

**PERSONNEL
COMMITTEE**

Monday, February 4, 2019

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 on January 7, 2019.
4. BUSINESS.
 - a. Discussion and presentation regarding the 2018 Employee Performance Evaluations.
 - b. Discussion and action in order to conduct a comparable market survey of wages for Village positions contained within the current wage grid.
 - c. Discussion and action to recommend approval to the Village Board the position description, classification, and authorization to fill the vacancy for the Assistant to the Public Works Director position within the Public Works Department.
5. SCHEDULE NEXT MEETING DATE.
 - a. Monday, March 4, 2019 at 6:30 pm.
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 Minutes

Monday, January 7, 2019 - 6:30 PM

1. CALL TO ORDER, ROLL CALL.

President Czebotar called the regular meeting of the Personnel Committee to order at 6:30 PM in Conference Room A.

Members present: Member Stephanie Bloechl-Anderson, Village President Brad Czebotar, Member Trish Howen, Member Steve Kilpatrick, Village Trustee Dan Kolk, Ken Machtan, Member Peter Morehouse, Member Chris Spanos

Members not present: None

Staff Present: Village Administrator Matt Schuenke, Clerk/Treasurer Cassandra Suettinger, and Police Chief Craig Sherven.

2. PUBLIC APPEARANCES.

None.

3. APPROVAL OF MINUTES.

- a. *Discussion and action regarding minutes of the regular meeting held December 3, 2018.*

The minutes of the December 3, 2018 meeting were approved by unanimous consent.

4. BUSINESS.

- a. *Discussion and action to make a recommendation to the Village Board regarding revisions to the organizational chart for the Police Department.*

The Personnel Committee reviewed the organizational chart update submitted for the police department and proposed revisions to appropriately show supervisory relationships.

Motion by Czebotar, second by Morehouse, to make a recommendation to the Village Board to approve revisions to the organizational chart for the Police Department with the suggested revisions. Motion carries 8 - 0 - 0 by acclamation.

- b. *Discussion and action to make a recommendation to the Village Board regarding revisions to the position description for the Administrative Assistant position.*

The Committee reviewed the proposed revisions to the position description for the administrative assistant. Additionally, the committee discussed the purpose of the removal of the "confidential" designation within the title.

Motion by Village President Czebotar, second by Ken Machtan, to recommend to the Village Board approval of the revisions to the position description for the Administrative Assistant position with the revisions offered by the Committee. Motion carries 8 - 0 - 0 by acclamation.

- c. Discussion and action to make a recommendation to the Village Board to approve the position description, classification, and authorization to fill the vacancy for the Police Clerk III position within the Police Department.

The Personnel Committee reviewed the position description and provided suggested revisions. The Committee also reviewed the classification submitted and confirmed the classification of a grade 9.

Motion by President Czebotar, second by Ken Machtan, to recommend to the Village Board approval of the the position description with the revisions noted, classification of the position at grade 9, and authorization to fill the vacancy for the Police Clerk III position within the Police Department. Motion carries 8 - 0 - 0 by acclamation.

- d. Discussion and action regarding the position description for the Office Manager position within the Public Works Department.

Village Administrator Schuenke provided an overview of the changes to the Office Manager position since the last meeting. Revisions include a re-titling to "Assistant to the Public Works Director," and revisions to the position description to recognize the higher level of administrative duties the position will be responsible for.

The Committee reviewed the position description and provided suggested revisions. Overall, the Committee provided positive feedback regarding the clarity provided to the position duties and the new title.

Motion by President Czebotar, second by Kilpatrick, to postpone a decision on the for the Assistant to the Public Works Director position to provide other committees and opportunity to review the revisions and provide feedback. The Committee directed staff to bring the item back to the next Personnel Committee meeting. Motion carries 8 - 0 - 0 by acclamation.

5. SCHEDULE NEXT MEETING DATE.

- a. Monday, February 4, 2019 at 6:30 pm.

The Personnel Committee set the next meeting date for Monday, February 4, 2019 at 6:30 p.m.

6. ADJOURNMENT.

Motion by Ken Machtan, second by Member Chris Spanos, to adjourn at 8:40 p.m.

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
Clerk/Treasurer



VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Monday, February 4, 2019

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion and presentation regarding the 2018 Employee Performance Evaluations.

PREVIOUS ACTION:

None.

ISSUE SUMMARY:

Enclosed within your packet is a summary regarding the wage adjustments aligned with the 2018 Performance Evaluations that were completed within the 4th Quarter of 2018. In total there were 56 non-represented employees evaluated as part of that process with 31 of those individuals on the grid (i.e. - below market rate) and 25 on merit (i.e. - above market rate). Overall a majority of the evaluations fell within the meets expectation ranking as expected and then tapering off after that towards above average and exceeds expectations. This item is presented for discussion as we review the overall process.

FINANCIAL/BUDGET IMPACT:

The total budget allocation for wage adjustments is \$46,042 and this process utilized only \$36,636 of that amount.

VILLAGE PLAN REFERENCE:

McFarland Compensation and Benefits Manual dated October 8, 2018.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

No action needed, presented for discussion.

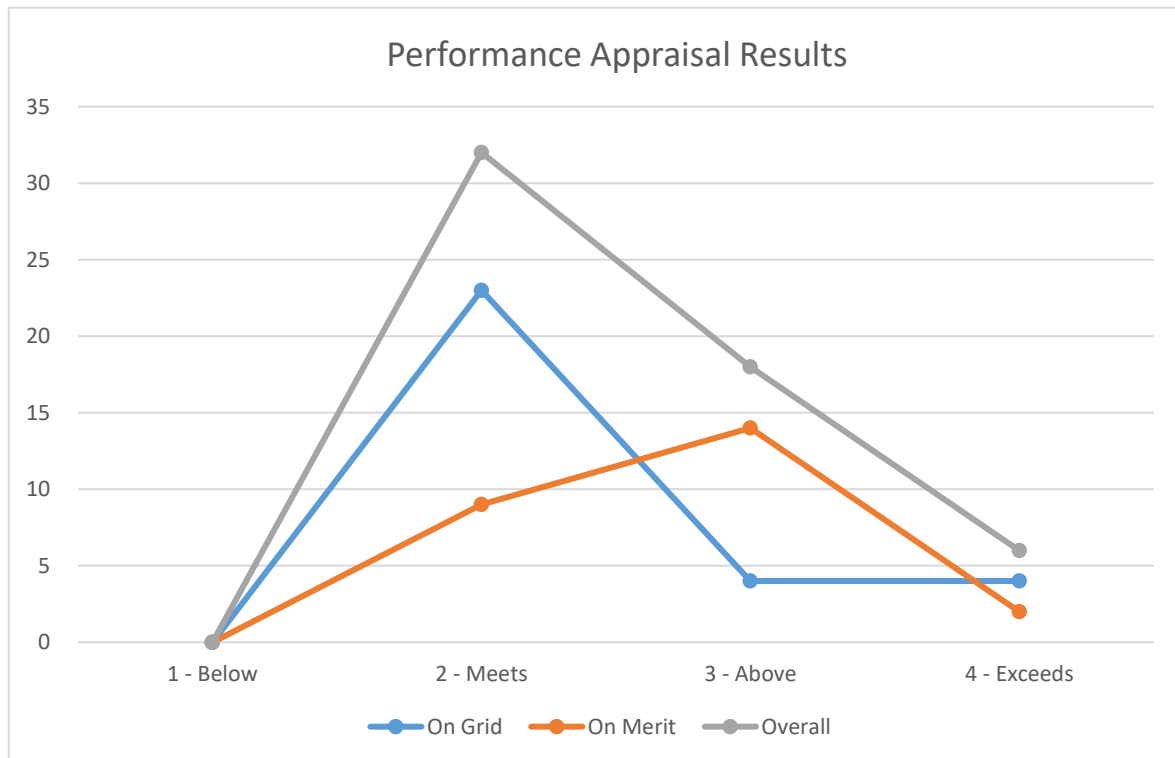
ATTACHMENTS:

1. 2018 Wage Adjustment Summary

2018 Performance Evaluation *Wage Adjustment Summary*

	Employees		2019 Funding		
	Number	Percent	Budget	Actual	Difference
On Grid	31	55%	26,042	24,845	(1,197)
On Merit	25	45%	20,000	11,792	(8,208)
Total	56		46,042	36,636	(9,406)

On Grid			On Merit			Overall		
1 - Below	0	0%	1 - Below	0	0%	1 - Below	0	0%
2 - Meets	23	74%	2 - Meets	9	36%	2 - Meets	32	57%
3 - Above	4	13%	3 - Above	14	56%	3 - Above	18	32%
4 - Exceeds	4	13%	4 - Exceeds	2	8%	4 - Exceeds	6	11%
31			25			56		





VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Monday, February 4, 2019

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion and action in order to conduct a comparable market survey of wages for Village positions contained within the current wage grid.

PREVIOUS ACTION:

None.

ISSUE SUMMARY:

Enclosed within your packet is the Compensation and Classification Study from 2015. Staff would like to update the data contained within the study that is the market survey. Essentially a finite review of the wages for all positions as compared to our comparable communities identified within the Study. As we have been working on some recruitments, there is some concern that the salaries we have established within the wage grid are not comparable to the market. Updating the survey would help to identify if market adjustments are needed for certain positions based on what the survey data suggests. At this time it is desired to discuss the concept about conducting the survey while Staff continues to review options to complete this work should the idea be supported.

FINANCIAL/BUDGET IMPACT:

To be determined. Staff is reviewing the possibility of completing this work internally or what the costs would be if it is contracted out.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Presented for discussion and approval of the concept to update the market survey following consideration by the Committee.

ATTACHMENTS:

1. Final Report





Final Report

Village of McFarland, Wisconsin

Classification and Compensation Study

January 5, 2015

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Mission Statement

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



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LETTER OF TRANSMITTAL

January 5, 2015

Mr. Eric Rindfleisch
Village Administrator
Village of McFarland
5915 Milwaukee Street
P.O. Box 110
McFarland, WI 53558-0110

Re: Classification and Compensation Study Final Report

Dear Mr. Rindfleisch:

Springsted Incorporated is pleased to provide the Village of McFarland with the completed Classification and Compensation Study. This Study provides an overview of the Village's current compensation and classification system and our final report, including the methodology used to evaluate positions, conduct a comprehensive market survey, development of a compensation plan and options for implementing a new compensation program.

This Study represents a thorough and comprehensive review of all aspects of the Village's classification and compensation system. The recommendations offered in this Study will increase the market competitiveness of the Village's compensation program for its employees within the regional marketplace and provide increased internal equity among positions. Implementation of these recommendations will help the Village attract new employees and assist in retaining current employees needed to meet the Village's service demands.

Springsted expresses its thanks to the Village of McFarland staff who completed Springsted's Position Analysis Questionnaires and to Village staff for providing information and feedback throughout the phases of the Study. Springsted, Incorporated appreciates the privilege of serving the Village of McFarland and hope that we may be of assistance to you in the future.

Respectfully submitted,

Ann Antonsen

Ann Antonsen
Consultant

1. Introduction

The Village of McFarland, Wisconsin, retained Springsted Incorporated to conduct a Classification and Compensation Study of the Village's regular full-time and part-time non-represented positions in the spring of 2014 in a cooperative effort with five other communities. The Study did not cover the Village's represented Police or Fire positions. The Study represents a comprehensive review of the components that affect an organization's compensation program – position descriptions, current compensation structure, the Village's pay philosophy, regional market competitiveness of Village salaries, the internal equity of salaries paid to comparable Village positions, fringe benefits, and ongoing maintenance and administration of the compensation system.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct new classification and compensation studies approximately every five to seven years ensuring their ability to hire and retain qualified employees and that internal relationships are equitable. The external market comparison is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees.

If compensation levels fall below those in the regional marketplace:

- The organization will experience difficulty hiring people
- Increased employee turnover as employees seek jobs with other organizations that will pay the market rates for their skills and abilities

Organizations should expect some employee turnover, but when it becomes excessive turnover has a serious impact on the organization's overall effectiveness. Advertising costs are a measurable component of turnover, and as the Village moves through the selection process the time spent by current employees covering the void left by the departing employee often diverts their attention from their day to day responsibilities creating overtime demands and often frustration on the part of the remaining employees as they attempt to meet deadlines and maintain acceptable levels of service. These are some of the hidden and non-quantifiable costs associated with turnover.

In addition, time spent by Village staff participating in the recruitment and selection process for new employees:

- Often diverts focus from their other duties and responsibilities
- Slowing progress on meeting established goals
- Adding to frustrations in meeting other job objectives beneficial to the Village

There is also a substantial cost to turnover that comes with training new employees. Employees receive significant on-the-job training which diverts

the attention of other employees away from their regular duties to assist in training. Organizational effectiveness is affected as employees train new employees as those new employees endeavor to become proficient in their job. While these costs are not necessarily visible in expense reports, they will show up in performance data in the form of reduced service outcomes.

The following Study documents the comprehensive review and evaluation of the Village's existing classification and compensation system and the methodology used to develop a new classification and compensation system. The Study was conducted with extensive participation and input from Village employees. Department heads were interviewed concerning the nature of their operations and discussed particular issues they were having with employee recruitment and retention. Village employees supplied information about the work they perform and other factors applicable to their positions, by employees and their supervisors completing Position Analysis Questionnaires (PAQs) and reviewing current job descriptions, which provided information on essential duties and responsibilities and job requirements. Positions were then evaluated by Springsted using the Systematic Analysis and Factor Evaluation (SAFE[®]) system. The SAFE system provides a consistent and objective approach to evaluating jobs by applying standard criteria to the training and experience needed to perform the job, the level of complexity in the work performed, working conditions, the impact of end results and the consequences of error.

A compensation survey was developed and comprehensive wage and benefit data was collected from comparable regional employers. The results of the job evaluation and the salary survey data were used to create a salary curve which served as the foundation for creating a revised classification and compensation program. The compensation program structure relied upon a review of pay philosophy concepts that included:

- Providing fair and equitable compensation to employees
- Maintaining a competitive pay structure that takes into consideration the Village's fiscal resources
- Ensuring that employee compensation is based on individual performance that meets or exceeds expectations, and reflects changing economic conditions
- Providing consistent administration of pay policies and procedures among all Village departments
- Evaluate additional compensation and fringe benefits in comparison with comparable employers
- Developing recommendations for modifications to the current compensation system that addresses internal equity and external market competitiveness

This final report represents the culmination of the Classification and Compensation Study. It reflects significant Village staff involvement,

including their participation and attendance at orientation meetings held in July of 2014 and submission of Position Analysis Questionnaires. Members of the Springsted team also met with Village department heads to learn about the Village's operations. These interviews also provided an opportunity for department heads to explain staffing problems affecting their operations that could be addressed through the Study.

A comprehensive salary survey was also conducted as part of this Study. The survey was conducted in conjunction with the communities of Middleton, Monona, Stoughton, Sun Prairie and Verona. Survey recipients were selected in conjunction with the six communities based on demographics and geographic proximity. Forty-seven public entities, listed below, were invited to participate in the survey:

- **City of Baraboo**
- **City of Beaver Dam**
- **City of Brookfield**
- City of Burlington
- City of Delafield
- **City of Delavan**
- **City of DePere**
- City of Fitchburg
- City of Fort Atkinson
- **City of Franklin**
- City of Lake Geneva
- **City of Marshfield**
- City of Menasha
- City of Mequon
- **City of Middleton**
- **City of Monona**
- City of Monroe
- **City of Muskego**
- **City of Neenah**
- City of Oconomowoc
- **City of Pewaukee**
- City of Portage
- City of St. Francis
- **City of Stevens Point**
- **City of Stoughton**
- **City of Sun Prairie**
- **City of Superior**
- **Village of McFarland**
- **City of Watertown**
- **City of West Bend**
- City of Whitewater
- Madison Area Technical College
- **Stoughton Area SD**
- **Town of Grand Chute**
- **Verona Area SD**
- **Village of DeForest**
- **Village of Grafton**
- Village of Greendale
- Village of Hartland
- **Village of Howard**
- Village of Jackson
- **Village of McFarland**
- Village of Mount Horeb
- Village of Mukwonago
- **Village of Oregon**
- **Village of Shorewood**
- **Village of Sussex**
- **Village of Waunakee**

The communities in bold responded to the survey, providing a total of 29 responses. Multiple contacts were made both by Springsted and the six communities participating in the survey to encourage the remaining communities to participate. Information was also collected from the Bureau of Labor Statistics and the Department of Labor.

Survey respondents were asked to provide information on only those Village of McFarland positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.

The Village Board, upon recommendation of the Personnel Committee determined that the following communities and the Bureau of Labor Statistics were the most comparable to the Village of McFarland based on size, location and demographics:

- City of Baraboo
- City of Delafield
- City of Delavan
- City of Monona
- City of Portage
- City of Stoughton
- City of Sun Prairie
- City of Verona
- Village of DeForest
- Village of Grafton
- Village of Hartland
- Village of Oregon
- Village of Sussex
- Village of Waunakee

2. Methodology

Springsted, Incorporated used the following methodology to develop recommendations for the Village of McFarland:

1. Springsted met with the Village Administrator to establish a working relationship and gain an understanding of the needs and expectations of the Village. This also provided an opportunity to discuss the Village's goals in reviewing the compensation and fringe benefits offered to the Village's employees, review current policies and practices relating to the Village's existing pay practices, and obtain data on the programs and materials currently in use.
2. Springsted conducted individual meetings with each department head to collect data on organizational structure, operations, and staffing along with identifying any specific departmental needs and concerns related to this study.
3. Employee orientation sessions were conducted by Springsted explaining the study process and answering questions. These meetings also provided an opportunity for employees to ask questions, voice concerns and have input into the study.
4. All employees received Position Analysis Questionnaires (PAQs) and instruction sheets. They were encouraged to participate in the study by using the PAQ to provide information on the characteristics and factors applicable to their position. Each employee's supervisor then reviewed the completed questionnaires for completeness and accuracy and provided any additional information they felt was relevant to the position. Employees and supervisors were also asked to review the current job descriptions for each position and provide input on any necessary changes in the essential functions of the position and the knowledge, skills and abilities required of the position.
5. Information was gathered from the Village on the current compensation structure, current benefits, and existing job descriptions covering the positions included in the study.
6. Springsted developed a comprehensive wage and benefits survey which included requests for general information on compensation policies, such as whether an open range or step system was utilized, years to maximum, number of steps if utilized, and percentage between steps and grades.
7. Information was also gathered on minimum, maximum and actual wage information for all benchmark positions selected by the six communities participating in the study, information on any additional compensation such as longevity pay, pay for performance, educational incentives, and information on a wide variety of fringe benefits, including holidays, vacation, sick leave, insurances, deferred compensation, uniform allowance and any other additional compensation.

8. Springsted met with the Village's personnel committee to discuss selection of the specific market comparables and the Village's pay philosophy and structure of the compensation plan.
9. Using the market survey data, the internal relationships and the Village's pay philosophy recommendations were created for development of a compensation system.
10. Guidelines for implementation and ongoing administration of the compensation program were developed. These guidelines provide for annual adjustments to the salary schedule ensuring that the Village's pay scale stays current with changing economic and market conditions. The guidelines also provide for annual salary adjustments based on individual employee performance.

3. Findings and Recommendations

Conducting a comprehensive compensation study involves the analysis of substantial quantities of data collected from comparable employers and the Village. We have evaluated the Village's existing compensation program based on our analysis of the study data and the survey results. Using this information, we have developed recommendations for development of a new compensation system for the Village of McFarland.

A. Evaluation of the Current Compensation Program

Discussions with Village personnel and a review of current compensation data indicates that the Village has a fairly stable work force but there are some positions in the Village are under-compensated in relation to other comparable organizations and in relation to comparable positions within the Village. Other findings indicate:

- Concerns about the potential for future employee turnover as employees reach retirement or because employees choose to leave the Village to take higher paying jobs or promotional opportunities with other employers
- Positions with comparable responsibilities requiring comparable education and experience that are currently being compensated at different levels

B. Pay Philosophy

A pay philosophy guides the design of a compensation system and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed from a short-term tactical standpoint apart from the organization's overall goals.

Market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and to retain skilled employees (in other words, eliminating higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to positions with comparable duties and responsibilities.

A pay philosophy should be developed that establishes a compensation program based on individual employee performance as a key feature of the pay philosophy. Individual employee movement between steps should be based on satisfactory performance. Therefore, we have emphasized references to performance in the pay philosophy discussion. As part of

this Study, it is recommended that the Village consider these concepts in the adoption of a formal pay philosophy:

- Providing fair and equitable rates of pay to employees
- Defining the Village's market area
- Developing a system that establishes a "market rate" for each position and states the minimum wage and maximum rates that the Village will pay individuals within a position
- Establishing rates of pay that allow the Village to compete successfully for new employees within its market area
- Establishing a market position that is fiscally responsible with public resources
- Ensuring that pay rates for existing employees are based on individual performance that meets or exceeds expectations and reflects changing economic conditions
- Developing a pay system that allows employees to progress through the pay range as long as their performance consistently meets expectations
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, managers, the Village Council, and the public

C. Defining and Evaluating Job Classes

Village employees completed individual Position Analysis Questionnaires (PAQs). Supervisors reviewed the PAQs and provided information for each position. Employees and supervisors both responded to questions regarding the various job factors affecting positions, working conditions and the physical requirements of each job in compliance with the Americans with Disabilities Act (ADA).

We examined the PAQs carefully to review the type of work performed and the qualifications of positions. If the work performed is essentially the same, positions can be consolidated into one job class, such as Administrative Assistant. Consolidating job titles, if practicable, can be beneficial for an organization as it can promote internal equity, particularly with comparable positions that exist in different departments. It also gives greater flexibility to supervisors in assigning work and supports employee cross training and professional development.

All job classes were reviewed to determine those positions that can be exempted from the overtime provisions of the federal Fair Labor Standards Act (FLSA) consistent with the regulations which took effect on August 23, 2004.

With the completion of the review of the PAQ's completed by employee's and supervisor's and current job descriptions, we utilized the SAFE job evaluation system, to review and rate each Village position. The factors considered in determining the relative value of classifications are:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Experience Required
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

D. Developing A Salary Schedule

The process of developing a salary schedule draws substantially from market data. This data is obtained by conducting a survey of other comparable employers within the Village's defined market. Respondents are asked to provide information about the structure of their pay plans, the minimum, maximum and actual salary rates of positions, years to maximum, number of steps, and information on additional compensation if relevant.

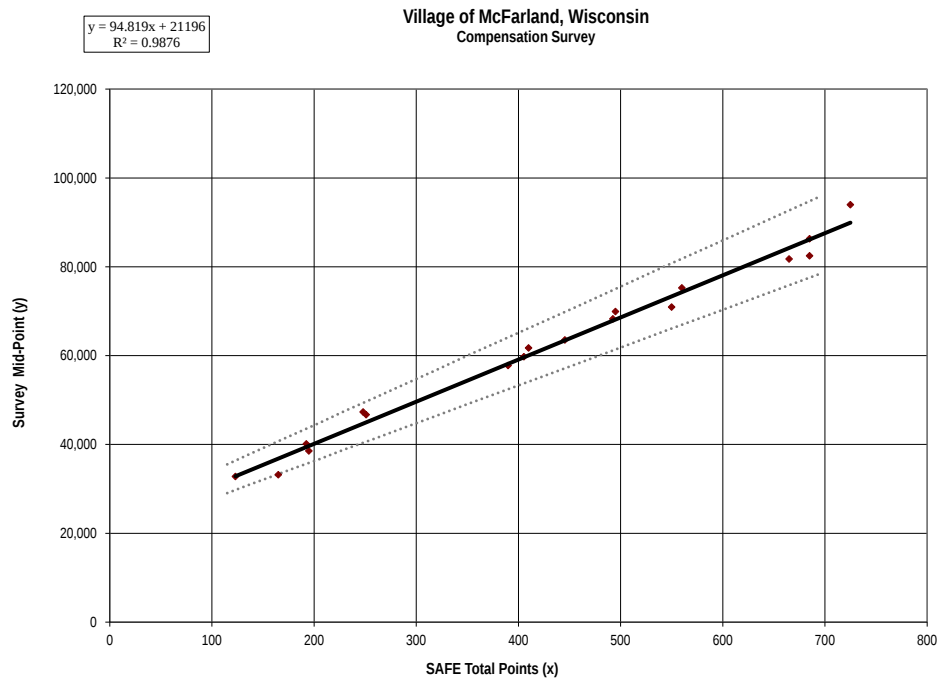
Survey Results. The salary survey included a series of questions designed to obtain information on a variety of pay practices. This survey was conducted using data from comparable employers in the region. Of the 49 benchmark positions included in the survey, the information for 23 Village positions were a match for the benchmark positions. The survey information was analyzed to ensure that data provided by each responding agency was consistent with the Village of McFarland and with the position responsibilities and requirements of the positions within the Village. A comparison was made of the wage ranges available to the positions included in the survey. Based on the analysis of the data, on average the Village's minimum salaries are 0.74% below the market, midpoint salaries are 4.61% below the market. Village of McFarland maximum salaries are, on average, 7.98% below the average maximums reported by the survey participants. This data indicates that, on average, the Village's starting wages are more competitive than the maximum wages available to Village employees.

A summary of the market survey results can be found in Appendix I.

Compensation Plans. A review of the compensation programs of the survey participants indicates that of the 12 organizations that completed the fringe benefit portions of the survey, 7 have an adopted pay plan. Of those 5 utilize a step system and 2 use an open range system, the remaining respondents either used multiple systems or did not have established compensation plans and structures. The number of steps varied from 4 to 19, with an average of 12 steps. The percentage between steps varied from 1.5 to 5 percent, with an average of 3.08% between steps. The number of grades in the pay plans averaged 17 with an average spread from minimum to

maximum of 29.5%. The spread between grades ranges from 5% to 7.5% with an average of 6.3% between grades.

Designing the Salary Schedule. The first step in designing a compensation plan is to create a salary curve using the salary survey data for the Village's positions and the corresponding job evaluation point factors for each position. This data produced the salary curve shown below. Any given point on the salary curve identifies where the market salary rate and the job evaluation point factors intersect.



The recommended compensation plan was designed as an open range system with 25 pay grades and a 6 percent spread between pay grades. There is a 30% spread between the minimum and the maximum of the range. The midpoint of each pay grade generally corresponds with the market as defined by the salary survey. The compensation plan is structured on annual wages based on a 2080 hour work year. The proposed compensation plan for the Village of McFarland can be found in Appendix II of this report.

The consultant then assigned each position to the appropriate salary grade in the salary schedule. The List of Positions and Assignment to Salary Grade is shown in Appendix III.

It is recommended that as part of this compensation plan, individual employee movement within the range be based on individual employee performance. Employees should only receive wage increases if their performance is satisfactory or better.

An established performance evaluation program includes ongoing training of the system ensuring that supervisors in all departments consistently apply performance standards. When compensation is based on performance, employees look for assurance that managers will honestly evaluate performance and not inflate ratings in order to obtain a higher salary for particular employees. Generally, such systems provide for a review by the Village Administrator's Office to provide a mechanism that helps supervisors apply performance standards consistently for all employees.

When pay is based on performance, the evaluation system often provides for reviews at six or 12 month intervals, so employees know how supervisors view their performance and have the opportunity to improve performance and their prospect for a pay increase. Employees who have satisfactory or better performance evaluations should expect annual wage increases.

4. Implementing the Recommended Salary Plan

A. Implementation

To estimate implementation costs we used current 2014 employee salaries supplied by the Village for all positions. The scale was developed utilizing 2014 market survey information and then adjusted by 1.5% for 2015. The costs of implementation include wages only and reflect full-year impacts.

Implementation – Base Adjustment

The first step for implementation was to increase individual employee wages by the 1.5 annual adjustment for 2015. The annual cost for the base adjustment for all Village employees is \$25,127.48

1.50% Base Increase					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	47	\$ 1,675,165.18	\$ 1,700,292.66	\$ 25,127.48	1.50%

Implementation – Option 1

The next step for implementation is to place employees within the proposed wage schedule. The first option for implementation of the study results is to place employees whose current wage falls below the minimum of the proposed range for their position at the minimum of the range. Of the Village's 47 employees, 12 employees are compensated at a level which is below the minimum wage of the proposed wage scale for their position. The annual cost to bring these employees to the minimum is \$22,238.06, which is 1.31% of the Village's total payroll.

Option 1 - Move to Min					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	47	\$ 1,700,292.66	\$ 1,722,530.72	\$ 22,238.06	1.31%
Employee Below Min	12	\$ 155,947.75	\$ 178,185.80	\$ 22,238.06	14.26%
Employee Within Range	35	\$ 1,544,344.91	\$ 1,544,344.91	\$ -	-
Employee Above Max	0	\$ -	\$ -	\$ -	-

The Villages remaining 35 employees, 74.5% of the Village's workforce are compensated at a level which falls within the proposed wage scale for their position.

Ongoing Administration

After initial implementation is achieved, the Village will need to develop administration procedures that provide for annual salary adjustments based on market and economic conditions and satisfactory individual employee job performance.

Employee Adjustments. Employees will move through the wage schedule based on years of service, cost of living adjustments and performance.

Base adjustments. In subsequent years it will be necessary for the Village to adjust the salary schedules based on cost of living and other factors such as recruitment and retention issues. The Village can establish a guideline for determining annual base adjustments. For example, the Village could base its adjustment on the Consumer Price Index (CPI). The Village could also contact comparable jurisdictions to find out what percentage adjustment they are making to their pay scales as a second level of verification of the pay range adjustment. This would also ensure that the Village maintains marketability among comparable regional organizations.

If the CPI for example, is 2.0 a 2.0 percent increase would be applied to the pay scale. In addition, employees would move through the wage schedule on their anniversary date, based on satisfactory performance and based on the policy developed by the Village to ensure that employees are moving through the wage schedule. By making this base adjustment to all employee salaries, the Village ensures that employees will not fall behind the market.

B. Review of Fringe Benefits

The local government organizations that responded to the salary survey also provided information about their fringe benefit programs. A summary of the fringe benefits survey appears in Appendix IV.

Market Survey Information

APPENDIX I

Market Survey Information

Market Survey Information

Position Surveyed	Number of Respondents	Average FTES	Average YOS	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary		
					Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average
Village Administrator	13	1.00	8.58	93,971.16	73,953.00	89,860.00	81,038.00	85,232.50	102,908.00	90,000.00	126,175.00	107,686.82
Village Clerk/Deputy Treasurer	12	1.00	11.15	63,515.27	52,227.00	60,000.00	55,261.17	59,634.00	67,500.00	66,080.00	75,619.00	71,769.37
Deputy Clerk	9	0.94	2.87	40,105.29	33,524.00	40,030.00	36,156.90	38,155.50	42,681.50	41,620.80	49,067.00	44,311.88
Administration Clerk III	11	1.36	8.83	33,155.23	14,100.00	35,131.20	26,172.67	26,100.00	38,605.50	37,211.00	45,211.00	40,294.37
Senior Accountant	7	1.00	7.00	59,721.67	46,797.00	55,203.00	52,333.33	57,148.50	63,483.50	62,220.00	71,764.00	66,621.00
Bookkeeper	6	1.00	12.00	48,867.03	39,748.80	45,859.00	43,124.70	41,953.60	53,661.50	44,158.40	61,464.00	55,130.24
Clerk III	10	1.00	8.80	37,286.03	31,600.00	32,000.00	31,800.00	35,965.00	38,605.50	22,776.00	45,211.00	42,772.83
Community Development Director	8	1.00	8.13	75,222.17	59,612.00	71,178.00	65,790.33	67,561.00	79,804.00	75,510.00	90,022.00	84,654.00
Building Inspector	7	1.00	17.20	57,775.28	45,854.00	56,380.00	51,117.00	52,900.50	63,212.50	59,947.00	70,045.00	64,152.33
Director of Public Works/Utilities	13	1.00	13.67	81,730.71	59,488.00	80,600.00	70,923.13	69,971.00	92,175.20	80,454.00	103,750.40	92,614.04
Parks Manager/Assistant Director of Public Works	8	1.00	11.67	68,247.30	55,890.00	64,000.00	59,969.20	65,738.50	72,000.00	74,248.00	80,000.00	76,525.40
Public Works Maintenance Worker	12	3.67	7.50	45,093.26	36,795.00	45,711.00	41,017.46	42,099.00	51,917.00	43,056.00	59,738.00	48,741.05
Mechanic	7	1.14	9.00	47,280.02	39,707.00	44,366.40	41,826.25	45,397.50	49,670.50	44,824.00	59,696.00	52,952.56
Chief of Police	11	1.00	13.56	86,294.86	66,768.00	84,774.00	75,092.83	77,784.50	95,048.00	88,801.00	108,493.00	97,690.14
DNU - Administrative Captain	11	1.27	13.78	70,923.42	59,278.00	66,414.40	61,739.10	67,920.00	75,878.40	73,000.00	88,544.00	80,520.69
Police Sergeant	12	2.75	9.14	67,423.31	50,733.00	75,132.00	61,540.62	57,741.00	78,865.00	61,136.00	82,598.00	72,583.43
Municipal Court Clerk	11	0.98	9.89	37,484.41	29,452.00	35,373.00	33,138.05	33,331.50	39,660.00	37,211.00	49,213.00	42,392.34
Library Director	11	1.00	8.33	69,926.01	55,890.00	66,414.40	61,957.91	65,738.50	77,325.50	67,538.00	90,213.00	77,086.71
Youth Services Librarian	12	1.17	8.67	46,673.54	37,402.00	46,797.00	41,024.20	42,569.00	56,156.00	45,167.00	65,515.00	51,625.68
Library Assistant I	11	4.30	7.40	32,764.69	14,838.72	41,067.00	27,704.10	18,314.36	46,255.00	21,790.00	51,443.00	37,724.96
Senior Outreach Director	7	1.00	16.00	61,711.66	51,498.00	57,944.00	54,588.30	57,983.50	66,781.50	64,469.00	75,619.00	68,532.32
Case Manager	7	1.00	6.00	38,535.11	32,596.00	35,373.00	33,984.50	37,603.00	39,660.00	42,411.00	43,947.00	42,989.33
Fire/EMS Chief	7	0.93	4.00	82,467.38	66,768.00	79,975.00	71,964.00	77,784.50	89,667.50	88,801.00	99,360.00	92,970.75
Averages	9.70	1.37	9.70									
DNU - did not use survey information												

Market Survey Information

Position Surveyed	Village of McFarland Information								
	Min	Diff	%	Mid	Diff	%	Max	Diff	%
Village Administrator	76,392.00	(4,646.00)	-6.08%	86,492.50	(7,478.66)	-8.65%	96,593.00	(11,093.82)	-11.49%
Village Clerk/Deputy Treasurer	55,197.00	(64.17)	-0.12%	62,482.50	(1,032.77)	-1.65%	69,768.00	(2,001.37)	-2.87%
Deputy Clerk	37,460.80	1,303.90	3.48%	39,540.80	(564.49)	-1.43%	41,620.80	(2,691.08)	-6.47%
Administration Clerk III	35,131.00	8,958.33	25.50%	37,096.50	3,941.27	10.62%	39,062.00	(1,232.37)	-3.15%
Senior Accountant	55,000.00	2,666.67	4.85%	60,000.00	278.33	0.46%	65,000.00	(1,621.00)	-2.49%
Bookkeeper	39,749.00	(3,375.70)	-8.49%	41,953.50	(6,913.53)	-16.48%	44,158.00	(10,972.24)	-24.85%
Clerk III	35,131.00	3,331.00	9.48%	37,096.50	(189.53)	-0.51%	39,062.00	(3,710.83)	-9.50%
Community Development Director	59,612.00	(6,178.33)	-10.36%	67,561.00	(7,661.17)	-11.34%	75,510.00	(9,144.00)	-12.11%
Building Inspector	47,749.00	(3,368.00)	-7.05%	53,736.00	(4,039.28)	-7.52%	59,723.00	(4,429.33)	-7.42%
Director of Public Works/Utilities	70,209.00	(714.13)	-1.02%	79,593.50	(2,137.21)	-2.69%	88,978.00	(3,636.04)	-4.09%
Parks Manager/Assistant Director of Public Works	55,197.00	(4,772.20)	-8.65%	62,482.50	(5,764.80)	-9.23%	69,768.00	(6,757.40)	-9.69%
Public Works Maintenance Worker	40,913.00	(104.46)	-0.26%	43,138.50	(1,954.76)	-4.53%	45,364.00	(3,377.05)	-7.44%
Mechanic	44,336.00	2,509.75	5.66%	46,743.00	(537.02)	-1.15%	49,150.00	(3,802.56)	-7.74%
Chief of Police	70,209.00	(4,883.83)	-6.96%	79,593.50	(6,701.36)	-8.42%	88,978.00	(8,712.14)	-9.79%
DNU - Administrative Captain	59,612.00			67,561.00			75,510.00		
Police Sergeant	55,197.00	(6,343.62)	-11.49%	62,482.50	(4,940.81)	-7.91%	69,768.00	(2,815.43)	-4.04%
Municipal Court Clerk	35,131.00	1,992.95	5.67%	37,096.50	(387.91)	-1.05%	39,062.00	(3,330.34)	-8.53%
Library Director	59,612.00	(2,345.91)	-3.94%	67,561.00	(2,365.01)	-3.50%	75,510.00	(1,576.71)	-2.09%
Youth Services Librarian	40,624.00	(400.20)	-0.99%	46,033.50	(640.04)	-1.39%	51,443.00	(182.68)	-0.36%
Library Assistant I	29,931.20	2,227.10	7.44%	31,657.60	(1,107.09)	-3.50%	33,384.00	(4,340.96)	-13.00%
Senior Outreach Director	50,890.00	(3,698.30)	-7.27%	57,679.50	(4,032.16)	-6.99%	64,469.00	(4,063.32)	-6.30%
Case Manager	32,906.00	(1,078.50)	-3.28%	34,736.00	(3,799.11)	-10.94%	36,566.00	(6,423.33)	-17.57%
Fire/EMS Chief	70,209.00	(1,755.00)	-2.50%	79,593.50	(2,873.88)	-3.61%	88,978.00	(3,992.75)	-4.49%
Averages	50278.17	(942.67)	-0.74%	55735.28	(2,768.23)	-4.61%	61192.38	(4,541.22)	-7.98%
DNU - did not use survey information									

APPENDIX II

Compensation Plan

[illegible]

Position Grade Assignment

APPENDIX III

Position Grade Assignment

Position Grade Assignment

Poir	Department	Division	Title	Grade	Proposed Range		
					Min	Mid	Max
55	Library	N/A	Shelver	1	22,572.72	25,958.63	29,344.54
65	Library	N/A	Youth Services Page	2	23,927.09	27,516.15	31,105.21
123	Library	N/A	Library Assistant I	5	28,497.54	32,772.17	37,046.80
118	Police	N/A	Police Clerk I	5	28,497.54	32,772.17	37,046.80
113	Public Works/Utilities	N/A	Utility Clerk I	5	28,497.54	32,772.17	37,046.80
123	Senior Outreach	N/A	Nutrition Site Manager	5	28,497.54	32,772.17	37,046.80
145	Cable	N/A	Production Assistant	6	30,207.39	34,738.50	39,269.61
143	Community Development	N/A	Community Development Clerk II	6	30,207.39	34,738.50	39,269.61
165	Administration	N/A	Administration Clerk III	7	32,019.84	36,822.81	41,625.79
165.5	Library	N/A	Library Assistant II	7	32,019.84	36,822.81	41,625.79
168	Library	N/A	Technology Services Assistant	8	33,941.03	39,032.18	44,123.34
175	Public Works/Utilities	N/A	Parks/Public Works Maintenance Worker	8	33,941.03	39,032.18	44,123.34
192.5	Administration	N/A	Deputy Clerk	9	35,977.49	41,374.11	46,770.74
203.5	Cable	N/A	Senior Production Assistant	9	35,977.49	41,374.11	46,770.74
201	Municipal Clerk	N/A	Judicial Assistant/Court Clerk III	9	35,977.49	41,374.11	46,770.74
195.5	Public Works/Utilities	N/A	Clerk III	9	35,977.49	41,374.11	46,770.74
213	Public Works/Utilities	N/A	Public Works Maintenance Worker	10	38,136.14	43,856.56	49,576.98
195	Senior Outreach	N/A	Case Manager	9	35,977.49	41,374.11	46,770.74
220.5	Police	N/A	Confidential Administrative Assistant	10	38,136.14	43,856.56	49,576.98
251	Library	N/A	Youth Services Librarian	11	40,424.31	46,487.95	52,551.60
248	Public Works/Utilities	N/A	Mechanic	11	40,424.31	46,487.95	52,551.60
267.5	Public Works/Utilities	N/A	Public Works Lead Maintenance Worker	12	42,849.77	49,277.23	55,704.69
310	Cable	N/A	Program Manager	13	45,420.75	52,233.86	59,046.98
315	Cable	N/A	Technical Manager	13	45,420.75	52,233.86	59,046.98
317.5	Fire and Rescue	N/A	Fire Inspector/Public Education Specialist	13	45,420.75	52,233.86	59,046.98
355	Library	N/A	Assistant Library Director/Technical Services Supervisor	14	48,146.00	55,367.90	62,589.79
390	Community Development	N/A	Building Inspector	15	51,034.76	58,689.97	66,345.18
405.5	Administration	N/A	Senior Accountant	16	54,096.84	62,211.37	70,325.89
410	Senior Outreach	N/A	Senior Outreach Director	16	54,096.84	62,211.37	70,325.89
445.5	Administration	N/A	Village Clerk/Deputy Treasurer	17	57,342.65	65,944.05	74,545.45
495	Library	N/A	Library Director	18	60,783.21	69,900.69	79,018.17
492.5	Public Works/Utilities	N/A	Parks Manager/Assistant Director of Public Works	18	60,783.21	69,900.69	79,018.17
560	Community Development	N/A	Community Development Director	19	64,430.20	74,094.73	83,759.26
550	Fire and Rescue	N/A	Administrative Captain	19	64,430.20	74,094.73	83,759.26
665	Public Works/Utilities	N/A	Director of Public Works/Utilities	21	72,393.78	83,252.84	94,111.91
685	Fire and Rescue	N/A	Fire/EMS Chief	22	76,737.40	88,248.01	99,758.62
685	Police	N/A	Chief of Police	22	76,737.40	88,248.01	99,758.62
725	Administration	N/A	Village Administrator	23	81,341.65	93,542.89	105,744.14

APPENDIX IV
Fringe Benefit Comparison

Fringe Benefit Comparison

	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Village of McFarland</u>
Multiple sets of fringe benefits?	No (3)	Yes (8)	Yes	Yes
Holidays (Days/Year)	8	11	9	9
Floating Holidays	No (0)	Yes (12)	Yes	Yes
If yes, how many?	1.00	4.00	2	2
Holiday on Regular Days Off	Other (0)	Fri-Mon (11)	Fri-Mon	Fri-Mon
Comp on Holidays Worked		T&½ (7)		
Time and a ½	T&½ (7)	7	T&½ (7)	T&½
Double Time	Dbl (1)	1		
Double Time and a ½	DT&½ (2)	2		
Other	Other (0)	0		
Annual Leave (Days/Year)				
Vacation/Sick or PTO	PTO (1)	Vac-Sick (11)	Vac-Sick	Vac-Sick
Vacation - days or hours?				
6 months	-	8.00	5	-
1 year	5.00	10.00	8	10.00
2 years	10.00	14.00	11	10.00
3 years	10.00	14.00	11	10.00
4 years	10.00	14.00	11	10.00
5 years	10.00	21.00	14	15.00
6 years	13.00	21.00	15	15.00
7 years	15.00	21.00	16	15.00
8 years	15.00	21.00	16	15.00
9 years	15.00	21.00	17	15.00
10 years	15.00	21.00	18	15.00
11 years	15.00	21.00	19	20.00
12 years	17.00	22.00	20	20.00
13 years	18.00	23.00	20	20.00
14 years	18.00	25.00	21	20.00
15 years	18.00	25.00	22	20.00
16 years	18.00	25.00	22	20.00
17 years	20.00	25.00	23	20.00
18 years	20.00	25.00	23	20.00
19 years	20.00	25.00	23	20.00
20 years	20.00	25.00	24	20.00
20+ years	20.00	30.00	25	25.00
Carried into Next Year	-	40.00	13	10.00
Max Accumulation	-	36.00	18	10.00
Comp after Max Accumulation	Yes (2)	No (9)	No	Yes
Sick Leave (Days/Year)	1.00	13.00	11	12.00
Carried into Next Year	12.00	Unltd (3)	83	12.00
Max. Accumulation	60.00	Unltd. (2)	112	180.00
Paid at Termination/Retirement	No (4)	Yes (5)	Yes	Yes
Use for Medical Appointments	No (0)	Yes (11)	Yes	Yes
Use for Dental Appointments	No (0)	Yes (11)	Yes	Yes
Use for Family Illness	No (1)	Yes (10)	Yes	Yes
Sick Leave Bank	Yes/No (5/5)	Yes/No (5/5)		Yes

Fringe Benefit Comparison

	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Village of McFarland</u>
Pension and Retirement				
Other Than Social Security	No (0)	Yes (12)	Yes	Yes
State Sponsored	No (1)	Yes (11)	Yes	Yes
Employer Paid	6%	7%	7%	7%
Employee Paid	0%	7%	6%	0%
Death Benefit	No (0)	Yes (10)	Yes	Yes
Life & Disability Insurance				
Life Insurance	No (0)	Yes (12)	Yes	Yes
Employer Paid	0%	100%	73%	25%
AD&D	Yes (4)	No (7)	No	Yes
AD&D Double Indemnity	Yes (1)	No (7)	No	Yes
Employer Paid	0%	100%	50%	Yes
Short Term Disability	Yes (4)	No (7)	No	Yes
Employer Paid	0%	100%	30%	25%
Long Term Disability	No (2)	Yes (8)	Yes	Yes
Employer Paid	0%	100%	66%	25%
Health Insurance				
Different Types of Coverage?	No (0)	Yes (12)	Yes	Yes
100% FTE participation required	Yes/No (6/6)	Yes/No (6/6)		Yes
Not participating	Yes (1)	No (10)	No	No
Employee Only	Yes (3)	No (8)	No	Yes
Employer Paid	\$ 364.77	\$ 720.10	\$ 532.28	\$ 562.30
Employee Paid	10%	100%	84%	98%
Employee Paid	0%	90%	20%	2%
Max out of pocket	\$ -	\$ 6,350.00	\$ 1,308.33	
Standard Office Visit Co-pay	\$ N/A	\$ 20.00	\$ 7.50	\$ -
Employee/Spouse	\$ 820.74	\$ 1,345.44	\$ 1,083.09	
Employer Paid	10%	95%	71%	
Employee Paid	5%	90%	30%	
Max out of pocket	\$ -	\$ 1,000.00	\$ 500.00	
Standard Office Visit Co-pay	\$ 10.00	\$ 10.00	\$ 10.00	
Employee/Child	\$ 820.74	\$ 1,345.44	1083	
Employer Paid	10%	95%	71%	
Employee Paid	5%	90%	30%	
Max out of pocket	\$ -	\$ 1,000.00	\$ 500.00	
Standard Office Visit Co-pay	\$ 10.00	\$ 10.00	\$ 10.00	
Employee/Family	\$ 1,123.83	\$ 1,793.70	\$ 1,369.39	\$ 1,399.20
Employer Paid	10%	100%	84%	98%
Employee Paid	0%	90%	20%	2%
Max out of pocket	\$ -	\$ 127,000.00	\$ 21,666.67	
Standard Office Visit Co-pay	N/A	\$ 20.00	\$ 7.50	\$ -

Fringe Benefit Comparison

	Least Reported	Most Reported	Average Reported	Village of McFarland
HEALTH INSURANCE TYPE 2 -				
Employee Only	\$ 602.65	\$ 1,272.40	\$ 849.51	\$ 690.00
Employer Paid	10%	97%	60%	80%
Employee Paid	3%	90%	40%	20%
Annual Deductible	\$ 100.00	\$ 500.00	\$ 366.67	
Standard Office Visit Co-pay	\$ -	\$ 30.00	\$ 13.75	\$ -
Annual Maximum Out-of-Pocket	\$ 2,100.00	\$ 5,850.00	\$ 3,975.00	
Employee/Spouse	\$ 1,542.78	\$ 1,542.78	\$ 1,542.78	
Employer Paid	10%	10%	10%	
Employee Paid	90%	90%	90%	
Annual Deductible	\$ 200.00	\$ 200.00	\$ 200.00	
Standard Office Visit Co-pay	\$ 25.00	\$ 25.00	\$ 25.00	
Annual Maximum Out-of-Pocket	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	
Employee/Child	\$ 1,542.78	\$ 1,542.78	\$ 1,542.78	
Employer Paid	10%	10%	10%	
Employee Paid	90%	90%	90%	
Annual Deductible	\$ 200.00	\$ 200.00	\$ 200.00	
Standard Office Visit Co-pay	\$ 25.00	\$ 25.00	\$ 25.00	
Annual Maximum Out-of-Pocket	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	
Employee/Family	\$ 1,542.78	\$ 3,174.50	\$ 2,025.70	\$ 1,718.50
Employer Paid	10%	97%	59%	80%
Employee Paid	3%	90%	41%	20%
Annual Deductible	\$ 200.00	\$ 1,000.00	\$ 733.33	
Standard Office Visit Co-pay	\$ -	\$ 30.00	\$ 13.75	\$ -
Annual Maximum Out-of-Pocket	\$ 4,200.00	\$ 11,700.00	\$ 7,950.00	
Supplemental program for HDP?	Yes (5)	No (6)	No	Yes
Type of Program				VEBA
Employer Paid	0%	100%	25%	100
Retirees	No (2)	Yes (8)	Yes	Yes
Years of Service Required	No (1)	Yes (4)	Yes	No
If yes, how many?	-	15.00	9	
Employer Paid	0%	100%	25%	0%
Dental Insurance	No (4)	Yes (8)	Yes	Yes
Part of Health Plan	Yes (2)	No (9)	No	Yes
Employee Only	\$ -	\$ 44.68	\$ 30.64	
Employer Paid	0%	100%	86%	
Employee/Family	\$ -	\$ 138.16	\$ 94.07	
Employer Paid	0%	100%	86%	
Vision Insurance	Yes (4)	No (7)	No	Yes
Part of Health Plan	No (5)	Yes (6)	Yes	Yes
Employee Only	Yes/No (0/0)	Yes/No (0/0)		
Employer Paid	0%	100%	33%	
Employee/Family	\$ 16.99	\$ 203.46	\$ 79.39	
Employer Paid	0%	100%	33%	

Fringe Benefit Comparison

	<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Village of McFarland</u>
Deferred Compensation	No (0)	Yes (11)	Yes	Yes
Available to all Employees	No (1)	Yes (10)	Yes	Yes
Type of Plan				ETF Deferred Comp and Security
Employer Contribution	Yes (1)	No (9)	No	no
Other Benefits Program				
Other Benefits	Yes (5)	No (6)	No	Yes
Post Retirement Hlth Care Svcs	Yes (3)	No (7)	No	No
Call Back Pay	No (3)	Yes (8)	Yes	Yes
On Call/Stand By Pay	No (3)	Yes (8)	Yes	Yes
Clothing Allowance	No (2)	Yes (8)	Yes	Yes
Mgr/Administrator Compensation				
Included in Pay Plan	No (3)	Yes (7)	Yes	Yes
Car or Vehicle Allowance	Yes (4)	No (6)	No	No
Personal Allowance	No (1)	Yes (2)	Yes	No
Accrues Leave Differently	Yes (1)	No (9)	No	No
Retirement Plan Differ	Yes (2)	No (8)	No	No
Additional Benefits	Yes/No (2/2)	Yes/No (2/2)		No



VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Monday, February 4, 2019

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator, Cassandra Suettinger, Village Clerk/Treasurer

AGENDA ITEM: Discussion and action to recommend approval to the Village Board the position description, classification, and authorization to fill the vacancy for the Assistant to the Public Works Director position within the Public Works Department.

PREVIOUS ACTION:

The Personnel Committee has reviewed this position at its meetings on December 3, 2018 and January 7, 2019. Nearly all of the discussion has been centered on the position description thus far. The following Committee's also reviewed the position description on the following dates:

- January 8th - Public Works
- January 15th - Public Utilities
- January 17th - Parks

ISSUE SUMMARY:

At the last meeting the Personnel Committee we discussed this job description following past discussions centering around the reorganization of the Public Works Department. We have previously approved the Organizational Chart for the Department as draft which will be finalized upon completion of the recruitment for the Director position that is presently underway. Within this proposed changes to the structure of the Department is the creation of the position of Assistant to the Public Works Director. The basic desire to add the position lies within the need provide highly responsible management support to the Director for administrative responsibilities within the Department. Like any new position, approval needs to be granted for the job description, classification, and permission to fill the vacancy. Here is a summary regarding the related enclosed documents for each of these items:

- **Job Description** - The enclosed description is a similar markup as was reviewed last month but now contains input from other Public Works related Committees. Administrative management of the utilities is a very important function for this position but generally people have agreed that the revised title and proposed changes to the essential job duties gives it a broader impact to help the Department as a whole. All three Committees that reviewed the description were unanimously agreeable to the



position as presented.

- **Classification** - The job description is used to classify the position within the Village's wage grid. In order to do that the follow steps are taken:
 - Position Analysis Questionnaire - This form asks some baseline questions in order to establish various levels the position falls to be compared against certain job factors within the assessment. The position has a higher education requirement and a medium degree of responsibility for most levels presented.
 - Position Points Assessment - The assessment is then used to create a score in order to determine a grade for the position. A Skill Level IV is selected for this assessment and designation of the position as Administrative given the job description that's presented. Each of the job factors are compared against the questionnaire to determine a score. The score is totaled in the pointing sheet and for this position suggests a score of 370.
 - Grade Assignment - Finally the score is placed within a range set for each position grade. Based on a score of 370, the position would be placed at Grade 15. The range for this position as of January 1, 2019 would be a minimum of \$54,700.08 up to a maximum of \$71,110.10. The market rate would be set at \$62,905.09. For internal comparability, the Building Inspector and Senior Outreach Director are also located within Level 15. The Assistant Library Director and Fire Inspector/Public Education Specialist are located within Grade 14 while the Deputy Treasurer/Accountant and Administrative Fire Captain (not filled) are located within 16.
- **Approval to Fill Vacancy** - By policy, this is a responsibility of the Village Board to grant approval as authorization to fill any employment vacancy.

Village Staff filled out this information based on our review of the position against all of these factors. The Committee will review all aspects of this work in order to make their own recommendation regarding the classification for the Village Board to consider.

FINANCIAL/BUDGET IMPACT:

The 2019 Budget was approved funding the position at Grade 18. The total amount set aside for wages and benefits as of January 1, 2019 was \$102,965. A position graded at 15 would likely be about \$10,000 to \$15,000 less than what was included within the budget. It was also funded at 100% beginning January 1st and is not likely be filled until almost the mid-point of the year. The allocation amongst the funds was setup the same way the current Utility Clerk is distributed. The cost is broken out 5% in the General Fund, 10% in the Solid Waste Fund, 70% in the Utilities Fund, and 15% in the Stormwater Utility Fund. The 2019 Budget has been approved, so with the position proposed at a lower grade than what was budgeted the overall cost will come in under budget.

VILLAGE PLAN REFERENCE:

Compensation and Benefits Manual



Personnel Policy Manual

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended the Committee review the job description, classification, and request to fill the vacancy in order to make an affirmative recommendation of approval to the Village Board as presented.

ATTACHMENTS:

1. 1 - Assist to PW Director - Job Description CLEAN
2. 1 - Assist to PW Director - Job Description REDLINE
3. 2 - Assit to PW Director - Position Analysis Questionnaire
4. 3 - Assist to PW Director - Position Points Assessment
5. 4 - Assist to PW Director - Grade Assignment

Assistant to the Public Works Director

POSITION DESCRIPTION

Position Title:	Assistant to the Public Works Director	FLSA:	Non-Exempt
Department:	Public Works	Represented:	No
Reports to:	Public Works Director	Employment Status:	Full-Time

POSITION SUMMARY

Distinguishing Characteristics of the Class

The highly responsible professional work of this position involves assisting the Public Works Director in managing and supervising the financial operations of the municipal utility operations and providing key administrative support for the Public Works Department. It is also a hands-on position, which performs critical and routine financial activities as part of the management of the sewer, water, and stormwater utilities. Key responsibilities include: customer billing, monitoring financial performance, projecting capital needs, forecasting the adequacy of revenue to meet expenditures, budgeting, audit compliance, accounts payable, maintaining inventory, meeting management, and other related tasks to support the operations of the Department and the services it provides.

Supervision Received

Performs under the direction and general supervision of the Public Works Director, but exercises considerable independent judgement in establishing work priorities and managing day to day administrative operations of the Department especially sewer, water, and stormwater utilities.

Supervision Exercised

Supervises a part-time Utility Clerk and Meter Reader that assist in the fulfillment of the administrative duties for the Department and related utilities.

DESCRIPTION OF WORK

Essential Duties and Responsibilities

- Manages customer service expectations and relationships for the Public Works Department.
- Assists the Public Works Director in administering the annual operating budget and monitoring revenues and expenditures in assigned areas to assure sound fiscal control.
- Accurately and consistently records time spent supporting public utilities functions and for all other Public Works and Parks activities for the purpose of allocating labor related costs between the public utilities and other Public Works activities.

- Assists in administering agendas, packets, and minutes for the Public Utilities, Public Works, and Parks, Rec. and Natural Resources Committee. Serves as direct liaison to the Public Utilities Committee.
- Completes all necessary paperwork within the Department related to Accounts Payable and Accounts Receivable as directed by the Public Works Director.
- Approves check refunds of applicable credits and issue notification of NSF payments for certain bills.
- Assists the Public Works Director in forecasting the impact of future capital investments and operational expenditures as well as associated impacts on revenue sources when necessary.
- Monitors and tracks impact fees for utilities, parks, and all other related impact fees related to the Department. Recommend to the Director of Public Works eligible projects to use impact fees.
- Maintains inventory and maintenance records for all related assets within the Department as applicable including annual review of asset replacement.
- Supervises the utility customer billing for residential, commercial, industrial, and government accounts for all utility services.
- Manages the financial performance of the utilities and report findings to the Public Works Director to ensure that they maintain current and future financial stability.
- Ensures the utility is operating in accordance with Public Service Commission (PSC), Wisconsin Department of Natural Resources (DNR), and Generally Accepted Accounting Principles (GAAP) rules and regulations including the submittal of required reports.
- Coordinates annual cross connection inspections for residential, commercial, and government accounts.
- Maintains storm water Equivalent Runoff Units (ERU) for all properties in the Village.
- Assists the Public Works Director in the day to day management of the contract for solid waste collection including residential garbage, recycling, and yard waste pickups/drop offs. Further responsibility for solid waste billing, associated record keeping, and related customer service.
- Coordinates with the Treasurer to administer tax certification process including but not limited to delinquent utility accounts, special assessments for solid waste collection, and all other applicably related charges for the annual property tax roll.
- Maintains data and process grant applications to support Department projects as well as process all necessary follow-up reports as directed by the Public Works Director.
- Performs other related duties as assigned.

Equipment Used

Personal computer with various software office applications (especially Microsoft Word and Excel) and web based financial management software (Caselle Clarity). Also may use printer, copy/fax machine, calculator, phone, adding machine, label maker, and handheld meter reading device.

Work Environment and Working Conditions

Works in a normal Public Works office setting with moderate noise levels. Some hours beyond a normal work week may be required. Attendance at a minimum of two evening meetings per month will be required.

TECHNICAL REQUIREMENTS

Knowledge of

- Modern theory, principles, and practices related to municipal public works operations.
- Public finance and fiscal planning.
- Public Works service delivery including facility, parks, solid waste, sanitary sewer, stormwater, streets, and water operations.
- Budgetary, accounting and reporting systems as applicable to the Department.
- Applicable federal and state laws, regulatory codes, and municipal ordinances and the ability to interpret and apply them in different situations.
- Supervisory principles and practices.
- Municipal accounting software, preferably Caselle Clarity.

Ability to

- Effectively communicate both orally and in writing.
- Prepare and analyze complex financial reports.
- Work independently and as part of a team to facilitate Department service responsibilities.
- Maintain efficient and effective financial systems and procedures.
- Establish effective working relationships with co-workers and other contacts.
- Maintain excellent relations with the public.

GENERAL COMPETENCIES

While performing the duties of this job, the employee is required to accomplish all of the tasks routinely associated with the performance of office type functions. In addition, the employee must be able to satisfy the following competency requirements.

- ◆ ANALYTICAL SKILLS: Identify problems and opportunities; review possible alternative courses of action before selecting one; utilize information resources available when making decisions.
- ◆ COMMUNICATION SKILLS: Communicate ideas and information effectively in both written and oral form.
- ◆ PROBLEM-SOLVING SKILLS: Develop feasible, realistic solutions to problems; recommend actions designed to prevent problems from occurring; refer problems to supervisor when necessary.
- ◆ ORGANIZATIONAL SKILLS: Establish systematic methods of accomplishing goals.
- ◆ READING ABILITY: Effectively read and understand information contained in memoranda, reports, ordinances, codes, regulations, 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.

REQUIRED MINIMUM QUALIFICATIONS

A B.A. degree in accounting, finance, public, or business administration, or related field. A minimum of three to five (3-5) years progressively responsible municipal accounting experience, public works administrative operations, and/or utility management. Any combination of education and experience which in the sole discretion of the Village would demonstrate the Employee's ability to meet the required knowledge, skills, and abilities for the position may also be considered.

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 _____, 20____.

Employee Signature

Department Head Signature

Created: XXXX XX, 2019

Amended: None.

Assistant to the Public Works Director **Office Manager**

POSITION DESCRIPTION

Position Title:	<u>Assistant to the Public Works Director</u>	FLSA: Non-Exempt
Department:	Public Works	Represented: No
Reports to:	Public Works Director	Employment Status: Full-Time

POSITION SUMMARY

Distinguishing Characteristics of the Class

The highly responsible professional work of this position involves assisting the Public Works Director in managing and supervising the financial operations of the municipal utility operations and providing key administrative support for the Public Works Department. It is also a hands-on position, which performs critical and routine financial activities as part of the management of the sewer, water, and stormwater utilities. Key responsibilities include: customer billing, monitoring financial performance, projecting capital needs, forecasting the adequacy of revenue to meet expenditures, budgeting, audit compliance, accounts payable, maintaining inventory, meeting management, and other related tasks to support the operations of the Department and the services it provides.

Supervision Received

Performs under the direction and general supervision of the Public Works Director, but exercises considerable independent judgement in establishing work priorities and managing day to day administrative operations of the Department especially sewer, water, and stormwater utilities.

Supervision Exercised

Supervises a part-time Utility Clerk and Meter Reader that assist in the fulfillment of the administrative duties for the Department and related utilities.

DESCRIPTION OF WORK

Essential Duties and Responsibilities

- Manages customer service expectations and relationships for the Public Works Department.
- Assists the Public Works Director in administering the annual operating budget and monitoring revenues and expenditures in assigned areas to assure sound fiscal control.
- Accurately and consistently records time spent supporting public utilities functions and for all other Public Works and Parks activities for the purpose of allocating labor related costs between the public utilities and other Public Works activities.

- Assists in administering agendas, packets, and minutes for the Public Utilities, Public Works, and Parks, Rec. and Natural Resources Committee. Serves as direct liaison to the Public Utilities Committee.
- Completes all necessary paperwork within the Department related to Accounts Payable and Accounts Receivable as directed by the Public Works Director.
- Approves check refunds of applicable utility credits and issue notification of NSF payments for certain bills.
- ~~Notification of NSF payments for utility bills.~~
- ~~Assist the Public Works Director in coding of invoices and tracking of parks, utilities, storm water and capital projects.~~
- Assists the Public Works Director in forecasting ~~Forecast~~ the impact of future capital investments and operational expenditures as well as associated impacts on revenue sources on revenue requirements and recommend rate increases when necessary.
- Monitors and tracks impact fees for utilities, parks, and all other related impact fees related to the Department. Recommend to the Director of Public Works eligible projects to use impact fees. ~~and recommend projects for its use.~~
- Maintains inventory and maintenance records for all related assets within the Department as applicable including annual review of asset replacement. ~~of meters, hydrants, valves, and mains including annual meter change outs.~~
- Supervises ~~Oversee~~ the utility customer billing for residential, commercial, industrial, and government accounts for all utility services. ~~the utilities.~~
- Manages the financial performance of the utilities and report findings to the Public Works Director to ensure that they maintain current and future financial stability.
- ~~Forecasting short term and long term capital needs of the utilities including annual review of asset replacement.~~
- Ensures the utility is operating in accordance with Public Service Commission (PSC), Wisconsin Department of Natural Resources (DNR), and Generally Accepted Accounting Principles (GAAP) PSC, WI DNR, and GAAP rules and regulations including the submittal of required reports.
- Coordinates annual cross connection inspections ~~ors~~ for residential, commercial, and government accounts.
- Maintains storm water Equivalent Runoff Units (ERU)s for all properties in the Village.

- Assists the Public Works Director in the day to day management of the contract for solid waste collection including residential garbage, recycling, and yard waste pickups/drop offs. Further responsibility for solid waste billing, associated record keeping, and related customer service.
- ~~Supervise and coordinate the work of the Utility Clerk.~~
- ~~Assist the Public Works Director with various financial related projects or assignments.~~
- Coordinates with the Treasurer to administer tax certification process including but not limited to for delinquent utility accounts, special assessments for solid waste collection, and all other applicably related charges for the annual property tax roll.
- Maintains data and process grant applications to support Department projects as well as process all necessary and follow-up reports as directed by the Public Works Director.
- ~~Prepare rate applications for the PSC.~~
- Performs other related duties as assigned.

Equipment Used

Personal computer with various software office applications (especially Microsoft Word and Excel) and web based financial management software (Caselle Clarity). Also may use printer, copy/fax machine, calculator, phone, adding machine, label maker, and handheld meter reading device.

Work Environment and Working Conditions

Works in a normal Public Works office setting with moderate noise levels. Some hours beyond a normal work week may be required. ~~Occasional a~~ Attendance at a minimum of two ~~n~~-evening meetings per month will be required.

TECHNICAL REQUIREMENTS

Knowledge of

- Modern ~~governmental and utility accounting~~ theory, principles, and practices related to municipal public works operations.
- Public finance and fiscal planning.
- Public Works service delivery including facility, parks, solid waste, sanitary sewer, stormwater, streets, and water operations.
- Budgetary, accounting and reporting systems as applicable to the Department, GAAP, GASB, PSC, and DNR.
- Applicable federal and state laws, regulatory codes, and municipal ordinances and the ability to interpret and apply them in different situations.
- Supervisory principles and practices.
- Municipal accounting software, preferably Caselle Clarity.

Ability to

- Effectively communicate both orally and in writing.
- Prepare and analyze complex financial reports.
- Work independently and as part of a team to facilitate Department service responsibilities.
- Maintain efficient and effective financial systems and procedures.
- Establish effective working relationships with co-workers and other contacts.
- Maintain excellent relations with the public.

GENERAL COMPETENCIES

While performing the duties of this job, the employee is required to accomplish all of the tasks routinely associated with the performance of office type functions. In addition, the employee must be able to satisfy the following competency requirements.

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- ◆ TIME MANAGEMENT SKILLS: Set priorities in order to meet assignment deadlines.

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NOTES

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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 _____, 20____.

Employee Signature

Department Head Signature

Created: XXXX XX, 2019

Amended: None.

Village of McFarland, Wisconsin

Position Analysis Questionnaire

1. Name (Last, First)	2. Current Position Title Assistant to Public Works Director	3. Current Annual Salary TBD
4. Immediate Supervisor's Title Public Works Director	5. Department/Division Public Works	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 Scheduled attendance at 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. 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> ☐ Less than High School Diploma or GED ☐ High School Diploma or GED ☐ Associates Degree ☒ Bachelors Degree ☐ Masters Degree ☐ PhD ☐ Other <i>Supervisor (check one)</i> ☐ ☐ ☐ ☒ ☐ ☐ ☐ Major/Coursework: <u>Accounting, finance, public administration, and/or business administration.</u> Type of Experience <u>Utility billing/collections, AP/AR, auditing, customer service, and/or public works operations.</u> 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> <u>Wisconsin Drivers License</u> 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> <u>Financial Management Software</u> <u>Utility Payment Software</u> <u>Meeting Management System</u> <u>Meter Reading Equipment</u> <u>PSC Rules and Regulations</u> Are these required: ☐ Upon Hire ☐ Within 6 months ☒ Within 1 year ☐ Within 2 years <i>If requirement is specific to the training, please indicate timeframe by each one individually.</i>		

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:

Utility Clerk (P/T)

Meter Reader (P/T)

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

Effectively
Recommend

Take Action

Hire

Assign Work

Direct Work

Reward

Transfer

Promote

Adjust Grievances

Train

Inspect Work

Effectively
Recommend

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.

[illegible]

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.

N/A - Classifying Newly Created Position

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	80 10 - 160
II.	Experience	50 0 - 125
III.	Level of Work	60 10 - 140
IV.	Human Relations Skills	30 0 - 80
V.	Physical Demands	10 0 - 50
VI.	Working conditions and Hazards	15 0 - 70
VII.	Independence of Action	60 0 - 120
VIII.	Impact on End Results	60 0 - 140
IX.	Supervision Exercised	5 0 - 140
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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 | <p>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.)</p> |
| 20 | <p>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.)</p> |
| 40 | <p>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.)</p> |
| 80 | <p>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.)</p> |
| 1.5 times
Bachelor's | <p>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.)</p> |
| 2.0 times
Bachelor's | <p>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.)</p> |

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: Assistant to Public Works Director (Public Works)

Skill Level: IV (Administrative)

Factor	Value
I. Training and Ability	80
II. Experience	50
III. Level of Work	60
IV. Human Relations Skills	30
V. Physical Demands	10
VI. Working Conditions and Hazards	15
VII. Independence of Action	60
VIII. Impact on End Results	60
IX. Supervision Exercised	5
Point Total	370

*** As of January 5, 2015

			% 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	

370

2016	1.0% Adjustment	51,545.11	59,689.97	67,008.63
2017	2.0% Adjustment	52,576.01	60,462.41	68,348.80
2018	2.0% Adjustment	53,627.53	61,671.66	69,715.78
2019	2.0% Adjustment	54,700.08	62,905.09	71,110.10