



Contact for City of Hammond, Louisiana

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— CITY OF —
HAMMOND, LA

Request for Proposal (RFP#17-06)

CLASSIFICATION AND COMPENSATION STUDY

As submitted to:
Loretta Severan
Human Resources Director
City of Hammond
310 East Charles Street
P.O. Box 2788
Hammond, LA 70404-2788
985.277.5652 (t)
Severan_LS@hammond.org (e)

RFP # 17-06 Form

Proposal Description:

Provide all Labor and Equipment to Provide a Comprehensive Classification and Comprehensive Study for the City of Hammond in accordance with all RFP 17-06 documents.

As a qualified offeror for the project, I have carefully examined all of the RFP 17-06 Documents and have examined the conditions and specifications of the work to be done, and I hereby propose to furnish all labor, materials, equipment, tools, etc., as called for by the RFP 17-06 specifications.

I hereby acknowledge that I have received the following Addenda and they are reflected as part of this proposal,

N/A

List by date and Addendum number

Offeror agrees to deliver services in complete accordance with all Specifications for the sum indicated on the "Professional Fee Breakdown" found in the sealed envelope per Specification instructions.

Signature of *Fred Seamon* Fred Seamon, PhD, Executive Vice President

Name of Company MGT of America Consulting, LLC Date November 09, 2016

The above signature on this RFP certifies that offeror has carefully examined the instructions to offeror, terms and specifications applicable to and made a part of this proposal Package. Offeror further certifies that the prices shown are in full compliance with the conditions, terms and specifications of this proposal.

HAMMOND, LOUISIANA

RFP # 17-06 FOR A COMPREHENSIVE CLASSIFICATION AND COMPENSATION STUDY
NOVEMBER 14, 2016

SUBMITTED BY MGT OF AMERICA CONSULTING, LLC

MS. NANCY STEPINA-ROBISON
NSTEPINA@MGTAMER.COM
850.322.8090



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I: HISTORY AND EXPERIENCE

I.1 ORGANIZATIONAL STRUCTURE



MGT was established in Tallahassee, Florida, on August 25, 1974, and has grown to include offices in California, Michigan, Texas, and Washington. The firm began when a small group of individuals decided to create a consulting firm with the mission to help public sector clients operate more efficiently and effectively. **For over 42 years, MGT has been providing high quality management consulting services to government agencies nationwide.** MGT is dedicated to providing the most creative and practical solutions to the challenges faced by public organizations.

A firm consisting of over 60 professionals, MGT has successfully managed more than 7,800 client engagements nationally, with a significant portion of MGT’s engagements being repeat business, reflecting the firm’s commitment to achieving a high level of customer satisfaction and ability to exceed the expectations of clients. We believe our business from returning clients can be attributed to our commitment to producing pragmatic, realistic solutions.

The below graphic representation shows the markets and client services offered by MGT.

SERVICES		MARKETS
Classification and compensation studies	Communications and marketing consulting	State and Local Government
Human resource studies	Fiscal impact analysis	
Operations/management reviews	Geographic Information Systems	Higher Education
Business process reengineering	Funding studies and models	
Performance audits	Market and opinion research	PK-12 Education
Program reviews	Disparity studies	
Program evaluation	Information technology consulting	Financial Services
Facilities planning and analysis	Costing services	
Strategic planning	Policy research	

As a leading management consulting firm in government studies, we offer the City of Hammond not only the stability of a firm and team with extensive experience with this type of project, but also an innovative methodology that is updated regularly to prepare clients for human resources and employee relations in rapidly changing environments.

I.2 DEMONSTRATED KNOWLEDGE AND EXPERIENCE

The exhibit below illustrates MGT's experience conducting classification and compensation studies for state and local governments. Highlighted in maroon are some of our most recent or current projects.

ARIZONA	
- Maricopa County	
CALIFORNIA	
- Sacramento County Management Association	
DELAWARE	
- Delaware Solid Waste Authority	
FLORIDA	
<ul style="list-style-type: none"> - Alachua County Board of Commissioners - Alachua County Property Appraiser - Bonita Springs Fire Control and Rescue District - Brevard County Sheriff's Office - Citizens Property Insurance Corporation - Citizen's Property Insurance Corporation - Citrus County - Citrus County Board of County Commissioners - Citrus County Clerk of the Court - Citrus County Property Appraiser - Citrus County Tax Collector - City of Apopka - City of Belle Glade - City of Boynton Beach - City of Casselberry - City of Fort Walton Beach - City of Gulf Port - City of Key West - City of Lake Mary - City of Lakeland - City of Leesburg - City of Miami - City of North Miami - City of North Port - City of Tallahassee - City of Tamarac - City of Tampa 	<ul style="list-style-type: none"> - City of Titusville - City of Winter Springs - Columbia County Property Appraiser - Escambia County - Florida Association of Court Clerks, Inc. - Florida Office of the Attorney General - Florida Department of Juvenile Justice - Florida Department of Management Services - Florida Department of Transportation - Florida Governor's Office - Florida House of Representatives - Florida League of Cities - Florida Lottery - Florida State Board of Administration - Florida Tax Collectors Association - Florida Transportation Commission - Hillsborough County - Hillsborough County Tax Collector - Jackson County Tax Collector - Leon County Property Appraiser - Marion County Emergency Medical Services Alliance - Nassau County Property Appraiser - Palm Harbor Special Fire Control and Rescue District - St. Johns County Property Appraiser - Town of Davie - Travis County

GEORGIA	
- City of Albany/Dougherty County Board of Commissioners - City of Macon	- City of Richmond Hill - Fayette County
ILLINOIS	
- County of Kankakee	
LOUISIANA	
- City of Baton Rouge - Louisiana Department of Transportation and Development	- Parish of East Baton Rouge Recreation and Park Commission - Port of Iberia
MICHIGAN	
- St. Clair County	
MISSOURI	
- City of Columbia Human Resources Department	
NORTH CAROLINA	
- Chatham County - City of Canton - City of Waynesville - Davidson County Personnel Department - Haywood County	- North Carolina Association of County Commissioners - North Carolina Office of Juvenile Justice - Town of Maiden - Town of West Jefferson - Wake County Personnel Department
OKLAHOMA	
- City of Oklahoma City	- Oklahoma County
OREGON	
- Marion County	
SOUTH CAROLINA	
- City of Anderson - City of Cayce - City of Columbia - City of Easley - City of Florence - City of Gaffney - City of Georgetown - City of Lancaster - City of Newberry - City of Simpsonville - Chester Metropolitan District - Dillon County	- Dorchester County - Dorchester County Library - Greenville County Recreation District - Hampton County - Jasper County - Oconee County - Pickens County - Richland County - York County - York County Library - South Carolina Department of Public Safety - Town of Hampton
TENNESSEE	
- Memphis City Schools	- Tennessee Tech University

TEXAS	
<ul style="list-style-type: none"> - Bastrop County - City of Brownsville - City of Corpus Christi - City of La Porte - City of Longview - City of New Braunfels 	<ul style="list-style-type: none"> - County of Burnet - City of Laredo - County of Kerr - Hidalgo County - Hidalgo County Clerk's Office - Texas State Bar
VIRGINIA	
<ul style="list-style-type: none"> - Albemarle County - Bedford County - City of Chesapeake 	<ul style="list-style-type: none"> - City of Newport News - City of Richmond

I.3 SPECIFIC SIMILAR EXPERIENCE

Below are summaries of some of MGT's most recent, similar projects.

Classification and Compensation Services, *City of Kingsport, Tennessee*

The City of Kingsport, Tennessee, contracted with MGT to conduct a classification and compensation study of its approximately 811 employees. The purpose of the study is to assist the City in reaching its goal of fairly classifying and compensating employees to attract and retain a qualified workforce.

Classification and Compensation Services, *Office of the Attorney General, State of Florida*

The Florida Office of the Attorney General (AOG) contracted with MGT, as a subcontractor for Thomas Howell Ferguson, to conduct an Attorney Compensation study. The purpose of the study is to determine the extent of salary disparity existing between attorneys who work for the OAG and attorneys who work for other public entities including other state agencies in this and neighboring states.

Classification and Compensation Study *York County, SC*

MGT developed a new classification and compensation plan for the County based upon assigned job duties and responsibilities and competitive peer markets. The study included approximately 475 employees in 1,100+ job classifications. Included in the study were job analysis; job description development, evaluation, and update; wage and salary survey preparation and analysis; pay range determination; position and pay classification; and preparation of required reports.

This project, completed in July 2015, is MGT's fifth human resources project completed for York County since 2005.

Management Salary Compensation Study *Florida Transportation Commission*

MGT, as a subcontractor to Thomas Howell Ferguson, conducted a detailed compensation study on behalf of the Florida Transportation Commission. The purpose of the study was to determine competitive salary and benefit rates for Department of Transportation professionals

in comparison to a variety of public and private sector counterparts. MGT also completed an assessment of the Professional Engineering Training Program.

Total Compensation Study *Chester Metropolitan District*

The District contracted with MGT to conduct a market salary review as well as a review of existing positions. MGT developed new, and updated current, position information to better align with relevant market conditions.

Classification and Compensation Study *Delaware Solid Waste Authority*

The Authority contracted with MGT to conduct a comprehensive classification and compensation study for the Authority's positions. This is the second study MGT has conducted for the Authority.

Classification and Compensation Study *Bastrop County, TX*

MGT contracted with Bastrop County to perform an organizational compensation and classification study. The County employs over 435 employees, occupying 135 unique classifications, and serves a population of over 7,600 citizens. The study also included an analysis of the Fair Labor Standards Act status of all positions and the updating of job descriptions.

Compensation and Classification Study *Oconee County, SC*

The County contracted with MGT to conduct a comprehensive classification and compensation study of approximately 476 positions across 208 classifications. The study included 12 distinct work steps to collect and evaluate both internal and external information and develop a standardized, competitive system of compensation and classification.

Compensation/Classification Study *County of Kerr, TX*

MGT conducted a compensation and classification study for the County using internal job data to place positions in the classification and pay structure, ensured job descriptions adequately reflected ADA requirements, and determined FLSA status for all positions.

Salary and Benefits Survey/Compensation/Classification Study *County of Burnet, TX*

MGT provided the County with a comprehensive salary and benefits study for all County employees, including elected officials.

I.4 REFERENCES

Below and on the following pages, we provide references for projects similar in scope to Hammond's requested services. Several of the references provided have contracted with MGT for multiple projects or updates. We feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. For example, MGT is currently working with York County, South Carolina, on our fourth human resources project since 2005.

Immediately following is **Attachment B: Vendor Data Sheet**

York County, South Carolina *Various Human Resources Projects*

LISA DAVIDSON, Director of Human Resources

York County, South Carolina
 P.O. Box 180
 6 South Congress Street
 York, SC 29745
 (803) 684-8512 | lisa.davidson@yorkcountygov.com

Classification and Compensation Study | Service Dates: 1/26/2015 - ongoing

MGT is developing a new classification and compensation plan for the County based upon assigned job duties and responsibilities and competitive peer markets. The study includes approximately 475 employees in 1,100+ job classifications. Included in the study are job analysis; job description development, evaluation, and update; wage and salary survey preparation and analysis; pay range determination; position and pay classification; and preparation of required reports.

Classification/Compensation Updates | Service Dates: 1/15/2013 - 3/29-2013

MGT assisted the County in the evaluation and update of the classification and compensation system previously developed by MGT. These updates are an ongoing part of this long-term client relationship.

Pay Grade Evaluation of Select Positions | Service Dates: 2/22/2007 - 3/9/2007

MGT evaluated pay grades, generated job descriptions, and assessed FLSA status for selected positions for the County.

Classification and Compensation Study | Service Dates: 1/10/2005 - 4/5/2005

York County retained MGT to perform a comprehensive compensation and classification study of jobs in York County government. The study included approximately 900 employees in 250 job classifications. For each job classification, MGT determined the relative worth within the organizational structure (internal equity) and in comparison with similar jobs the labor market in which the county competes for a labor supply (external equity). In addition, MGT developed comprehensive job descriptions for all 250 job classifications.

Delaware Solid Waste Authority, Compensation and Classification Study

MS SHELLY FORCIER, Sr. Human Resources Administrator

Delaware Solid Waste Authority
 1128 South Bradford Street
 Dover , DE 19904
 (302) 730-5361 | saf@dswa.com
 Contract Period: June 2015 - December 2015

The Authority contracted with MGT to conduct a comprehensive classification and compensation study for the authority's positions. This is the third study MGT has conducted for the Authority.

Salary Survey and Classification Update (Contract Period: October 2006 - November 2006)

Salary Survey and Classification Review (Contract Period: October 2004 - December 2004)

Compensation and Classification Study *Oconee County, SC*

MS. SHEILA M. WALD, Human Resource Manager

Oconee County Government

298 Memorial Drive

Seneca, SC 29672-9443

864-364-5219 | swald@oconeesc.com

Contract Period: February 2012- July 2012

The County first contracted with MGT to conduct a comprehensive classification and compensation study of approximately 476 positions across 208 classifications. The study included 12 distinct work steps to collect and evaluate both internal and external information and develop a standardized, competitive system of compensation and classification.

The project above was our **sixth** project for Oconee County since 2002. We are currently engaged in our **seventh** contract with the county to provide as-need job descriptions until December 2018. Other projects include:

Conduct Grade Scale Review (2010)

Paygrade Evaluation of Selected County Positions (2007)

Comprehensive Salary Study (2004)

County Staffing Study (2002)

Compensation and Classification Study (2002)

Kerr County Compensation/Classification Study

DAWN LANTZ, HR Director

700 Main Street BA104

Kerrville, Texas 78028

(830) 792-2271 | dlantz@co.kerr.tx.us

Contract Period: May 2013 – September 2013

MGT prepared a Classification Study for the County using internal job data to place positions in the classification and pay structure; ensure that job descriptions adequately reflect ADA requirements; determine FLSA status for all positions.

Burnet County Salary and Benefits Survey/Compensation/Classification Study

SHIRLEY BULLARD, HR Coordinator
220 South Pierce Street
Burnet, Texas 78611
(512) 756-5489 | hrc@burnetcountytexas.org
Contract Period: January 2012 – December 2012

MGT provided Burnet County with a county-wide salary and benefits survey and compensation and classification study. The study included all county employees and elected officials. MGT provides ongoing classification system maintenance for the County to include evaluating new or reorganized or restructured positions.

Chester Metropolitan District Total Compensation Study

BRAD CAULDER, Human Resources Manager
P.O. Box 550 | 155 Wylie Street
Chester, South Carolina 29706
(803) 385-5123 | bcaulder@cmdcsd.com
Contract Period: February 2015 – May 2015

The Chester Metropolitan District/Chester Sewer District, contracted with MGT to conduct a market salary review as well as a review of existing positions. MGT developed new and updated position information to better align with relevant market conditions.

Florida Transportation Commission Management Salary Compensation Study

RON HOWSE, P.E., Member
Florida Transportation Commission
605 Suwannee Street, Mail Station 9
Tallahassee, Florida 32399
407-709-8002 | Ron@howseco.com
Contract Period: June 2014 – December 2014

MGT conducted a detailed compensation study on behalf of the Florida Transportation Commission. The purpose of the study was to determine competitive salary and benefit rates for Department of Transportation professionals in comparison to a variety of public and private sector counterparts. MGT also completed an assessment of the Department's Professional Engineering Training Program.

2: PROJECT STAFFING

The success of a compensation and classification study depends on the qualifications of the project team and the way in which the review is structured and managed.



The strength of our team is based upon the following project management principles:

- ◆ MGT team members strictly adhere to a detailed work plan and schedule specifically designed for conducting a quality compensation and classification study. Each team member's roles are clearly defined and our work plan includes reporting dates for each major activity.
- ◆ MGT staff members have worked together on similar projects many times before. We are organized and ready to begin work immediately upon execution of a contract.
- ◆ Our team is thoroughly familiar with human resources practices and have a detailed understanding of and expertise in conducting compensation and classification studies, and have worked together on numerous similar projects.
- ◆ A close and structured working relationship between MGT's Project Director and the City's Project Officer. This will entail meetings, progress reports, and information exchanges to ensure all priorities, changes, and challenges are communicated immediately to prevent waste of time and resources.

The City of Hammond Project Officer

MGT suggests the City appoint a single point of contact to serve as the Project Officer, such as Loretta Severan, the City's Human Resources Director. The Project Officer will have primary responsibility and final authority over all activities, and will provide project guidance and direction to the MGT team. The Project Officer will approve the contract, work plan, and final report. All project correspondence, progress reports, and final reports will be delivered to the Project Officer.

MGT Contract Administrator

This is the primary person responsible for ensuring that MGT fulfills all contractual requirements, produces a quality report, and meets all project deadlines. The Contract Administrator is the main point of quality control, has final authority for the project and deliverables, and helps resolve conflicts over any project issues.

Project Director

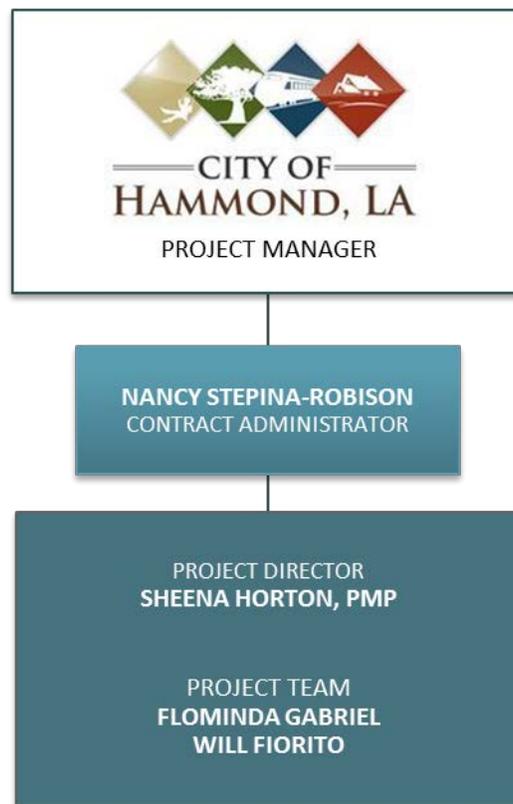
The MGT Project Director ensures that resources to conduct the study are available from start to finish and that the team works together cohesively. As such, she will be involved in every task outlined in the preceding section. In addition, the Project Director will be responsible for

the day-to-day management of all project activities to include refining procedures, assigning and monitoring all activities, and maintaining frequent contact with the City Project Manager throughout the lifecycle of the project.

MGT Consultant(s)

In this case, MGT has assigned two support team members to assist in review, documentation, evaluation, and the generation of recommendations in accordance with each component of the work plan.

ORGANIZATION CHART



RESUMES

Resumes for the proposed project team members are presented on the following pages. Each member has a wide range of project experience working with local and state government clients. In addition, MGT's extensive national best practices database and other vital resources are available to each team member to ensure quality services. The team we have designated is highly experienced with this type of engagement and therefore can start immediately with little required orientation time. **All staff assigned to this project and described within this proposal will be available for the duration of the project.**

- Anderson County School District Five, SC, District-wide Compensation and Staffing Study
- City of Laredo Texas, Classification and Compensation
- Bastrop County, TX, Classification and Compensation Study
- Chester Metropolitan District, SC, Total Compensation Study
- City of Laredo, TX, Classification and Compensation Study
- Delaware Solid Waste Authority, Compensation and Classification Study Update
- York County, SC, Classification/Compensation Study and Updates
- Florida Gulf Coast University, Presidential Compensation Assessment
- Florida Polytechnic University, Analysis of Faculty Contracting Practices
- Florida State College at Jacksonville, Organizational Assessment
- Florida State University, Organizational Assessment
- New College of Florida, Pay and Benefits Study
- University of Central Florida, Assessment of Benefits Administration; Presidential Compensation Assessment

<p>JENNIFER NICCOLAI</p> <p>HUMAN RESOURCES MANAGER</p> <p>TEAM MEMBER</p>	<p>Ms. Niccolai is a senior Human Resources professional with 10 years of relevant experience within a wide range of environments, most recently performing all North American HR functions autonomously for a Barcelona-based software company. She possesses excellent communication and writing skills, including the ability to effectively and diplomatically work with employees and senior management, and is a dedicated employee advocate who is a reliable and discrete resource for employee relations issues, while also understanding and protecting company goals and interests. Ms. Niccolai's attitude and approach combine a passion and depth for the discipline of Human Resources while proving to be a strong strategic business partner.</p>
<p>EDUCATION</p> <p>M.B.A., HR CONCENTRATION, SAINT LEO UNIVERSITY, 2012</p> <p>B.A., SOCIOLOGY, UNIVERSITY OF FLORIDA, 2006</p> <p>GRADUATE COURSES, MONTCLAIR STATE UNIVERSITY</p> <p>PROFESSIONAL AFFILIATIONS</p> <p>SOCIETY FOR HUMAN RESOURCES MANAGEMENT (SHRM)</p> <p>THE HUMAN CAPITAL INSTITUTE</p>	<p>PROFESSIONAL PROFICIENCIES</p> <p>POLICY & PROCEDURE DEVELOPMENT</p> <p>NEW PROGRAM CONCEPTUALIZATION & IMPLEMENTATION</p> <p>MANAGER TRAINING</p> <p>BENEFITS AND COMPENSATION PLAN DESIGN</p> <p>HR TECHNOLOGY</p> <p>PREVENTIVE LABOR STRATEGIES</p> <p>RECRUITING AND ONBOARDING</p> <p>MEDIATIONS AND DISPUTE RESOLUTION</p>
<p>EXPERIENCE</p> <p>MGT OF AMERICA, LLC, Human Resources Manager, May 2016–Present</p> <ul style="list-style-type: none"> – Develop and enhance HR policies, procedures, and systems to improve the overall operation and effectiveness of the company. – Provide HR leadership for both complex and routine functions including: employee relations, legal compliance, talent acquisition, performance management, compensation, and payroll administration. – Manage HR information systems data and reports to be used for critical analysis of HR function and personnel of the company. – Collaborate with the professional services team for external Human Capital consulting projects. <p>SOE SOFTWARE d/b/a SCYTL, Human Resources Manager, October 2014–April 2016</p> <p>In the newly created HR position for North America, reporting to the VP of NA Operations, I handled all HR responsibilities with minimal supervision from the corporate office including semi-monthly payroll for three locations, benefits design and administration for the U.S. and Canada, recruiting, interviewing, onboarding, all creation of policies and procedures</p>	

including an employee handbook, leadership development, employee performance management, and all other strategic and day-to-day HR duties.

- Saved over \$250K in recruiting fees by eliminating third party recruiters and managing all recruitment efforts in-house with less than 60 day placement time for highly skilled technology positions.
- Performed job assessments and created a standardized job description and competency model for all operational positions, coinciding with role-appropriate salary market research.
- As part of change management and restructuring, reorganized problem departments, established stability, and installed procedures and systems to maintain quality of operations and reduce turnover.
- Within the first three months, implemented the first ever employee handbook for the U.S., along with expense and travel procedures, and paid time off policies, while educating management on reinforcement and compliance.
- Instituted first ever recognition program, referral bonus policy, and promotion criteria.
- Worked closely among the senior leadership team as first point of contact to advise on the appropriate resolution of employee relations issues such as action and improvement plans, verbal or written warnings, including performance issues that result in termination, while also establishing processes, policies, and forms for future actions.
- Utilizing Paychex as a payroll and benefits administrator, was the primary processor for payroll, benefits open enrollment, including plan design and cost saving measures that led to 75 percent of employees saving on premiums with no increase in cost for company.

U.S. BANK (formerly AIS Fund Administration) June 2010–October 2014

Human Resources Business Partner 3, December 2012–October 2014

Human Resources Generalist, January 2012–November 2012

Human Resources Associate, June 2010–December 2011

AJILON STAFFING, Human Resources Administrator, August 2008–May 2010

Placements included Orthofix Spinal Implants, Mitsubishi International Food Ingredients

LG Electronics,

SPHERION STAFFING, Staffing Associate, March 2006–April 2007

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<p style="text-align: center;">SHEENA HORTON, PMP</p> <p style="text-align: center;">PROJECT DIRECTOR</p>	<p>Ms. Horton has strong project management and analytical skills and significant experience in written communications and research. She has experience in performing classification and compensation studies, survey design and implementation, program and performance evaluations, needs assessments, quality assurance and efficiency reviews, market research, organizational reviews, and program/service realignment. Her primary responsibilities include obtaining, compiling, and analyzing information and data for projects, supporting project directors with project management and organization, directing projects, and writing and editing reports. Ms. Horton currently serves on the Southeast Evaluation Association’s Board as the For-Profit Private Sector Representative.</p>
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<p>EDUCATION</p> <p>M.S., CRIMINOLOGY AND CRIMINAL JUSTICE, FLORIDA STATE UNIVERSITY</p> <p>B.A., SOCIOLOGY & ENGLISH, UNIVERSITY OF NORTH CAROLINA-GREENSBORO</p>	<p>PROFESSIONAL AFFILIATIONS</p> <p>SOCIETY FOR HUMAN RESOURCES MANAGEMENT (SHRM), CAROLINAS CHAPTER</p> <p>AMERICAN EVALUATION ASSOCIATION</p> <p>SOUTHEAST EVALUATION ASSOCIATION</p> <p>CERTIFIED PROJECT MANAGEMENT PROFESSIONAL, PROJECT MANAGEMENT INSTITUTE (PMI), METROLINA CHAPTER</p>
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<p>PROJECT WORK</p> <p>Ms. Horton has worked with the following clients on projects of similar scope:</p> <ul style="list-style-type: none"> – City of Laredo, Texas Compensation and Classification Study – Florida Transportation Commission, Management Salary Study – Florida Department of Juvenile Justice, Staffing Study – Anderson County School District Five, SC, District-wide Compensation and Staffing Study – Farifleind County Schoold District – Classificatoin and Compensation Study – Bastrop County, TX, Classification and Compensation Study – City of Laredo, TX, Classification and Compensation Study – City of Portsmouth, VA, General Employees’ Pay Study, Phase I & II – Corning Community College, NY, Compensation Study and Organizational Review – Florida State College at Jacksonville, Organizational Assessment – Kennesaw State University, GA, Faculty Salary Update – Montgomery College, MD, Assessment of the Office of Business Services and the Office of the President – Texas A&M University – Texarkana, Classification and Compensation Study – Texas A&M University, Comprehensive Management Review – Texas State Technical College, Systemwide Consulting Services for Classification and Compensation Study
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- Delaware Solid Waste Authority, Compensation and Classification Update
- Kerr County, TX, Compensation/Classification Study
- Maricopa County Sheriff’s Office, AZ, Internal Affairs Staffing Study
- Oconee County, SC, Compensation and Classification Study
- York County, SC, Compensation/Classification Study and Update
- University of Hawaii System, Executive Compensation Study
- University of Montevallo, AL, Classification/ Compensation and Performance Evaluation Consulting
- University of Montevallo, AL, Faculty Compensation Study
- Washington State Board for Community and Technical Colleges, Faculty and Administrator Salary Study Update

including an employee handbook, leadership development, employee performance management, and all other strategic and day-to-day HR duties.

- Saved over \$250K in recruiting fees by eliminating third party recruiters and managing all recruitment efforts in-house with less than 60 day placement time for highly skilled technology positions.
- Performed job assessments and created a standardized job description and competency model for all operational positions, coinciding with role-appropriate salary market research.
- As part of change management and restructuring, reorganized problem departments, established stability, and installed procedures and systems to maintain quality of operations and reduce turnover.
- Within the first three months, implemented the first ever employee handbook for the U.S., along with expense and travel procedures, and paid time off policies, while educating management on reinforcement and compliance.
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- Worked closely among the senior leadership team as first point of contact to advise on the appropriate resolution of employee relations issues such as action and improvement plans, verbal or written warnings, including performance issues that result in termination, while also establishing processes, policies, and forms for future actions.
- Utilizing Paychex as a payroll and benefits administrator, was the primary processor for payroll, benefits open enrollment, including plan design and cost saving measures that led to 75 percent of employees saving on premiums with no increase in cost for company.

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LG Electronics,

SPHERION STAFFING, Staffing Associate, March 2006–April 2007

<p>FLOMINDA GABRIEL</p> <p>TEAM MEMBER</p>	<p>Prior to joining the firm, Ms. Gabriel served as senior human resources coordinator at 3M. Ms. Gabriel is experienced in HR personnel management. She has experience in administering affirmative action plans, annual wage surveys, classification and compensation updates, annual benefits enrollment, corporate policy, and special events coordination. Ms. Gabriel has worked in a variety of fields ranging from materials control analyst to customer sales representative. She is an effective self-managed individual with multitasking expertise in human resources administration.</p>
<p>EDUCATION</p> <p>B.A., SOCIOLOGY/PSYCHOLOGY, TEXAS SOUTHERN UNIVERSITY</p> <p>FACILITATION CERTIFICATION, DEVELOPMENT DIMENSIONS INTERNATIONAL</p> <p>HUMAN RESOURCE MANAGEMENT, THE UNIVERSITY OF TEXAS, AUSTIN</p>	
<p>PROJECT WORK</p> <p>Ms. Gabriel has worked on the following relevant projects:</p> <ul style="list-style-type: none"> – City of Laredo, Texas Compensation and Classification Study – City of Titusville, FL, Compensation and Classification Study – Hillsborough County, FL, Compensation and Classification Study – Anderson County School District, SC, District-wide Compensation and Staffing Study – Bastrop County, TX, Classification and Compensation Study – Burnet County, TX, Compensation and Classification Study – City of Laredo, TX, Classification and Compensation Study – Kerr County, TX, Compensation and Classification Study – Maricopa Association of Governments, AZ, Protocol Evaluation Project – Oconee County, SC, Compensation and Classification Study – Texas A&M University – Texarkana, Compensation and Classification Study – Texas A&M University at Kingsville, Compensation and Classification Study – Texas State Technical College, Classification and Compensation Study For Faculty and Staff – University of Montevallo, AL, Classification, Compensation, and Performance Evaluation – York County, SC, Classification and Compensation Study – Polk County, FL, Efficiency Study – Florida Department of Corrections, Agency-Wide Operational Analysis Services 	

<p>WILLIAM FIORITO</p> <p>STATISTICAL ANALYST</p>	<p>Mr. Fiorito has strong project management and analytical skills and experience in written communications and research. He has experience in performing classification and compensation studies, survey design and implementation, and market research. His primary responsibilities include obtaining, compiling, and analyzing complex information and data for projects, supporting the project director with project compilation, as well as writing and editing reports.</p>
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<p>EDUCATION</p> <p>MASTER’S IN BUSINESS ADMINISTRATION, FLORIDA STATE UNIVERSITY</p> <p>B.A., PHILOSOPHY WITH A MINOR IN ENGLISH, FLORIDA STATE UNIVERSITY</p>	<p>PROFESSIONAL AFFILIATIONS</p> <p>FLORIDA STATE UNIVERSITY MBAA</p> <p>FLORIDA STATE UNIVERSITY COB ALUMNI ASSOCIATION</p> <p>NYP, TALLAHASSEE</p>
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Project Work

Mr. Fiorito has worked with the following clients on projects of similar scope:

- Office of The Attorney General of Florida, Salary and Compensation study
- Oregon Institute of Technology, Faculty Compensation Study
- York County, Compensation Study
- Texas Southmost, Pay and Classification Study
- Iowa Valley Community College District, Classification and Pay Study
- Northeast Iowa Community College, Classification and Pay Study
- -City of Kingsport, Classification and Pay Study
- -Bedford County, Classification and Pay Study

3: SERVICE DESCRIPTION

3.1. PROJECT UNDERSTANDING

As stated in the RFP, MGT understands that the City of Hammond is preparing and planning to handle growth and address the complexities of remaining economically viable and competitive while providing public services. In this era of change, the crucial issue is how to absorb the impact of both organizational and budgetary constraints while preserving an employee's commitment to the City and its constituents. Equally important, the City will need to prepare for how the changing economy is going to affect talent management and how it will adjust past strategies to manage the uncertainty in the economic climate.

The City requests a qualified Consultant to provide a proposal for services to conduct a study of the City's current compensation and classification system, and provide Americans with Disability Compliant Job Descriptions with the exception of Fire and Police classified positions. The proposal should identify and define the essential issues and methodology as well as state the Consultant's professional qualifications and personalized approach to project management and execution.

3.2. WORK PLAN

MGT has created a project work plan to address the City's specific needs as described above and detailed in the RFP. We will evaluate the City's current classification and compensation system and work collaboratively with the City to develop a compensation system to be market competitive, flexible, and fair. Specifically:

- ◆ We focus on ongoing communications with all involved members of the City, and value partnership opportunities to ensure the most successful project outcome.
- ◆ We examine the appropriate classification of jobs based upon essential duties, responsibilities and requirements.
- ◆ We examine positions in regard to FLSA and ADA requirements.
- ◆ We examine the appropriate compensation levels and ranges for each classification.
- ◆ We provide detailed and proven best practice operating guidelines to ensure quality in human resources compensation implementation, management, and policies.
- ◆ We develop appropriate maintenance strategies and provide staff training and ongoing assistance, as needed, to ensure the long-term and effective administration of the system.

The work plan created to incorporate all of the City's desired services are organized by the following project tasks:

WORK PLAN TASKS

TASK 1.0:	Conduct Initial Meeting(s) and Finalize Project Work Plan
TASK 2.0:	Develop a Communications Strategy
TASK 3.0:	Review Existing Compensation System
TASK 4.0:	Gather and Evaluate Current Employee Job Data
TASK 5.0:	Identify Relevant Recruitment Market(s)
TASK 6.0:	Conduct Market Survey(s)
TASK 7.0:	Revise and Prepare Job Descriptions
TASK 8.0:	Develop Compensation System and Present Report
TASK 9.0:	Develop Implementation Strategies
TASK 10.0:	Provide Staff Training
TASK 11.0:	Provide Ongoing Assistance

We are prepared to revise our work plan to meet the needs, desires, and expectations of the City. Our proposed detailed work plan for this engagement is as follows:

TASK 1.0: CONDUCT INITIAL MEETING(S) AND FINALIZE PROJECT WORK PLAN**OBJECTIVES**

- ◆ To meet with the designated City project officer, via conference call or Skype, to gain a comprehensive and common understanding of the project's background, goals, and scope.
- ◆ To identify, in more detail, the City's specific objectives and expectations for the compensation update, the City's specific needs and concerns, the level of staff involvement required, and the strategies to be employed during the course of the study.
- ◆ To perform a high-level initial review of the City's current compensation system, and the system's strengths and weaknesses.
- ◆ To make any needed modifications to the work plan, expected outcomes, timelines, or deliverables to ensure all parties are in agreement regarding the scope and project goals.
- ◆ To agree upon a work plan, timeline, deliverables, and monitoring procedures that will lead to the successful accomplishment of all project objectives.

WORK ACTIVITIES

- I.1 Meet with the designated City project officer and key staff members (as appropriate) to accomplish the following:
 - Review the technical approach and work plan to make any necessary modifications.

- Finalize the project schedule and assign initial responsibilities.
 - Determine how and when to best communicate project activities with the City project officer, management team, staff, and other designated key stakeholders, as appropriate.
- I.2 Obtain pertinent reports and current background materials, including but not limited to:**
- Existing class descriptions with detailed accounts of major duties, responsibilities, and requirements.
 - Organizational charts detailing supervisory roles for the purpose of reviewing/approving job descriptions.
 - Current compensation plans and personnel policies that relate to classifications, job descriptions, and pay plan issues.
 - Guidelines used to place new or reclassified positions within the current structure.
 - Any previous studies, evaluations, or other reports as applicable to this project.
- I.3 Review data requirements for preparing and administering MGT’s Job Content Questionnaire© (JCQ) to address any potential data collection issues. The JCQ is used to capture staff job data on such factors as education level, experience, financial authority, job complexity, essential job duties, physical demands, and work environment (FLSA/ADA requirements). A sample JCQ template is included in **Appendix B** of this proposal.**
- I.4 Revise the work plan and finalize the timeline for each project task with the designated City project officer, and adjust the following, as needed:**
- Data collection approach, in terms of questionnaires and related documentation.
 - Tentative schedule.
 - Revised schedule of deliverables.
 - Monitoring and/or reporting procedures.

PROJECT MILESTONE

- ◆ Revised work plan and timeline.

TASK 2.0: DEVELOP A COMMUNICATIONS STRATEGY

OBJECTIVES

- ◆ To provide key City stakeholders with input into study goals and objectives at the beginning of the process.
- ◆ To create a clear and simple strategy to communicate the compensation and classification study process to City stakeholder groups.
- ◆ To obtain input from employees on the study goals and objectives.
- ◆ To maximize opportunities for participation and review by key City stakeholders, as appropriate.

WORK ACTIVITIES

- 2.1 Work with the City project officer to schedule, as needed, orientation presentation(s) with leadership and/or key department heads and supervisors to provide an outline of the project, tasks, and timelines, and to explain how employees will be involved in project activities. This activity will include a review of the JCQ and the Management Issues Paper© (MIP) data collection processes to promote a smooth and quality data collection process.
- 2.2 Identify any critical issues raised during the orientation session(s), or through interviews with key department staff, and share with the City project officer.
- 2.3 Resolve and/or prepare a strategy for addressing critical issues.
- 2.4 Agree upon, and document, future communications with study participants.
- 2.5 Agree upon, and document, future communications with key stakeholders and the City project officer for providing status updates on the progress of work plan tasks.

PROJECT MILESTONES

- ♦ Onsite orientation session(s), as needed.
- ♦ Solicitation and discussion of key stakeholder feedback.

TASK 3.0: REVIEW EXISTING COMPENSATION SYSTEM

OBJECTIVES

- ♦ To perform a comprehensive review of the City's current compensation system prior to market survey data collection and analyses.
- ♦ To assess the City's current compensation policies in terms of assigned target market value to determine competitiveness.
- ♦ To review the City's current jobs descriptions.
- ♦ To review related compensation administration policies and the factors currently used by the City in determining pay grade or salary level.

WORK ACTIVITIES

- 3.1 Obtain existing pay structures and compensation policy documentation. Request and verify data for each employee, including name, current salary, years of service, classification title, assigned department, etc.
- 3.2 Analyze job placement in the current system.
- 3.3 Review the existing pay structure and note potential issues to be resolved.

PROJECT MILESTONES

- ◆ Assessment of current compensation system and policies.

TASK 4.0: GATHER AND EVALUATE CURRENT EMPLOYEE JOB DATA

OBJECTIVES

- ◆ To review existing position compensation and classification plan documents, current organizational charts, prior studies, and databases.
- ◆ To identify Subject Matter Experts (SMEs) (as needed) who can assist in collection of aggregate position data for classifications with large numbers of FTE to ease the administration of the JCQ and ensure data quality.
- ◆ To administer MGT's JCQ to employees (except for Fire and Police classifications) to collect relevant job data for analysis.
- ◆ To administer MGT's MIP survey to offer supervisory employees the opportunity to identify compensation and classification problems relating to their own areas of responsibility. The MIP will also provide supervisory employees the opportunity to identify challenges and disparities in the application or process of the current performance evaluation system.
- ◆ To review JCQ and MIP data and related information.

WORK ACTIVITIES

- 4.1 Work with the City project officer to administer the JCQ instrument to employees included in this engagement. MGT's JCQ presents information in an understandable and clear format so employees may report the level of duties and responsibilities they regularly perform.
- 4.2 Work with the City project officer to modify and administer the MIP survey to supervisory employees included in this engagement. This form serves two major purposes: 1) to offer supervisory employees the opportunity to briefly express their concerns regarding the current system to the MGT consulting team; and 2) to identify key areas of focus to set the analysis and review process in the proper direction. Over the years, MGT has found the MIP survey to be an invaluable tool in setting the stage for focusing on study concerns. A sample MIP template is included in **Appendix C** of this proposal.
- 4.3 In collaboration with the City project officer, review employee classes with large numbers of FTE. Identify key staff within these high FTE classes to serve as SMEs (as needed). The SMEs (and their supervisor, as applicable) are responsible for scheduling workshop meetings to develop a general classification description for each identified high FTE class, which can be submitted on behalf of a class to ensure data accuracy and agreement, and to provide for a more efficient data collection process.

- 4.4 Review the MIP surveys completed by administrators, managers, and supervisors to identify concerns regarding position levels and descriptions, and other issues as needed.
- 4.5 Review and analyze the results from the JCQ to assist in the determination of the following:
 - Education and experience requirements.
 - Required certifications, licenses, etc.
 - FLSA/ADA compliance.
 - Internal and external relationships.
 - Updated job duties and responsibilities.

PROJECT MILESTONES

- ♦ SME workshop meetings for selected classes, as needed.
- ♦ Administration of MGT’s JCQ and MIP surveys.
- ♦ Analysis of JCQ and MIP data.

TASK 5.0: IDENTIFY RELEVANT RECRUITMENT MARKET(S)

OBJECTIVE

- ♦ To identify the appropriate recruitment market(s) for positions included in the study and for use in the selection of relevant market data sources.

WORK ACTIVITIES

- 5.1 Work with the City project officer to identify the appropriate recruitment market(s) for included positions. Market levels may include, but are not limited to:
 - Local.
 - Regional.
 - State.
 - National.
- 5.2 Identify appropriate data sources for benchmarking positions. Data sources may include but are not limited to:
 - Occupational and Employment Statistics data (BLS), U.S. Bureau of Labor Statistics.
 - Occupational Wages and Employment data, Louisiana Workforce Commission.
 - Data gathered through market salary surveys from identified comparable organizations.

PROJECT MILESTONES

- ♦ Recruitment market(s) identified.

- ◆ Data sources identified for benchmarking.

TASK 6.0: CONDUCT MARKET SURVEY(S)

OBJECTIVES

To determine appropriate organizations that offer comparable employment opportunities to use for benchmark comparisons. Consideration will be given to the following criteria:

Geographic Area (Location). The geographical scope of the labor market survey (local, statewide, regional, or national recruitment areas).

Service Structure. Organizations with comparable jobs and similar organizational structure and economic characteristics.

Size. Comparability of organizational size (measured through number of management and non-management positions, budget, population served, etc.).

To select benchmark positions that meet the approval of the City Project Officer and are appropriate to use in conducting a market salary survey. Benchmarks selected for the market salary survey should be based on the following criteria:

- Benchmarks should be reasonably well-known and concisely described.
- Benchmarks should have a clear and identifiable relationship to other classes in their occupational group (job family) to ensure they will serve as a good reference point in relating and establishing salaries for other classes within their job category.
- Benchmarks should be representative of the various functional areas, job categories, and pay levels within the City.
- Benchmarks should be comprised of common classes such that counterparts may be readily found among other employers and that sufficient compensation data may be gathered.

WORK ACTIVITIES

- 6.1 Establish a set of benchmark position classifications consisting of selected positions that are utilized by the City and comparable organizations.
- 6.2 Select comparable organizations to survey and use for benchmark comparisons.
- 6.3 Confirm data sources that will be utilized for salary comparison purposes for the various job categories (e.g., state/regional/local wage data).
- 6.4 Analyze data.
- 6.5 Prepare report of survey results.

PROJECT MILESTONE

- ◆ Results of market surveys from comparable organizations.

TASK 7.0: REVISE AND PREPARE JOB DESCRIPTIONS

OBJECTIVE

- ◆ To revise job descriptions, as needed (with the exception of Fire and Police classifications).

WORK ACTIVITIES

- 7.1 Review and examine JCQ data, MIP notes, and additional comments from key stakeholders and managers concerning each position, personnel organizational charts, and similar documents.
- 7.2 Develop a draft job description format (if needed). All job descriptions (except for Fire and Police classifications) will be updated in Microsoft Word format and will include factors such as:
 - Essential job functions.
 - Knowledge, skills, and abilities.
 - Minimum qualifications.
 - Materials and equipment used.
 - Special certifications or requirements.
 - ADA characteristics of the position (physical, environmental, and sensory).
 - FLSA proposed status of the class.
- 7.3 Send draft job descriptions to the City Project Officer for review. MGT provides the opportunity for one major edit of the job descriptions.
- 7.4 Make appropriate revisions and prepare final job descriptions.

PROJECT MILESTONE

- ◆ A set of updated job descriptions.

TASK 8.0: DEVELOP COMPENSATION SYSTEM AND PRESENT REPORT

OBJECTIVES

- ◆ To provide an updated/new compensation system that:
 - Reflects the relevant recruitment markets in which the City competes.
 - Is flexible to manage and update for ongoing maintenance and administration.
 - Contributes to the overall efficiency and effectiveness of the City's operations.
 - Reflects the mission, goals, and strategic plan of the City.
 - Provides implementation strategies for moving employees into the new structure.

- Contains key elements of identified HR best practices.
- ◆ To provide guidelines for maintaining the integrity of the proposed compensation system.
- ◆ To develop and present a final report containing detailed narrative about the study’s methodology, results, implementation strategies, and guidelines for maintenance. The final report will include a detailed description of the development and characteristics of the proposed pay structure(s), including grade and range spreads.

WORK ACTIVITIES

- 8.1 Confirm with the City project officer and other appropriate officials the desired characteristics of the updated City classification and compensation system.
- 8.2 Integrate employee and classification data into compensation and implementation reports. (See **Appendix D** for a sample of reports.)
- 8.3 Develop draft systems for the City’s consideration. The drafts will provide steps for transitioning employees from their current classifications and/or salary structures to the proposed system.
- 8.4 Identify the financial impact of the revised compensation system.
- 8.5 Review the draft compensation system, including financial impact, with the City project manager and other appropriate staff.
- 8.6 Complete revisions, if any and as appropriate, and prepare and provide the final report.

PROJECT MILESTONES

- ◆ Draft report.
- ◆ Final report. The final report will detail the recommended compensation system and results of the market comparisons, including an overview of the key issues, methodology, and recommendations of the study. Specifically, the final report will include the following:
 - Identification of organizations surveyed and the selected benchmarks.
 - Identification of how the City’s positions relate and compare to the market.
 - Survey data information.
 - Inclusion of those classes where no market data were identified, if any, and discussion of how those positions are classified to ensure internal equity.
 - Detailed narrative of the study’s methodology, processes, and data selection.
 - Detailed description of the creation and characteristics of the proposed system.
 - Tables reflecting proposed salary structures and the recommended salary grade ranges for each classification.
 - Costs to implement study recommendations with the presentation of phase-in options.
 - Identification of outliers (employees falling above or below current proposed minimum and maximum salaries).

- Guidelines for ongoing compensation system maintenance and administration. Includes best practices on promotions, transfers, and other compensation policies.

TASK 9.0: DEVELOP IMPLEMENTATION STRATEGIES

OBJECTIVES

- ♦ To provide phase-in options and cost projections for proposed changes.
- ♦ To provide policies and procedures for maintenance and administration of the system.
- ♦ To communicate the results of the compensation study to City employees.

WORK ACTIVITIES

- 9.1 Review study results with the City project officer and other key staff, as directed, to identify and determine options for migrating the City from its current system to the recommended system.
- 9.2 Communicate study results to staff, explaining the placement and salary implications of classifications within the proposed compensation system.

PROJECT MILESTONES

- ♦ Phase-in options and cost projections.
- ♦ Policies and procedures for system maintenance and administration.
- ♦ Communication of study results.

TASK 10.0: PROVIDE STAFF TRAINING

OBJECTIVE

- ♦ To provide system update/maintenance training for key Human Resources staff about the compensation system.

WORK ACTIVITIES

- 10.1 Prepare system documentation and outline materials to share with the City project officer. Revise as necessary and provide final copies.
- 10.2 In conjunction with the City project officer, schedule training with appropriate Human Resources staff and other identified key employees.
- 10.3 Conduct training, as needed.

PROJECT MILESTONE

- ♦ Training for designated Human Resources staff.

TASK 11.0: : PROVIDE ONGOING ASSISTANCE**OBJECTIVES**

- ♦ To provide post-study consultation for a period of 12 months.

WORK ACTIVITIES

- 11.1 Provide consultation to the City Human Resources Department on the maintenance and administration of the system.
- 11.2 Follow up with key City stakeholders to address any issues related to system implementation.

PROJECT MILESTONES

- ♦ On-call consultation for 12 months. (MGT maintains ongoing relationships with all clients.)

4: COST AND TIME ESTIMATE

4.1 PROJECT COST

MGT proposes to complete all of the work outlined in the preceding work plan for the total cost of \$49,950 including all professional fees and estimated expenses.

The below chart provides an outline of costs per task based upon our previous project experience and current understanding of the size and scope of this project, however we are confident we can accommodate any adjustment to the scope that the City may deem necessary.

Work Tasks		Hours Per Task	Professional Fees	Travel Expenses	Cost Per Task
TASK 1.0:	Conduct Initial Meeting(s) and Finalize Project Work Plan	12	\$1,770		\$1,770
TASK 2.0:	Develop a Communications Strategy*	24	\$4,200	\$1,700	\$5,900
TASK 3.0:	Review Existing Compensation System	24	\$3,640		\$3,640
TASK 4.0:	Gather and Evaluate Current Employee Job Data	79	\$7,795		\$7,795
TASK 5.0:	Identify Relevant Recruitment Markets	16	\$1,680		\$1,680
TASK 6.0:	Conduct Market Survey(s)	24	\$2,520		\$2,520
TASK 7.0:	Revise and Prepare Job Descriptions	133	\$10,840		\$10,840
TASK 8.0:	Develop Compensation System and Present Report**	77	\$9,765	\$1,700	\$11,465
TASK 9.0:	Develop Implementation Strategies	16	\$1,680		\$1,680
TASK 10.0:	Provide Staff Training		\$2,660		\$2,660
TASK 11.0	Provide Ongoing Assistance***				
Total		405	\$46,550	\$3,400	\$49,950
* Assumes 1-2 days onsite for orientation/meetings (optional) (2 staff)					
** Includes optional final report presentation onsite (2 staff)					
*** No charge.					

4.2 TIMELINE

The proposed schedule below is based upon our previous project experience and current understanding of the size and scope of this project. As indicated on the following page, our team anticipates a realistic date for the final report received by the City within twenty weeks of project kick-off.

The final agreed upon schedule will primarily be driven by the needs and desires of the City of Hammond. MGT is willing to discuss any changes to the schedule below the City deems necessary.

PROPOSED SCHEDULE

WORK TASKS		MONTH 1				MONTH 2				MONTH 3				MONTH 4				MONTH 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
TASK 1.0:	Conduct Initial Telephone Meeting(s) and Finalize Project Work Plan	■	■																		
TASK 2.0:	Develop a Communications Strategy		■	■	■																
TASK 3.0:	Review Existing Compensation System and Benefits Offerings			■	■	■															
TASK 4.0:	Gather and Evaluate Current Employee Job Data				■	■	■	■	■	■	■	■	■								
TASK 5.0:	Identify Relevant Recruitment Markets			■	■	■															
TASK 6.0:	Conduct Market Survey(s)					■	■	■	■	■	■	■	■								
TASK 7.0:	Revise and Prepare Staff Job Descriptions											■	■	■	■	■	■	■	■		
TASK 8.0:	Develop Compensation System and Present Report													■	■	■	■	■	■	■	
TASK 9.0:	Develop Implementation Strategies																	■	■	■	
TASK 10.0:	Provide Staff Training																		■	■	
TASK 11.0:	Provide Ongoing Assistance																				➔

5: APPENDICES

The following appendices are included in this section:

- ◆ Appendix A: Sample Data File template.
- ◆ Appendix B: Job Content Questionnaire[®] template.
- ◆ Appendix C: Sample Management Issues Paper[®] template.
- ◆ Appendix D: Sample reports.
- ◆ Appendix E: Sample Job Descriptions.
- ◆ Appendix F: Sample Market Survey

APPENDIX A: SAMPLE DATA FILE TEMPLATE

DO NOT MODIFY COLUMN HEADINGS

JCQ Respondent Indicator	ID	First Name	Last Name	Email	Supervisor ID	Supv. Indicator	Supv. First Name	Supv. Last Name	Division Name	Division Number	Unit Name
1 = Yes	Numeric	Alpha	Alpha	Alpha	Numeric	1 = Yes	Alpha	Alpha	Alpha	Numeric	Alpha
0 = No					ID of Supervisor Entry (see example below)	0 = No					
1	422	Susie	Jones	sjones@abc.com	634	0	John	Smith	Administration	100	Accounting
1	634	John	Smith	jsmith@abc.com	222	1	Ben	Watts	Administration	100	Accounting
0	222	Ben	Watts	bwatts@abc.com		1			Administration	100	Secretary Office

ABOVE ARE EXAMPLES OF APPROPRIATE DATA ENTRIES INTO THIS SPREADSHEET

Unit Number	Class Code	Class Title	Position Number	Position Title	Hire Date	Class Date	FTE	Current Salary	FLSA Status	Pay Grade	Pay Plan	Recruitment Markets
Numeric	Numeric	Alpha	Numeric	Alpha	Date	Date	0.00	000,000.00	1 = Yes	AlphaNumeric	AlphaNumeric	Alpha
									0 = No			
110	421654	Accountant III	456789	Accountant for Financial Recon	2/12/2008	7/5/2010	1.00	\$ 45,600.00	1			
110	123456	Accounting Supervisor	887755	Financial Accounting Supervisor	9/24/1995	8/31/2012	1.00	\$ 68,400.00	0			
101	223344	Department Secretary	665544	Secretary of Administration	12/15/2011	12/15/2011	1.00	\$ 108,750.00	0			

APPENDIX B: SAMPLE JOB CONTENT QUESTIONNAIRE© (JCQ)

JOB CONTENT QUESTIONNAIRE ©

Prepared for:

CLIENT LOGO

CLIENT NAME

DATE



3800 ESPLANADE WAY, SUITE 210 • TALLAHASSEE, FLORIDA 32311 • PHONE (850) 386-3191 • FAX (850) 385-4501

INTRODUCTION

The following survey is designed to collect information about your role in the organization and the job that you perform. The data collected from this survey will be analyzed to develop a classification and compensation structure for your organization that is equitable, valid, and stable over time.

Survey results may be used to:

- Make pay adjustments to align individuals performing similar jobs within the organization or in other similar organizations
- Determine how your position compares to the market for pay
- Determine if positions are accurately classified and if job titles accurately reflect position and duties
- Ensure accurate and up-to-date job descriptions
- Assist with staffing plan and salary schedule analyses
- Identify positions requiring additional job analysis

This survey will NOT:

- Determine how well you perform your job
- Decide whether there are individuals who should be released or demoted
- Reduce individual salaries or guarantee increases

This survey includes four main sections:

I. **Basic Job-Related Information**

Section 1.0 – Employment Status

II. **Job Description, Duties, Responsibilities, and Requirements**

Section 2.0 – Job Description

Section 3.0 – Job Duties

Section 4.0 – Knowledge, Skills, and Abilities

Section 5.0 – Function within the Organization

Section 6.0 – Educational Preparation

Section 7.0 – Experience Required

III. **Work Performed, Responsibility and Leadership, Communication, and Decision-Making Job Factors**

Section 8.0 – Work Performed

Section 9.0 – Responsibility and Leadership

Section 10.0 – Communication

Section 11.0 – Decision-Making

IV. **Financial Authority, Tools and Equipment, and Physical Job Factors**

Section 12.0 – Financial Authority

Section 13.0 – Tools and Equipment Usage

Section 14.0 – Working Conditions and Physical Requirements

SECTION 5.1 - ADMINISTRATIVE DUTIES

Only complete this section if you selected Clerical/Manual or Technical/Paraprofessional in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Do your primary duties involve performing office or non-manual work directly related to management or general business operations of your employer or its clients?

Yes No

2. Do your primary duties include the exercise of discretion and independent judgment in matters of significance?

Discretion and independent judgment implies that the authority to make an independent choice, free from immediate direction or supervision. NOTE: You can exercise discretion and independent judgment even if your decisions or recommendations are reviewed at a higher level.

Consider the following factors and check the applicable factors to guide you in determining whether to answer yes or no.

- Have authority to formulate, affect, interpret, or implement management policies or operating practices
- Carry out major assignments in conducting the operations of the organization
- Perform work that affects operations to a substantial degree
- Have authority to commit the employer in matters that have significant financial impact
- Have authority to waive or deviate from established policies and procedures, without prior approval
- Have authority to negotiate and bind the organization on significant matters
- Provide consultation or expert advice to management; involved in planning long- or short-term objectives
- Investigate and resolves matters of significance on behalf of management
- Represent the organization in handling complaints, arbitrating disputes or resolving grievances
- Make recommendations about significant matters to supervisors for action after comparing and evaluating possible courses of action

Yes No

SECTION 5.2 - COMPUTER DUTIES

Only complete this section if you selected Computer Professional in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Select "Yes" if your primary duties consist of the following:

- The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications
- The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications
- The design, documentation, testing, creation or modification of computer programs related to machine operating systems
- A combination of the aforementioned duties, the performance of which requires the same level of skills

Yes No

SECTION 5.3 - ADMINISTRATIVE AND PROFESSIONAL DUTIES

Only complete this section if you selected Administrator or Professional in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Do your primary duties involve performing office or non-manual work directly related to management or general operations of your employer or its clients?

Yes No

2. Do your primary duties include the exercise of discretion and independent judgment in matters of significance?

Discretion and independent judgment implies that the authority to make an independent choice, free from immediate direction or supervision. NOTE: You can exercise discretion and independent judgment even if your decisions or recommendations are reviewed at a higher level.

Consider the following factors to guide you in determining whether to answer yes or no.

- Have authority to formulate, affect, interpret, or implement management policies or operating practices
- Carry out major assignments in conducting the operations of the organization
- Perform work that affects operations to a substantial degree
- Have authority to commit the employer in matters that have significant financial impact
- Have authority to waive or deviate from established policies and procedures, without prior approval
- Have authority to negotiate and bind the organization on significant matters
- Provide consultation or expert advice to management; involved in planning long- or short-term objectives
- Investigate and resolves matters of significance on behalf of management
- Represent the organization in handling complaints, arbitrating disputes, or resolving grievances
- Make recommendations about significant matters to supervisors for action after comparing and evaluating possible courses of action

Yes No

3. Does your primary duty consist of work requiring advanced knowledge in a field of science or learning acquired by a prolonged course of specialized intellectual instruction as distinguished from a general academic education?

Consider the following factors and definitions before answering yes or no.

- "Advanced knowledge" means work that is predominately intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment
- Advanced knowledge is generally used to analyze, interpret or make deductions from varying facts or circumstances
- Advanced knowledge cannot be attained at the high school level
- "Prolonged course of specialized intellectual instruction" means that the learned professional exemption is limited to professions where specialized, academic training is a standard prerequisite for entering the profession

Yes No

4. Does your work require the use of creativity, invention, or imagination in a recognized field of artistic endeavor?

Yes No

5. Is your work predominantly intellectual and varied in character rather than routine mental, manual, mechanical or physical work?

Yes No

SECTION 5.4 - EXECUTIVE DUTIES

Only complete this section if you selected **Executive** in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Does your primary duty consist of managing a department or subdivision?

Factors to consider in determining importance of duty are:

- Supervising and directing the work of other employees, ordering items, managing the budget and authorizing
- The relative importance of your management duties as compared with other types of duties
- The amount of time you spend performing management work. Usually spending more than 50% of one's time performing management work will satisfy the primary duty requirement, but one can spend less time and also meet the primary duty requirement based on other factors
- Your relative freedom from direct supervision
- The relationship between your salary and the wages paid to other non-management workers for the same kind of non-management work

Consider the following management duties to guide you in determining whether to answer yes or no.

- Supervising employees and/or interviewing, selecting, and training of employees
- Setting and adjusting pay rates and work hours
- Directing the work of employees
- Conducting performance appraisals
- Handling employee complaints and grievances
- Disciplining employees
- Planning work and apportioning the work among the employees
- Running or servicing an organization, such as determining the items to be bought, stocked, and sold
- Planning and controlling the budget
- Monitoring or implementing legal compliance measures

Yes No

2. Do you have the authority to hire and fire employees or do you provide suggestions or recommendations regarding hiring, firing, and advancement decisions, which are given weight in the decision-making process?

To determine weight, consider the following factors:

- The degree to which your duties require making suggestions and recommendations
- The frequency with which suggestions and recommendations are made or requested
- The frequency with which your suggestions and recommendations are relied upon

Note: You need not have authority to make the ultimate decision. Suggestions and recommendations may be reviewed by a higher level manager.

Yes No

3. Do you regularly direct the work of two or more full-time employees?

Yes No

4. Do you decide when to perform non-management duties, and when performing such duties do you remain responsible for the success or failure of the organization's operation?

Yes No

5. Are you a shift manager or leader?

Typically a shift manager is not responsible for success or failure of the business operation, but rather directs employees while also performing similar work to the employees.

Yes No

6. Does your primary duty consist of work requiring advanced knowledge in a field of science or learning acquired by a prolonged course of specialized intellectual instruction as distinguished from a general academic education?

Consider the following factors and definitions before answering yes or no.

- "Advanced knowledge" means work that is predominately intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment
- Advanced knowledge is generally used to analyze, interpret or make deductions from varying facts or circumstances
- Advanced knowledge cannot be attained at the high school level
- "Prolonged course of specialized intellectual instruction" means that the learned professional exemption is limited to professions where specialized, academic training is a standard prerequisite for entering the profession

Yes No

7. Does your work require the use of creativity, invention, or imagination in a recognized field of artistic endeavor?

Yes No

8. Is your work predominantly intellectual and varied in character rather than routine mental, manual, mechanical or physical work?

Yes No

SECTION 6.0 - EDUCATIONAL

1. What level of education is required for your position?

- Up to and including some high school
- Completion of Bachelor's degree
- Completion of high school/GED
- Some graduate work
- Some college
- Completion of Master's degree
- Completion of Associate's degree
- Completion of Doctorate degree

2. What certifications, licenses, or professional designations, if any, are required for your position?

3. What certifications, licenses, or professional designations, if any, are preferred for your position?

SECTION 7.0 - EXPERIENCE

1. How much experience is required for your position?

- No experience required
- 3 years
- 7 years
- 6 months
- 4 years
- 8 years
- 1 year
- 5 years
- Over 8 years
- 2 years
- 6 years

2. Can education be substituted for experience?

- Yes No

3. Can experience be substituted for education?

- Yes No

III. WORK PERFORMED, RESPONSIBILITY AND LEADERSHIP, COMMUNICATION, AND DECISION-MAKING JOB FACTORS

SECTION 8.0 - WORK PERFORMED

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	<p>Perform clerical or manual tasks <i>Example:</i> May copy, compile, maintain basic files systems or enter data, or compute data using addition, subtraction, multiplication, and division; or compare items against a standard; or operate light equipment such as lawn mowers, floor buffers, pickup truck, van; or perform general housekeeping/custodial duties.</p>
	<p>Perform clerical or manual tasks involving intensive understanding of a field, unit or division <i>Example:</i> May summarize, tabulate, or format data or information, or gather data and information for later evaluation; or perform arithmetic operations including basic geometry or algebra, including computing discounts, interest rates, ratios and/or percents; or uses or operates medium use equipment such as chainsaws, mowing equipment; or journeyman level trades work.</p>
	<p>Perform specialized technical work involving data collection, evaluation, analysis, and troubleshooting, or reports on operations and activities of a department, or performs general coordination of individual or departmental activities <i>Example:</i> May use descriptive statistics, advanced geometry or algebra; requires the use of a wide range of administrative and/or technical methods in the solution of problems; or operate heavy construction equipment; or perform master level trades duties.</p>
	<p>Perform entry level professional work including basic data analysis and synthesis, or report on operations and activities of an organization; or perform quality assurance and compliance activities <i>Example:</i> May use advanced algebra, inferential statistics, and/or financial models.</p>
	<p>Perform professional level work requiring a wide range of administrative, technical, scientific, engineering, accounting, legal, or managerial methods applied to complex problems <i>Example:</i> May plan or direct the sequence of department or division activities</p>
	<p>Perform professional or managerial work including advanced data analysis and synthesis <i>Example:</i> May develop policies, procedures, or methodologies based on new facts or knowledge; or interpret or apply established policies.</p>
	<p>Perform advanced professional work methods to formulate important recommendations or make technical decisions that have an organization-wide impact <i>Example:</i> May require the use of creative ability and resourcefulness in the analysis and solution of complex problems; may develop new approaches or methodologies to solve problems not previously encountered.</p>
	<p>Perform executive or expert professional work to establish policy, long-range plans, and programs, identify funding sources and allocate funds <i>Example:</i> May develop or use theoretical mathematical concepts to formulate new techniques, or make decisions that impact both the organization and the discipline.</p>

SECTION 9.0 - RESPONSIBILITY AND LEADERSHIP

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	Follow instructions or work orders; or read routine sentences, instructions, regulations, or procedures.
	Follow technical instructions, procedure manuals and charts to solve practical problems, or compose routine or specialized reports or forms and business letters, or ensure compliance with clear guidelines and standards.
	Follow complex technical instructions, solve technical problems, or disseminate information regarding policies and procedures; may compose unique reports or analysis, or provide extensive customer service to internal or external customers.
	Follow complex rules or systems, using professional literature and technical reports; or enforce laws, rules, regulations, or ordinances.
	Supervise, instruct, or train others through explanation, demonstration, and supervised practice or make recommendations based on technical expertise. May have first-level supervisory duties including administration of performance feedback; or coordinate work activity schedules for teams.
	Direct, manage, or lead others; may determine work procedures, assign duties, maintain harmonious relations, or promote efficiency; may develop and administer operational programs; or may write or present extremely complex papers and reports.
	Formulate and issue policies, procedures, and instructions; responsible for long term planning within an agency, department or division.
	Guide organization-wide development; leads the development of organization mission, vision, and principles; directs capital improvement initiatives.

SECTION 10.0 - COMMUNICATION

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	Communicate using routine sentences, complete routine job forms and incident reports, or communicate routine information regarding daily activities.
	Communicate to convey or exchange general work-related information or service to internal or external customers.
	Communicate information to guide or assist people; may give instructions or assignments to helpers or assistants.
	Communicate with internal and external groups, write manuals and complex reports, persuade or influence others in favor of a service, point of view, or course of action.
	Communicate information among co-workers, customers, vendors, and management; or speak before professional and civic groups; may write complex articles and reports or develop presentations for specialized audiences; may read scientific or technical journals or reports.
	Communicate with operational and functional leaders; read and interpret professional materials involving advanced bodies of knowledge.
	Communicates through negotiation and consensus building to exchange ideas, information, and opinions or develop decisions, conclusions, or solutions.
	Communicate with key stakeholders to affect long term planning and to secure organization position and resources.

SECTION 11.0 - DECISION-MAKING

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	Perform routine or semi-routine work under direct supervision. Requires very few decisions, affecting only the individual.
	Perform semi-routine work involving set procedures, but which may require problem-solving, serve clients or co-workers, or respond to requests. Requires some decisions that affect a few co-workers.
	Perform semi-skilled work involving some set procedures and frequent problem-solving. Requires frequent decision making affecting co-workers or the general public; may be responsible for providing information to those who depend on a service.
	Perform skilled work involving almost constant problem solving. May be responsible for actions of others, requiring almost constant decisions affecting co-workers, clients or others in the general public.
	Perform coordinating work involving guidelines and rules with constant problem-solving. May be responsible for actions of others requiring development of procedures and constant decisions affecting subordinate workers, clients, or others in the general public.
	Perform management and supervisory work involving policy and guideline interpretation, solving both people and work-related problems. Decision-making is a significant part of job, affecting a large segment of the organization and the general public.
	Perform advanced professional work involving the application of principles of logical thinking to diagnose or define problems, collect data and solve abstract problems with widespread unit or organization impact. Work in a highly dynamic environment, responsible to establish goals, objectives and policies.
	Perform executive work involving the application of broad principles of professional management and leadership to new problems for which conventional solutions may or may not exist. Responsible for long-range goals, planning, and methodologies; works in an evolving environment with emerging knowledge and technologies, competing priorities, and changing politics.

IV. FINANCIAL AUTHORITY, TOOLS AND EQUIPMENT, AND PHYSICAL LABOR FACTORS

SECTION 12.0 - FINANCIAL AUTHORITY

Please read each sentence below and select all factors that represent the financial authority your job entails. (Check all that apply.)

- None/Not Applicable
- Handle cash transactions; prepare and process purchase orders.
- Bill or reconcile records, including departmental budget records and other related information such as subcontracts.
- Manage inventory, property, or loss control.
- Administer benefits by determining individual eligibility and coverage levels or determining compensation levels.
Purchasing authority: the ability to purchase goods or services worth more than \$100 without securing approval from another authority or Financial Recommendations: the ability to make recommendations that impact resource allocation.
- Manage or administer budget within assigned department.
- Budget or allocate funds within or across departments or divisions.

SECTION 13 - TOOLS AND EQUIPMENT

Please read each statement below and select all factors that represent the tools or equipment you use to perform your job. (Check all that apply.)

- None/Not Applicable
- Use office machines such as copiers or calculators.
- Use computers for data entry; or handle, use, or repair hand-held power equipment or light machinery.
- Use computers for word processing, spreadsheets, PowerPoint presentations or custom applications or operate or repair large shop equipment and machines or operate or repair vehicles or use firearms.
- Use, develop, or repair electronics or complex software, hardware, or network systems; operate, install, test or inspect heavy or complex machinery.
- Supervise the activities of those operating or repairing complex machinery or technology systems.
- Interpret policy and establish methods and procedures for acquiring, installing, testing, operating or repairing machinery or technology systems.
- Establish policy for the acquisition, installation, testing, operation, and maintenance of machinery or technology systems.
- Establish long-range plans and programs for capital improvements, major construction projects, or new technology systems.

SECTION 14.0 - PHYSICAL JOB FACTORS

Please provide details for the working conditions and physical demands that are required to successfully perform your job.

1. Which of the following physical conditions and hazards are encountered in your position? (Check all that apply.)

- Indoor environment
- Outdoor environment
- Noise
- Extreme temperatures
- Vibration
- Moisture and/or humidity
- Dust
- Fumes
- Gases
- Poor ventilation
- Electrical hazards
- Mechanical hazards
- Chemical hazards
- Explosive hazards
- Burn hazards
- Potential for violence/physical altercations
- Other _____
- Other _____

2. How much time is spent doing the following activities in your position?

Example: Position requires sitting over 2/3 of the time.

ACTIVITY	AMOUNT OF TIME SPENT			
	None	Under 1/3	1/3 to 2/3	Over 2/3
Standing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gripping or feeling with hands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reaching with hands and arms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climbing or balancing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stooping, kneeling, crouching, or crawling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talking or hearing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tasting or smelling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Does this job require that weight be lifted? If so, how much and how often?

Example: Position requires lifting up to 25 pounds over 2/3 of the time.

PHYSICAL REQUIREMENT: WEIGHT LIFTED	AMOUNT OF TIME SPENT			
	None	Under 1/3	1/3 to 2/3	Over 2/3
Up to 10 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 25 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 100 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More than 100 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Does this job have any special vision requirements? (Check all that apply.)

- No special vision requirements
- Close vision (clear vision at 20 inches or less)
- Distance vision (clear vision at 20 feet or more)
- Color vision (ability to identify and distinguish colors)
- Peripheral vision (ability to observe an area that can be seen up or down or to the left and right when vision is fixed on a given point)
- Depth perception (three-dimensional vision, ability to judge distances and spatial relationships)
- Ability to adjust focus (ability to adjust the eye to bring an object into sharp focus)

SUPERVISOR'S COMMENTS

Supervisor Instructions:

Please review your employee's questionnaire carefully and check if you agree or disagree with the employee's choices or statements. Note any additional information that you feel is important to the understanding of this employee's work. If you disagree with any of the levels checked or statements made in this questionnaire, **we ask that you do not change any response nor ask the employee to change a response.** Rather, please indicate your comments on this page. If you need additional room, please add a page and staple it to this questionnaire. **Each section must be reviewed.** Failure to review each section thoroughly and to complete this section of the questionnaire will result in a delay in the evaluation process. Thank you for your time and attention to this process.

SECTION	AGREE	DISAGREE	COMMENTS
1.0	<input type="checkbox"/>	<input type="checkbox"/>	
2.0	<input type="checkbox"/>	<input type="checkbox"/>	
3.0	<input type="checkbox"/>	<input type="checkbox"/>	
4.0	<input type="checkbox"/>	<input type="checkbox"/>	
5.0	<input type="checkbox"/>	<input type="checkbox"/>	
6.0	<input type="checkbox"/>	<input type="checkbox"/>	
7.0	<input type="checkbox"/>	<input type="checkbox"/>	
8.0	<input type="checkbox"/>	<input type="checkbox"/>	
9.0	<input type="checkbox"/>	<input type="checkbox"/>	
10.0	<input type="checkbox"/>	<input type="checkbox"/>	
11.0	<input type="checkbox"/>	<input type="checkbox"/>	
12.0	<input type="checkbox"/>	<input type="checkbox"/>	
13.0	<input type="checkbox"/>	<input type="checkbox"/>	
14.0	<input type="checkbox"/>	<input type="checkbox"/>	

Additional Comments:

I certify that I have read and reviewed this questionnaire and that I have noted any additional information or areas of disagreement to the best of my ability.

Supervisor's Signature: _____ Date: _____

APPENDIX C: SAMPLE MANAGEMENT ISSUES PAPER© TEMPLATE

MANAGEMENT ISSUES PAPER

This tool is designed to collect information about specific concerns that you may have related to the compensation and classification system for XXXX. The information that you submit will be used to assist MGT of America, Inc., in the overall position evaluation and to make recommendations for updating and improving the current system.

Your Name: _____ Your Classification Title: _____

Department Name: _____

Management Issue Detail:

I. OFFICIAL CLASSIFICATION TITLE (JOB TITLE) RELATED TO ISSUE: _____

II. EMPLOYEES IN CLASS RELATED TO THE ISSUE:

(Please list names of class incumbents. The back of this paper may be used for additional space if necessary):

III. DESCRIPTION/RESOLUTION OF ISSUE:

CHECK ALL THAT APPLY	NATURE OF ISSUE	RECOMMENDED RESOLUTION
<input type="checkbox"/>	Recruitment/Retention of qualified employees	
<input type="checkbox"/>	Current Pay Grade/Salary Range should be revised/updated	Recommended New Pay Grade or Salary Range:
<input type="checkbox"/>	Classification Title should be revised/updated	Recommended New Title:
<input type="checkbox"/>	Career Path/Advancement for this Classification	Recommended New Series or Advancement level::
<input type="checkbox"/>	Other (please briefly describe)	

IV. BACKGROUND OF ISSUE:

Please briefly describe the nature of the issue(s) checked in Part III:

Are other related classifications comparable to this classification in terms of required skill, effort, responsibility or working conditions? Please list titles and pay grades:

APPENDIX D: SAMPLE TABLE OF CONTENTS REPORT EXAMPLES

Example of Final Report Contents:

- ◆ Study Objectives
- ◆ Project Activities and Methodologies
- ◆ Classification and Compensation Findings
- ◆ Compensation System Administration, including Implementation and Maintenance Policies and Best Practices
- ◆ Pay Plans
- ◆ Implementation Costs and Strategies
- ◆ Detailed Implementation Reports

CLASSIFICATION AND COMPENSATION STUDY	
TABLE OF CONTENTS	
1	INTRODUCTION 1-1
1.1	Background 1-1
1.2	Major Project Activities 1-1
1.3	Overview of Remaining Chapters 1-3
2	PROJECT APPROACH AND METHODOLOGY 2-1
2.1	Initial Meetings and Project Kick-Off 2-1
2.2	Job Content Review and Position Description Development 2-1
2.3	Benchmark Classes 2-2
3	COMPENSATION PLAN AND ADMINISTRATION 3-1
3.1	Plan Implementation 3-1
3.2	Proposed Pay Plan 3-1
3.3	Minimum Rate 3-2
3.4	Advancement within a Pay Grade 3-3
3.5	Promotion 3-3
3.6	Lateral Transfer 3-3
3.7	Voluntary Transfer 3-4
3.8	Involuntary Transfer 3-4
3.9	Demotion 3-5
3.10	New Hires 3-5
3.11	Allocation of Employees within the Ranges 3-6
3.12	Reclassification 3-6
3.13	Future Administration of the Plan 3-6
4	COMPENSATION PLAN AND REPORTS 4-1
4.1	Market Review 4-1
4.2	Pay Plans 4-2
4.3	Grade Order Lists 4-7
4.4	Classification Reports 4-7
4.5	Outliers Report 4-7
4.6	Implementation Report 4-7
4.7	Implementation Summary Report 4-8
	APPENDIX A: MANAGEMENT ISSUES PAPER (MIP)
	APPENDIX B: MIP REPORT
	APPENDIX C: GRADE ORDER LIST
	APPENDIX D: CLASSIFICATION REPORT
	APPENDIX E: OUTLIERS REPORT
	APPENDIX F: IMPLEMENTATION REPORT
	APPENDIX G: IMPLEMENTATION SUMMARY REPORT

Outliers Report - SAMPLE

Outliers Report

Proposed pay grade

Last Name	First Name	Class Title	Hire Date	Class Date	Current Salary	Grade	Class Min	Class Mkt	Class Max
Current Salary Below Class Minimum									
			3/1/1993	7/1/2004	\$57,837	504	\$60,884	\$81,179	\$101,474
			11/5/1984	5/1/2008	\$53,434	505	\$55,266	\$73,688	\$92,110
			6/24/2002	7/28/2006	\$47,944	505	\$55,266	\$73,688	\$92,110
			3/3/1999	4/28/2003	\$41,897	507	\$45,537	\$60,716	\$75,895
			5/29/2008	5/29/2008	\$37,603	508	\$41,335	\$55,113	\$68,891
			9/16/2002	3/4/2008	\$38,500	508	\$41,335	\$55,113	\$68,891
			2/1/2005	6/10/2008	\$33,742	510	\$34,058	\$45,411	\$56,764
			8/1/2004	8/1/2004	\$29,548	511	\$30,916	\$41,221	\$51,526
			1/2/2008	1/2/2008	\$29,786	511	\$30,916	\$41,221	\$51,526
			6/30/2003	6/30/2003	\$30,534	511	\$30,916	\$41,221	\$51,526
			6/20/2006	8/15/2007	\$27,456	512	\$28,063	\$37,417	\$46,771
Current Salary Above Class Maximum									
			1/19/1981	1/19/1981	\$56,879	511	\$30,916	\$41,221	\$51,526
			6/9/2003	6/9/2003	\$47,944	512	\$28,063	\$37,417	\$46,771
			4/2/1990	4/2/1990	\$42,428	514	\$23,123	\$30,830	\$38,538

The purpose of this report is to identify employees whose current salary is BELOW minimum of the proposed grade or ABOVE the maximum of the proposed grade.



Implementation Report - SAMPLE

This column indicates the adjustments needed to bring the employee's salary to 'market rate' if they are determined to be experienced (set at 3 yrs)*. This employee has been in this class since 2000, and therefore is considered to be at market.

This column indicates the adjustments needed to bring the employee's salary to the minimum of the pay grade

Total Adjustment includes amount to bring employee to minimum of pay grade + amount needed to bring to market.

This column indicates the proposed salary with any adjustments

This date refers to when the employee was placed in this class. This information is used in determining if employee has reached market. For the purposes of this report, the number of years necessary for an employee to be considered experienced in their position to be paid at 'market value' is 3 years.*

*Client determines years to market

EMPLOYEE Name Employee ID Position Number	CURRENT CLASSIFICATION			PROPOSED CLASSIFICATION			Proposed Pay Plan	Current Annual Salary	Class Date FTE Duty Days	ADJUSTMENTS TO		Proposed Annual Salary		
	Class Title Code	Grade Min	Max	Class Title Code	Grade Min	Max				Minimum	Market		Total	
							Professional	\$50,790	1/17/2000	1.00	\$0	\$0	\$50,790	
					204	0				1.00	\$0	\$0		
					\$34,123	\$45,497	\$56,871							
								Support	\$27,685	8/11/1998	\$0	\$615	\$9,433	\$10,048
					106	0				1.00	\$0	\$0		
					\$28,300	\$37,733	\$47,166							
								Professional	\$44,013	10/6/1996	\$0	\$0	\$11,235	\$11,235
					206	0				1.00	\$0	\$0		
					\$41,436	\$52,248	\$69,060							
								Support	\$10,466	8/17/2000	\$0	\$0	\$2,365	\$2,365
					103	0				0.50	\$0	\$0		
					\$20,752	\$27,669	\$34,586							

Example: For the position of Program Asst.; the current salary is \$27,685. Based on the benchmark data selected, this position was placed in the proposed pay grade of 106 in the Support Staff Pay Plan. An adjustment of \$615 is needed to bring this employee to the minimum of the proposed pay grade of \$28,300. An additional \$9,433 is required to bring this employee to 'market rate' given that she has been in this class for more than three years (since 1998)*. A total adjustment of \$10,048 is proposed for this position to bring the proposed salary to \$37,733.



Implementation Summary - SAMPLE

Department or Organization Name

Department or Organization Name

Summary for [REDACTED]

Number of Positions:	185		
Current Annual Payroll:	\$5,244,520	Adjustment to Minimum:	\$86,606
Current Annual Payroll Times Flat Increase:	5,244,520	Adjustment to Market:	\$176,587
Proposed Annual Payroll to Minimum:	5,331,126	Adjustment to Step:	\$0
Percentage Change Over Current Payroll:	1.65%	Total Adjustments:	\$263,193
Proposed Annual Payroll to Market:	5,507,713		
Percentage Change Over Current Payroll:	5.02%		
Proposed Annual Payroll:	5,507,713		
Percentage Change Over Current:	5.02%		

The purpose of this report is to provide summaries of fiscal impact for selected implementation scenarios for all units/departments as well as for the organization as a whole. Implementation assumptions can be toggled to generate multiple, on-demand reports to test the effects/impact of assorted strategies.

APPENDIX E: SAMPLE JOB DESCRIPTIONS

We have provided three sample job descriptions including the following typical city positions:

- ◆ Human Resources Director
- ◆ Emergency Management Director
- ◆ Planning and Development Services Director

HUMAN RESOURCES OFFICE

CLIENT LOGO HERE

JOB OVERVIEW

CLASSIFICATION TITLE: Human Resources Director

DEPARTMENT: Human Resources

SUMMARY:

The purpose of this position is to plan, manage and direct the operations of the County's Human Resources Department, including employee recruitment, training, benefits administration, classification and compensation administration, payroll administration and other functions. Provide direction and advice to management and employees regarding County personnel ordinances, state and federal labor laws, and related employment policies. Supervise department staff, senior workers, school-to-work participants and interns; and to perform related administrative, supervisory and professional work as required. Plan, organize and implement programs within major organizational policies, and provide program progress to executive-level administration through reports and conferences.

JOB DUTIES

ESSENTIAL TASKS:

The tasks listed below are those that represent the majority of the time spent working in this class. Management may assign additional tasks related to the type of work of the class as necessary.

Plan, coordinate and manage the County's HR functions including employee recruitment, training, benefits administration, classification and compensation.

Supervise departmental staff to include instructing, planning and assigning work, reviewing work, coordinating activities, selecting new employees, allocating personnel, acting on employee problems, approving employee discipline, transfers, promotions, and recommending discharge and salary increases.

Provide oversight of employee training programs, ensuring all training and development programs meet county needs.

Develop operating procedures and administer the County Personnel Ordinance. Offer recommendations regarding personnel policies, and oversee the implementation of new and existing policies.

Prepare department and program budgets, and monitor expenditures. Serve on the Countywide Budget Team to assist the County Manager in preparing the annual budget.

Provide in-house consulting for County department heads to provide information and assist supervisors in resolving employee relations and work performance issues in accordance with county policies, procedures and all pertinent laws and regulations.

Direct employee recruitment and selection functions, conduct criminal history checks and obtain drug screenings as required by county ordinance.

Implement the employee orientation program and enroll new employees in County benefits programs. Provide related advice and assistance to employees as requested. Serve as liaison between employees, department heads, management, insurance carriers and state retirement program representatives as needed.

Administer insurance benefits plan for County employees, sub-group agencies and retirees. Provide recommendations to County management concerning insurance plans, costs, changes, and administer the COBRA program and requirements of the Affordable Care Act.

Revised 2015

Human Resources Director, Human Resources

Administer the County's compensation and classification plan. Coordinate development of job descriptions and salary ranges for new positions and reclassification of existing positions. Direct wage and salary administration, oversee the payroll process, calculate salary information for promotions, reclassifications and transfers based on county policies.

Perform duties to retain current employees.

OTHER DUTIES:

Administer the merit appraisal program, compute merit raises, and make appropriate salary adjustments. Provide management with budgetary information concerning personnel salary and benefits costs. Administer the County's employee grievance policies, provide advice to employees and supervisors, coordinate hearings, and provide ordinance interpretation as necessary. Coordinate responses with legal counsel as necessary. Maintain records related to employee longevity. Assist Risk Management staff in administering the Worker's Compensation program. Administer Affirmative Action activities and complete year-end EEOC reports. Administer the unemployment compensation program and attend hearings on behalf of CLIENT NAME. Prepare employment verifications. Direct the maintenance of personnel files, records, statistics, reports and information systems. Establish and maintain a variety of databases, prepare spreadsheets and reports as necessary. Compile data for and prepare various reports, records and recommendations required by the County, state and federal agencies or other agencies. Receive and respond to inquiries, requests for assistance, concerns and complaints in areas of responsibility. Perform general administrative and clerical work as necessary, including preparing reports and correspondence, entering and retrieving computer data, sending and receiving faxes, reading mail and literature, copying and filing documents, answering the telephone, attending and conducting meetings. Attend training, seminars and conferences, and conduct research to stay abreast of legislation and trends in human resource administration. Perform harassment investigations as needed. Perform all HR functions for CLIENT NAME and CLIENT NAME Museum employees.

QUALIFICATIONS

EDUCATION AND EXPERIENCE REQUIREMENTS:

Completion of Bachelor's degree in Human Resources, Personnel Management, Business Administration or related field or any equivalent combination of education and experience that provides the required knowledge, skills, and abilities. Requires six years of experience.

CERTIFICATIONS AND LICENSES:

Must possess a valid state driver's license. Should have an HR certification through the state HR association.

KNOWLEDGE, SKILLS, AND ABILITIES

Working knowledge of benefits administration and regulations, fair employment practices, and other federal laws that govern human resources functions to include Fair Labor Standards Act, Family & Medical Leave Act, Affordable Care Act, to mention a few. Ability to develop new approaches or methodologies to solve problems not previously encountered by analyzing, synthesizing or evaluating data or information using unconventional or untried methods. Skills for mentoring others by advising, counseling or guiding them regarding problems that may be resolved by legal, administrative or professional principles. Knowledge of and ability to use basic office equipment and machines, to include computers, fax machines, copiers, telephones or similar equipment. Ability to troubleshoot, repair and maintain a variety of office equipment and machines. Proficient in Microsoft Excel, Word and specialized software products such as Neogov, Time Clock Plus, CSU/Harris Payroll/Human Resources software etc. Ability to perform work involving logical thinking to diagnose or define problems, collect data and solve abstract problems with widespread unit or organizational impact. Knowledge of basic algebra involving variables and formulas, and/or computing salary changes and budget recommendations. Abilities for reading professional literature and technical manuals. Ability and skills for speaking to groups of employees, other public and private groups, or writing manuals and complex reports. knowledge and abilities for using advanced professional-level

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work methods and practices in the analysis, coordination or interpretation of work of a professional, legal, or managerial nature and the ability to formulate important recommendations or make technical decisions that have an organization-wide impact. Skills for sustained, intense concentration for accurate results and continuous exposure to sustained, unusual pressure.

COMPLEXITY/SCOPE OF WORK

EXECUTIVE/MANAGERIAL: Work involves managing employees; planning, designing, or overseeing the implementation of company projects or policies.

Perform advanced professional work methods to formulate important recommendations or make technical decisions that have an organization-wide impact. Example: May require the use of creative ability and resourcefulness in the analysis and solution of complex problems; may develop new approaches or methodologies to solve problems not previously encountered.

Guide organization-wide development; leads the development of organization mission, vision, and principles.

Communicates through negotiation and consensus building to exchange ideas, information, and opinions or develop decisions, conclusions, or solutions.

Perform executive work involving the application of broad principles of professional management and leadership to new problems for which conventional solutions may or may not exist. Responsible for long-range goals, planning, and methodologies; works in an evolving environment with emerging knowledge and technologies, competing priorities, and changing politics.

FINANCIAL AUTHORITY

Administer benefits by determining individual eligibility and coverage levels or determining compensation levels.

TOOLS AND EQUIPMENT USAGE

Use office machines such as copiers or calculators. Use computers for data entry, or handle, use, or repair hand-held power equipment or light machinery. Use computers for word processing, spreadsheets, PowerPoint presentations or custom applications.

PHYSICAL DEMANDS / WORK ENVIRONMENT

PHYSICAL AND DEXTERITY REQUIREMENTS:

Requires work involving: standing, walking, stooping, kneeling, crouching or crawling under 1/3 of the time, sitting 1/3 to 2/3 of the time, gripping or feeling with hands, reaching with hands and arms, talking or hearing over 2/3 of the time, and lifting up to 25 pounds under 1/3 of the time.

VISION REQUIREMENTS:

Close vision (clear vision at 20 inches or less), and Ability to adjust focus (ability to adjust the eye to bring an object into sharp focus)

POTENTIAL ENVIRONMENTAL CONDITIONS/HAZARDS:

The job may risk exposure to extreme temperatures, moisture and/or humidity, dust, fumes, poor ventilation, and potential for violence/physical altercations.

SIGNATURES

I certify that this description is a true reflection of the major responsibilities, requirements, and duties of this position. This certification is made with the knowledge that the information is to be used for the purposes of selection, classification, appraisal, and compensation.

SUPERVISOR DATE

I certify that this description is a true reflection of the major responsibilities, requirements, and duties of this position. This certification is made with the knowledge that the information is to be used for the purposes of selection, classification, appraisal, and compensation.

HUMAN RESOURCES DATE

I have read this description and understand the major responsibilities, requirements, and duties of this position.

EMPLOYEE DATE

CLIENT NAME is an equal opportunity/affirmative action employer committed to achieving excellence and strength through diversity. The County seeks a wide range of applicants for its positions so that one of our core values, a qualified and diverse workforce, will be affirmed. Americans with Disabilities Act (ADA) compliance requires the County to provide reasonable accommodations to qualified individuals with disabilities. Prospective and current employees are invited to discuss accommodations.

HUMAN RESOURCES OFFICE

CLIENT LOGO HERE

JOB OVERVIEW

CLASSIFICATION TITLE: Planning & Development Services Director

DEPARTMENT: P & D Administration

SUMMARY:

This position is responsible for managing the day-to-day operations of the Planning and Development Services Department. This position plans, organizes and directs the work of staff responsible for planning, zoning, permitting, code enforcement, environmental compliance, land use regulations and customer service to provide coordinated guidance and regulation of the growth and development of the County. The employee works through division managers to supervise program and department services to ensure that well planned and orderly growth and development occurs through appropriate ordinances and programs, making efficient use of the County's land and resources. Work involves short and long range planning for policies, ordinances and the Comprehensive Land Use Plan. The position provides support and advice to the County Manager and County Council, in addition to the Planning Commission, Zoning Board of Appeals, CLIENT NAME Forever Commission and Building Board of Appeals. The position also responds to public inquiries and complaints, prepares ordinance and policy revisions, attends and conducts public meetings, and assists staff, as needed.

JOB DUTIES

ESSENTIAL TASKS:

The tasks listed below are those that represent the majority of the time spent working in this class. Management may assign additional tasks related to the type of work of the class as necessary.

Serves as the representative of the Department at Council, public meetings, and for the general public.

Answers questions from the Council, County Manager, and Assistant County Manager.

Ensures staff is fulfilling their functions, i.e., plans are reviewed in a professional and timely manner, building inspections occur in a professional and timely manner, general public receives courteous attention and accurate information.

Prepares and implements annual budget.

Manages department resources (vehicles, office supplies, computers etc.).

Responds to employee grievances and complaints.

Prepares and/or oversees revisions to ordinances.

Oversees the preparation and implementation of long-range planning documents (Comprehensive Plan).

Attends meetings on issues directly impacting the County (e.g., RFATS policy meetings), and attends public meetings.

OTHER DUTIES:

Attending pre-submittal meetings, zoning reviews, and special exception and variance requests reviews to ensure consistency and quality control, meeting with the general public to hear complaints and desired improvements, following up on code violation complaints and environmental compliance issues, and enforcing county policies, including but not limited to vehicle, sick leave, vacation, and cell phone. Handling day-to-day issues such as working with the office manager to have vending machines repaired, signing decision notices from the Planning Commission and Zoning Board of Appeals, and reviewing and signing purchase orders.

Revised 2015

PLANNING AND DEVELOPMENT SERVICES DIRECTOR

QUALIFICATIONS

EDUCATION AND EXPERIENCE REQUIREMENTS:

Completion of bachelor's degree in planning, engineering or related field with seven years of related work experience. Master's degree preferred.

CERTIFICATIONS AND LICENSES:

Must possess certification from the American Institute of Certified Planners and a valid state driver's license.

KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of general planning principles. Knowledge of county ordinances. Knowledge of state and federal laws, including but not limited to those related to environmental issues, employment/labor, constitutional, and building and codes. Ability to communicate effectively orally and in writing. Ability to use a computer (various programs). Ability to organize and conduct public meetings. Ability to resolve internal conflicts. Ability to understand and prepare budgets. Ability to prepare contracts and agreements. Ability to prepare ordinance revisions and complex planning documents. Ability to manage a diverse staff with a wide range of educational backgrounds and personalities. Ability to remain calm and professional while interacting with angry people. Ability to make public presentations and respond immediately to questions. Ability to understand the potential consequences for decisions (ordinance revisions, personnel decisions, etc.) Ability to listen and comprehend people's concerns and issues. Ability to make a decision or take decisive action.

COMPLEXITY/SCOPE OF WORK

EXECUTIVE/MANAGERIAL: Work involves managing employees; planning, designing, or overseeing the implementation of company projects or policies.

Perform professional or managerial work including advanced data analysis and synthesis. Example: May develop policies, procedures, or methodologies based on new facts or knowledge; interpret or apply established policies.

Direct, manage, or lead others; may determine work procedures, assign duties, maintain harmonious relations, or promote efficiency; may develop and administer operational programs; or may write or present extremely complex papers and reports.

Communicates through negotiation and consensus building to exchange ideas, information, and opinions or develop decisions, conclusions, or solutions.

Perform advanced professional work involving the application of principles of logical thinking to diagnose or define problems, collect data and solve abstract problems with widespread unit or organization impact. Work in a highly dynamic environment, responsible to establish goals, objectives and policies.

FINANCIAL AUTHORITY

Manage inventory, property, or loss control. Administer benefits by determining individual eligibility and coverage levels or determining compensation levels.

TOOLS AND EQUIPMENT USAGE

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Provides direct assistance to the County Manager/Assistant County Manager and County Council in emergency management matters and regarding various special projects.

OTHER DUTIES:

Reviews the work of subordinates for completeness and accuracy, evaluates and makes recommendations as appropriate; offers advice and assistance as needed. Provides for adequate staff training and development opportunities. Applies for and administers state and federal grants for program development and implementation. Directs various studies, analyses, and research in an effort to facilitate and enhance current emergency programming. Establishes and oversees the activities of the Emergency Operations Center in all simulated and emergency situations. Coordinates Homeland Security procedures and activities, including implementation of the National Incident Management System and the National Response Framework. Provides technical assistance and assists with various rescue functions, including confined space, high-rise, underwater, trench collapse, or other search and rescue functions as required. Analyzes meteorological data and issues appropriate warnings. Alerts proper officials and the public of potential threats, actual emergencies, and recovery efforts. Conducts drills and exercises with County staff, outside agencies and the public as scheduled or necessary. Directs the procurement of department supplies and equipment; ensures and/or participates in the proper maintenance and calibration of emergency equipment and proper installation and maintenance of electronic communications, radio and computer equipment. Investigates incidents and accidents, and develops related reports and analyses.

QUALIFICATIONS

EDUCATION AND EXPERIENCE REQUIREMENTS:

Completion of bachelor's degree in emergency management, fire service, law enforcement, public administration or closely related field. Master's degree preferred. Requires eight years of experience.

CERTIFICATIONS AND LICENSES:

Must possess Emergency Manager Certification and a valid driver's license

International Association of Emergency Managers Certified Emergency Manager preferred.

KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, tribal, or national security operations for the protection of people, data, property, and institutions. Knowledge of risk assessment, gap analysis, and the planning process including the inclusion of National Incident Management doctrine especially considering hazardous materials including radiological protection and mitigation actions implementation. Knowledge of logistics and principles supply prioritization. Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process. Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership techniques, production methods, and coordination of people and resources. Understanding of group dynamics, effective meetings, organizational structure, fiscal management including the budgeting process. Knowledge of public and private resource management including contractual agreements. Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar. Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects including adult education principles and exercise design. Knowledge of media production, communication, and dissemination techniques and methods. This includes alternative ways to inform via written, oral, and visual media. Knowledge of principles and processes for providing

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customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction. Knowledge of electronic equipment, and computer hardware and software including emergency equipment and communication hardware. Knowledge of transmission, broadcasting, switching, control, and operation of telecommunications systems. Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods. Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions. Adjusting actions in relation to others' actions including project monitoring and management. Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems. Talking to others to convey information effectively. Considering the relative costs and benefits of potential actions to choose the most appropriate one. Communicating effectively in writing as appropriate for the needs of the audience. Teaching others how to do something. The ability to apply general rules to specific problems to produce answers that make sense. The ability to listen to and understand information and ideas presented through spoken words and sentences. The ability to identify and understand the speech of another person. The ability to combine pieces of information to form general rules or conclusions.

COMPLEXITY/SCOPE OF WORK

EXECUTIVE/MANAGERIAL: Work involves managing employees; planning, designing, or overseeing the implementation of company projects or policies.

Perform executive or expert professional work to establish policy, long-range plans, and programs, identify funding sources and allocate funds. Example: May develop or use theoretical mathematical concepts to formulate new techniques, or make decisions that impact both the organization and the discipline.

Formulate and issue policies, procedures, and instructions; responsible for long term planning within an agency, department, or division.

Communicates through negotiation and consensus building to exchange ideas, information, and opinions or develop decisions, conclusions, or solutions.

Perform executive work involving the application of broad principles of professional management and leadership to new problems for which conventional solutions may or may not exist. Responsible for long-range goals, planning, and methodologies; works in an evolving environment with emerging knowledge and technologies, competing priorities, and changing politics.

FINANCIAL AUTHORITY

Manage inventory, property, or loss control. The ability to purchase goods or services worth more than \$100 without securing Approval from another authority. The ability to make recommendations that impact resource allocation.

TOOLS AND EQUIPMENT USAGE

Use office machines such as copiers or calculators. Use computers for word processing, spreadsheets, PowerPoint presentations or custom applications or operate or repair large shop equipment and machines or operate or repair vehicles. Supervise the activities of those operating or repairing complex machinery or technology systems. Interpret policy and establish methods and procedures for acquiring, installing, testing, operating or repairing machinery or technology systems. Establish policy for the acquisition, installation, testing, operation, and maintenance of machinery or

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technology systems. Establish long-range plans and programs for capital improvements, major construction projects, or new technology systems.

PHYSICAL DEMANDS WORK ENVIRONMENT

PHYSICAL AND DEXTERITY REQUIREMENTS:

Requires work involving:
Climbing or balancing, standing, walking, and sitting 1/3 to 2/3 of the time.
Talking or hearing and gripping or feeling with hands over 2/3 of the time.
Reaching with hands and arms 1/3 to 2/3 of the time.
Stooping, kneeling, crouching, or crawling under 1/3 of the time.
Position requires lifting up to 10 pounds 1/3 to 2/3 of the time, up to 25 pounds 1/3 to 2/3 of the time, up to 50 pounds under 1/3 of the time.

VISION REQUIREMENTS:

Close vision (clear vision at 20 inches or less), Distance vision (clear vision at 20 feet or more), Color vision (ability to identify and distinguish colors), Peripheral vision (ability to observe an area that can be seen up or down or to the left and right when vision is fixed on a given point), Depth perception (three-dimensional vision, ability to judge distances and spatial relationships), Ability to adjust focus (ability to adjust the eye to bring an object into sharp focus).

POTENTIAL ENVIRONMENTAL CONDITIONS/HAZARDS:

The job may risk exposure to indoor environment, outdoor environment, noise, extreme temperatures, moisture and/or humidity, dust, fumes, gases, electrical hazards, mechanical hazards, chemical hazards, and explosive hazards.

SIGNATURES

I certify that this description is a true reflection of the major responsibilities, requirements, and duties of this position. This certification is made with the knowledge that the information is to be used for the purposes of selection, classification, appraisal, and compensation.

SUPERVISOR

DATE

I certify that this description is a true reflection of the major responsibilities, requirements, and duties of this position. This certification is made with the knowledge that the information is to be used for the purposes of selection, classification, appraisal, and compensation.

HUMAN RESOURCES

DATE

I have read this description and understand the major responsibilities, requirements, and duties of this position.

EMPLOYEE

DATE

York County is an equal opportunity/affirmative action employer committed to achieving excellence and strength through diversity. The County seeks a wide range of applicants for its positions so that one of our core values, a qualified and diverse workforce, will be affirmed. Americans with Disabilities Act (ADA) compliance requires the County to provide reasonable accommodations to qualified individuals with disabilities. Prospective and current employees are invited to discuss accommodations.

APPENDIX F: SAMPLE MARKET SURVEY



Market Salary Survey

CLIENT NAME

has contracted with MGT of America, Inc., a national consulting firm, to review its classification and compensation structures to ensure the systems are up-to-date and market competitive.

We ask that you respond to a brief survey that is designed to collect general salary data for the following classification titles:

1. Firefighter
2. Police Officer
3. Fiscal Assistant
4. Maintenance Worker
5. Bus/Van Driver - Transit
6. Librarian
7. Water/Wastewater Plant Operator (Certified)
8. Equipment Operator
9. Refuse/Dump Truck Driver
10. Secretary
11. Communications Specialist
12. Fleet Mechanic
13. Crew Leader
14. Police Sergeant
15. Fire Captain

The information you provide will assist MGT in the evaluation of compensation at Kingsport, and will contribute to shaping future policy implementation.

Please complete this survey by 5:00 p.m. on Friday, March 18th, 2016.

Thank you for your participation in this important study.

In appreciation of your participation, a copy of the survey results can be sent to you upon request.

- Yes, I would like a copy of the survey results.
- No, I do not want a copy of the survey results.

If you have any technical questions or issues with this survey, please contact:
Sheena Horton, Senior Analyst, 850-296-7143 or shorton@mgtamer.com

MGT of America, Inc.
3800 Esplanade Way, Suite 210, Tallahassee, Florida 32311
Phone (850) 386-3191, Fax (850) 385-4501
www.MGTofAmerica.com

PLEASE NOTE:

Click the "**Next**" button at the bottom of each page to move to the next section of the survey. Click the "**Back**" button at the bottom of each page to return to a previous section of the survey.

You can cut and paste your responses from MS Word into the survey response boxes that request text.

Your entries will be saved after you advance through each page. You can revisit your responses as many times as you feel necessary prior to final submission.

DO NOT work on your survey in multiple browser tabs. Survey responses are recorded in real-time as you click the "Next" and "Back" buttons in the survey; working from more than one browser tab containing your survey link **may result in the loss of data you have entered.**

DECLINING PARTICIPATION

If you decide to decline to participate in this survey after reviewing the questions, please return to this page and select the option below to decline participation.

Once the option below is selected, please click NEXT to submit your response.

You will not be able to return to this survey after submitting this option.

- I would like to decline participating in this survey.

SALARIES

1) Please indicate the year your organization last updated its salary schedule(s):

Please read the following field descriptions before continuing.

- **Class Title and Job Overview:** The first two fields identify the classification titles and provide a brief overview of the duties associated with each.
- **Matching Title and Match Level:** Please indicate the corresponding classification title in your organization and indicate how well your matching position fits the description included in the Job Overview.
- **Number of Staff (Headcount):** Please report the total number of individuals employed in each particular class.
- **Minimum, Midpoint, and Maximum of Salary Ranges:** Please indicate the minimum, midpoint, and maximum values for the annual salary ranges associated with each classification.
- **Actual Median Salary:** Please indicate the actual median annual salary of all incumbents currently occupying each classification. The median represents the middle value of all incumbent salaries when arranged from lowest to highest value (or the mean of the two middle values if an even number of incumbents occupies the class).
- **Actual Average Salary:** Please indicate the actual average annual salary of incumbents occupying each respective classification. This is calculated as the sum of all salary outlays to incumbents in the class divided by the total number of FTEs in that class.

Please note that salary information should be calculated and based on 12-month appointments (FTE).

Classifications displayed on this survey page include:

- Firefighter
- Police Officer
- Fiscal Assistant
- Maintenance Worker
- Bus/Van Driver - Transit

Class Title: Firefighter

Job Overview: Performs a variety of duties to suppress structural and non-structural fires, responds to emergency medical, hazardous material, and rescue situations throughout the City. May serve on special teams as needed (ie: Haz-Mat and Tactical Response).

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Police Officer

Job Overview: Performs general or special duty police work in the protection of life and property through the enforcement of laws and ordinances. Assignment may be as necessitated by department need (ex: CID, Patrol, Training, etc.). Work normally consists of routine patrol of a designated area of city and/or areas which have a high incidence of accidents or crime and school zones during peak student traffic.

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Fiscal Assistant

Job Overview: Performs various accounting related activities in Customer Service by performing billing, payment processing, customer service work in maintaining fiscal, customer service records, invoices, and utility billings.

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Maintenance Worker

Job Overview: Performs a variety of semi-skilled and skilled work in Landscaping, Parks Maintenance, Parks and Recreation, Plant Operations, System Maintenance, or Transit. Performs a variety of strenuous manual labor and semi-skilled and skilled mechanical repairs to buildings, equipment, and furnishings in assigned area.

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Bus/Van Driver - Transit

Job Overview: Transports passengers to and from various destinations within defined areas of the City. Assists elderly and special needs passengers onto and debarking from vehicle, and enforces and ensures adherence with city safety methods and policies. Assists passengers with required safety restraints during trip; contacts appropriate party(s) of unusual/problem situations for assistance.

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Classifications displayed on this survey page include:

- Librarian
- Water/Wastewater Plant Operator (Certified)
- Equipment Operator
- Refuse/Dump Truck Driver
- Secretary

Class Title: Librarian

Job Overview: Plans, manages, and supervises daily operations of a specific functional area within the City's Public Library, including Children, Reference and Collections, Cataloging, and Technology. Develops rules and procedures for library usage; receives researches and responds to requests for information, and directs patrons to appropriate sources/areas and/or provides one-on-one assistance to locate specific requested book(s)/material(s).

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Water/Wastewater Plant Operator (Certified)

Job Overview: Performs a variety of tasks to maintain/operate plant equipment and treatment processes to meet state and federal regulations. Operates treatment plants to ensure treated water meets state/federal standards. Runs lab tests on weekends and when lab technician is not available. As directed, works in water/wastewater treatment plant performing frequent inspections to ensure the proper operation of all plant equipment and processes. Certification as a Grade IV Water or Wastewater Operator required.

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Equipment Operator

Job Overview: Performs skilled and semi-skilled work in the operation of various medium/heavy equipment in Landscaping/Tree Maintenance, Organic Refuse, Plant Operations, Recycling, Refuse Disposal, Street Maintenance, System Maintenance, and Trash Collection. Operates a variety of medium/heavy construction equipment including a grabber truck, recycling truck, automated refuse collection vehicle, side-loading refuse collection vehicle and/or rear loading refuse collection vehicle as needed; also including a sweeper truck, bucket truck, back hoe, side loading refuse truck, road tractor, paint machine, crane truck, loader and tanker truck.

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Refuse/Dump Truck Driver

Job Overview: Performs skilled and basic work in the operation of a trash truck and/or dump truck in Organic Refuse Collection, Street Maintenance, Trash Collection, System Maintenance and/or Storm Water Maintenance. Operates rear loading refuse vehicles and dump trucks, and performs daily routine preventive maintenance and servicing i.e., refuels, checks fluid levels, hoses, signal operation, brakes, and lights, refers major repairs. Drives vehicle within designated route in accordance to established schedule, and performs various basic construction and/or maintenance tasks. CDL required.

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Secretary

Job Overview: Performs a variety of secretarial/administrative support work for assigned staff, supervisory and/or management personnel including taking and screening calls, writing letters, maintaining schedules/calendars, making travel arrangements, assisting visitors, scheduling meetings/appointments, organizing and maintaining files/records, and providing follow-up of pending issues/concerns. Composes/types routine letters and other correspondence, develops estimate sheets and obtains necessary approvals, and helps develop division budget and monitors budget status. Prepares and processes purchase orders/requisitions to facilitate the purchasing process for department; inventories/orders standard and non-standard office supplies and materials.

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Classifications displayed on this survey page include:

- Communications Specialist
- Fleet Mechanic
- Crew Leader
- Police Sergeant
- Fire Captain

Class Title: Communications Specialist

Job Overview: Answers emergency 911 and non-emergency phone lines, determines the nature and urgency of the call, refers to appropriate department of agency, and dispatches appropriate personnel and equipment. Records information required to document time and nature of call and time and nature of response. Monitors burglar and fire alarm systems, and dispatches appropriate department. Answers after-hours emergency calls for Public Works, Water/Sewer Departments, Animal Wardens and other city offices, and dispatches and/or pages appropriate department to respond. Enters all actions taken into computer aided dispatch system; operates terminals to enter/retrieve law enforcement information/data, and logs calls to provide a record of daily activities.

Matching Class Title	<input type="text"/>
Match Level (Good, Fair, or N/A)	<input type="text"/>
# of Staff (headcount)	<input type="text"/>
Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Fleet Mechanic

Job Overview: Performs skilled journey level maintenance and repair of all City-owned vehicles and equipment. Maintains and repairs a variety of vehicles including police cruisers, fire trucks, street sweepers, front end loaders, graders, school buses, vans, mowers and passenger cars. Performs a variety of diagnostic tests to determine cause of malfunction(s); performs scheduled preventative maintenance and safety checks on city vehicles. Repairs electrical systems including starting and cranking, lights, wiring, switches, electronic vehicle/engine controls; repairs gas and diesel engines, performs tune-up, performance, fuel and emission tests, maintains and repairs cooling and exhaust systems. Diagnoses, troubleshoots and repairs all hydraulic and air brake systems, and diagnoses and repairs steering and suspension, drive train, clutch and transmission.

Matching Class Title	<input type="text"/>
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Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Crew Leader

Job Overview: Oversees and assigns work to specific crew members at a particular work site or on a specific project or task in Street Cleaning, Street Maintenance, Water/Sewer Maintenance and Storm Water Maintenance. Ensures accurate completion of work in accordance with standard specifications and operating procedures; performs a variety of skilled, semi-skilled, equipment operation and manual work in the assigned field in department/division of Public Works. Schedules and monitors work and work assignments of crew members at the job site so ensure timely completion of assigned projects; develops time schedules for completion of projects. Safeguards and distributes all equipment and supplies needed for a project. Performs all duties of subordinate staff at work/job site to ensure adherence with established completion and quality standards.

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Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Police Sergeant

Job Overview: Supervises assigned unit manpower to ensure adherence with performance and department standards; Participates in complex/difficult police and investigative problems, instructs subordinate officers in proper methods/techniques of police work, and performs same duties as Master Police Officer and Police Officer (i.e. routine patrol of designated area of city and/or areas with high incidence of accidents/crime and school zones.) Assigns and supervises the work of subordinate officers; supervises and manages department programs and divisions including public relations, investigations, training, police records, citizens police academy, patrol, and the updating of standard operating procedures.

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Minimum of Salary Range	<input type="text"/>
Midpoint of Salary Range	<input type="text"/>
Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

Class Title: Fire Captain

Job Overview: Supervises activities of assigned station personnel; assigns and establishes rotating work schedule to ensure adequate coverage for safe, effective and efficient to community emergency needs. Reviews and evaluates subordinate staff performance against established objectives, standards and requirements. Responds to fire and emergency calls, establishes, directs and maintains control of incident scene. Supervises and determines appropriate fire suppression/emergency rescue/response methods for the most efficient response to emergency situation. Performs duties of Firefighter or Senior Captain according to staffing levels.

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Maximum of Salary Range	<input type="text"/>
Actual Median Annual Salary	<input type="text"/>
Actual Average Annual Salary	<input type="text"/>

SURVEY SUBMISSION

We appreciate the time you spent completing this survey. When you have completed all questions, please select "**SUBMIT AS FINAL**" below and click the "**Next**" button to submit your survey responses. You will not be allowed to return to the survey once you submit these answers as final.

If you wish to edit or review any of your responses, you may go back to previous questions by using the "**Back**" button.

Thank you for your participation!

SUBMIT AS FINAL

You will **NOT** be able to go back and change your responses once this option is selected and submitted.