Procedural/Operational Report
Non-Union Pay Classification
Job Evaluation Review Procedures
for Establishing Job Position Points and
Methods for Establishment of Rates of Pay

I. JOB EVALUATION REVIEW PROCEDURES FOR ESTABLISHING JOB POSITION POINTS

    A. Basis of Job Evaluation

        The basis of the evaluation of all positions is the City's modified version of the Hay System. That system is described in the attached memorandum in narrative form and in chart form. The result of the analysis of all four factors is a determination of a total number of job points for a position. In addition, special emphasis will also be given for higher education and specialized positions.

    B. Procedures for Conduct of Job Evaluation

        1. Any new positions or positions being significantly updated are all applicable to this procedure. (If a reorganization is occurring or if there is ever an overall City review of all positions, the City Administrative Officer and the Personnel Manager will be responsible for initiating a review of the affected positions. Otherwise, each employee and/or department head is responsible for the periodic review of their own positions.)

        2. A position questionnaire must first be completed by the employee and/or department head. If the employee completes the questionnaire, the department head must complete the Supervisor's Section. Additional, related information can be submitted as an attachment to the questionnaire, if pertinent.

        3. The position questionnaire (and any other information) is submitted to the Personnel Manager.

        4. The Personnel Manager prepares a draft job description and submits it to the employee and department head for review and signature.

5. Disagreements on the job description between the employee/department head and the Personnel Manager are submitted to the City Administrative Officer for resolution. If there is still disagreement after this point, the disagreement on the job description is to be submitted to either the Police & Fire Commission or the Civil Service Commission for resolution. The decision of either body on the job description shall be final.

6. The approved job description and position questionnaire are then used by the Personnel Manager to evaluate the position with respect to the Hay System factors, establish a breakdown of the points on each of the factor's elements, and arrive at a total number of job points for the position.

7. If they so desire, the employee and department head may meet with the Personnel Manager to provide supplemental information.

8. Upon conclusion of the evaluation, the Personnel Manager shall explain and document the findings to the employee and Department Head. The report shall specify a detailed analysis of the basis for the recommendation, including an explanation of each factor and sub-factors. A copy of this report shall be provided, in writing, to the employee, department head, and City Administrative Officer.

9. The employee and department head shall review and notify the Personnel Manager, in writing, if they agree with the Personnel Manager's determination, with a copy to the City Administrative Officer.

10. If the employee and department head disagree with the breakdown and/or total assignment of job points, they may appeal as follows:

    a.) The appeal would be to the Job Evaluation Appeals Committee (JEAC) with a written analysis of the points of disagreement, including an explanation of what factors and sub-factors are objected to. (The JEAC is comprised of the Finance Manager/Comptroller and two other individuals, one of who may be a staff person and one who is an outside HR expert, both having experience in job evaluation.)

        1.) The JEAC follows the same procedures of presentation, operation, decision, and notification as is followed with the Personnel Manager.

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2.)   Upon conclusion of the review by the JEAC, a copy of the determination is provided, in writing, to the employee, the department head, and the City Administrative Officer.

3.)   The decision of the JEAC is final.

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11.   At whatever point the total number of points for the position becomes final (initial Personnel Manager determination or the Appeals Committee), the City Administrative Officer shall use the points and apply the applicable salary range rate of pay formula (described below) to determine the new salary range (beginning and ending salaries).

12.   If a departmental reorganization is involved or if a budget change is needed by the department to implement the new salary range, then Common Council approval must be obtained. If neither of these are needed, the City Administrative Officer prepares the necessary salary ordinance amendment for implementation of the new salary range for the position.

13.   The City Administrative Officer submits the new salary ordinance amendment for consideration and for Common Council approval implementing the change.

14.   Upon approval of the new salary ordinance amendment by the Common Council, the implementation procedures for reclassification shall be followed, as applicable, with the Civil Service Commission or the Police & Fire Commission.

II.   METHODS FOR ESTABLISHING RATES OF PAY

A.   <u>Basis of Salary Ranges</u>

The basis of establishing the rates of pay for the non-bargaining unit positions under the City's modified Hay System was recommended by the Hay Associates in 1978 when the plan first went into effect. The basic elements of the calculation method include a dollar value per point plus a base. For each of the five categories of non-union employees, there are different dollar values per point and different bases. Within each of the five categories, there is also a breakdown for over and under 450 points. Finally, there are two classifications within most of the five categories--one for general employees and one for Police/Fire employees. An outline of all the groupings is as follows:

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1.   Confidential, Professional & Supervisory Service (P)

   a.)   0-450 Points

      1.)   General Employees (A)
               $$ value per mid-range point + base

      2.)   Police/Fire Employees (B)
               $$ value per mid-range point + base

   b.)   Over 450 Points

      1.)   General Employees (A)
               $$ value per mid-range point + base

      2.)   Police/Fire Employees (B)
               $$ value per mid-range point + base

2.   Deputy/Assistant Service (DAS)

   a.)   0-450 Points

      1.)   General Employees (A)
               $$ value per point + base

      2.)   Police/Fire Employees (B)
               $$ value per point + base

   b.)   Over 450 Points

      1.)   General Employees (A)
               $$ value per point + base

      2.)   Police/Fire Employees (B)
               $$ value per point + base

3.   Managerial Service (Division Heads) (MS)

   a.)   Over 450 Points

      1.)   General Employees (A)
               $$ value per point + base

4.   Executive Service (Appointed Department Heads) (ES-A)

      a.)   Over 450 Points

            1.)   General Employees (A)
                   $$ value per point + base

            2.)   Police/Fire Employees (B)
                   $$ value per point + base

5.   Executive Service (Elected Department Heads) (ES-E)

      a.)   Over 450 Points

            1.)   General Employees (A)
                   $$ value per point + base

B.   <u>Procedures for Calculation of Salary Range</u>

The original dollar per point values and bases were recommended by the Hay Associates in 1978 and approved by the Common Council at that time. Amounts originally established in 1978 for each different service category were based on market conditions at that time. The original dollar values per point and bases are adjusted each year when the Common Council approves an annual increase for all non-union employees. The annual increases by the Common Council adjust the original market amounts to keep them current. Other changes over the years have also affected the original amounts. One change (which occurred a couple of years ago) included a larger increase for non-union Police/Fire employees, which created the "B" split and a higher dollar value per point and base. Another change (which also occurred a couple of years ago) was a "tiered" annual increase depending on the service category, which resulted in the highest percentage increase for the Confidential, Professional & Supervisory Service group, down to all different and lesser percentage increases for the other service group categories. Another change (which also occurred a few years ago) was the granting of annual percentage amounts to the Elected Department Heads, which were sometimes higher and other times lower. All these decisions have the cumulative effect of having different dollar values per point and different bases for each grouping.

Periodically, to check if the salary ranges are still reflective of market conditions, overall market studies have been undertaken by staff. In 1981, one formal, overall study was conducted which determined all rates still to be satisfactory; thus, no change was made at that time. In 1985-86, an informal salary survey was done,

which again showed positions to be properly placed; thus, no change was made at that time as well. In 1990, a selected/targeted salary survey was carried out to look at mid-management and professional positions. The results of the study showed that these positions were now somewhat behind the market and staff made recommendations to have these salary ranges adjusted. However, due to economic and budget (expenditure) considerations, the staff recommendations were not approved for implementation. Any adjustment to any position due to market conditions/studies are implemented by the Common Council by approving additional percentage increases to the salary range. Those increases would similarly affect the dollar value per point and the base and/or create new breakdowns or splits.

1.   The actual calculation of the salary range is conducted based on the appropriate breakdown above for each service category. This formula calculation method was part of the original Hay Associates plan.

    a.)   Confidential, Professional & Supervisory Service. The total number of job points for a position falls within a pay range. Each pay range (P-__) has point-range limits. The middle number of the range limit is the mid-range point number upon which the dollar value per point is multiplied. The dollar value multiplied times the mid-range point plus the base equals the annual ending salary.

    b.)   Deputy/Assistant Service, Managerial Service, and Executive Service (Appointed and Elected). The total number of job points for a position sets the pay range and is the number upon which the dollar value per point is multiplied. The dollar value multiplied times the total points plus the base equals the annual ending salary.

2.   The annual ending salary for the position is divided by 2080 hours to determine the hourly ending salary for the salary range for the position. The hourly beginning salary for the salary range for the position is 80% of the hourly ending salary range. The bi-weekly beginning and ending salary range is determined by multiplying the hourly rate by 80 hours; the annual beginning and ending salary range is determined by multiplying the hourly rate by 2080 hours.

3.   The City Administrative Officer and Manager of Finance/Comptroller calculates the salary range rates of pay based on the above guidelines after receiving the final job points for the position(s).

4.   The new, calculated salary range, along with the new, approved job description, is transmitted by the City Administrative Officer to the Common Council for approval. (The fiscal impact of the change is described in the letter.) Approval includes the direction and authorization to the City Administrative Officer to prepare the necessary salary ordinance amendment for implementation of the now approved new salary range for the position.

5.   The City Administrative Officer prepares the new salary ordinance amendment for consideration by the Common Council for approval implementing the change.

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