	☐	☐	☐	☐
Toxic or caustic chemicals	☐	☐	☐	☐	☐	☐	☐	☐
Outdoor weather conditions	☐	☐	☐	☐	☐	☐	☐	☐
Extreme cold (non-weather)	☐	☐	☐	☐	☐	☐	☐	☐
Extreme heat (non-weather)	☐	☐	☐	☐	☐	☐	☐	☐
Risk of electrical shock	☐	☐	☐	☐	☐	☐	☐	☐
Work with explosives	☐	☐	☐	☐	☐	☐	☐	☐
Vibration	☐	☐	☐	☐	☐	☐	☐	☐
Breathing apparatus	☐	☐	☐	☐	☐	☐	☐	☐
Exposure to blood borne pathogens	☐	☐	☐	☐	☐	☐	☐	☐
Other:	☐	☐	☐	☐	☐	☐	☐	☐
Other:	☐	☐	☐	☐	☐	☐	☐	☐
Other:	☐	☐	☐	☐	☐	☐	☐	☐

5. Typical Noise Level

Employee *(check only one)*

Supervisor *(verify job requirement)*

- | | |
|---|--------------------------|
| ☐ Very Quiet (e.g. park trail, storage or file room) | ☐ |
| ☐ Quiet (e.g. library, private offices) | ☐ |
| ☐ Moderate Noise (e.g. business office with typewriters and/or computer printers, light traffic) | ☐ |
| ☐ Loud Noise (e.g. heavy traffic, large earth-moving equipment) | ☐ |
| ☐ Very Loud Noise (e.g. jack hammer work, garbage recycle plant) | ☐ |

5. Characteristics of Work by Skill Level

Characteristics of work can be defined as that general of the scope of the work performed by a position or class of positions that serves to distinguish it from other positions and serves to designate the position in an organizations classification system.

Listed and defined below are sixteen (16) work characteristics grouped by skill level that, when used in conjunction with the nine (9) job factors, determines the value of the position or class of positions as it relates to all other positions within the organization. As the first step of job evaluation the work characteristic and skill level for the position must be determined.

Skill Level I

Manual – work requiring the use of basic physical skills in performing uncomplicated tasks.

Skill Level II

Administrative Support – work requiring the use of basic language, mathematical and social skills in the orderly reproduction, processing, recording and maintenance of informational and financial documents requiring word-processing, data entry and/or typing skills.

Human Support – work requiring the use of basic social and physical skills in aiding in the care, comfort, and well-being of human beings.

Semiskilled – work requiring the use of specialized physical skills in performing routine to complicated tasks.

Skill Level III

Skilled Administrative Support – work requiring the use of highly developed language, mathematical, social and specialized skills in the orderly production, processing, recording and maintenance of informational and financial documents and requiring word-processing, data entry and/or spreadsheet skills.

Skilled Human Support – work requiring the use of specialized social and physical skills in aiding in the care, comfort, and well being of human beings.

Skilled Trades – work requiring the use of specialized physical skills and heavy and specialized equipment in performing complicated tasks.

Technical – work requiring the use and application of basic technical procedures and techniques in performing and responding to routine tasks, situations or problems. Work may also require specialized physical skills.

Skill Level IV

Administrative – work requiring the application of specialized procedural knowledge and communication skills in the planning, organizing, coordinating, supervising, managing, and or directing programs, department or division activities, procedures and practices.

Advanced Human Support – work requiring the use of highly developed and specialized social and physical skills in aiding in the care, comfort and well-being of human beings.

Protective Services – work requiring the use of basic and specialized social and physical skills and the application of specialized knowledge in the protection of life and property from criminal, negligent or natural acts in accordance with federal, state and local laws, regulations and procedures.

Skilled Technical – work requiring the use and skilled application of detailed technical procedures and techniques to recurring situations or problems. Work may also require specialized physical skills.

Skill Level V

Advanced Protective Services – work requiring the use of highly developed and specialized social and physical skills and the application of specialized knowledge in the protection of life and property from criminal, negligent or natural acts in accordance with federal, state and local laws, regulations and procedures.

Advanced Technical – work requiring the use and application of highly developed and detailed technical procedures and techniques to a variety of situations or problems. Work may also require specialized physical skills.

Professional – work in providing highly developed planning or implementation of professional activities requiring the application of advanced knowledge and communication skills, research, data the analysis, client assistance and/or other activities.

Skill Level VI

Executive – work requiring the application of advanced knowledge, communication skills, personal integrity, creativity, judgment, evaluation or related input to the solution of complex problems or situations.

6. Job Factors

Listed and defined below are the nine (9) job factors that, when used in conjunction with the skill level of the work characteristic, determine the value of the position as it relates to all of the positions in the organization. The sum of the numerical values for each factor determines the total point value for each position.

Factors	Point Brackets
I. Training and Ability	10 - 160
II. Experience	0 - 125
III. Level of Work	10 - 140
IV. Human Relations Skills	0 - 80
V. Physical Demands	0 - 50
VI. Working conditions and Hazards	0 - 70
VII. Independence of Action	0 - 120
VIII. Impact on End Results	0 - 140
IX. Supervision Exercised	0 - 140

It should be noted that some factors have degrees at “0” point value, indicating that the factor may not be present at all in some positions. Other factors are presumed to be present at least to some extent, in all positions.

Training and Ability This factor evaluates the job requirements in terms of training and ability which an employee must have acquired to satisfactorily perform the essential functions of the position, whether acquired in school or by independent study.

Point Value

10	Less than High School Diploma/GED Can read sentences with common vocabulary; can copy information from one record to another accurately; can add, subtract, multiply and divide whole numbers. (Equivalent - less than high school graduation.)
20	High School/GED Can read and prepare a variety of written or non-technical reports; communicates effectively with others; can make a variety of mathematical calculations, such as fractions, decimals and percentages, or can operate machines, tools or equipment requiring extended instruction and some formal on-the-job training; comprehends moderately complex technical instructions and graphic material. (Equivalent to high school/vocational school graduation.)
40	Associates/Technical Fundamental study of a specialized field such as sociology, accounting, sub-professional engineering, recreation, business studies; or high school diploma or GED and completion of specialized training, and/or attainment of required licenses and certifications; able to research and compose related original material; able to apply basic theoretical principles in the solution of practical problems; or the knowledge and ability to operate highly specialized machinery, tools or equipment requiring extended theoretical study and training. (Equivalent to completion of technical school/junior college graduate.)
80	Bachelor's Thorough study of a social, technical or artistic field of study (i.e., business, social work, art, engineering, nursing, journalism, accounting, etc.); or Vocational/Associates Degree, and completion of specialized training, and/or attainment of required licenses and certifications; must be able to define problems, collect data, establish and interpret facts and draw valid conclusions; manipulates data with complex mathematical or other systems related to the field of work. (Equivalent - Bachelor's degree.)
1.5 times Bachelor's	Master's Advanced study of the principles, philosophies, methods, procedures, management and administration of a complex field of study. Able to develop theories and approaches to solve highly complex or technical problems. (Equivalent - graduate degree.)
2.0 times Bachelor's	PhD Comprehensive study of a specialized and complex field of study requiring extensive independent research and creative work; ability to write and edit complex theoretical and informational material; ability to define and resolve complex and intricate problems and to develop corresponding theory. (Equivalent - postgraduate degree.)

Experience

This factor evaluates the time usually required for a person with the requisite educational background to develop the necessary skills and abilities to do a specific job under normal supervision. Only that experience acquired through related work qualifies for consideration.

Minimal Experience

Experience sufficient to enable an employee to acquire some familiarity with the methods and procedures found in common work situations of the occupational field. Usually less than one year of related experience.

Moderate Experience

Experience sufficient to enable an employee to acquire moderate familiarity with the methods and procedures found in common work situations of the occupational field. Usually one to three years of related experience.

Considerable Experience

Experience sufficient in an occupational field to enable an employee to perform work as assigned with little direct supervision; work calls for a journeyman comprehension of standard work situations. Usually three to five years related experience.

Extensive Experience

Broad experience in both commonplace and unusual work situations and problems of the occupational field; sufficient to enable an employee to plan and administer major work programs. Usually six years or more related experience.

Experience Level	Skill Level					
	I	II	III	IV	V	VI
None	0	0	0	0	0	0
Minimal	5	10	15	20	30	40
Moderate	10	20	30	40	50	60
Considerable	15	25	35	50	65	85
Extensive		35	45	65	95	125

Level of Work

This factor, when applied to the characteristic of work/skill level, determines a uniform foundation upon which the balance of the factor evaluation process builds. It also serves to refine and evaluate the position or rank of the specific position to all positions in the organization.

Basic

Typically entry level of the type of work performed requiring the incumbent to handle a restricted scope of fundamental assignments or problems.

Intermediate

Intermediate level of the type of work performed requiring the incumbent to handle a variety of assignments or problems independently.

Difficult

Advanced and often supervisory level of this type of work requiring the incumbent to handle all assignments or problems except those requiring unit or departmental policy or procedural change.

Complex

Highest level of mastery of this type of work and is an expert and often a managerial position. It requires the incumbent to handle or direct the handling of all assignments or problems including the establishment of policy and procedures, in the field of work.

Experience Level	Skill Level					
	I	II	III	IV	V	VI
Basic	10	15	20	35	45	60
Intermediate	15	20	30	45	60	80
Difficult	0	30	40	60	80	100
Complex	0	40	55	80	110	140

Human Relations Skills

This factor evaluates the responsibility for working with or through other people to achieve the desired results. The rating should be based on the extent, frequency and purpose of the contacts and the importance of the resulting actions.,

Point Value

- 0 **Limited**
Little or no contact required except with immediate associates and direct supervisor.
- 10 **General**
Requires regular contact within the department and periodic contacts with other departments, outside agencies and the general public, supplying or seeking information on non-specialized matters.
- 15 **Reactive**
Requires regular contact within the department and periodic contacts with other departments, outside agencies and the general public, supplying or seeking information on specialized matters.
- 30 **Proactive**
Requires outside and inside contacts to carry out organization programs and to explain specialized matters or occasional contacts with officials at higher levels on matters requiring cooperation, explanation and persuasion or work requiring continuing personal contact with the public involving the enforcement of laws, ordinances, policies and procedures.
- 50 **Influential**
Requires regular contacts with persons of importance and influence involving considerable tact, discretion and persuasion in obtaining desired actions and/or the handling of difficult interpersonal relationships.
- 80 **Managerial**
Requires continuing contacts involving difficult negotiations calling for well-developed sense of timing and strategy and detailed explanation and interpretation of policies, rules and regulations and/or the handling of very difficult interpersonal relationships.

Physical Demands

This factor measures the job requirements which induce physical fatigue through exertion and strain.

**Point
Value**

- | | |
|----|---|
| 0 | Sedentary
Requires little or no physical effort or exertion. |
| 10 | Light
Requires light physical effort working almost exclusively with light weight materials (up to 25 pounds) or short periods in difficult work positions. |
| 20 | Medium
Requires moderate physical effort working regularly with light weight materials and occasionally with heavy weight materials (over 60 pounds) or occasional requirements for continuing periods in difficult work positions. |
| 40 | Heavy
Requires considerable physical effort working continuously with average and frequently with heavy weight or frequent requirements for long periods in difficult work positions. |
| 50 | Substantial
Requires heavy physical effort continually working with heavy weight materials for the entire work period. |

Working Conditions and Hazards

This factor measures the surroundings and environmental or physical conditions under which the job must be done and/or the hazards present on the job, even though all reasonable safety precautions have been taken, the frequency and duration of undesirable conditions or hazards encountered are also taken into consideration. The mental effort and/or stress of the position is included under this factor.

Point Value

- 0 **Excellent**
Working conditions with absence of disagreeable conditions and little or no accident or health hazards (or) limited mental effort and/or stress.
- 5 **Good**
Working conditions, may be slightly dirty or involve occasional exposure to some disagreeable elements (dust, heat, fumes, cold, noise, vibration or wetness) and accidents are improbable other than minor injuries such as abrasions, cuts or bruises; health hazards negligible (or) some mental effort and stress involved resulting in inconvenience and frustration.
- 15 **Somewhat Disagreeable**
Working conditions due to exposure to one or more of the elements listed above; may be exposed to one element regularly or several elements occasionally, but usually not at the same time; work involves frequent exposure to hazards where lost-time accidents are definitely possible, such as injuries to a hand or foot, etc.; some exposure to health hazards, although not incapacitating (or) considerable mental effort and stress involved which could result in tension or anxiety.
- 25 **Disagreeable**
Working conditions where several of the above elements are occasionally present to the extent of being objectionable or regular exposure to work situations which could result in incapacitating accidents or health hazards that could result in serious injury or, on occasion, loss of life (or) serious mental stress involved which could, over a period of time, result in a temporary mental disorder and/or physical illness.
- 45 **Hazardous**
Working conditions where one or more of the above elements are regularly present and objectionable, or continuing exposure to work situations which could result in incapacitating accidents or periodic exposure of work situations involving hazards that could result in total disability, critical illness or loss of life, despite the provision and/or implementation of available safety measures (or) severe mental stress involved that could result in a serious mental disorder and/or impair physical health.
- 70 **Very Hazardous**
Constant exposure to work situations involving hazards which could result in total disability, critical illness or loss of life despite the provision and/or implementation of available safety measures.

Independence of Actions

This factor evaluates the extent to which the job requires or allows the employee to work independently.

Prescribed

Work subject to direct and detailed instruction with close supervision.

Standardized

Work subject to general instructions, established routines and/or standardized practices and procedures with supervision of progress and results.

Directed

Work subject to general policy direction, practices and procedures covered by precedents and general supervisory review.

Broad

Work, by nature and scope, is subject to functional policies and goals under general managerial direction.

Strategic

Work, by reason and scope, complexity and effect on overall organizational results, is subject only to broad policy and general management guidance.

Experience Level	Skill Level					
	I	II	III	IV	V	VI
Prescribed	0	0	10	20	30	40
Standardized	5	10	20	30	40	50
Directed	15	20	30	40	60	80
Broad	-	-	40	60	80	100
Strategic	-	-	-	80	100	120

Impact of End Results

This factor evaluates the extent to which the job directly influences and affects actions impacting the end results.

Incidental

Supportive, informational, recording or other service to assist others to meaningful and correct end results. (Minor consequences).

Advisory

Work efforts and actions assisting and supporting others or individually providing data or facilitating services for use by others. (Moderate consequences).

Operational

Daily actions or services affect individual clients/citizens, activity has meaningful impact on specific cases within service area. (Moderate consequences).

Contributory

Participating with others (within and/or outside organizational unit) in program development, service delivery and supervision of subordinate staff. (Serious consequences).

Primary

Major individual impact on and accountability for end results affecting organizational unit or total organization. (Serious consequences).

Experience Level	Skill Level					
	I	II	III	IV	V	VI
Incidental	0	5	15	20	30	40
Advisory	0	15	20	30	40	50
Operational	5	20	30	40	60	80
Contributory	-	-	40	60	80	100
Primary	-	-	-	80	120	140

Supervision Exercised This factor evaluates the employee's responsibility for exercising supervision over other employees. The determination of the point rating for supervisory responsibility is based on the organizational level, the size and the work characteristics of the group over which the supervision is exercised and the level of supervisory responsibility of the position.

Number of Staff	Point Value
0	0
1-5	5
6-10	15
11 - 19	30
20 - 49	40
50 - 99	50
100 - 199	60
200 - or more	70

Occasional or Limited Supervision

Above value x 0.5

Continuous and/or Full Supervision

Above value

Division Head or Assistant Department Head

Above value x 1.5

Department Head

Above value x 2.0

Supervision of Volunteers

Utilize occasional or limited supervision value multiplied by percentage of time involved in supervision of volunteers.

Position or Class Title: _____

Skill Level: _____

Factor	Value
I. Training and Ability	
II. Experience	
III. Level of Work	
IV. Human Relations Skills	
V. Physical Demands	
VI. Working Conditions and Hazards	
VII. Independence of Action	
VIII. Impact on End Results	
IX. Supervision Exercised	
Point Total	

			% Between Grades:	6%	
			Range:	30.0%	
			Starting midpoint:	25,958.63	
			Salary Range		
Pts		Grade	Min	Mid	Max
0 - 55		1	22,572.72	25,958.63	29,344.54
56 - 68		2	23,927.09	27,516.15	31,105.21
69 - 83		3	25,362.71	29,167.12	32,971.52
84 - 103		4	26,884.47	30,917.14	34,949.81
104 - 124		5	28,497.54	32,772.17	37,046.80
125 - 145		6	30,207.39	34,738.50	39,269.61
146 - 167		7	32,019.84	36,822.81	41,625.79
168 - 189		8	33,941.03	39,032.18	44,123.34
190 - 211		9	35,977.49	41,374.11	46,770.74
212 - 235		10	38,136.14	43,856.56	49,576.98
236 - 262		11	40,424.31	46,487.95	52,551.60
263 - 292		12	42,849.77	49,277.23	55,704.69
293 - 325		13	45,420.75	52,233.86	59,046.98
326 - 361		14	48,146.00	55,367.90	62,589.79
362 - 400		15	51,034.76	58,689.97	66,345.18
401 - 442		16	54,096.84	62,211.37	70,325.89
443 - 487		17	57,342.65	65,944.05	74,545.45
488 - 532		18	60,783.21	69,900.69	79,018.17
533 - 577		19	64,430.20	74,094.73	83,759.26
578 - 622		20	68,296.02	78,540.42	88,784.82
623 - 667		21	72,393.78	83,252.84	94,111.91
668 - 712		22	76,737.40	88,248.01	99,758.62
713 - 757		23	81,341.65	93,542.89	105,744.14
758 - 802		24	86,222.15	99,155.47	112,088.79
803 - 847		25	91,395.47	105,104.80	118,814.12

Village of McFarland Wage Grid Effective 1/1/2018

Grade	Job Title	Department	87%	90.0%	92.5%	95.0%	97.5%	Market Rate 100%	Discretionary Performance Pay	Maximum 113%
0.5	Shelver	Library	\$7.62	\$7.89	\$8.11	\$8.33	\$8.54	\$8.76		\$9.90
1	Nutrition Site Coordinator <i>Shelver II</i>	Senior Outreach <i>Library</i>	\$11.41	\$11.80	\$12.13	\$12.46	\$12.79	\$13.11		\$14.82
2	Nutrition Site Manager <i>Youth Services Assistant</i>	Senior Outreach <i>Library</i>	\$12.09	\$12.51	\$12.86	\$13.21	\$13.55	\$13.90		\$15.71
3			\$12.82	\$13.26	\$13.63	\$14.00	\$14.37	\$14.74		\$16.65
4	<i>Code Inspector</i> <i>Crossing Guard</i> <i>Parks Crewperson (Seasonal)</i>	<i>Community Development</i> <i>Police</i> <i>Public Works/Utilities</i>	\$13.59	\$14.06	\$14.45	\$14.84	\$15.23	\$15.62		\$17.65
5	Police Clerk I (FT & PT) Utility Clerk I Clerk I AV Technician Library Assistant I	Police Public Works/Utilities Administration Comm & Tech Library	\$14.40	\$14.90	\$15.31	\$15.73	\$16.14	\$16.56		\$18.71
6	Production Assistant Technology Services Assistant Community Development Clerk II	Comm & Tech Comm & Tech Community Development	\$15.27	\$15.79	\$16.23	\$16.67	\$17.11	\$17.55		\$19.83
7	Clerk II Library Assistant II	Administration Library	\$16.18	\$16.74	\$17.21	\$17.67	\$18.14	\$18.60		\$21.02
8	Communications Specialist Technology Specialist Parks/Public Works Maintenance Worker Tech Services Assistant	Comm & Tech Comm & Tech Public Works/Utilities Library	\$17.16	\$17.75	\$18.24	\$18.73	\$19.23	\$19.72		\$22.28
9	Judicial Assistant/Court Clerk III Clerk III Administration Clerk III Community Development Clerk III Case Manager	Municipal Court Public Works/Utilities Administration Community Development Senior Outreach	\$18.18	\$18.81	\$19.33	\$19.86	\$20.38	\$20.90		\$23.62
10	Public Works Maintenance Worker Confidential Administrative Assistant Deputy Clerk Parks Crewperson	Public Works/Utilities Police Administration	\$19.28	\$19.94	\$20.49	\$21.05	\$21.60	\$22.16		\$25.04
11	Mechanic Adult Services Librarian Youth Services Librarian <i>Police Officer (P/T)</i>	Public Works/Utilities Library Library <i>Police</i>	\$20.43	\$21.14	\$21.72	\$22.31	\$22.90	\$23.49		\$26.54
12	Public Works Lead Maintenance Worker Comm & Tech Manager	Public Works/Utilities Comm & Tech	\$21.66	\$22.41	\$23.03	\$23.65	\$24.27	\$24.89		\$28.13 \$0.00
13			\$22.96	\$23.75	\$24.41	\$25.07	\$25.73	\$26.39		\$29.82
14	Fire Inspector/Public Education Specialist Assistant Director	Fire & Rescue Library	\$24.33	\$25.17	\$25.87	\$26.57	\$27.27	\$27.97		\$31.61
15	Building Inspector Senior Outreach Director	Community Development Senior Outreach	\$25.80	\$26.68	\$27.43	\$28.17	\$28.91	\$29.65		\$33.50
16	Deputy Treasurer/Accountant Sergeant Administrative Captain	Administration Police Fire & Rescue	\$27.34	\$28.29	\$29.07	\$29.86	\$30.64	\$31.43		\$35.51
17			\$28.98	\$29.98	\$30.82	\$31.65	\$32.48	\$33.31		\$37.65
18	Budget Manager/Accountant	Administration	\$30.72	\$31.78	\$32.66	\$33.55	\$34.43	\$35.31		\$39.90
19	Lieutenant Assistant Director of Public Works/Utilities Library Director Clerk/Treasurer	Police Public Works/Utilities Library Administration	\$32.57	\$33.69	\$34.62	\$35.56	\$36.50	\$37.43		\$42.30
20	Community Development Director	Community Development	\$34.52	\$35.71	\$36.70	\$37.69	\$38.69	\$39.68		\$44.84
21	Finance Director	Administration	\$36.59	\$37.85	\$38.90	\$39.96	\$41.01	\$42.06		\$47.53
22	Fire/EMS Chief Police Chief Director of Public Works/Utilities	Fire & Rescue Police Public Works/Utilities	\$38.79	\$40.12	\$41.24	\$42.35	\$43.47	\$44.58		\$50.38
23	Village Administrator	Administration	\$41.11	\$42.53	\$43.71	\$44.89	\$46.08	\$47.26		\$53.40
24			\$43.58	\$45.08	\$46.34	\$47.59	\$48.84	\$50.09		\$56.60
25			\$46.20	\$47.79	\$49.12	\$50.44	\$51.77	\$53.10		\$60.00



VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Monday, August 6, 2018

SECTION: Business

DEPARTMENT: Administration

CONTACT: Craig Sherven, Chief, Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion and action to make a recommendation to the Village Board to make a compensation compression adjustment for the Police Sergeants according to Section 3.05(1)(I)(v)(2) Compensation and Benefits Manual.

PREVIOUS ACTION:

None.

ISSUE SUMMARY:

There are presently 3 Sergeant positions within the Police Department that serve in a supervisory role as part of the Command Staff. The hierarchy flows from the Chief to the Lieutenant to the Sergeants to the Detectives and finally to the Patrol Officers. The Detectives and Patrol Officers are represented employees in which they received a new three year contract effective as of January 1, 2018. The results of the new contract are such that over time the highest paid union members will exceed the salaries of their supervisors who exist in a non-union setting. This is what's referred to as Salary Compression which exists when there is an unacceptable difference in overall compensation between a supervisor and a direct subordinate. This is depicted within the packet via a spreadsheet showing the negative growth between the position without a compression adjustment.

The Village Board included some funds in the 2018 Budget to address this based on the findings of the effect of the new contract. In preparing the 2019 Budget, the subordinate salaries will exceed that of the supervisors with the variance expected to grow (see spreadsheet attached). Included in your packet is Section 3.05(1)(I) which provides for the policy on making compression adjustments and specifically subsection (v) provides two options to consider:

1. Adjust the employee's pay upward in the range - This would not prove effective. All three Sergeants are at or exceed the maximum pay threshold for this position grade, and the compression remains. This is probably the simpler of the solutions but is not available because there is no where for them to move upward to within their grade.
2. Adjust the position up one pay grade temporarily and only while compression conditions are still causing the problem - This would help but would need to move up two grades to accommodate the flexibility necessary to place them in the appropriate spot in their



range with respect to some separation from the represented employees. The full wage grid is included within your packet to show this movement.

The Village Board has to approve all compression adjustments upon recommendation from the Village Administrator. It is recommended that the second option be selected in order to temporarily adjust the Police Sergeants to two grades higher than their current position with the final wage rate within the range to be determined by the Administrator and Police Chief. This is only a temporary solution and will be effective until such time that the Village completes an update to its Classification and Compensation Study. The last one was completed on January 5, 2015 and by policy it is to be updated every 3 to 4 years. Funds are to be included with the 2019 Budget to complete the update next year at which time a more permanent solution can be prepared following the appropriate level of study.

FINANCIAL/BUDGET IMPACT:

Obviously a wage increase has a financial impact, and in doing so this was anticipated in the 2018 Budget by setting aside \$6,500 for this purpose. It is recommended that the adjustment be made retroactive to July 1st and is estimated to cost approximately \$5,757.51, which is within the budgetary allocation. Going forward the new wage rate will be built into the 2019 Budget as is authorized similar to all other employees.

VILLAGE PLAN REFERENCE:

Compensation and Benefits Manual - December 11, 2017.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Village Staff recommends the Police Sergeants be temporarily elevated two position grades within the wage grid until such time that a new Classification and Compensation Study is complete. Further, the Village Administrator and Police Chief will be directed to set the wage rate for the Police Sergeants within their new range.

ATTACHMENTS:

1. Sergeant Compression Analysis
2. Section 3.05(1) - Positions Requiring a Compression Adjustment
3. McFarland Wage Grid 01012018

Compression Adjustment - Sergeants

Without Adjustment

	<u>2018</u>	<u>2019</u>	<u>2020</u>
Sergeants	213,801	218,077	222,439
Represented	212,908	219,295	226,499
Variance	893	(1,218)	(4,061)
% Variance	0.42%	-0.56%	-1.79%

Total base annual wages are shown for both the Sergeants grouping and the three highest paid Represented employees within the Union. The current wages for the Sergeants are shown for 2018 assuming no further adjustments this year followed by a 2% COLA applied in 2019 and 2020 to estimate their base wage growth during the life of the current Union contract. The Sergeants' pay rate is maxed out within their pay range and we would not be able to apply further base building to further project their base wage. Without intervention as the policy allows for, the gap between the positions will continue to grow in the opposite direction perpetuating the compression for the duration of the contract.

With Adjustment

	<u>2018</u>	<u>2019</u>	<u>2020</u>
Sergeants	219,559	232,239	239,869
Officers/Det *	212,908	219,295	226,499
Variance	6,651	12,944	13,369
% Variance	3.12%	5.90%	5.90%

Total base annual wages are shown for both the Sergeants grouping and the three highest paid Represented employees within the Union. The wages for the Sergeants were adjusted within the proposed pay grade change and then projected each of the next two years to keep pace with their Union counterparts. By elevating them to the grade that is suggested, they would not be maxed out and would instead have room for growth within their pay range helping the Village to address the compression until such time a new study can be completed. Intervention through the compression adjustment helps to eliminate it and provide for better separation over the life of the contract as is intended through the wage grid.

I.***Positions Requiring a 'Compression Adjustment'***

- i. Salary compression exists when there is an unacceptable difference in overall compensation between a supervisor and a direct subordinate. Compression could exist under a base salary comparison, under a total gross earnings comparison, or both. In determining whether compression is an issue that should be resolved through a pay increase, the Village will also look at the differences in total compensation (i.e., direct pay and benefits) between the supervisor and subordinate positions.
- ii. Unless the benefit package of the supervisor is determined to compensate for the wage compression, the Village will provide an acceptable base pay differential between an exempt supervisory position and the average gross earnings of the top paid position directly supervised. This differential would generally be a minimum of 7.5% when the supervisor has been in their position for at least one year.
- iii. In determining the average gross earnings of the top paid position directly supervised, the Village recognizes that overtime earnings often fluctuate and can skew an accurate comparison. It may be appropriate, therefore, to factor overtime earnings over a multi-year period or to compensate the supervisor for that overtime earnings component of their subordinate on a periodic lump sum basis rather than through a base compensation adjustment.
- iv. In the event a more highly compensated professional or technical position simply reports to a supervisor for administrative reasons, a compression adjustment may not be warranted.
- v. The compression adjustment should not, in most cases require a pay grade change in order to use a salary within the assigned grade that provides the recommended differential. In situations where the compression analysis requires a higher base salary than would normally be utilized under the compensation plan, at the Village's discretion, one of two actions will be available:
 - 1. Adjust the employee's pay upward in the range, or
 - 2. Adjust the position up one pay grade temporarily and only while compression conditions are still causing the problem.

- vi. The Village will utilize the first option whenever possible, as long as the current pay grade range allows for sufficient earnings growth consistent with the intent and spirit of the compensation plan. However, when the Village utilizes the second option, all documents and communications are retained to reflect the temporary assignment of the position. The earnings differential situation should be analyzed every year, and if conditions change such that the actual pay grade provides an adequate differential and opportunity for sufficient earnings growth, these positions will move back to their correct grade.
- vii. The Village recognizes that the allowance of compression adjustments does disrupt some of the internal equity in the compensation plan. This is why the Village intends to use compression adjustments sparingly.
- viii. All compression adjustments must be recommended by the Village Administrator and receive approval by the Village Board. In the event that a position under a market adjustment is reclassified to the correct pay range established through job evaluation, the policy for Salary Upon Involuntary Demotion would apply to the affected employee.

J. *Determining Pay for New Hires*

Unless unusual conditions exist, employees should normally be hired between the minimum and midpoint of the pay range for the position with actual wage placement to be based on individual qualifications.

(2) Maintenance of Pay Plan Integrity Over Time

- A. Maintaining the validity and integrity of the pay plan over time is of critical importance. Although it is anticipated that the pay plan will require periodic updating by thorough and systematic reevaluation, the validity of the plan and its usefulness can be extended by

-) Maintaining internal equity; and
-) Maintaining market competitiveness

B. *Maintaining Market Competitiveness*

In order to maintain the Village's desired pay philosophy of paying at a level competitive with its chosen market, the Village should complete a comprehensive update of its market analysis every three to four years, and more often with market sensitive positions.

- i. The Village Administrator, or his/her designee, under the direction of the Village Board, should complete the market analysis.

Village of McFarland Wage Grid Effective 1/1/2018

Grade	Job Title	Department	87%	90.0%	92.5%	95.0%	97.5%	Market Rate 100%	Discretionary Performance Pay	Maximum 113%
0.5	Shelver	Library	\$7.62	\$7.89	\$8.11	\$8.33	\$8.54	\$8.76		\$9.90
1	Nutrition Site Coordinator <i>Shelver II</i>	Senior Outreach <i>Library</i>	\$11.41	\$11.80	\$12.13	\$12.46	\$12.79	\$13.11		\$14.82
2	Nutrition Site Manager <i>Youth Services Assistant</i>	Senior Outreach <i>Library</i>	\$12.09	\$12.51	\$12.86	\$13.21	\$13.55	\$13.90		\$15.71
3			\$12.82	\$13.26	\$13.63	\$14.00	\$14.37	\$14.74		\$16.65
4	<i>Code Inspector</i> <i>Crossing Guard</i> <i>Parks Crewperson (Seasonal)</i>	<i>Community Development</i> <i>Police</i> <i>Public Works/Utilities</i>	\$13.59	\$14.06	\$14.45	\$14.84	\$15.23	\$15.62		\$17.65
5	Police Clerk I (FT & PT) Utility Clerk I Clerk I AV Technician Library Assistant I	Police Public Works/Utilities Administration Comm & Tech Library	\$14.40	\$14.90	\$15.31	\$15.73	\$16.14	\$16.56		\$18.71
6	Production Assistant Technology Services Assistant Community Development Clerk II	Comm & Tech Comm & Tech Community Development	\$15.27	\$15.79	\$16.23	\$16.67	\$17.11	\$17.55		\$19.83
7	Clerk II Library Assistant II	Administration Library	\$16.18	\$16.74	\$17.21	\$17.67	\$18.14	\$18.60		\$21.02
8	Communications Specialist Technology Specialist Parks/Public Works Maintenance Worker Tech Services Assistant	Comm & Tech Comm & Tech Public Works/Utilities Library	\$17.16	\$17.75	\$18.24	\$18.73	\$19.23	\$19.72		\$22.28
9	Judicial Assistant/Court Clerk III Clerk III Administration Clerk III Community Development Clerk III Case Manager	Municipal Court Public Works/Utilities Administration Community Development Senior Outreach	\$18.18	\$18.81	\$19.33	\$19.86	\$20.38	\$20.90		\$23.62
10	Public Works Maintenance Worker Confidential Administrative Assistant Deputy Clerk Parks Crewperson	Public Works/Utilities Police Administration	\$19.28	\$19.94	\$20.49	\$21.05	\$21.60	\$22.16		\$25.04
11	Mechanic Adult Services Librarian Youth Services Librarian <i>Police Officer (P/T)</i>	Public Works/Utilities Library Library <i>Police</i>	\$20.43	\$21.14	\$21.72	\$22.31	\$22.90	\$23.49		\$26.54
12	Public Works Lead Maintenance Worker Comm & Tech Manager	Public Works/Utilities Comm & Tech	\$21.66	\$22.41	\$23.03	\$23.65	\$24.27	\$24.89		\$28.13 \$0.00
13			\$22.96	\$23.75	\$24.41	\$25.07	\$25.73	\$26.39		\$29.82
14	Fire Inspector/Public Education Specialist Assistant Director	Fire & Rescue Library	\$24.33	\$25.17	\$25.87	\$26.57	\$27.27	\$27.97		\$31.61
15	Building Inspector Senior Outreach Director	Community Development Senior Outreach	\$25.80	\$26.68	\$27.43	\$28.17	\$28.91	\$29.65		\$33.50
16	Deputy Treasurer/Accountant <i>Sergeant</i> Administrative Captain	Administration Police Fire & Rescue	\$27.34	\$28.29	\$29.07	\$29.86	\$30.64	\$31.43		\$35.51
17			\$28.98	\$29.98	\$30.82	\$31.65	\$32.48	\$33.31		\$37.65
18	Budget Manager/Accountant	Administration	\$30.72	\$31.78	\$32.66	\$33.55	\$34.43	\$35.31		\$39.90
19	Lieutenant Assistant Director of Public Works/Utilities Library Director Clerk/Treasurer	Police Public Works/Utilities Library Administration	\$32.57	\$33.69	\$34.62	\$35.56	\$36.50	\$37.43		\$42.30
20	Community Development Director	Community Development	\$34.52	\$35.71	\$36.70	\$37.69	\$38.69	\$39.68		\$44.84
21	Finance Director	Administration	\$36.59	\$37.85	\$38.90	\$39.96	\$41.01	\$42.06		\$47.53
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23	Village Administrator	Administration	\$41.11	\$42.53	\$43.71	\$44.89	\$46.08	\$47.26		\$53.40
24			\$43.58	\$45.08	\$46.34	\$47.59	\$48.84	\$50.09		\$56.60
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