CENTERVILLE WORK SESSION AGENDA

NOTICE IS HEREBY GIVEN THAT THE CENTERVILLE CITY COUNCIL WILL HOLD ITS WORK SESSION MEETING AT 6:00 PM ON January 22, 2019 AT THE CENTERVILLE CITY COMMUNITY CENTER, 250 NORTH MAIN STREET, CENTERVILLE, UTAH. THE AGENDA IS SHOWN BELOW.

A. ROLL CALL

(In the downstairs training room)

B. NEW BUSINESS

6:00 p.m. 1. Presentation and discussion re Employee Compensation Study

C. ADJOURNMENT

Mackenzie Wood
Centerville City Recorder

CENTERVILLE

Staff Backup Report
1/22/2019

Item No. 1.

Short Title: Presentation and discussion re Employee Compensation Study

Initiated By: City Council

Scheduled Time: 6:00 p.m.

SUBJECT

RECOMMENDATION

Allow Mike Swallow, compensation consultant, to review and answer questions about the Executive Summary, seek direction regarding assumptions to be used in designing a pay plan, and explain the content of his analyses to date.

BACKGROUND

The City Council approved a contract with Personnel Systems & Services in the latter part of 2018 to conduct a "Pay Equity & Market Study" for the City's workforce. The attached Executive Summary describes the work that has been done to date, including conclusions about the market competitiveness of the City's current pay plan. The City Manager strongly encourages Council Members to read this document first and to do so before the work session. Any employee planning to attend the work session or wanting to know more about this study should also read the Executive Summary first.

In the work session, Mike Swallow will review the Executive Summary and answer questions. He will then seek the Council's response to a number of questions that will guide the preparation of a proposed pay plan to be considered in a subsequent meeting. Those questions include the following:

- What is the Council's definition of "market" for establishing the City's pay plan--i.e. which employers will remain in the data set used to define prevailing wages?
- Within the selected "market", what target does the Council desire to use for setting the "control rate"--i.e. market parity, leading edge, or something in between?
- What are the desired characteristics for the proposed pay ranges--i.e. how much spread from the minimum to maximum, and how is that range distributed around the control rate? Should the spread percentage be uniform for all pay ranges or vary depending on type of job?
- How aggressively should an employee be advanced to the control rate--i.e. how many years should it take for an employee to be paid at the control rate, and does this depend on the type of job?

The consultant's compensation approach is a combination of an internal equity analysis with a comparison to the external job market--described in the attachment, "Compensation Philosophy". His internal equity analysis uses the factors in the attachment, "Job Valuation Documents", which also shows the points for each position by factor.

To illustrate how the internal equity and market data is used to derive a proposed pay plan, the consultant ran the following scenarios using different sets of market assumptions:

- All Utah public employers in the consultant's survey file, using the 75th percentile as the target control rate.

- Wasatch Front public employers, using both the 50th and 75th percentile as the target control rates.
- Wasatch Front public employers, **minus cities over 50,000 population for the management positions**, and using both the 50th and 75th percentile as the target control rates.
- Police "silo" or stand-alone pay plan.

The analyses for the scenarios above are in the form of Excel spreadsheets with numerous tabs and would require hundreds of pages converted to PDFs before being attached to NovusAgenda. Therefore, the first and third scenarios above **will be sent to the Mayor and Council Members as Excel attachments to an email.** The consultant will use those Excel files in the work session to explain how the elements (i.e. tabs) within each scenario relate to each other. The first six tabs are identical and are attached to this staff report as "Compensation Philosophy" and "Job Valuation Documents". If Council Members access the Excel files in the email, they should note that **in the "Pay Plan" tab, the pay ranges proposed for upper management--and most notably the City Manager--were generated based on the regression analysis using the job value assigned to that position, and have not yet been "trued up" to the market data. For example, the proposed pay ranges for the City Manager and Police Chief need to be reduced substantially** to harmonize with survey data--as explained in the "Survey Data" tab (in the side boxes titled "Point Factor Market Reconciliation"). The consultant will explain this further in the work session. Based on the "Point Factor Market Reconciliation" side box in the "Survey Data" tab of the Wasatch Front scenarios, it appears the midpoint of the City Manager pay range should be approximately $122,000 or $130,000, depending on whether the target is the 50th percentile or 75th percentile. Because the City Council will soon be hiring a new city manager, they may want to take some time to discuss this issue and give the consultant guidance on how to establish an appropriate pay range.

ATTACHMENTS:

Description

- Executive Summary
- Compensation Philosophy
- Job Valuation Documents

City of Centerville

Executive Summary
Job Valuation & Compensation Study

Introduction

Pursuant to the approval given by the City Council, Personnel Systems & Services was engaged to address core needs relative to compensation administration, specifically, a "Job Analysis, Classification & Compensation Study". The accepted proposal included these elements: 1) administer a city-wide "job values" survey, 2) conduct employee orientation meetings to explain the job study process and share values survey results, 3) conduct onsite job audits to facilitate the creation of updated job descriptions, 4) create a pay plan alternative to address "Internal Equity" through the development of a job valuation instrument; 5) conduct a labor market survey to determine the competitive position of the city's pay practices, 6) provide implementation strategies identifying impact upon individual employees and budget and 7) explore the impact of an "organizational reset" to address the potential need to mitigate compensation compression".

Preliminary to the project the management team orchestrated the distribution of the "job values survey" to all employees. This was a perceptual exercise, simply seeking employee opinions regarding various aspects of the "worth of work". The instrument addressed four key elements: 1- the importance ranking of values used to assess comparative worth of jobs, 2- priority rankings of policy and practice related considerations that influence external parity through compensation management, 3- a ranking of the elements common to performance appraisal and viewed as most meaningful by employees, also a ranking exercise, and 4- responses to four "fairness" questions answered with "yes" or "no" that reflect a
1 perception of being or not being underpaid.

Worth of Work Values

The core values to this internal equity instrument consist of Job Knowledge, Responsibility, Difficulty and Work Environment. 41 employees chose to participate in the survey. The average ranking of importance for the various factors, with "1" being highest, for the work values are: Job Knowledge-1.77, Responsibility- 1.77, Difficulty- 2.44 and Work Environment- 2.46. Each primary value is divided into sub-elements, which were also ranked. These rank order preferences were incorporated into the design of the point/job valuation system against which all positions were valued. This process produces a "site validated" internal equity, or job valuation methodology. Of significance is that the internal equity instrument is intended to become a "living" instrument for the administration of pay practices and can be modified to reflect "value-based" enhancements as the city becomes more familiar with the methodology. It is anticipated that the implementation of this values-based methodology will be a "work in progress". The unique outcome from the approach to this study and analysis resulted in a pay administration structure where all jobs have a stand-alone market-based pay range.

Policy Components & External Parity Perceptions

A sampling of various issues and conditions that influence an organization's compensation policies were also ranked as to importance by the employees. That list included the following: Ability to Pay (considering the size and type of business), Organizational Philosophy (willingness to pay, attitudes about ranking among competitors), Regional Economics (prevailing rates and rates of inflation), Availability of Labor Supply (supply and demand, the competition for particular skills and jobs), Reputation of the Organization (competitiveness of pay and market recognition as high or low paying) and Pay Supplements (various incentives and benefits). The order of importance as ranked by the 41 city employee participants was: 1- Organizational Philosophy, 2- Reputation of the City, 3- Regional Economics, 4- Ability to Pay, 5- Pay Supplements, and 6- Labor Supply.

As the city moves forward and considers implementation strategies, reflecting upon these employee priority perceptions can contribute to the assessment and planning process.

Contributory Value Perceptions

This is where the employee provides their opinion about what is most meaningful when being recognized for their contribution to the work place; those things that reflect upon the "worth of the worker". The three aspects of performance recognition are: longevity (years of service or loyalty), efficiency (timely completion of work) and effectiveness (volume & quality of work). The typical expectation is that employees give more attention or pursue most openly recognition for longevity or loyalty to the city as the employer. The sample group's priority ranking reveals a different perspective. **First in importance** is "effectiveness", being recognized for the quality and volume of work performed. **Second in importance**, is "efficiency", or being recognized for their timely completion of work and the conservation of resources under their area of responsibility, which includes time, monetary resources, materials and equipment. **Third in importance,** and last on this short list, is "longevity" or their loyalty to the city as an employee. It is anticipated that these insights can also influence strategic planning and development of the compensation program along with performance standards and objectives.

General Equity & Fairness Perceptions

The final segment of the values survey invited employees to respond to this question: "Do you believe you are underpaid when considering the follow?" This was an anonymous exercise and the intent was to obtain a broad organizational perspective. These are the questions:

1. Do you believe you are underpaid when considering the value of your job to the organization?

2. Do you believe you are underpaid when considering the pay of others within your organization performing essentially the same type of work?

3. Do you believe you are underpaid when considering the amount of work, you perform?

2 4. Do you believe you are underpaid when considering the pay of others outside your organization performing essentially the same type of work?

To the first question, 38 employees or 92.7% responded "yes". This is an internal equity question. Employees may need to be better informed regarding the methods, process and practices used to establish the worth of the job to the city. Interestingly, of the over 11,791 other public and private sector employees that have completed this survey, 72.9% are of the same opinion. While it may be that this exercise can be used to "vent", we see that Centerville employees are considerably less satisfied with the attention given to the worth of their jobs to the city.

To the second question, 20 employees or 48.8% answered "yes". This question has some interesting interpretative possibilities. One being the possibility that if an employee answers "yes", they may be expressing a frustration that some co-worker(s) are not carrying their fair share of the workload and they are then forced to "carry" that individual without receiving any recognition for their added contribution or greater dedication. This perception can most likely be avoided if the first line supervisors are effective in their role as "evaluator". Consider this axiom: "Success or failure as a manager rests in the ability to evaluate. That ability is the ongoing assessment of things as they were, as they are, and as they need to be resulting in the effective allocation of the resources needed to prevent and solve problems. A problem is a frustrated goal." To this same question, 51.8% of my 11,791 plus employee sample group has also answered "yes". In this instance, Centerville employees are typical.

To the third question, 34 of the 41, or 82.9% of the city employees responding answered "yes". Because doing more with less has most likely been the mode of operation during recent austere times, this may not be too surprising. But it may also be more the norm than the exception that most of the time employees feel over-worked and under paid. Of the over 11,791 employee sample, 68.8% also responded "yes". Because the city's "yes" percentage is considerably larger than the survey average, it is possible that we would find various manifestations of low morale and perhaps even incidents of "Equity Theory" activity or policy abuse revealed through tardiness, absenteeism and attrition. None the less, this perception may also be mitigated by quality performance management and recognition. It is also a possibility that this perception could be indicative of a staffing shortage in some areas; particularly if vacancies have been left unfilled since the tough economic periods.

To the final and fourth question, 41 employees, or 100% answered "yes". While the expectation is that a clear majority of employees will believe the "grass is always greener on the other side"; Centerville employees, by a 37% margin, are less satisfied with where the city competes in the market place. 73.1% of the over 11,791 sample survey responders were of the same opinion. If more competitive pay were in fact a major motivating issue for all 100%, it would be expected that the city would have above average attrition rates, even the swinging-door effect.

Job Evaluation & Internal Equity

Using the instrument developed based upon the results of the work values survey, described above; each position was valued and assigned "job value points". It is the point system that will ultimately establish the job's price tag. ***This is the process followed***:

1. The consultant-revised job descriptions were subsequently reviewed and edited by city staff.

2. The consultant performed the initial point factor/value analysis of all city jobs using the approved job descriptions.

3. Next, reviewing the consultant's first round results, the management team performed a general sweep of the relationships acting as subject matter experts for the city and also involved department heads in the exercise. This review yielded the verification of job description content and minimum qualifications, some of which produced adjustments to the internal job valuations.

4. Based upon the results of these levels of review, the market analysis phase was entered to test the question "to what degree does the market agree with the assigned job values"; which is a statistical exercise. By using the Worth-of Work (WOW), No Pay Grade approach every job in the city can have a unique and separate pay range tied directly to the market. Contained in the final project workbook are multiple illustrations for the comparison outcomes for minimum pay practices, maximum pay practices, average current pay practices and other "pictures" of the compensation landscape.

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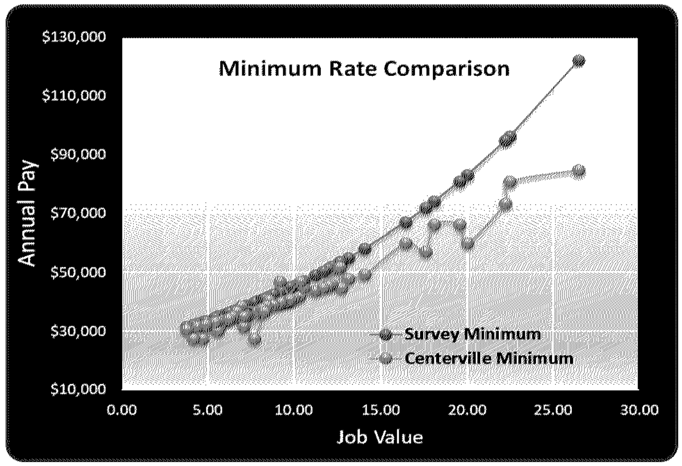
5. Additionally, based upon administration knowledge of organizational challenges, recruitment issues, market sensitive concerns, local economics and related compensation issues, administration will establish an implementation and maintenance strategy for the results of the study based upon establishing the pay plan control rates at 50% or 75% of the survey group statistical midpoints. Different versions of the analysis included a statewide sampling of cities, a comparison of cities on the Wasatch Front (Box Elder County to Utah County), and a modified Wasatch Front version removing large entities from the executive/department head job matches.

Salary Information & Market Comparability

The salary data utilized in this market analysis was obtained from the "Technology Net Compensation Survey System" and initially included 89 entities, including cities, counties and special service districts.

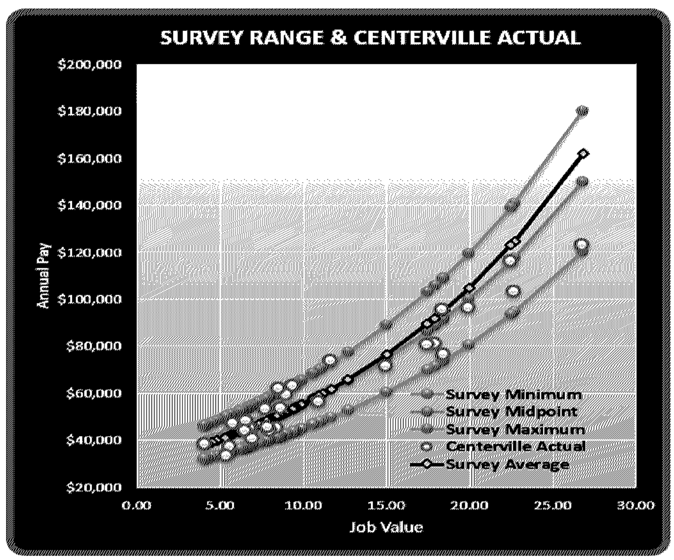
Pay Practice- Starting Rate Comparison

Upon comparing the reported average midpoint pay of the city with those of the survey group it is found that the city's midpoint pay-rates trail the survey group/peers by an average of between -10.8 to -12.2%. A similar trailing position occurs with market starting rates as illustrated in the graph below. Of significance is that the greatest disparity occurs at the upper end of the pay plan, in the management job classifications.



Pay Range Practices & Actual Pay

This graph illustrates the city's actual pay practices in relation to survey group's average official pay range. The expectation is that employers will manage pay progression through the formal pay range aggressively toward the midpoint of the pay plan. As employers maintain a market-based pay plan, those employees whose competencies merit advancement to the midpoint of the ranges will be competitively compensated.



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Pay Range Management

The establishment of the pay range, the spread or distance between the minimum and the maximum is very arbitrary. Some organizations create standardized ranges which are the same from the lowest valued job to the highest. Another approach is to "staircase" the ranges so that as jobs increase in level of responsibility and difficulty and take on more of a "career" oriented status, the ranges increase. From the survey data, we discover that the average pay range of the survey group is just above 45%. The initial proposal is to consider ranges using the staircase approach.

An issue in most organizations relates to the number of city employees that are "topped out" on the pay ranges. While this represents a frustration for those individuals, especially for those that have been there for a seemingly long period; the fiscally responsible question needing to be asked is, "When does the city's pay plan reach the level of marginal utility?" That point in time when it makes no sense at all to pay any more money for the defined job functions. That point in time when it becomes difficult to identify that the return on the investment is consistent with public needs and expectations. There are two facets to the question. One addresses the worth of the work and the other the worth of the worker. If the city's pay plan is to be market competitive, the worth of the work objectives is being fairly addressed. If pay progression and advancement through the pay range is keeping pace with the speed of learning and the quality of contribution, then the worth of the worker is being recognized.

Job Families/Career Path

During the discussion addressing the design of job families some consideration was given to the creation of various career paths or career progression opportunities. Further attention to the use of job families would focus on what constitutes a logical and meaningful "path" along with having formal levels in a job valuation system, i.e., Police Officer I, II, Maintenance Operator I, II, III, Lead, etc. A true career path is most easily established when there are legitimate requirements for advancement above just "time in service". Legitimate requirements are easily identified where functions are regulated such as with law enforcement, utility operations levels of certifications, building inspector licenses, etc. In terms of administration, trying to defend the legitimacy of advancement criteria when attempting to build artificial career paths may result in frustrations for managers and at other times may be used as a ploy to pursue pay increases for favored employees. These artificial paths also tend to be a version of "seniority compensation". The most defensible and cleanest approach is to limit career path job families to well established and regulated jobs and then be consistent in how employees are advanced through the pay ranges of all other jobs as the employee demonstrates increasing levels of competence. This is further addressed under the "Pay Progression" heading.

Having said that, there is one benefit for establishing even the artificial career path or classification family.
5 Using such an approach, even if only based upon "time in service", can help minimize the potential for new hire pay compression, if it is a legitimate and recognized issue.

Pay Progression

In terms of pay progression management, many organizations target a certain pay rate on their pay plan as a control rate and attempt to manage performance to allow employees to achieve between 90% to 105% of that value within some time frame (four to five years for example), called a Compa-ratio. Compa-ratio refers to the percentage which employee actual pay represents the target or control rate (often the midpoint of the pay range). Pay increases beyond the control rate/midpoint then become contingent upon exemplary performance, longevity and other specific criteria. The midpoint is generally considered market competitive. When considering implementation options, the city may want to consider employee compa-ratios when making placement on a new pay plan. Employees, who have been performing within the same job classification for four to five years, or longer, should possess job competencies sufficient to justify pay which is 90%-105% of midpoint, assuming that performance is at least standard.

Pay Compression

There are two common pay compression concerns that impact organizations when, for whatever reason, the pay practices become "stalled" or when other pay anomalies wiggle themselves into the structure.
Type 1 is the compression that occurs when subordinate pay rates creep up near the pay of their immediate supervisor or manager. It is not necessarily a debilitating issue unless the organization is striving to develop in-house talent or engage in succession planning.

If we were to spot check supervisor/subordinate compression within the city pay structure the expectation is that most relationships would be close to a "rule of thumb", a 15% margin. However, if there are some where only a single digit percentage separates the supervisor and subordinate, this would be worthy of some examination. These are potential red flags. The "compression test" exercise is recommended to be an ongoing monitoring effort in HR. A rule of thumb I have used over the years is 15%. If the managers pay is not at least 15% greater than the next highest paid subordinate, there is not going to be much motivation for the subordinate to groom themselves for all the extra grief.

To further expand on the compression issue, a look at what I will consider **"Type 2"** compression, the following has been written by Beverly N. Dance, found as an HR web article.

Pay Compression: What Is It?

Compression is when you have small differences in pay regardless of experience, skills, level, or seniority. You see this when the starting salaries for your new employees in a particular job title are too close to the wages of your existing workers. In awful circumstances, the starting salaries might even exceed what your current employees are earning.

Pay Compression: What Causes It?

There are two main causes of compression. The first is when supply and demand is out of sync, when the need for a particular skill set exceeds the availability. Nurses, software engineers and public employer building inspectors come to mind as recent examples. The second cause can be when your internal compensation structure becomes stale and out of alignment with the external market data.

Pay Compression: Consequences of Not Dealing with It

The obvious problem with compression is the negative impact it has on the morale of your work force. Who wants to welcome a new hire to the team when you learn that that person is already earning more than you? Who wants to fully share company knowledge and have that co-worker successful if resentment over pay is an issue?

Too many companies in this economy are relying on the current high unemployment rates as their de facto retention strategy. Once the economy picks up, if you have not addressed compression issues, it will be your best performers, not your mediocre or troublesome ones, who race to join your competitors.

Even prior to starting their search for an employer who will pay the current market rate for their skill sets, employees who are on the negative side of the compression issue may utilize a passive flight by giving you the bare minimum of effort to get by with absolutely minimal engagement.

Pay Compression: How Do You Deal With It?

Telling employees not to talk about their pay is not a policy option. By doing so you would put your organization in violation of the National Labor Nations Act (NLRA). The National Labor Relations Board enforces the NLRA even when there is no union presence.

So, the answer is to open the corporate pocket book and pay your current employees more money. "But we can't afford that!" is your response? What would you have to pay for their replacements if they walk? How would you come up with that money?

If you are in the situation of compression because the funds have just not been available, honest talk about what individuals are paid and a plan on how to make adjustments over time can help. Create a schedule and then keep your word and implement it.

Another option is to ask what can help with an individual's loyalty other than pay? Sometimes this could be a mentoring or developmental opportunity or a more flexible work schedule to coach a little league team each Tuesday and Thursday at 4:00 p.m. Explore your options with extreme creativity.

One more approach is to re-think your job design. Do you have 10 employees spending half their time on that critical hard to find skill? Could you change the essential responsibilities and instead get by with five or six employees using that skill all of the time?

Pay Compression: How Do You Avoid It?

Forecast ahead and anticipate what your future hiring needs will be. Keep a regular eye on market changes by reviewing market surveys for your key positions and steadily adjust your pay ranges as needed. Usually annual is often enough, but your recruiters can give you early feedback on positions that are moving more quickly in the marketplace. Using job design as a tool may help reduce the number of positions that are influenced by compression, which won't avoid it, but can limit its impact.

(Beverly N. Dance, MBA, SPHR-CA, CCP, CEBS)

While exploring the Beverly Dance perspective on compression, consider these three observations:

<u>Observation #1</u>: If all aspects of the employment relationship and compensation are to be acknowledged, the city utilizes a common practice to recognize the worth of the worker, <u>their loyalty</u>, which is the annual vacation accrual and various non-worked-paid-time-off programs. The bottom-line is that there is expected to be some natural compression mitigation resulting from a city's leave accrual policy and practice. The acquisition of seniority results in an increase in the rate of vacation and sick leave accrual.
Every 12 days of accrued annual leave, non-worked paid time, equates to a 4.6% pay increase. If employees on average use six paid sick leave days per year, this use translates into an additional increase of 2.3%. This non-worked paid time drives up the hourly cost of the senior employees and creates some "reality separation" in the value of their pay. The new hires do not enjoy the same level of benefits.

<u>Observation #2</u>: How long does it take for compression to evaporate? The compression perception occurs when the newly hired junior workers <u>performing the same job</u> as senior workers are being compensated near, the same, and perhaps better, than the senior workers. At that point not only is there a significant difference in their time on the job but also a significant difference in their position on the "learning curve" and their ability to make a more meaningful contribution through job performance. Eventually, the learning curve flattens out. The senior worker's knowledge, skills and abilities level off. Also, eventually the junior worker completes the same learning curve and now the job knowledge gap is closed. Both the senior worker and junior worker will eventually be performing the job equally well. Now, theoretically, based upon the worth of the work, both can be paid the same. The claim on base pay compression has evaporated if their pay has been equalized based upon their competencies. For a period of time the senior employee will enjoy the better total compensation, referring to observation #1, but eventually the junior employee will end up in the same leave accrual bracket and then all things are equal in the workplace, and that is okay.

<u>Observation #3</u>: Quality performance management promotes compression.

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<u>Implementation</u>

As the city considers a strategy for implementation it will come down to three primary factors; **1- willingness to pay, 2- the ability to pay, and 3- the need to pay**. These three issues will be defined in relation to the market information of this study. There are four basic postures to consider when establishing the organizations pay objectives: 1- trendsetter, 2- competitive, 3-parity, and 4- comparable. To be competitive suggests a pay objective above average or parity. Comparability can still be argued when paying below parity if other aspects of the employment and compensation program (city paid benefits) strengthen the employee and management perception of "fairness".

As a cost for implementation is calculated, the least cost implementation strategy is accomplished by placing each employee at a rate on the recommended pay range that is at least equal to his or her current rate of pay. Only employees whose current rate falls below the recommended starting rate are identified for increases. At this point it becomes a management option to factor back into the implementation strategy a method for recognizing performance, time in service, job knowledge and other pertinent aspects of the employee's work history. If the city desires to initiate a program that targets a specific compa-ratio, this would be a good time to begin. You may want to consider additional adjustments for employees who are considered full performance or fully competent workers but fall below the midpoint of the pay range.

Within the job study workbook, in the "Least Cost" implementation table, methodology has been included to use formulas and award additional compensation based upon time in position as well as recognize "added-value" prior experience. This additional pay consideration does also "reset" the organization, mitigating most compression perceptions.

<u>Summary Conclusions</u>

- Centerville City current pay ranges need adjusting to be more competitive, from top (trailing as much as 24% to 28%) to bottom of the pay structure (trailing by 5.7% to 6.9%). This is also a shift in pay plan design impacting all city jobs constituting a paradigm shift.

- This new structure will impact recruitment strategies, control rates in pay ranges and long-range career planning for tenured employees.
- By restructuring individualized pay ranges, Centerville can restore workforce perceptions of fairness.
- An internal equity methodology based upon the Equal Pay provisions of the Fair Labor Standards Act, and the "site validating" values survey has been created. Human Resources will be exploring further the "best practice" options for its use.
- An innovative approach to pay administration which utilizes internal equity relationships, also based upon the values instrument, has been delivered as part of the implementation strategy and the ongoing methodology for pay equity administration.
- Consider the recommended rule of thumb for pay separation between managers and supervisors and supervisors and next highest paid subordinate to be 15%. Here too, case-by-case examination is required as an ongoing practice.
- **Initial "Least Cost" Implementation Costs will vary, depending upon the market version ultimately adopted by city council.**

BASIS OF SOUND PAY PROGRAMS

In connection with the results of this study and as the city evaluates the impact of change upon the existing or proposed budgets; your effort to maintain an effective compensation program will be influenced by your philosophy related to some or all the following (converted to policy):

1. Size and type of business: *The ability to pay* certain rates, based upon revenues and financial resources.
2. Organizational Philosophy: *The willingness to pay* certain rates and *attitudes* about ranking among other employers within a selected labor market or among survey participants.
3. Nature and Diversity of Work: *The degree of specialization*, work variety, and technology (an element of the job classification methodology).
4. Regional Economics: The *prevailing rates* of pay and the rates of inflation.
5. Availability of Labor Supply: The *competition* for certain types of jobs resulting from an abundance or shortage of certain skills and abilities within the labor market.
6. Value of Work Contribution: The *worth of a job* to the organization (the overall value determined through classification methodology).
7. Organization of Labor: The *forced inflation* of certain pay rates. The degree of recognition provided to unions or associations.
8. Pay Supplements: The *total compensation comparability* afforded through various incentives and discretionary benefits.
9. Reputation of the Organization: The *competitiveness* of pay and *social recognition* as high- or low-paying.
10. Pay Progression Policy:
    - The learning curve impact associated with certain types of jobs.
    - Pay range uniformity vs. diversity (pay schedule design).
    - Length of Service.
    - Performance based increases.
    - Pay for knowledge or level of competency.
    - The use of "control rates" within the pay ranges.
11. Bonus and Incentive Plans:
    - The use of "non-scheduled" recognition.
    - The use of non-monetary rewards.
12. Contributory Value:
    - The perceived value of the individual to the organization. This perceived value is based upon several observable and measurable criteria normally associated with a formal performance management program consisting of individual performance plans, performance monitoring and performance evaluations. This formal approach justifies and documents the decisions which are made about pay progression and job promotions.

Compensation Philosophy

In the ongoing debate over which approach to take in the development of organizational compensation objectives and strategy, there are two dominate positions. One is to be a "market driven" or "market based" system, where the prevailing practice of a defined market is used to establish the effective pay rate for all jobs in the organization. The second is to be a "value" or "equity based" system where job classifications are established using some internal equity methodology, then combined with regression analysis to create pay ranges.

Initially the most appealing is classification. These systems promote the perception of equity, fairness and consistency. While most organizations which subscribe to an "equity based" system buy an off-the-shelf program, such as Hay, Decision Band, or some other approach, the values built into these programs may or may not be consistent with those of the organization. It is the opinion of Personnel Systems that in order to have the most reliable, effective and defensible internal equity /classification system, the "worth of work" values of your organization need to be identified and structured into the classification instrument.

The classification approach, no matter how effectively developed and designed, still has administrative headaches. Such as those created by supply and demand issues in the market. You will identify this problem by "market sensitive" positions. Though valued properly based upon your classification system, the assigned pay ranges for these jobs are non-competitive or inadequate. These market conditions may be temporary or may persist over several years.

When frustrations with market sensitive positions persist some managers tend to want to abandon the internal equity method in order to better serve the market sensitive master. This establishes the notion that pure market pricing is the competitive reality. The reality of the situation comes into play when problem indicators surface, such as attrition rates on the rise. However, it is questionable that base pay alone, unless significantly greater, would entice employees to want to change employment. Another issue derived from the market centers around the history of pay practices for gender dominated jobs, the practices which spawned the "comparable worth" debates of the 1980's. Though much ground has been gained in overcoming the perceptions of inequality, to formalize a pay system based solely upon prevailing market job pricing will tend to preserve bias and various forms of compensation discrimination. The greatest weakness in the pure market approach lies in the ability, or inability, to collect quality market data on 100% of your jobs, which forces the use of some internal comparison method.

So what is the conclusion? The conclusion is, that to subscribe to any approach to the total exclusion of the other ultimately results in incongruity. The successful compensation system is eclectic and based upon the integration of the market based approach with a classification system.

Centerville Job Valuation

By Rank Order

Job Code	Department	Job Title	Factor I Job Knowledge	Factor I Years Exper.	Factor I Certs, License	Factor I Multi Certs	Factor I Annual Recert	Factor II Respon-sbility	Factor II Super-vision	Factor II Public Cont.	Factor II Budget	Factor III Difficulty Of Work	Factor III Stress	Factor IV Work Environ	Factor IV Haz-ard	Job Value
100	EXECUTIVE	CITY MANAGER	6.09	2.43	0.00	0.00	0.00	7.00	2.80	2.10	1.40	3.81	0.57	0.60	0.00	26.80
500	POLICE	POLICE CHIEF	4.60	1.84	0.69	0.00	0.23	5.38	2.15	1.35	1.08	2.68	0.67	1.01	1.01	22.69
105	EXECUTIVE/LEGAL	CITY ATTORNEY	5.38	2.15	1.08	0.00	0.27	7.00	0.00	2.10	0.35	3.08	0.46	0.60	0.00	22.47
600	PUBLIC WORKS	PUBLIC WORKS DIRECTOR	4.60	1.84	0.23	0.00	0.00	4.92	1.97	1.23	0.98	2.68	0.40	1.01	0.10	19.96
700	MANAGEMENT SERVICES	MANAGEMENT SERVICES DIRECTOR	4.60	1.84	0.00	0.00	0.00	4.68	1.40	1.17	0.94	2.68	0.54	0.60	0.00	18.45
200	COMMUNITY DEVELOPMENT	COMMUNITY DEVELOPMENT DIRECTOR	4.60	1.84	0.69	0.00	0.23	4.92	0.98	1.23	0.49	2.33	0.47	0.60	0.00	18.38
400	PARKS & RECREATION	PARKS & RECREATION DIRECTOR	4.38	1.53	0.00	0.00	0.00	4.68	1.87	1.17	0.47	2.33	0.35	1.01	0.10	17.90
505	POLICE	LIEUTENANT	3.54	1.42	0.53	0.35	0.18	4.07	1.22	0.81	0.41	2.33	0.58	1.01	1.01	17.46
605	PUBLIC WORKS	DEPUTY PUBLIC WORKS DIRECTOR	3.08	1.23	0.46	0.00	0.00	4.07	0.81	0.81	0.41	2.33	0.35	1.16	0.29	15.01
610	PUBLIC WORKS	WATER SUPERVISOR	2.06	0.82	0.31	0.21	0.10	3.60	0.36	0.54	0.36	1.79	0.27	1.51	0.76	12.69
508	POLICE	SERGEANT	2.06	0.62	0.31	0.21	0.10	2.41	0.24	0.48	0.00	1.79	0.45	1.51	1.51	11.69
507	POLICE	DETECTIVE SERGEANT	2.16	0.65	0.32	0.22	0.11	2.41	0.24	0.48	0.00	1.79	0.45	1.16	1.16	11.16
620	PUBLIC WORKS	STREET SUPERVISOR	2.06	0.62	0.10	0.00	0.00	2.91	0.29	0.44	0.29	1.70	0.26	1.51	0.76	10.94
514	POLICE	MASTER POLICE OFFICER	2.06	0.93	0.31	0.21	0.10	2.09	0.10	0.21	0.00	1.26	0.31	1.51	1.51	10.61
405	PARKS & RECREATION	PARKS SUPERVISOR	1.96	0.49	0.10	0.20	0.00	3.13	0.63	0.47	0.00	1.56	0.16	1.51	0.38	10.58
509	POLICE	DETECTIVE II	1.96	0.49	0.29	0.20	0.10	2.09	0.10	0.42	0.00	1.56	0.39	1.16	1.16	9.93
205	COMMUNITY DEVELOPMENT	ASSISTANT CITY PLANNER	3.54	0.71	0.00	0.00	0.00	2.41	0.00	0.48	0.00	1.79	0.36	0.60	0.00	9.89
645	PUBLIC WORKS	MASTER MECHANIC	2.06	0.62	0.31	0.21	0.10	2.41	0.12	0.36	0.00	1.56	0.16	1.34	0.33	9.57
635	PUBLIC WORKS	DRAINAGE UTILITY SUPERVISOR	1.82	0.27	0.27	0.18	0.09	2.41	0.12	0.60	0.24	1.79	0.27	1.16	0.29	9.53
515	POLICE	PATROL OFFICER III	1.58	0.40	0.24	0.16	0.08	2.09	0.10	0.21	0.00	1.26	0.31	1.51	1.51	9.46
615	PUBLIC WORKS	LEAD WATER MAINTENANCE OPERATOR	1.79	0.54	0.27	0.18	0.09	2.20	0.11	0.22	0.00	1.56	0.16	1.51	0.76	9.38
725	MANAGEMENT SERVICES	CITY TREASURER	2.37	0.59	0.12	0.00	0.12	2.72	0.27	0.41	0.00	1.79	0.36	0.60	0.00	9.35
730	MANAGEMENT SERVICES	ACCOUNTANT II	3.54	0.53	0.00	0.00	0.00	2.20	0.11	0.33	0.00	1.56	0.16	0.60	0.00	9.02
640	PUBLIC WORKS	GIS MANAGER/IT SUPPORT TECHNICIAN	2.86	0.43	0.00	0.00	0.00	2.64	0.00	0.40	0.13	1.56	0.08	0.82	0.08	8.99
511	POLICE	SCHOOL RESOURCE OFFICER	1.28	0.19	0.19	0.00	0.06	2.41	0.12	0.48	0.00	1.48	0.37	1.16	1.16	8.92
619	PUBLIC WORKS	WATER ELECTRICIAN	1.91	0.48	0.29	0.00	0.10	2.09	0.10	0.31	0.00	1.56	0.16	1.34	0.33	8.67
516	POLICE	PATROL OFFICER II	1.28	0.19	0.19	0.00	0.06	2.09	0.10	0.21	0.00	1.20	0.30	1.51	1.51	8.66
510	POLICE	DETECTIVE I	1.28	0.19	0.19	0.13	0.06	2.09	0.00	0.42	0.00	1.56	0.39	1.16	1.16	8.64
625	PUBLIC WORKS	LEAD STREET MAINTENANCE OPERATOR	1.79	0.45	0.09	0.00	0.00	2.00	0.10	0.20	0.00	1.56	0.16	1.51	0.76	8.60
519	POLICE	IT LEAD/POLICE RECORDS OFFICER	2.86	0.43	0.00	0.00	0.00	2.41	0.00	0.36	0.00	1.38	0.21	0.89	0.00	8.54
300	JUSTICE COURT	COURT CLERK SUPERVISOR	1.45	0.29	0.07	0.00	0.07	2.91	0.29	0.44	0.29	1.79	0.18	0.60	0.00	8.37
130	EXECUTIVE	CITY RECORDER	1.91	0.29	0.10	0.00	0.10	2.77	0.14	0.42	0.00	1.56	0.16	0.60	0.00	8.03
206	COMMUNITY DEVELOPMENT	PLANNER II	2.86	0.29	0.00	0.00	0.00	2.09	0.00	0.31	0.00	1.56	0.23	0.60	0.00	7.94
616	PUBLIC WORKS	WATER MAINTENANCE OPERATOR III	1.38	0.28	0.21	0.14	0.07	1.91	0.10	0.19	0.00	1.20	0.18	1.51	0.76	7.91
517	POLICE	PATROL OFFICER I	1.16	0.06	0.17	0.00	0.06	1.82	0.00	0.18	0.00	1.14	0.29	1.51	1.51	7.90
646	PUBLIC WORKS	JOURNEY MECHANIC	1.58	0.32	0.24	0.16	0.08	2.09	0.10	0.21	0.00	1.20	0.12	1.34	0.33	7.77
415	PARKS & RECREATION	RECREATION COORDINATOR	1.40	0.14	0.00	0.00	0.00	2.41	0.24	0.48	0.12	1.45	0.22	0.89	0.09	7.44
626	PUBLIC WORKS	STREET MAINTENANCE OPERATOR III	1.38	0.28	0.07	0.00	0.00	1.82	0.09	0.09	0.00	1.20	0.12	1.51	0.76	7.31
310	JUSTICE COURT	COURT CLERK III	1.38	0.28	0.07	0.00	0.07	2.41	0.12	0.36	0.00	1.56	0.16	0.60	0.00	6.99

Job Code	Department	Job Title	Factor I					Factor II				Factor III		Factor IV		Job Value
			Job Knowledge	Years Exper.	Certs, License	Multi Certs	Annual Recert	Respon-sbility	Super-vision	Public Cont.	Budget	Difficulty Of Work	Stress	Work Environ	Haz-ard	
410	PARKS & RECREATION	PARKS MAINTENANCE SPECIALIST III	1.38	0.28	0.07	0.00	0.00	1.82	0.09	0.09	0.00	1.20	0.06	1.51	0.38	6.87
731	MANAGEMENT SERVICES	ACCOUNTANT I	2.72	0.14	0.00	0.00	0.00	1.82	0.00	0.27	0.00	1.20	0.12	0.60	0.00	6.87
207	COMMUNITY DEVELOPMENT	PLANNER I	2.59	0.00	0.00	0.00	0.00	1.82	0.00	0.27	0.00	1.29	0.19	0.60	0.00	6.77
520	POLICE	EMERGENCY MANAGEMENT/ADMINISTRATIVE ASSISTANT	1.22	0.06	0.06	0.12	0.00	2.29	0.00	0.46	0.00	1.48	0.22	0.78	0.00	6.70
617	PUBLIC WORKS	WATER MAINTENANCE OPERATOR II	1.06	0.16	0.16	0.11	0.05	1.47	0.00	0.07	0.00	1.04	0.16	1.51	0.76	6.55
525	POLICE	DISPATCHER/LEAD	1.66	0.42	0.08	0.00	0.00	2.09	0.10	0.21	0.00	1.20	0.12	0.60	0.00	6.48
160	EXECUTIVE/WHITAKER	WHITAKER MUSEUM DIRECTOR	1.06	0.11	0.00	0.00	0.00	2.09	0.10	0.42	0.21	1.56	0.16	0.69	0.00	6.39
528	POLICE	DISPATCHER II/COMMUNITY LIAISON	1.58	0.24	0.08	0.00	0.00	2.09	0.00	0.42	0.00	1.20	0.12	0.60	0.00	6.33
627	PUBLIC WORKS	STREET MAINTENANCE OPERATOR II	1.06	0.16	0.05	0.00	0.00	1.40	0.00	0.07	0.00	1.04	0.10	1.51	0.76	6.16
210	COMMUNITY DEVELOPMENT	PLANNING & ZONING TECHNICIAN	1.22	0.12	0.06	0.00	0.06	2.09	0.00	0.31	0.00	1.20	0.12	0.60	0.00	5.79
647	PUBLIC WORKS	APPRENTICE MECHANIC	1.22	0.12	0.06	0.00	0.00	1.40	0.00	0.07	0.00	1.04	0.05	1.34	0.33	5.64
411	PARKS & RECREATION	PARKS MAINTENANCE SPECIALIST II	1.06	0.11	0.00	0.00	0.00	1.40	0.00	0.07	0.00	1.04	0.05	1.51	0.38	5.62
311	JUSTICE COURT	COURT CLERK II	1.06	0.11	0.05	0.00	0.05	2.09	0.00	0.31	0.00	1.20	0.12	0.60	0.00	5.60
618	PUBLIC WORKS	WATER MAINTENANCE OPERATOR I	0.82	0.04	0.04	0.00	0.00	1.28	0.00	0.06	0.00	0.80	0.12	1.51	0.76	5.43
526	POLICE	DISPATCHER II	1.51	0.23	0.08	0.00	0.00	1.82	0.00	0.18	0.00	0.92	0.09	0.60	0.00	5.43
732	MANAGEMENT SERVICES	ACCOUNTING TECHNICIAN II	1.82	0.18	0.00	0.00	0.00	1.40	0.00	0.21	0.00	1.04	0.10	0.60	0.00	5.36
628	PUBLIC WORKS	STREET MAINTENANCE OPERATOR I	0.82	0.04	0.04	0.00	0.00	1.22	0.00	0.06	0.00	0.80	0.08	1.51	0.76	5.33
425	PARKS & RECREATION	BUILDING CUSTODIAN	0.82	0.04	0.00	0.00	0.00	1.40	0.07	0.21	0.00	0.80	0.08	1.16	0.29	4.87
529	POLICE	DISPATCHER I/COMMUNITY LIAISON	0.98	0.00	0.00	0.00	0.00	1.82	0.00	0.36	0.00	0.92	0.09	0.60	0.00	4.78
312	JUSTICE COURT	COURT CLERK I	0.82	0.04	0.04	0.00	0.04	1.82	0.00	0.27	0.00	0.80	0.08	0.60	0.00	4.51
527	POLICE	DISPATCHER I	0.94	0.00	0.00	0.00	0.00	1.58	0.00	0.16	0.00	0.88	0.09	0.60	0.00	4.25
412	PARKS & RECREATION	PARKS MAINTENANCE SPECIALIST I	0.82	0.04	0.00	0.00	0.00	0.94	0.00	0.05	0.00	0.70	0.03	1.51	0.15	4.23
150	EXECUTIVE/CITY WIDE	ADMINISTRATIVE ASSISTANT	0.82	0.04	0.00	0.00	0.00	1.40	0.00	0.21	0.00	0.92	0.09	0.60	0.00	4.08
733	MANAGEMENT SERVICES	ACCOUNTING TECHNICIAN I	1.22	0.06	0.00	0.00	0.00	1.22	0.00	0.18	0.00	0.70	0.07	0.60	0.00	4.05

Factor I- Job Knowledge 35%

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KNOWLEDGE, SKILLS & ABILITIES / FORMAL EDUCATION & TRAINING	A Minimal Formal Education.	B Graduation From High School Or GED.	C High School, GED & up to 1 Year Of Job Related Training or Education.	D 2 Years Of Job Related Training, or Associate Degree.	E 4 Years of job related training, Or Bachelor's Degree.	F 4 yr. degree plus 1 Year Of Graduate Work.	G 2 Years Of Graduate Work, Masters Degree Or Equivalent.	H Extensive Graduate Work Beyond Masters.
1. Unskilled. Ability to follow simple oral instructions. Reading and performing simple mathematical computations may be required. May need a basic understanding of the use of common office equipment or basic hand and power tools.	**0.55** 0.57	0.60 **0.63** 0.66	0.69 **0.72** 0.76			***Additional points are awarded for required experience as a percentage of the points awarded for Job Knowledge:*** **Up to one (1) year of experience...5%** **Two (2) years of experience.........10%** **Three (3) years of experience......15%** **Four (4) years of experience.........20%** **Five (5) years of experience........25%** **Six (6) years of experience..........30%** **Seven (7) years of experience.....35%** **Eight (8) years of experience........40%** **Over eight (8) years of experience...45%**		
2. Semi-skilled. Proficiency in the use of simple equipment. Knowledge of general office procedures, practice or operations. Proficient in math, reading, keyboard operations, common office equipment or basic hand and power tools.	0.68 **0.71** 0.74	0.78 **0.82** 0.86	0.89 **0.94** 0.98	1.03 **1.08** 1.13				
3. Requires working level knowledge, skills, and abilities related to a broad range of either complex clerical or technical functions or apprentice level knowledge of a single funtion area or work specialization.	0.88 **0.92** 0.97	1.01 **1.06** 1.11	1.16 **1.22** 1.28	1.33 **1.40** 1.47	1.53 **1.61** 1.69			
4. Requires para-professional or full performance level of knowledge, skills, and abilities primarily related to a well defined discipline or vocational specialization. Journey level proficiency.	1.14 **1.20** 1.26	1.31 **1.38** 1.45	1.51 **1.58** 1.66	1.73 **1.82** 1.91	2.00 **2.09** 2.20			
5. Entry level professional KSA's utilizing techniques which require understanding of involved practices, principles and/or theory or mastery of a well defined discipline or vocational specialization.		1.71 **1.79** 1.88	1.96 **2.06** 2.16	2.26 **2.37** 2.49	2.59 **2.72** 2.86	2.98 **3.13** 3.29	3.43 **3.60** 3.78	3.94 **4.14** 4.35
6. Requires experienced professional level knowledge, skills, and abilities. High proficiency demonstrated through independent application of principles or theory. Creative work.			2.55 **2.68** 2.81	2.93 **3.08** 3.23	3.37 **3.54** 3.72	3.88 **4.07** 4.28	4.46 **4.68** 4.92	5.13 **5.38** 5.65
7. Highly developed, seasoned professional. Managerial KSA's, Mastery of involved practices, precedents, theory, principles.				3.81 **4.00**	4.38 **4.60** 4.83	5.04 **5.29** 5.56	5.80 **6.09** 6.39	6.67 **7.00**

This factor measures the nature and extent of information or facts which the worker must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, concepts and protocol and the nature and extent of skills/abilities necessary to apply the acquired knowledge. It also includes the amount of training required by the job prior to entry, including special requirements, certifications or licenses. Award additional points as a percentage of the points awarded above for knowledge & training for the following:

I. Commercial drivers, applicator, operator licenses or specialized clerical certification...5%.

II. Technical license or certification...15%

III. Professional license or designation...20%.

Multiple credentials, licenses or certifications....award an additional 10%.

Annual or periodic recertification, testing or mandatory training requirements...award an additional 5%.

Note: By calculating the credentials bonus as a % of the job knowledge point award, the seasoned or "tested" license produces more points helping to mitigate compression issues.

Factor II- Responsibility 35%

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CONTROLS OVER THE WORK / ACCOUNTABILITY & ACCURACY	A	B	C	D	E	F
	Consequences of error produce little or no negative impact. Remedies are readily available within the context of the task being performed. Minimal loss of time to correct the error.	Errors normally result in loss of own time to correct or check. Quality of task completion impacted by need for accuracy related to repetitive tasks or operations.	Errors may result which affect one or more work group. Immediate Supervisors must remedy errors and generally assume full accountability. Impact may vary in severity.	Errors may result affecting multiple work units within a department or cause injury or operating problems difficult to correct. Financial/legal implications exist to some degree.	Errors may result affecting entire department(s). Consequences affect public image for an extended time period requiring considerable resources to correct. Financial/legal implications are serious.	Errors may result which affect the entire organization. Consequences severely affect organizational efficiency. Public image severely damaged. Impact demands executive action. Extensive Financial/legal implications
1. Clear, detailed and specific instructions given for both one-of-a-kind and repetitious tasks; work is closely controlled through the structured nature of the work, by circumstances in which it is performed, or through review of the supervisor.	**0.94** 0.98	1.16 **1.22** 1.28	1.51 **1.58** 1.66	1.96 **2.06** 2.16		
2. Continuing or individual assignments. Supervisor specifies limitations, quality and quantity of work expected, deadlines and priorities. There is some freedom allowed in selecting methods to be used. but are limited.	1.03 **1.08** 1.13	1.33 **1.40** 1.47	1.73 **1.82** 1.91	2.26 **2.37** 2.49	2.93 **3.08** 3.23	
3. The work is strictly controlled by practices and procedures which are covered by well defined policy; work is performed without direct supervision but is reviewed periodically by the supervisor.	1.18 **1.24** 1.30	1.53 **1.61** 1.69	2.00 **2.09** 2.20	2.59 **2.72** 2.86	3.37 **3.54** 3.72	
4. The work is subject to policies, practices, and procedures. Some freedom is allowed in the application of policy or procedure. The supervisor sets the overall objectives and identifies available resources. Employee in consultation with supervisor develops projects and deadlines.		1.76 **1.85** 1.95	2.29 **2.41** 2.53	2.98 **3.13** 3.29	3.88 **4.07** 4.28	5.04 **5.29** 5.56
5. Work is performed under managerial direction with the individual determining what, when, and how the work is done. Establishes unit or program goals & objectives			2.64 **2.77** 2.91	3.43 **3.60** 3.78	4.46 **4.68** 4.92	5.80 **6.09** 6.39
6. These jobs by their very nature and size, are broadly subject to general goals and objectives. Work is performed under broad guidance of policy makers. Much autonomy and freedom to act is essential to job effectiveness.				3.94 **4.14** 4.35	5.13 **5.38** 5.65	6.67 **7.00**

Additional points are awarded for budet & supervisory responsibility and public contacts as a percentage of the points awarded for responsibility:

SUPERVISION: I. Serves as leadworker of one unit, crew, or group.....5% II. Performs as first-line supervisor. Is responsible for quality and quantity. Schedules and assigns work.....10%. III. Supervises more than one group performing similar functions. Has general responsibility for project completion.......20%. IV. Supervises a small department. Determines priorities. Delegates through subordinate supervisors. Hires & Disciplines.....30%. V. Supervises a large department. Determines priorities. Delegates through subordinate supervisors. Hires & Disciplines.....40%.

PUBLIC CONTACTS: I. Minimal public contact, assistance requested requires referral to senior worker or supervisor....5% II. recurring routine contacts with the public or workers in other units requiring exchange of factual information or explanation.....10% III. Contacts with internal or external customers regarding routine administrative or technical matters.....15%. IV. Contacts with internal or external customers in developing and soliciting cooperative relationships.....20% V. Contacts with internal or external customers with significant impact on programs, projects or policies....25%. VI. Contacts with legislative, executive or judicial officials affecting the purpose of the organization...30%.

BUDGET: I. Secondary responsibility to implement and monitor the budget of a section or division.....5%. II. Primary responsibility to prepare and administer a budget .....10%. II. Primary responsibility to prepare and administer a large budget .....20%.

Factor III- Difficulty of Work 20%

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JUDGMENT & DECISIONS REQUIRED / COMPLEXITY & VARIETY OF WORK	A	B	C	D	E	F
	Little or no judgment or decisionmaking. Decisions limited to routine steps in perfroming well defined tasks or in determining the speed at which to perform.	Decisions are few and directly related to a well defined process. Requires some judgment in selecting variations in sequence of steps, operations or procedures.	Decisions are frequent but related to a well defined process. Judgment is required to select most suitable procedure from more than one process alternative.	Decisions are varied and based upon practice or policy. Employee required to make interpretative judgments when necessary to deviate from standard methods. Determines use of resources.	Decisions are varied based upon broad principles and guidelines. Judgment required to determine program direction and options for policy implementation.	Makes technical and complex decisions based upon research. Judgments must be made without existing guidelines. Creates policy affecting the entire organization.
1. The work consists of a few tasks or functions that are clear cut and directly related. Action to be taken or responses to be made are readily available. There is little variation in the work.	**0.54** 0.56	0.59 **0.62** 0.65				
2. The work consists of duties involving more than one sequence of steps. Variations in the work stem from differences in the source of information, kinds of transactions, entries or other factual situations.	0.66 **0.70** 0.73	0.76 **0.80** 0.84	0.88 **0.92** 0.97			
3. The Work consists of various duties involving different processes and methods. Choices to be considered differ with the subject, phase, or issues involving each assignment.	0.86 **0.91** 0.95	0.99 **1.04** 1.09	1.14 **1.20** 1.26	1.31 **1.38** 1.45		
4. Aspects of the work involve conditions and elements that must be identified and analyzed to discern interrelationships and deviations from standards in a specialty field or discipline. Tasks require development of goals and objectives based upon existing interpretation of established policies, rules and guidelines.		1.29 **1.35** 1.42	1.48 **1.56** 1.63	1.70 **1.79** 1.88	1.96 **2.06** 2.16	2.25 **2.37** 2.49
5. The work consists of independent assignments with varying duties which comprise a primary level of responsibility. Factors to be considered involve the assessment of unusual circumstances, variations in approach, incomplete or conflicting data, and incompatible results. The work requires the development and implementation of program options.		1.68 **1.76** 1.85	1.93 **2.02** 2.12	2.22 **2.33** 2.44	2.55 **2.68** 2.81	2.93 **3.08** 3.23
6. The work consists of a variety of duties involving a broad range of activities or depth of analysis to develop and implement organization-wide goals and policies.				2.88 **3.02** 3.18	3.31 **3.48** 3.65	3.81 **4.00**

Award additional points for stress as a percentage of points awarded for difficulty of work: This sub-factor attempts to recognizes the degree of mental or emotional fatigue or stress inherent to the job and sustained through concentration, work pressures or critical incidents (CIS syndrome). Consider the cycle, duration, and intensity sustained. Consider the need to deal with the public over controversial issues, the responsibility for problem resolution and the need to meet time deadlines:

SOME- 5% MODERATE- 10% CONSIDERABLE- 15% MULTI-FUNCTION- 20% CRITICAL INCIDENT- 25%

Factor IV- Work Environment 10%

Centerville

PHYSICAL EFFORT / WORKING CONDITIONS	A	B	C	D
	Effort is minimal and is exerted only for short, intermitted periods. Effort involves light lifting of tools,objects, and working materials. May involve light pushing, pulling, reaching, bending. Requires normal hearing and visual acuity. Normally performs in seated position. Occasional standing for short durations.	Effort is exerted occasionally for short periods of time. Strain periodic but not prolonged. Moderate lifting, pushing, pulling, bending. More than normal visual and hearing acuity for precision work. Normally performs in abnormal sitting or standing positions. Moderate Manual dexterity required.	Effort is exerted regularly for sustained periods of time. Strain may be for frequent or moderate duration. Moderately heavy lifting, pushing, pulling. Considerable crouching, stooping or lying in prone position, Some strain on sight and hearing. Performs in abnormal positions. High Manual dexterity required.	Effort is prolonged and frequent. Strain may be extended in duration. Effort involves heavy lifting (90 lbs), pushing, pulling with excessive crouching, stooping or lying in prone position. Could involve intense strain on sight and hearing. High manual dexterity be required.
1. No observable hazards or threat to health or safety. Adequate working conditions with at least minimum environmental conditions to assure the comfort of most workers.	**0.60** 0.63	0.66 **0.69** 0.72	0.75 **0.79** 0.83	0.87 **0.91** 0.96
2. Minimum hazardous working conditions. Minor threat to health and/or safety. Generally adequate working conditions with minimum environmental conditions to assure comfort. Traveling in an automobile may be a regular part of the job.	0.74 **0.78** 0.82	0.85 **0.89** 0.94	0.98 **1.03** 1.08	1.13 **1.18** 1.24
3. Occasional exposure to hazardous work conditions (noise, fumes, heights, slippery, vibrations, moving parts, disease etc.). Moderate exposure to dust, grease, temperature changes, noise, inadequate lighting, inclement weather, etc. Periodic conditions which involve chance of injury.	0.96 **1.01** 1.06	1.11 **1.16** 1.22	1.27 **1.34** 1.40	1.47 **1.54** 1.62
4. Daily exposure to hazardous work conditions. Prolonged and frequent exposure to dust, grease, extreme temperature, or severe outdoor weather conditions. Recurring conditions which involve chance of injury.	1.25 **1.32** 1.38	1.44 **1.51** 1.59	1.66 **1.74** 1.83	1.90 **2.00**

Hazard Uncertainty

I- For positions having tasks that place employees in historically uncertain and emergency life threatening situations (i.e., Fire, Police) add 100% to the base points awarded above for work environment.

II- For positions having tasks that place employees in historically dangerous situations with chance of sever injury or fatality due to performance errors (i.e., Power) add 75% to the base points awarded above for work environment.

III- For positions which require the operation of maintenance or service equipment on city/county roadways, add 50%.

IV- For positions exposing worker to known environmental hazards or threats, but are mitigated through common practice or policy, add 25%.

V- .For positions requiring regular and frequent travel, whether local or regional, primarily by automobile, add 10%.