

PROPOSAL TO CONDUCT AN EMPLOYEE CLASSIFICATION AND WAGE STUDY

FOR

WEBB COUNTY

AUGUST 2018

PREPARED BY

Matthew Weatherly, President
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**PROPOSAL TO CONDUCT AN EMPLOYEE CLASSIFICATION
AND WAGE STUDY FOR WEBB COUNTY**

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**PROPOSAL TO CONDUCT AN EMPLOYEE
CLASSIFICATION AND WAGE STUDY
FOR WEBB COUNTY**

COVER LETTER

PUBLIC SECTOR PERSONNEL CONSULTANTS



August 6, 2018

Mr. Juan Guerrero
Contract Administrator
Webb County
1110 Washington Street, Suite 101
Laredo, TX 78040

Dear Selection Team,

Pursuant to your request, we are pleased to provide you with our proposal and qualifications to assist the County with a classification and compensation project. We specialize in these services, and have implemented classification and compensation plans for more than 1,000 public employers nationwide, including nearly 100 Texas employers and more than 100 county governments nationwide.

Current and recently completed studies include those for El Paso County, Brazoria County, as well as the cities of Kingsville, Midland, Frisco, Plano, Addison, Grand Prairie, Waco, Killeen, Huntsville, and Longview.

We believe our firm, in business for more than 30 years, is uniquely qualified for this study. We will utilize only full-time, certified Human Resources professionals for the study, with combined greater than 100 years of experience in the fields of human resources, compensation, and labor relations.

Our proposed approach will be customized to meet your project needs. We are confident that our extensive public employers classification and compensation experience, knowledge of public employers and County Governments, large specialized and highly qualified full time staff, proven methods, unique **EZ COMP™** application to ensure your self-sufficiency, and one year of implementation support and assistance at no cost, will achieve all of the stated objectives for an important project of this nature.

Our proposal remains valid for no less than 90 days.

We appreciate your consideration of our proposal. I will be your primary contact for this submittal, act as our firm's responsible agent with authority to bind our firm, and below is my contact information. We would welcome the opportunity to further present our qualifications and interest in person should that assist with this important decision.

Sincerely,

Matthew Weatherly, President
(888) 522-7772
matt@pspc.us

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**PROPOSAL TO CONDUCT AN EMPLOYEE
CLASSIFICATION AND WAGE STUDY
FOR WEBB COUNTY**

REQUESTED RFP FORMS

(SEE SEPARATE PDF ATTACHMENT)

PUBLIC SECTOR PERSONNEL CONSULTANTS

**PROPOSAL TO CONDUCT AN EMPLOYEE
CLASSIFICATION AND WAGE STUDY
FOR WEBB COUNTY**

QUALIFICATIONS OF OUR FIRM AND STAFF

*HISTORY AND FACTS ABOUT OUR FIRM
COUNTY AND TEXAS EMPLOYERS SERVED
CLIENT REFERENCES
PROJECT TEAM ORG CHART AND RESUMES*

PUBLIC SECTOR PERSONNEL CONSULTANTS

HISTORY AND FACTS ABOUT OUR FIRM

- **HISTORY OF OUR FIRM**

Public Sector Personnel Consultants (PSPC) originated in 1972 with the Public Sector Group of the international human resources consulting firm of Hay Associates. **PSPC** was established as an independent firm in 1982. We are a single-owner, debt-free subchapter-S corporation.

- **REGIONAL STAFF**

We have regional offices or affiliates in Austin, TX, Dallas, TX, Chicago, IL, Columbus, OH, Seattle, WA, San Diego, CA, Los Angeles, CA, Sacramento, CA, Santa Fe, NM, Denver, CO, Kansas City, MO, St. Paul, MN, and Tempe, AZ.

- **SPECIALIZED IN COMPENSATION SERVICES**

We are "super-specialists" in compensation, providing services in job analysis, position classification, job content evaluation, compensation, and directly related services. **Over 98% of our classification and compensation studies have been successfully implemented by our clients.**

- **SPECIALIZED IN PUBLIC SECTOR CLIENTS**

We provide services exclusively to public sector employers including municipalities, counties, utility districts, library districts, special districts, state governments, housing and redevelopment agencies, airport authorities, school districts, higher education, and tribal governments.

- **SPECIALIZED COMPENSATION STAFF**

Our staff is comprised of eight (8) full time and an additional five (5) part time senior human resources professionals with very extensive experience as compensation managers and consultants for public employers. Our staff has more than 100 years of combined experience working for and consulting to public sector employers.

- **OVER 1,000 PUBLIC EMPLOYERS SERVED**

Our staff members have provided compensation, human resources, training and related consulting services to more than 1,000 public and 200 private employers throughout the U.S.

- **AMERICAN COMPENSATION ASSOCIATION PARTICIPATION (ACA) (NOW WORLDDATWORK)**

Our consultants are active members of ACA, including serving as instructors for the ACA certification courses.

- **SPECIALIZED COMPENSATION AND RELATED RESOURCES**

We utilize our **EZ COMP™** salary survey and plan program, modified **FES** point-factor job evaluation system, **AEP™** performance evaluation plan, and **SNAP™** staffing needs analysis program.

- **FIRST YEAR IMPLEMENTATION WARRANTY**

We provide our clients with extensive implementation support during the first year, and we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job class, at no additional cost.

COUNTIES SERVED BY OUR FIRM AND STAFF

Adams County, CO
Apache County, AZ
Baltimore County, MD
Boone County, MO
Brazoria County, TX
Broward County, FL
Chaves County, NM
Chesterfield County, VA
Churchill County, NV
Clackmas County, OR
Clark County, NV
Clatsop County, OR
Cochise County, AZ
Contra Costa County, CA
Dade Metro County, FL
Dallas County, TX
DeKalb County, GA
Denver County, CO
Dodge County, GA
Doña Ana County, NM
Douglas County, NV
DuPage County, IL
Eau Claire County, WI
El Paso County, TX
Elko County, NV
Emery County, UT
Fayette County, IL
Franklin County, WA
Gila County, AZ
Grant County, WI
Greene County, OH
Greene County, PA
Grundy County, IA
Hamilton County, TN
Harrison County, TX
Hays County, TX
Hennepin County, MN
Henrico County, VA
Honolulu County, HI
Jackson County, MO
Jefferson County, TX
Kalamazoo County, MI
Kane County, IL
Kankakee County, IL
King County, WA
Lake County, IL
Laramie County, WY
Lea County, NM
Lewis County, WA
Linn County, IA
Lorain County, OH
Los Alamos County, NM
Maricopa County, AZ (PW)
Marion County, IN
Martin County, MN
McHenry County, IL
McKinley County, NM
Mercer County, NJ
Midland County, MI
Missoula County, MT
Multnomah County, OR
Natrona County, WY
Nashville-Davidson County, TN
Navajo County, AZ
New Iberia Parish, LA
Nez Perce County, ID
Peoria County, IL
Pima County, AZ
Pinellas County, FL
Pitkin County, CO
Prince George's County, MD
Ramsey County, MN
Renesselear County, NY
Rockwall County, TX
Sacramento County, CA
Sandoval County, NM
San Juan County, NM
Santa Cruz County, AZ
Santa Fe County, NM
Solano County, CA
St. Bernard Parish, LA
St. Louis County, MO
St. Lucie County, FL
Walsh County, ND
Walworth County, WI
Ward County, ND
Waukesha County, WI
Wayne County, MI
Whiteside County, IL
Williams County, ND
Wood County, TX
Yuma County, AZ

TEXAS EMPLOYERS SERVED BY OUR FIRM AND STAFF

Abilene, City of	Houston Housing Authority *
Allen, City of	Jefferson County *
Austin Community College	Jefferson County Appraisal District
Austin Housing Authority	Kerrville, City of
Balcones Heights, City of	Killeen, City of
Baylor University	Lakeway, City of *
Baytown, City of *	League City, City of *
Bee Cave, Village of	Longview, City of *
Benbrook, City of	Midland, City of
Carrizo Springs, City of	Nederland, City of
Carrollton, City of	New Braunfels, City of
Cedar Park, City of	Odessa, City of
Colleyville, City of	Palestine, City of
Community Assoc. of the Woodlands	Pearland, City of *
Corinth, City of	Plano, City of
Dallas County	Port Neches, City of
Dallas Housing Authority	Prosper, Town of *
Eagle Pass, City of *	Rockwall, City of
El Paso County *	Rowlett, City of
El Paso, City of *	San Angelo, City of *
Fairview, Town of	San Jacinto College District
Frisco, City of *	San Marcos, City of
Galveston, Port of	Schertz, City of
Georgetown, City of	South Padre Island, Town of
Grayson, County of	State Bar of Texas
Grapevine, City of *	Texas Department of Banking
Grand Prairie, City of	Texas Department of Transportation
Haltom City, City of	Texas Office of Attorney General
Harrison County	Texas Water Development Board
Hays County	Tomball, City of *
Horseshoe Bay, City of * (Lake LBJ MUD)	Waco, City of *

* "repeat" clients – multiple projects performed

REPRESENTATIVE PROJECT REFERENCES

Following is a listing of agencies which are representative of more than 1,000 employers for whom members of our firm have services similar to those requested by the County.

EL PASO COUNTY, TX

Ms. Melissa Carrillo, Chief Human Resources Officer
500 Overland Avenue
El Paso, TX 79901
(915) 546-2218
MelCarrillo@epcounty.com

FY 2018 Compensation Plan Maintenance
Position Classification and FY 2012 Salary Plan

FRISCO, CITY OF, TX

Ms. Lauren Safranek, HR Director
6101 Frisco Square Boulevard
Frisco, TX 75034
(972) 292-5210
lsafranek@friscotexas.gov

FY 2017 Salary and Benefits Survey and Pay Plan
2014 Surveys; Annual Salary Survey Update Support;
Position Classification and FY 2002 Salary Plan

WACO, CITY OF, TX

Ms. Missie Pustejovsky, HR Director
300 Austin Avenue
Waco, TX 76702
(254) 750-5791
MissieP@wacotx.gov

FY 2018 Compensation Survey and Pay Plan
Position Classification and FY 2016 Salary Plan

LONGVIEW, CITY OF, TX

Ms. MaryAnn Miller, Director of Admin Svcs
300 W. Cotton Street
Longview, TX 75601
(903) 237-1014
mmiller@longviewtexas.gov

FY 2018 Survey of Inspections Positions
2017 Plan Support; 2013 Survey and Plan Update;
Position Classification and FY 2003 Salary Plan

GALVESTON, CITY OF, TX

Mr. Kent Etienne, HR Director
P.O. Box 779
Galveston, TX 77553
(409) 797-3655
EtienneKen@cityofgalveston.org

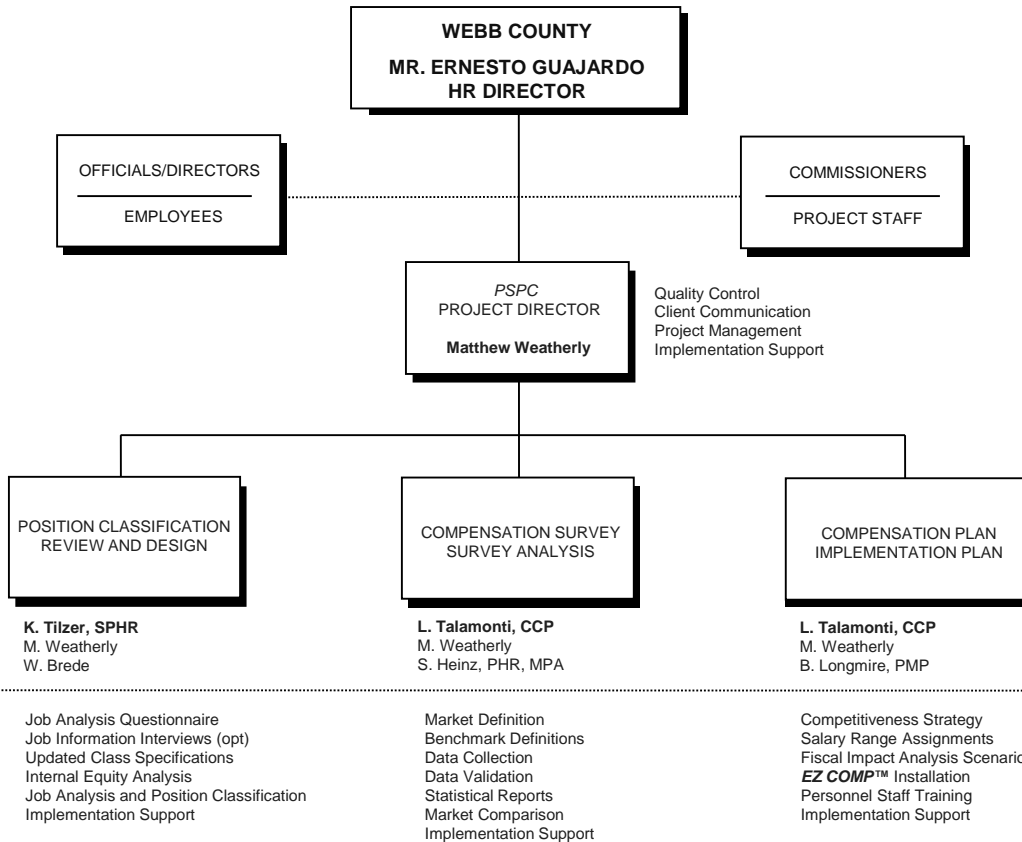
Position Classification and FY 2016 Salary Plan

STATE BAR OF TEXAS

Ms. Amy Turner, Director of HR
1414 Colorado Street
Austin, TX 78701
(512) 427-1463
Amy.Turner@TEXASBAR.COM

Ongoing Compensation Plan Maintenance
Position Classification and FY 2013 Salary Plan

**WEBB COUNTY
PROPOSAL TO CONDUCT AN EMPLOYEE CLASSIFICATION AND WAGE STUDY
PROJECT TEAM ORGANIZATION CHART**



MATTHEW E. WEATHERLY, PRESIDENT

Mr. Weatherly has over 15 years of experience as a human resources management professional and consultant, specializing in position classification, compensation, recruitment and selection. He has served as a Human Resources Manager with Employee Solutions, Inc. and Staffing Consultant with Initial Staffing Services.

He has completed projects in staff development, recruitment, selection, job descriptions, salary survey, and salary plan development. Among his current and recently completed consulting projects are those for:

<i>Benbrook, City of, TX</i>	<i>El Paso County, TX</i>	<i>Midland, City of, TX</i>
<i>Carrollton, City of, TX</i>	<i>Galveston, City of, TX</i>	<i>Odessa, City of, TX</i>
<i>Colleyville, City of, TX</i>	<i>Grapevine, City of, TX</i>	<i>Rockwall, City of, TX</i>
<i>Frisco, City of, TX</i>	<i>Haltom City, City of, TX</i>	<i>San Angelo, City of, TX</i>

Mr. Weatherly holds a BS degree in Human Resources Management from Arizona State University. He has been a featured speaker at TMHRA and regional City Manager and HR Regional meetings in Texas.

ELIZABETH J. LOCURTO, CCP, VICE PRESIDENT

Ms. LoCurto has over 30 years of experience as a compensation manager and consultant for public and private employers, specializing in job analysis, salary surveys, and salary plan development. She has served as Compensation Research Associate for Hayes/Hill, Inc., Senior Compensation Analyst for AON Corporation, Compensation Manager for Loyola University, and Project Manager for the American Compensation Association.

She has conducted projects in job audits, job descriptions, salary surveys, compensation database management, compensation plan development, compensation training course development, and compensation trend research. Among her consulting projects are:

<i>Apache County, AZ</i>	<i>El Segundo, City of, CA</i>	<i>OKC Zoological Park</i>
<i>Austin Community College, TX</i>	<i>Huntington Beach, City of, CA</i>	<i>Sacramento, City of, CA</i>
<i>CA Family Health Council</i>	<i>Los Alamos County, NM</i>	<i>State Bar of Texas</i>
<i>El Paso, City of, TX</i>	<i>Norman, City of, OK</i>	<i>Texas Office of Attorney General</i>

Ms. LoCurto holds a BS degree in Business Administration from Arizona State University. She holds the Certified Compensation Professional (CCP) designation from the American Compensation Association.

KATHERINE TILZER, SPHR

Ms. Tilzer has more than 15 years of experience as a human resources manager and consultant, specializing in employee relations, compensation, and recruitment. She has served as Personnel Manager for Laboratory Corporation of America, Director of Human Resources for Plaza Healthcare, Inc., and Director of Human Resources for American Baptist Homes.

<i>Aleutian Housing Authority, AK</i>	<i>El Paso, City of, TX</i>	<i>Pueblo West Metro Dist, CO</i>
<i>Boone County, MO</i>	<i>Huntington Beach, CA</i>	<i>Rowlett, City of, TX</i>
<i>Cochise College, AZ</i>	<i>Lake Tahoe College, CA</i>	<i>San Marcos, City of, TX</i>
<i>Colleyville, City of, TX</i>	<i>Pinal County, AZ</i>	<i>Tomball, City of, TX</i>

She holds a BS degree in Management from the University of Phoenix, and certification as Senior Professional in Human Resources from the Society for Human Resources Management.

BOB LONGMIRE, PMP

Mr. Longmire has more than 10 years of project management experience and consulting for public employers, specializing in employee development, classification, and compensation. He has served as National Sales Director for Connexion Technologies and Brand Marketing Manager for Plink.

He has completed projects in job analysis, position classification, compensation surveys and plan development. Among his consulting projects are those for:

<i>City of Frisco, TX</i>	<i>City of Plano, TX</i>	<i>Northern AZ Council of Gov'ts</i>
<i>City of Kingsville, TX</i>	<i>City of Salinas, CA</i>	<i>Pitkin County, CO</i>
<i>City of Monterey, CA</i>	<i>Greater Orlando Airport, FL</i>	<i>Sacramento City School District, CA</i>
<i>City of Plainview, TX</i>	<i>King County Library Systems, WA</i>	<i>Tacoma Metro Parks, WA</i>

Mr. Longmire holds a BS degree in Administration from Colorado Christian University and designation as Project Management Professional from the Project Management Institute.

WAYNE BREDE

Mr. Brede has over 30 years of experience working for the Minnesota Department of Transportation as a Workforce Planning Manager and Staffing Services Manager, and has served as a succession planning and career ladder consultant for nearly 50 public and private employers.

He has conducted projects in workforce development, succession planning, job analysis, position classification, job evaluation, compensation surveys, compensation plan development, employee relations, and recruitment. Among his recent client projects are those for:

<i>El Paso County, TX</i>	<i>Hamilton County, TN</i>	<i>Red Lake Indian Reserv., MN</i>
<i>Fresno, City of, CA</i>	<i>Las Cruces, City of, NM</i>	<i>Rialto, City of, CA</i>
<i>Grand Forks, City of, ND</i>	<i>Minot, City of, ND</i>	<i>San Angelo, City of, TX</i>
<i>Great Falls, City of, MT</i>	<i>Northwest Tech College, MN</i>	<i>San Jose, City of, CA</i>

Mr. Brede holds a BA degree in Mass Communications from the University of Minnesota and holds certificates in Public Sector Personnel Management and Industrial Relations.

SAMUEL HEINZ, MPA, PHR

Mr. Heinz has conducted projects in job analysis, position classification, job evaluation, compensation surveys, and compensation plan development. Among his recent client projects are those for:

<i>Addison, Town of, TX</i>	<i>DeSoto, City of, TX</i>	<i>Prosper, Town of, TX</i>
<i>Apache Junction, City of, AZ</i>	<i>Galveston, City of, TX</i>	<i>Teton County, WY</i>
<i>Bismarck, City of, ND</i>	<i>Midland, City of, TX</i>	<i>The Colony, City of, TX</i>
<i>Carrollton, City of, TX</i>	<i>Odessa, City of, TX</i>	<i>Williston, City of, ND</i>

Mr. Heinz holds a MA degree in Public Administration from Texas Tech.

PUBLIC SECTOR PERSONNEL CONSULTANTS proposes to utilize only full time members of our firm to complete all of the project tasks and objectives. In order to maintain complete control of the project tasks and deadlines, we will not utilize subcontractors for the completion of any projects.

**PROPOSAL TO CONDUCT AN EMPLOYEE
CLASSIFICATION AND WAGE STUDY
FOR WEBB COUNTY**

APPROACH AND METHODOLOGY

SUMMARY OF SERVICES AND DETAILED APPROACH

PUBLIC SECTOR PERSONNEL CONSULTANTS

SUMMARY OF SERVICES FOR THE COUNTY

PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC) proposes the following program of consulting services and implementation support to achieve all of the objectives stated in the **WEBB COUNTY (the County)** Request for Proposal to conduct a classification and compensation study for the County.

Project Planning and Communication

1. On-site project planning and scheduling meeting with Human Resources staff, Officials, designee(s)
2. On-site policy input and project direction meeting and briefing with Elected Officials, Commissioners
3. On-site project briefing presentation for Officials, employees, and County's project leaders
4. Assistance with management and employee communication throughout class and comp project phases
5. Consultations with and progress reports for the County's project leaders and / or project designee(s)

Classification Review Phase

6. Occupational familiarization by review of County's current job descriptions and compensation plans
7. Organizational familiarization by review of County organization charts, budgets, and annual reports
8. Job Analysis Questionnaire (JAQ) customized for gathering County employee occupation data
9. On-site meetings to distribute JAQ, explain project for all County officials and employees
10. Worksite job desk audits / field observations with representatives of each job classification (*option*)
11. Determination of job classification and FLSA Exempt / Non-Exempt designation for each position
12. Recommended title modifications and reclassifications for consideration by department heads
13. Review of position classification recommendations with County's project staff, respective departments
14. Updated job descriptions for each included job classification for review and approval by each agency

Compensation Phase: Custom and Comprehensive Market Compensation Surveys

15. Identification of County's competitive employment areas for compensation surveys, for County approval
16. Identification of County occupations to utilize as survey benchmark job classifications
17. Development of compensation survey data collection, tabulation, and quality control protocol
18. Solicitation of comparator employers and agencies for participation in external compensation survey
19. Extraction of data from public employer compensation plans, questionnaires, reliable published surveys
20. Consolidation of data from all sources and calculation of prevailing rates for benchmark jobs
21. Computation of extent County's compensation offerings vary from external prevailing rates
22. Review of competitiveness analysis with County Commissioners, County Officials and project designees

Compensation Phase Continued: Compensation Plan Development

23. Construction of optional salary range structures for review and selection by County's project leaders
24. Assignment of job classes to salary ranges by internal equity and external competitiveness
25. Assistance with each agency's identification of desired, affordable salary competitiveness policy
26. Fiscal impact estimates at various levels of external prevailing rates competitiveness policies
27. Review and critique of draft salary plan with Commissioners, HR staff and project leaders

Communication of Results and Implementation Strategies

28. Preparation and presentation of a final project reports for County staff and County Officials
29. Development of a plan for the implementation of County's updated classification and compensation plan
30. Uploading of **EZ COMP™** program files on an HR Department computer and staff training
31. Development and provision of process for ongoing plan maintenance and subsequent plan updates
32. Assistance with communicating the County's updated plans for all County officials and employees
33. One year classification and compensation plan maintenance assistance **at no cost to the County**

PROJECT APPROACH AND METHODOLOGY

Following is our overall work plan and approach to achieving the County's objectives for the conduct of a comprehensive classification and compensation study, meeting all of the stated objectives from the RFP.

A. OBJECTIVES OF THE PROJECT

The recommended plans, programs, systems and administrative procedures will meet these ten most important criteria.

- Internally equitable
- Externally competitive
- Readily understood
- Easily updated & maintained
- Legally compliant & defensible
- Financially responsible
- Efficiently administered
- Inclusive of employee input
- Reflective of County's values
- Reflective of prevailing "best practices"

B. SCOPE OF THE PROJECT

The project includes a management and employee communication plan; partnership with the Human Resources Director, Commissioners, and project designee(s); occupational, organizational, and operational familiarization; Job Analysis Questionnaire (JAQ) and job analysis for all classifications; position classification and job title recommendations for all included employees and classifications; FLSA designations; updated job descriptions (as-needed option); **EZ COMP™**; internal equity and external competitiveness evaluation; compensation survey and competitiveness analysis; salary range recommendations; fiscal impact estimates; updated classification and compensation plan and one year of classification / compensation plan implementation support for all included classifications.

C. PROJECT METHODOLOGY

1. Quality Assurance

To ensure a high quality project, we have built in several layers of procedural and statistical controls, in addition to those already in **EZ COMP™**. Internally, we follow a prescribed series of steps in each project phase, which are reviewed by our Project Director. We request that the Human Resources staff and County's Project Manager(s) review our work to minimize the chance of errors and to ensure that it reflects the County's organizational values.

2. Project Planning Meetings and Communication Plan Development

We will consult with the County Commissioners, County Officials or representatives on a communication strategy, plan, and materials, beginning prior to the project and extending to the post-project information meetings. We plan to conduct group pre-project meetings for all County officials and employees where we will discuss the project's scope, answer questions, and distribute and explain the Job Analysis Questionnaire.

D. CLASSIFICATION PHASE

1. Review of Essential Tasks – Job Analysis Questionnaire

We will review and analyze the current essential tasks, duties and responsibilities, and minimum qualifications of each included position through the Job Analysis Questionnaire (JAQ) to be completed by each employee (or group of employees with identical jobs) in print or electronic format. If the information on the JAQ does not clearly delineate the position's scope of responsibilities, we may return the JAQ to the position's incumbent for additional information, or focus on the data gap during a worksite job information interview.

2. Employee Worksite Job Information Interviews (optional)

We can conduct a worksite job information interview with an incumbent of every included job classification. The purpose of these interviews is to verify the data on the JAQ, obtain additional insight into the scope and complexity of the job duties, observe technical processes and working conditions, and to provide employees with an additional method of participation in the project. This process also ensures that we make all internal and external comparisons on the basis of **actual job content** and not merely job title.

3. FLSA Status Determination

We will review the essential tasks and minimum qualifications of each of the County's job classifications and subject them to the Fair Labor Standards Act tests to determine their exempt or non-exempt status.

4. Position Classification

Each of the County's positions will be analyzed and evaluated to determine their primary characteristics, including:

- Is there a current County occupational job group comprised of job classes with essential functions similar to the subject position; if so:
- To which of the group's job classes, and at what level, are the subject position's essential functions similar to the subject position, and if so:
- Are they sufficiently comparable (+/- 20% guideline) to be allocated to that job class, utilize the same job title, require the same minimum qualifications, and be assigned to the same salary range.
- If the County does not currently have a sufficiently comparable job class, what should be the subject position's occupational job class and title, and:
- What should the recommended occupational classification action be, No Change (N), Title Change (T), Merge With Other Job Class (M), New Job Class (J).
- We may find that a job class is overly broad and encompasses several job activities which are regarded with significant salary difference in the marketplace. In such an instance, we will recommend "splitting" the job class into the current job class and a new job class which encompasses the different job activities.

5. Updated Job Descriptions / Class Specifications

We will prepare an updated job description in the County’s standard or other selected format for each occupational job class. Focus will be on the Essential Functions to conform with Federal employment guidelines. The specifications or descriptions may include (not limited to) the following components:

Job Title – Definition	Education, Training and Experience	Physical Requirements
Distinguishing Characteristics	Licenses and Certifications	Non-Essential Functions
Essential Functions	FLSA Exempt/Non-Exempt Status	Mental Requirements
Desired Knowledge and Skills	Supervision Exercise/Received	Working Conditions

6. Draft Classification Plan Review with County Officials and Department Heads

We will conduct a review of our initial position classification recommendations and draft classification specifications with the County’s Project Team and respective department heads to identify possible errors, obtain feedback, and solicit suggestions for clarification.

7. Approaches to Ensure Internal Equity

If desired, and for precision in job class analyses, and subsequent salary range determinations, we can utilize one of several job evaluation systems widely in use, including the Hay Method or an alternative such as the **Factor Evaluation System (FES)**. **FES** is the most extensively validated and commonly utilized quantitative job evaluation system for public sector occupations, consisting of the following flexible compensable factors.

Knowledge Required	Personal Contacts	Complexity
Supervisory Controls	Scope and Effect	Work Environment
Guidelines Provided	Supervision Exercised	Physical Demands

The job class hierarchy based on job points will reflect the County’s relative internal job worth values. The County’s annual salary competitiveness policy will be translated into a mathematical formula which, when combined with the job points of each County job class, will determine the proper salary range for each job class and position. This balances internal equity (job points relationships) with external competitiveness (market relationship formula).

- a. *Optional Approach A – FES System*** – We will train a task force of representative County employees in the adaptation of the **FES** point-factor job content evaluation system to the County’s job worth values, guide them in the evaluation of a structured benchmark of job classes, conduct QC reviews, and evaluate the remaining job classes within the relative job worth structure established by the task force. We can provide the County with manual or automated versions of this system.
- b. *Optional Approach B – Custom Designed System for the County*** – We will train and guide a task force of representative County employees in the design of a point-factor system of job content evaluation total reflecting the County’s relative job worth values, and proceed as in Approach A. We can provide the County with an automated version of the system once it has been developed with the task force.

E. COMPENSATION PHASE

1. County Involvement in Compensation Plan Development

We will obtain policy direction from the County Commissioners, Human Resources staff, and/or County Officials on the following key components of the salary plan development process:

- Comparator Employer Selection
- Benchmark Job Class Selection
- Compensation Competitiveness Policy
- Salary Structure Selection
- Job Evaluation Method-Salary Plan Linkage
- Draft Compensation Plan Review / Critique
- Compensation Data Points for Analysis
- Project Implementation Plan

2. Comprehensive Compensation Survey

We do not subscribe to or recommend the use of databases or data warehouses used or hosted by other firms! We will collect the complete pay plans from each of the County's comparators and build a custom survey database to ensure accuracy and completeness.

- a. Data Collection Protocol** will be developed in consultation with the County's project leaders to determine which salary data elements to include, such as:

Compensation Survey Information

- Salary range structure Minimum, Midpoint, and Maximum
- Open Range, Grade Step, structure designs and range widths

- b. Benchmark Job Selection** will be made by identifying County job classes common to its employment-competitive public and private employers in the immediate area and throughout the region or State, clearly identifiable, and representative of standard occupational job groups.

- c. Comparator Employers Identification** will be made in consultation with the County's Project Manager(s) and County Commissioners. Criteria include their degree of competition to the County in obtaining and retaining high quality staff, their location in the County's traditional recruitment areas, and their organizational size and complexity.

- d. Compensation Data Collection** will be made by one or more of the following methods.

- Pre-survey contact with the selected comparator employers to solicit participation in the County's compensation survey(s)
- Extraction from the pay plans of designated public employers.
- If needed, customized salary survey requests for local governments and other public and private employers, distributed by mail, fax, and e-mail.
- As desired, additional data extraction from salary surveys such as Watson Wyatt and ERI.

- e. Data Quality Control** includes editing data for accuracy and proper matching to the County's survey benchmark jobs, and phone/fax/E-mail follow-ups for data clarification and to obtain comparators' benchmark job descriptions.

3. Prevailing Rates Calculation

We will consolidate the compensation data from all sources, enter the information into the **EZ COMP™** program, and compute the prevailing rates, inclusive of cost of living differentials, as the statistical mean of the survey data for each benchmark job class. Data will be projected forward from the date of collection to a common date relating to the County's salary plan year by the annual Prevailing Rate Increase Factor (PRI) applicable at that time.

4. Compensation Competitiveness Comparison

We will provide the County with charts comparing its current salary structures to those of the selected public and private comparator employers. We will calculate the extent that the County's offerings vary from the prevailing rates and practices of other relevant employers.

5. Compensation Competitiveness Policy

We will assist the County to select a compensation competitiveness policy which best fits its compensation strategy and financial resources, by providing fiscal impact estimates at various percentage relationships to the prevailing rates.

6. Salary Plan Structure Development

We will review the County's current employee agreements and wage plans and **1)** utilize the County's current wage plan structures to identify internally equitable and externally competitive salary ranges for each County job class or **2)** prepare alternative salary range structures and schedules for the County and the County Commissioners to select the best fit for its competitiveness strategy, with these optional criteria:

- Method of administration, i.e.: measured job performance, longevity, or skill
- Width of the salary ranges, grades, or broad bands, from Minimum to Maximum
- Varying salary range widths for FLSA non-exempt or exempt positions
- If steps within the salary ranges, number of steps, percentage separation
- Number of salary ranges, grades, or broad bands in the salary schedule
- Percentage of separation between salary ranges, grades or broad bands
- Recognition for longevity, unique assignments, and special skill requirements
- Remuneration for required special licenses, certifications and registrations
- Linkage of performance evaluations to merit increase opportunities

7. Salary Range Assignment Development

We will assign each job classification to a salary range in the County's current or selected new salary structure on the basis of a combination of factors, including:

- the prevailing rates for the benchmark job classes
- its current relationship to similar or occupationally related job classes
- the 15% guideline for salary range separation between sequential job classes
- the 25% guideline for salary separation of a department head job class

8. Implementation Plan Development

We will consult with the County Commissioners and Human Resources staff on a plan for transition to the recommended plan, including a timetable for the principal activities, employee communication, impact on collective bargaining processes, and estimates of required financial resources.

9. Draft and Final Report Preparation

We will provide the County's project leader(s) with a draft of our report for review and critique, including the classification plan, FLSA designations, compensation market data, salary comparison tables, fiscal estimates, salary range listings, and implementation procedures. We will incorporate their critique into the development of a final report summarizing the project's findings, recommendations, and detailed description of the County's updated position classification and compensation plans.

10. Final Report Presentations

We will conduct a workshop or formal presentation of our final report and recommendations to the County Commissioners, County Officials, employees and employee representatives.

11. EZ COMP™ Program Installation

We will install our **EZ COMP™** program and project files on one of the HR Office's computers and provide training to Human Resources staff in the maintenance and update of the classification and compensation plan.

12. Implementation Warranty

To ensure effective implementation of the new plan, we will analyze, evaluate, and provide a salary range recommendation for any new or changed job class, **at no cost to the County** for one year.

F. ENSURING THE COUNTY'S SELF-SUFFICIENCY

The County will be self-sufficient in all aspects of maintenance of the updated position classification and compensation plan through these services.

1. Procedure Manuals

- *PSPC Position Classification Procedure Guide*
- *PSPC Salary Administration Procedure Guide*
- *Webb County EZ COMP™ Procedure Guide*

2. Training Workshop – for County staff in position classification, job evaluation, compensation surveys, and compensation plan design and administration.

3. Electronic Class Specification Library – we can provide the County with all updated job descriptions in hard copy and electronic library format for internal maintenance.

4. EZ COMP™ – program and project files on one of the County's computers, a users manual, and system training.

5. Initial Year's Implementation Warranty Support – we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job classification, **at no cost to the County** for one year.

G. EXTENSIVE EMPLOYEE INCLUSION AND COMMUNICATION

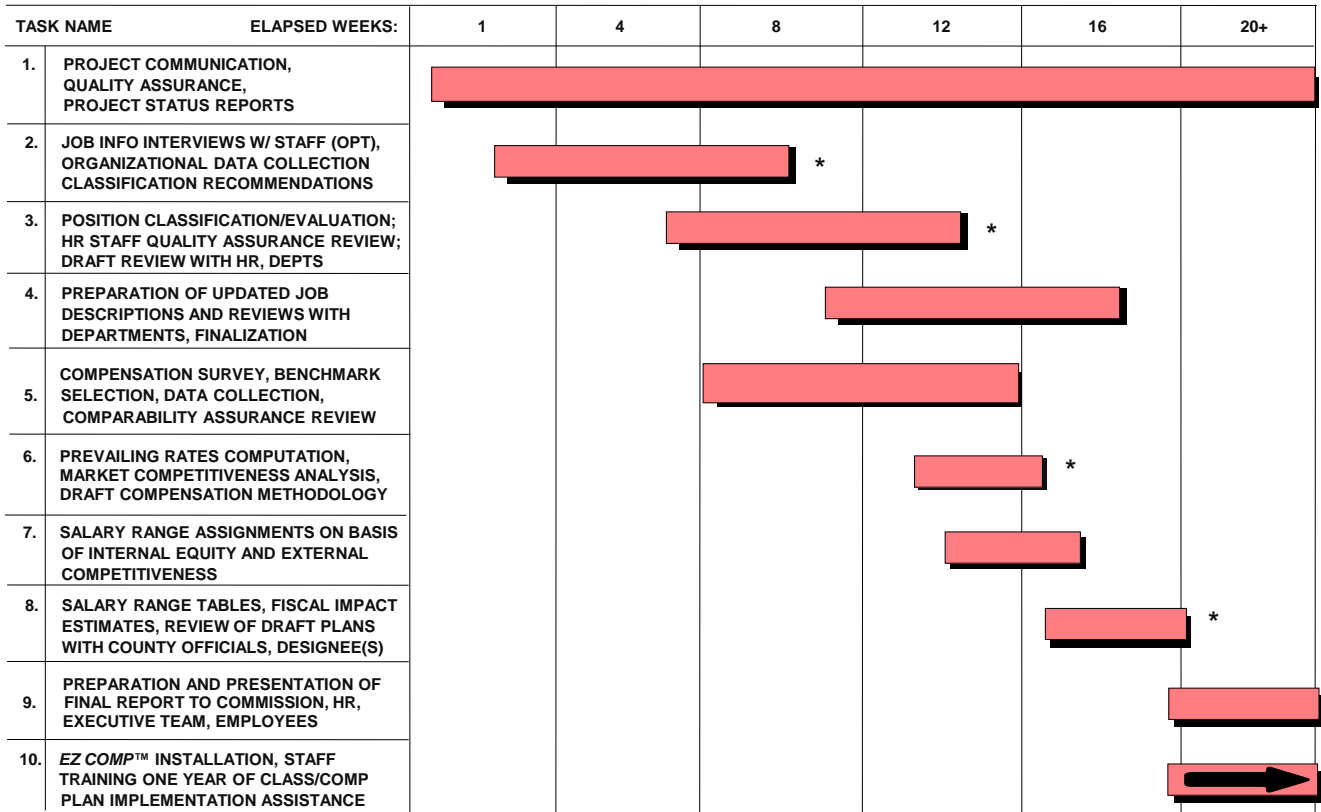
Very important factors for successful implementation of new or updated classification and compensation plans are **1)** extensive employee inclusion, and **2)** extensive employee communication. County officials and employees will participate in one or more of the following activities:

- Attending pre-project briefings and question and answer sessions
- Completing a Job Analysis Questionnaire (JAQ) describing their position
- Elaborating on their jobs in individual or group job information interviews (option)
- Requesting a second review of their position's occupational job classification
- Receiving information pamphlet/booklet describing the updated salary plan

H. MINIMAL COUNTY SUPPORT REQUIRED

We are completely self-sufficient in projects of this nature and do not require any substantive staff support from the County other than payroll data, and arrangements for group and individual meetings and interviews. We appreciate, but do not require, any office space, telephone, clerical assistance, computers, or office equipment. We will provide all data entry, data processing, duplicating, and related report preparation functions.

ESTIMATED PROJECT ELAPSED TIME CHART



* Progress reviews with the County

**PROPOSAL TO CONDUCT AN EMPLOYEE
CLASSIFICATION AND WAGE STUDY
FOR WEBB COUNTY**

FEE PROPOSAL

PUBLIC SECTOR PERSONNEL CONSULTANTS

PROJECT COST PROPOSAL

A. PROJECT COST ESTIMATES

Bidder bears all expenses. We estimate that the project's total cost, including all fees for professional services, **will not exceed** the indicated amounts.

Major Project Components

- Project Briefing Meetings – JAQ Distribution, Project Planning Meetings	\$ 10,000
- Position Classification and Job Titling (300+ Titles)	\$ 20,000
- Updated Job Descriptions (Assumes 300)	\$ 30,000
- Compensation Survey	\$ 60,000
- Compensation Plan Design, Options, Implementation Plans, Reporting	\$ 15,000
Subtotal or Not to Exceed:	\$ 135,000

OPTIONAL AS NEEDED – On-Site Interviews or desk audits (per 50) **\$ 7,500**

B. FLEXIBLE WORK PLAN, NEGOTIABLE TOTAL COST, TERMS

Our work plan is flexible and total project cost negotiable, and we will discuss, modify, add or delete, any work task to increase the project's responsiveness to the County's needs and financial resources. We do not require any advance payments, and will provide the County with monthly invoices for the professional services provided. We request that the County pay the invoices within thirty (30) days of their receipt.

**PROPOSAL TO CONDUCT AN EMPLOYEE
CLASSIFICATION AND WAGE STUDY
FOR WEBB COUNTY**

ATTACHMENTS – EZ COMP AND COMMUNICATION

(SEE SEPARATE PDF ATTACHMENTS)

PUBLIC SECTOR PERSONNEL CONSULTANTS

THIS FORM MUST BE INCLUDED WITH RFP PACKAGE; PLEASE CHECK OFF EACH ITEM INCLUDED WITH RFP PACKAGE AND SIGN BELOW TO CONFIRM SUBMITTAL OF EACH REQUIRED ITEM.

RFP # 2018-006

“Employee Classification and Wage Study”

Proposer Information

A minimum of five (5) references

Conflict of Interest form (Form CIQ)

Certification regarding Debarment (Form H2048)

Certification regarding Federal lobbying (Form 2049)

Code of Ethics Affidavit

Proof of No Delinquent Tax Owed to Webb County






Proposer Information

Name of Company: Public Sector Personnel Consultants, Inc.
Address: (mail) 1215 W. Rio Sabido Pkwy #109
City and State: Tempe AZ 85281
Phone: (888) 522-7772
Email Address: matth@pspc.us

Signature of Person Authorized to Sign:


Signature
Matthew Westmorly
Print Name
President
Title

Indicate status as to "Partnership", "Corporation", "Land Owner", etc.

S-Corporation
8/6/18
(Date)

Note:

All submissions relative to these RFP shall become the property of Webb County and are nonreturnable.

If any further information is required, please call the Webb County Contract Administrator, Juan Guerrero, at (956)523-4125.

References

Name of Local / State government or private company	Address	Phone	Name of Contact	Contract Active, if not when did it expire (If applicable)
El Paso County	see	(915) 546-2218	Melissa Canillo	2016-2017
City of Galveston	attached	(409) 797-3655	Kent Etienne	Active (2015 original)
City of Longview	S ~ ~	(903) 237-1014	Mary Ann Miller	Active / Ongoing
City of Waco		(254) 750-5777	Missie Pustejovsky	Active (2015 original)
City of Frisco		(972) 292-5210	Lauren Safranek	2017-2018; ongoing.

Please Also See Page 5 of Proposal

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

Public Sector Personnel Consultants Inc.

2 Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

N/A

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

NONE

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

N/A

Yes

No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

N/A


Yes

No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

NONE/N/A

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 
Signature of vendor doing business with the governmental entity

8/6/18
Date

CERTIFICATION
REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION FOR COVERED CONTRACTS

PART A.

Federal Executive Orders 12549 and 12689 require the Texas Department of Agriculture (TDA) to screen each covered potential contractor to determine whether each has a right to obtain a contract in accordance with federal regulations on debarment, suspension, ineligibility, and voluntary exclusion. Each covered contractor must also screen each of its covered subcontractors.

In this certification "contractor" refers to both contractor and subcontractor; "contract" refers to both contract and subcontract.

By signing and submitting this certification the potential contractor accepts the following terms:

1. The certification herein below is a material representation of fact upon which reliance was placed when this contract was entered into. If it is later determined that the potential contractor knowingly rendered an erroneous certification, in addition to other remedies available to the federal government, the Department of Health and Human Services, United States Department of Agriculture or other federal department or agency, or the TDA may pursue available remedies, including suspension and/or debarment.
2. The potential contractor will provide immediate written notice to the person to which this certification is submitted if at any time the potential contractor learns that the certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
3. The words "covered contract", "debarred", "suspended", "ineligible", "participant", "person", "principal", "proposal", and "voluntarily excluded", as used in this certification have meanings based upon materials in the Definitions and Coverage sections of federal rules implementing Executive Order 12549. Usage is as defined in the attachment.
4. The potential contractor agrees by submitting this certification that, should the proposed covered contract be entered into, it will not knowingly enter into any subcontract with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Department of Health and Human Services, United States Department of Agriculture or other federal department or agency, and/or the TDA, as applicable.

Do you have or do you anticipate having subcontractors under this proposed contract?

Yes

No

5. The potential contractor further agrees by submitting this certification that it will include this certification titled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion for Covered Contracts" without modification, in all covered subcontracts and in solicitations for all covered subcontracts.
6. A contractor may rely upon a certification of a potential subcontractor that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered contract, unless it knows that the certification is erroneous. A contractor must, at a minimum, obtain certifications from its covered subcontractors upon each subcontract's initiation and upon each renewal.
7. Nothing contained in all the foregoing will be construed to require establishment of a system of records in order to render in good faith the certification required by this certification document. The knowledge and information of a contractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
8. Except for contracts authorized under paragraph 4 of these terms, if a contractor in a covered contract knowingly enters into a covered subcontract with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, Department of Health and Human Services, United States Department of Agriculture, or other federal department or agency, as applicable, and/or the TDA may pursue available remedies, including suspension and/or debarment.

PART B. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION FOR COVERED CONTRACTS

Indicate in the appropriate box which statement applies to the covered potential contractor:

- The potential contractor certifies, by submission of this certification, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this contract by any federal department or agency or by the State of Texas.
- The potential contractor is unable to certify to one or more of the terms in this certification. In this instance, the potential contractor must attach an explanation for each of the above terms to which he is unable to make certification. Attach the explanation(s) to this certification.

Name of Contractor	Vendor ID No. or Social Security No.	Program No.
Public Sector Personnel Consultants	20-4371896	

Matthew Westheky
Signature of Authorized Representative

8/6/18
Date

Matthew Westheky, President
Printed/Typed Name and Title of Authorized Representative

CERTIFICATION REGARDING FEDERAL LOBBYING
(Certification for Contracts, Grants, Loans, and Cooperative Agreements)

PART A. PREAMBLE

Federal legislation, Section 319 of Public Law 101-121 generally prohibits entities from using federally appropriated funds to lobby the executive or legislative branches of the federal government. Section 319 specifically requires disclosure of certain lobbying activities. A federal government-wide rule, "New Restrictions on Lobbying", published in the Federal Register, February 26, 1990, requires certification and disclosure in specific instances.

PART B. CERTIFICATION

This certification applies only to the instant federal action for which the certification is being obtained and is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$100,000 for each such failure.

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No federally appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
2. If any funds other than federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with these federally funded contract, subcontract, subgrant, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions. (If needed, contact the Texas Department of Agriculture to obtain a copy of Standard Form-LLL.)

3. The undersigned shall require that the language of this certification be included in the award documents for all covered subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all covered subrecipients will certify and disclose accordingly.

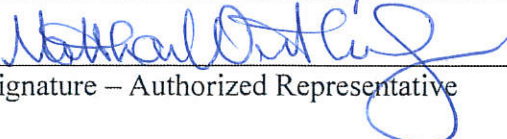
Do you have or do you anticipate having covered subawards under this transaction?

Yes

No

Name of Contractor/Potential Contractor	Vendor ID No. or Social Security No.	Program No.
Public Sector Personnel Consultant	20-4371896	

Name of Authorized Representative	Title
Matthew Weatherly	President


Signature – Authorized Representative

8/6/18
Date

**WEBB COUNTY PURCHASING DEPT.
QUALIFIED PARTICIPATING VENDOR CODE OF ETHICS
AFFIDAVIT FORM**

STATE OF ~~TEXAS~~ ^{ARIZONA} *

KNOW ALL MEN BY THESE PRESENTS:

COUNTY OF ~~WEBB~~ ^{MARICOPA} *

BEFORE ME the undersigned Notary Public, appeared Matthew Weatherly, the herein-named "Affiant", who is a resident of Maricopa County, State of Arizona, and upon his/her respective oath, either individually and/or behalf of their respective company/entity, do hereby state that I have personal knowledge of the following facts, statements, matters, and/or other matters set forth herein are true and correct to the best of my knowledge.

I personally, and/or in my respective authority/capacity on behalf of my company/entity do hereby confirm that I have reviewed and agree to fully comply with all the terms, duties, ethical policy obligations and/or conditions as required to be a qualified participating vendor with Webb County, Texas as set forth in the Webb County Purchasing Code of Ethics Policy posted at the following address: <http://www.webbcountytx.gov/PurchasingAgent/PurchasingEthicsPolicy.pdf>

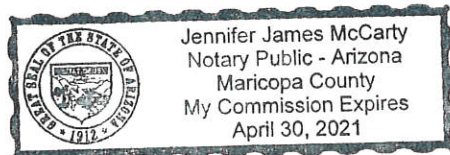
I personally, and/or in my respective authority/capacity on behalf of my company/entity do hereby further acknowledge, agree and understand that as a participating vendor with Webb County, Texas on any active solicitation/proposal/qualification that I and/or my company/entity failure to comply with the Code of Ethics policy may result in my and/or my company/entity disqualification, debarment or make void my contract awarded to me, my company/entity by Webb County. I agree to communicate with the Purchasing Agent or his designees should I have questions or concerns regarding this policy to ensure full compliance by contacting the Webb County Purchasing Dept. via telephone at (956) 523-4125 or e-mail to the Webb County Purchasing Agent to joel@webbcountytx.gov.

Executed and dated this 6th day of August, 2018.


Signature of Affiant

Matthew Weatherly, Public Sector Personnel Consultants, Inc.
Printed Name of Affiant/Company/Entity

SWORN to and subscribed before me, this 6th day August, 2018




NOTARY PUBLIC, STATE OF TEXAS

ARIZONA

PROOF OF NO DELINQUENT TAXES OWED TO WEBB COUNTY

Name _____ owes no delinquent property taxes to Webb County.

Public Sector Personnel Consultants owes no property taxes as a business in Webb County.
(Business Name)

Matthew Weatherly owes no property taxes as a resident of Webb County.
(Business Owner)

[Signature]
Person who can attest to the above information

*** SIGNED NOTORIZED DOCUMENT AND PROOF OF NO DELINQUENT TAXES TO WEBB COUNTY.**

The State of Texas
County of Webb

Before me, a Notary Public, on this day personally appeared Matthew Weatherly, know to me (or proved to me on the oath of President Public Sector Personnel Con. to be the person whose name is subscribed to the forgoing instrument and acknowledged to me that he executed the same for the purpose and consideration therein expressed.

Given under my hand and seal of office this 5th day of August 2018.

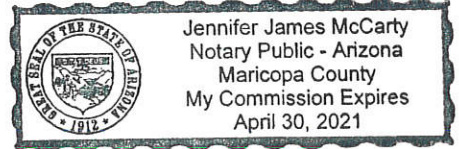
Notary Public, State of ~~Texas~~
Arizona

JENNIFER JAMES McCARTY

(Print name of Notary Public here)

My commission expires the 30 day of April 2021.

[Signature]





COMMUNICATING THE PROJECT TO THE EMPLOYEES



**PUBLIC
SECTOR**

**PERSONNEL
CONSULTANTS**



CLASSIFICATION AND COMPENSATION PROJECT PROCEDURE GUIDE SERIES

COMMUNICATING THE PROJECT TO THE EMPLOYEES

The factor that is most important in the development and effective implementation of a new or updated position classification and/or compensation plan is not the technical process, or even the amount of salary increases. It is the extent to which employees understand the process by which the plan was developed, and their acceptance that it was a logical and fair process.

To assist you in determining and implementing the best systematic approach to the effective communication of the compensation plan for your organization, we have provided this booklet, parts of which are adaptations from the booklet: "COMMUNICATING COMPENSATION PROGRAMS- An Approach to Providing Information to Employees" from the American Compensation Association.

We have divided this section of the Guide into Pre-Project, Mid-Project and Post-Project segments.

A. PRE-PROJECT EMPLOYEE COMMUNICATION

The maximum amount of information concerning the reasons for the project should be provided at the earliest possible date. There will already be a number of rumors floating around since some employees will have heard about the RFP preparation, consultant selection process, and project approval by the Council/Board.

Following are several pre-project communication activities which are essential to the successful conduct of a classification and/or compensation project.

1. Letter/Memo From the Chief Executive Officer

We suggest that every employee receive a letter or memo from the chief executive officer announcing the project (Figure 1), indicating the reasons for the project, its scope and process, the extent of employee participation, and a guarantee that no one's salary amount will be reduced as a consequence of the project.

2. Project Briefings by Our Consultants

We will conduct a briefing for every employee to explain the scope of the project, summarize the process we will utilize, explain their roles in the project, and respond to questions. A listing of the most frequently asked questions and our responses follows on page 5. At the completion of the Q and A period we will distribute the Position Description Questionnaire (PDQ) and provide an item-by-item explanation.

The briefings last 30 to 45 minutes, and can be scheduled at one-hour intervals. To ensure that attendance does not exceed the facility's capacity, and that the departments can send their employees in shifts, we suggest the following:

- Schedule a minimum of two sessions, and more depending upon the number of employees to be briefed and the facility's capacity.
- Control attendance by scheduling alphabetically by employees' last names such as A-E 9:00am-10:00am; F-J 10:00am-11:00am, etc.

3. Employee Opinion Survey on Salary Administration (OPTIONAL)

If you have requested it as a part of the total project, we will conduct our standard Confidential Employee Opinion Survey on Salary Administration which will provide the employees the opportunity to communicate to you their primary concerns and opinions regarding the current classification and/or compensation plan. Participation is voluntary.

The survey is a multiple-choice questionnaire with space for comments. To maintain confidentiality, we administer the questionnaire immediately after the PDQ explanation and receive the completed questionnaires directly from the employees. We will give you extra questionnaires and self-addressed return envelopes to our office for employees who want to participate but could not attend the briefings.

CITY OF _____
Office of the City Manager

Memorandum

TO: All City Employees, Supervisors, and Department Heads
FROM: _____, City Manager **DATE:** 4/10/00
SUBJECT: Position Classification and Compensation Study

I am very pleased to inform you that the City has contracted with a highly qualified outside consultant firm, Public Sector Personnel Consultants (*PSPC*), to update our position classification and pay system to ensure that your position's classification reflects its duties and responsibilities, and that its salary range assignment is internally equitable and competitive within our employment markets.

PSPC consultants will conduct briefings on the project for all employees, supervisors and department heads on Monday, April 14. Attendance is mandatory, and you will be informed of the location and time for your briefings. The consultants will also distribute and explain a questionnaire to permit you to describe your duties and responsibilities in your own words. You will have one week to complete the questionnaire and return it to your supervisor.

PSPC consultants will be on-site during the later part of May to conduct individual job information interviews with representative incumbents of every job classification at their worksite, to provide you with an additional opportunity to explain the scope and complexity of your position. *PSPC* will provide recommendations as to the correct occupational job classification and title for every position, and update our job descriptions from the information you have provided on your questionnaire and during the worksite interview. **REMINDER:** It is the position that is being studied and classified, not the employee.

PSPC will also conduct a salary survey of the public and private employers in the local, regional, and national employment markets where we compete to obtain and retain high quality staff, and recommend a salary plan that is competitive with salaries paid for similar occupations in those employment markets. We cannot promise any salary increases, **however, no salary will be reduced as a consequence of this project.**

We anticipate that the project will be completed within approximately 120 days, and you will be notified of any actions affecting your position's classification and salary range as soon as the City Council has reviewed the recommendations and adopted the updated plans.

I am very pleased that the City Council has authorized this study to update the internal equity and external competitiveness of our position classification and salary plan. Please see the Human Resources staff if you have any questions.

(Figure 1) Memorandum from the chief executive officer announcing the project

Several important considerations if you have selected this service.

- *Extend the scheduling of the briefing sessions intervals from one hour to 1 ½ hours.*
- *Provide a facility that is set up in classroom style with tables, or chairs with writing arms, so that the employees can complete the questionnaires.*
- *Remind the employees to bring pencils or pens to the meeting, and provide these items for the employees who forget.*

An essential component of an employee opinion survey process is feedback of the survey results, to maintain positive employee relations. Since it is the nature of this type of survey to solicit negative comments, you should carefully consider whether your organization's culture is such that you can provide negative survey results feedback to the employees and the elected or appointed officials and Council/Board members.

We will provide a report summarizing the statistical and narrative results, including all of the employee comments verbatim. We will modify the written comments to maintain the confidentiality of the respondents and their departments, delete references to named individuals or their jobs titles, and remove offensive language.

The method and extent of distribution and dissemination of the opinion survey report will be up to you.

4. Employee Communication Task Force

You can leverage pre-project and progress communication through a committee or task force of employees representing the various departments, occupational groups, and/or employee associations. We can provide more intensive and detailed briefings for these individuals, whose role it will be to disseminate this information to their respective departments and employee groups.

This task force can also be utilized for suggestions regarding procedural aspects of the project, such as determination of the employers to be included in the external compensation survey, and serving as the job evaluation task force if a point-factor

method is to be developed and/or used to establish the internal job worth ranking of your various job classifications.

B. MID-PROJECT EMPLOYEE COMMUNICATION

We suggest a minimum of a monthly communication to the employees on the status of the project. There will be a normal level of anxiety among the employees which is to be expected when outsiders are making recommendations regarding job titles and pay ranges. Mid-project communications will reinforce each employee's importance to the organization, emphasize the positive nature of the project, and lessen unwarranted anxieties and concerns.

Following are several mid-project communication activities that will contribute to the successful conduct and implementation of the classification and/or compensation project.

1. Employee Newsletter Articles

If you have an established printed or video employee newsletter, we will provide you with information for articles that indicate the project activities completed to date, and the anticipated activities for the following month.

2. Project Information Bulletins

As an alternative to or supplement for newsletter articles, we suggest a special monthly or occasional bulletin to inform the employees of project activities completed to date, and the anticipated activities for the following month. Such a bulletin should be distributed to all employees, perhaps as a payroll stuffer, posted on bulletin boards, and disseminated by internal e-mail.

3. Employee Communication Task Force

This group should receive a monthly briefing on the project status, and be given the opportunity to ask questions about project issues that concern them or the employees. This dialogue will provide the employees with the latest and correct information, and provide important feedback to the project consultants which may be useful

in increasing the project's quality and acceptance of the results.

4. Progress Reports for the Council/Board

We recommend that you provide a monthly summary of the project's progress to the Council or Board, so that they remain informed and committed, and to assure them that they will make final decisions regarding compensation policy and financial expenditures.

5. Project Inquiry "Hot-Line"

There may be occasions where this technique will be helpful in providing information, dispelling rumors, and obtaining additional information on employee concerns about the project. These "hot lines" take the form of a specific dedicated phone number, or an e-mail address, for the duration of the project, which may be answered by a Human Resources representative during working hours and an answering machine during other times, or an answering machine or e-mail address which is periodically checked for messages and responses provided to the callers.

C. POST-PROJECT EMPLOYEE COMMUNICATION

Once the recommended position classification and/or compensation plan has been adopted by the Council/Board, you will be able to provide a large amount of information to the employees, in a variety of formats. Not all of the following activities will be appropriate, or affordable, for all circumstances. They are provided for you to select, or develop, the communication activities which are best suited to your organization.

1. Copies or Extracts From the Final Report

We suggest that you prepare for employee perusal a number of copies of our final report on the recommended classification and/or compensation plan, after its adoption by the Council/Board. They could be made available for review in the Human Resources and/or line departments' offices. You will probably receive a request for a copy of the report from the media.

The report's table with the employee names and their actual salary amounts should be removed. Some of the material is technical and could be misinterpreted, such as market comparisons, and salary grade/range allocations by multiple salary policy formulae if you utilize a point-factor job evaluation method, and you may want to consider publishing only the new salary grade/range-per job class listings.

2. Workshop for Supervisors

We recommend that you conduct a workshop for supervisors on all aspects of the new position classification and/or compensation plan, for the purpose of preparing them to explain the new plan and respond to questions will be a major factor in the employees' positive attitude towards the new plans. Supervisors should then conduct employee meetings to explain the new plan and answer questions concerning its scope and effect.

This workshop is especially important if the new plan contains a new salary schedule, with or without in-grade steps, and/or the method of salary administration is to be changed from longevity to pay-for-performance. The approach selected for the initial year's implementation must be thoroughly explained and understood. The extent to which the supervisors understand and support the new plan will be the essential factor to its successful implementation.

3. Classification and Compensation Plan Pamphlet

We recommend that you prepare an distribute to all employees, supervisors and managers, a pamphlet explaining the new position classification and/or compensation plan. The employees will obtain a greater depth of understanding, and retain the information for a longer period, from such written material.

The pamphlet can be used in the supervisory workshops, post-project employee briefings, and new employee orientation sessions. If a new performance evaluation system was a component of your project, a description of that system's linkage to the pay plan should be included in the pamphlet. A separate pamphlet should be prepared explaining the scope and process

of the new performance evaluation plan.

4. Employee Briefings

Briefings for all employees, conducted by the Human Resources staff, is one of the best methods to ensure that everyone obtains accurate information about the new plans, and obtains answers to questions from an expert source. We recommend a series of small group meetings to establish the best atmosphere for communication and understanding.

These meetings provide an excellent opportunity to distribute materials describing the new plans, such as a classification and compensation pamphlet, updated employee handbook, and updated personnel policy manual pages. If a video describing the new plans has been produced, that would be the introductory part of these briefings.

5. Salary Administration Video

A professionally produced video is not always necessary or affordable for very organization. It is however a very powerful tool for communicating the scope and components of the new plan in modern media which ascribes a high degree of state-of-the-art quality to the new plan. It is also included in new employee orientations. We have provided you with a sample copy of such a video.

The salary administration video is best suited for organizations with employees at many locations and on varying shifts, who can be shown the video at times that are convenient to their work hours. This video need not be costly if your organization has an internal video production capability or access to an educational institution or television station who might produce video as a public service.

6. Update Employee Handbook and Personnel Policy Manual

We recommend that you update the sections of your Employee Handbook and Personnel Policy Manual that describe the position classification and compensation plan to reflect any changes required by the new plan. Those updated pages are excellent handouts at the supervisory workshop and employee briefings.

7. Individual Salary Plan Implementation Statements

The employees need to be informed of the impact of the new plan on their base salary amount and salary opportunity. We recommend that each employee be provided with a personalized statement including the following information.

- *Effective date of the new plan, and date of salary change if different*
- *Job class title of their position*
- *Salary grade/range number to which their position's job class is allocated*
- *Minimum, Midpoint, and Maximum amounts of the salary grade/range.*
- *Salary amount prior to the effective date of the new plan*
- *Amount of increase to Minimum of the new grade/range, if applicable*
- *New salary amount according to the initial implementation protocol*
- *Relationship of new salary to the Midpoint of the grade/range (comparatio)*
- *Merit increase opportunity at various levels of future job performance*
- *Amount of supplemental pay, such as for longevity, assignments, certifications*
- *FLSA status and hourly rate for overtime*

THE QUESTIONS MOST COMMONLY ASKED BY EMPLOYEES

Following are the questions that employees most frequently ask us during the employee project briefing meetings, and our responses.

Q: 1. *Who are we going to be compared to for salaries?*

A: If the client has made this determination prior to the briefing meetings, we provide the names and locations of the employers to the employees. We also indicate that not all jobs will be surveyed at all of the comparator employers, and that

some may be compared only to local employers, while other jobs may be compared on a regional or national basis.

If the client has not yet determined who the comparator employers will be, we tell the employees that the process of identifying the employers to be surveyed depends to a great extent on where the client is currently obtaining the majority of its employees and for which occupations. A second factor is the identification of employers to whom the client regularly loses current employees.

Q: 2. *What will the Council/Board do with your report?*

A: We uniformly respond that we do not know what the client's Council/Board will do with our report. We tell the employees that in the over 1,000 times that we have provided compensation services that we have experienced 98% implementation, and we have no indication that this project will be an exception.

We credit our 98% implementation record to the fact that, in our experience, employers do not plan projects, retain consultants, raise employee expectations, and expend funds, with the intention of doing nothing. The only modification we are sometimes requested to make to our original recommendations is the option for a multi-year implementation plan if the cost to where the client wishes to place its salary policy exceeds the available funds.

Q: 3. *Will we get to see a copy of the report, and when?*

A: Yes. We recommend that when the final report has been adopted by the Council/Board that it be made public and that extra copies be made available for perusal by the employees and department heads. The reports may not contain the tables with specific salary amounts recommended for each employee, as that is confidential, but it will include the tables indicating the salary range dollars recommended for each job classification.

Q: 4. *When will the study be completed?*

A: We provide this information in general terms, such as: "within ninety days."

Q: 5. *Will you make recommendations regarding (longevity, cost-of-living, benefits, etc.)*

A: We tell employees if a benefits analysis and which salary administration items are included in the scope of the project.

Q: 6. *How much are you being paid for this study, and wouldn't it be better if that money was given to the employees?*

A: We anticipate this question by dividing the total project cost by the number of employees and providing the employees with a per-employee amount.

For example, if a project costs \$45,000 for 450 employees, the per employee cost would be \$100. We tell the employees that if the client distributed the project cost to them, each employee would receive a one-time payment of \$100, minus taxes, instead of a possible raise from the study, which might be more substantial, and which would be paid every year.

Q: 7. *What will happen if the survey shows that a job classification is priced over the market rate?*

A: The job classification will be allocated to the salary range that most closely matches the prevailing rate at the salary competitiveness policy selected by the employer, which may be lower (or the same, or higher) than the current salary range/grade. This will not impact the salary amount paid to an incumbent if that amount is within or above the new salary range for his/her position's job class.

Q: 8. *What will happen if an employee's salary amount exceeds the Maximum of the new salary range/grade for their position's job class?*

A: No one's salary will be reduced as a direct consequence of this project. There may be a few employees whose current base salary exceeds the Maximum of the new salary range/grade recommended for their position's job classification. In such instances, the employee's base salary amount will be not be reduced, but the amount will be frozen until such time as their position's job class is re-allocated to a higher salary range/grade whose Maximum exceeds their current base salary amount.

Q: 9. *Will salaries be increased?*

A: That is a determination to be made by the Council/Board on the basis of their compensation philosophy, competitiveness policy, and the organization's financial resources. We merely make recommendations. The final decisions are 100% within the authority of the Council/Board. There is no guarantee that any salaries will be increased.

Depending upon the Council/Board's final policy determination, a new salary plan may result in uneven increases during the initial implementation year, resulting from the need to bring the salaries of all individuals to the Minimum of the salary range/grade, take into account each individual's current position in the new salary range and possibly their varying length of service.

Q: 10. *Who will be selected for the job information interviews, and how is the selection made?*

A: Unless every employee is to receive a job information interview at their work site, the minimum number of interviews is one representative incumbent of each occupational job classification. We

will make the interview selection at random. If an employee is the only incumbent of a job class, that person will be scheduled for an interview.

Q: 11. *What if my supervisor does not agree with what I wrote on the Position Description Questionnaire (PDQ)?*

A: Supervisors are not permitted to change anything that an employee has written on their PDQ. The purpose of the supervisory review of the PDQ is to ensure that its content accurately reflects the duties and responsibilities performed by the incumbent, to the extent that the consultants can readily determine its occupational classification. If the supervisors do not agree with any part of the PDQ content, they may comment and indicate their opinions.

In virtually all of the instances where we see supervisory comments (approx. 2% - 5% of the PDQs) they indicate that the employee has forgotten to mention an important item, or they may differ on the percentages of the position the employee has allocated to its major functions. No one is an expert in completing a PDQ about their position, and it is quite common to forget an essential item.

We will communicate with both the employee and supervisor in the rare instances of significant difference of opinion regarding a position's job content, and form an independent opinion.

Q: 12. *Will there be changes in job titles and classifications?*

A: That is a distinct possibility. Our task is to make sure that each position's job classification and the job class titles reflect current duties and responsibilities. It is possible that some positions may be re-allocated to a different job classification if their duties and responsibilities are now more commensurate with another than their current job class.

We may recommend that some job class titles be changed to more accurately reflect their occupations, to account for more or less job classes within a sequential group, or to recognize new occupational assignments.

Q: 13. *What if I do not agree with your classification of my position?*

A: Our response will depend on whether the client's rules and/or the scope of the project permit employee appeals to their position's recommended classification. If they do not, we will indicate that every position's classification will be reviewed with the respective department head for errors and that changes may be made in our initial recommendations.

If appeals are permitted, we inform the employees that they will be notified by their employer of our initial occupational job classification recommendation for their position, after the quality control reviews with the department heads. If they feel that we have made an error and that significant job content information has been overlooked, they may complete a form and request that we conduct a second review and notify the client of our final recommendation for each appealed position.

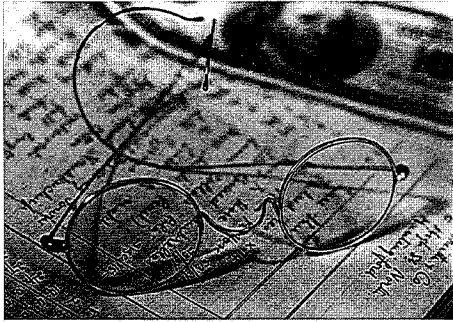
NOTE: We stress to the employees that the appeal process relates only to the occupational job classification and titles of positions, not salary range/grade assignments.



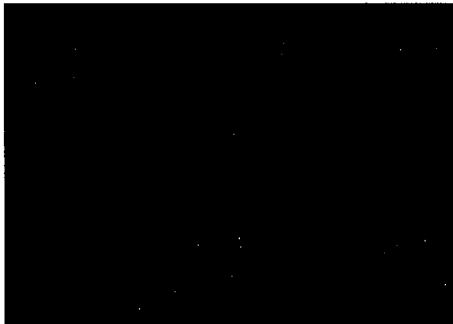
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EZ COMP™ PROGRAM DESCRIPTION



**PUBLIC
SECTOR**

**PERSONNEL
CONSULTANTS**

32 \$32,486 \$72,674 \$51,750
42 \$64,893
7,522 \$128,803 \$42,045
45

EZ COMP™ PROGRAM DESCRIPTION

*As the name implies, EZ COMP™
Is an easy method of developing
and maintaining the databases
which comprise a new or
updated base salary plan. This
booklet describes the principal
files that are interrelated during
a salary plan project.*

*EZ COMP™ is an interactive
series of files and tables, which
are described in this booklet. We
do not charge for our software
which we update periodically for
our clients at no cost.*

*The trademark name EZ COMP™
describes both the PSPC
consultants' process of compiling
the data files and the product
which is installed on the client's
computer upon the project's
completion.*

EZ COMP™ TABLES AND CHARTS

The program includes the following standard files, tables, and charts.

- Primary Client Data File
- 1-Schematic of Occupational Job Classes
- 2-Index of Current to New Job Titles
- 3-Position Allocation Register
- 4-External Prevailing Rates Comparison
- A-Sources of External Data Table
- \$-Permanent Salary Range Schedule
- B-Job Content Evaluation Profiles*
- C-Internal Equity Analysis Scattergram*
- D-Current Salary Practice Lines of Central Tendency (LCT)*
- E-External Prevailing Rates LCTs*
- F-LCTs Comparison Chart*
- 5-Per-Job Class Salary Range Assignment Table-Class Order
- 6-Per-Job Class Salary Range Assignment Table-Range Order
- 7-Non-Benchmark Linkage Table
- 8-Per-Position Compa-Ratio Table
- 9-Fiscal Impact Estimate Table
- 10-Implementation Cost Analysis
- Optional Additional Tables

**for salary plans utilizing point-factor job evaluation*

PRIMARY CLIENT DATA FILE

Primary Client Data File consists of all the combined per-position and per-employee data accumulated and created during the project. It is initially established from data provided by the client, such as:

Employee Name	Current Job Class Title	Base Salary Amount
Department	Job Class Code	Salary Range Number
Initial Hire Date	EEO Designation	\$ Range Midpoint
Performance Score	FLSA Designation	\$ Range Min/Max

Additional per-position information added or superimposed on the current data by the PSPC consultants during the project may include:

New Job Class Title	New Job Class Code	Salary Range Number
\$ Range Minimum	\$ Range Midpoint	\$ Range Maximum
Job Evaluation Points	Benchmark Status	\$ Policy Group
Amount to Minimum	Implementation Amount	New Salary Amount
Above Maximum	Certification Pay Code	Assignment Pay Code
Compa-ratio	Amount to Midpoint	Supervisory Differential

TABLE 1 - SCHEMATIC OF OCCUPATIONAL JOB CLASSES

Schematic of Occupational Job Classes is a file established at the completion of the job analysis and position classification phase of the project, with all of the organization's job classes, designating:

Job Class Series	Job Class Groups
Job Class Titles	Job Class Codes
FLSA Designation	EEO Designation

This file will be "stripped" of job titles and class codes for other *EZ COMP™* files.

Class Code	Occupational Job Families and Job Classes
1400	Public Works Series
	Facilities Maintenance and Craft Group
1431	Maintenance Supervisor
1432	Parks Supervisor
1433	Senior Skilled Craft Specialist
1434	Skilled Craft Specialist
1435	Maintenance Technician
1436	Maintenance Technician Assistant
1437	Parks Maintenance Specialist

TABLE 2 - INDEX OF CURRENT TO RECOMMENDED JOB CLASSES

Index of Current to Recommended Job Classes is an alphabetical listing of all job classes currently used by the client and the recommended disposition of each of those job classes and titles. Current data is from the payroll, class specifications and/or job descriptions, classification plan and PDQs. New data includes job class title and transaction codes.

D = Deleted J = New Job Class
M = Merged with other Job Class
N = No Change T = Title Modification
S = Split into Several Classes

Current Job Class	New Job Class	Trans Code
Superintendent of Printing	Printing Supervisor	T
Support Services Project Mgr.	Delete	D
Survey Party Chief	Survey Party Chief	N
Surveyor I	Surveyor	M,D
Surveyor II	Surveyor	S,N
Switchboard Operator	Utility Locator	J
Systems Analyst	Clerical Assistant	M,D
	Systems Analyst	N

TABLE 3 – POSITION ALLOCATION REGISTER

Position Allocation Register strips the following per-position information for the Primary Client Data File:

- Current Job Class Title
- Name of Incumbent
- Department

and adds the following information from Table 1, based on the PSPC consultants' determinations as to which job class the position is allocated:

- Recommended Job Class Title Job Class Code
- Transaction Code: N = No Change R = Reclassification; T = Title Modification

Incumbent	Current Job Class	New Job Class	Transaction Codes:	
			N = No Change	T = Title Modification
Moss, R	Accountant	Accountant	N	
Warner, K	Accountant	Programmer	R	
Plummer, J	Accountant	Accountant	N	
Favre, B	Senior Accountant	Senior Accountant	N	
Ditka, M	Senior Accountant	Senior Accountant	N	
Ruud, E	Accounting Clerk III	Accounting Clerk	T	
Drukker, H	Accounting Clerk III	Accounting Clerk	T	

TABLE 4 – EXTERNAL PREVAILING RATES COMPARISON

External Prevailing Rates Comparison compares The client's current salary structure Midpoint for each of its salary survey benchmark job classes from the Primary Data File to the external prevailing rate indicating the dollar and percentage variance of the client's rates to the prevailing rates.

Benchmark Job Class	Current Midpoint	Aged Survey Midpoint	Variance	
			\$	%
Public Works Director	\$49,686	\$77,269	-\$27,583	-35.70%
Police Chief	\$49,686	\$77,102	-\$27,416	-35.58%
Human Resource Director/City Clerk	\$37,080	\$57,062	-\$19,982	-35.02%
Police Lieutenant	\$35,310	\$42,344	-\$7,034	-19.61%
Building Inspector	\$32,028	\$33,438	-\$1,410	-4.22%
Human Resource Specialist	\$23,898	\$24,961	-\$1,063	-4.26%
Laborer	\$21,678	\$20,721	\$957	4.82%
Comptroller	\$37,080	\$32,465	\$4,615	14.22%

TABLE A – SOURCES OF EXTERNAL SALARY DATA

Sources of External Salary Data identifies the source of each rate comprising the external prevailing rate for the client's salary survey benchmark job classes. This table may be updated annually to compute the new prevailing rate for each benchmark job class.

If the external data was obtained through a special salary survey questionnaire, this table will indicate, for each benchmark job class, the name of every employer who reports a comparable job to the benchmark, their job class title, and current salary data.

If the external data was extracted from an existing salary survey report which identifies the employers and their data, this table will indicate the same information as in the previous paragraph. If the report provided only merged data for each of their benchmarks matched to the client's benchmark, this table will only indicate the name of the survey, the survey benchmark job title, and the salary data.

TABLE \$ - PERMANENT SALARY RANGE SCHEDULE

Permanent Salary Range Schedule indicates the Salary Range Number, Minimum, Midpoint and Maximum amounts for each salary range in the client's base salary plan. If the client utilizes a grade/step system, this table indicates the Salary Grade Number and the number and amount of each step within every salary grade.

Salary Range	Minimum	Midpoint	Maximum
63	\$60,093	\$75,116	\$90,139
64	\$61,595	\$76,994	\$92,393
65	\$63,135	\$78,919	\$94,703
66	\$64,713	\$80,892	\$97,070
67	\$66,331	\$82,914	\$99,497
68	\$67,990	\$84,987	\$101,984
69	\$69,689	\$87,112	\$104,534

TABLE B – JOB CONTENT EVALUATION PROFILES *

Job Content Evaluation Profiles lists all of the job class titles and codes from Table 1, the evaluated job levels and points for each of the compensable factors, and the total points for every job class.

TABLE 5 - PER JOB CLASS SALARY RANGE ASSIGNMENT TABLE (CLASS ORDER)

Per Job Class Salary Range Assignment Table (Class Order) assigns each job class to a salary range within the Permanent Salary Range Schedule (Table \$). The process is different for salary plans based on direct market pricing than for those based on quantitative evaluated job content.

Class Code	Occupational Job Families and Job Classes	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
1400	Public Works Series				
	Facilities Maintenance and Craft Group				
1431	* Maintenance Supervisor	59	\$54,441	\$68,051	\$81,662
1432	* Parks Supervisor	59	\$54,441	\$68,051	\$81,662
1433	Senior Skilled Craft Specialist	35	\$30,099	\$37,624	\$45,149
1434	Skilled Craft Specialist	29	\$25,954	\$32,443	\$38,932
1435	* Maintenance Technician	30	\$26,603	\$33,254	\$39,905
1436	Maintenance Technician Assistant	26	\$24,101	\$30,127	\$36,152
1437	Parks Maintenance Specialist	25	\$23,513	\$29,392	\$35,270

* Salary Survey Benchmark

For plans based on direct market pricing, this table is initially created by assigning each benchmark job class to the salary range on Table \$ whose Midpoint amount most closely matches the external prevailing rate from Table 4. Non-benchmark job classes are assigned to their salary ranges by reference to the Non-Benchmark Linkage Table (Table 7). Flexibility for subsequent internal equity adjustments to Table 5 is provided on the basis of professional judgment.

For plans based on quantitative job evaluation, this table is created by multiplying the job points for each job class from Table B by the client's salary competitiveness policy formula for each primary job group from Table F. The process then looks up Table \$ for the Midpoint amount on the Permanent Salary Schedule closest to the product of the calculation, which designates the proper salary range.

Class Code	Occupational Job Classes	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
1714	Director of Planning, Zoning, and Building	65	\$60,610	\$75,762	\$90,915
1133	* Internal Auditor	65	\$60,610	\$75,762	\$90,915
1112	Assistant City Administrator	64	\$59,131	\$73,914	\$88,697
1620	* Director of Recreation	63	\$57,689	\$72,111	\$86,534
1279	* Fire Chief	63	\$57,689	\$72,111	\$86,534
		62	\$56,282	\$70,353	\$84,423
1243	* Assistant Chief of Police	61	\$54,909	\$68,637	\$82,364

* Salary Survey Benchmark

TABLE 6 provides the same information in low to high salary range order.

TABLE 7 - NON-BENCHMARK LINKAGE TABLE

Non-Benchmark Linkage Table for non-quantitative plans, indicates the class titles of the job classes which are not salary survey benchmarks, the class title of the benchmark or reference job classes to which they are linked. The process automatically adjusts the salary range for the non-benchmark class by the current salary range differential when the salary of its linked benchmark or reference job class is adjusted on Tables 5 and 6.

This table is to be utilized as a guide during annual salary plan updates, permitting non-benchmark job classes to be adjusted by the same number of salary ranges as the salary survey benchmark job class to which they have been linked.

Non-Benchmark Job Title	Benchmark Job Title
Accounting Manager	Accountant
Adult & Info Services Manager	Librarian
Building Monitor	Office Assistant
Building Maintenance Supervisor	Building Maintenance Worker
Building Permit Specialist	Executive Secretary
Bus Driver	Light Equipment Operator
Business Manager	Accountant

TABLE 8 - PER-POSITION COMPA-RATIO TABLE

Employee Name	Dept Code	New Job Class	Current Salary	- Recommended -				Compa-Ratio	\$<Min	\$<Mid	\$>Max
				Salary Range	Minimum	Midpoint	Maximum				
Simon, N	A	Administrative Assistant	\$21,330	26	\$24,101	\$30,127	\$36,152	70.80%	\$2,771	\$8,797	\$0
Taylor, J	A	Director of Real Property	\$85,685	67	\$66,331	\$82,914	\$99,497	103.34%	\$0	\$0	\$0
Garcia, J	A	Chief Deputy of Operations	\$56,815	46	\$39,493	\$49,366	\$59,239	115.09%	\$0	\$0	\$0
Crow, S	A	Program Manager	\$51,385	44	\$37,590	\$45,987	\$56,365	109.36%	\$0	\$0	\$0
Iomi, A	M	Medical Investigator	\$69,716	70	\$71,432	\$89,289	\$107,147	78.08%	\$1,716	\$19,573	\$0
Reidle, J	M	Forensic Technical Specialist	\$77,123	55	\$49,321	\$61,651	\$73,982	125.10%	\$0	\$0	\$3,141
Young, N	M	Principal Secretary	\$24,354	26	\$24,101	\$30,127	\$36,152	80.84%	\$0	\$5,773	\$0

Per-Position Compa-Ratio Table provides the following information, which is added to the Primary Client Data File, from Table 3, \$, and 5.

Job Class Title	Incumbent's Name	Incumbent's Current \$
Job Class Code	Salary Range Number	Amount Below Minimum
Department	Salary Range Midpoint	Amount Below Midpoint
Compa-Ratio	Salary Range Min/Max	Amount Above Maximum

The Compa-Ratio (short for Comparative Ratio) is a calculation which expresses the percentage relationship of the incumbent's current base salary amount to the Midpoint of the salary range for their position's job class.

TABLE 9 - FISCAL IMPACT ESTIMATE TABLE

Fiscal Impact Estimate Table provides, on a department or cost center basis, the estimated annualized cost to bring the salaries of all employees to the Minimum of the salary range for their position's job class. The table combines the department designations from the Primary Client Data File with the total amounts of current salaries and salaries below the Minimum from Table 8, for alternative salary competitiveness policies.

Number of Employees	287
Total Payroll	\$10,684,333
Number of Employees Below Minimum	77
As % of total employees	26.83%
Total \$ below Minimum	\$121,099
As % of total payroll	1.13%
Average amount below Minimum	\$1,573

OPTIONAL TABLES

EZ COMP™ can be expanded to include and actively integrate any number of custom-developed tables, or tables constructed from various combinations of the standard tables, such as the following:

- Initial Implementation Protocol Guide
- Initial Implementation Compression Tempering Guide
- Merit or Longevity Salary Increase Guide
- Performance Reviews Due/Overdue Report
- Departmental, Job Class, or Longevity Compa-Ratio Report
- Supplemental Pay Table for Special Assignments, Certification, License or Language Proficiency
- Longevity Recognition Supplement
- Supervisory Differential
- Trainee on In-Training Rates
- Out-of-Class or Acting Capacity Differentials
- Individual or Group Incentives

NOTE: Not all of the preceding tables will be present in the EZ COMP™ for every salary plan.

\$33,632 \$32,486 \$72,674 \$51,750 \$33,632
\$47,442 \$64,893 \$42,045 \$151,750 \$47,442
\$37,522 \$128,803 \$151,750
\$51,745

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