ORANGE WATER AND SEWER AUTHORITY

A public, non-profit agency providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community.

MEMORANDUM

TO: **Human Resources Committee**
Gordon Merklein, Chair
Stephen Dear
Michael Hughes
Dana Stidham
John Young
Alan Rimer, (ex-officio)

THROUGH: Ed Kerwin

FROM: Stephanie S. Glasgow

DATE: October 5, 2012

SUBJECT: **Human Resources (HR) Committee Meeting on Wednesday, October 10, 2012, 12:00 PM, OWASA Boardroom**

The topic for discussion is the Draft Final Report on Employee Classification and Compensation prepared by the Waters Consulting Group, Inc. (WCG). Ruth Ann Eledge, Vice President and Senior Consultant will present the key findings and recommendations from their work (Attachment 1, Appendices A-C).

Committee Action Requested:

1. Staff seeks the Committee's support in recommending that the Board of Directors approve WCG's recommended new Schedule of Employee Classification and Authorized Compensation (Attachment 3, pages 74-76). Staff proposes that this recommendation be presented to the Board at their October 25, 2012 meeting (for possible approval at the Board's November 8, 2012 meeting). The cost to implement the pay structure is approximately $68,000 to bring about 28 employees to the minimum salary of the new pay structure.

2. Staff seeks the Committee's support in recommending to the Board of Directors approval of one part-time position maximum pay outside WCG's proposed pay range for the position. Justification for this recommendation provided in Attachment 2, pages 72-73.

3. Staff seeks the Committee's support in recommending that the Board of Directors approve WCG's recommended Pay Administration Guideline (Attachment 1, pages 20-32). Staff proposes that this recommendation be presented to the Board at their October 25, 2012 meeting (for possible approval at the Board's November 8, 2012 meeting).

4. Staff seeks the Committee's support for WCG's recommendation that employees receive an average merit pay increase of 2.5 percent with a proposed effective date of November 5, 2012. Staff proposes that this recommendation be presented to the Board at their October 25, 2012 meeting (for possible approval at the Board's November 8, 2012 meeting). The total to implement the pay increase is approximately $154,000 which is in the approved budget.

5. Staff seeks the Committee's support in recommending that the Board of Directors authorize staff to further evaluate (to include feedback from employees) WCG's recommendations that:

    a) Service (longevity) pay be eliminated since it is not a performance/merit based compensation strategy and that employees receive a one-time salary adjustment based on their years of service.
    b) Consider reducing the benefit and/or having a greater cost of sharing for retiree benefits applicable to new hires.
    c) Further evaluate 457 retirement benefits for competitiveness.

    Once staff has completed its evaluation of these recommendations, it will be presented for review by the HR Committee prior to presentation to the Board of Directors.

We look forward to presenting this information and receiving the Committee's feedback on this very important matter.

Thank you,

Stephanie S. Glasgow, MESH, PHR
Human Resources and Safety Manager

Attachments:

#1 – Draft Final Report
Appendix A – Grade Comparison
Appendix B – Position Description Questionnaire and Job Evaluation Manual
Appendix C – Performance Manual, Employee Self-Assessment and Performance Evaluation
#2 – Memorandum from Stephen Winters, Director of Finance and Customer Service
#3 – Employee Classifications and Authorized Compensation

c: Ruth Ann Eledge, Waters Consulting Group, Inc.
Board of Directors
Ed Kerwin
John Greene
Mason Crum
Stephen Winters
Dan Przybyl

Draft Final Report

Employee Classification

and Compensation Study

October 10, 2012

Presented by:

THE WATERS CONSULTING GROUP, INC.

OWASA

ORANGE WATER AND SEWER AUTHORITY

A public, non-profit agency providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community.

PURPOSE

BACKGROUND

The Waters Consulting Group, Inc. (WCG) was retained by Orange Water and Sewer Authority (OWASA) to perform a comprehensive market review to update its current compensation program. By conducting this study, OWASA has made a commitment to maintain a market-based compensation program for its employees by updating its current system. This report presents the findings and recommendations of our research and analysis.

The report is organized into five sections as follows:

- Section I Purpose
- Section II Project Methodology
- Section III Implementation Plan and Recommendations
- Section IV Pay Administration Guidelines
- Section V Supporting Appendices

PROJECT ELEMENTS

An organization's compensation plan is one of the most important elements of its human resources program. The compensation plan supports virtually every other component of the human resources function including recruitment and retention, training, workforce planning and resource allocation, and performance management.

The compensation plan ensures the ability to:

- Attract and retain qualified, high-performing talent for all positions;
- Compete with other employers for high-performing employees;

- Effectively and efficiently manage financial resources; and

- Define compensation opportunities for positions which accurately reflect differences and similarities in levels of responsibility and accountability within the organization.

By choosing to review its current practices, Orange Water and Sewer Authority has made a commitment to update its classification and compensation programs. Based on the identified needs of OWASA, this multi-phase project was structured to achieve the following objectives:

- Ensure that its compensation program is internally equitable and externally competitive for all positions covered by the scope of the project;

- Re-evaluate compensation opportunities for positions which accurately reflect differences and similarities in levels of responsibility and accountability within OWASA;

- Collect market data and conduct a review of pay and benefits;

- Build market-based salary structures that balance and support internal fairness;

- Create a new employee performance evaluation system that rewards higher levels of performance; and

- Review and modify its current pay administration guidelines for continued program maintenance.

The resulting tangible products are:

1. A salary structure that improves internal equity and external competitiveness;

2. An updated ongoing system for evaluating changes in position responsibility for employees;

3. A revised process to collect data on position classifications, providing information to meet FLSA, ADA, and other local, state, and federal requirements;

4. A new Performance Evaluation System focused on achievement of goals and objectives and rewarding high-performance;

5. A review of applicable policies and procedures and the development of guidelines to provide for implementation, ongoing administration and maintenance; and

6. Assistance and support in implementing changes for the updated program.

PROJECT METHODOLOGY

OVERVIEW

System development and implementation for this study was comprehensive in scope and encompassed the following phases:

1. ***Management and Employee Communications***
2. ***Position Analysis***
3. ***Job Evaluation***
4. ***Salary and Benefits Data Collection***
5. ***Salary Structure Design and Development***
6. ***Performance Evaluation System Development***
7. ***Administration Guidelines***

A synopsis of each phase and supporting documentation is provided.

WCG appreciates the valuable direction and guidance of OWASA's leadership. We also want to thank all OWASA employees for their participation in employee meetings, completion of Position Description Questionnaires and other employee feedback. The success of the project hinged on the partnership developed between OWASA and The Waters Consulting Group staff.

MANAGEMENT AND EMPLOYEE COMMUNICATIONS

Communication at all levels was designed to explain the project scope, collection of information from employees, supervisors, and departmental managers, the philosophy behind the new system and to obtain commitment and support from those who were working on the project. The following communication sessions were held during the project:

1. A Project Planning meeting with the Human Resources and Safety Manager, Department Directors and the Executive Director to outline the project phases and timelines, review materials to be used in the project, and create a project calendar;
2. Periodic briefings for Department Directors and Executive Director;
3. Ongoing dialogue and feedback with the Human Resources and Safety Manager and the Department Directors and Executive Director;
4. Targeted email and voicemail communications with all employees.

Employee Orientation Sessions

In the early stages of the project, presentations were made to employees to explain the program objectives, the scope of the project, the role of each employee in the gathering of data, and to provide a general overview of how a sound pay system is designed and implemented. Questions regarding the pay system were addressed to aid understanding. Additional instructions were given to supervisors on how to assist and support employees in their completion of the questionnaire and how to complete a Job Evaluation Manual on each position within their department.

Management Briefings

An in-depth briefing was provided to Department Directors. Directors were also asked to complete a questionnaire to help identify compensation issues within their department as part of the overall feedback from Directors. The Human Resources and Safety Manager was frequently provided with updates on the project, systems being recommended for implementation, and key results of the study. On-going communication allowed WCG to be responsive to OWASA's intentions for its updated compensation program.

Direct and Open Communication with WCG

A toll free number and voicemail were established along with a dedicated email account to field questions and concerns from all employees during the project. As of the date of writing of this report, no contacts through either source have been initiated by employees.

The process of defining and evaluating culture and the current pay system provided an understanding of OWASA's critical needs. Communication throughout the project has served to enhance the formulation of pay strategies during this project to meet identified needs.

JOB ANALYSIS

A Position Description Questionnaire was completed by employees and reviewed by supervisors and department directors to provide comprehensive information on each position. A copy of the questionnaire is included in Appendix B. Each department also completed a Job Evaluation Manual (in Appendix B) on every job title within their respective department.

Our collective objective during the position analysis phase of the project was to analyze each questionnaire, identify the essential functions of each classification, and consider eliminating or combining current classifications to more accurately support OWASA's work environment. In addition to the questionnaires, other collected data through discussions with management was analyzed and compared with the data provided in the Position Description Questionnaire. Recommendations for changes to classifications were made based on feedback from the Human Resources and Safety Manager, Department Directors individually and as group functioning as the Job Evaluation Team, and consultants from the Waters Consulting Group.

Reviews during the job analysis phase were limited to functions required by the positions. By not speculating on where classifications might fall in the new pay structure, the focus was placed on current job functions. When questions arose regarding position duties, responsibilities, or scope of work, questionnaires and manuals were used to clarify issues. Fair Labor Standards (FLSA) exemption eligibility was reviewed for positions. The questionnaires and manuals were used to

review each position's current FLSA designation. When additional clarification was needed, the Department Director was contacted. WCG's findings that required changes in designation have been provided under separate cover to the Human Resources and Safety Manager.

JOB EVALUATION

In order to re-evaluate the internal worth of all positions within Orange Water and Sewer Authority, each position was evaluated utilizing a point factor job evaluation methodology. A point factor system measures positions in terms of the degree to which several specifically designed compensable factors are present in a given position. Compensable factors are paid-for, measurable qualities, features, requirements, or constructs that are common to different kinds of jobs. Each factor has defined levels and the levels provide a scale for rating each factor, and make it possible to develop an orderly approach for measuring each job relative to every other job. Factors were recommended by WCG's consultant and were weighted based feedback from the Job Evaluation Team. The following list details the factors and the associated weight for each factor:

Compensable Factors	**Weight**
Formal Education	12%
Experience	12%
Management and Supervision	14%
Human Collaboration Skills	15%
Freedom to Act	15%
Technical Skill	14%
Working Conditions	8%
Fiscal Responsibility	10%
Total	100%

During this phase, WCG initially evaluated all positions. A Job Evaluation Team consisting of the Human Resources and Safety Manager, Department Directors and the Executive Director was used

in the job evaluation process. The purpose of the team was to assist in reviewing the evaluations of all non-Director positions to establish their relative value within OWASA.

The Team conducted an extensive review of the job evaluation process and appropriate adjustments were made during this review. The result is the placement of each position in a hierarchy reflecting their relative worth to one another. Based on this hierarchy, positions were then assigned to pay grades within the pay plan.

DATA COLLECTION AND MARKET REVIEW

If the salary structure is to meet Orange Water and Sewer Authority's needs and be affordable, yet attract and retain certain types of talent, it is necessary to define the "competitive market" (the benchmark organizations) and to define the positions (benchmark positions) for which valid salary data can be collected.

Selection of Benchmark Organizations

The goal in selecting employers is to include organizations or agencies that define OWASA's labor market. A labor market is generally that group of employers with which OWASA most likely competes for qualified employees or who has comparable positions. Three important criteria should be used in identifying the benchmark organizations:

- Geographic Proximity – The geographic proximity of potential survey employers should also be considered in identifying an organization's labor market. This factor is particularly important because it identifies those employers that directly compete with OWASA to recruit and retain personnel. Furthermore, by selecting employers within reasonably close geographic proximity, the resulting labor market is most likely to be reflective of the region's cost of living, growth rate, and other demographic characteristics.

- Nature of Services Provided – The type and scope of services provided may also be used to set an organization's labor market. Logically, employers who provide similar products

and services are more likely to compete with one another for talent and are most likely to have comparable positions and similar organizational structures.

- Employer Size and Complexity – As a rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, organizations of a size and complexity similar to that of OWASA are more likely to have a departmental structure and an organization of positions similar to OWASA than are organizations significantly smaller or larger in size.

WCG's lead consultant worked with the Human Resources and Safety Manager, the Executive Director, and the Department Directors to establish the benchmark organizations. The selection of survey participants must satisfy employees, management, and the organization to demonstrate that the findings are credible. The following sources were confirmed as benchmark organizations to collect data from:

Market Survey Benchmark Organizations

- Cape Fear Public Utility
- City of Asheville, NC
- City of Charlotte, NC
- City of Seattle/SPU
- Greenville Utilities Commission
- Hampton Roads Sanitary District
- Orange County, NC
- Town of Carrboro, NC
- Town of Cary, NC
- Town of Chapel Hill, NC
- Washington Suburban Sanitary Commission

The survey data for the benchmark organizations was collected through a custom survey. Data for private sector matches was also utilized from ERI Salary Assessor published by Economic Research Institute and from 2011 General Industry Information Technology Personnel Compensation Survey - U.S. published by Towers-Watson.

Selection of Benchmark Positions

Benchmark positions represent a sample of all positions found in an organization. Positions identified as benchmarks are used as reference points for pricing non-surveyed positions. Job summaries for each job title were written and included in the survey document. Each responding organization was asked to match positions based on job summary rather than job title. Matches and data provided by benchmark organizations were reviewed to ensure appropriate matching and additional data, including job descriptions and organizational charts, were reviewed when questions arose regarding matches.

In order to collect as much data as possible on all OWASA positions, each classification was included in the customized survey. As a result, sufficient data was collected on forty-three of OWASA's classifications for utilization in the market analysis. Salary data was collected and aged to be effective January 1, 2013. OWASA's jobs and pay ranges were then compared to salary survey information from the identified markets.

Current Pay Structure Comparison to Market

In order to determine the current relative position of OWASA's pay structures, survey data for each benchmark job was compared to the midpoint of its current range. Data collected indicated that, on average, the midpoints within the current pay structure are 7% below market averages.

Benefits Review

As part of the comprehensive market survey, benefits offerings questions were included in the survey document.

The Benefits Survey included the following areas for review:

- Leave including holidays, vacation, sick, sick leave accumulation and payout, and other paid leave
- Health, dental, and prescription benefits

- Medical insurance coverage and costs
- Short and long-term disability benefits
- Life insurance benefits
- Retirement, savings, and deferred compensation benefits
- Other benefits such as longevity (service pay), educational assistance, health and wellness incentives, flexible spending accounts, and employee assistance programs.

The scope and coverage of OWASA's benefits offerings generally meets or exceeds the benchmark organizations. While there is a range of offerings by benchmark organizations for each of these benefits, OWASA has:

- Annual leave and sick leave offerings similar to benchmark organizations;
- Both maternity and paternity leave, a policy in place at only three other benchmark organizations;
- Competitive health benefits offerings for full-time employees, but does not cover part-time employees. All other benchmark organizations, with the exception of the Town of Carrboro, offer health benefits to part-time employees;
- Very competitive premiums for its medical insurance. Employees pay no premium for their employee only medical coverage at OWASA, similar to only two other benchmark organizations. Premiums for family, child, and spouse coverage are paid at a higher percent (50%) by OWASA employees;
- Prescription drug coverage as well as dental and vision coverage that is competitive with benchmark organizations. OWASA employees pay no premium for their individual dental coverage, which is like four other benchmark organizations. Premiums for family, child, and spouse coverage are paid at a higher percent (50%) by OWASA employees;
- Health benefits offered to retirees, as do all other benchmark organizations, and provides a subsidy in the premium for retirees that is the same or higher than other responses. Unlike other benchmark organizations, OWASA does not offer retiree dependent coverage;

- No offering for short-term disability insurance to its employees. The majority of benchmark organizations do provide short-term disability. Long-term disability coverage is similar to the other benchmark organizations;
- Competitive life insurance coverage. OWASA also provides life insurance coverage to retirees. Three other organizations have some life insurance offering to retirees.
- Similar retirement and deferred compensations offerings as its benchmark organizations;
- Longevity (service) pay for its employees while five of the eight benchmark organizations do not;
- Monetary incentives for referring quality employees and for attendance. Only one benchmark organizations has these benefits;
- Incentives for the creation of efficient inventions or processes and for significant employee achievements. Only one other organization provides these incentives;
- Wellness and educational incentives that are higher than benchmark organizations;
- Spot bonuses up to $200, while other benchmarks offer a variety of other benefits such as long-term care, retirement health savings accounts, and IRAs.

Based on the information gathered and in consideration of OWASA's goal to be an Employer of Choice, WCG believes OWASA's benefits are generally competitive and should be sustained. However, WCG recommends the following areas for additional review:

- OWASA's longevity (service) pay benefit is not a performance/merit based compensation benefit. Therefore, elimination of longevity pay is recommended. Should OWASA decide to eliminate this benefit, WCG recommends that OWASA consider providing employees a one-time salary performance/merit increase in proportion to their years of service as compensation for this change. Additionally, providing this one-time salary increased based on years of OWASA service will help address the issue of pay compression between newer employees and more experienced employees.

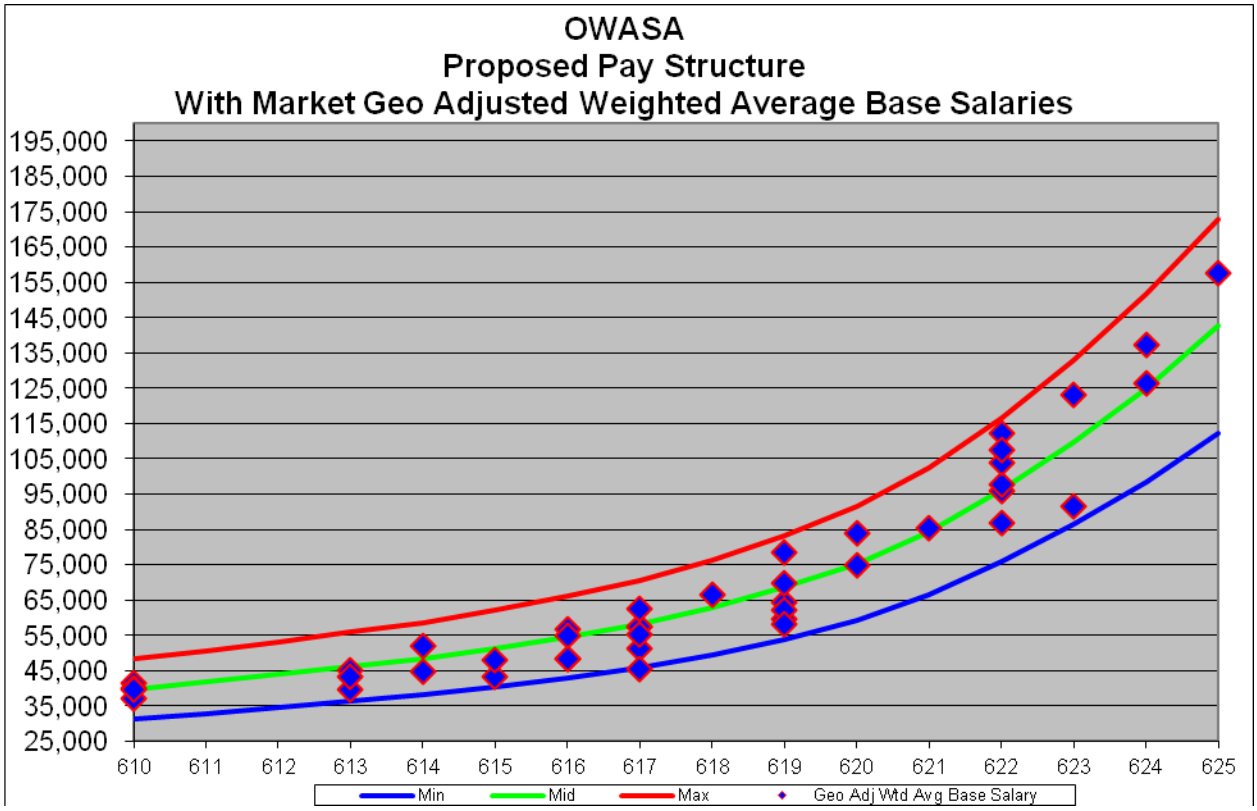
- To minimize future costs, OWASA may consider more cost sharing and adjusting the level of coverage for retiree benefits.
- OWASA should continue to provide various incentives that reward employees for desired behaviors and accomplishments.
- OWASA does not provide medical insurance to part-time employees. If OWASA increases its utilization of part-time employees, it may want to consider providing medical benefits to them.

SALARY STRUCTURE DEVELOPMENT

The salary structures define the pay opportunities for jobs in the organization. The following design issues were taken into account as the structures were developed:

1. The width of the pay grade ranges.
2. The midpoint progression from one grade to the next.
3. The overlap of one grade with adjacent grades.
4. Management philosophy and organizational financial resources.

The pay structures were developed by first placing jobs in grades based on the ranking or hierarchy created by the point factor job evaluation and then plotting market data based on grade placement. A midpoint or pay line was then drawn through the data that blended the market data to establish smooth progression between grades within the pay structure. The proposed salary structure is included in Appendix A. The proposed structure was designed to achieve a competitive level of 100% of the market average using the market data collected from private sector data as well as public sector sources from OWASA's benchmark organizations. Weighted average salaries that have been geographically adjusted to reflect regional differences in cost of labor were used to establish the pay structures and recommended range midpoints while average market range spreads were used to create the range minimums and maximums. The following graph illustrates the development of the proposed pay structure.



The graph above shows how the pay structure was developed using market data, depicted in blue diamonds, and the proposed pay range minimum as the blue line, the proposed midpoint as the green line, and the proposed maximum as the red line. The midpoint line has been drawn through the market data to establish a relationship between the market data and the midpoint line of l00% of the market average salaries.

PAY ADMINISTRATION GUIDELINES

Based on OWASA's goals and industry best-practices, WCG recommends Pay Administration Guidelines be implemented to enable the organization to properly sustain its employee classification and compensation program. The guidelines encompass the following areas:

- Management pay philosophy;
- Compensation program objectives;

- Pay structure maintenance;
- Guidelines for salary increases; and
- Policy with regard to promotions, adjustments, and starting salaries.

The Pay Administration Guidelines provided in Section IV are included as part of this Report.

Employee Performance Evaluation System

OWASA currently has a system that has not achieved the desired level of effectiveness in identifying and rewarding high performing employees, and in establishing goals and objectives for all employees. After a review of best practices and other effective approaches to performance management, a new system has been developed that will improve OWASA's ability to evaluate and recognize employee performance. This updated system utilizes a performance evaluation manual and process that provides employee input and reviews not only what the employee accomplishes, but how the employee performs the work. The performance review evaluates the achievement of goals and objectives as well as desired competencies and behaviors. Copies of the performance manual, employee self-assessment, and performance evaluation procedures are included in Appendix C and administration of the system is also discussed in the Pay Administration Guidelines.

IMPLEMENTATION PLAN AND RECOMMENDATIONS FOR ADMINISTRATIVE GUIDELINES

INTRODUCTION

The following guidelines are provided for Orange Water and Sewer Authority's consideration in implementing the approved changes to its compensation plan. In determining the exact course of action, consideration should be given to OWASA's philosophy, internal environment, and OWASA's fiscal resources. It is also critical to blend in the philosophy and input of the governing body of OWASA in order to build a viable, sustainable program. These guidelines were developed utilizing generally accepted compensation practices.

SALARY STRUCTURE DESIGN

In developing a pay plan that aligns with the needs of OWASA, several considerations should be addressed including the overall objectives and priorities of the compensation program, characteristics of the current workforce, OWASA's target competitive position, the supply and demand of labor, the administrative capabilities of OWASA for maintaining the program, financial resources, and the role of performance in the salary determination process. In response to OWASA's objective of building a compensation program that is internally equitable, externally competitive, affordable, easy to understand and administer, and aligned with OWASA's human resources strategies, the following blueprint was used to create the recommended salary structure:

- One pay structure has been recommended for implementation.
- Open ranges have been maintained in the pay schedule.

- Spreads (minimum to maximum rates of pay) in pay grades have been increased from 47% to approximately 54% in width.
- The enclosed pay plan is based on positioning OWASA's pay structure at approximately 100% of the average market data collected from the identified benchmark organizations.

SUMMARY OF RECOMMENDATIONS FOR IMPLEMENTATION

Implementation of the compensation program requires specific procedures for the placement of employees into the proposed salary structure. The approach selected must ensure all employees are treated fairly during transition and that recommended salaries are determined in a consistent and fair manner. Moreover, the implementation plan selected must be consistent with the organization's ability to fund the program. WCG recommends OWASA take the following actions as soon as possible:

1) Board of Directors adoption of the new employee classification and pay ranges as found in Appendix A. Effective with implementation of the pay structure, all employees should be placed in their proposed pay schedule in the designated pay grade for their position as identified in the study results. Provide pay increases to the minimum of their proposed range for all employees whose salary falls below the entry of the pay grade designated for his/her job.

2) Board of Directors approval of a 2.5% merit pay increase for employees during Fiscal Year 2013.

3) Board of Directors approval of proposed Pay Administrative Guidelines.

4) Implementation of new job descriptions (Board action not required).

5) Change Fair Labor Standards Act designation for certain positions (Board action not required).

6) Implementation of new Employee Performance Evaluation System (Board action not required).

WCG makes these additional recommendations which should be carefully evaluated by OWASA's leadership team and Board of Directors to determine the appropriate course of action. It may be desirable to seek employee feedback prior in making a final determination:

1) Eliminate service pay since it is not a performance/merit based compensation strategy. WCG recommends that OWASA consider providing employees a one-time salary performance/merit increase in proportion to their years of service as compensation for this change. Additionally, providing this one-time salary increase based on years of OWASA service will help address the issue of pay compression between newer employees and more experienced employees.

2) Consider reducing the benefit and/or having a greater cost sharing for retiree benefits. WCG recommends that this change apply only to employees hired after July 1, 2013.

3) Continue to provide various incentives that reward employees for exceptional performance and accomplishments.

PAY ADMINISTRATION GUIDELINES

BASIC PHILOSOPHY AND OBJECTIVES

Philosophy

Orange Water and Sewer Authority's (OWASA) compensation philosophy is to establish and administer an equitable program that provides consistent treatment for all employees. Position responsibility and market information are the key considerations in determining employee salaries. WCG recognizes that OWASA is dedicated to providing an atmosphere that demonstrates a commitment to service, excellence, and customer satisfaction. WCG's objective during this project has been to recommend a compensation strategy that constitutes a good "fit" to OWASA's management philosophy.

The purpose of OWASA's compensation program is to attract, retain, and motivate employees by offering pay opportunities commensurate with their position's internal and external value.

Objectives

The objectives of the compensation program are:

- To clearly define the essential functions of each position through written job descriptions;
- To reinforce employee perception of fair compensation between classifications and with comparable classifications outside the organization;
- To establish a program that is understandable to employees, fiscally sound and cost effective, and easily administered and maintained;

- To establish a pay grade for each job classification that is based on a systematic blending of the position's internal worth to the organization and its external value in the market; and

- To provide a methodology that allows OWASA to determine market-based adjustments consistent with OWASA's ability to pay.

- To link employee pay progression to performance.

COMPENSATION PHILOSOPHY

OWASA's compensation program design is based on the following values:

1. **Competition**

   OWASA will provide total compensation opportunities that are competitive with its competitors.

2. **Pay Grades and Structures**

   Each job classification in OWASA will be assigned to the proposed pay structure that will have a pay grade defined by minimum and maximum dollar limits. The pay grade defines the pay opportunities for the job. Merit increases based on performance allows the employee to move through the salary range over a period of years.

   Pay structures should be reviewed every two years, depending on the volatility of the market, and revised to reflect OWASA's changing competitive position, economic conditions, and compensation objectives.

3. **Job Descriptions**

   Each position title in OWASA will have a written description. Descriptions should be reviewed once every two years or each time a position is filled.

4. **Job Evaluation**

Each position will be placed in the pay structure at a grade level and accompanying salary range utilizing a point factor evaluation methodology. The Human Resources and Safety Manager is responsible for position evaluation and placement in the appropriate pay grade. A Job Evaluation Team comprised of the Human Resources and Safety Manager, Department Directors and the Executive Director should continue to review and evaluate recommendations for new positions and the reclassification of current positions.

5. Administration

The Human Resources and Safety Manager will manage and administer the pay program. In this capacity he/she is responsible for:

A. Recommending changes in the basic philosophy and objectives of the compensation policy, which ensure compliance with all relevant laws and regulations;
B. Updating job descriptions to ensure they are current and accurate;
C. Managing the Performance Management System and resulting pay changes;
D. Conducting salary surveys, analyzing data and making recommendations for market adjustments and pay structure adjustments; and
E. Coordinating the implementation and periodic review of the Salary Administration Guidelines.

JOB DESCRIPTIONS

A job description is a written document that describes the essential functions of a position, focusing on the general purpose and the principal duties and responsibilities of the position. Every position in OWASA should have a written job description. The job description is intended to describe the major functions of the position, not to provide a complete listing of all possible tasks and responsibilities. The main purposes of the job description are:

- To serve as a means of communication between the supervisor and the employee to clarify the responsibilities and expectations of the position;
- To serve as the basis for position evaluation;

- To assist in the Authority's succession planning efforts by identifying career progression and opportunities for upward mobility;
- To provide documentation for validating salary survey matches;
- To serve as a basis for the performance appraisal process; and
- To identify qualifications for purposes of recruitment, selection and training.

The Human Resources Department is responsible for maintaining all job descriptions.

JOB EVALUATION

Job evaluation is a process of determining the relative worth of all positions in OWASA. Each position in OWASA has been evaluated utilizing a customized point factor job evaluation system. A Job Evaluation Team comprised of the Human Resources and Safety Manager, Department Directors and the Executive Director has been established and trained to oversee and conduct the job evaluation process. Recognizing that the requirements, responsibilities and expectations of positions periodically change, re-evaluation may be required. OWASA should continue to employ this system for future position evaluation activity.

Reclassifications/New Positions

As new positions are approved, or if a request for reclassification of an existing position is made, the Job Evaluation Team will convene to prepare evaluation recommendations. Evaluation requests must be submitted in writing and include a rationale for modifying a current or creating a new position. (Note: This process is not meant to replace requests for new personnel as normally submitted during the budget process. It is assumed that the addition of the position has been approved prior to evaluating the position.) Any request to reevaluate a position should follow the appropriate chain of command. All requests should be sent to the Human Resources and Safety Manager for review and recommendation

The evaluation will be based on the factors and levels defined in the applicable Job Evaluation System. Once all factors have been considered, a grade will be assigned using the Job Evaluation Point System. The Human Resources and Safety Manager will maintain a copy of the Job

Evaluation Team's recommendations. The Board of Directors must approve all changes or modifications to Pay Grades. The Human Resources and Safety manager will maintain the Job Evaluation Summary showing all approved positions and grades.

After the plan is implemented, reclassifications should not be necessary for at least a one year period. Only department directors may request the evaluation of any position more than once in any twelve-month period.

Requests for Review

When an employee disagrees with the placement of their position in the pay structure, the following details the procedure for a review of an assigned position:

1) Through the appropriate chain of command, the employee, supervisor or manager submits a written request to the Department Director. This written request should contain a documented rationale for the proposed change. The request should also have attached to it a new Position Description Questionnaire that has been completed to reflect the changes in duties or responsibilities since the time of the original questionnaire that was used to complete the initial evaluation of the position. A Position Description Questionnaire should also be completed for new positions. If the Department Director does not approve the reclassification, it is their responsibility to explain to the employee the reasons why their request will not move forward.

2) Upon approval of the Department Director, the request is submitted to the Human Resources and Safety Manager, accompanied by a written recommendation from the Department Director.

3) If the request is to change the evaluation of an existing position, to reclassify a position to another existing position, or to create a new position, the Human Resources and Safety Manager will submit the information to the Job Evaluation Team for review.

4) The Job Evaluation Team will use the evaluation manual to compare the proposed factors of the job to the factors of comparable jobs. The Team will make a recommendation to retain the current evaluation, create a new evaluation score, or create a new position.

5) The Human Resources and Safety Manager will recalculate any new evaluation scores using the Job Evaluation Point System spreadsheet. If the resulting score does not change the pay grade determined by total points, the employee will be informed of the decision. If the new score changes the pay grade determined by total points, the Human Resources and Safety Manager will implement the Team's recommendation and calculated pay grade after review and approval. It is the responsibility of the Human Resources and Safety Manager to maintain and administer the Evaluation Process.

If an employee wishes to appeal the decision of the Job Evaluation Team, the following process should be followed.

Step I

A written request should be submitted to the Human Resources and Safety Manager. A formal meeting with the employee, Department Director, and the Human Resources and Safety Manager will be held not later than ten work days from the date the complaint was received. A written response will be furnished to the employee not later than five work days following this meeting. Should the response to the complaint not be satisfactory to the employee, he/she may appeal the complaint to the next (Step II) level.

Step II

The employee must submit a written appeal to the Executive Director not later than five work days from the date the Step I response was received. The Executive Director will meet with the employee and appropriate management personnel within ten work days following receipt of the complaint. The Executive Director will then provide his/her written response not later than ten work days following this Step II meeting. The decision of the Executive Director is final and is not subject to appeal under the OWASA Grievance Procedures. Reasonable extensions of time limits are acceptable when agreed to by all parties.

MAINTENANCE OF THE PAY SYSTEM AND STRUCTURES

During the normal budget process, the Human Resources and Safety Manager is responsible for developing recommendations regarding structure adjustments. As these recommendations reflect the compensation policy of OWASA, the final budget allocations will rest with OWASA Board of Directors, and should be made in the context of the total financial outlook for OWASA.

When determining the adjustments to make, OWASA will need to consider the impact of these adjustments on the salary structure and individual salaries. WCG has recommended and OWASA has adopted a market-competitive position for implementation in 2012 of approximately 100% of the designated market's average. This approach to establishing market competitiveness will provide OWASA will the ability to attract and maintain a competent, high performing workforce while still recognizing its responsibility as stewards of ratepayer dollars. OWASA will need to allocate the required amounts in upcoming budget years to maintain or improve its market position in anticipation of market movements. Changes to the definition of OWASA's targeted competitive position will affect how much of the budget must be allocated to maintain a specific competitive position. The structure, if maintained, will keep the market position at 100% of the market average (actual average salaries of the survey cities/organizations compared to the mid-point of OWASA's salary ranges), providing the ability to maintain a competitive workforce.

Market Movement

The market is dynamic. Therefore, once the pay structure has been developed using market data, OWASA should allocate funds sufficient to maintain the same relationship to the market as it changes. Salary surveys should be conducted on a regular schedule to assess market changes. Guidelines for conducting salary surveys are defined in the next section "Salary Survey Data Collection and Analysis." The percentage allocated for future adjustments to the pay structure will be based on movement of salaries in the market. For example, if salaries have increased on average by two percent (i.e., Cost of Labor equals two percent), the salary structure would need to be adjusted upward by two percent, to maintain OWASA's position relative to the market. This would

be accomplished by moving the entire structure by two percent. If the pay structure moves, all employees' salaries in the structure should move a minimum of the same amount to avoid compression. Every five to seven years, a full market review (similar to this project) should be conducted.

Financial Status

One of the functions of the budget process is to consider the competing priorities for limited fiscal resources. Once these factors are evaluated, it may be determined that OWASA's current financial status cannot support the total cost. Conversely, in a positive financial condition, OWASA may consider increasing the percentage allocated for the above factors. Clearly, OWASA's financial condition will affect both structure adjustments and individual salaries.

Other Policy Considerations

It is recommended employees be paid no less than the minimum of the pay grades established for their position. It is also recommended that increases do not allow employees' salaries to exceed the maximum of the pay range for their position. Employee pay should always be maintained within their assigned range.

STANDARDS FOR SALARY SURVEY DATA COLLECTION AND ANALYSIS

As mentioned previously, salary surveys should be conducted every two years to gather current labor market information. Reliable labor market information can be used by OWASA for a variety of purposes including: pricing jobs, determining competitive position, identifying trends, measuring market movement, diagnosing compensation challenges, monitoring internal equity, and defending current pay practices. OWASA has chosen benchmark cities/organizations that should be used for all future market data collection. As an alternative, OWASA may choose to use published survey data to determine average labor movement. WorldAtWork publishes annual market movement and can be regionalized for use by OWASA.

Competitive Labor Market

A labor market is generally the identified group of employers with which OWASA most likely competes for qualified employees. The survey data collected by OWASA should continue to be representative of the competitive labor market. Factors that have been considered in selecting organizations for survey purposes include the following:

- Competition of jobs;
- Commonality of positions;
- Geographic proximity; and
- Nature of services provided.

The survey entities and benchmark positions selected should remain consistent year to year to be able to obtain an accurate market movement.

Data Collection

It is recommended that OWASA survey its selected benchmark cities/organizations every two years to determine average overall structure movement by its competitors to guide recommendations for future structure adjustments.

STARTING SALARY GUIDELINES

There are several considerations in deciding what to offer someone to come to work for OWASA. What is offered to a person in exchange for his/her time, talent, services, and judgment are compensation, benefits, challenging work, effective working environment, career opportunities, and so on. For example, a partial listing of some of the tangibles and intangibles include: 1) the benefits package; 2) the security of a stable organization; 3) the work environment; and 4) location and community.

The hiring Supervisor should consider all of these factors and, in particular, the value of all benefits offered by the organization. The total package is what should be explicitly communicated in extending the offer. This will aid the applicant in evaluating and making an informed and realistic decision.

Based on OWASA's ability to pay and the application of survey data, the pay grade for each position has been assigned, thereby defining the pay opportunities for each job. New employees with the minimum experience level for the job should normally be compensated at the minimum of the approved pay grade. Individuals with exceptional qualifications, extraordinary work experience or depth of skill level may be compensated above the entry rate within the pay grade. Additionally, market conditions or specific duties can create situations requiring a need to provide compensation above the minimum of the pay grade. All such decisions should be contingent upon available funding. The following guidelines are recommended for adoption to establish starting salaries:

In all cases:

- The starting salary will be within the classification's pay range.
- Generally, employees that meet minimum requirements for the position will start at the minimum of the pay range.
- All starting salaries will be approved by the Executive Director and the Human Resources and Safety Manager. Guidelines for determination of starting salaries for applicants with qualifications that exceed the minimum requirements are as follows:

  -For applicants who exceed the minimum relevant experience requirements for the job by two to five years, starting pay between the entry and the top of the first quartile in the pay range may be considered.

  -When an applicant's relevant experience exceeds the minimum requirements by six to nine years or a special skill requirement is identified, a starting salary up to midpoint of the salary range may be considered.

  -In circumstances where there has been difficulty in recruiting for the position or if the applicant has special skills, background, or over ten years of relevant experience beyond the minimum qualifications, a starting salary above mid-point may be considered.

- Documentation justifying the request and approval by the Human Resources and Safety Manager, Department Director, and Executive Director should be maintained by the Human Resources Department. An analysis of the impact of the starting pay should be conducted by the Human Resources Department to assist the Director in avoiding the creation of any internal pay equity issues.
- It is recommended that, effective immediately, OWASA discontinue its practice of providing salary increases when an employee completes probation.

PROMOTION GUIDELINES

For purposes of salary administration, a promotion occurs when an employee applies, competes and is offered a new position in a higher pay grade than the previous pay grade.

A promoted employee shall be compensated within the new grade under the same guidelines as new employees. In all cases, the amount of a promotional increase should:

- Be determined using the same guidelines for establishing a rate of pay for a new hire;
- Be an amount sufficient to reach the salary range minimum for the new classification or a minimum of a 10% increase, whichever is greater.

The increase should become effective in the first pay period in which the employee assumes the new job.

INDIVIDUAL MOVEMENT THROUGH THE RANGE BASED ON PERFORMANCE

Employees will move through their pay ranges over time based on their performance. The updated performance management system provides four ratings. Current policy requires a mid-year and year-end evaluation. It is recommended that, at the end of the year, all employees receiving either

"Exceptional" or "Successful ratings should receive an increase in base pay. Employees receiving a "Needs Improvement" or "Unsuccessful Performance" rating will forfeit their performance increase for the fiscal year. Additionally, a Performance Improvement Plan will be developed for employees receiving an "Unsuccessful Performance" rating. This plan may also include providing the employee receiving an "Unsuccessful Performance" rating with a "Last Chance" agreement.

A recommended budget for merit pay increases will be provided by staff each year during the budget process, for approval by the Board of Directors. The amount recommended for budgeting purposes should be based on data collected through a market review. Data can be collected from benchmark organizations to determine the average budgets for merit pay increases or data from WorldAtWork can be used to determine the acceptable increases that should be allocated. Once the budget for merit pay increases is approved by the Board, the determination of the percentage increase for each of the two levels of ratings ("Exceptional" or "Successful) can be determined. Merit pay increases may vary from year to year and will be subject to available funding. It is recommended that employees receiving "Exceptional" ratings should receive a percent increase of at least twice the level of the increase for a "Successful" rating. The OWASA executive team should monitor the number of "Exceptional" ratings each year to ensure that all employees receiving this level of rating meet the requirements as stated in the Performance Evaluation Form. Historical data can be tracked to assist in the review of annual ratings as well as to project future funding requirements.

SPECIAL INDIVIDUAL PAY ADJUSTMENT GUIDELINES

At times there may be a need for pay adjustments in order to respond to market changes and to address internal equity issues. Occasionally, the market for individual positions may move faster than what has been funded for pay changes/structure adjustments for the majority of positions at OWASA. This situation is generally reflected in high turnover (employees separating for promotional opportunities or career changes are not included in this example) or difficulty in recruitment for individual positions. In these extreme circumstances, the Human Resources and Safety Manager should conduct a market review of the individual position and other positions that

may be in the same career family to evaluate the appropriateness of the pay range and incumbent pay. Requests for review can be made by Department Directors and submitted to the Human Resources and Safety Manager. The Human Resources Department will conduct the review only after the review has been authorized by the Executive Director.

The Department Director may request a review of an incumbent's pay. The review may be used as a basis for a request for an individual pay adjustment to relieve pay inequities (internal or external).

GUIDELINES FOR OTHER PERSONNEL ACTIONS

Transferred Employees

An employee who moves to a new job classification in the same pay grade will not receive an increase in compensation. An employee requesting a transfer to a lower grade cannot be compensated above the range maximum established for the new classification.

Reclassified and Demoted Employees

If an employee's classification is moved to a higher pay grade, the promotion guidelines should be applied to determine the employee's new rate of pay. If an employee is in a job classification that is moved to a lower pay grade due to a demotion, the employee's salary will be reduced to accommodate the range in the new salary grade based on the Director's recommendation.

OWASA
GRADE COMPARISON

Job Title	Proposed Title	Current Pay Structure				Proposed Pay Structure				
		Grade	Min	Mid	Max	Grade	Min	Mid	Max	FLSA
Administrative Assistant		12	$33,411	$41,564	$49,706	610	$31,370	$39,840	$48,311	NE
Assistant Lake Warden		9	$28,319	$35,226	$42,132	610	$31,370	$39,840	$48,311	NE
Clerk/Cashier		9	$28,319	$35,226	$42,132	610	$31,370	$39,840	$48,311	NE
Field Service Representative	Utility Mechanic I	11	$31,713	$39,447	$47,181	610	$31,370	$39,840	$48,311	NE
Service Technician	Administrative Assistant	12	$33,411	$41,564	$49,706	610	$31,370	$39,840	$48,311	NE
Solids Handler		12	$33,411	$41,564	$49,706	610	$31,370	$39,840	$48,311	NE
Utility Mechanic I		9	$28,319	$35,226	$42,132	610	$31,370	$39,840	$48,311	NE
Accounting Technician I		11	$31,713	$39,447	$47,181	612	$34,586	$43,924	$53,262	NE
Customer Service Rep.		11	$31,713	$39,447	$47,181	613	$36,315	$46,120	$55,925	NE
Maintenance Mechanic		14	$36,810	$45,786	$54,762	613	$36,315	$46,120	$55,925	NE
Utility Mechanic II		10	$30,016	$37,336	$44,655	613	$36,315	$46,120	$55,925	NE
Warehouse-Cross Connection Coordinator	New position	10	$30,016	$37,336	$44,655	613	$36,315	$46,120	$55,925	NE
Accounting Technician II		13	$35,109	$43,670	$52,231	614	$38,131	$48,426	$58,722	NE
Laboratory Analyst		15	$38,505	$47,895	$57,285	614	$38,131	$48,426	$58,722	NE
Sr. Assistant Lake Warden	Lake Warden	11	$31,713	$39,447	$47,181	614	$38,131	$48,426	$58,722	NE
Treatment Plant Operator		16	$40,201	$50,005	$59,809	615	$40,419	$51,332	$62,245	NE
Utility Mechanic III		12	$33,411	$41,564	$49,706	615	$40,419	$51,332	$62,245	NE
Information Services Technical Specialist		18	$43,598	$54,231	$64,864	616	$42,844	$54,412	$65,980	NE
Instrumentation Control Tech.	Senior Maintenance Mechanic	18	$43,598	$54,231	$64,864	616	$42,844	$54,412	$65,980	NE
PT-CS Specialist		PT	$52,000	$72,800	$93,600	616	$42,844	$54,412	$65,980	NE
Senior Maintenance Mechanic		15	$38,505	$47,895	$57,285	616	$42,844	$54,412	$65,980	NE
Sr. Customer Service Rep.		15	$38,505	$47,895	$57,285	616	$42,844	$54,412	$65,980	NE
Construction Inspector		19	$45,295	$56,342	$67,388	617	$45,843	$58,221	$70,598	NE
Crew Leader		16	$40,201	$50,005	$59,809	617	$45,843	$58,221	$70,598	NE
Engineering Associate		20	$46,995	$58,455	$69,915	617	$45,843	$58,221	$70,598	NE
Engineering Technician		15	$38,505	$47,895	$57,285	617	$45,843	$58,221	$70,598	NE
Executive Assistant		20	$46,995	$58,455	$69,915	617	$45,843	$58,221	$70,598	E
Human Resources Generalist		16	$40,201	$50,005	$59,809	617	$45,843	$58,221	$70,598	NE
Lake Warden	Senior Lake Warden	16	$40,201	$50,005	$59,809	617	$45,843	$58,221	$70,598	NE
Solids Handling Supervisor		16	$40,201	$50,005	$59,809	617	$45,843	$58,221	$70,598	NE

OWASA
GRADE COMPARISON

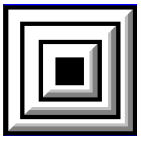
Job Title	Proposed Title	Current Pay Structure				Proposed Pay Structure				
		Grade	Min	Mid	Max	Grade	Min	Mid	Max	FLSA
Financial Analyst		20	$46,995	$58,455	$69,915	618	$49,511	$62,878	$76,246	E
Maintenance Coordinator		21	$48,691	$60,566	$72,441	618	$49,511	$62,878	$76,246	NE
Public Affairs Administrator		21	$48,691	$60,566	$72,441	618	$49,511	$62,878	$76,246	E
Asst. Dist. & Coll. Sys. Mgr.		23	$52,074	$64,773	$77,471	619	$53,966	$68,537	$83,108	NE
GIS Coordinator		21	$48,691	$60,566	$72,441	619	$53,966	$68,537	$83,108	E
Laboratory Manager	Laboratory Supervisor	28	$60,572	$75,343	$90,113	619	$53,966	$68,537	$83,108	NE
Laboratory Supervisor		20	$46,995	$58,455	$69,915	619	$53,966	$68,537	$83,108	NE
Maintenance Manager	Maintenance Supervisor	31	$65,667	$81,681	$97,695	619	$53,966	$68,537	$83,108	NE
Maintenance Supervisor		20	$46,995	$58,455	$69,915	619	$53,966	$68,537	$83,108	NE
Network/Database Administrator	Network Administrator	25	$55,479	$69,008	$82,537	619	$53,966	$68,537	$83,108	E
Operations Supervisor		20	$46,995	$58,455	$69,915	619	$53,966	$68,537	$83,108	NE
Utilities Engineer - Non-Registered		25	$55,479	$69,008	$82,537	619	$53,966	$68,537	$83,108	E
Network/Database Administrator	Database Administrator	25	$55,479	$69,008	$82,537	620	$59,363	$75,391	$91,419	E
Operations Engineer		31	$65,667	$81,681	$97,695	620	$59,363	$75,391	$91,419	E
Utilities Engineer - Registered		27	$58,873	$73,234	$87,595	620	$59,363	$75,391	$91,419	E
Sustainability Manager		31	$65,667	$81,681	$97,695	621	$66,487	$84,438	$102,389	E
Finance and Customer Service Manager		31	$65,667	$81,681	$97,695	621	$66,487	$84,438	$102,389	E
Finance and Procurement Manager		31	$65,667	$81,681	$97,695	621	$66,487	$84,438	$102,389	E
Dist. & Coll. Systems Mgr.		31	$65,667	$81,681	$97,695	622	$75,795	$96,259	$116,724	E
Engineering Mgr. (Capital Pro)		31	$65,667	$81,681	$97,695	622	$75,795	$96,259	$116,724	E
Engineering Mgr. (Systems Dev)		31	$65,667	$81,681	$97,695	622	$75,795	$96,259	$116,724	E
Planning & Development Manager		39	$79,246	$98,571	$117,895	622	$75,795	$96,259	$116,724	E
Wastewater Treatment Mgr.		33	$68,899	$85,701	$102,502	622	$75,795	$96,259	$116,724	E
Water Supply & Treatment Mgr.		33	$68,899	$85,701	$102,502	622	$75,795	$96,259	$116,724	E
Director of IT		37	$75,852	$94,353	$112,854	623	$86,406	$109,736	$133,065	E
HR & Safety Manager	Director of HR & Safety	31	$65,667	$81,681	$97,695	623	$86,406	$109,736	$133,065	E
Director of Engineering & Plan		44	$87,734	$109,129	$130,523	624	$98,503	$125,099	$151,695	E
Director of Finance & C.S.		44	$87,734	$109,129	$130,523	624	$98,503	$125,099	$151,695	E
General Manager		46	$91,131	$113,354	$135,576	625	$112,293	$142,613	$172,932	E

POSITION DESCRIPTION QUESTIONNAIRE

Orange Water and Sewer Authority

PLACE
EMPLOYEE INFORMATION STICKER
HERE

(PLACE STICKERS FOR MULTIPLE EMPLOYEES ON BACK OF LAST PAGE)



THE WATERS
CONSULTING
GROUP, INC.

5050 Quorum Drive, Suite 625 Dallas, Texas 75254
www.watersconsulting.com

A Brief Explanation of the Position Description Questionnaire

The purpose of this Position Description Questionnaire (PDQ) is to provide a standardized format for collecting information from employees regarding their jobs. Instructions are provided for each section and are found on the even-numbered pages. Sections to be completed by employees are found on the odd-numbered pages.

Following your completion of the PDQ, please forward to your supervisor for further review. Your supervisor and/or manager will review the information for content and completeness. You may choose to complete the PDQ in a group session format with several employees that perform similar duties or you may complete it on your own. If at any time you have questions or require assistance to complete the PDQ, please consult your supervisor or manager as a first option. You may also contact The Waters Consulting Group, Inc. via email or toll free number (provided on Page 3 of this document.)

General Instructions

The following guidelines should be helpful in completing this questionnaire:

1. You may complete this electronically or by hand.

2. If completing by hand, please print as neatly as possible and use only blue or black ink. Do not use a pencil as it may smudge your responses and become illegible.

3. Read each item carefully and answer completely.

4. Be brief but specific in accurately describing the job. Make sure you are not describing your personal qualifications or how you would like this job to be. Instead, describe only the actual job duties and qualifications as they currently exist.

5. We would prefer your written words as they assist us greatly when evaluating each position. However, you may attach your current job description if you feel that it would be significantly beneficial to the completion of this questionnaire.

Introduction

The Waters Consulting Group, Inc. (WCG) has been engaged to conduct a compensation study for your organization. The first phase of the project involves the completion of the Position Description Questionnaire (PDQ). If at any time you have questions or require assistance to complete the PDQ, please consult your supervisor or manager as a first option.

Further questions concerning the process may be addressed via email to The Waters Consulting Group, Inc. at OWASA-project@watersconsulting.com or by calling toll free (866) 292-5965
.

The analysis of PDQ's is one of the critical first steps in developing and maintaining an effective compensation program.

- They provide the basis for assessing and determining the relative scope and internal equity.
- They serve as a communication tool to be used in surveys comparing the salaries of positions with comparable jobs in similar organizations.

Thank you for your input and cooperation.

Deadline:
Please return your questionnaire to your supervisor by
Wednesday, December 27, 2011.

A. Instructions - Identification / General Information

This section is your general information including your name, job title and department. Please answer all questions as completely and accurately as possible.

Employee Name:	Suzie Sample
If more than one Employee participated in completing this questionnaire, put "Multiple Employees" and attach a list of all participants to this form.	
Current Job Title:	Administrative Assistant II
Department Name:	Human Resources
Immediate Supervisor's Name:	Joe Director
Immediate Supervisor's Title:	Human Resources Director

Length of Service with Organization: 10 **Years** 9 **Months**

Length of Service in Current Position: 2 **Years** 1 **Months**

Describe your normal work schedule

Monday – Friday 8:30 am to 5:30 pm

B. Instructions - Brief Description of the Job

This section is intended to capture a brief description of your job. Explain your job as if you were speaking to someone, unfamiliar with what you do, over coffee.

The purpose of this position is to: Use this space to summarize the general purpose of the job.

This is accomplished by: Briefly describe how your job's purpose is accomplished.

Other duties include: Then list any important duties outside of your job's general purpose.

The purpose of this position is to: provide administrative support to the department and department activities.
This is accomplished by: receiving and screening department phone calls, offering assistance to callers and department visitors,
greeting and directing callers and walk-in visitors to appropriate departments or persons for additional assistance,
typing, printing and distributing departmental correspondence, copying and faxing materials and documents,
making travel arrangements as needed, monitoring department expenditures, distributing mail,
maintaining supply inventory for department, and completing and authorizing department purchases.
Other duties include: coordinating special events and other projects as assigned, maintaining filing system for department,
and interacting with other employees and citizens.

Sample

A. Identification / General Information

Employee Name:	
If more than one Employee participated in completing this questionnaire, put "Multiple Employees" and attach a list of all participants to this form.	
Current Job Title:	
Department Name:	
Immediate Supervisor's Name:	
Immediate Supervisor's Title:	

Length of Service with Organization: ___ Years ___ Months

Length of Service in Current Position: ___ Years ___ Months

Describe your normal work schedule

B. Brief Description of the Job

The purpose of this position is to:
This is accomplished by:
Other duties include:

C. Instructions - Essential Functions

In this section we would like to obtain more detailed information into the functions you perform. Take a moment to review the description you provided in Section B. Now complete Section C using essential functions and tasks to explain how you accomplish your duties.

Function: List the primary or most important functions that you perform. List only functions that require more then 5% of your time on a yearly basis.

Percentage of Time: Estimate the percentage of total working time per year that is taken up with that duty. These estimates should be made after all essential functions have been listed. The total percentages must equal 100%.

Physical Strength Code: Write ONE letter that best describes the strength demands of the essential function during a typical 8-hour workday. Use the codes listed below.

Physical Strength Codes

S = Sedentary	L = Light	M = Medium	H = Heavy	VH = Very Heavy
Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time.	Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly **OR** requires walking or standing to a significant degree.	Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. two-thirds or more of the time.	Exerting 50-100 lbs. occasionally, 25-50 lbs. frequently, or up to 10-20 lbs. two-thirds or more of the time.	Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. two-thirds or more of the time.

Tasks performed to accomplish this function: Use the space provided to list the tasks used to accomplish the function.

(Additional examples can be found on page 8)

Function: Provides administrative/clerical support	**Percentage of Time:**	35%	**Physical Strength Code:**	L
Tasks performed to accomplish this function:				
1. Typing various correspondences				
2. Answering the telephone				
3. Copying and Faxing				

Sample

C. Essential Functions

1. Function:	**Percentage of Time:**	%	**Physical Strength Code:**	
Tasks performed to accomplish this function:				
2. Function:	**Percentage of Time:**	%	**Physical Strength Code:**	
Tasks performed to accomplish this function:				
3. Function:	**Percentage of Time:**	%	**Physical Strength Code:**	
Tasks performed to accomplish this function:				

C. Instructions (continued) - Essential Functions

(For an administrative assistant type position)

1. Function: Provides clerical support by	**Percentage of Time:**	35%	**Physical Strength Code:**	L
Tasks performed to accomplish this function:				
1. Typing various correspondences				
2. Answering the telephone				
3. Copying and faxing				
4. Ordering office supplies				
5. Maintaining the filing system				
6. Organizing or setting up meetings				
7. Providing support to committees				
8. Maintaining communications with outside agencies				

(For an IT type position)

1. Function: Provides computer support and maintenance by	**Percentage of Time:**	60%	**Physical Strength Code:**	L
Tasks performed to accomplish this function:				
1. analyzing end user hardware and software problems;				
2. troubleshooting and replacing needed parts				
3. working with vendors to resolve issues				
4. implementing, supporting and maintaining servers				
5. maintaining and analyzing the functionality of printers, scanner, keyboards and other hardware				

(For a director type position)

1. Function: Manages and oversees agency budgets by	**Percentage of Time:**	40%	**Physical Strength Code:**	S
Tasks performed to accomplish this function:				
1. Directing, overseeing and participating in the development and administration of the budget				
2. Making recommendations to the Executive Director and Executive Board				
3. Monitoring budgets and expenditures				
4. Directing managers in monitoring budgets				
5. Monitoring expenditures for federal, state and local funds				
6. Coordinating with and auditing other departments for budget reviews				
7. Ensuring reporting to funding agencies is completed on a timely and accurate basis				
8. Monitoring budget progress in terms of program achievement; making adjustments as needed; and preparing related reports				

Sample

C. Essential Functions (continued)

4. Function:	**Percentage of Time:**	%	**Physical Strength Code:**	
Tasks performed to accomplish this function:				
5. Function:	**Percentage of Time:**	%	**Physical Strength Code:**	
Tasks performed to accomplish this function:				
6. Function:	**Percentage of Time:**	%	**Physical Strength Code:**	
Tasks performed to accomplish this function:				

D. Instructions - Physical Demands

Physical Demands:
Consider the overall job and use the frequency code scale (below) to indicate how often you perform the physical demands listed. Then check all the activities listed under the Description column heading, in which you perform the physical demand.

N = Never	R = Rarely	O = Occasionally	F = Frequently	C = Constantly
Never occurs	Less than 1 hour per week	Up to 1/3 of the time.	From 1/3 to 2/3 of the time	2/3 or more of the time

Physical Demand	Frequency Code: (Mark only one)	Description: (Check all that apply)
Standing	☐ N ☐ R ☐ O ☒ F ☐ C	☐ Making presentations ☐ Observing work site ☐ Observing work duties ☒ Communicating with co-workers
Fine Dexterity	☐ N ☐ R ☐ O ☐ F ☒ C	☒ Computer keyboard ☒ Telephone keypad ☐ Calculator ☐ Calibrating equipment
Walking	☐ N ☐ R ☐ O ☒ F ☐ C	☒ To other departments/offices/ office equipment ☐ Around work site
Pushing/ Pulling	☐ N ☐ R ☒ O ☐ F ☐ C	☒ File drawers ☐ Equipment ☒ Tables and chairs ☐ Hose
Climbing	☐ N ☒ R ☐ O ☐ F ☐ C	☐ Stairs ☐ Ladder ☒ Step stool ☐ Onto equipment
Vision	☐ N ☐ R ☐ O ☐ F ☒ C	☒ Reading ☒ Computer screen ☒ Driving ☐ Observing work site

Sample

D. Physical Demands

N = Never	R = Rarely	O = Occasionally	F = Frequently	C = Constantly
Never occurs	Less than 1 hour per week	Up to 1/3 of the time.	From 1/3 to 2/3 of the time	2/3 or more of the time

Physical Demand	Frequency Code (Mark only one)	Description: (Check all that apply)	Physical Demand	Frequency Code (Mark only one)	Description: (Check all that apply)
Standing	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Making presentations ☐ Observing work site ☐ Observing work duties ☐ Communicating with co-workers	Pushing/ Pulling	☐ N ☐ R ☐ O ☐ F ☐ C	☐ File drawers ☐ Equipment ☐ Tables and chairs ☐ Hose
Fine Dexterity	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Computer keyboard ☐ Telephone keypad ☐ Calculator ☐ Calibrating equipment	Climbing	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Stairs ☐ Ladder ☐ Step stool ☐ Onto equipment
Walking	☐ N ☐ R ☐ O ☐ F ☐ C	☐ To other departments/offices/ office equipment ☐ Around work site	Vision	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Reading ☐ Computer screen ☐ Driving ☐ Observing work site
Lifting	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Supplies ☐ Equipment ☐ Files	Foot Controls	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Driving ☐ Operating heavy equipment ☐ Dictaphone
Carrying	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Supplies ☐ Equipment ☐ Files	Balancing	☐ N ☐ R ☐ O ☐ F ☐ C	☐ On ladder ☐ On equipment ☐ On step stool
Sitting	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Desk work ☐ Meetings ☐ Driving	Bending	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Filing in lower drawers ☐ Retrieving items from lower shelves/ground ☐ Making repairs
Reaching	☐ N ☐ R ☐ O ☐ F ☐ C	☐ For supplies ☐ For files	Crouching	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Retrieving items from lower shelves/ground ☐ Filing in lower drawers
Handling	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Paperwork ☐ Monies	Hearing	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Communicating via telephone/radio, to co-workers/public ☐ Listening to equipment
Kneeling	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Filing in lower drawers ☐ Retrieving items from lower shelves/ground	Twisting	☐ N ☐ R ☐ O ☐ F ☐ C	☐ From computer to telephone ☐ Getting inside vehicle
Crawling	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Under equipment ☐ Inside attics/pipes/ditches	Talking	☐ N ☐ R ☐ O ☐ F ☐ C	☐ Communicating via telephone/radio, to co-workers/public
Other		(Explain)			

D. Physical Demands (continued) - Instructions

Machines, Tools, Equipment and Work Aids: List machines, tools and/or equipment that are required for this job (Not including Computer Equipment and Software).

Telephone, fax machine, calculator, copier, vehicle

Computer Equipment and Software: List all computer equipment and software that is required for this job.

Personal computer, printer, scanner, related software

Environmental Factors: Review any conditions found on the job and note how often each is encountered.

Environmental Conditions	Never	Seasonally	Several Times Per Month	Several Times Per Week	Daily
Extreme temperature (Heat, cold, extreme temp. changes)	☐	☒	☐	☐	☐
Wetness and/or humidity (Bodily discomfort from moisture)	☐	☐	☒	☐	☐
Respiratory hazards (Fumes, gases, chemicals, dust and dirt)	☐	☐	☐	☐	☒
Noise and vibration (Sufficient to cause hearing loss)	☐	☐	☐	☒	☐
Physical hazards (High voltage, dangerous machinery, aggressive prisoners or patients)	☐	☐	☐	☐	☒

Health and Safety Conditions: Review any conditions found on the job and note how often each is encountered.

Health and Safety Conditions	N = Never	R = Rarely	O = Occasionally	F = Frequently	C = Constantly
	Never occurs	Less than 1 hour per week	1/3 or more of the time	From 1/3 to 2/3 of the time	2/3 or more of the time
Mechanical hazards	☐	☒	☐	☐	☐
Chemical hazards	☒	☐	☐	☐	☐
Electrical hazards	☐	☒	☐	☐	☐
Fire hazards	☒	☐	☐	☐	☐
Explosives	☒	☐	☐	☐	☐
Communicable diseases	☐	☒	☐	☐	☐
Physical danger or abuse (specify)	☒	☐	☐	☐	☐
Other (specify)	☐	☐	☐	☐	☐

Primary Work Location: Please check the type of location where the primary job duties are performed.

- ☒ Office Environment
- ☐ Warehouse
- ☐ Shop
- ☐ Vehicle
- ☐ Outdoors (Specify) _____
- ☐ Other (Specify)_____

Protective Equipment Required: List protective equipment, if any, which is required for this job.

Safety glasses, gloves, hard hat, steel toe boots
OR
Rubber gloves, face mask

D. Physical Demands (continued)

Machines, Tools, Equipment and Work Aids:

Computer Equipment and Software:

Environmental Factors:

Environmental Conditions	Never	Seasonally	Several Times Per Month	Several Times Per Week	Daily
Extreme temperature (Heat, cold, extreme temp. changes)	☐	☐	☐	☐	☐
Wetness and/or humidity (Bodily discomfort from moisture)	☐	☐	☐	☐	☐
Respiratory hazards (Fumes, gases, chemicals, dust and dirt)	☐	☐	☐	☐	☐
Noise and vibration (Sufficient to cause hearing loss)	☐	☐	☐	☐	☐
Physical hazards (High voltage, dangerous machinery, aggressive prisoners or patients)	☐	☐	☐	☐	☐

Health and Safety Conditions:

Health and Safety Conditions	N = Never	R = Rarely	O = Occasionally	F = Frequently	C = Constantly
	Never occurs	Less than 1 hour per week	1/3 or more of the time	From 1/3 to 2/3 of the time	2/3 or more of the time
Mechanical hazards	☐	☐	☐	☐	☐
Chemical hazards	☐	☐	☐	☐	☐
Electrical hazards	☐	☐	☐	☐	☐
Fire hazards	☐	☐	☐	☐	☐
Explosives	☐	☐	☐	☐	☐
Communicable diseases	☐	☐	☐	☐	☐
Physical danger or abuse (specify)	☐	☐	☐	☐	☐
Other (specify)	☐	☐	☐	☐	☐

Primary Work Location:

☐ Office Environment
☐ Warehouse
☐ Shop
☐ Vehicle
☐ Outdoors (Specify) _____
☐ Other (Specify) _____

Protective Equipment Required:

E. Job Demands

For each table below, select the one level that best describes what is required by the job. In deciding which level is most appropriate, consider what your job requires most of the time under normal circumstances.

Overall Strength Demands: Select the one word below that best describes the overall strength demands of the position. Please refer to the Essential Function section of this questionnaire as this rating should reflect the strength demands related to the Essential Functions.

Overall Strength Demands	
☐ Sedentary	Exerting up to 10 pounds occasionally or negligible weights frequently; sitting most of the time.
☐ Light	Exerting up to 20 pounds occasionally, 10 pounds frequently, or negligible amounts constantly AND/OR walking or standing to a significant degree.
☐ Medium	Exerting 20-50 pounds occasionally, 10-25 pounds frequently, or up to 10 pounds constantly.
☐ Heavy	Exerting 50-100 pounds occasionally, 25-50 pounds frequently, or from 10 up to 20 pounds constantly.
☐ Very Heavy	Exerting over 100 pounds occasionally, 50-100 pounds frequently, or from 20 up to 50 pounds constantly.

Non-physical Demands: Now think about how often you encounter each of the following circumstances and indicate the level of frequency for each one. Each circumstance should have one level of frequency. Do not leave any blanks.

Non-physical Demands	Frequently	Occasionally	Rarely	Never
Time Pressures	☐	☐	☐	☐
Emergency Situations	☐	☐	☐	☐
Frequent Change of Tasks	☐	☐	☐	☐
Irregular Schedule/Overtime	☐	☐	☐	☐
Performing Multiple Tasks Simultaneously	☐	☐	☐	☐
Working Closely with Others as Part of a Team	☐	☐	☐	☐
Tedious or Exacting Work	☐	☐	☐	☐
Noisy/Distracting Environment	☐	☐	☐	☐
Other (Describe below.)	☐	☐	☐	☐

E. Job Demands (continued)

Reading: Describe the level of reading skills you believe to be required to successfully complete the day-to-day tasks associated with this position.

Reading	
☐	None
☐	Basic - Ability to recognize meaning of common two- or three-syllable words. Ordinarily, such education is obtained in elementary school up to high school. However, it may be obtained from experience and self-study.
☐	Intermediate - Ability to read papers, periodicals, journals, manuals, dictionaries, thesauruses, and encyclopedias. Ordinarily, such education is obtained in high school up to college. However, it may be obtained from experience and self-study.
☐	Advanced - Ability to read literature, books, reviews, scientific or technical journals, abstracts, financial reports, and/or legal documents. Ordinarily, such education is obtained in at the college level or above. However, it may be obtained from experience and self-study.

Math: Describe the level of math skills you believe to be required to successfully complete the day-to-day tasks associated with this position.

Math	
☐	None
☐	Basic - Ability to perform the four basic arithmetic operations (addition, subtraction, multiplication, division). Ordinarily, such education is obtained in elementary school up to high school. However, it may be obtained from experience and self-study.
☐	Intermediate - Ability to deal with a system of real numbers; and practical application of fractions, percentages, ratios/proportions and measurement. Ordinarily, such education is obtained in high school up to college. However, it may be obtained from experience and self-study.
☐	Advanced - Ability to apply fundamental concepts of theories; work with advanced mathematical operations methods and functions of real and complex variables. Ordinarily, such education is obtained in at the college level or above. However, it may be obtained from experience and self-study.

E. Job Demands (continued)

Writing: Describe the level of writing skills you believe to be required to successfully complete the day-to-day tasks associated with this position.

Writing	
☐	None
☐	Basic - Ability to write simple sentences containing subject, verb, and object, and/or series of numbers, names, and addresses. Ordinarily, such education is obtained in elementary school up to high school. However, it may be obtained from experience and self-study.
☐	Intermediate - Ability to write reports, prepare business letters, expositions, and summaries with proper format, punctuation, spelling, and grammar, using all parts of speech. Ordinarily, such education is obtained in high school up to college. However, it may be obtained from experience and self-study.
☐	Advanced - Ability to write editorials, journals, speeches, manuals, or critiques. Ordinarily, such education is obtained in at the college level or above. However, it may be obtained from experience and self-study.

Certification and Other Requirements: List any licenses, certifications, statutory requirements, or registrations required for this position. This does not necessarily mean the licenses possessed by you or other current employees, but instead, what would be required if someone were to be newly hired or promoted into this position, either internally or from the outside. Use the exact name of the license, certification, etc. Preferred certifications and/or licenses should not be listed here and will not be listed in the final analysis.

Certifications, Professionals Licenses or Other Similar Documented Requirements
1.
2.
3.
4.
5.
6. Valid Drivers License Required? ☐ Yes ☐ No If yes, what type? _____
7. What other certifications and licenses are required? (Include professional licenses.)

F. Signature/Approval - Instructions

After completing the PDQ, sign the form and return it to your immediate supervisor (unless otherwise instructed) for further review.

To the best of my ability, I have completed the PDQ and believe it to be an accurate description of my job.

X	
Employee Signature	Date

X	
Supervisor Signature	Date
Comments:	

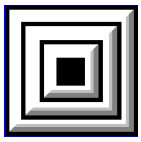
X	
Department Head Signature (if applicable)	Date
Comments:	

X	
Human Resources Signature	Date
Comments:	

Check to be sure…
All sections are completed.
You have signed and dated Section F.

Deadline Reminder:
December 27, 2011

Thank you for your input and cooperation!



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Name of Person Completing this Document:
Job Title of Person Completing this Document:
Job Title Being Evaluated:
Department/Division:

Section I – Introduction

Point Factor Job Evaluation
Job evaluation, more precisely, Point Factor Job Evaluation, is a systematic and formal process by which management creates a job worth hierarchy within an organization. A point factor method of job evaluation determines the relative worth of jobs in terms of the levels of skills, efforts, and responsibilities (job content) associated with the jobs. In this method, the requirements of competent performance of the job are considered, and not the individual in the job.

Compensable Factors
Section II – Compensable Factors, lists the factors that will be used to evaluate each job within your organization. Compensable factors are paid-for, measurable qualities, features, requirements, or constructs that are common to many different kinds of jobs. These factors are qualities intrinsic to the job and must be addressed in an acceptable manner if the job is to be performed satisfactorily. In addition to being quantifiable, compensable factors should be relatively easy to describe and document, and those involved in using compensable factors to measure job work should consistently arrive at similar results.

Levels
With levels attached to the compensable factors, quantitative differences can be developed for different levels of the factor. Levels provide a measurement scale for rating each factor, and make it possible to develop an orderly approach for measuring each job relative to every other job.

Weighting Compensable Factors
When reviewing the objectives of the organization, it may be that some factors are more important than others. When this occurs, weighting each factor by its relative importance in the plan of organizational philosophy, policy, and objectives is necessary.

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Section I – Introduction (continued)

A Point Factor Job Evaluation System has a unique total number of points assigned to each factor and to each degree/level of a factor. After developing factor weights and measurement levels for determining job point-score differences, the final result is an established hierarchy of jobs with different rates or ranges of pay for each job.

Implementation of Job Evaluation

Job Evaluation Guidelines and Instructions

Guidelines **for rating jobs**

For each compensable factor, select the one level that best describes what is required by the job or is descriptive of the job. In deciding which level is most appropriate, consideration is given to what the job is or requires most of the time and under normal circumstances. Assume the job is being done well and performed in a competent manner.

All jobs require each of these factors to some degree. The definitions given for the defined levels are to be considered as guideposts, not as absolutes.

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Section II – Compensable Factor Definitions

FORMAL EDUCATION - This factor measures the minimum formalized training or education which is required for *entry* into the position.

Entry **into Position** Note: This measures minimum **requirements**, not preferences.

FORMAL EDUCATION	
1. ☐	Work requires the ability to read and understand written instructions, to understand simple processes and the routine operation of machines. Level of knowledge is equivalent to less than high school or equivalency.
2. ☐	Work requires knowledge necessary to understand basic operational, technical, or office processes. Level of knowledge equivalent to four years of high school or equivalency.
3. ☐	Work requires knowledge of a specific vocational, administrative, or technical nature that may be obtained with six-months/one year of advanced study or training past the high school equivalency. Community college, vocational, business, technical or correspondence schools are likely sources. Appropriate certification may be awarded upon satisfactory completion of advanced study or training.
4. ☐	Work requires knowledge of a specific vocational, administrative, or technical nature which may be obtained with a two year associate's degree, diploma or equivalent from a college, technical, business, vocational, or correspondence school. Appropriate certification may be awarded upon satisfactory completion of advanced study or training.
5. ☐	Work requires broad knowledge in a general professional or technical field. Knowledge is normally acquired through four years of college resulting in a Bachelor's degree or equivalent.
6. ☐	Work requires specialized knowledge in a professional or technical field. Work requires professional level of knowledge of a discipline equivalent to that which is acquired in a Masters degree-level of study or appropriate certification such as a Professional Engineer, Law Degree, or Certified Public Accountant.

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Section II – Compensable Factor Definitions

EXPERIENCE - Based on the minimum education required for the job, identify the degree of experience required for *entry* into the position.

***Entry* into Position**

Note: This measures minimum **requirements**, not preferences.

EXPERIENCE	
1. ☐	No experience required.
2. ☐	Under and including one year.
3. ☐	Over one year up to and including three years.
4. ☐	Over three years up to and including five years.
5. ☐	Over five years up to and including seven years.
6. ☐	Over seven years up to and including nine years.
7. ☐	Over nine years experience.

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Section II – Compensable Factor Definitions

MANAGEMENT & SUPERVISION - This factor measures the managerial requirements for achieving results through people.

	MANAGEMENT & SUPERVISION -NATURE OF SUPERVISION-	*Degree of Complexity of Work Performed by Those Being Supervised*	
		Semi-complex[1]	Complex[2]
1.	Job has **no responsibility** for the direction or supervision of others.	☐ **1a**	**n/a**
2.	Work requires the **occasional direction** of helpers, assistants, seasonal employees, interns, or temporary employees.	☐ **2a**	☐ **2b**
3.	Work requires functioning as a **lead worker** performing essentially the same work as those directed, and includes overseeing work quality, training, instructing, and scheduling work.	☐ **3a**	☐ **3b**
4.	Work requires **supervising and monitoring performance for a regular group of employees** or department including providing input on hiring/disciplinary actions and work objectives/ effectiveness, performance evaluations, and realigning work as needed. A first line supervisor typically performs these functions.	☐ **4a**	☐ **4b**
5.	Work requires managing and monitoring work performance by **directing subordinate supervisors** including making final decisions on hiring and disciplinary actions, evaluating program/work objectives and effectiveness, and realigning work and staffing assignments, as needed.	☐ **5a**	☐ **5b**
6.	Work requires **managing and monitoring work performance of a department** including evaluating program/work objectives and effectiveness, establishing broad organizational goals and realigning work and staffing assignments for the department.	☐ **6a**	☐ **6b**

(Continued on next page)

[1] The jobs or tasks of the group are in a somewhat technical or advanced activity where work methods are fairly well-established.
[2] The jobs or tasks of the group are typically in an advanced field of activity where work methods follow only generally standardized processes.

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Positions Supervised –

If this position serves as a lead for OR has direct supervisory responsibility, including the authority to make decisions regarding hiring, discipline and other personnel actions, please list position titles and number of employees.

Type of Employee	Position Titles and Number of Employees
Regular Full-Time Exempt:	
Regular Full-Time Non-Exempt:	
Part-Time:	
Seasonal or Temporary:	

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Section II – Compensable Factor Definitions

HUMAN COLLABORATION SKILLS - This factor measures the job requirements of personal interaction with others *outside direct reporting relationships* as well as the impact the job has on organizational, departmental or unit objectives, the output of services, or employee or customer satisfaction.

Interaction May Include

- ➲The general public
- ➲Volunteers
- ➲Other divisions or departments within the organization, including boards and commissions
- ➲Other cities, governmental agencies or officials
- ➲Vendors/Suppliers of products/services

HUMAN COLLABORATION SKILLS		*Likely Impact on the Organization*	
		Moderate	***High***
1.	Work requires regular interaction involving exchange and receipt of information.	☐ **1a**	☐ **1b**
2.	Work may require providing advice to others outside direct reporting relationships on specific problems or general policies. Contacts may require the consideration of different points of view to reach agreement. Elements of persuasion may be necessary to gain cooperation and acceptance of ideas.	☐ **2a**	☐ **2b**
3.	Interactions result in decisions regarding implementation of policies may be made. Contact may involve support of controversial positions or the negotiation of sensitive issues or important presentations. Contacts may involve stressful, negative interactions with the public requiring high levels of tact and the ability to respond to aggressive interpersonal interactions.	☐ **3a**	☐ **3b**
4.	Interactions regarding policy development and implementation are made and/or recommended. Evaluates customer satisfaction, develops cooperative associations, and utilizes resources to continuously improve customer satisfaction.	☐ **4a**	☐ **4b**
5.	Interactions that result in final decisions regarding policy development and implementation are made and/or recommended. Interaction with others outside the organization requires exercising participative management skills that support team efforts and quality processes.	☐ **5a**	☐ **5b**

Examples of Contacts/Interactions with others outside of direct reporting relationships:

External Contacts:	
Internal Contacts:	

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Section II – Compensable Factor Definitions

FREEDOM TO ACT AND IMPACT OF ACTION - This two-dimensional factor first considers the extent the job incumbent is free to act in the absence of supervision or standard operating policies and procedures. It also assesses the degree to which achieving or mishandling of the situation by the job incumbent could affect financial, public, or employee relations aspects of the organization.

Limitations on Independence May Include

- ➲Supervisory control
- ➲The nature of the work
- ➲Established procedures
- ➲Legal constraints

FREEDOM TO ACT		*Impact of Action*	
		Moderate: Moderate benefits or costs in time, money, or public/employee relations.	**Significant:** Considerable benefits or costs in time, money or public/employee relations.
1.	**Receives Immediate Direction:** The employee normally performs the duty assignment after receiving detailed instructions as to methods, procedures, and desired end results with little room for deviation. The immediate supervisor may, at times, provide close and constant review.	☐ **1a**	☐ **1b**
2.	**Receives Direction:** The employee normally performs the duty assignment after receiving general instructions as to methods, procedures, and desired end results. There is some opportunity for discretion when making selections among a few, easily identifiable choices. The assignment is usually reviewed upon completion.	☐ **2a**	☐ **2b**
3.	**Receives General Direction:** The employee normally performs the job by following established standard operating procedures and/or policies. There is a choice of the appropriate procedure or policy to apply to duties. Performance reviewed periodically.	☐ **3a**	☐ **3b**

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(Continued from Previous Page)

FREEDOM TO ACT AND IMPACT OF ACTION - This two-dimensional factor first considers the extent the job incumbent is free to act in the absence of supervision or standard operating policies and procedures. It also assesses the degree to which achieving or mishandling of the situation by the job incumbent could affect financial, public, or employee relations aspects of the organization.

Limitations on Independence May Include

- ➲Supervisory control
- ➲The nature of the work
- ➲Established procedures
- ➲Legal constraints

FREEDOM TO ACT		*Impact of Action*	
		Moderate: Moderate benefits or costs in time, money, or public/employee relations.	**Significant:** Considerable benefits or costs in time, money or public/employee relations.
4.	**Receives Limited Direction:** The employee normally performs the duty assignment according to his or her own judgment, requesting supervisory assistance only when necessary. Special projects are managed with little oversight and assignments may be reviewed upon completion. Performance reviewed periodically.	☐ **4a**	☐ **4b**
5.	**Receives Administrative Direction:** The employee normally performs the duty assignments within broad parameters defined by general organizational requirements and accepted practices. End results determine effectiveness of job performance.	☐ **5a**	☐ **5b**

Decision Making Responsibilities of this Position:

Examples of Decisions made by this Position:	
Examples of Decisions referred to Supervisor:	

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Section II – Compensable Factor Definitions

TECHNICAL SKILL – This factor measures the technical job difficulty in terms of the application of the technical skill required by the job. It measures job requirements of complex factors, legislative issues, analysis, and problem solving. The work is performed using technical skills learned either on the job or in an educational setting.

Entry **into Position** Note: This measures minimum **requirements**, not preferences.

TECHNICAL SKILL		*Application of Skill*		
		Standard: Work product primarily affects unit processes	Advanced: Affects accuracy of multiple projects	Comprehensive: Consequences of work affect large groups as well as the customer-base at large
1.	**Basic:** Work requires the use of standard technical skills appropriate to the work environment of the organization.	☐ **1a**	☐ **1b**	☐ **1c**
2.	**Skilled:** Work requires a comprehensive, practical knowledge of a technical field with use of analytical judgment and decision-making abilities appropriate to the work environment of the organization.	☐ **2a**	☐ **2b**	☐ **2c**
3.	**Advanced:** Work requires advanced skills and knowledge in approaches and systems, which affect the design and implementation of major programs and/or processes organization-wide. Independent judgment and decision-making abilities are necessary to apply technical skills effectively.	☐ **3a**	☐ **3b**	☐ **3c**

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Section II – Compensable Factor Definitions

FISCAL RESPONSIBILITY - This factor measures the accountability and participation, if any, as it relates to the fiscal accountability for one's department or assigned area(s) of responsibility.

This job title has no budgetary/fiscal responsibility	☐ **1**
The job title **prepares** accounting, budget, employment actions, purchasing documents; and **does research** to justify language used in documents for a unit or division of a department. May recommend budget allocations.	☐ **2**
This job title does research for documents, compiles data for computer entry, and/or enters or oversees data entry. Has **responsibility for monitoring budget**/fiscal expenditures (typically non-discretionary expenditures) for a work unit of **less than department size** (programs, activities, projects or small organizational units) or responsibility for fiscal management of capital project(s).	☐ **3**
This job title **oversees budget preparation of a division or department budget**. Reviews and approves expenditures of significant budgeted funds for the department or does research and prepares recommendations for organization-wide budget expenditures.	☐ **4**
This job title has responsibility for **final approval of at least one division/departmental budget**. Is authorized to approve fiscal/budgeted expenditures up to the amount that requires the approval of Senior Management	☐ **5**
This job title has responsibility **for final approval of budgetary recommendations**. Monitors progress toward fiscal objectives and adjusts plans as necessary to reach them.	☐ **6**

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Section II – Compensable Factor Definitions

<u>WORKING CONDITIONS</u> – This factor measures the surroundings or physical conditions under which the work must be performed, to the extent to which they make the position disagreeable. Where working conditions vary with specified work assignments the degree selected must represent the *<u>average</u>* of all the conditions encountered.

NOTE: To receive a rating of 2a or higher, the work must be performed while exposed to conditions making the job noticeably unpleasant (dirt, dust, heat, cold, noise, odors, etc.) and/or while exposed to risk of major injury including loss of life or limb.

WORKING CONDITIONS		***Physical Effort***		
		Little Physical effort is required.	**Occasional** Physical effort is required.	**Frequent** Physical effort is required.
1.	**Good**: Relatively free from unpleasant environmental conditions or hazards. Office environment.	☐ **1a**	☐ **1b**	☐ **1c**
2.	**Satisfactory**: Occasional exposure to unpleasant environmental conditions and/or hazards. Occasional outside work.	☐ **2a**	☐ **2b**	☐ **2c**
3.	**Disagreeable**: Frequent exposure to unpleasant environmental conditions and/or hazards. Majority of work performed outside or with exposure to risk.	☐ **3a**	☐ **3b**	☐ **3c**

-END OF JOB EVALUATION MANUAL-

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ORANGE WATER AND SEWER AUTHORITY
A public, non-profit agency providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community.

Employee Performance Review Manual

Background

There are few things that any supervisor does that are more important than making sure every team member understands what is expected of them and making sure that each member of the team knows how they're doing in meeting those expectations.

Providing feedback on an employee's performance is difficult and extremely subjective, but as long as the feedback is provided in an atmosphere of honesty, integrity and fairness, any time spent on establishing expectations and providing specific feedback on each team member's efforts to meet those expectations will result in a significant return on the time and effort invested.

This Employee Performance Review Manual provides supervisors and employees with guidance to discuss the employee's job performance and then develop clear goals, expectations and development plans for the upcoming evaluation period.

Basic Guidance for Performance Evaluations

Every member of the team must know what is expected of them.

Honesty is essential.

Provide specifics whenever possible. General (positive or negative) feedback is of little value.

Everyone has strengths and weaknesses. Most top performers want to hear about both.

Written performance evaluations should be reflective of the regular feedback that an employee receives throughout the year outside of the formal evaluation process. There should be no surprises.

Written performance evaluations are tools that are used not only in an attempt to modify future behaviors, they should be considered as chapters in an employee's performance record that can be referred to whenever promotion opportunities arise and when action must be taken because an employee has proven that they are unable or unwilling to achieve a certain minimum level of performance.

The Process

The formal performance review process should be viewed as a continuing cycle of identifying expectations and goals; and providing feedback on the employee's performance. Formal written evaluations should be developed and presented with an eye towards past performance, while never losing sight that the ultimate goal is building a brighter future for the organization and every member of the team.

At the year-end review, the supervisor and the employee should review how the employee has or has not successfully exhibited the desired competencies and achieved the previously identified goals/objectives. The supervisor will provide comments and establish a single overall rating for the employee based on the employee's demonstration of desired competencies (how frequently the desired competencies are demonstrated and how effectively the employee performs overall) and their performance in accomplishing the previously identified objectives for the period.

Six competencies have been established for all employees. Three additional competencies have been established for managers/supervisors. The written evaluation should describe, and the supervisor and employee should discuss the employee's performance considering each of the relevant competencies.

The written evaluation should also describe the employee's performance on the previously identified objectives. Discussing (again) areas where expectations were met, exceeded and those areas where improvement is needed.

The last step is working with the employee being evaluated to identify specific objectives for the upcoming review period.

The Employee Performance Review Form

A. Overall Performance Review (Competencies/Behaviors)

- The supervisor should "paint a picture" of the employee's performance by considering the employee's behavior, performance as it relates to their job description, desired competencies and demonstrated commitment to OWASA's values and ideals:

COMPETENCIES FOR ALL EMPLOYEES

Communication
- Communicates clearly when speaking/writing?
- Willing to listen?
- Shares information with others?
- Receives information and direction well and clarifies the accuracy of their understanding when necessary?

Customer Service
- Cares about the customer?
- Tries to say "yes"?
- Able to say "no"?
- Displays prompt, efficient, friendly and patient manner with internal and external customers including their supervisor?
- Follows through on customer requests and questions?
- Asks probing questions that elicit the facts?

Dependability and Consistency
- Good attendance?
- Accepts responsibility?
- Solid work ethic?
- Follows through?
- Concerned about quality?
- Adheres to instructions?
- Manages time effectively?

Personal Effectiveness and Values
- Energy and enthusiasm?
- Cares about the environment?
- Does what's asked, or more?
- Safety is the top priority?
- Concerned about costs?
- Recognizes responsibility for their actions and is willing to be held accountable?
- Admits mistakes and works to avoid repeating them?
- Produce output with minimum number of errors?
- Accepts responsibility for achieving personal and professional goals?

Problem Solving and Decision Making
- High level of initiative?
- Views problems as opportunities?
- Focused on continuous improvement?
- Willing to make decisions within their level of authority

Teamwork
- Respectful towards others?
- Team player?
- Positive attitude?
- Embraces workplace diversity?
- Productivity
    - Demonstrates Accuracy and thoroughness?
    - Pays attention to detail?
    - Manages multiple tasks and high workload while maintaining service level?

ADDITIONAL COMPETENCIES FOR MANAGERS/SUPERVISORS

Management & Supervisory Skills
- Establishes clear expectations?
- Consistent, firm, but fair?

Leadership & Guidance
- Sets the example?
- Enthusiastic?

- Willing to delegate, but follows through?
- Invites feedback from subordinates?
- Truly cares about subordinates?
- Shares information open and candidly?
- Focused on giving subordinates the tools and authority necessary to do their job?

Planning & Organization

- Ensures all understand the task at hand?
- Meets/beats due dates?
- Uses time effectively?
- Tracks assigned tasks?
- Focused on identifying and institutionalizing lessons learned?
- Focused on process improvement?
- Able to handle multiple tasks simultaneously?

B. Review of Performance on Previously Identified Objectives

Specific performance against the goals and objectives that you established previously:

- How did the employee do in meeting the previously established work-related and professional development objectives?

C. Objectives and Training/Development Goals for Upcoming Review Period

The key to building a brighter future is working with the employee to identify the specific items that they are to focus on during the upcoming period of evaluation. Using a copy of the employees' job description and the self-assessment form provided by the employee, establish three to five objectives for the employee to achieve, including outcomes and criteria that will be used to evaluate year-end results. The supervisor should set clear expectations in the following areas:

- Behaviors (competencies) that you expect to change in the future. Note: observed behaviors that you want to continue should be highlighted during discussions about past performance.
- Specific work items or tasks that you want accomplished in a specified timeframe. This should not be a duplication of items in their job description, but specific goals the employee should achieve during the next review period (projects, work quotas, process improvements, etc.)
- Formal training, on-the-job training and certifications that you want the individual to pursue/earn

OWASA Employee Self-Assessment Form

Section 1: Employee Information

Employee Name: _____ Supervisor Name:_____

Performance Review Year: _____ Date Completed: _____

Employee Signature: _____

Section 2: Self-Assessment

1. What do you consider your major achievements during the past evaluation period?

2. Are there additional skills or knowledge that would help you more effectively perform your present job or pursue other opportunities at OWASA? If yes, please list.

3. What goals (with specific measurable results) do you expect to accomplish during the next 12 months? Please designate those items that will be accomplished in the upcoming 6 month evaluation period.

4. List any items you would like to discuss during your annual performance evaluation meeting:

☐ Check if additional information provided

Employee Performance Review

EMPLOYEE NAME	DEPARTMENT	POSITION

REVIEW DATE	PERIOD COVERED BY THIS REVIEW
	FROM: TO:

TYPE OF REVIEW	SUPERVISOR'S NAME
☐ Annual ☐ 6-Month ☐ Probation	

A. Overall Performance Review (Competencies/Behaviors)

1. Communication	2. Customer Service
3. Dependability and Consistency	4. Personal Effectiveness and Values
5. Problem Solving & Decision-Making	6. Teamwork

Additional Competencies for Managers/Supervisors

7. Management & Supervisory Skills 8. Planning & Organization 9. Leadership and Guidance

Supervisor Comments:

☐ Check if additional information provided

B. Review of Performance on Previously Identified Objectives

Objectives:

Supervisor Comments:

☐ Check if additional information provided

C. Objectives and Training/Development Goals for Upcoming Review Period

Objectives:

Training/Development Goals:

Exceptional Performance (E)	Performance is consistently outstanding and accomplishments make notable contributions to the organization. Objectives are exceeded for the year and employee continuously uses the competency behaviors. Demonstrates role model behavior for other employees.	**OVERALL RATING**
Successful Performance (S)	Performance consistently meets and sometimes exceeds expectations of a qualified person in this job. Meets goals for the year and displays use of the competency behaviors on a regular basis.	
Needs Improvement (NI)	Performance occasionally below minimum requirements of the job. Fails at times to meet minimum standards and does not successfully accomplish/meet established objectives. Inconsistently exhibits desired competency behaviors.	
Unsuccessful Performance (U)	Performance consistently below minimum requirements of the job. Regularly fails to meet minimum standards and established objectives. Consistently fails to demonstrate desired competency behaviors.	

EMPLOYEE:
Please acknowledge that this performance review has been reviewed with you by signing your name and indicating the date of the review in the spaces below:

Also, indicate whether you intend to submit a written statement (due within 5 days from the date of your review).

Employee _____ Date _____

I intend to submit a written statement: Yes ☐ No ☐

Evaluator _____ Date _____

Reviewer _____ Date _____

Reviewer _____ Date _____

Reviewer _____ Date _____

ORANGE WATER AND SEWER AUTHORITY

A public, non-profit agency providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community.

MEMORANDUM

TO: Human Resource Committee

THROUGH: Ed Kerwin

FROM: Stephen Winters, CPA

DATE: October 3, 2012

SUBJECT: Employee Classification and Compensation Study – Pay range for part-time Customer Service Specialist

In January 2011 as a result of departmental efficiencies we achieved, we were able to reduce costs by reorganizing the Finance and Customer Service Department. As part of the reorganization, the Board approved a resolution to:

- Eliminate two positions:
  - Customer Service Manager
  - Procurement Manager
- Reclassify an open Accounting Technician position to Financial Analyst
- Create a new part-time (20 hours per week) position: Customer Service Specialist

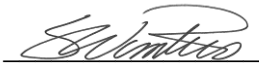
The reorganization included two additional modifications that did not require Board approval; the responsibilities of our two Finance Manager positions were expanded and their titles changed to Finance and Customer Service Manager and Finance and Procurement Manager.

To fill the part-time Customer Service Specialist position, we hired the person who previously held the full-time Customer Service Manager position. This person was (and remains) highly qualified to perform the duties of Customer Service Specialist which include process improvement, special projects, accounts receivable collections and management of delinquent accounts. Additionally, the Customer Service Specialist filled an important role in our transition to the new department structure and continues to be a valuable resource to the department.

One of the outcomes of the Employee Classification and Compensation Study (Study) is a proposed pay structure that includes new pay ranges for all of OWASA's positions. The hourly rate currently paid to the Customer Service Specialist ($39 per hour) falls outside the new range for the position ($20.60 to $31.72 per hour). The position does not qualify for benefits other than vacation and sick time which are accrued at one-half of the accrual rate for full-time employees.

We request the Board's approval to temporarily set the maximum pay for the part-time Customer Service Specialist at $39 per hour (the current pay rate of the single incumbent). We request this exception for the following reasons: 1) OWASA employees were told that we did not expect anyone to receive a reduction in pay as a result of the Study, 2) the incumbent is fulfilling the responsibilities of the job, 3) the incumbent possesses qualifications that exceed the requirements for the position and OWASA is benefitting from this experience and expertise, and 4) the role remains important to the organization.

If the Board approves this request, the incumbent will not be eligible for a wage increase until the pay range maximum for this position exceeds the incumbent's current pay rate. When the position becomes vacant, we will reassess the market as necessary and hire within the pay range.



Stephen Winters, CPA
Director of Finance and Customer Service

Attachment 3

ORANGE WATER AND SEWER AUTHORITY
SCHEDULE OF EMPLOYEE CLASSIFICATION AND AUTHORIZED COMPENSATION
(Proposed)

Salary Grade	**Authorized Positions**	**Salary Range**	**Classification Title**
610	0-5 2 0-33 4 3	$31,370 - $48,311	Clerk/Cashier* Assistant Lake Warden Utility Mechanic I* Administrative Assistant Solids Handler
612	0-3	$34,586 - $53,262	Accounting Technician I *
613	1 0-5 0-33 0-10	$36,315 - $55,925	Warehouse-Cross Connection Coordinator Customer Service Representative* Utility Mechanic II* Maintenance Mechanic*
614	0-3 6 1	$38,131 - $58,722	Accounting Technician II* Laboratory Analyst Lake Warden
615	14 3	$40,419 - $62,245	Treatment Plant Operator Utility Mechanic III
616	1 0-10 1	$42,844 - $65,980	Information Services Technical Specialist Senior Maintenance Mechanic* Sr. Customer Service Representative
617	2 6 1 1 1 2 1 2	$45,843 - $70,598	Engineering Technician Crew Leader Human Resources Generalist Senior Lake Warden Solids Handler Supervisor Construction Inspector Executive Assistant Engineering Associate

Salary Grade	Authorized Positions	Salary Range	Classification Title
618	1 1 1	$49,511 - $76,246	Financial Analyst Maintenance Coordinator Public Affairs Administrator
619	1 1 2 2 1 2 0-2	$53,966 - $83,108	GIS Coordinator Assistant Distribution & Collection Systems Manager Laboratory Supervisor Plant Maintenance Supervisor Network Administrator Operations Supervisor Utilities Engineer – Non Registered*
620	1 1 0-2	$59,363 - $91,419	Database Administrator Operations Engineer Utilities Engineer – Registered*
621	1 1 1	$66,487 - $102,389	Sustainability Manager Finance and Customer Service Manager Finance and Procurement Manager
622	1 1 1 1 1 1	75,795 – 116,724	Engineering Manager, Systems Development Engineering Manager, Capital Projects Distribution & Collection Systems Manager Water Supply & Treatment Manager Wastewater Treatment & Biosolids Recycling Manager Planning & Development Manager
623	1 1	$86,406 - $133,065	Director of Information Technology Director of Human Resources and Safety
624	1 1	$98,503 - $151,695	Director of Finance and Customer Service Director of Engineering & Planning
625	1	$112,293 - $172,932	General Manager of Operations

Salary Grade	**Authorized Positions**	**Salary Range**	**Classification Title**
Contract	1		Executive Director
Part-time (610)	0.5	$15.08-$23.22/hr Benefits: Membership in the North Carolina Retirement System and prorated annual/sick leave	Administrative Assistant
Part-time (616)	0.5	$20.60-$31.72/hr Benefits: Membership in the North Carolina Retirement System and prorated annual/sick leave	Customer Service Specialist
Total of 135 positions			

***** On June 14, 2007, the OWASA Board amended the Schedule of Employee Classification and Authorized Compensation to provide for skill-based pay progression for the following positions:

- Utility Mechanic I to Utility Mechanic II
- Maintenance Mechanic to Senior Maintenance Mechanic
- Accounting Technician I to Accounting Technician II
- Clerk/Cashier to Customer Service Representative
- Utilities Engineer to Utilities Engineer Registered

The Executive Director has established eligibility criteria and administrative procedures for the skill-based pay program.

While there is flexibility in the number of authorized positions in each skill-based pay position, the total number of authorized positions for each skill-based pay job family is as follows:

Skill-based Pay Job Family	Total Authorized Positions
Utility Mechanic I / Utility Mechanic II	33
Maintenance Mechanic / Senior Maintenance Mechanic	10
Accounting Technician I / Accounting Technician II	3
Clerk/Cashier / Customer Service Representative	5
Utilities Engineer / Utilities Engineer Registered	2