

City of Fort Lauderdale, FL

Proposal for a Job Classification and Compensation Study

RFP #: 565-11739

Due Date: May 3, 2016

Contact:

**Elliot R. Susseles, CCP
202.833.6436**

esusseles@segalco.com



THE SEGAL COMPANY (EASTERN STATES) INC.
SEGAL WATERS CONSULTING
1920 N Street NW, Suite 400, Washington, DC 20036
T 202.833.6400 F 202.330.5694 www.segalco.com

May 3, 2016

Ms. AnnDebra Diaz
Senior Procurement Specialist
City of Fort Lauderdale
City Hall - Procurement Services Division
100 N. Andrews Avenue, #619
Fort Lauderdale, FL 33301

Re: RFP #: 565-11739, Consulting Services for a Job Classification and Compensation Study

Dear Ms. Diaz:

Thank you for the opportunity to submit this proposal for a classification and compensation study for the City of Fort Lauderdale (City).

Through our extensive experience providing human resources advice to public sector clients nationwide, we think Segal Waters is best qualified to assist you with this project. We have conducted classification and compensation studies for the City of Fort Worth (TX), City of Houston (TX), City of Greenville (NC), City of Charlotte (NC), City of Asheville (NC), City of Concord, (NC), and Town of Chapel Hill (NC). We have conducted similar projects for the following Florida organizations: the City of Cape Coral, Hillsborough Area Regional Transit and Toho Water Authority.

Perhaps the greatest value Segal Waters can bring to this engagement is our unique experience working with collectively bargained workforces. Our keen awareness of the complexities of labor-management relations differentiates us from other consultancies. This asset can only enhance outcomes in a sometimes conflict-oriented process.

We appreciate your consideration for this assignment and welcome the opportunity to meet with you to answer any questions you have. As a Senior Vice President, I am authorized to contractually bind the firm to the terms of this proposal. Please feel free to call me at 202.833.6436.

Sincerely,

Elliot R. Susseles, CCP
Senior Vice President

4.2.1. Table of Contents

City of Fort Lauderdale, FL

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4.2.2. Executive Summary

About Our Company

The Segal Group (www.segalco.com) has been a leading, independent firm of benefit, compensation, and human resources consultants since its founding in 1939. Our clients include corporations, non-profit organizations, higher education institutions, professional service firms, and public sector entities, and jointly trustee benefit funds.

Segal is an independent, employee-owned organization with no ties to any other companies. Our only interest is in providing unbiased solutions to clients' total rewards needs.

Our firm is headquartered in New York and has more than 900 employees working in the following offices throughout the U.S. and Canada.

Atlanta, GA	Edmonton, AB	New York, NY
Boston, MA	Glendale, CA	Philadelphia, PA
Chicago, IL	Hartford, CT	Phoenix, AZ
Cleveland, OH	Houston, TX	Princeton, NJ
Dallas, TX	Los Angeles, CA	Raleigh, NC
Darien, CT	Minneapolis, MN	San Francisco, CA
Denver, CO	Montreal, QC	Toronto, ON
Detroit, MI	New Orleans, LA	Washington, DC

Segal has extensive experience in providing independent, results-driven consulting services to public sector entities throughout the country.

For more than 75 years, we have developed cutting-edge total rewards approaches that provide quality health care, secure retirement, and competitive compensation programs for our clients' employees. Offering comprehensive total compensation and benefits packages requires governments to continually search for cost efficiencies and innovations. Many widely accepted benefit practice and cost containment solutions were originally designed by Segal.

Segal Employee Groups

731	Consulting professionals, including: benefits consultants, actuaries, health benefits and pension analysts, administrative experts, claims auditors and communication consultants
159	Other professional staff, including: human resources, information technology, public affairs, marketing staff, finance and legal
85	Clerical and support staff
975	Total among all offices

Company History and Staff

The Segal Group was founded as the Martin E. Segal Company in October 1939, early in the development of employee benefit plans in American industry. From the beginning, Segal has been involved in developing health and retirement programs that meet the needs of employees and employers.

In 1967, the Martin E. Segal Company became part of Wertheim & Co. and in 1978 it again became independent when it was repurchased by company management.

In 2001, The Segal Group acquired Marjorie Gross and Company, an award-winning firm specializing in communicating benefits and compensation information, as well as building strategies for effective employer communications.

Early in 2002, The Segal Group acquired Sibson Consulting, a human resources consulting firm dedicated to helping companies improve the return on human capital through talent strategies, effective organization practices, change management, rewards and compensation design, work/life programs and other solutions that help enhance employee performance.

In 2006, The Segal Group acquired Irwin Tepper Associates, Inc., a consulting firm that specializes in asset/liability analysis for employee benefit programs and other organizations.

In 2010, The Segal Group acquired Aon Consulting's multiemployer defined benefit plan and related consulting business in the United States.

In 2012, The Segal Group's investment consulting affiliate, Segal Rogerscasey, acquired Rogerscasey, a global investment consulting firm. The combined entity (Segal Rogerscasey) is a leading global investment solutions firm that provides innovative, client-driven consulting advice and outsourcing solutions. The firm has been in operation for more than 40 years and is one of the largest U.S.-based investment consultants.

In 2013, The Segal Group's Fiduciary Liability Insurance Practice was incorporated as the insurance brokerage subsidiary of The Segal Group, Inc., and named Segal Select Insurance Services, Inc. Segal Select works with plan sponsors to obtain a full range of fiduciary insurance and fidelity bond coverage as well as employment practices liability insurance and cyber liability coverage.

In 2014, The Segal Group acquired the Human Resources Consulting Division of Waters Consulting and combined it with Segal's Public Sector Compensation and Bargaining Practice. The combined entity, Segal Waters Consulting, provides compensation and human resources consulting solutions to public sector entities.

Also in 2014, The Segal Group acquired a portion of the business of Moroni Fantin, an employee benefits consulting firm (which has now ceased operations) specializing in working with Michigan and national, mid-market, self-insured health plans.

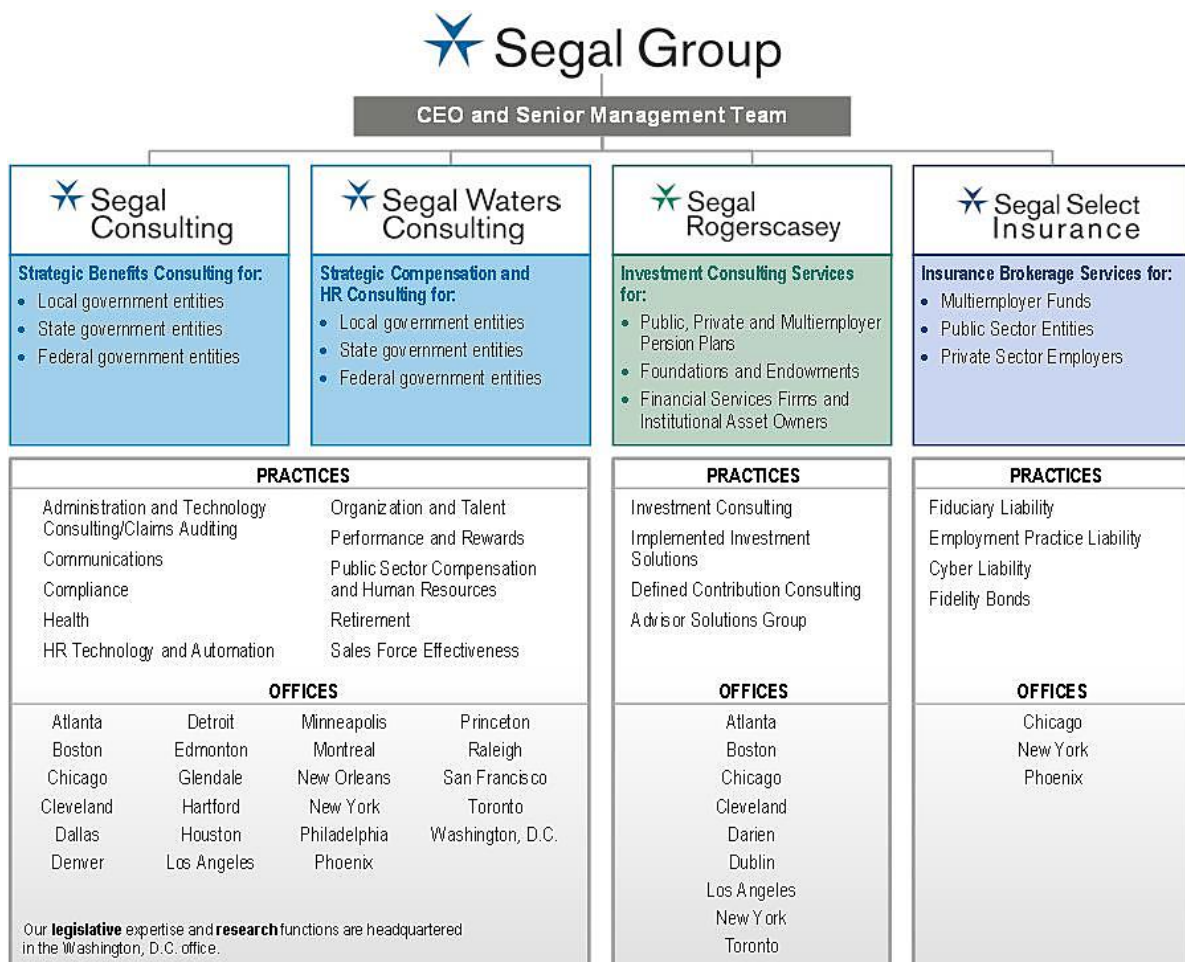
The Segal Group is a founding member of the Multinational Group of Actuaries and Consultants (MGAC), whose member companies across the world meet clients' needs for assistance in international benefits planning.

Segal Consulting, Sibson Consulting, Segal Rogerscasey and Segal Select are all members of The Segal Group. While company names and logos have evolved over the firm's 75 year history, members of The Segal Group remain independent, employee-owned firms that provide unbiased consulting.

The Segal Group is a private corporation owned by its active officers, with no shareholder owning more than 5% of the common stock. Our firm's chief officers are:

- Howard Fluhr – Chairman
- J. Tim Biddle – Vice Chair
- Joseph A. LoCicero – President and Chief Executive Officer
- Ricardo DiBartolo – Senior Vice President, Chief Financial Officer and Treasurer
- Margery Sinder Friedman, Esq. – Secretary and General Counsel

Company Organization Chart



Summary of Segal Services

Segal is a completely independent organization with no ties to any other companies. Our only interest is in providing unbiased solutions to clients' total rewards needs. Visit us at www.segalco.com.

Our comprehensive array of results-driven consulting and actuarial services includes strategic planning and program designs that align human resources strategies with staffing needs. Segal serves three distinct markets—Public Sector, Corporate and Multiemployer—with services, staff and expertise available to consult on the full range of health, retirement, and compensation issues in each of these markets.

➤ **Human Resources Consulting**

- Total compensation philosophy development
- Total rewards system design and implementation
- Customized compensation market assessments and cost modeling
- Classification studies and job description development
- Job evaluation and internal equity analyses
- Performance Management
- Employee opinion surveys to support reward system design
- Collective bargaining support

➤ **Health and Welfare Plan Consulting**

- Medical, dental, disability, prescription drug and vision benefits plan design
- Valuation of retiree health plan liabilities and obligations according to GASB (Governmental Accounting Standards Board)
- Cost management strategies
- Financial forecasting and trend analysis
- Plan trend and industry benchmarking
- Plan administration and compliance strategies
- Vendor selection, contracting, and management services
- Quality performance standards

➤ **Retirement Plan Consulting**

- Defined benefit and defined contribution consulting
- Actuarial valuations and audits
- Supplemental savings plans 457, 403(b), 401(k)
- Deferred Retirement Option Plans and Partial Lump Sum Plans

➤ **Compliance Consulting**

- Preparation and review of plan documents, enrollment information, and participant correspondence
- Internal Revenue Code, state and local law, and GASB compliance
- HIPAA assessment, compliance and training programs
- SPD (Summary Plan Descriptions) review, drafting, and redesign

- **Claims Audit Consulting**
 - Analysis of medical, dental, disability, vision, and/or prescription drug claims administration and transaction processes
 - Assurance of financial and procedural accuracy in compliance with plan provisions and timeliness of claims adjudication
 - Review of insurance carriers, third party administrators, and self-administered plans
- **Communications Consulting**
 - Communications assessments, employee research, strategic planning
 - Organizational change communications
 - Compensation and performance management communications
 - Personalized communications and benefit statements
 - Web site content development and design
- **Administrative and Technology Consulting**
 - Review of strategic initiatives and business objectives
 - Assessment of administrative processes, organizational structure, and operational technology
 - Feasibility studies of administrative alternatives
 - Process re-engineering
 - Technology assessment, acquisition, and
 - Implementation
- **Investment Consulting** (through our SEC-registered affiliate, Segal Rogerscasey)
 - Asset Allocation and Investment Strategies
 - Asset/Liability Modeling (ALM)
 - Manager Searches
 - Performance Measurement
 - Alternative Investment Research
 - Fiduciary Services
 - Model Portfolios
 - MasterManagerSM
 - Strategy-Specific Hedge Fund Portfolios
 - Retire Funds
 - Defined Contribution Services and Vendor Searches

Segal Waters' Project Team

We bring to this project an excellent combination of skills and experience in public sector compensation, classification and performance management analysis and design.

The project team consists of experienced consultants who are dedicated to meeting the needs of the City in a manner that is cost efficient, timely, and of high quality.

Staff Member	Role
Elliot R. Susseles, CCP	National Practice Leader/Project Manager
Heather Kazemi, CCP, SPHR	Senior Consultant
Joseph Adler, SPHR, IPMA-CP, DPA	Senior Consultant
Patrick Bracken, CCP	Senior Consultant
Linda Wishard, CCP, SPHR, SHRM-SCP	Senior Consultant
Liz Murray-Rust, PHR	Senior Analyst
Luis Gonzales	Analyst
Patrice Glasthal	Analyst

We invite you to review the resume of each team member in *Section 4.2.3 Experience and Qualifications*.

Project Manager:

Elliot R. Susseles, CCP
Senior Vice President
The Segal Company
Segal Waters Consulting
1920 N Street NW, Suite 400
Washington, DC 20036
Direct Line: 202.833.6436 Fax 202.330.5694
esusseles@segalco.com

This project will be conducted from our office located in Washington, DC at:

The Segal Company
Segal Waters Consulting
1920 N Street NW, Suite 400
Washington, DC 20036
T 202.833.6400 F 202.330.5694
www.segalco.com

Florida Certificate of Authority

The Segal Company is registered as a legal entity in the State of Florida – ID #F12000003724.

Project Summary

The City of Fort Lauderdale is a world class city that recently was awarded the prestigious All-America City Award. The City wants to hire and retain dynamic and goal-driven employees (Community Builders) to establish a city organization that delivers the highest quality of services to our neighbors in a cost effective manner.

To achieve this, the City seeks the assistance of a consultant to perform a classification and compensation study to increase organizational efficiency and recognize the value of our most important resource: the men and women who work for the City and make Fort Lauderdale the world-class city that it is. The study covers affecting approximately 3,000 employees covered by 550 job titles including 266 management and confidential employees, the Police force (except Police Officer), the Firefighters and Paramedics, the Teamsters represents and Federation employees

Specifically, we understand the scope of this study will include three phases:

1. Phase I – Conducting a comprehensive classification and compensation study
2. Phase II – Developing organizational charts, job families, and career ladders
3. Phase III – Developing job competencies for each of the jobs within a family

Our proposed work plan for this assignment includes the following steps.

Phase I

Step 1: Project Initiation

Step 2: Classification Analysis

Step 3: Total Compensation Market Assessment

Step 4: Recommendations Development

Step 5: Present Final Results

Phase II

Developing organizational charts, job families, and career ladders

Phase III

Developing job competencies for each of the jobs within a family

4.2.3 Experience and Qualifications

Segal Waters Consulting

Segal Waters Consulting has offered consulting services dedicated to our public sector and collectively bargained clients, since 1997, including:

- Human Resources Functional Assessments
- Total compensation market studies
- Total compensation system design and implementation
- Job classification analyses
- Job evaluation system design and implementation
- Performance management system design and implementation
- Employee opinion surveys
- Cost modeling

Our consulting approach is based on customized solutions to meet specific needs. We do not use “off-the-shelf” systems. Our goal is to maximize the value of total rewards by encouraging employee participation in our engagements. This is crucial to a successful outcome.

Human Resources Functional Assessments

We conduct assessments of all activities that support human resources. This includes staffing evaluation, effectiveness of payroll, compensation, benefits, classification, recruitment and selection, training, employee relations, civil service rules, regulations and procedures. Our approach identifies strengths and weaknesses that impact effective human resources management.

Total Compensation Market Studies

We conduct total compensation market analyses targeted to specific comparable employers. This process identifies benchmark positions that are representative of an employer’s workforce. The surveys capture information on pay ranges, maximum hiring pay rates, pay progression policies, performance-based reward systems, paid time off, health and welfare related benefits, and retirement benefits. As a routine part of any project, Segal Waters provides clients with all detailed source data received through our surveys.

Total Compensation System Design and Implementation

We design total reward systems by working with clients to develop compensation philosophies that support organizational strategic goals and compensation best practices. We frequently work with clients to transform longevity-based pay programs to performance-based systems. Additionally, we often work with our clients in a joint labor-management environment to facilitate and communicate reward system changes.

Job Classification Analyses

Classification studies include development and analysis of position questionnaires and employee interviews as the basis for evaluating and streamlining the classification structure. Additionally, we assist in developing customized job descriptions that are consistent with legislation such as FLSA and ADA.

Job Evaluation System Design and Implementation

We offer a Point-Factor method of job evaluation to our clients that is easily understood and provides an internal hierarchy based on established factors common to jobs throughout the organization. This approach determines the eight specific compensable factors customized to support the operating environment and organizational structure of each client.

Performance Management

Based on an organization's compensation strategy, we will develop a performance management approach that includes tools to measure individual and group performance as well as tie the performance management system to a pay delivery approach.

Employee Opinion Surveys

As part of evaluating total compensation programs, we frequently design and implement opinion surveys to measure employees' preferences and priorities regarding all aspects of their rewards of work (direct compensation, paid leave, benefits programs, work environment, career opportunities, affiliation with the organization, and other aspects). Our analysis can include comparisons of demographic groups, highlighting differences by occupational categories, career stage, or other groupings. In addition, we often conduct employee engagement surveys to understand employees' level of motivation and morale, turnover potential, and other measurable aspects of commitment and engagement with the organization.

Cost Modeling

Most reward system redesigns result in a fiscal impact to the employer. Our modeling approach not only identifies the immediate impact of implementation, but also provides a multi-year perspective on steady employer costs.

Labor-Management Facilitation

Perhaps the greatest value Segal Waters can bring to this engagement is our unique experience working with collectively bargained workforces. Our keen awareness of the complexities of labor-management relations benefits from our National Practice Leader's experience on both sides of the bargaining table. This asset can only enhance outcomes in a sometimes conflict-oriented process. The remainder of our team is composed of professionals who have acquired years of experience working in the collective bargaining arena.

Collective Bargaining Support

We are dedicated to supporting clients in all facets of collective bargaining, whether that be at the table or through technical support. Our Practice assists in developing bargaining strategies and options for all economic issues. We model comparative costs of each compensation element

and can provide detailed costing models to support the bargaining process. Segal Waters is widely recognized by both management and labor as an objective and credible source of bargaining expertise. Should the need arise, we are available to provide assistance in mediation and arbitration.

Our work includes the development of bargaining proposals, economic costing models, contract language, as well as support and expert testimony at mediations and arbitrations. Our approach has always been fair-minded and objective with an aim to “win-win” outcomes.

Quality Control

Client satisfaction based on the delivery of high quality, client-focused consulting services, within the established budget, is the backbone of our business. We place a premium value on developing positive relationships with clients. Segal's commitment is evidenced by the loyalty of our clients, many of whom have maintained long-standing relationships with us spanning over 50 years.

A client relationship manager (CRM) or project manager oversees the relationship for each client by monitoring workflow, introducing other advisors as needed, and periodically communicating progress to the client. The CRM also solicits client feedback and keeps the client updated on any issues that arise in the industry that may be of interest and have an impact on the client's programs.

Our approach to account management and client satisfaction is proactive—to understand client business issues and anticipate client needs, rather than react to them. General quality standards are maintained by the implementation of the following programs:

- **Mandatory peer review of reports and client correspondence.** Project Managers complete these reviews.
- **Work product quality assurance.** Reports, memoranda and letters on complex or technical matters are prepared by an experienced team member and reviewed by the senior consultant who is an expert in the area addressed by the material. This person ordinarily is one who has enough experience and judgment not only to grasp the substantive matter being discussed, but also to understand the nuances that might have unique application to a particular client's circumstance or need.
- **Team consulting.** Throughout, the client service team checks and balances for quality control are an organic feature of the consulting process. In the course of keeping one another informed about client developments, the team members participate in a rigorous quality-review procedure.
- **Early warning system.** Each office and region has an early warning system to identify and deal with potential difficulties and anomalies as they emerge and before they become problematic.
- **Company-wide standards and training.** By setting and enforcing the uniform national professional standards described above, and by company-wide training programs that equip our staff to achieve those standards, we assure consistency and quality in the delivery of services.
- **Relationship Management.** Segal realizes that each project's success depends on the team supporting the project. Therefore, we focus on involving the appropriate mix of technical and resource staff in each project to develop achievable solutions.

We will assign only the best professional staff available to serve your needs. Our corporate structure supports the use of the best technical professional for the project, wherever that person may be located. We have learned through experience that our clients look to the principal consultants to help provide historical and best-practice business perspective on changes being contemplated. Segal's commitment is to involve our best technical specialists in each client project, while maintaining clear account management through seasoned professionals who are directly involved in the day-to-day benefit consulting work.

Expertise

Mr. Susseles joined the firm in 1992. He serves as Segal's National Practice Leader for Segal Waters Consulting. As a member of Segal's Public Sector Leadership Group, Mr. Susseles collaborates with benefits related Practice Leaders to shape Segal's total rewards consulting philosophy.

Clients

Administrative Office of the U.S. Courts
U.S. Office of Personnel Management
State of Alabama
State of Alaska
State of Arizona
State of Colorado
State of Georgia, Dept. of Audits & Accounts
State of Iowa
State of Maryland, Dept. of Budget & Management
State of Maryland Judiciary
State of Massachusetts Department of Transportation
State of Minnesota Judiciary
State of New Jersey Judiciary
State of North Carolina
State of Rhode Island
State of Tennessee
State of Washington
Government of the District of Columbia
Arlington County (VA)
Barry County (MI)
City/County of Denver (CO)
Fairfax County (VA)
Forsyth County (GA)
Kenosha County (WI)
Minnehaha County (SD)
Mohave County (AZ)
Pinal County (AZ)
Spotsylvania County (VA)
City of Baltimore (MD)
City of Bristol (CT)
City of Carrollton (TX)
City of Gaithersburg (MD)
City of Houston (TX)
City of Knoxville (TN)
City of Phoenix (AZ)
City of North Kansas City (MO)

City of Sedona (AZ)
City of Sioux Falls (SD)
City of Solon (OH)
City of Wilmington (DE)
Ohio Public Employees Retirement System
Adams 12 School District (CO)
Arlington Public Schools (VA)
Boulder Valley Public Schools (CO)
Denver Public Schools (CO)
East Baton Rouge Parish School System (LA)
Jefferson County Public Schools (CO)
Lafayette Parish School System (LA)
Prince George's County Public Schools (MD)
Cuyahoga Library District (OH)
Parkland College (IL)
Central Ohio Transit Authority
Hillsborough Area Regional Transit Authority (FL)
Jacksonville Transportation Authority (FL)
Lehigh Northampton Airport Authority (PA)
Massachusetts Bay Transportation Authority
Massachusetts Department of Transportation
Metro St. Louis (MO)
New Jersey Turnpike Authority
Orange County Transportation Authority (CA)
Port Authority of Allegheny County (PA)
Port of Houston Authority (TX)
Regional Transit District (CO)
San Francisco Bay Area Rapid Transit (CA)
Southeast Louisiana Transit Authority
Virginia Railway Express (VA)
Washington Metro Area Transit Authority
Birmingham Water Works Board (AL)
Des Moines Water Works (IA)
Denver Water (CO)
DC Water & Sewer Authority
Easton Utilities Commission (MD)
Metropolitan District Commission (CT)

City of Raleigh (NC)
City of San Marcos (TX)
City of Seattle (WA)

Prince William County Service Authority (VA)
Las Vegas – Clark County Library District

Professional Background

Prior to joining Segal, Mr. Susseles served as Associate Director of Labor Relations for the District of Columbia where he was responsible for the District's labor economics program in support of negotiations.

He has extensive experience in government finance and human resources including working for the Washington Metropolitan Area Transit Authority as a labor economist and with the New York City Transit Authority as Chief of the Office of Labor and Cost Analysis. Mr. Susseles served as Assistant Director of Research and Negotiations for AFSCME's New York City affiliate.

Mr. Susseles has served on the adjunct faculty of the City University of New York, The New School University, USDA Graduate School, Kingsborough Community College, and Prince Georges Community College.

Education/Professional Designations

Mr. Susseles graduated from Hofstra University with a B.A. in Economics and from New York University with an M.A. in Economics. He is a member of WorldatWork and the International Personnel Management Association – Human Resources (IPMA-HR). He is a Certified Compensation Professional (CCP).

Published Works/Speeches

- “Total Compensation, Cost Versus Value”, IPMA-HR 2015 National Conference
- “How to Plan a Successful RIF to Meet Restructured Services,” Total Rewards in Government, 2010.
- “Maintaining competitiveness in Tough Economic Times,” NASPE 2010 National Conference
- “Managing through Fiscal Stress,” IPMA-HR 2009 Training Conference.
- “Eight Steps to Instituting a Successful Reduction in Force, and One Interesting Alternative,” IPMA-HR News, February 2009.
- “How Employees Value the Rewards of Their Work: Results from Segal’s 2007 Public Sector Rewards of WorkSM,” IPMA-HR Conference, October 2007.
- “It’s Not Just About Pay,” IPMA-HR News, June 2006.
- “The Key Role of Labor-Management Committees in Achieving Successful Negotiations,” *IPMA-HR News*, August 2003.

Expertise

Ms. Kazemi is a Vice President and Senior Compensation Consultant in the Washington, DC office for Segal Waters Consulting. As an expert in public sector compensation, Heather helps clients evaluate the internal equity and external competitiveness of their total rewards programs, as well as modernize job classification structures and performance evaluation programs. Heather also specializes in designing employee engagement surveys and facilitating joint union-management initiatives.

Clients

Administrative Office of the U.S. Courts
Farm Credit Administration
State of Alabama Dept of Mental Health and
Mental Retardation
State of Arizona
State of Georgia, Dept of Audits and Accounts
State of Maryland, Dept of Budget and
Management
State of Maryland, Dept of Mental Health and
Mental Hygiene
State of Maryland Judiciary
Massachusetts Department of Transportation
State of Washington
District of Columbia Government
Albemarle County (VA)
Arlington County (VA)
Fairfax County (VA)
Kenosha County (WI)
Loudoun County (VA)
Spotsylvania County (VA)
Waukesha County (WI)
City of Boston (MA)
City of Houston (TX)
City of Manassas (VA)
City of North Kansas City (MO)
City of Raleigh (NC)
City of Salem (VA)

City of Solon (OH)
Town of Ocean City (MD)
Adams 12 Five Star School District (CO)
East Baton Rouge Parish Public Schools (LA)
Fairfax County Public Schools (VA)
Perkins Schools for the Blind (MA)
Prince George's County Public Schools (MD)
Spokane Public Schools (WA)
Denver Regional Transit District (CO)
Washington Metro Area Transit Authority
Laramie County Library System (WY)
Mott Community College (MI)
Northern Virginia Community College
Central Piedmont Community College (NC)
Community College of Philadelphia (PA)
George Mason University (VA)
Graduate School USA (DC)
James Madison University (VA)
Maryland Institute College of Art
University of the District of Columbia (DC)
Virginia Community College System
American Farm Bureau
District of Columbia Water and Sewer
Authority
Fairfax Water (VA)
Loudoun Water (VA)

Professional Background

Before joining Segal, Ms. Kazemi conducted research and policy analysis for the US Congressional Office of Technology Assessment. In addition, she has significant expertise in survey research and statistical analysis through her work at the US Census Bureau and the World Bank.

Education/Professional Designations

Ms. Kazemi received a B.A. from Oberlin College and an M.S. from Johns Hopkins University's Bloomberg School of Public Health. She is a Certified Compensation Professional (CCP) and has her Senior Professional in Human Resources (SPHR) accreditation. She is a member of WorldatWork, the Society of Human Resource Management (SHRM), and the International Public Management Association for Human Resources (IPMA-HR).

Published Work/Speeches

Heather has authored and co-authored numerous articles on various HR topics, including performance-based pay in the public sector, best practices for job evaluation, Segal's State Employee Health Benefits Studies, and Segal's Public Sector Rewards of Works surveys. Heather has been a guest speaker at IPMA regional events and has presented at CUPA-HR's national conference in 2009 and 2010 regarding HR trends in community colleges.

Expertise

Mr. Adler is joining Segal in August 2015 to provide strategic human resources advice to our public sector clients.

Clients

City of Gaithersburg (MD)
George Mason University (VA)

Professional Background

Prior to joining Segal, Mr. Adler served as the Director of Human Resources for Montgomery County (MD) government from 2002 to 2015. In that role, Mr. Adler led a staff of 50+ employees and an annual budget of nearly \$8 million to provide a full range of human capital services for over 9,000 employees of the County.

From 1995 to 2002, Mr. Adler served as the Director of Personnel and Labor Relations for Prince George's County (MD) where he was responsible for the development, implementation and administration of all human resources programs for the County's workforce of 6,000+ employees.

Prior to joining Prince George's County, Mr. Adler served as Deputy Secretary and Secretary for the Maryland State Department of Personnel, providing leadership and management of 215 staff members and an annual budget of \$12 million. In his role as Secretary, Mr. Adler was responsible to the Governor for the Department's performance in administering the statutes, regulations, and policies concerning Maryland's 60,000 employees.

From 1988 to the present, Mr. Adler has taught graduate and undergraduate courses in Human Resource Management, Organizational Behavior, Labor Relations, and Public Personnel Management at the University of Baltimore and the University of Maryland, Baltimore County.

Education

Master of Public Affairs, (MPA) The Woodrow Wilson School of Public and International Affairs, Princeton University, Princeton, New Jersey.

Bachelor of Arts, (BA) (Political Science) The City College of New York, City University of New York.

Doctorate in Public Administration (DPA) program, The University of Baltimore, Baltimore, MD.

Selected Professional Designations and Professional Recognition

Fellow of the National Academy of Public Administration (NAPA). Elected by peers in 2011.

Senior Professional in Human Resources (SPHR) granted by Society for Human Resource Management (SHRM). Recertified until 2016.

International Personnel Management Association (IPMA) Certified Professional, (IPMA-CP) granted by the Public Human Resource Certification Council. Recertified until 2015.

2006 and 1999 Human Resource Executive of the Year, Awarded by the Local Government Personnel Association. (LGPA)

Customer Service Award, (OHR) 2003, by Montgomery's Best and the National Association of Counties.

Workplace Excellence Seal of Approval 2003, 2004, 2005, 2007, 2011, 2012, awarded by the Maryland Work-Life Alliance for proactive HR work life balance programs.

Montgomery County OHR was awarded the 2006 IPMA-HR Large Agency Award for Excellence for its overall quality, accomplishments, and contributions of an agency human resource program that exceeds the normal operations of a "good government human resource program."

Publications/Speeches

- "Grievance Arbitration in New York Public Schools," Occasional paper #1, processed (Ithaca: Institute of Public Employment, New York State School of Industrial and Labor Relations, Cornell University, March 1973).
- "Impact of Civil Service on Managerial Promotion: Some Questions," Occasional Paper #5, processed (Ithaca: New York State School of Industrial and Labor Relations, Cornell University, July 1974).
- Employment Security in the Public Sector: A Symposium, edited with Robert E. Doherty (Ithaca: New York State School of Industrial and Labor Relations, Cornell University, 1974).
- "A Colloquy on Concentrated Bargaining," edited with Robert Donovan, Occasional Paper #6, processed (Ithaca: Institute of Public Employment, New York State School of Industrial and Labor Relations, Cornell University, December 1974).
- "Pay Parity for Police and Firefighters," Occasional paper #7, processed (Ithaca: New York State School of Industrial and Labor Relations, Cornell University, 1975, with Marjorie Bird and Tallien Robinson).
- "Fact Finders and the Resolution of Issues at Impasse: A Survey of New York State PERB Neutrals," Journal of Collective Negotiations in the Public Sector, (December 1975), Vol. 4, No.4, with Donald Rosenthal.
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Expertise

Mr. Bracken is a Senior Compensation Consultant with Segal Waters Consulting, which he joined in 2004. Mr. Bracken has 14 years of experience in coordinating and conducting total compensation studies, classification structure re-design, and economic analysis. He specializes at working with unionized, utility, and transit organizations.

Clients

Administrative Office of the U.S. Courts
ACS State and Local Solutions
State of Alabama, Department of Mental Health, & Mental Retardation
State of Alaska
State of Washington
District of Columbia Government (DC)
Illinois Municipal Retirement Fund
Jacksonville Police and Fire Pension Fund
City of Bristol (CT)
City of Middletown (CT)
City of New Bedford (MA)
City of San Marcos (TX)
City of San Diego (CA)
City of Wethersfield (CT)
City of Wilmington (DE)
City/County of Denver (CO)
Fairfax County (VA)
Forsyth County (GA)
Los Alamos County (NM)
Mohave County (AZ)
Adams 12 Five Star School District (CO)
Arlington Public Schools (VA)
Boulder Valley School District (CO)
Denver Public Schools (CO)
Jefferson County Public Schools (CO)
Lafayette Parish School System (LA)

City of Springfield Public Schools (MA)
Cuyahoga Library District (OH)
Yale University (CT)
George Mason University (VA)
Alaska Railroad Corporation
Central Ohio Transit Authority
Golden Gate Bridge and Highway Transportation District (CA)
Ben Franklin Transit (WA)
Jacksonville Transportation Authority (FL)
Lehigh Northampton Airport Authority (PA)
Massachusetts Bay Transportation Authority
Massachusetts Department of Transportation
Metro St. Louis (MO)
New Jersey Turnpike Authority
San Francisco Bay Area Rapid Transit (CA)
Transit Management of Washoe (NV)
Valley Metro/RPTA and METRO (AZ)
Virginia Railway Express (VA)
Washington Metropolitan Area Transit Authority
Coachella Valley Water District (CA)
District of Columbia Water and Sewer Authority
Easton Utilities Commission (MD)
Metropolitan District Commission (CT)
Navajo Tribal Utility Authority (AZ)
Platte River Power Authority (CO)
Upper Occoquan Service Authority (VA)

Professional Background

Mr. Bracken was previously employed by The Labor Bureau, Inc. an economics-consulting firm, where he conducted financial analysis and economic research in support of transportation unions' negotiations and interest arbitrations.

Education/Professional Designations

Mr. Bracken graduated from Cornell University with a B.S. in Industrial and Labor Relations, and has a Master's Degree in Economics from The American University. He is a member of WorldatWork and the International Personnel Management Association – Human Resources (IPMA-HR). He is a Certified Compensation Professional (CCP).

Expertise

Linda G. Wishard serves as a Senior Consultant with Segal Waters Consulting. Ms. Wishard has extensive experience in the areas of compensation and benefits design, organizational design, Human Resources metrics, executive talent acquisition, employee relations, and performance management. Ms. Wishard is a strategic thinker and exceptional communicator, skilled in negotiations, staff coaching and development, as well as a strong administrator ensuring compliance with all applicable legal and governmental requirements.

Clients

City of Asheville (NC)	Hillsborough Area Regional Transit Authority (FL)
City of Chandler (AZ)	Howard County (MD)
City of Charlotte (NC)	Jackson County (TX)
City of Cibolo (TX)	Johnson County (TX)
City of Cleburne (TX)	Karnes Electric Cooperative, Inc. (TX)
City of Edinburg (TX)	Kenosha County (WI)
City of Greenville (NC)	Lexington County (SC)
City of Leon Valley (TX)	Lincoln County (SD)
City of Manassas (VA)	McKinley County (NM)
City of Marana (AZ)	Niagara Frontier Transit Authority (NY)
City of Missoula (MT)	North Carolina Education Lottery (NC)
City of Portland (TX)	North Little Rock, Arkansas Housing Authority (AR)
City of Round Rock (TX)	Recreation & Park Commission for the Parish of East Baton Rouge (LA)
City of San Marcos (TX)	Sacramento Regional Transit District (CA)
City of Sierra Vista (AZ)	Teacher's Retirement System of Illinois (IL)
City of Wylie (TX)	Texas A & M University – Libraries (TX)
Coachella Valley Water District (CA)	Town of Pecos City (TX)
Collin County Community College District (TX)	Career Source of Palm Beach County (previously Workforce Alliance) (FL)
Columbus Water Works (GA)	
Denton County Transportation Authority (TX)	
Floresville Electric (TX)	
Greenville Utilities Commission (NC)	
Harris County Appraisal District (TX)	

Professional Background

Ms. Wishard is a dynamic executive leader with more than 30 years' experience in delivering highly effective Human Resource solutions to both, private and public sector. Prior to joining Segal, Ms. Wishard worked at The Waters Consulting Group, one of the most experienced firms in public sector human resources and compensation consulting, which was acquired by Segal in 2014. Before joining The Waters Consulting Group in 2010, Ms. Wishard's career includes a number of senior executive positions including Vice President of Human Resources of the National Western Life Insurance Company, Director of Human Resources with the Financial Industries Corporation, Vice President People at La Petite Academy, Inc., VP Human Resources at Taco Cabana, a multi-state restaurant chain with annual sales of \$150M. In addition, Ms.

Wishard has held a number of senior positions in non-profit and public sector organizations, including the Lakeway Church and the Lakeway Municipal Utilities District.

Education/Professional Designations

Ms. Wishard has been recognized by Notable American Women, Who's Who in the South and Southwest. Her certifications include SPHR certification, CCP certification, SHRM-SCP certification, IAML Employment Law certification, ACS, PCS and ALMI designations (LOMA), American Society of Training and Development. Linda received her Bachelor's degree from the University of Texas and her Master's degree from the University of Southern California.

Speeches

- "The Boss Will See You Now: Transforming Your Culture by Training Better Leaders", American Public Power Association (APPA) Annual Conference, September, 2015.

Expertise

Ms. Murray-Rust joined Segal Waters Consulting in March 2015. She performs analytical work for total compensation market studies and job classification analysis.

Clients

Argus Community
City/County of Denver (CO)
City of Glendale (AZ)
City of Manassas (VA)
City of Santa Cruz (CA)
Coachella Valley Water District (CA)
District of Columbia Water and Sewer Authority
Easton Utilities Commission (MD)
Loudoun Water (VA)
Kenosha County (WI)
Platte River Power Authority (CO)
Washington Metropolitan Area Transit Authority (DC)
Commonwealth of Massachusetts State Treasurer

Professional Background

Before joining Segal, Ms. Murray-Rust was employed by Leidos (formerly SAIC), an information technology firm that delivers national security, health, and engineering solutions to its customers. She spent several years working as a Human Resources Business Partner, providing a wide variety of human resources support to both employees and managers. Ms. Murray-Rust later transferred to Compensation, where she performed compensation analysis for bid/proposal job mapping, Service Contract Act (SCA) contracts, compliance requirements, market survey data collection, and job leveling.

Education

Liz holds a Bachelor's degree in Psychology from Binghamton University in Binghamton, New York. She also earned a Master's in Human Resources Management from the George Washington University. Liz is a member of the Society of Human Resource Management (SHRM), and serves on the programming committee for the NOVA/Dulles SHRM Mentoring Program. She has a Certified Professional in Human Resources (PHR) accreditation.

Expertise

Mr. Gonzales joined Segal Waters Consulting in November 2014. He performs analytical work for total compensation market studies and job classification analysis.

Clients

Central Arizona Project (AZ)
City of Gaithersburg (MD)
City of Middletown (CT)
Denver Water (CO)
Fairfax County Public Schools (VA)
Springfield Public Schools (MA)
State of Washington

Professional Background

Before joining Segal Waters, Luis worked as an Operations Analyst for El Paso County TX where he performed budgetary and staffing analyses to identify methods of improving efficiency and effectiveness throughout the County's offices and functions. His role involved facilitating strategic, administrative, and organizational change to better El Paso County's strategic vision, scope, and mission.

Prior to his work with El Paso County, Mr. Gonzales served in the United States Marine Corps for nine years, including as a Section Leader and Staff Sergeant in the Avionics & Security Operations Departments.

Education

Luis earned a Bachelor's degree from Excelsior College and a Master's degree in Business Administration (MBA) from the University of Texas at El Paso. Luis has also achieved the Six Sigma Green Belt (SSGB) certification from the Institute of Industrial Engineers.

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Expertise

Ms. Glasthal joined Segal Waters Consulting in January 2014. She performs analytical work for total compensation market studies and job classification analysis.

Clients

Des Moines Water Works (IA)
The Perkins School for the Blind (MA)
Prince William County Service Authority (VA)
State of Washington
The Metropolitan District Commission (CT)
Washington Metropolitan Area Transit Authority (DC)

Professional Background

Before joining Segal, Patrice worked for 7 years at The Waters Consulting Group, one of the most experienced firms in public sector human resources and compensation consulting, which was acquired by Segal in 2014. Before joining the Waters Consulting Group, Patrice resided in the Boston area and provided Human Resources consulting services to clients in Massachusetts including the Museum of Science, City of Boston Department of the Treasury, and the House of Representatives Personnel, State House, Boston.

Education

Patrice graduated from Wheelock College, MA with a degree in Teaching Children with Special Needs.

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4.2.4. Approach to Scope of Work

Phase I - Comprehensive Classification and Compensation Study

Step 1: Project Initiation

Initial Meeting

The first task of this project will be to meet with the City's Project Team and any other key advisors to the project. The purpose of the meeting is to:

- Confirm the goals and objectives of the study
- Discuss the City's current compensation and classification structures, as well as the reasons for this project
- Finalize the timeline and specific dates for deliverables
- Clarify Segal Waters' and the City's roles in each project phase
- Establish parameters and protocols for keeping the Project Team updated and informed
- Identify data or information needed to support the overall assignment

This meeting will help identify a clear project strategy that will facilitate a smooth and effective working relationship resulting in a successful outcome for the City.

Conduct Stakeholder Interviews

In addition to the initial meeting with the City's Project Team, we propose to conduct confidential one-on-one interviews with key stakeholders, such as stakeholders (employees/Community Builders, Collective Bargaining Unit representatives, Department Directors and managers, etc.). The purpose of these interviews is to understand the perspective and needs of senior managers, including their opinions regarding the effectiveness of the current compensation and classification policies with regard to meeting their operational needs and staffing requirements.

We have found these one-on-one discussions to be a very valuable step in understanding the advantages and shortcomings of the current human resources policies, as well as to assist us with developing revised policies that the workforce are likely to be receptive of.

Individual interviews allow for flexibility in scheduling and encourage open and frank discussions about sensitive matters regarding leadership's expectations, frustrations, and suggestions for improvement.

For pricing purposes, we have assumed that we will conduct two consecutive days of stakeholder interviews.

Our Expectations of the City for this Step

For the initial meeting and stakeholder interviews, we ask the City to coordinate the schedules of those who will participate, as well as provide a meeting room.

In addition, we ask that the City provide the following information in electronic format:

- Salary structures
- Current personnel policy documents
- Current organization charts
- Up-to date position descriptions in Microsoft Word
- Current and accurate employee census data
- Collective Bargaining Agreements, as applicable

Please note: if the information in the census file is inaccurate additional hourly fees may be charged for data correction and preparation.

Step 2: Classification Analysis

We understand the City is requesting recommendations for changes to the classification structure, with the following goals:

- Develop a comprehensive set of position descriptions that are compliant with current laws, policies, regulations, and rules at the national, state, and local level
- Develop recommendations and as instruments for the ongoing internal administration and maintenance of the proposed classification and compensation structure and philosophy
- Verify the classifications with the current Fair Labor Standards Act (FLSA) (non-exempt or exempt, and if exempt, under which exemption), both under the existing regulations and the proposed revised regulations
- Develop classification tables provides with accurate class specifications for all classifications, which uniformly reflect distinguishing characteristics, essential job functions, and minimum qualifications, working conditions, license requirements, regulatory requirements and special responsibilities
- Development of a job evaluation system to assure the City's compensation practices are internally equitable, and competitive in the marketplace
- Ensure that all classifications are in full compliance with all applicable federal and state statutes and regulations, including the Americans with Disabilities Act
- Conduct verification of the Equal Employment Opportunity (EEO) classification code; in the case of an error, a recommended code should be provided to correct the error
- Provide training for select staff on the methodology used to create the classification and compensation structure and classification assignments so that it may be properly maintained, as new positions are added and existing positions are modified in the future

In order to accomplish these goals we propose to perform the following steps:

1. Develop a Position Description Questionnaire
2. Conduct Employee Presentations
3. Analyze the Jobs
4. Conduct Employee Interviews and Desk Audits
5. Develop and Document a Recommended Classification Structure
6. Recommend Individual Position Assignments to Classifications
7. Conduct FLSA Exemption Analysis
8. Design and Document a Job Evaluation (Internal Equity) Approach
9. Develop Position descriptions
10. Develop Classification Manual

Each of these steps is described in detail on the following pages.

1. Develop Position Description Questionnaires

During this task, we will develop a customized questionnaire reflecting the needs of the City and the direction of the Project Team. The information elicited from employees and supervisors in the Position Description Questionnaire (PDQ) will provide the basis for job series distinctions, internal equity determinations, position descriptions, and FLSA determinations.

While we customize our Position Description Questionnaires to specific client projects, we anticipate that the PDQ will include questions concerning:

- **Essential duties and responsibilities**
- The **knowledge, skills, and abilities** associated with each essential duty or responsibility.
- **Supervisory** or work leadership duties including questions specific to FLSA exemption standards.
- **Minimum requirements** for new employees in the job, such as education, experience, and certifications/licenses.
- **Physical requirements** of the job (including frequency of specific physical activities and amount of lifting/moving).
- **Working environment**, including exposure to risks, hazardous situations, etc.
- **Involvement in an emergency situation**, per the RFP – this section will identify the position's level of involvement in an emergency situation. The involvement of the position is determined by the severity and nature of the emergency.
- **Supervisor's review**, which would include comments regarding the employee's answers, as well as opinions regarding the appropriateness of the current title, comparison to other jobs within a job series, and similar issues.

We will use the information collected through the Position Description Questionnaires, employee interviews and desk audits to develop our recommended changes to the classification structure and develop position descriptions, as well as to define the differences among jobs for internal equity alignment. Consequently, it is important that the City's Project Team carefully review the questions and content of the draft PDQ to determine whether it meets your expectations for these outcomes.

2. Conduct Employee Presentations

Once the PDQ content is finalized, we typically conduct employee presentations to introduce the project and explain the PDQ process. Although the City's RFP does not specifically request these presentations, we think they can be a critical aspect to ensure employees' active participation and facilitate effective and acceptable outcomes.

We propose to conduct three (3) consecutive days of on-site presentations to introduce the project and to describe everyone's role in the process. This will be an important time to explain the City's project objectives and answer questions so that employees' expectations and fears can be managed. For example, it is important that employees know we are not evaluating performance and that this study will not result in layoffs or salary reductions. At the same time, we will explain this study does not guarantee any pay raises or grade increases.

As a part of these presentations, we will distribute the PDQs, explain the intent and definitions associated with each section of the questionnaire, and provide examples.

Typically, Segal Waters conducts these presentations in a large auditorium with up to 150 employees in each session, lasting about 1½ hours (including about 30 minutes for questions and answers). In addition, we recommend videotaping at least one of the presentations so that those employees who are not able to attend can watch a recording.

3. Job Analysis

Once the PDQs have been submitted, we will perform a detailed analysis of the City's jobs. We will review each PDQ within a job title and series and document distinguishing characteristics that define a particular job title within the job family. Such characteristics typically include the following:

- Typical tasks or duties
- Supervisory responsibilities
- Minimum education, experience, and certification requirements
- Ability to make decisions that affect a work group, department, and/or City
- Level of discretion and judgment exercised
- Complexity of tasks, decisions, and actions
- Results of actions
- Other distinguishing characteristics that are relevant to the City

4. Conduct Employee Interviews and Desk Audits

After we have received and analyzed the completed PDQs, we recommend conducting employee interviews and desk audits, either individually or in groups. The purpose of these interviews and audits is to:

- Validate and clarify information contained in the PDQs
- Understand employees' views on the key distinguishing characteristics among jobs
- Provide an opportunity for employees to voice their opinions and perceptions of the current classification structure

We suggest that most interviews and audits be conducted on a group basis, with employees in the same job series. That is, employees performing similar functions and responsibilities will be interviewed together. However, single-incumbent jobs or highly specialized functions may require one-on-one interviews.

We propose to conduct three (3) consecutive days of on-site interviews. Given the size of the City's workforce, we think that the majority of all employees could be included in the interview process in this amount of time.

5. Develop and Document a Recommended Classification Structure

As the job analysis progresses, we will develop and document a recommended job classification structure for the City. This structure will contain at least the following:

- List of job titles, with titling guidelines (that is, standards for using terms such as “Coordinator,” “Manager,” or “Director” in job titles).
- Recommended minimum qualifications and requirements associated with each job title (such as education, experience, certifications, and licensing).
- Distinguishing characteristics among jobs within a job family or career path. For example, the key differences between a Secretary and an Administrative Assistant.

In developing a new classification structure, we may recommend re-titling or re-classifying some of the City’s jobs. For example, we anticipate recommending:

- Consolidation of class titles that have highly similar responsibilities and requirements.
- Development of new class titles for positions that reflect new or different roles, responsibilities, or requirements.
- Re-wording of class titles, based on standard occupational nomenclature or for clarity.

The outcome will be a recommended classification architecture that clearly defines and documents all classifications in order to facilitate both internal equity and external market comparisons.

EXAMPLE OF JOB STRUCTURE RECOMMENDATIONS
Administrative Support Job Family

Proposed Title	Current Title	Distinguishing Characteristics	Current Minimum Quals	Proposed Minimum Quals	Supervisory Role	Decision Making & Complexity	Technical Skills	Physical Activities	Working Conditions
Administrative Technician	Admin Tech I and II	Entry-level office admin and customer service role.	2 years college 1-2 yrs exper	HS/GED <1 year exper	Individual Contributor	Routine Decisions/ Low Complexity	Standard	Light	Office
Senior Administrative Technician	Admin Tech III and IV	Experienced-level office admin and customer service role. Assists with a wide variety of activities and programs. Requires significant knowledge of: department/division work and activities	2 years college 3-4 yrs exper	HS/GED 2 years exper	Individual Contributor	Procedural Decisions/ Somewhat Complex	Standard	Light	Office
Office Supervisor	Admin Tech V	First line supervisor of at least 2 FTE permanent support staff.	2 years college 5 yrs exper	HS/GED 5 years exper	Supervisor	Procedural Decisions/ Somewhat Complex	Intermediate	Light	Office

6. Recommend Individual Position Assignments to Classifications

Once the revised classification structure has been reviewed and finalized, we will recommend placement of each employee within the structure, based on information collected from the PDQs and the interviews/desk audits. We will identify the most appropriate match between a position's individual responsibilities and the job responsibilities described in the classification architecture.

The outcome will be a spreadsheet (based on payroll information provided by the City's Human Resources staff) that identifies each position, the incumbent employee, his/her current classification title, and our recommended classification assignment.

7. Conduct FLSA Analysis

As you know, the Fair Labor Standards Act requires that employers provide overtime pay at time and one-half the regular rate of pay for all hours worked over 40 hours in a workweek. Proposed changes to FLSA regulations are currently under review.

However, Section 13(a)(1) of the FLSA provides an exemption from overtime pay for employees employed as bona fide executive, administrative, professional, and outside sales employees. To qualify for exemption under the proposed new regulations, employees generally must meet certain tests regarding their job duties and be paid on a salary basis at not less than \$970 per week.

The U.S. Department of Labor (DOL) Wage & Hour Division (WHD) is responsible for enforcing the FLSA and provides guidance to employers through fact sheets, opinion letters, administrator interpretations, and other documents.

The DOL guidance regarding overtime exemption includes information on the following exemption tests:

- Executive Exemption
- Administrative Exemption
- Learned Professional Exemption
- Creative Professional Exemption
- Computer Employee Exemption
- Outside Sales Exemption
- Highly Compensated Exemption

Segal Waters can assist the City to determine the appropriate exemption status of each classification under the Fair Labor Standards Act (FLSA) overtime regulations using the DOL's guidance.

The Position Description Questionnaire (PDQ) will contain targeted questions to gather detailed information on job duties that the Department of Labor has identified as key determinants of exemption status for white collar jobs, such as:

- Whether an employee "customarily and regularly exercises discretion and independent judgment."

- Whether an employee is responsible for direct supervision of others (or whose recommendations are given “particular weight” when making personnel decisions).
- Whether the job’s primary duty meets any of the DOL’s exemption tests.

Using this information, we will apply the Department of Labor’s (DOL) “duties” tests and provide guidance to the City regarding:

1. Whether jobs should be classified as Exempt or Non-Exempt
2. If a job is Exempt, which test is applicable (Executive, Administrative, Learned Professional, Creative Professional, or Computer Professional)

We will deliver our recommendations to you in a written report that contains information on each job’s current exemption status, our recommended exemption status, the applicable test(s) for those positions we think are exempt from the overtime regulations, as well as the rationale for our recommendations.

It is important to understand, however, that our recommendations regarding FLSA exemptions do not constitute a legal opinion. Our firm does not provide legal advice to our clients. You may wish to have our recommendations reviewed by independent legal counsel.

8. Design and Document a Job Evaluation Approach

Described below is the Point-Factor method of job evaluation that we have developed for clients. This systematic process helps to define an easily understood and defensible internal hierarchy based on established factors common to jobs throughout the City, that can be maintained by the City in the future.

Point-Factor Method: This approach determines the specific compensable factors (characteristics about jobs such as minimum qualifications and knowledge, skill, and ability requirements) and weights that will be used to establish the City’s internal relationships. Compensable factors should be defensible, exist across departments, and be easily understood by employees. The following previously validated factors that will be used during this process and customized to support the operating environment and organizational structure of the City.

- Formal Education
- Experience
- Management/Supervision
- Human Collaboration
- Freedom to Act
- Technical Skills
- Fiscal Responsibility
- Working Conditions

Based on the information in the City’s position descriptions, supervisor level employees and managers complete a Job Evaluation Manual (JEM) for each position title. Based on the completed JEM’s, the values for each compensable factor are calculated and determined. A Job Evaluation Team (JET), comprised of management-level employees is convened to review these draft scores, weighting and the initial placement of jobs within the new classification system.

Once rating changes are entered, the final hierarchy will reflect both sound compensation practices and the City's collective organizational values. It is intended that this hierarchy will establish relative internal equity and that the compensation structure will be driven by market comparisons.

Once the Project Team has reviewed and approved the details of the job evaluation system (that is, factor definitions, level definitions, point values, etc., as applicable), we will then apply the approach to the jobs as they are defined in the new classification structure. The outcome will be a document and a spreadsheet that shows all job titles and our recommended level. It is our intention to provide the City with documentation and files that you can adapt, modify, and change in the future as jobs are added, removed, or changed.

9. Develop Position Descriptions

We understand that the City would like the consultant to prepare updated position descriptions. To accomplish this objective, we will first work with you to determine whether you wish to maintain or modify the current format. In general, we suggest that an organization should have a consistent format for all class specifications, with an easy to read and easy to update layout, such as the following:

[Organization Name] Classification Specification			
Classification Title: Receptionist			
FLSA: NE	Grade: xx	Job Code: xxxx	Effective Date: December 2010
<p>GENERAL SUMMARY</p> <p>Provides a variety of customer service and clerical duties at a department's reception desk. These duties may include answering and transferring phone calls; greeting, signing-in, and directing visitors; processing incoming and outgoing mail; maintaining files; and similar duties.</p> <p>ESSENTIAL JOB FUNCTIONS</p> <ol style="list-style-type: none"> 1. Screens and routes incoming telephone calls and messages to appropriate offices and individuals. 2. Greets and receives visitors. Responsible for visitor sign in and sign out, including monitoring the security of the reception area. Provides answers to visitor questions. Directs visitors to the appropriate person or meeting room. 3. Performs office support tasks such as opening and sorting mail, processing outgoing mail, accessing and updating Microsoft Word and Excel documents and Outlook calendars, copying, and other miscellaneous tasks as assigned. 4. etc..... <p><i>The intent of this position description is to provide a representative summary of the major duties and responsibilities performed by incumbents of this job. Incumbents may be requested to perform job-related tasks other than those specifically presented in this description.</i></p> <p>MINIMUM JOB REQUIREMENTS</p> <p>High school diploma (or GED) and at least two years of related experience.</p> <p>WORK ENVIRONMENT AND PHYSICAL DEMANDS</p> <ol style="list-style-type: none"> 1. No major sources of working conditions discomfort, i.e. standard work environment with possible minor inconveniences due to occasional noise, crowded working conditions, and/or minor heating, cooling or ventilation problems. 2. The position is physically comfortable. 			

Once you have approved the basic format, we will then update the current position descriptions for all job titles using the information in the Position Description Questionnaire and employee

interviews. Naturally, we will develop new specifications for any new classes that have been added to the structure because of the classification analysis.

We will deliver draft position descriptions in Microsoft Word format so that department managers can review and edit the documents easily. In order to maintain a competitive price for the project, we have assumed that we will deliver draft documents and that the City's human resources staff will distribute the draft documents to department managers for their review and then human resources staff will make any edits or changes to the drafts based on this feedback.

10. Develop Classification Manual

We understand that the City would like the consultant to prepare appropriate classification implementation and maintenance manuals.

For this step, we will develop a manual that the City's human resources staff can use to implement the new system and to easily maintain and update the policies in the future. We anticipate that the manual will contain information on how the system was developed and the detailed information required to classify and grade new jobs in the future. Sections of the manual are likely to include:

- General background and purpose
- Authority and responsibility for maintaining the systems
- Classification matrices
- Job evaluation system features, content, and application
- Policies and procedures for requesting a classification review or modifications/additions to classification structure or grade assignments
- All associated forms and documents

As with all of our deliverables and recommendations, we will deliver the revised text to you in Microsoft Word so that you can easily edit the documents as necessary in the future.

Our Expectations of the City for this Step

Task/Step	Project Team Role
1. Develop PDQ	<ul style="list-style-type: none"> Review drafts and approve final PDQ Collect PDQs from managers and department directors Sort PDQs by job title and send to Segal Waters
2. Conduct Employee Presentations	<ul style="list-style-type: none"> Send invitations/announcements to employees Reserve room and arrange for audio-visual media Review and approve presentation language Attend presentations
3. Analyze the Jobs	<ul style="list-style-type: none"> Provide employee census data and information on the current job title structure in electronic format Be available for questions and clarification
4. Conduct Employee Interviews	<ul style="list-style-type: none"> Assist with selecting employees to participate Arrange for interview rooms Facilitate scheduling and arrangements
5. Develop and Document a Recommended Classification Structure	<ul style="list-style-type: none"> Review draft structure and provide comments Approve final classification structure
6. Recommend Individual Position Assignments to Classifications	<ul style="list-style-type: none"> Be available for questions and clarifications Approve assignments
7. Conduct FLSA Analysis	<ul style="list-style-type: none"> Provide information on current FLSA status
8. Design and Document a Job Evaluation Approach	<ul style="list-style-type: none"> Provide information on current job evaluation approach, if applicable Approve final job evaluation approach Participate in JET Team Meetings and review job evaluation scores Review draft and provide comments
9. Develop Position descriptions	<ul style="list-style-type: none"> Provide current position descriptions in Microsoft Word Review and edit draft position descriptions, as applicable
10. Develop Classification Manual	<ul style="list-style-type: none"> Review and finalize Classification Manual

Step 3: Total Compensation Market Assessment

We understand the City is requesting a total compensation market study, with the following goals:

- Conduct a market comparison should include both public and private entities.
- Adjust compensation data for cost of living variances.
- Determine the market rate for a specific position description must have at least five data points.
- Review, compare and analyze standard benefit offerings, including retirement options (defined contribution plans, defined benefit plans, deferred compensation plans), medical coverage options, leave plan options (sick, vacation, paid time off pool, etc.; accruals and payouts), and other such benefits.
- Evaluate offerings, jurisdiction contributions, employee contributions, annual costs, percentage of payroll information, and other such data to inform the City of its competitiveness for total compensation offered to its employees.
- Develop recommendations for best practices on how the City can enhance its benefit and total compensation competitiveness, if found to be lagging.

To conduct a valid, reliable, and useful market study, we propose to take the following steps:

1. Develop a market study methodology
2. Identify benchmark job titles
3. Identify comparable employers and other data sources
4. Collect and analyze the market data
5. Prepare and deliver a report to you detailing our findings

These steps are described in more detail below and on the following pages.

1. Develop a Study Methodology

We think that it is important for Segal Waters and the Project Team to gain consensus on the City's overall goals and strategy regarding total compensation, as well as to develop a strategy for conducting the market study that is consistent with the desired goals and strategy.

We will work with the City's Project Team to clarify and finalize the market study methodology, including addressing some key questions, such as:

- Does the City compete for employees in both the public and private sectors? Who are the primary competitors for talent? That is, where do new employees come from and where do they go?
- Does the City want to learn about other employers' compensation policies, such as how salary increases and adjustments are determined?
- Is it important to consider other forms of compensation, such as pay supplements, benefits, and paid leave when determining your competitive market position?

- Are there particular issues related to certain occupational groups (e.g., public safety) that are important to consider in designing the market study?

Our goal is to have a common understanding of the various options for conducting the market study, as well as an understanding of the implications on subsequent design of new salary structures and pay policies. This understanding will allow us to develop and conduct a market study that is consistent with the City's compensation goals and will support the City's expectations.

For this project, we recommend conducting a custom-designed survey targeted to your public sector peer employers, while using up to three (3) published sources to represent private sector pay data. We recommend this for the following reasons:

- Custom surveys provide the most currently available data
- Custom surveys allow you to target specific geographic markets, employers, and specific jobs
- Custom surveys allow you to collect information that is not usually available in published data sources, such as scheduled salary ranges, pay supplements, compensation policies, union status, benefits, etc.
- Published sources may be the only method of gathering private sector data, since these organizations very rarely respond to market surveys from other employers.

2. Identify Benchmark Job Titles

We understand that this project covers approximately 550 job classification titles. Since it is not practical to collect market data on all job titles, we will develop a recommended list of benchmark jobs that include in the market study that captures a broad array of occupational groups, departments, and pay levels throughout the City.

We anticipate that up to 100 job titles will be identified as benchmarks for the market study. In general, we suggest identifying no more than 100 benchmark titles. We have found that once the list is greater than 100, surveyed organizations becoming increasingly reluctant to participate in the survey process.

3. Identify Comparable Employers to Survey

The next step will be to determine the comparable employers to include in the study. Typically, these employers include public sector entities that are geographically proximate to the City and are likely to have matching jobs. In addition, it might also include public sector employers outside of the immediate commuting area, but that are similar to the City in terms of size, scope, population, or other characteristics.

Per the RFP, we understand that the City would like to include the following public sector employers in the market study.

- Peer cities of: Boca Raton, Coral Springs, Delray Beach, Hialeah, Hollywood, Miami, Miami Beach, Miami Gardens, Miramar, Pembroke Pines, Pompano Beach, Sunrise, and West Palm Beach.

- Other local jurisdictions of similar size and services.
- Counties to survey should include, but not be limited to, Broward, Miami-Dade, and Palm Beach

Additionally, the City has requested that at least the following organizations be included in the survey:

- Barry University, Broward College, Florida Atlantic University, Florida International University, Miami-Dade College, Nova Southeastern University, and University of Miami.
- School districts in Broward County, Miami-Dade County and Palm Beach County
- South Florida Water Management District

Naturally, we will discuss this list with the Project Team and make modifications as necessary. For pricing purposes, we have assumed the custom market study will be distributed to up to 30 peer employers.

The City would like to compare private sector employers with greater than 1,000 employees with revenues greater than \$150,000,000 that employ finance and accounting services, administrative support, information technology, and human resources.

As you may know, private sector organizations very rarely respond to employer-sponsored market surveys, especially when they know that the information could be made public through a Freedom of Information Act request. Consequently, if you wish to include private sector data in this study, we will draw on data contained in nationally recognized published data sources, such as Towers Watson, Mercer, Economic Research Institute (ERI), etc. However, published data sources do not usually differentiate between unionized and non-unionized employees. This could be a sensitive issue in collective bargaining. We will identify specific sources appropriate to City, once we are engaged for this project.

4. Collect the Market Data

We will also design a survey instrument for collecting the market information, which we will distribute in either hard copy or electronic format, as necessary. Questions may include the following:

- Benchmark job base pay ranges (minimum and maximum annual pay rates)
- Policies regarding pay progression (that is, how employees move through a pay range)
- Policies regarding adjustments to the pay schedule
- Supplemental pay practices (such as additions for special skills, bilingual pay, performance bonuses, etc.)
- Other relevant pay policies (such as hiring salary practices)
- Paid time off accrual rates (vacation time, sick leave, and holidays)
- The prevalence, cost, and cost-sharing arrangements for medical plans and other benefits (prescription drugs, dental, vision, etc.)
- The prevalence and costs associated with retirement programs

- The prevalence of supplemental benefits and perquisites (such as wellness programs, tuition assistance, etc.)

We will also draft brief job summaries for each benchmark title based on the results of the classification analysis to assist the survey participants with matching jobs consistently and appropriately.

Once the Project Team has reviewed and approved the survey document, we will distribute the survey to the approved group of comparable employers. We make many efforts to achieve the goal of 100% participation from each invited employer, yet we cannot guarantee that we will obtain good data from each of the employers invited to participate and for all of the jobs requested.

Respondents will return completed surveys and supplementary materials (e.g., salary structures and policy descriptions) directly to Segal Waters. We will review and validate each survey response for completeness and reasonability, and then follow up with survey participants as necessary to clarify any incomplete or inconsistent responses.

5. Analyze the Market Data

Segal Waters will design a database in Microsoft Access to support our analysis. This database will become the property of the City upon completion of this project for your future analyses. We will populate the database with the information collected from the surveys and will also include any private sector data from published data sources, as applicable.

We will then analyze the survey data to determine the City's market position relative to the market average minimum, midpoint, and maximum pay rate for each benchmark job title. We then compare these averages to the City's pay ranges to determine the market position for each job title and occupational group. To the extent that different employer groups or industry sectors are included in the study, we will segment our findings accordingly. In addition, if applicable, we will geographically adjust market data for respondents outside of the metro area, using current cost of labor differentials from ERI Geographic Assessor.

Our report will include summary tables, such as the tables shown below.

EXAMPLE TABLE 1
CLIENT MARKET POSITION BY SECTOR—PAY ONLY

Client Pay Ranges as a Percent of the Market Average			
Market Sector	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Public Sector	106%	101%	97%
Private Sector	83%	80%	75%
Overall	100%	95%	90%

Figures shown in **red** are below market (less than 95% of the market average)

Figures shown in **black** within the market range (95% to 105% of the market average)

Figures shown in **blue** are above market (more than 105% of the market average)

EXAMPLE TABLE 2
CLIENT MARKET POSITION BY DATA SOURCE—PAY ONLY

Public Sector Peer Employer	# of Job Matches	Client as a Percent of the Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Organization of Peer Name	46	97%	98%	99%
Organization of Peer Name	55	100%	99%	99%
Organization of Peer Name	57	102%	99%	97%
Organization of Peer Name	58	116%	108%	102%
Organization of Peer Name	59	97%	98%	98%
Organization of Peer Name	48	124%	104%	93%
Organization of Peer Name	56	101%	95%	90%
Organization of Peer Name	30	113%	107%	103%
Organization of Peer Name	54	90%	89%	88%
Organization of Peer Name	46	121%	116%	112%
Private Sector Data Source				
Data source	48	90%	92%	92%
Data source	24	67%	58%	50%
Data source	10	91%	82%	70%
Data source	49	73%	68%	62%
Overall		100%	95%	90%

Figures shown in **red** are below market (less than 95% of the market average)
Figures shown in **black** within the market range (95% to 105% of the market average)
Figures shown in **blue** are above market (more than 105% of the market average)

EXAMPLE TABLE 3
CLIENT OVERALL MARKET POSITION—PAY ONLY

		Client as a % of the Overall Market Average		
Job Family and Benchmark Title	# of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Accounting/Finance/Business				
Account Clerk II	12	92%	88%	85%
Payroll Coordinator	12	113%	103%	96%
Senior Buyer	13	113%	110%	107%
Senior Financial Analyst	12	102%	97%	93%
Accounting Services Manager	16	104%	99%	95%
Buildings and Facilities				
Maintenance Mechanic II	13	94%	91%	88%
Building Operations Supervisor	13	114%	110%	106%
Building Operations Manager	13	116%	109%	102%
Emergency Communications				
Telecommunicator	8	115%	103%	94%
Communications Center Supervisor	8	107%	98%	91%
Radio Communications Technician	8	106%	104%	102%
Engineering				
Senior Engineering Technician	11	102%	100%	98%
Senior Civil Engineer	12	96%	91%	87%
Engineering Services Manager	13	95%	88%	82%
Fleet Maintenance				
Mechanic	12	100%	93%	87%
Fleet Manager	9	112%	104%	98%
Health Care				
Psychiatric Technician	4	101%	103%	103%
Registered Dietetic Technician	9	101%	101%	101%
Registered Nurse	11	102%	102%	101%
Epidemiologist	9	112%	103%	97%
Registered Nurse Supervisor	10	113%	108%	102%
Senior Clinical Psychologist	5	103%	93%	79%
Director Health/Human Services	9	90%	80%	74%
Human Resources				
Human Resources Assistant	13	95%	94%	92%
Human Resources Analyst	13	91%	87%	82%

		Client as a % of the Overall Market Average		
Benchmark Title	# of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Human Services				
Economic Support Specialist	7	96%	86%	79%
Social Worker	14	99%	100%	100%
Economic Support Supervisor	6	116%	109%	105%
Information Technology				
Applications Analyst Programmer	14	90%	95%	98%
Senior Business Analyst	12	90%	97%	100%
Senior Network Analyst	13	89%	93%	96%
Principal Database Administrator	12	101%	100%	98%
Information Technology Manager	15	97%	89%	83%
Law Enforcement				
Lieutenant	11	101%	99%	97%
Captain	11	105%	99%	95%
Legal				
Senior Attorney	15	99%	86%	79%
Office Support				
Administrative Assistant	13	99%	92%	87%
Legal Clerk	14	86%	81%	77%
Office Services Coordinator	13	100%	96%	91%
Parks				
Park Maintenance Worker	9	99%	97%	95%
Golf Course Superintendent	5	81%	73%	67%
Senior Landscape Architect	7	123%	116%	111%
Parks Supervisor	9	141%	132%	126%
Streets and Highways				
Street Maintenance Worker	13	85%	88%	91%
Street Maintenance Supervisor	11	94%	89%	85%

In addition, our report will include detailed data showing each comparator's job match, salary range, and other information for each benchmark title, as shown below.

EXAMPLE TABLE 4
APPENDIX B – DETAILED MARKET DATA (ADJUSTED)

Client Name APPENDIX B - Detailed Market Data (Adjusted)					
Account Clerk I Accounting/Finance/Business					
Respondent	Matching Job Title	FLSA Status	Pay Range Minimum Base Salary	Pay Range Midpoint Base Salary	Pay Range Maximum Base Salary
<i>Public Sector Data Sources</i>					
Peer 1	Account Clerk I		\$40,702	\$42,492	\$44,282
Peer 10	Accounting Specialist	NE	\$31,784	\$36,158	\$40,532
Peer 11	Fiscal Technician	NE	\$28,729	\$37,707	\$46,684
Peer 12	Accounting Support I	NE	\$31,013	\$41,350	\$51,687
Peer 2	No Match		NA	NA	NA
Peer 3	Account Clerk I	NE	\$32,475	\$34,384	\$36,292
Peer 4	Account Clerk I	NE	\$39,204	\$41,476	\$43,749
Peer 5	Accounting Assistant I	NE	\$35,363	\$37,163	\$38,963
Peer 6	Accounting Clerk	NE	\$32,490	\$39,033	\$45,575
Peer 7	Account Clerk	NE	\$22,637	\$30,184	\$37,730
Peer 8	Account Clerk	NE	\$36,426	\$41,943	\$47,460
Peer 9	Accounting Assistant I	NE	\$28,899	\$32,854	\$36,808
Client Name		NE	\$32,819	\$34,889	\$36,959
<i>Public Sector Market Average</i>			\$32,702	\$37,704	\$42,706
<i>Client Name As a % of Public Sector Market Average</i>			100%	93%	87%
<i>Private Sector Data Sources</i>					
Published Data Source 1	Accounting Clerk 2		\$32,248	\$34,640	\$37,662
Published Data Source 2	Accounting Clerk Level 2		\$32,997	\$34,755	\$38,376
Published Data Source 3	No Match		NA	NA	NA
Published Data Source 4	No Match		NA	NA	NA
Client Name		NE	\$32,819	\$34,889	\$36,959
<i>Private Sector Market Average</i>			\$32,622	\$34,698	\$38,019
<i>Client Name As a % of Private Sector Market Average</i>			101%	101%	97%
Client Name		NE	\$32,819	\$34,889	\$36,959
<i>Overall Comparator Market Average</i>			\$32,690	\$37,241	\$41,985
<i>Client Name As a % of Overall Market Average</i>			100%	94%	88%

NA = Data Not Available

All data is adjusted based on geographic differences in the cost of labor, effective date of published data, and/or differences in workweek definition, as applicable

Our report will also include tables showing each survey respondent's pay policies, benefit offerings, and other information collected in the study, such as in the tables shown below.

EXAMPLE TABLE 5
VACATION ACCRUAL—PUBLIC SECTOR

	Vacation Days Accrued per Year, after how many years of service						
Public Sector Peer Employer	1	6	10	15	20	25	30
Peer Name	10	12.5	15	20	25	25	27
Peer Name	12	17	22	27	27	32	32
Peer Name	13	16	19	22	25	28	31
Peer Name	10	15	20	25	30	30	35
Peer Name	10	15	19	25	30	30	30
Peer Name	10	15	20	20	25	25	25
Peer Name	12	14	17	20	23	23	23
Peer Name	12	15	15	21	21	21	21
Peer Name	10	15	15	20	20	20	20
Peer Name	10	15	20	25	30	30	30
Peer Name	10	15	20	20	25	25	25
Peer Name	12	15	20	22	25	25	25
<i>Market Average</i>	<i>10.9</i>	<i>15.0</i>	<i>18.5</i>	<i>22.3</i>	<i>25.5</i>	<i>26.2</i>	<i>27.0</i>
Client	10	10	15	20	20	25	25

EXAMPLE TABLE 6
PPO/POS PLAN MONTHLY COSTS

	Employer \$		Employee \$		Employer %	
Peer Employer	Single	Family	Single	Family	Single	Family
Peer Name	\$485	\$1,209	\$508	\$1,270	49%	49%
Peer Name	\$708	\$2,115	\$85	\$266	89%	89%
Peer Name	\$609	\$1,703	\$41	\$118	94%	94%
Peer Name	\$623	\$1,755	\$0	\$378	100%	82%
Peer Name	\$611	\$1,346	\$25	\$150	96%	90%
Peer Name	\$569	\$1,681	\$145	\$600	80%	74%
Peer Name	\$600	\$1,044	\$85	\$485	88%	68%
Peer Name	\$469	\$1,457	\$56	\$170	89%	90%
Peer Name	\$615	\$1,559	\$63	\$238	91%	87%
Peer Name	\$863	\$1,401	\$85	\$170	91%	89%
Peer Name	\$411	\$1,217	\$72	\$215	85%	85%
Average	\$597	\$1,499	\$106	\$369	86%	81%
Client	\$xxx	\$x,xxx	\$xx	\$xx	xx%	xx%

Monthly costs have been rounded to the nearest dollar

PPO/POS = Preferred Provider Organization or Point of Service Plan

EXAMPLE TABLE 7
DEFINED BENEFIT PLAN CONTRIBUTIONS—
PUBLIC SECTOR

Public Sector Peer	Employer Contribution (% of base pay)	Employee Contribution (% of base pay)	Employer Pick-up of Employee Contribution
Peer Name	5.90%	5.90%	Yes, 100%
Peer Name	8.50%	5.50%	None
Peer Name	5.90%	5.90%	None
Peer Name	4.50%	4.50%	None
Peer Name	5.90%	5.90%	None
Peer Name	7.21%	4.64%	None
Peer Name	7.25%	6.25%	None
Peer Name	11.43%	4.50%	None
Peer Name	6.35%	6.00%	Yes, 50%
Peer Name	8.34%	4.00%	None
Peer Name	11.47%	4.50%	None
Peer Name	8.67%	5.78%	None
<i>Average</i>	<i>7.62%</i>	<i>5.28%</i>	<i>--</i>
Client	5.90%	5.90%	None

6. Determine Market Position

We will then determine the City's total compensation market position. This involves identifying each employer's annual cost for providing medical and other health related benefits, as well as retirement programs. We will compare the City's total compensation costs to the market, similar to the tables shown below.

**EXAMPLE TABLE
TOTAL COMPENSATION ANALYSIS SUMMARY**

	Base Salary	Annual Employer Cost of Benefits		
	Pay Range Midpoint	Health Benefit Costs	Retirement Benefit Costs	Total Compensation
ACCOUNTING ASSISTANT				
Client	\$35,000	\$12,597	\$2,800	\$50,447
Market Average	\$37,758	\$11,540	\$2,643	\$52,002
Client as % of Market	93%			97%
FINANCE DIRECTOR				
Client	\$130,000	\$12,597	\$10,400	\$153,047
Market Average	\$145,000	\$11,540	\$10,150	\$166,751
Client as % of Market	90%			92%
TECHNOLOGY SPECIALIST				
Client	\$52,000	\$12,597	\$4,160	\$68,807
Market Average	\$55,500	\$11,540	\$3,885	\$70,986
Client as % of Market	94%			97%

7. Prepare a Report of Our Findings

Once all data have been collected, reviewed, and analyzed, we will prepare a report detailing our methodology and findings. The report will include at least the following items:

- An Executive Summary, briefly describing our key findings
- A description of the study objectives and methodology
- The City's competitive market position for pay, applicable to each benchmark job title and job family
- The prevailing policies regarding pay progression, supplemental pay, and other compensation-related practices collected in the survey
- Appendices showing detailed information collected for the market study
- Paid time off policies for each surveyed employer
- The prevalence and cost-sharing arrangements for medical coverage, supplemental benefits, and retirement plans among the surveyed employers
- The City total compensation market position

Expectations of the City for this Step

Task/Step	Project Team Role
1. Develop compensation strategy and market study methodology	<ul style="list-style-type: none">• Meet with Segal Waters staff, provide direction on strategy and methodology
2. Identify benchmark jobs	<ul style="list-style-type: none">• Review and approve list of benchmarks
3. Identify comparable employers	<ul style="list-style-type: none">• Review and approve list of comparators
4. Design the survey document	<ul style="list-style-type: none">• Review and approve survey document• Assist with contacting survey recipients, if necessary• Complete survey on behalf of the City
5. Develop a database	<ul style="list-style-type: none">• City does not have role in this step
6. Determine market position	<ul style="list-style-type: none">• Review Market Data• Be available for questions or clarification of policies
7. Prepare and deliver report	<ul style="list-style-type: none">• Review draft report, provide feedback, and approve final report

Step 4: Recommendations Development

Based on the findings of the market study and with the guidance of the Project Team, we will then develop revised salary schedules for the City. For this step in the project, we propose the following steps:

1. Design a Recommended Salary Schedule
2. Recommend Placement of Each Job on the Salary Schedule (i.e., assign jobs to pay grades)
3. Develop Recommended Pay Policies
4. Determine Cost Impact
5. Assist with Implementation

1. Design a Recommended Salary Schedule

Once the market study report has been finalized, we will develop recommended new salary structures that are consistent with the market findings and the City's pay philosophy.

We anticipate that the pay schedule will consist of pay grades with minimum, midpoint, and maximum pay rates. Typically, we construct pay schedules to have consistent intervals between grades (usually 5% to 10%) as well as consistent range widths (typically 40% to 60%). The pay structure may include either steps or open ranges depending on the pay philosophy of the City. We will work with the City's Project Team to determine the most appropriate structure for your organization.

2. Recommend Pay Grade Assignments

We will then recommend grade assignments for all jobs covered by the study. First, we will recommend grade assignments for benchmark jobs based on the market study findings. Typically, our goal is to identify the grade that is within 5% of the market average at the midpoint.

Next, we will recommend grade assignments for non-benchmark jobs using the results of the classification analysis and job evaluation approach developed in Step 2. Our recommendations will be based on job content similarities and differences that were identified in the classification structure and job evaluation approach, such as minimum qualifications, scope of responsibilities, supervisory role, and other considerations.

Last, we will review the grade assignments with the Project Team, highlighting situations that represent significant change from the current pay relationships. Once you have had an opportunity to review and internally vet the recommendations, we will finalize the grade assignments as part of our final recommendations.

Our goal will be to ensure the new system 1) is market based, 2) considers the comparable worth based on job duties and competencies, and 3) is easily understood and used by managers and employees.

3. Develop Recommended Pay Policies

We will also work with you to develop compensation policies that are appropriate for the City and consistent with market practices. These may include the following:

- **Pay progression policies:** how employees progress from the minimum to the maximum of the pay range
- **Performance-based pay:** whether base salary adjustments can occur based on performance, whether bonuses can be awarded based on individual or group performance, etc.
- **Pay schedule adjustment policies:** how and when adjustments are made to the pay schedule, and whether/how these adjustments affect employees' individual pay
- **Hiring salary practices and policies:** to what extent new employees can be hired above the minimum of the pay range, criteria for setting hiring salaries, and determinations regarding approval levels
- **Pay supplements and additions to base pay:** such as pay for special skills or competencies, shift differentials, on-call or call-back pay, etc.
- **Other related policies:** such as promotional guarantees, reclassifications, etc.

We will review the City's current compensation policies and—after discussion with the Project Team regarding the advantages, disadvantages, and implications of each—will draft revised policy language that reflects our recommendations for changes. We will deliver our recommendations to you in Microsoft Word so that you can make any edits or changes based on your needs.

4. Determine Cost Impact

Once the Project Team has reviewed and approved the new pay schedule, classification structure, and grade assignments, we will calculate the initial cost of implementation.

This will require determining rules for placing current employees within the new pay ranges. While the prior steps determined the grade assignment for each position, this step involves determining each employee's salary within the assigned grade of the revised pay structure on the day of implementation.

We will work with you to determine the placement criteria. These criteria could include factors such as:

- Time the employee has been in the position
- Time the employee has worked for the City
- Current position in the salary range
- Desired market position for individual salaries
- Internal equity and pay compression considerations
- Results of recent performance appraisals

Based on the guidance of the Project Team regarding these criteria, we will identify each employee's recommended salary within the applicable pay range and will then determine the first year annual cost of implementing the new classification structure and pay schedule.

Since we understand that successful implementation may depend heavily on the cost of implementation, we have assumed that we will model up to two different cost estimates, based on the Project Team's direction. This process typically involves estimating the cost of implementing the recommendations as approved by the Team, then conducting a second cost estimate based on revised criteria for implementation.

5. Assist with Implementation

We understand the City is requesting the consultant train HR staff on the methodology and techniques and procedures associated with administering the classification and pay plans. It is difficult at this time to precisely define the required level of effort with this step. However, we plan on providing a training session with the City's Human Resources staff to transfer the tools, methodologies, and recommendations. This session will include a description of the analytic processes that we used to conduct the study, as well as assistance with defining the operational needs that result from the potential changes in policy.

For pricing purposes, we anticipate up one day of Segal Waters time will be dedicated to training City staff.

Our Expectations of the City for this Step

Task/Step	Project Team Role
1. Design a Recommended Salary Schedule	<ul style="list-style-type: none"> • Discuss objectives/goals with Segal Waters team, provide direction and input • Review and approve pay schedule design
2. Recommend Pay Grade Assignments	<ul style="list-style-type: none"> • Provide information on current pay grade assignments • Be available for questions and discussion • Review and approve methodology and pay grade assignments
3. Develop Recommended Pay Policies	<ul style="list-style-type: none"> • Provide information on current pay policies • Discuss potential options for policies with Segal Waters team • Review and approve pay policy language
4. Determine Cost Impact	<ul style="list-style-type: none"> • Provide employee census information • Provide information on fiscal ability and conditions • Discuss and approve implementation criteria • Review and approve cost model
5. Assist with Implementation	<ul style="list-style-type: none"> • Determine assistance needed • Provide direction to Segal Waters team • Coordinate logistics for the HR training session

Step 5: Present Final Results to the City

We anticipate presenting the final results to the City. While it is difficult to anticipate at this time the exact nature of this presentation, our price proposal assumes we will develop and deliver one on-site presentation that will contain at least the following elements:

- Background and reasons for the project
- Objectives and goals of the project
- Methodology used to conduct our analysis
- Key findings and outcomes
- Our recommendations, including potential implications of those recommendations

We will draft the presentation for the Project Team's review, and then will finalize the document based on your comments and input. We anticipate that a senior member of Segal Waters' Team will deliver the presentation, in conjunction with a senior member of the City's Project Team.

Phase II – Developing Organizational Charts, Job Families, and Career Ladders

Based on the results of the classification analysis and pay grade assignments, we will develop organizational charts, job families and career ladders. As stated in the RFP, each job family or career ladder will have a corresponding salary progression that recognizes the additional responsibility, authority, and decision making capabilities required at each step on the ladder.

The series of career ladders, lattices and job families shall be developed, as appropriate, to provide avenues for managerial flexibility as well as individual employee incentive and achievement.

Phase III – Developing Job Competencies

Segal Waters will assist the City to develop job competencies for each of the jobs within a family. These competencies will facilitate future employee performance feedback and succession planning initiatives. This will identify career paths to ensure that employees are leveraged to their potential and progress in a manner that supports the City's Human Resources needs.

The following is an example of competencies for developed for a large public sector municipality:

Competency	Behavioral Indicators
Accountability Takes personal responsibility for outcomes	<ul style="list-style-type: none"> Follows up on personal commitments Analyzes own performance to learn from mistakes Takes personal responsibility for taking actions on initiatives that drive the business Promptly acts to accomplish objectives and goals beyond what is required Is proactive; originates actions to improve existing conditions and processes
Attendance & Punctuality Regularly meets expectations for work schedule, accomplishing assignments, and serving as a source of supply and support for the department, customers, and/or the organization.	<ul style="list-style-type: none"> Maintains regular attendance and consistently works required days and scheduled hours Reports to work on time Returns from breaks on time Provides adequate notification of personal days off Communicates schedule changes promptly to supervisor Manages time effectively by adhering to responsibilities in a timely manner
Attention to Detail Demonstrates responsibility for, and handles accurately, the details associated with one's work	<ul style="list-style-type: none"> Is conscientious about the accuracy of data; documents errors and gets them corrected Checks work thoroughly and reads the "small print"; identifies discrepancies or inconsistencies in critical information Uses models and checklists to ensure all aspects are checked or considered; holds people responsible for checking the accuracy of their own work and the work of others
Agile Learner Learns quickly from new experiences and training	<ul style="list-style-type: none"> When faced with new tasks, learns them quickly and is able to use the experience to do the task better in the future Sees how others succeed or struggle and applies learnings to own actions Learns from training, reading or research to improve own performance
Business Focus Aligns own behavior and decisions with the needs and goals of the organization to increase productivity and/or services	<ul style="list-style-type: none"> Understands the external competitive business environment Sets priorities based on business considerations and focuses on potential opportunities Considers financial and commercial implications of their actions and decisions Bases decisions on facts, experience, and logical assumption taking into consideration opportunity for gain, resources, constraints, risk/reward, and organizational value

Competency	Behavioral Indicators
Fiscal Responsibility Effectively managing, optimizing, monitoring and maintaining a balanced budget with appropriate levels of fiscal transparency while assuring appropriate linkages exist between budget, funding levels and service levels.	<ul style="list-style-type: none"> • Responsible for the management of data in support of departmental budget allocations • Monitors progress toward fiscal objectives and adjusts as necessary • Assures appropriate linkages exist between budget requests and expenditures to meet departmental goals and objectives • Communicates timely and effectively with appropriate personnel to identify budget shortfalls and/or emergency funding requirements • Maintains a balanced departmental budget • Adjusts plans as necessary to meet departmental goals and objectives
Flexibility/Adaptability Works effectively within a variety of situations; quickly adapting and responding to change, sometimes under situation of stress.	<ul style="list-style-type: none"> • Adapts approach as the requirements of the situation change • Not limited by past practices or precedents • Sees situations objectively by integrating multiple viewpoints • Responds promptly to shifts in direction, priorities, and schedules • Reacts positively to new approaches, ideas and methods • Juggles multiple priorities and tasks effectively • Modifies methods or strategies to fit changing circumstances • Maintains productivity and appropriate responses during transitions and periods of high levels of pressure or stress • Embraces and champions change
General Budgeting Concepts and Principles	<ul style="list-style-type: none"> • Demonstrates knowledge of budget, cost accounting, cost/schedule management and program terminology, concepts and principles
Goal Orientation Focuses on achieving goals and results; willing to persist in the face of obstacles	<ul style="list-style-type: none"> • Encourages individuals and teams to set challenging but achievable goals • Accepts personal accountability; takes responsibility for seeing things through to completion • Keeps focused on goals, despite adversities • Makes personal sacrifices when necessary to get the job done
Group Leadership Establishes a clear purpose and direction for others to channel their energy towards a common purpose. Enlists and energizes others to pursue excellence, make significant contributions, and grow the business. Inspires commitment to achieving business goals	<ul style="list-style-type: none"> • Establishes and communicates a vivid image of what the group can accomplish • Inspires commitment to the group's strategic purpose in the company • Works in partnership with members to create shared objectives and standards of performance • Genuinely listens to the ideas of others • Shows sincere appreciation for individual and group efforts; rewards accomplishments and exemplary behavior • Selects group members based on the abilities and experience needed to do the work • Creates and sustains the organization and structure needed to support organization's people and business strategies

Project Timeline

We understand that the City anticipates beginning this project in upon award of contract. Our proposed timeline below is will be finalized with the Project Team during the Project Initiation meeting.

PHASE I - COMPREHENSIVE CLASSIFICATION AND COMPENSATION STUDY ANTICIPATED TIMELINE IN MONTHS

Step	1	2	3	4	5	6	7
Step 1: Project Initiation							
Step 2: Classification Analysis							
Step 3: Total Compensation Market Assessment							
Step 4: Recommendations Development							
Step 5: Present Final Results							

PHASE II – DEVELOPING ORGANIZATIONAL CHARTS, JOB FAMILIES, AND CAREER LADDERS ANTICIPATED TIMELINE IN MONTHS

Step	1	2	3	4	5
Step 1: Development of Organizational Charts					
Step 2: Development of Job Families and Career Ladders					

PHASE III – DEVELOPING JOB COMPETENCIES FOR EACH OF THE JOBS WITHIN A FAMILY ANTICIPATED TIMELINE IN MONTHS

Step	1	2	3	4
Step 1: Development of Job Families				

4.2.5. References

City of Fort Worth, TX

1000 Throckmorton Street
Ft. Worth, TX 76102

Mr. Brian Dickerson
Director of Human Resources

(817) 392-7783
Brian.Dickerson@fortworthtexas.gov

- Researched, developed and recommended compensation structures for the City's general level exempt and non-exempt job classifications utilizing market data provided by the City and proposed a job classification system to upgrade or replace the City's current job classification system for their general employee classifications
- Analyzed approximately 435 job titles covering approximately 3,745 employees
- Analyzed market data provided by the City for 134 benchmark jobs from approximately 35 benchmark organizations using market data collected and provided by the City
- Updated current pay schedules and design recommended salary schedules. Recommend compensation structures for the City's exempt classifications
- Developed options and approaches for long-term sustainability; facilitated discussions on successful approaches for system maintenance, including policy changes to guide future compensation approaches based on best practices
- Prepared and delivered report; provided documentation on proposed changes and assist in the communication of these changes; defined the approach to be used in evaluating market changes; identified steps to recommend structure adjustments; provided options for movement through pay ranges; developed administrative guidelines for continued maintenance of the compensation system
- *Dates of Services: Current Client*

City of Houston, TX

HR Financial and Accounting
Management
611 Walker, 4th Floor
Houston, Texas 77002

Ramiro Cano, CPA
Deputy Director
Human Resources Department,
Director's Office

(832) 393-6060
ramiro.cano@houstontx.gov

- Reviewed and redesigned job classification system and structure for 14,000 employees
 - Developed a total compensation labor market survey and database for 109 benchmark municipal jobs in 19 job families and Uniformed Police and Fire jobs
 - Reviewed and redesigned point-factor job evaluation system
 - Reclassified all civilian job titles
 - Supported negotiations with police and fire fighter employee associations
 - Worked with joint labor-management committee to develop revised prevailing wage rates applicable to unionized skilled trade occupations
 - Conducted and Environmental Scan to collect information from four (4) key major cities regarding practices for supporting their workforce through the HR function including organizational structure and internal processes
 - Currently provide benefits consulting services related to health plan evaluations, prescription drug, dental program, health benefit claims auditing, and total compensation statements
 - *Dates of Services: 1998 – present*
-

City of Greenville, NC

200 West Fifth Street
Greenville, NC 28734

Ms. Leah Futrell
Human Resources Director
LFutrell@greenvillenc.gov
(252) 329-4497

**Joint Study with:
Greenville Utilities Commission**

P.O. Box 1847
Greenville, NC 28783-1847

Mr. Tony Cannon
General Manager
cannonac@guc.com
(252) 551-1574

- Comprehensive Classification and Compensation Study for all full time and part-time positions 1,583 employees in approximately 361 job titles
- A customized point factor system for use in evaluating changes in position responsibility for employees and to ensure internal equity
- A process to collect data on Job Classifications, providing information to meet FLSA, ADA, and other local, state, and federal requirements
- Applicable policies, procedures and guidelines to provide for implementation, ongoing administration and maintenance
- Develop Strategic Plan for Greenville Utilities Commission Human Resources Department
- *Dates of Services: 2009 – Current Clients*

City of Charlotte, NC

700 East 4th Street
Charlotte, NC 28202

Ms. Delane Huneycutt
Compensation Manager

dhuneycutt@charlottenc.gov
(704) 336-5700

Airport Authority

- Reviewed the organizational structure of the Aviation Department
- Identified areas where the organizational structure is not comparable to similar airports and recommend changes
- Conducted a review of individual positions within Aviation to determine if general City job classifications are appropriate for Aviation Department functions
- Reviewed the job classification families to determine if a separate pay plan for Aviation specific positions is warranted, and, if so, what that pay plan would look like
- Conducted a compensation and benefits study comparing base-pay salaries and benefits package against comparable airports
- Benchmarked the City's pay system against comparable airports
- *Dates of Service: 2013*

Information Technology Division

- Comprehensive Classification Study for over 200 employees in approximately 80 Information Technology-related classifications
- FLSA reviews and employee allocations to proposed job classification system
- *Dates of Services: 2011 – 2012*

Treatment Plant

- Conducted a comprehensive analysis of and recommendation for approximately, one hundred and fifty-two (152) Treatment Plant employee positions composed of twenty (20) job titles
 - Provided revised job descriptions, reporting hierarchy, and comparison to job descriptions in major salary surveys to aid in benchmarking the City's jobs
 - *Dates of Services: 2013*
-

**State of Washington
Office of Human Resources**
Office of Financial Management
State Human Resources
128 10th Ave SW
Olympia, WA 98504
Ms. Angie Hogenson
Classification & Compensation
Program Manager
(360) 407-4111
Angie.Hogenson@ofm.wa.gov

- In FY2010, FY2014, and FY2016 conducted a large-scale web-based total compensation survey. The FY 2010 survey was developed and distributed via the internet to almost 300 participants covering over 80 benchmark titles. The FY2014 survey was distributed to 150 employers and covered about 200 benchmarks. The FY2016 survey was distributed to 130 employers and covered about 180 benchmarks.
 - Each year prepared and delivered a database and report of the market assessment, including base pay, pay policies, paid time off, health benefits, retirement benefits, and other benefits
 - *Dates of Services: 2009-2010, 2015, Current Client*
-

For additional information regarding our experience, please view the following reports, available online, for specific examples of how our organization's expertise and recommendations have benefited a public agency:

State of Colorado -

https://www.colorado.gov/pacific/sites/default/files/DPA%20Annual%20Compensation%20Survey%20Report%20FY2014-15_0.pdf

City of Phoenix, AZ - <https://www.phoenix.gov/itssite/Documents/070008.pdf>

State of Alaska - <http://doa.alaska.gov/dop/fileadmin/directorsoffice/pdf/segalfinalreport.pdf>

State of Rhode Island -

<http://www.local2881.org/docs/Segal%20Report%20to%20State%20of%20RI%2001-26-13.pdf>

State of Washington – Department of Human Resources –

www.hr.wa.gov/CompClass/Compensation/Pages/TotalCompensationSurvey.aspx

Pinal County Sheriff's Office, AZ -

http://sthcw.files.wordpress.com/2013/04/pinal_county_sheriffs_office_memo_as_of_4-22-131.pdf

City of San Diego Police Department, CA -

http://www.sandiego.gov/mayor/pdf/sdpd_repositions11614.pdf

Segal Waters Clients

Federal Government

Administrative Office of the U.S.

Courts

U.S. Office of Personnel Management

State Governments

Government of the District of Columbia

State of Alabama

State of Alaska

State of Arizona

State of Colorado

State of Georgia, Dept of Audits &
Accounts

State of Georgia, Merit System

State of Iowa

State of Maryland Dept of Budget &
Management

State of Maryland Dept of Mental
Health

State of Maryland Judiciary

State of Massachusetts Dept of
Transportation

State of Minnesota Judiciary

State of New Jersey Judiciary

State of Rhode Island

State of Washington

Counties

Albemarle County (VA)

Arlington County (VA)

Boulder County (CO)

City/County of Denver (CO)

Coconino County (AZ)

Fairfax County (VA)

Forsyth County (GA)

Harris County Appraisal District (TX)

Jackson County (TX)

Johnson County (TX)

Kenosha County (WI)

Laramie County (WY)

Laramie County Library System (WY)

Las Vegas – Clark County Library
District (NV)

Lexington County (SC)

Los Alamos County (NM)

Loudoun County (VA)

Minnehaha County (SD)

Mohave County (AZ)

Transportation Systems

Oakland County (MI)

Pinal County (AZ)

Prince George's County (MD)

Spotsylvania County (VA)

Waukesha County (WI)

Municipalities

City of Albuquerque (NM)

City of Alexandria (VA) – Dept of Mental
Health

City of Asheville (NC)

City of Baltimore (MD)

City of Boston (MA)

City of Bowie (MD)

City of Bristol (CT)

City of Bryan (TX)

City of Cape Coral (FL)

City of Carlsbad (CA)

City of Carrollton (TX)

City of Chandler (AZ)

City of College Station (TX)

City of Fort Worth (TX)

City of Gaithersburg (MD)

City of Goleta (CA)

City of Greenville (NC)

City of Henderson (NV)

City of Houston (TX)

City of Knoxville (TN)

City of Las Vegas (NV)

City of Livermore (CA)

City of Manassas (VA)

City of Middletown (CT)

City of New Bedford (MA)

City of North Kansas City (MO)

City of Palo Alto (CA)

City of Phoenix (AZ)

City of Prescott (AZ)

City of Raleigh (NC)

City of Salem (VA)

City of San Diego (CA)

City of San Marcos (CA)

City of San Marcos (TX)

City of Santa Cruz (CA)

City of Seattle (WA)

City of Sedona (AZ)

City of Sierra Vista (AZ)

City of Sioux Falls (SD)

Other Public Authorities

City of Solon (OH)

City of Surprise (AZ)

City of Wilmington (DE)

City of Wylie (TX)

Terrebonne Parish (LA)

Town of Acton (MA)

Town of Buckeye (AZ)

Town of Ocean City (MD)

Public School Systems

ABC Unified School District (CA)

Adams 12 Five Star School District (CO)

Arlington Public Schools (VA)

Boulder Valley School District (CO)

Denver Public Schools (CO)

East Baton Rouge Parish School
System

Fairfax County Public Schools (VA)

Lafayette Parish School System (LA)

Prince George's County Public Schools
(MD)

Spokane Public Schools (WA)

Springfield Public Schools (MA)

Public Sector Higher Education

Central Piedmont Community College
(NC)

Central New Mexico Community College

Collin County Community College
District (TX)

Colorado Community College System

Community College of Philadelphia (PA)

George Mason University (VA)

Grand Rapids Community College (MI)

James Madison University (VA)

Morehead State University (KY)

Mott Community College (MI)

Northern Virginia Community College

Northern Wyoming Community College

Palomar College (CA)

Parkland College (IL)

Portland Community College (OR)

Radford University (VA)

Thomas Edison State College (NJ)

University of the District of Columbia

Virginia Community College System

Virginia Tech (VA)

Yavapai Community College (AZ)

Alaska Railroad Corporation
 Ben Franklin Transit (WA)
 Central Ohio Transit Authority
 C-TRAN (WA)
 Denver Regional Transit District (CO)
 Golden Gate Bridge and Highway
 Transportation District (CA)
 Harris County Transportation Authority
 (TX)
 Hillsborough Area Regional Transit
 (FL)
 Jacksonville Transportation Authority
 (FL)
 Lehigh Northampton Airport Authority
 (PA)
 Maryland Transit Administration
 Massachusetts Bay Transportation
 Authority
 Massachusetts Department of
 Transportation
 Metro St. Louis (MO)
 Metropolitan Atlanta Rapid Transit
 Authority
 Metropolitan Nashville Airport
 Authority (TN)
 New Jersey Turnpike Authority
 Orange County Transportation
 Authority (CA)
 Port Authority of Allegheny County
 (PA)
 Raleigh-Durham Airport Authority (NC)
 San Francisco Bay Area Rapid Transit
 (CA)
 Transit Management of Southeast
 Louisiana, Inc. (LA)
 Transit Management of Washoe
 County (NV)
 Valley Metro/RPTA (AZ)
 Virginia Railway Express (VA)
 Washington Metropolitan Area Transit
 Authority (DC)

Birmingham Water Works Board (AL)
 Castaic Lake Water Authority (CA)
 Central Arizona Project (AZ)
 Coachella Valley Water District (CA)
 Columbus Water Works (GA)
 Cuyahoga Library District (OH)
 Denver Water (CO)
 Des Moines Water Works (IA)
 District of Columbia Water & Sewer
 Authority
 Easton Utilities Commission (MD)
 Fairfax Water (VA)
 Greenville Utilities Commission (NC)
 Guadalupe-Blanco River Authority (TX)
 Loudoun Water (VA)
 Metropolitan District Commission (CT)
 Navajo Tribal Utility Authority (AZ)
 New Braunfels Utilities (TX)
 North Carolina Education Lottery (NC)
 Northern Virginia Regional Park Authority
 Platte River Power Authority (CO)
 Prince William County Service Authority
 (VA)
 Raleigh Public Utilities District (NC)
 Upper Occoquan Service Authority (VA)

4.2.6. Minority/Women (M/WBE) Participation

Our firm is not a Minority/Women (M/WBE) and does not anticipate utilizing subcontractors for this project.

4.2.7. Subcontractors

Segal Waters will not be utilizing subcontractors for this project.

4.2.8. Required Forms

Attached are the following completed forms, as required by the RFP:

- Proposal Certification
- Cost Proposal
- Non-Collusion Statement
- Local Business Preference (LBP)
- Contract Payment Method
- Sample Insurance Certificate
- Business License

BID/PROPOSAL CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) The Segal Company (Eastern States) Inc., Segal Waters Consulting

Address: 1920 N Street NW, Suite 400

City: Washington State: DC Zip: 20036

Telephone No. 202.833.6436 FAX No. 202.330.5694 Email: esusseles@segalco.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): 30

Payment Terms (section 1.04 of General Conditions): Net 30

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE WBE

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>None</u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNCR you must also click the "Take Exception" button.**

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Elliot R. Susseles, CCP

Name (printed)

Date:

04/26/2016

revised 04/10/15


Signature

Senior Vice President

Title

SECTION VI - COST PROPOSAL PAGE**Proposer Name:** The Segal Company (Eastern States) Inc., Segal Waters Consulting

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor must quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

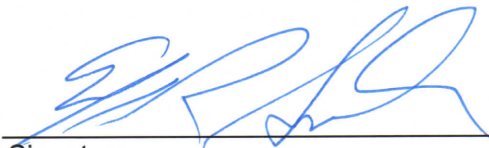
Project Costs Phase 1 \$ 300,000Project Costs Phase 2 \$ 65,000Project Costs Phase 3 \$ 50,000TOTAL FIRM FIXED PROJECT CONTRACT COST \$ 415,000**Notes:**

Attach a breakdown of costs including but not limited to labor, materials and travel.

Submitted by:Elliot R. Susseles, CCP

Name (printed)

Date

4/28/2016
SignatureSenior Vice President

Title

Cost Proposal Detail

Segal Waters is fully aware of the sensitivity of budget allocations for public sector employers. We believe that you will find our approach focused toward achieving the City's objectives in the most cost-effective manner consistent with quality, accuracy, and timeliness.

Phase I – Classification and Total Compensation Study	Fixed Fee
Step 1: Project Initiation Assumes we conduct one on-site meeting, two consecutive days of stakeholder interviews, as well as time associated with learning about the City's current compensation and classification structures, policies, and practices.	\$5,000
Step 2: Job Classification Analysis Assumes the following: <ul style="list-style-type: none"> • Develop one customized Position Description Questionnaire • Analyze 550 current job titles covering 3,000 employees/positions. • Conduct up to three (3) consecutive days of employee presentations • Conduct up to three (3) consecutive days of employee interviews • Develop a recommended classification structure (one draft, one final) • Recommend assignments of individual positions to job titles • Recommend FLSA exemption status of all titles • Develop a job evaluation approach • Draft position descriptions for all recommended job titles • Develop a Classification Manual 	\$175,000
Step 3: Total Compensation Market Assessment Assumes the following: <ul style="list-style-type: none"> • Develop a customized total compensation salary market survey document with up to 100 benchmark job titles, to be distributed to no more than 32 public sector peer employers including colleges, universities and school districts, as well as the use of up to three (3) published data sources to represent the private sector market. • One draft and one final report of the market study findings 	\$100,000
Step 4: Recommendations Development Assumes the following: <ul style="list-style-type: none"> • Develop pay schedule(s) to cover all jobs covered by the study • Recommend grade assignments for all job titles covered by the study • Draft language for recommended compensation policies • Estimate the cost of implementing the recommended pay schedule, including recommendations regarding placement of each employee within the pay ranges, as well as one revised estimate based on Project Team's review and revisions • Assist with implementation – one on-site training session to Human Resources staff 	\$15,000
Step 5: Present Final Results to the City Assumes we develop and deliver one on-site presentation to the City	\$5,000
TOTAL FIXED FEE for PHASE I	\$300,000

Phase II – Developing Organizational Charts, Job Families, and Career Ladders	Fixed Fee
Step 1: Development of Organizational Charts	\$15,000
Step 2: Development of Job Families and Career Ladders	\$50,000
TOTAL FIXED FEE for PHASE II	\$65,000

Phase III – Developing Job Competencies for Each of the Jobs Within a Family	Fixed Fee
Step 1: Development of Job Competencies	\$50,000
TOTAL FIXED FEE for PHASE II	\$50,000

Our proposed fee includes charges for all professional, analytic, and administrative services, as well as all expenses associated with materials, supplies, overhead, and travel for all tasks outlined in this proposal except as otherwise noted.

Our proposed Phase I fixed fee will be billed in eight equal monthly payments of \$32,500. Fees for Phase I and Phase II will be billed upon completion of each phase.

Travel expenses for meetings scheduled less than one week in advance will be charged additionally. If a scheduled meeting is cancelled by the client, any non-refundable travel expenses will be billed to the client at cost.

To the extent our proposed scope and fees differ from your needs or the level of effort described in other proposals you may receive, Segal Waters is prepared to discuss alternatives to the fees stipulated in our proposal.

Our proposed fee assumes only the services and on-site meetings described in the proposal. Should the City request additional services or additional on-site meetings, we would charge the hourly rates shown below, as well as for the time and expenses associated with travel.

Staff Member	Title/Role	2016 Standard Hourly Rate
Elliot R. Susseles	Senior Vice President, Practice Leader, Project Manager	\$450
Joseph Adler	Senior Consultant	\$285
Patrick Bracken	Senior Consultant	\$285
Liz Murray-Rust	Senior Compensation Analyst	\$235
Luis Gonzales	Compensation Analyst	\$210
Patrice Glasthal	Compensation Analyst	\$210

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
None	

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

CONTRACT PAYMENT METHOD BY P-CARD

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

_____ MasterCard

 X Visa Card

Company Name: The Segal Company (Eastern States) Inc., Segal Waters Consulting

Elliot R. Susseles, CCP

Name (printed)


Signature

4/28/2014
Date:

Senior Vice President

Title

LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm its local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

(1) N/A
Business Name

is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.

(2) N/A
Business Name

is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt or a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.

(3) N/A
Business Name

is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.

(4) N/A
Business Name

requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

(5) N/A
Business Name

requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

(6) The Segal Company (Eastern States) Inc., Segal Waters Consulting
Business Name

is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration.

BIDDER'S COMPANY: The Segal Company (Eastern States) Inc., Segal Waters Consulting

AUTHORIZED COMPANY PERSON: Elliot R. Susseles, CCP
NAME

SIGNATURE

DATE

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER BWD Group LLC 45 Executive Drive Plainview, NY 11803	CONTACT NAME: PHONE (A/C, No, Ext): 516 327-2700		FAX (A/C, No): 516-327-2800
	E-MAIL ADDRESS:		
INSURED The Segal Company (Eastern States) Inc. including Segal Waters Consulting 1920 N Street NW, Suite 400 Washington, DC 20036	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : National Fire Insurance Co. of		20478
	INSURER B : Continental Casualty Company		20443
	INSURER C : Pacific Indemnity Company		20346
	INSURER D :		
	INSURER E :		
INSURER F :			

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	Y	Y	5099474699	02/28/2016	02/28/2017	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$Included \$
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	Y		5099474704	02/28/2016	02/28/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$10,000	Y		CUE6024216057	02/28/2016	02/28/2017	EACH OCCURRENCE \$20,000,000 AGGREGATE \$20,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input checked="" type="checkbox"/> Y <input type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y	71738381	02/28/2016	02/28/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

BID/PROPOSAL CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) The Segal Company (Eastern States) Inc., Segal Waters Consulting

Address: 1920 N Street NW, Suite 400

City: Washington State: DC Zip: 20036

Telephone No. 202.833.6436 FAX No. 202.330.5694 Email: esusseles@segalco.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): 30

Payment Terms (section 1.04 of General Conditions): Net 30

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE WBE

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued
<u>None</u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNCR you must also click the "Take Exception" button.**

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Elliot R. Susseles, CCP

Name (printed)

Date:

04/26/2016

revised 04/10/15


Signature

Senior Vice President

Title

Appendix - Sample Work Products

Please see samples of our work products on the following pages:

- Position Description Questionnaire – City of Fort Worth, TX 2014-2015
- FLSA Questionnaire – Our Position Description Questionnaire contains relevant questions for FLSA determination
- Organizational Chart – Large County 2015
- Job Family Structures and Job Competencies - Large City 2015
- Salary Structures

Job Description Questionnaire

Your Name:	
Your Official City Job Title:	
Your Working Title (if different):	
Your Department:	
Your Division within the Dept:	
Your Work Area/Section (if any):	
Your Supervisor's Name:	
Your Supervisor's Official City Title:	
Date Prepared:	

CITY OF FORT WORTH, TEXAS



**JOB DESCRIPTION QUESTIONNAIRE
(JDQ)**

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Instructions

The City of Fort Worth and Segal Waters will be reviewing the job descriptions and determining appropriate classifications for all positions to ensure that they accurately reflect the work that you all do.

To assist with this analysis, we ask that you complete this questionnaire to provide information about your position. **Please do not refer to the current job description for your position.**

You are an important part of this project. We thank you for your effort!

EMPLOYEE INSTRUCTIONS

1. Please read each item carefully and enter your responses.
2. We encourage you to complete this survey electronically (in Microsoft Word). Please save the file as “**Job title, Department, Division, Last name, First name – JDQ.docx**”
 - a. Example: **Accountant, Finance, Utility Billing, Doe, John – JDQ.docx**
 - a. For multiple incumbents filling out one form, please title document with “**Job Title, Department, Division, Multiple Employees – JDQ.doc**” Make sure to include all incumbents’ first and last names at the beginning of the form in the Your Name section.
3. Email your completed JDQ to your supervisor **no later than Friday, October 10th.**

SUPERVISOR INSTRUCTIONS

1. Ensure employees complete the JDQ by the deadline.
2. Please review the employee’s answers to each question. Employee responses should reflect their **current major tasks**, not anticipated changes. Write your comments in the Supervisor Comment box provided in each section and/or use the pages provided at the end of the questionnaire.
3. Please **do not edit or change** the employee’s responses. Also, do not make any comments regarding the employee’s performance or personal capabilities.
4. Please complete your review of the questionnaire and send them to your **designated HR Coordinator** no later than **Friday, October 24th.**
5. We encourage you to share your comments with the employee.

Your Duties and Responsibilities

Basic Job Summary

Briefly describe the basic purpose of your job. This job summary should be two or three sentences that describe the primary responsibility and purpose of the position. The next section provides the opportunity to describe each major duty and responsibility in more detail. This job description questionnaire is not intended to be an exhaustive list of all duties, responsibilities or qualifications associated with the job.

Example: To receive and process incoming invoices in an efficient and timely manner. To assist vendors with billing questions and issues.

SUPERVISOR COMMENTS (if you have any)

Instructions for the Next 8 Pages:

- In the following section, please list and describe your **most important** essential job duties and responsibilities. Start with the major duty or responsibility that takes the **greatest portion** of your time each year.
- Please describe these major duties as if you were explaining them to a new employee who is not yet familiar with your work or with Fort Worth. Please **do not use abbreviations or acronyms**.
- Indicate **about how often** you perform each duty (daily, weekly, etc.).
- Describe the knowledge, skills, and abilities that you think are needed to perform this duty or responsibility.

Essential Duties and Responsibilities

Describe your actual current duties, even if they differ from your job description.

Describe the duty or responsibility that takes the greatest portion of your time each year.	
1.	
Approximate Frequency (check one)	
<input type="checkbox"/> Daily (or almost daily)	<input type="checkbox"/> Semi-Annually (about 2x a year)
<input type="checkbox"/> Weekly (or almost weekly)	<input type="checkbox"/> Annually or less often
<input type="checkbox"/> Monthly (or almost monthly)	<input type="checkbox"/> Other _____
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	

SUPERVISOR COMMENTS (if you have any)

Supervisory Responsibilities

Employee Supervision

Do you have formal supervisory responsibilities over any other employees?

(You have formal supervisory responsibilities if you are responsible for signing performance reviews.)

☐ Yes ☐ No

If Yes, indicate how many positions you supervise in each category (include both filled and vacant positions).

Employee Types	# of Positions
Labor, Maintenance, or Trades	
Office Support or Para-professional	
Professional or Technical	
Supervisors or Managers	
TOTAL	

List the names and titles of the individuals you supervise.

Names	Official City Job Titles

Names	Official City Job Titles

Contractor Supervision

Are you responsible for overseeing the work of contractors working onsite at the City of Fort Worth?

☐ Yes ☐ No

If Yes, indicate the contractors' names and the type of work the contractors perform.

Contractor Names	Type of Work

SUPERVISOR COMMENTS (if you have any)

Minimum Job Requirements

Job-Related Work Experience

1. What amount of job-related work experience did you have when you started your current position?
2. In your opinion, what is the lowest (minimum) level of job-related work experience that should be required of any new employee in this position?
3. How much job-related work experience do you think should be preferred for a new employee in this position (if different from the amount required)?

Years of Experience	1.) You had when you started your position	2.) Work Requires (at a minimum)	3.) Preferred
None	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Less than 1 year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least 1 year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least 2 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least 3 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least 4 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least 5 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 years or more	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Type of Experience

List any specific types of experience you think should be required or preferred for new employees in your job. *For example: Experience resolving past due accounts*

Required:

Preferred:

SUPERVISOR COMMENTS (if you have any)

Level of Education

1. What level of education did you have when you started your current position?
2. In your opinion, what is the lowest (minimum) level of education that should be required of any new employee in this position?
3. How much education do you think should be preferred for a new employee in this position (if different from the required level)?

Assume that the new employee has the minimum level of experience that you indicated on the prior page.

Level of Education	1.) You had when you started your position	2.) Work Requires (at a minimum)	3.) Preferred
High school diploma (or GED)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At least two (2) years of college or Associate's degree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bachelor's degree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Graduate degree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Type of Education

List any specific types of education you think should be required or preferred for new employees in your job. *For example: Bachelor's degree in Accounting, Finance, or Business*

Required:

Preferred:

SUPERVISOR COMMENTS (if you have any)

Physical Requirements

Please indicate the work category that best describes your position.

Physical Demands	Description	Please Select One:
Sedentary Work	Exerting up to 10 pounds of force occasionally, a negligible amount of force frequently, and/or or constantly having to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.	<input type="checkbox"/>
Light Work	Exerting up to 20 pounds of force occasionally, up to 10 pounds of force frequently, and/or a negligible amount of force constantly having to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for the Sedentary Work category and the worker sits most of the time, the job is rated Light Work.	<input type="checkbox"/>
Medium Work	Exerting up to 50 pounds of force occasionally, up to 20 pounds of force frequently, and/or up to 20 pounds of force constantly having to move objects.	<input type="checkbox"/>
Heavy Work	Exerting up to 100 pounds of force occasionally, up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly having to move objects.	<input type="checkbox"/>

SUPERVISOR COMMENTS (if you have any)

Working Conditions

Please indicate the condition categories that best describes your position.

Working Conditions	Description of Requirement	Please Select One:
Condition 1	Positions in this class typically require fingering, talking, hearing, seeing, grasping, standing, walking and repetitive motions.	<input type="checkbox"/>
Condition 2	Positions in this class typically include Condition 1 requirements, plus stooping, kneeling, crouching, and reaching.	<input type="checkbox"/>
Condition 3	Positions in this class include Condition 1 and 2 requirements, plus climbing and balancing.	<input type="checkbox"/>
Condition 4	Positions in this class typically include Condition 1, 2, and 3 requirements, plus pushing, pulling and lifting.	<input type="checkbox"/>
Condition 5	Incumbents may be subjected to moving mechanical parts, odors, dusts, poor ventilation, chemicals, oils, extreme temperatures, inadequate lighting and intense noises.	<input type="checkbox"/>
Condition 6	In addition to Condition 5 exposures, incumbents may be subjected to gases and workspace restrictions.	<input type="checkbox"/>
Condition 7	In addition to Condition 5 and 6 exposures, incumbents may be subjected to vibrations, chemicals and oils.	<input type="checkbox"/>

SUPERVISOR COMMENTS (if you have any)

Thank you for taking the time to tell us about your job!

Please save the file as "**Job title, Department, Division, Last name, First name – JDQ.docx**"
For example, if your name is John Doe and your job title is Accountant, save the file as
Accountant, Finance, Utility Billing, Doe, John – JDQ.docx.

For multiple incumbents filling out one form, please title document with "**Job Title, Department, Division, Multiple Employees – JDQ.doc**" Make sure to include all incumbents first and last names at the beginning of the form in the Your Name section.

Then email your completed questionnaire to your supervisor no later than **Friday, October 10th**.

Supervisor's Review Section

To be completed by the immediate supervisor of the individual(s) who completed the questionnaire.

Supervisor's Name:	
Supervisor's Official City Job Title:	

1. What do you think is the most appropriate job title for this position?

If you think the current title is the most appropriate, enter "same as current."

If this questionnaire includes responses from multiple employees, indicate the title that you think is appropriate for each individual position.

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2. Please review the employee's responses and write any comments in the "Supervisor's Comments" section on each page.

We encourage you to share your responses with the employee; however, please do not change anything that the employee has written. Also, please **do not** make any comments regarding the employee's performance or personal capabilities.

3. Please tell us anything else you think we should know about this position.

--

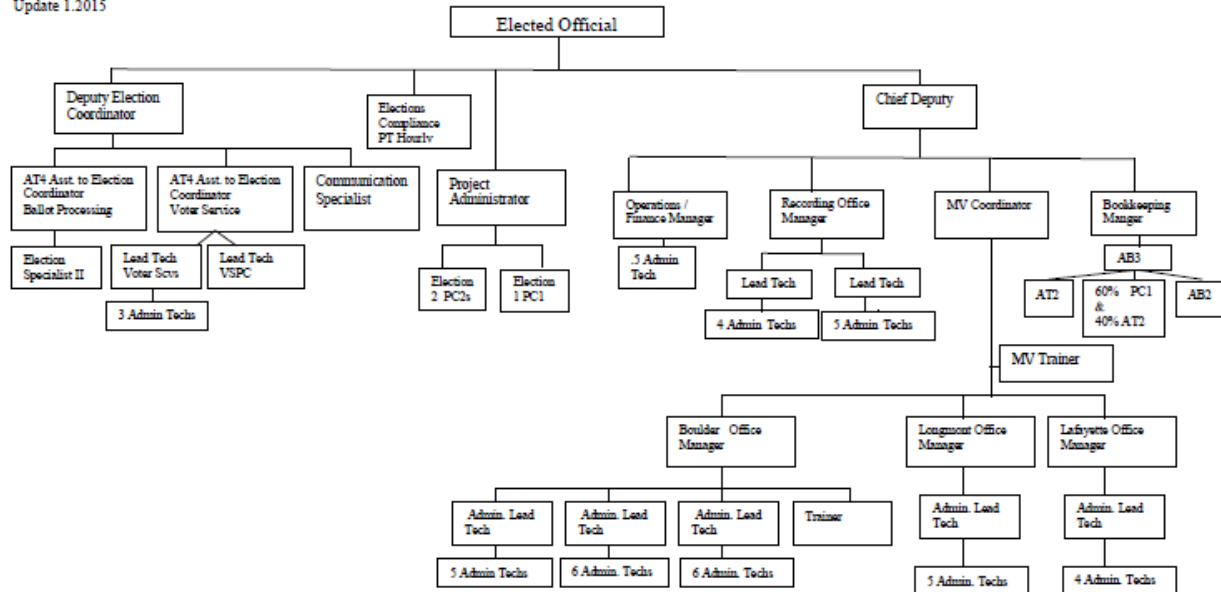
Please email the completed questionnaire to your designated Human Resources Coordinator no later than **Friday, October 24th**.

Classification Table

Please see the Classification Table on the following pages.

Organization Chart

Clerk & Recorder Office
Update 1.2015



Job Family Structures and Job Competencies

Please see the examples on the following pages.

JOB TITLES IN TECHNICAL JOB FAMILY

ASSISTANT GREENS SUPERVISOR
BUILDING & GROUNDS CREW LEADER
BUILDING FACILITIES COORDINATOR
BUILDING INSPECTOR
BUILDING INSPECTOR/PLANS REVIEWER
CODE ENFORCEMENT OFFICER
COMMUNICATIONS TECHNICIAN
HOUSING REHAB SPECIALIST
PROPERTY & EVIDENCE CUSTODIAN
PROPERTY & EVIDENCE TECHNICIAN
RECYCLING COORDINATOR
SANITATION OPERATIONS SUPERVISOR
SANITATION SUPERVISOR
SURVEYOR/FLOODPLAIN COORDINATOR
TRAFFIC SIGNAL TECHNICIAN I
TRAFFIC SIGNAL TECHNICIAN II

Supervisory Positions*

ANIMAL CONTROL SUPERVISOR
BUILDING & GROUNDS SUPERVISOR
GREENS SUPERVISOR
LEAD CODE ENFORCEMENT OFFICER
PARKS FACILITIES MANAGER
PARKS FACILITIES SUPERVISOR I
PARKS FACILITIES SUPERVISOR II
SANITATION ROUTE SUPERVISOR
SENIOR PARKING CONTROL OFFICER
STREETS SUPERVISOR
TRAFFIC SERVICES SUPERVISOR

*Supervisory Positions are defined as performing the full range of supervisory responsibilities; first-line supervisor.

TECHNICAL COMPETENCIES

CORE COMPETENCIES

ACCOUNTABILITY
CUSTOMER SERVICE
TEAMWORK

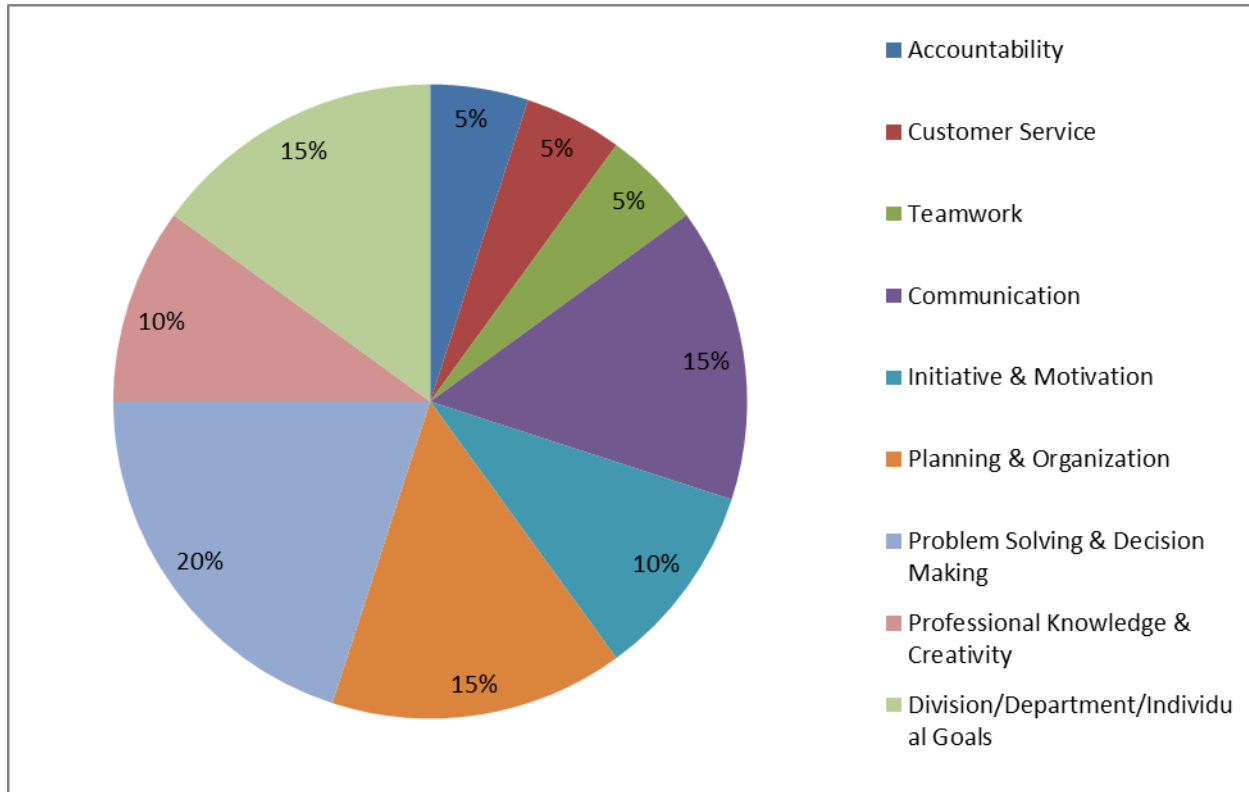
SPECIFIC COMPETENCIES

COMMUNICATION
INITIATIVE & MOTIVATION
PLANNING & ORGANIZATION
PROBLEM SOLVING & DECISION MAKING
PROFESSIONAL KNOWLEDGE & CREATIVITY

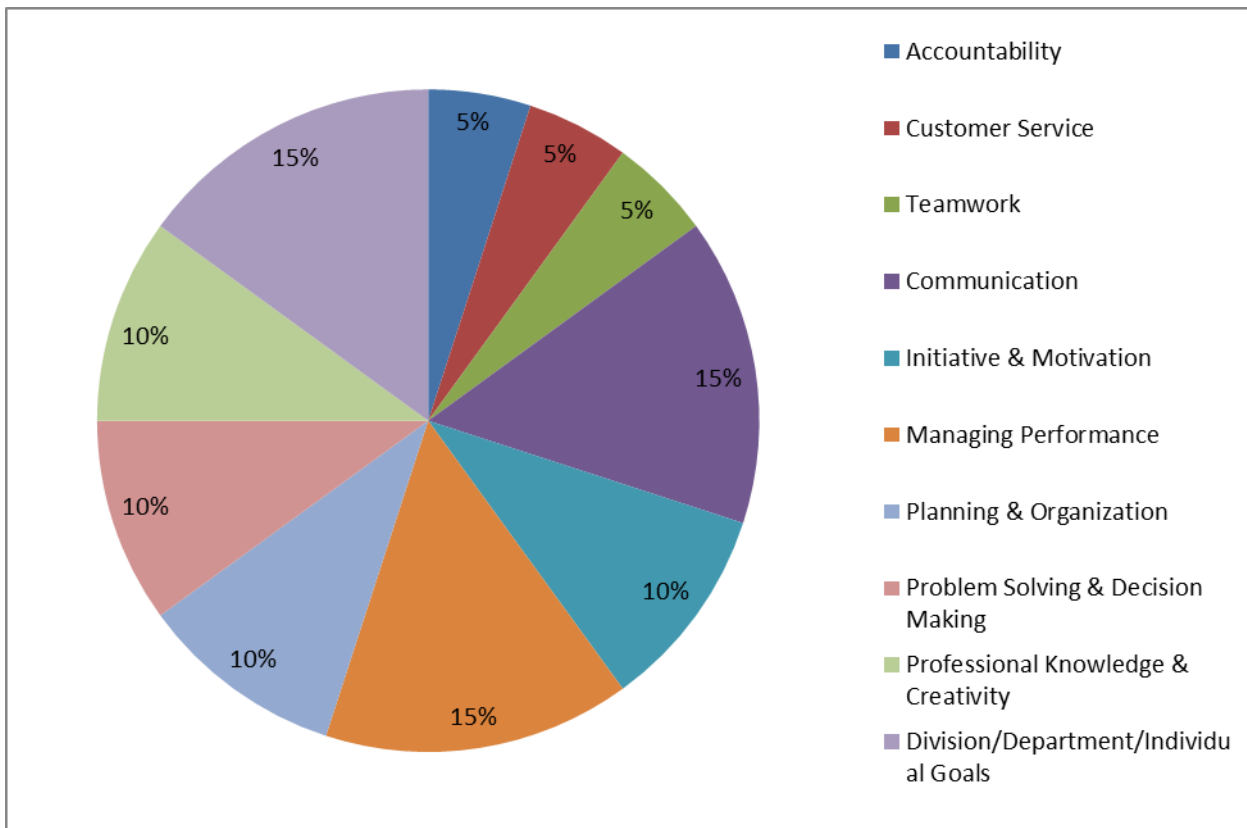
SUPERVISORY SPECIFIC COMPETENCIES

MANAGING PERFORMANCE

Non-Supervisory



Supervisory



PERFORMANCE RATING SCALE:

Rating	Definition
6 Top Performer	<p>Employee performance is outstanding and far exceeds performance of peers. This may include one of the following:</p> <ul style="list-style-type: none"> •Exceeds goal targets. •Employee meets or exceeds expectations in spite of unusually challenging circumstances. •Employee's performance influences others to perform better, by either: i) naturally motivating and inspiring others to perform better, ii) teaching/coaching others, or iii) creating results that pave the way for others and/or are used as a model. •Performance is consistently outstanding and makes notable contributions to the organization. •The employee performs independently in planning, anticipating problems, and taking appropriate action. •Continuous and consistent use of the competency behaviors.
5 Exceeds Expectations	<p>The employee clearly and consistently surpasses performance expectations and goals, and demonstrates unique understanding of work well beyond job requirements. The next step for this employee would be to exceed targets, and/or influence others to improve their performance.</p> <ul style="list-style-type: none"> •Work is done independently and completed on schedule with a high degree of accuracy and independence. •Errors in judgment are rare and seldom repeated. •Performance is characterized by high achievement; the employee shows initiative. •The employee requires minimal supervision or follow-up to perform at a high level. •Consistently displays use of the competency behaviors •Performance exceeds normal job requirements and expectations. •Demonstrates very high-level performance in all essential duties of their job.
4 Meets Expectations	<p>Employee's performance meets position requirements and what is expected of a qualified person in this job.</p> <ul style="list-style-type: none"> •Frequently displays use of the competency behaviors. •Solid performance that consistently fulfills expectations and at times may exceed expectations. •Competently performs job functions/duties on a day-to-day basis and regularly meets expectations and essential job requirements. •Possesses full knowledge of their job functions/duties. •Perceived by peers, management, and customers as collaborative, skilled and dependable. •The employee is reliable in attaining expected results, and is timely and efficient. •Initiative and outputs are generally adequate, and the employee is capable and knowledgeable in most aspects of his or her work. •Regularly interacts effectively with peers, other City staff, and the public/community.

<p>3 Sometimes Meets Expectations</p>	<p>The employee sometimes displays use of competencies and expected standards or goals set for the position. Needs additional development in the more consistent and effective use of competency behaviors.</p> <ul style="list-style-type: none"> •The employee demonstrates basic knowledge or ability to perform the majority of assigned duties. •Sometimes, yet inconsistently, displays competency behaviors or improperly uses competencies. •Occasionally fails to complete one's assignments/tasks consistently and sometimes fails to produce quality work even with clarifications or time extensions. •Sometimes meets expectations and job description requirements, but requires closer supervision than is necessary for the job. •Works at a level of minimum standards, with inconsistent productivity. •Fails to possess full knowledge of their job responsibilities.
<p>2 Needs Improvement</p>	<p>The employee is not meeting expected standards or goals set for the position and requires closer supervision, direction and follow-up than is necessary for the job. The employee occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors.</p> <ul style="list-style-type: none"> •The employee does not demonstrate full knowledge or ability to perform job duties consistently. •Works at a level below minimum standards and expectations most of the time. •Requires close supervision and direction. •May require additional training to meet job requirements. •Performance meets some expectations, but not all; needs improvement. •Needs intensive development in the more consistent and effective use of the competency behaviors.
<p>1 Unsatisfactory</p>	<p>Performance consistently below minimum requirements of the job. The employee must show significant improvement toward satisfactory achievement of performance standards in order to continue employment.</p> <ul style="list-style-type: none"> •The employee does not demonstrate knowledge or ability to perform the majority of assigned duties. •Rarely displays competency behaviors or improperly uses competencies. •Consistently fails to complete their assignments/tasks and consistently fails to produce quality work product even with clarifications or time extensions. •Consistently fails to meet expectations and job description requirements. •Fails to possess full knowledge of their job functions/duties. •Ineffectively interacts with peers, managers, other City staff, or the public. •Takes little or no initiative, even with prompting. •Employee may be doing things that negatively affect others' performance.

	<p>NOTE: The supervisor is to contact Human Resources prior to assigning an employee this rating. Immediate improvement is essential, and the employee may be on a documented performance improvement plan.</p>
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CORE COMPETENCIES

1. **ACCOUNTABILITY:** Demonstrates an understanding of the link between one's own job responsibilities and overall organizational goals and needs, and performs one's job with the broader goals in mind; takes personal responsibility for outcomes.
2. **CUSTOMER SERVICE:** Anticipates, meets, or exceeds customer needs, wants and,

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Looks beyond the requirements of one's own job to offer suggestions for improvements of overall organization operations Analyzes own performance to learn from mistakes Takes personal responsibility for taking actions on initiatives that drive the business Promptly acts to accomplish objectives and goals beyond what is required Asks for and uses feedback to continually improve performance Is proactive; originates actions to improve existing routine processes and improve conditions
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Seeks input and acts upon feedback Promptly acts to accomplish objectives and goals beyond what is required Helps and supports fellow employees in their work to contribute to overall organization success Identifies novel approaches for completing work assignments more effectively or efficiently and works within the "established" system to push for a "better way"
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Is reliable and responsible Follows up on personal commitments Demonstrates understanding of the overall business – its goals, purpose, functions, etc. – that helps increase employee commitment and interest Shows up to work on time, and follows instructions, policies, and procedures. Meets productivity standards, deadlines, and work schedules
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Requires additional guidance and direction in order to meet productivity standards, deadlines, and work schedules Does not always stay focused on tasks in spite of distractions and interruptions Does not consistently make the best use of available time and resources May require deadline extensions to complete work May make excuses for errors or problems; does not always acknowledge or correct mistakes Sometimes diffuses blame for not meeting expectations; needs to face up to problems with people quickly and directly
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Performance consistently below minimum requirements of the job Occasionally meets work deadlines, but needs to improve productivity and quality of work Punctuality and attendance does not meet expectations Rarely seeks feedback for improvement
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Is unreliable; does not meet work deadlines Reluctant to assume responsibility for one's work Selectively completes only duties enjoyed

expectations in a timely and courteous manner; represents the community in a positive and professional manner. /

3. TEAMWORK: Encourages and facilitates cooperation, pride, trust, and group identify; fosters

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Provides excellent service to all customers (internal and external), frequently going beyond what is strictly required Keeps informed about customers' needs and/or wants and in general, anticipates customer's needs Responds to customer requests with high degree of sensitivity and a sense of urgency Works to remove barriers that get in the way of giving customers top notch service Builds close, collaborative relationships with all customers Motivates others to provide service excellence and leads by example Examines and recommends changes to processes to improve customer service
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Demonstrates understanding of internal/external customer concept and treats all customers with high level of respect Considers the long-term needs of customers as well as short-term demands Always provides satisfactory and sometimes excellent customer service Responds to all customer requests promptly Maintains personal accountability and ownership in customer service rendered Seeks feedback from customers and adjusts behavior accordingly
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Always provides satisfactory customer service Refers customer to appropriate department or employee to solve specific problems Resolves issues or complaints to the satisfaction of the customer, as appropriate Checks understanding by stating what he/she understands are the customer's needs or expectations and asks the customer to verify or clarify, if necessary Maintains composure when responding to customer complaints and offers reasonable options Demonstrates genuine concern for customers when the organization's decision or performance creates difficulties for them Takes personal responsibility for correcting and improving service to the customer
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not think of the customer first May think he/she already knows what the customer needs May focus on internal operations and get blindsided by customer problems May not make the first move – will not meet and get to know customers Uncomfortable with new people contacts Does not consistently consider the impact on the external customer when taking actions or carrying out one's own job tasks.
Needs improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Performance consistently below minimum requirements of the job May not make the time for customer contact May not listen well to customers, may be defensive May be unwilling to handle criticisms, complaints, and special requests
Unsatisfactory	<ul style="list-style-type: none"> Rarely displays use of competency behaviors Demonstrates inadequate knowledge of internal/external customer concept Views customers as an irritation and/or a problem Resists changes in how customers are served Waits to be asked before responding to customers' needs Responds to requests with little sense of urgency Customer complaints have to be regularly handled by supervisor or higher authority

commitment and team spirit; works cooperatively with others to achieve overall business goals

and objectives; takes steps to promote cohesiveness, collaboration and synergy with co-workers throughout the organization; bridges personal, business and cultural differences to work effectively in team settings.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Puts team goals ahead of personal achievement and recognition Shares credit for team accomplishment liberally and accepts responsibility for overall team performance as appropriate Plays a standout role in allowing team to exceed expectations through high levels of personal contribution Raises and/or confronts issues limiting the effectiveness of the team Consistently meets or exceeds agreed upon deadlines on team assignments and commitments
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Shares responsibility for teams successes and failures Consistently meets agreed upon deadlines on team assignments and commitments Makes team mission and objectives a priority Facilitates accomplishment of team objectives through cooperation and "lending a hand," even with assignments outside of normal areas of responsibility Keeps team members informed regarding projects and progress Provides constructive feedback to team members
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Consistently meets deadlines for team assignments Demonstrates knowledge and understanding of team/organization mission Demonstrates positive support for team/organization mission Behaves in a manner consistent with team goals and objectives Respects team members and their individual perspectives Supports team decisions
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Competes for individual recognition ahead of the team Sometimes behaves in a manner inconsistent with team goals and objectives Occasionally meets deadlines for team assignments Does not always use good listening skills or clarify one's role in the team, sometimes resulting in rework for the team or missed deadlines Participates less than expected; may not actively show support for the team/organization mission
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Sometimes presents barriers to team productivity and success Disagrees often with team members and their individual perspectives Does not actively participate
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Does not accept responsibility for team performance Fails to meet deadlines for team assignments Exhibits negative behavior concerning team/organizational mission Disregards constructive feedback

- 4. COMMUNICATION:** Comprehends oral and written information, and clearly and effectively expresses self in the presentation of ideas; develops written work in a logical and comprehensive manner where appropriate. Speaks, listens, and writes effectively in a variety of circumstances, sharing information and ideas with others.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Demonstrates unique ability to transmit difficult information in an understandable manner Conveys logical thinking in describing complex facts or ideas; delivers clear and convincing presentations to diverse groups within and outside the organization Tailors and presents information to a diverse audience using a variety of communication delivery methods (e.g., written, electronic, oral, interpersonal) Capable of reviewing materials for others due to superior command of English usage Possesses and exhibits outstanding persuasive powers Listens actively and practices positive body language techniques; encourages dialog to foster communication Asks open-ended questions that encourage others to give their points of view Refrains from immediate judgment and criticism of others' ideas, delivering criticism in a way that demonstrates sensitivity to the feelings of others
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Keeps people accurately informed and up to date Asks questions as necessary to clarify a message being delivered, demonstrating close concentration on the message Presents complex facts or ideas with confidence and enthusiasm Understands the audience and fashions approach/message accordingly Encourages co-workers to keep one another informed and share information Consistently attempts to be an effective and attentive listener
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Uses vocabulary which is appropriate to the audience Keeps responsible people informed of both positive and potentially negative information Appropriately expresses one's own opinion Responds appropriately to questions, maintaining composure at all times Provides information in a useable form and on a timely basis to others who need to act on it Usually presents general ideas or information clearly, concisely, and logically Readily comprehends oral and/or written instructions when first presented Possesses sufficient command of English language and adequate grammar skills for position
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Sometimes presents general ideas or information clearly, concisely, and logically Reports and communications are not consistently or clearly written and/or presented Actively participates in, and contributes to, discussions, but not always able to clearly express one's own opinion Unable to fashion approach/message based on the audience Asks appropriate questions to ensure understanding of the work
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Misinterprets or is slow to comprehend oral and/or written instructions Interpersonal skills need honing to build cooperative relationships Does not maintain composure in difficult or stressful situations
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Reports and communications are unclear, disorganized, lack substance and/or contain spelling or grammar errors Rarely asks questions to ensure understanding of the work Practices insufficient listening skills which promote an environment of misunderstanding Has difficulty verbalizing thought patterns, or expressing facts, ideas, and/or questions

5. INITIATIVE & MOTIVATION: Assertively addresses issues and problems. Independently performs and accomplishes assignments and serves as a source of supply and support for the department, customers, and/or the organization.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Requires much less support than most other people or groups Needs little unplanned guidance or help Independent Self motivated Self starter When bringing problems to leadership, also brings solutions
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Sees and acts upon opportunities Independently contributes ideas and projects Promptly undertakes problems and devises solutions Acts independently within established guidelines Masters difficult situations in a timely and effective manner Attempts to simplify and/or improve procedures and techniques Initiates new and creative ideas or procedures to enhance the department or organization Shares ideas and suggestions Digs beneath the obvious to get at the facts, even when not asked to do so. Takes on new responsibilities Generates workable and innovative ideas, concepts and techniques Plans ahead, preparing for future work and activities, developing back-up plans
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Is proactive Works to solve problems involving leadership when necessary Takes advantage of opportunities Asserts own influence over events to achieve goals Follows through to ensure successful completion of projects Finds solutions without giving up Gives talented employees opportunity for visibility Seeks ways to improve departmental goals Communicates others' contributions to the organization's success
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Follows through only on completion of projects he/she is interested in, but fails to follow through on other projects Sometimes requires additional direction and support from bosses and/or simply waits for instructions Sometimes gives up on solutions before goals are met May not look to determine ways to improve departmental goals
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Needs significantly more than average support and time from bosses and others to meet minimum standards Does not work to achieve agreement (by offering alternatives, etc.) on timeframes or objectives that can be realistically met Inconsistently demonstrates a sincere positive attitude towards getting things done Rarely seeks out and/or accepts additional responsibilities in the context of the job
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Does not take action until supervisor demands Not much time left for bosses to support other people or groups Consistently fails to meet deadlines Demonstrates a negative attitude towards getting things done Acts as a de-motivator to others

- 6. PLANNING & ORGANIZATION:** Utilizes logical, systematic and orderly procedures to meet objectives. Plans, organizes, and implements tasks or programs. Focuses initiative, attention and actions on a goal, mission, or objective. Sets deadlines and uses milestones to track progress toward goals. Pursues goals with commitment and takes pride in accomplishments.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Demonstrates ability to adapt and change plans as the requirements of the situation change while thinking long-term, strategically and creatively Consistently sets priorities with an appropriate sense of what is most important Keeps clear, detailed records of activities related to the accomplishment of stated objectives and goals Ensures a structure that provides accountability and delineates authority Strengthens work processes to implement the plan Aligns staff capacities with planned activities and a realistic sense of the time demand involved Knows status of one's own work at all times Creates action plans for achieving performance expectations
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Uses systems to keep track of information; keeps detailed records as necessary Effectively sets priorities with an appropriate sense of what is most important Anticipates obstacles realistically and identifies multiple solutions Consistently manages time effectively to meet schedules and deadlines Effectively handles multiple demands and competing priorities Checks with relevant constituents to be sure tasks, time frames, budgets are realistic and complete Tackles complex projects by breaking them into manageable components
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Prepares effective presentations Organizes and conducts effective meetings Establishes and delivers content objectives Develops practical and realistic plans that ensure efficient use of resources Prioritizes, organizes and schedules work and resources to effectively meet expectations and deadlines; plans how to deal with peaks and troughs in workload over time Anticipates problems that may impede work; continually reviews and fine-tunes plans, as needed; draws up contingencies and adapts plans as necessary Coordinates various activities and events to meet a common goal within a specified timeframe Conscientious about and double-checks the accuracy of data; documents errors and corrects them Volunteers to work on a project with someone who is strong in planning and organizing
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not efficiently allocate adequate resources (money, people, and materials) Does not anticipate or reduce risks Does not consistently prioritize, organize and schedule work and resources to meet deadlines and expectations resulting in rework Takes well-intentioned action without collaboration
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Makes mistakes due to lack of understanding of the cultural distinctions around collaboration Maintains records and plans that are disorganized or confusing Moves ahead without collaboration due to sense of urgency Interprets work and organizational goals solely from public service perspective
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Waits for problems to occur prior to taking action to adjust or address Fails to plan or meet work schedules most of the time Generally inconveniences others and has a disorganized approach Procrastinates to a point where tasks are not completed

7. PROBLEM SOLVING & DECISION MAKING: Analyzes and diagnoses problems to resolve them or minimize their negative consequences. Isolates, defines and seeks solutions to problem areas. Analyzes problems or procedures, evaluates alternatives, and selects best course of action.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Quickly sizes up multiple situations and complex problems and makes excellent, timely decisions Thinks clearly and strategically under pressure Uses a combination of logic, analysis, experience, wisdom, advanced methods, and other resources to solve problems Demonstrates the ability to solve complex, difficult, and intractable problems Creates effective and innovative solutions Skillfully probes all appropriate sources Demonstrates advanced skill and keen insight in gathering, sorting, and applying key information and demonstrates deep resolve and resilience throughout the process Is well respected inside and outside the department; is often pursued as a consultant for input, analysis, process support, and direction
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Uses a combination of logic, analysis, experience, wisdom, and methods to solve problems Probes appropriate sources for relevant information and answers to key questions Demonstrates persistence and skill in gathering information Has solutions and suggestions that are effective in addressing the problem at hand Involves others in the thinking and decision-making process Can see hidden problems Looks beyond the obvious and doesn't stop at the first answer
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Breaks down problems into manageable parts Relates and compares data from difference sources, identifying cause and effect relationships Communicates decisions and their rationale Demonstrates efficient decision making based on pertinent facts and relevant information Makes timely decisions, given the necessary information Makes decisions in a timely manner, even with incomplete information Thinks well on his/her feet
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Slow to decide or to declare Not a disciplined problem solver; may be stuck in the past, wed to what worked before May be a fire-ready-aim type May get impatient and jump to conclusions too soon May not stop to define and analyze the problem; does not look "under rocks" May have a set bag of tricks and pulls unfit solutions from it May miss the complexity of the issue and force fit it to what he/she is most comfortable with
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Many times has to come back and rework the problem a second time May procrastinate, seek more information to build confidence and avoid risk May be a perfectionist, needing to be right, protect strongly against criticism May be disorganized and always scrambling to meet decision deadlines May be slow to make decisions on more complex issues Unlikely to come up with the second and better solution, ask penetrating questions, or see hidden patterns
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Unable to make decisions Rarely meets deadlines Does not take time to analyze problems before offering solutions Recommended solutions are incomplete and/or inappropriate to the problem being addressed

8. PROFESSIONAL KNOWLEDGE & CREATIVITY: Maintains and demonstrates level of skill and specialized knowledge required to perform the job. Adapts traditional approaches or devises new approaches in concepts, methods, designs and processes.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Demonstrates an active interest in enhancing current skills and learning new ones; applies advanced functional or technical knowledge to do his or her job at a high level of accomplishment Insightfully selects, combines, or invents appropriate tools or technology for tasks Improves or redesigns processes, tools, or technologies Is sought out by others for technical expertise and knowledge Consistently shares expertise with others, teaching skills and explaining concepts
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Exceeds appropriate levels of professional skills and knowledge for one's role in the organization Continually strives to upgrade the depth and breadth of technical and professional skills Experiments with new processes, tools, or technologies to determine applicability Understands facts and information related to assignments, including department and City-wide policies Has the capability and knowledge base to share knowledge and technical skills with others Provides opportunities for others to learn technical skills and concepts Seeks opportunities to improve knowledge base beyond current role
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Keeps abreast of current laws/developments and trends on a federal, state and local level Maintains certifications in compliance with applicable federal, state and local laws Simplifies complex processes to get more out of peer resources Makes unconventional or novel proposals or suggestions Achieves appropriate levels of professional skills and knowledge for one's role in the organization Keeps abreast of current trends in the public/private sectors and customer operations Learns quickly from new experiences and training Imagining, envisioning, projecting and/or predicting what has not yet been realized Demonstrates and utilizes knowledge of computer software tools relevant to the functional area Identifies what information is needed and how to get it
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not consistently demonstrate appropriate levels of professional skills and knowledge required for position Fails to maintain currency of knowledge and trends Does not utilize feedback to improve performance Occasionally shares knowledge with others to enhance performance Takes longer than expected to learn from new experiences and training
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Not up to functional or technical proficiency Makes technical/functional errors and does not learn from mistakes Judgment and decision-making marginal because of lack of knowledge May be inexperienced, new to the area, or lack interest in it Lack of detail-orientation to go deep
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors May be stuck in past skills and technologies Demonstrates unwillingness to improve knowledge base required for current role May not make the time to learn

- 9. DIVISION/DEPARTMENT/INDIVIDUAL GOALS:** Manager/Supervisor determines measurable division and/or department goals aligned with strategic plan; using formal Job Descriptions as reference, Manager/Supervisor identifies top essential functions specific to the job title and determines behavioral identifiers and measurements for the fiscal year. Manager/Supervisor determines whether to use one or all of these goals (Division, Department and/or Individual Goals) and develops SMART goals and behavioral indicators specific to each goal or essential job function.

SUPERVISORY COMPETENCIES *(Includes all core 1-3 and specific competencies 4-9 above)*

10. MANAGING PERFORMANCE: Clearly assigns responsibilities for tasks and decisions; sets clear objectives and measures, monitors process, progress, and results; provides feedback to employees and management.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Creates an environment of positive feedback, encouraging others to reach farther and higher and to press on toward their goals Holds frequent development discussions with others, discusses progress and encourages others to adjust development plans as needed to ensure attainment of current career goals Creates opportunities for enrichment, as well as development programs for others, and motivates them to participate; removes obstacles for employees to attend training courses or participate in a developmental activity Consistently completes performance appraisals on time Holds employees accountable and addresses poor performance with appropriate action Reinforces effective behaviors or results immediately after the event
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Looks for new ways to creatively challenge others and implements them Considers himself or herself in a position of responsibility for the advancement of others Identifies potential and assumes a role in developing the best Provides timely, constructive and balanced feedback Plans, controls and delegates effectively Demonstrates or specifically explains correct procedures or desired performance and takes extra time to assist and provides specific, detailed follow-up
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Works with staff members to prioritize and revise goals Uses SMART techniques to measure performance Sets a positive example for his/her team Completes performance appraisals in a timely manner Provides honest and non-discriminatory feedback on a regular basis to all employees regardless of rating level Gives specific feedback and examples in a manner that maintains self-esteem
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not provide performance feedback on a regular basis Demonstrates unwillingness to assign extreme – high or low – ratings Sometimes uses non-job related information when making rating employees on job performance Compares and clearly states actual performance to expected or desired performance. Does not consistently ensure clarity of and commitment to performance expectations
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Does not complete performance appraisals honestly and fairly Performance appraisals not completed on time Does not want to make employees upset, so prefers to rate all “equally” rather than deal with confrontation Does not hold staff members accountable
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Rarely provides performance feedback, except when required annually Does not document or maintain performance notes throughout the performance period, only taking recent behavior into account for the evaluation and not behavior over the course of the entire evaluation period Does not tailor feedback to the individual or give specific examples in a manner that maintains self-esteem

JOB TITLES IN PARAPROFESSIONAL JOB FAMILY

ACCOUNTING GENERALIST
COMMUNITY PROJECTS COORDINATOR
COMMUNITY RELATIONS OFFICER
CRIME ANALYST I
CRIME ANALYST II
ENGINEERING ASSISTANT I
ENGINEERING ASSISTANT II
FAMILY SERVICES VICTIMS ADVOCATE
GIS TECHNICIAN I
GIS TECHNICIAN II
HR SPECIALIST III
LIFE SAFETY EDUCATOR
MWBE COORDINATOR
NEIGHBORHOOD LIAISON/COMMUNITY OMBUDSMAN
PARKS PROGRAM ASSISTANT
POLICE ACCREDITATION COORDINATOR
POLICE RESEARCH SPECIALIST
RECREATION ASSISTANT

Supervisory Positions*
COLLECTIONS SUPERVISOR
COMMUNITY SERVICES SUPERVISOR
PARKS COORDINATOR
RECREATION SUPERVISOR

*Supervisory Positions are defined as performing the full range of supervisory responsibilities; first-line supervisor.

PARAPROFESSIONAL COMPETENCIES

CORE COMPETENCIES

ACCOUNTABILITY
CUSTOMER SERVICE
TEAMWORK

SPECIFIC COMPETENCIES

COMMUNICATION
INFORMATION SEEKING & DATA ANALYSIS
INITIATIVE & INNOVATION
MULTI-CULTURAL/INTERPERSONAL SENSITIVITY
PROFESSIONAL KNOWLEDGE & SKILLS
TIME MANAGEMENT & DEPENDABILITY

SUPERVISORY SPECIFIC COMPETENCIES

CREATES CLARITY
DEVELOPING & MOTIVATING OTHERS
LEADERSHIP
MANAGING PERFORMANCE
OPEN EXCHANGE
SELF-CONTROL

Rating	Definition
6 Top Performer	<p>Employee performance is outstanding and far exceeds performance of peers. This may include one of the following:</p> <ul style="list-style-type: none"> •Exceeds goal targets. •Employee meets or exceeds expectations in spite of unusually challenging circumstances. •Employee's performance influences others to perform better, by either: i) naturally motivating and inspiring others to perform better, ii) teaching/coaching others, or iii) creating results that pave the way for others and/or are used as a model. •Performance is consistently outstanding and makes notable contributions to the organization. •The employee performs independently in planning, anticipating problems, and taking appropriate action. •Continuous and consistent use of the competency behaviors.
5 Exceeds Expectations	<p>The employee clearly and consistently surpasses performance expectations and goals, and demonstrates unique understanding of work well beyond job requirements. The next step for this employee would be to exceed targets, and/or influence others to improve their performance.</p> <ul style="list-style-type: none"> •Work is done independently and completed on schedule with a high degree of accuracy and independence. •Errors in judgment are rare and seldom repeated. •Performance is characterized by high achievement; the employee shows initiative. •The employee requires minimal supervision or follow-up to perform at a high level. •Consistently displays use of the competency behaviors •Performance exceeds normal job requirements and expectations. •Demonstrates very high-level performance in all essential duties of their job.
4 Meets Expectations	<p>Employee's performance meets position requirements and what is expected of a qualified person in this job.</p> <ul style="list-style-type: none"> •Frequently displays use of the competency behaviors. •Solid performance that consistently fulfills expectations and at times may exceed expectations. •Competently performs job functions/duties on a day-to-day basis and regularly meets expectations and essential job requirements. •Possesses full knowledge of their job functions/duties. •Perceived by peers, management, and customers as collaborative, skilled and dependable. •The employee is reliable in attaining expected results, and is timely and efficient. •Initiative and outputs are generally adequate, and the employee is capable and knowledgeable in most aspects of his or her work. •Regularly interacts effectively with peers, other City staff, and the public/community.

<p>3 Sometimes Meets Expectations</p>	<p>The employee sometimes displays use of competencies and expected standards or goals set for the position. Needs additional development in the more consistent and effective use of competency behaviors.</p> <ul style="list-style-type: none"> •The employee demonstrates basic knowledge or ability to perform the majority of assigned duties. •Sometimes, yet inconsistently, displays competency behaviors or improperly uses competencies. •Occasionally fails to complete one's assignments/tasks consistently and sometimes fails to produce quality work even with clarifications or time extensions. •Sometimes meets expectations and job description requirements, but requires closer supervision than is necessary for the job. •Works at a level of minimum standards, with inconsistent productivity. •Fails to possess full knowledge of their job responsibilities.
<p>2 Needs Improvement</p>	<p>The employee is not meeting expected standards or goals set for the position and requires closer supervision, direction and follow-up than is necessary for the job. The employee occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors.</p> <ul style="list-style-type: none"> •The employee does not demonstrate full knowledge or ability to perform job duties consistently. •Works at a level below minimum standards and expectations most of the time. •Requires close supervision and direction. •May require additional training to meet job requirements. •Performance meets some expectations, but not all; needs improvement. •Needs intensive development in the more consistent and effective use of the competency behaviors.
<p>1 Unsatisfactory</p>	<p>Performance consistently below minimum requirements of the job. The employee must show significant improvement toward satisfactory achievement of performance standards in order to continue employment.</p> <ul style="list-style-type: none"> •The employee does not demonstrate knowledge or ability to perform the majority of assigned duties. •Rarely displays competency behaviors or improperly uses competencies. •Consistently fails to complete their assignments/tasks and consistently fails to produce quality work product even with clarifications or time extensions. •Consistently fails to meet expectations and job description requirements. •Fails to possess full knowledge of their job functions/duties. •Ineffectively interacts with peers, managers, other City staff, or the public. •Takes little or no initiative, even with prompting. •Employee may be doing things that negatively affect others' performance.

	<p>NOTE: The supervisor is to contact Human Resources prior to assigning an employee this rating. Immediate improvement is essential, and the employee may be on a documented performance improvement plan.</p>
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CORE COMPETENCIES

- 1. ACCOUNTABILITY:** Demonstrates an understanding of the link between one's own job responsibilities and overall organizational goals and needs, and performs one's job with the broader goals in mind; takes personal responsibility for outcomes.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Looks beyond the requirements of one's own job to offer suggestions for improvements of overall organization operations Analyzes own performance to learn from mistakes Takes personal responsibility for taking actions on initiatives that drive the business Promptly acts to accomplish objectives and goals beyond what is required Asks for and uses feedback to continually improve performance Is proactive; originates actions to improve existing routine processes and improve conditions
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Seeks input and acts upon feedback Promptly acts to accomplish objectives and goals beyond what is required Helps and supports fellow employees in their work to contribute to overall organization success Identifies novel approaches for completing work assignments more effectively or efficiently and works within the "established" system to push for a "better way"
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Is reliable and responsible Follows up on personal commitments Demonstrates understanding of the overall business – its goals, purpose, functions, etc. – that helps increase employee commitment and interest Shows up to work on time, and follows instructions, policies, and procedures. Meets productivity standards, deadlines, and work schedules
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Requires additional guidance and direction in order to meet productivity standards, deadlines, and work schedules Does not always stay focused on tasks in spite of distractions and interruptions Does not consistently make the best use of available time and resources May require deadline extensions to complete work May make excuses for errors or problems; does not always acknowledge or correct mistakes Sometimes diffuses blame for not meeting expectations; needs to face up to problems with people quickly and directly
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Performance consistently below minimum requirements of the job Occasionally meets work deadlines, but needs to improve productivity and quality of work Punctuality and attendance does not meet expectations Rarely seeks feedback for improvement
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Is unreliable; does not meet work deadlines Reluctant to assume responsibility for one's work Selectively completes only duties enjoyed

2. CUSTOMER SERVICE: Anticipates, meets, or exceeds customer needs, wants and, expectations in a timely and courteous manner; represents the community in a positive and professional manner.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Provides excellent service to all customers (internal and external), frequently going beyond what is strictly required Keeps informed about customers' needs and/or wants and in general, anticipates customer's needs Responds to customer requests with high degree of sensitivity and a sense of urgency Works to remove barriers that get in the way of giving customers top notch service Builds close, collaborative relationships with all customers Motivates others to provide service excellence and leads by example Examines and recommends changes to processes to improve customer service
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Demonstrates understanding of internal/external customer concept and treats all customers with high level of respect Considers the long-term needs of customers as well as short-term demands Always provides satisfactory and sometimes excellent customer service Responds to all customer requests promptly Maintains personal accountability and ownership in customer service rendered Seeks feedback from customers and adjusts behavior accordingly
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Always provides satisfactory customer service Refers customer to appropriate department or employee to solve specific problems Resolves issues or complaints to the satisfaction of the customer, as appropriate Checks understanding by stating what he/she understands are the customer's needs or expectations and asks the customer to verify or clarify, if necessary Maintains composure when responding to customer complaints and offers reasonable options Demonstrates genuine concern for customers when the organization's decision or performance creates difficulties for them Takes personal responsibility for correcting and improving service to the customer
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not think of the customer first May think he/she already knows what the customer needs May focus on internal operations and get blindsided by customer problems May not make the first move – will not meet and get to know customers Uncomfortable with new people contacts Does not consistently consider the impact on the external customer when taking actions or carrying out one's own job tasks.
Needs improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Performance consistently below minimum requirements of the job May not make the time for customer contact May not listen well to customers, may be defensive May be unwilling to handle criticisms, complaints, and special requests
Unsatisfactory	<ul style="list-style-type: none"> Rarely displays use of competency behaviors Demonstrates inadequate knowledge of internal/external customer concept Views customers as an irritation and/or a problem Resists changes in how customers are served Waits to be asked before responding to customers' needs Responds to requests with little sense of urgency Customer complaints have to be regularly handled by supervisor or higher authority

- 3. TEAMWORK:** Encourages and facilitates cooperation, pride, trust, and group identify; fosters commitment and team spirit; works cooperatively with others to achieve overall business goals and objectives; takes steps to promote cohesiveness, collaboration and synergy with co-workers throughout the organization; bridges personal, business and cultural differences to work effectively in team settings.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Puts team goals ahead of personal achievement and recognition Shares credit for team accomplishment liberally and accepts responsibility for overall team performance as appropriate Plays a standout role in allowing team to exceed expectations through high levels of personal contribution Raises and/or confronts issues limiting the effectiveness of the team Consistently meets or exceeds agreed upon deadlines on team assignments and commitments
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Shares responsibility for teams successes and failures Consistently meets agreed upon deadlines on team assignments and commitments Makes team mission and objectives a priority Facilitates accomplishment of team objectives through cooperation and "lending a hand," even with assignments outside of normal areas of responsibility Keeps team members informed regarding projects and progress Provides constructive feedback to team members
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Consistently meets deadlines for team assignments Demonstrates knowledge and understanding of team/organization mission Demonstrates positive support for team/organization mission Behaves in a manner consistent with team goals and objectives Respects team members and their individual perspectives Supports team decisions
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Competes for individual recognition ahead of the team Sometimes behaves in a manner inconsistent with team goals and objectives Occasionally meets deadlines for team assignments Does not always use good listening skills or clarify one's role in the team, sometimes resulting in rework for the team or missed deadlines Participates less than expected; may not actively show support for the team/organization mission
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Sometimes presents barriers to team productivity and success Disagrees often with team members and their individual perspectives Does not actively participate
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Does not accept responsibility for team performance Fails to meet deadlines for team assignments Exhibits negative behavior concerning team/organizational mission Disregards constructive feedback

- 4. COMMUNICATION:** Comprehends oral and written information, and clearly and effectively expresses self in the presentation of ideas; develops written work in a logical and comprehensive manner where appropriate. Speaks, listens, and writes effectively in a variety of circumstances, sharing information and ideas with others.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Demonstrates unique ability to transmit difficult information in an understandable manner Conveys logical thinking in describing complex facts or ideas; delivers clear and convincing presentations to diverse groups within and outside the organization Tailors and presents information to a diverse audience using a variety of communication delivery methods (e.g., written, electronic, oral, interpersonal) Capable of reviewing materials for others due to superior command of English usage Possesses and exhibits outstanding persuasive powers Listens actively and practices positive body language techniques; encourages dialog to foster communication Asks open-ended questions that encourage others to give their points of view Refrains from immediate judgment and criticism of others' ideas, delivering criticism in a way that demonstrates sensitivity to the feelings of others
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Keeps people accurately informed and up to date Asks questions as necessary to clarify a message being delivered, demonstrating close concentration on the message Presents complex facts or ideas with confidence and enthusiasm Understands the audience and fashions approach/message accordingly Encourages co-workers to keep one another informed and share information Consistently attempts to be an effective and attentive listener
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Uses vocabulary which is appropriate to the audience Keeps responsible people informed of both positive and potentially negative information Appropriately expresses one's own opinion Responds appropriately to questions, maintaining composure at all times Provides information in a useable form and on a timely basis to others who need to act on it Usually presents general ideas or information clearly, concisely, and logically Readily comprehends oral and/or written instructions when first presented Possesses sufficient command of English language and adequate grammar skills for position Facilitates change and drives results
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Sometimes presents general ideas or information clearly, concisely, and logically Reports and communications are not consistently or clearly written and/or presented Actively participates in, and contributes to, discussions, but not always able to clearly express one's own opinion Unable to fashion approach/message based on the audience Asks appropriate questions to ensure understanding of the work
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Misinterprets or is slow to comprehend oral and/or written instructions Interpersonal skills need honing to build cooperative relationships Does not maintain composure in difficult or stressful situations
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Reports and communications are unclear, disorganized, lack substance and/or contain spelling or grammar errors Rarely asks questions to ensure understanding of the work Practices insufficient listening skills which promote an environment of misunderstanding Has difficulty verbalizing thought patterns, or expressing facts, ideas, and/or questions

5. INFORMATION SEEKING & DATA ANALYSIS: Strives to know more about things, people and issues by gathering appropriate information and ensuring its accuracy.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Proactively solicits information from other people Keeps abreast of industry changes and developments while seeking knowledge beyond the industry Analyzes statistics and other data without error Makes a systematic comparison of two or more alternatives Makes connections and patterns among systems and data issues Notifies discrepancies and inconsistencies in available information Identifies a set of features, parameters or considerations to take into account in analyzing a situation or making a decision Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail Weights the costs, benefits, risks, implications, and chances for success, when making a decision Develops better, faster, or less expensive ways to do things
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Weights the priority of things to be done Recognizes key actions and underlying issues and problems Identifies many possible causes for a problem Accepts and understands the benefits of using technology in the performance of work Uses technology to simplify and streamline tasks Proposes new approaches, methods or techniques
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Elicits information from other people; uses interviews, telephone inquiries, etc. Identifies what information is needed and where to obtain it Keeps abreast of industry changes and developments through study, reading and/or discussion Personally investigates; looks beyond the obvious Demonstrates ability to observe, monitor, collect and record data accurately Interprets and evaluates results accurately Analyzes statistics and other data to create reports and/or presentations Demonstrates ability to assess accuracy, validity, and integrity of data
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not interpret or evaluate results accurately on a consistent basis Does not actively demonstrate knowledge of industry changes and developments Identifies the specific information needed to clarify a situation or to make a decision, but does not go beyond the obvious Does not always seek more complete and accurate information by checking multiple sources Does not always ask questions to clarify a situation Seeks the perspective of everyone involved in a situation Sometimes works cooperatively with others to produce innovative solutions
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors May be reluctant to provide full, detailed information, rather than probing to get at the facts Does not pose clarifying questions or seek others' perspectives Unable to demonstrate creative solutions
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Fails to evaluate results accurately Does not work cooperatively with others to produce innovative solutions Does not demonstrate ability to assess accuracy, validity and integrity of data

6. INITIATIVE & INNOVATION: Creatively addresses issues and problems that stand in the way of a successful organizational progress by establishing well-reasoned steps for taking the organization forward.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Champions the organization's vision Establishes priorities and ensures their alignment with goals Seeks input from a variety of constituencies and uses the feedback to redirect efforts as needed Uses creative techniques and skills to design and develop options that improve how the organization operates Resolves conflicting goals and priorities using formal organizational knowledge and informal network relationships to accomplish objectives
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Seeks, evaluates, and implements alternative solutions Understands the "big picture" and vision of the organization Anticipates and seeks an understanding of the impact and implications of decisions on planned outcome or results Demonstrates ability to adapt and use alternative techniques to achieve organizational goals
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Acts proactively, seizes opportunities, and anticipates future ones Finds solutions rather than giving up Personally gets involved in critical tasks outside the regular scope of the job, when necessary Thinks tactically or strategically to provide innovative or novel ideas Demonstrates use of conceptual skills and creativity to better understand and respond to factors that affect the organization Tries different and novel ways to deal with work problems and opportunities Champions new ideas
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors May be stuck in doing things because "we have always done it that way" Does not consistently recognize the impact of decisions on organizational outcomes Accomplishes tasks within scope of the job, but rarely takes on critical tasks outside scope Is more reactive than proactive Works within guidelines, yet is indifferent to new ideas
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Unwilling to try new ideas or new ways of accomplishing objectives Demonstrates difficulty to comprehend connections within complex issues Needs significantly more than average support and time from bosses and others to meet minimum standards
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Fails to implement change Takes significantly more maintenance and support than most people or groups to be able to contribute up to standard Does not participate in developing new concepts or ideas

7. MULTI-CULTURAL/INTERPERSONAL SENSITIVITY: Demonstrates and awareness of and sensitivity to cultural differences among people; builds rapport, trust, common understanding, and effectively communicates with a diverse range of people.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Demonstrates and recognizes differences between cultures, but does not assign values to the differences (better or worse, right or wrong). Manages conflict to ensure everyone is mindful of the organizational goals and expectations Designs and advocates for inclusive practices in all settings Models and promotes mutual respect, fairness, and equity to foster a sense of belonging
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Values diversity by demonstrating acceptance and respect of differences between and within cultures Creates a comfortable work environment that is free of harassment and provide opportunities to report harassment Solicits ideas and learns from others whose experiences and opinions are different from their own
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Listens to and seeks to understand people with very different perspectives, orientations, or backgrounds Does not engage in negative stereotyping of people who are different from themselves Shows concern for others' feelings, problems, or difficulties Demonstrates tact when dealing with sensitive issues Acts to diffuse conflict situations and bring the interchange to a constructive focus Supports and values diversity
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Sometimes works to understand the perspectives of others and demonstrates empathy Works to build mutual respect, fairness, and equity, but inconsistently Is not always tactful when dealing with sensitive issues Sometimes engages in negative stereotyping of people
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Elects to ignore differences when dealing with conflict Fails to demonstrate tact in dealing with sensitive issues Is unaware of own biases, style preferences, and cultural lenses
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Demonstrates bias against those different from self Fails to demonstrate respect for people, in general Demonstrates lack of respect, fairness and equity among others with differences

8. PROFESSIONAL KNOWLEDGE & SKILLS: Possesses and demonstrates a designated level of skill consistent with specialized job. Demonstrates specialized knowledge required to perform the job. Takes initiative in learning and implementing new concepts, technologies, and/or methods.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Demonstrates an active interest in enhancing current skills and learning new ones; applies advanced functional or technical knowledge to do his or her job at a high level of accomplishment Insightfully selects, combines, or invents appropriate tools or technology for tasks Improves or redesigns processes, tools, or technologies Is sought out by others for technical expertise and knowledge Consistently shares expertise with others, teaching skills and explaining concepts
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Exceeds appropriate levels of professional skills and knowledge for one's role in the organization Continually strives to upgrade the depth and breadth of technical and professional skills Experiments with new processes, tools, or technologies to determine applicability Understands facts and information related to assignments, including department and City-wide policies Has the capability and knowledge base to share knowledge and technical skills with others Provides opportunities for others to learn technical skills and concepts Seeks opportunities to improve knowledge base beyond current role
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Achieves appropriate levels of productivity and professional knowledge and skills for one's role in the organization Utilizes capabilities of job specific software Utilizes knowledge of computer software tools relevant to the job organization Keeps abreast of current trends in the public/private sectors and customer operations Learns quickly from new experiences and training Imagining, envisioning, projecting and/or predicting what has not yet been realized Demonstrates and utilizes knowledge of computer software tools relevant to the functional area Identifies what information is needed and how to get it
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not consistently demonstrate appropriate levels of professional skills and knowledge required for position Fails to maintain currency of knowledge and trends Does not utilize feedback to improve performance Occasionally shares knowledge with others to enhance performance Takes longer than expected to learn from new experiences and training
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Not up to functional or technical proficiency Makes technical/functional errors and does not learn from mistakes Judgment and decision-making marginal because of lack of knowledge May be inexperienced, new to the area, or lack interest in it Lack of detail-orientation to go deep
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors May be stuck in past skills and technologies Demonstrates unwillingness to improve knowledge base required for current role May not make the time to learn

9. TIME MANAGEMENT & DEPENDABILITY: Demonstrates ability to prioritize our actions and achieve targeted objectives.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Develops effective time management strategies for the department and coordinates efforts to implement them Designs methods for implementing plans and for measuring success Schedules and works effectively on multiple projects simultaneously while exceeding work quality expectations Anticipates impact of environment and situations on projects and plans how to compensate for the unexpected Investigates possible roadblocks and develops contingencies to redirect tasks so momentum is not lost Consistently exceeds deadlines
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Accurately scopes out length and difficulty of tasks and projects Breaks down work into process steps Develops schedules for completions of tasks Realistically estimates time and resource requirements on projects Anticipates and adjusts for problems and roadblocks Measures performance against goals Effectively shifts priorities easily and multi-tasks on projects while maintaining excellent work quality Consistently meets deadlines
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Independently manages individual workload and completes tasks within relevant timeline Responds to time sensitive demands while still meeting ongoing commitments Seeks guidance to determine priorities when conflicts arise Ability to multi-task and maintain quality of work product Meets most deadlines
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not consistently pull resources together effectively May not anticipate or be able to see how multiple activities come together Sometimes demonstrates an orderly method of setting goals and laying out work May be uncomfortable with structure and process flow May not display the patience to establish goals and objectives, scope out difficulties, plan for task completion, develop schedules, and do roadblock management
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Performance decreases as the number of simultaneous activities increase May scramble at the last minute and have to work long hours to finish which may result in missed deadlines Does not demonstrate an orderly method of setting goals and laying out work
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Does not pull resources together effectively Does not anticipate or be able to see how multiple activities come together Uncomfortable with structure and process flow; disdainful of planning Consistently misses deadlines

10. DIVISION/DEPARTMENT/INDIVIDUAL GOALS: Manager/Supervisor determines measurable division and/or department goals aligned with strategic plan; using formal Job Descriptions as reference, Manager/Supervisor identifies top essential functions specific to the job title and determines behavioral identifiers and measurements for the fiscal year. Manager/Supervisor determines whether to use one or all of these goals (Division, Department and/or Individual Goals) and develops SMART goals and behavioral indicators specific to each goal or essential job function.

SUPERVISORY COMPETENCIES *(Includes all core competencies 1-3, above)*

- 4. CREATES CLARITY:** Ensures that all involved in a program or project has a common understanding of issues and expectations; keeps everyone informed of progress and issues.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Develops effective time management strategies for the department and coordinates efforts to implement them Designs methods for implementing plans and for measuring success Schedules and works effectively on multiple projects simultaneously while exceeding work quality expectations Anticipates impact of environment and situations on projects and plans how to compensate for the unexpected Investigates possible roadblocks and develops contingencies to redirect tasks so momentum is not lost Consistently exceeds deadlines
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Accurately scopes out length and difficulty of tasks and projects Breaks down work into process steps Develops schedules for completions of tasks Realistically estimates time and resource requirements on projects Anticipates and adjusts for problems and roadblocks Measures performance against goals Effectively shifts priorities easily and multi-tasks on projects while maintaining excellent work quality Consistently meets deadlines
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Independently manages individual workload and completes tasks within relevant timeline Responds to time sensitive demands while still meeting ongoing commitments Seeks guidance to determine priorities when conflicts arise Ability to multi-task and maintain quality of work product Meets most deadlines
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not consistently pull resources together effectively May not anticipate or be able to see how multiple activities come together Sometimes demonstrates an orderly method of setting goals and laying out work May be uncomfortable with structure and process flow May not display the patience to establish goals and objectives, scope out difficulties, plan for task completion, develop schedules, and do roadblock management
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Performance decreases as the number of simultaneous activities increase May scramble at the last minute and have to work long hours to finish which may result in missed deadlines Does not demonstrate an orderly method of setting goals and laying out work
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Does not pull resources together effectively Does not anticipate or be able to see how multiple activities come together Uncomfortable with structure and process flow; disdainful of planning Consistently misses deadlines

5. DEVELOPING & MOTIVATING OTHERS: Inspires commitment, focus, and a positive attitude in others through one's presence and actions; develops others' talents and capacity for independent responsibility.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Identifies competency gaps in self and/or for subordinates and develops personal development plans for employees Comprehensively assesses the performance of individuals assigned to the work-unit. Gives detailed work instructions and/or on-the-job demonstrations Provides planned on-the-job learning and skill development opportunities for self Recognizes and rewards (praise, etc) the expansion of skills and performance improvement. Ensures budget allocations for staff to be appropriately trained to meet work standards Transfers and develops skills to work-unit employees
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Diagnoses performance issues, and determines appropriate development approach to suit the individual's learning style Paces the level and quality of instruction or coaching to allow assimilation of the learning matter Invests time in coaching and mentoring Arranges specific assignments or projects to challenge others and stretch their abilities and self-confidence Gives others the autonomy to approach issues in their own way, including the opportunity to make and learn from mistakes Seeks training opportunities for the continued update of skills Actively renews own personal and professional skills, applies them to new areas and remains current in area of work Regularly contributes to, and takes from, relevant professional forums/bodies of knowledge
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Identifies and promptly tackles morale problems Projects focus and enthusiasm for the challenges in the workplace Puts others in the spotlight Gives talented people opportunities for visibility Stages celebrations on special occasions Communicates vision of people's potential to significantly contribute to the organization's success Provides honest, tactful feedback to others about skills and abilities Provides coaching to others to improve skills and capabilities Encourages others to provide ideas and contribute to solving problems Fully supports other in increasing the breadth and depth of their knowledge and experience Engages in honest dialog about future skill needs development and/or organization
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Articulates tasks and expectations, but does not always set realistic standards Occasionally motivates subordinates to develop themselves Does not demonstrate balancing the organization's tasks, goals, and objectives with subordinates' personal and professional needs Does not consistently maintain a work climate in which team members feel included and vital to the success of the team
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Does not invest time in coaching and mentoring Rarely gives others the autonomy to approach issues in their own way, including the opportunity to make and learn from mistakes Does not seek training opportunities for the continued update of skills
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Does not demonstrate interest in developing self or others Does not articulate tasks and expectations or set realistic standards Demonstrates negative attitude and below par work climate

6. LEADERSHIP: Establishes a clear purpose and direction for others to channel their energy towards a common purpose; enlists and energizes others to pursue excellence, make signification contributions and grow the business. Inspires commitment to achieving business goals.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Empowers others and energizes them to do and to be their best Looks for positive attributes and concretely reinforces them promoting confidence and optimistic attitudes Inspires others to succeed Appropriately rewards and acclaims individuals for stellar achievements Successfully motivates people and departments Models leadership skills and aligns actions with shared values Generates trust and credibility; exemplifies honesty, integrity and ethical behavior Inspires others to act and fosters a climate of motivation Is a people builder; provides development tasks and assignments Constructs development plans and executes them Pushes direct reports to accept developmental moves
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Employs political acumen skills Persuades and encourages others to adapt to desired changes Encourages others to accept developmental tasks or projects Accepts responsibility for successes and failures Recognizes and acknowledges efforts as well as achievements of others Develops self and inspires commitment in others Is a people builder; provides development tasks and assignments Facilitates change and drives for results
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Inspires commitment to the group's strategic purpose Works in partnership with others to create shared objectives and standards of performance Shows sincere appreciation for individual and group efforts Rewards accomplishments and exemplary behavior Creates and sustains the organization and structure needed to support the organization, people and business strategies Demonstrates the behavior he/she wants to see Stands up for people and ideas he/she believes are right, even when it may seem risky Earns the trust of others; creates a presence and leads through vision and values Serves as an example to others by exhibiting honesty and the courage to stand up for his/her beliefs.
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not consistently look for new ways to creatively challenge others Does not consistently consider career goals of direct reports Provides irregular and inconsistent feedback and coaching to employees Monitors employee progress on their personal development Does not look for opportunities to remove obstacles for employees to attend training courses or participate in a developmental activity
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Does not work jointly with others in helping them construct and implement development plans Does not demonstrate tact and sensitivity when dealing with others Does not hold development discussions with others Does not demonstrate knowledge of what is important to the City Does not consistently maintain or demonstrate his/her ethical principles
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Closes down or quashes the ideas of others by dismissing them at an early stage Not empowering and not a person many people want to work for, around, or with Does not recognize and/or acknowledge achievements of others Does not demonstrate respect for key moral principles that include honesty, fairness, equality, dignity, diversity and individual rights

7. MANAGING PERFORMANCE: Clearly assigns responsibilities for tasks and decisions; sets clear objectives and measures, monitors process, progress, and results; provides feedback to employees and management.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Creates an environment of positive feedback, encouraging others to reach farther and higher and to press on toward their goals Holds frequent development discussions with others, discusses progress and encourages others to adjust development plans as needed to ensure attainment of current career goals Creates opportunities for enrichment, as well as development programs for others, and motivates them to participate; removes obstacles for employees to attend training courses or participate in a developmental activity Consistently completes performance appraisals on time Holds employees accountable and addresses poor performance with appropriate action Reinforces effective behaviors or results immediately after the event
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Looks for new ways to creatively challenge others and implements them Considers himself or herself in a position of responsibility for the advancement of others Identifies potential and assumes a role in developing the best Provides timely, constructive and balanced feedback Plans, controls and delegates effectively Demonstrates or specifically explains correct procedures or desired performance and takes extra time to assist and provides specific, detailed follow-up.
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Works with staff members to prioritize and revise goals Uses SMART techniques to measure performance Sets a positive example for his/her team Completes performance appraisals in a timely manner Provides honest and non-discriminatory feedback on a regular basis to all employees regardless of rating level Gives specific feedback and examples in a manner that maintains self-esteem
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Does not provide performance feedback on a regular basis Demonstrates unwillingness to assign extreme – high or low – ratings Sometimes uses non-job related information when making rating employees on job performance Compares and clearly states actual performance to expected or desired performance. Does not consistently ensure clarity of and commitment to performance expectations
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Does not complete performance appraisals honestly and fairly Performance appraisals not completed on time Does not want to make employees upset, so prefers to rate all “equally” rather than deal with confrontation Does not hold staff members accountable
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Rarely provides performance feedback, except when required annually Does not document or maintain performance notes throughout the performance period, only taking recent behavior into account for the evaluation and not behavior over the course of the entire evaluation period Does not tailor feedback to the individual or give specific examples in a manner that maintains self-esteem

8. OPEN EXCHANGE: Encourages open exchange of ideas and knowledge.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Demonstrates unique ability to transmit difficult information in an understandable manner Conveys logical thinking in describing complex facts or ideas; delivers clear and convincing presentations to diverse groups within and outside the organization Tailors and presents information to a diverse audience using a variety of communication delivery methods (e.g., written, electronic, oral, interpersonal) Capable of reviewing materials for others due to superior command of English usage Possesses and exhibits outstanding persuasive powers Listens actively and practices positive body language techniques; encourages dialog to foster communication Asks open-ended questions that encourage others to give their points of view Refrains from immediate judgment and criticism of others' ideas, delivering criticism in a way that demonstrates sensitivity to the feelings of others
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors Keeps people accurately informed and up to date Asks questions as necessary to clarify a message being delivered, demonstrating close concentration on the message Presents complex facts or ideas with confidence and enthusiasm Understands the audience and fashions approach/message accordingly Encourages co-workers to keep one another informed and share information Consistently attempts to be an effective and attentive listener
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Creates a culture of open, honest communication where all are encouraged and feel free to express their views Creates opportunities for people to come together to learn from one another and practice new skills Evaluates current practices and strategies and uses lessons learned to build future successes Encourages and facilitates learning from failed actions or strategies
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors Sometimes presents general ideas or information clearly, concisely, and logically Reports and communications are not consistently or clearly written and/or presented Actively participates in, and contributes to, discussions, but not always able to clearly express one's own opinion Unable to fashion approach/message based on the audience Asks appropriate questions to ensure understanding of the work
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors Misinterprets or is slow to comprehend oral and/or written instructions Interpersonal skills need honing to build cooperative relationships Does not maintain composure in difficult or stressful situations
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Reports and communications are unclear, disorganized, lack substance and/or contain spelling or grammar errors Rarely asks questions to ensure understanding of the work Practices insufficient listening skills which promote an environment of misunderstanding Has difficulty verbalizing thought patterns, or expressing facts, ideas, and/or questions

- 9. DIVISION/DEPARTMENT/INDIVIDUAL GOALS:** Manager/Supervisor determines measurable division and/or department goals aligned with strategic plan; using formal Job Descriptions as reference, Manager/Supervisor identifies top essential functions specific to the job title and determines behavioral identifiers and measurements for the fiscal year. Manager/Supervisor determines whether to use one or all of these goals (Division, Department and/or Individual Goals) and develops SMART goals and behavioral indicators specific to each goal or essential job function.

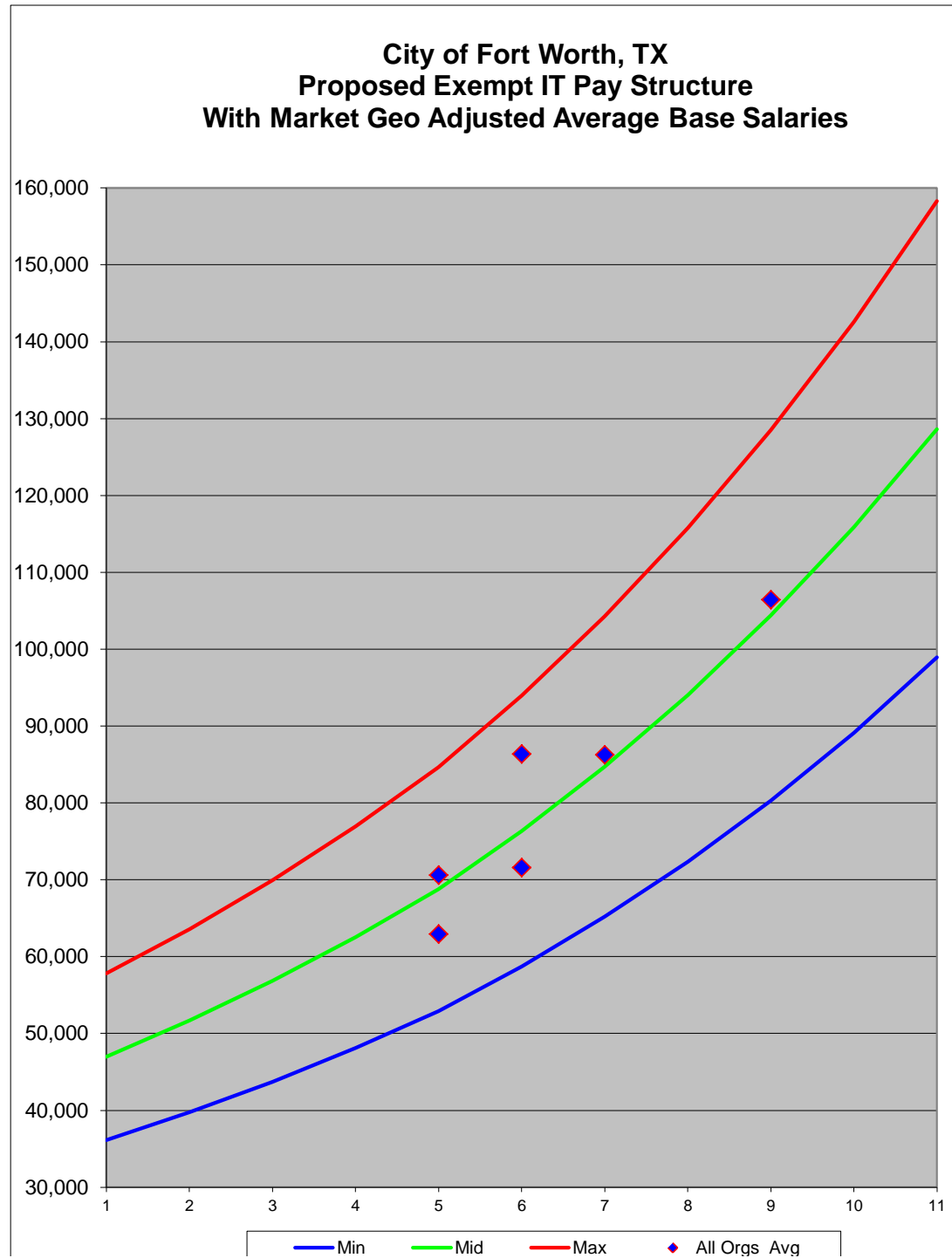
10. SELF CONTROL: Demonstrates calmness and objectivity when confronting or perceiving defense-provoking situations.

RATING	BEHAVIORAL INDICATORS
Top Performer	<ul style="list-style-type: none"> Consistently displays use of competency behaviors and willingly takes personal responsibility for own actions and outcomes; is viewed as a role model Is widely trusted and seen as a direct, truthful individual Presents truthful information in an appropriate and helpful manner Can be trusted to keep confidences Consistently applies ethical values to appropriately address difficult situations Operates in compliance with City policies and regulations Follows through on commitments and/or establishes new agreements Makes decisions based on what is best for the City rather than for personal gain
Exceeds Expectations	<ul style="list-style-type: none"> Consistently displays use of competency behaviors
Meets Expectations	<ul style="list-style-type: none"> Frequently displays use of competency behaviors Puts aside personal emotions in difficult situations Addresses difficult situations rationally and remains effective when working under pressure of time or volume of work Avoids the temptation to say or do things that are inappropriate Allows others vent their feelings without feeling threatened or responding defensively Appears outwardly calm when faced with personal criticism or anger Able to accept negative feedback
Sometimes Meets Expectations	<ul style="list-style-type: none"> Sometimes displays use of competency behaviors May hedge or not take a stand May treat others differently or indifferently at times May not walk his/her talk and be seen as inconsistent May have trouble keeping confidences and talks out of school Makes promises he/she doesn't or cannot keep May lack follow-through and causes problems for others
Needs Improvement	<ul style="list-style-type: none"> Occasionally displays use of competencies and requires intensive development and improvement in the more consistent and effective use of the competency behaviors May lack follow-through and causes problems for others Seen as just out for him/herself Does not demonstrate calm in the face of adversity
Unsatisfactory	<ul style="list-style-type: none"> Rarely/inconsistently displays use of competency behaviors Actions display a lack of following City policies and regulations\ Blames others for own mistakes Unable to accept negative feedback Is not widely trusted

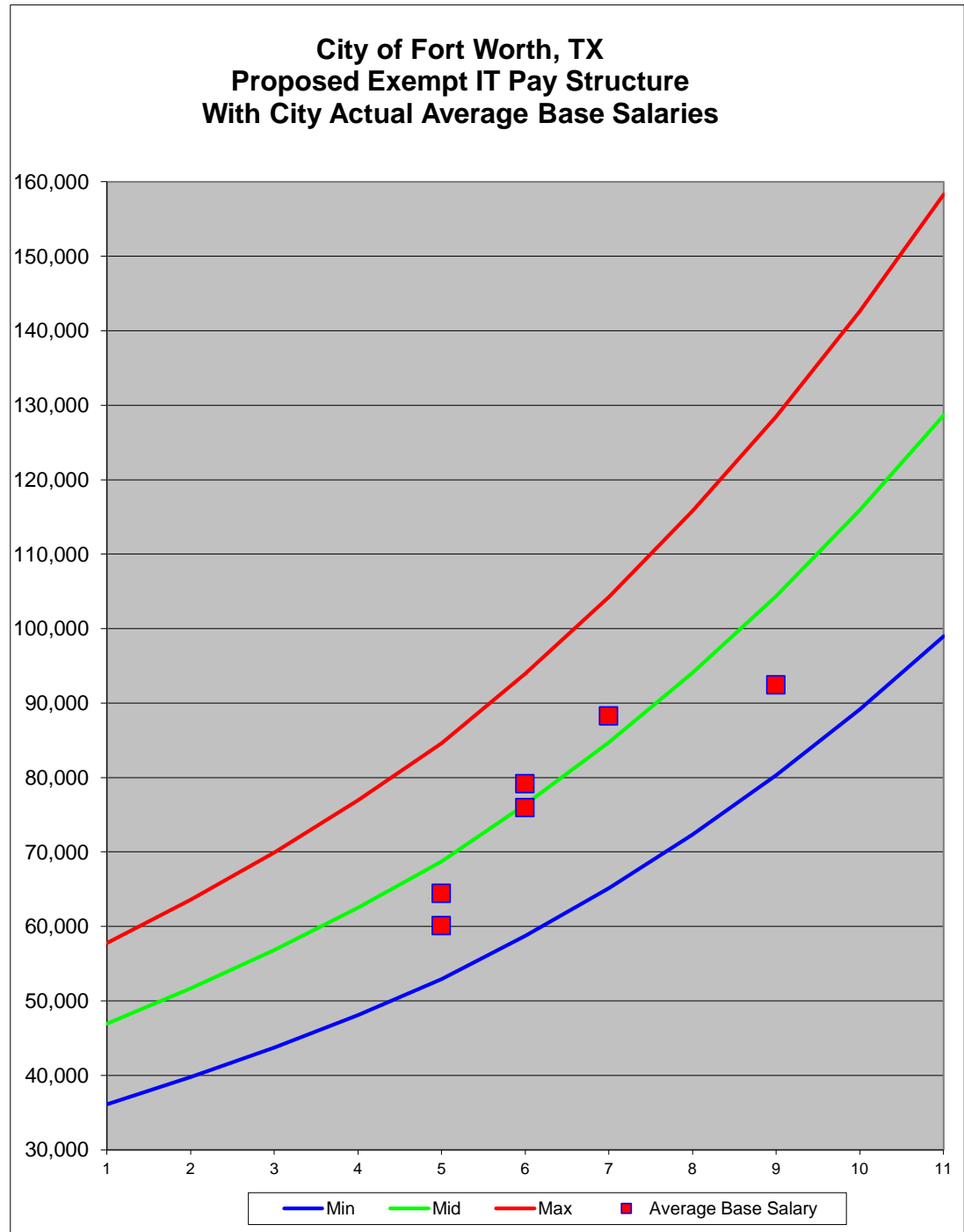
Salary Structures

Please see the examples on the following pages.

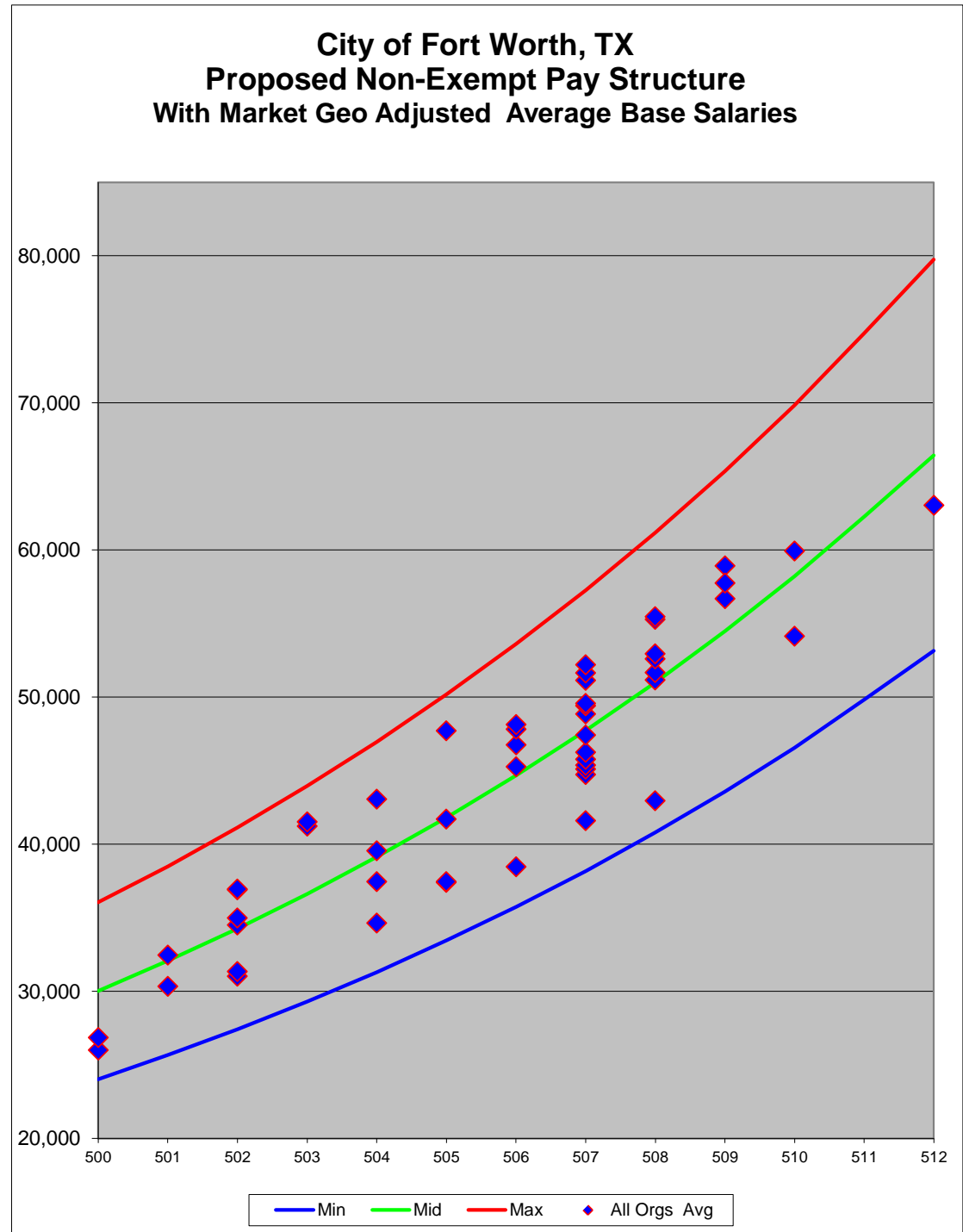
Graph Code	Proposed IT Structure					
	Grade	Min	Mid	Max	Sprd	Midpt Prog
1	I604	36,132	46,971	57,810	60%	
2	I605	39,745	51,668	63,591	60%	110%
3	I606	43,719	56,835	69,951	60%	110%
4	I607	48,091	62,518	76,946	60%	110%
5	I608	52,900	68,770	84,640	60%	110%
6	I609	58,719	76,335	93,951	60%	111%
7	I610	65,178	84,732	104,285	60%	111%
8	I611	72,348	94,052	115,757	60%	111%
9	I612	80,306	104,398	128,490	60%	111%
10	I613	89,140	115,882	142,624	60%	111%
11	I614	98,945	128,629	158,312	60%	111%



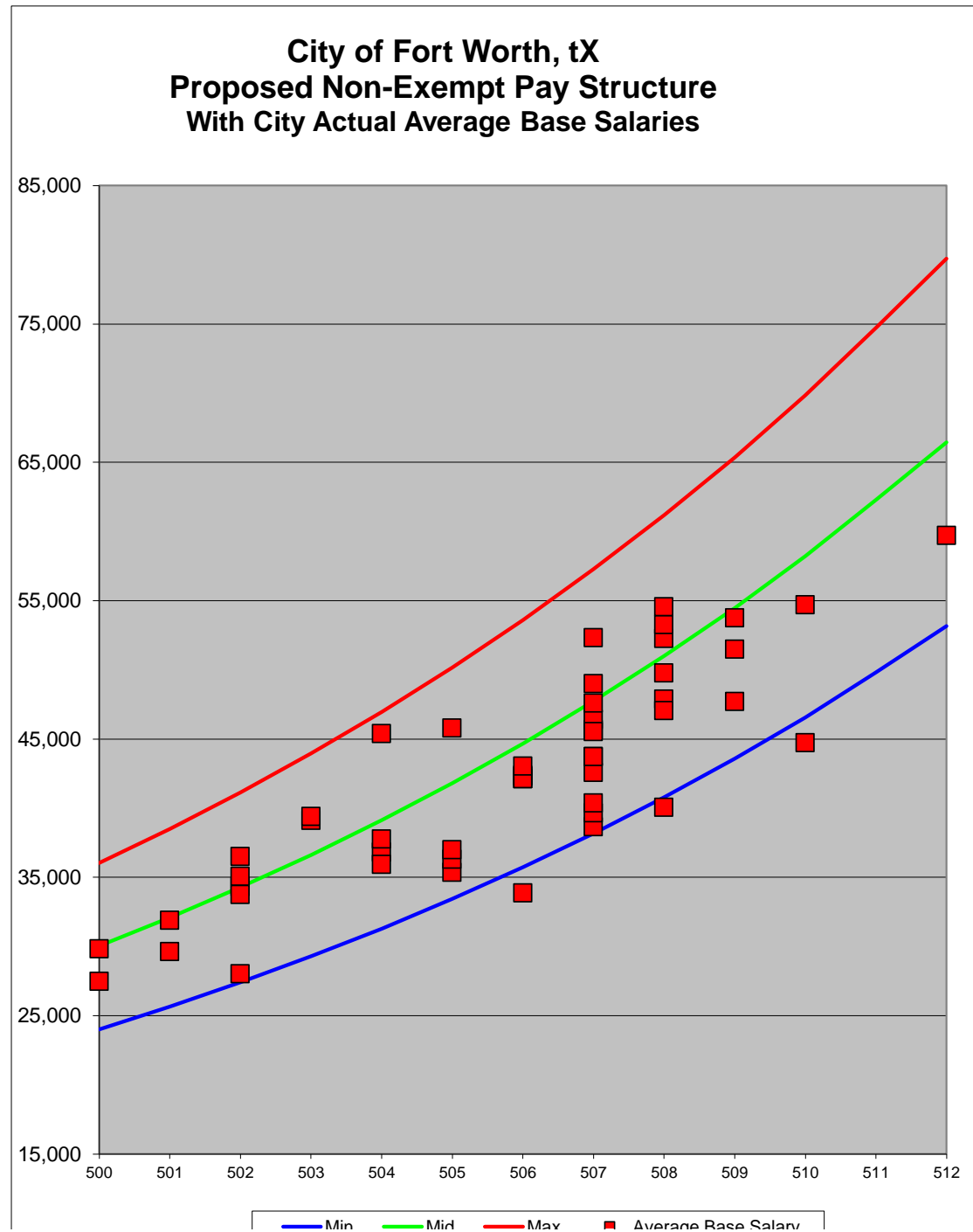
Graph Code	Proposed IT Structure					
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1	I604	36,132	46,971	57,810	60%	
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3	I606	43,719	56,835	69,951	60%	110%
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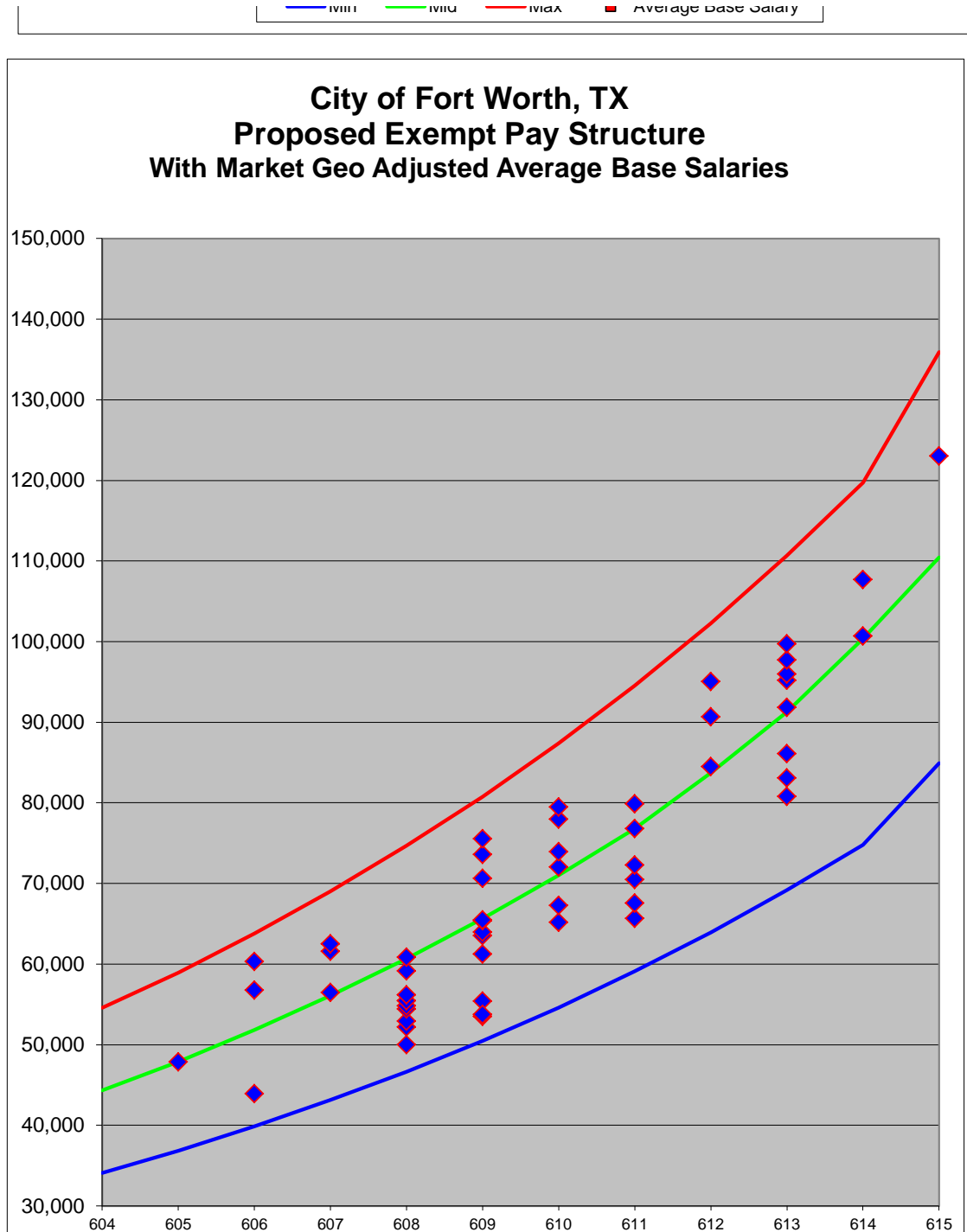
Graph Code	Proposed Non-Exempt Pay Structure					
	Grade	Min	Mid	Max	Sprd	Midpt Prog
500	500	24,023	30,029	36,035	50%	
501	501	25,667	32,083	38,500	50%	107%
502	502	27,423	34,279	41,134	50%	107%
503	503	29,299	36,624	43,949	50%	107%
504	504	31,304	39,130	46,955	50%	107%
505	505	33,445	41,807	50,168	50%	107%
506	506	35,734	44,667	53,600	50%	107%
507	507	38,178	47,723	57,268	50%	107%
508	508	40,791	50,988	61,186	50%	107%
509	509	43,581	54,477	65,372	50%	107%
510	510	46,563	58,204	69,845	50%	107%
511	511	49,822	62,278	74,734	50%	107%
512	512	53,152	66,441	79,729	50%	107%



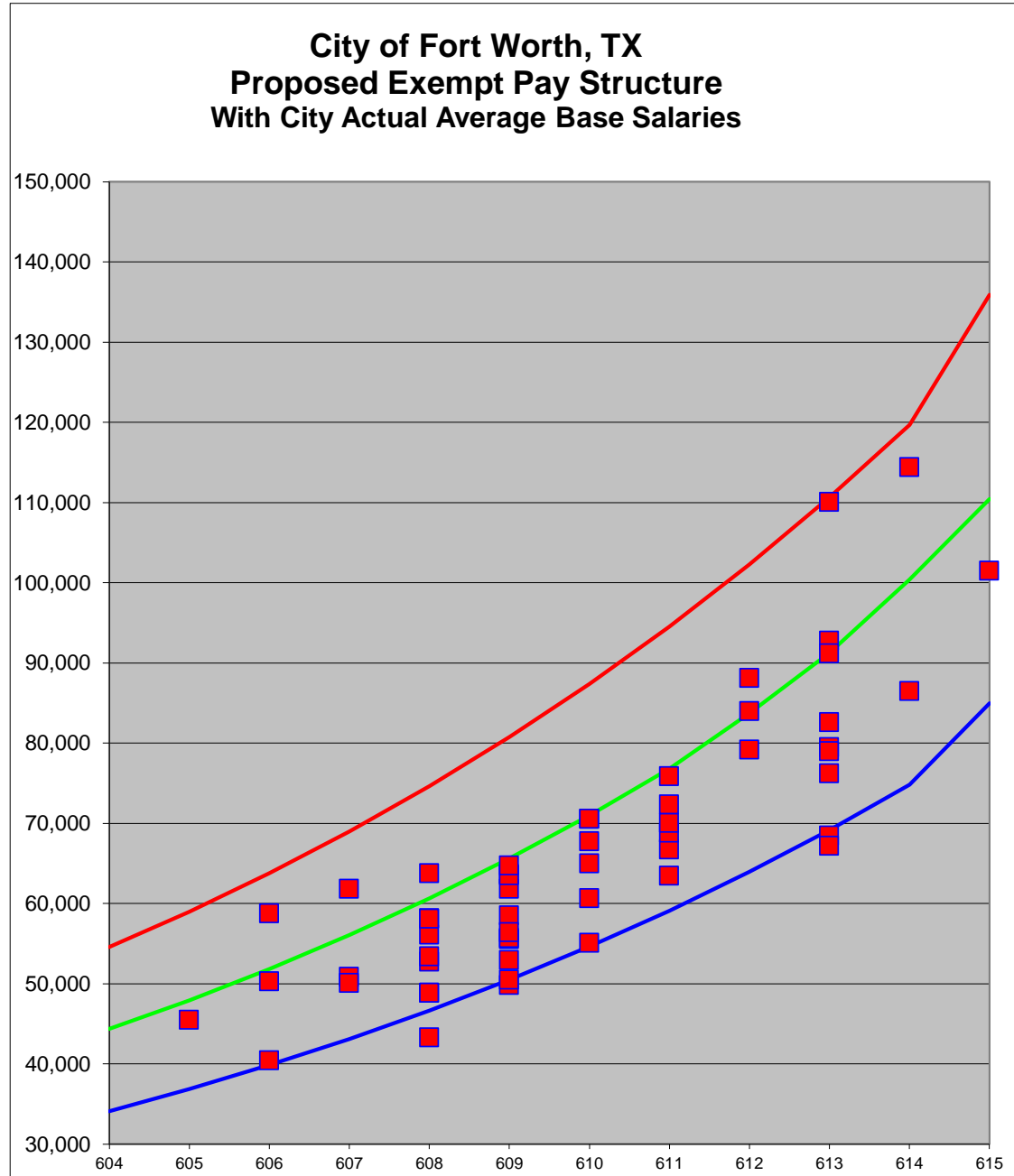
Graph Code	Proposed Non-Exempt Pay Structure					
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500	500	24,023	30,029	36,035	50%	
501	501	25,667	32,083	38,500	50%	107%
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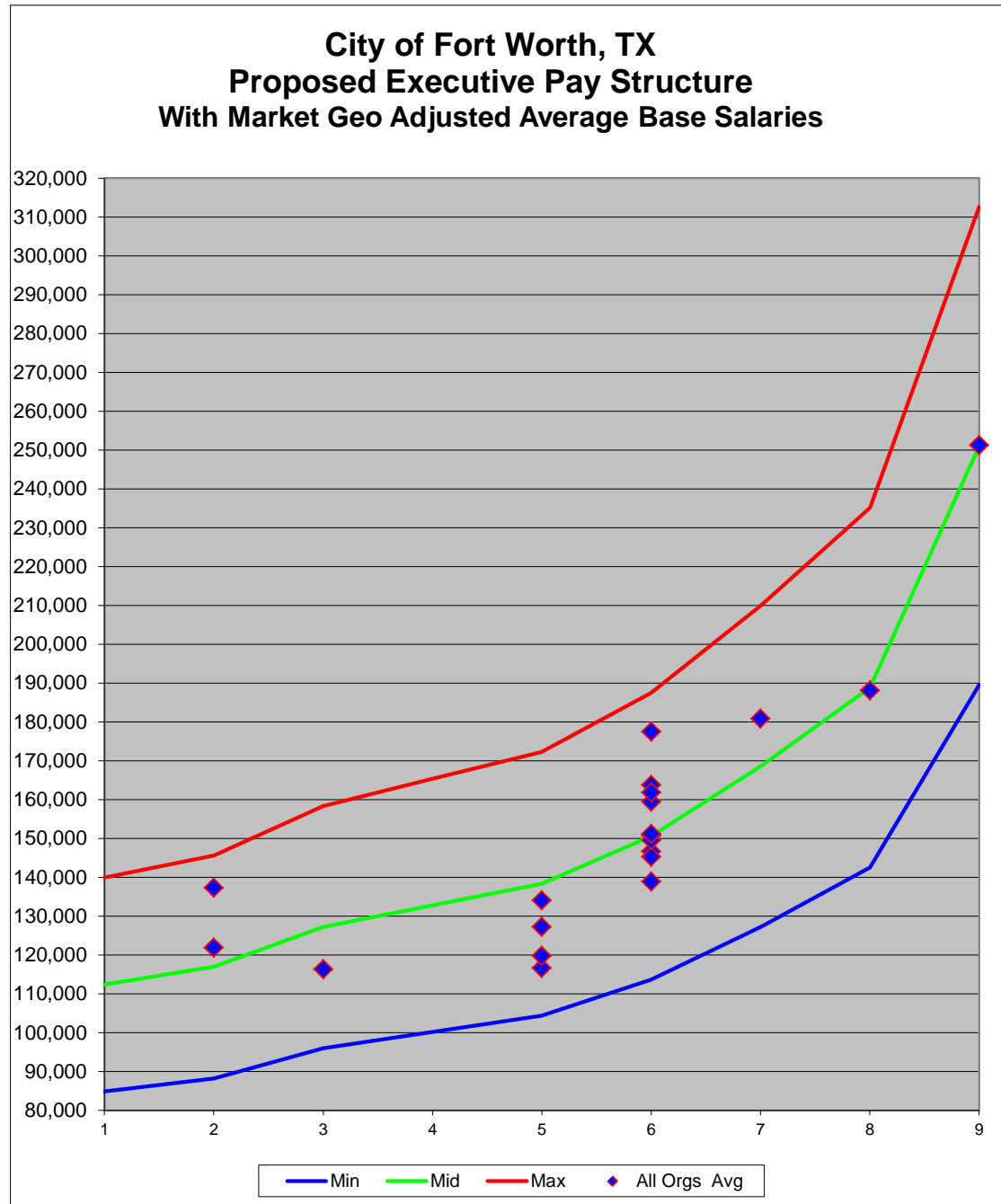
Graph Code	Proposed Exempt Pay Structure					
	Grade	Min	Mid	Max	Sprd	Midpt Prog
604	604	34,119	44,354	54,590	60%	
605	605	36,848	47,903	58,957	60%	108%
606	606	39,865	51,824	63,784	60%	108%
607	607	43,129	56,067	69,006	60%	108%
608	608	46,660	60,657	74,655	60%	108%
609	609	50,479	65,623	80,767	60%	108%
610	610	54,612	70,996	87,379	60%	108%
611	611	59,083	76,808	94,533	60%	108%
612	612	63,920	83,721	102,272	60%	109%
613	613	69,153	91,256	110,645	60%	109%
614	614	74,815	100,381	119,704	60%	110%
615	615	84,938	110,419	135,901	60%	110%



Graph Code	Proposed Exempt Pay Structure					
	Grade	Min	Mid	Max	Sprd	Midpt Prog
604	604	34,119	44,354	54,590	60%	
605	605	36,848	47,903	58,957	60%	108%
606	606	39,865	51,824	63,784	60%	108%
607	607	43,129	56,067	69,006	60%	108%
608	608	46,660	60,657	74,655	60%	108%
609	609	50,479	65,623	80,767	60%	108%
610	610	54,612	70,996	87,379	60%	108%
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613	613	69,153	91,256	110,645	60%	109%
614	614	74,815	100,381	119,704	60%	110%
615	615	84,938	110,419	135,901	60%	110%



Graph Code	Proposed Executive Pay Structure					
	Grade	Min	Mid	Max	Sprd	Midpt Prog
1	301	84,846	112,420	139,995	65%	
2	303	88,239	116,917	145,595	65%	104%
3	305	95,987	127,183	158,378	65%	109%
4	306	100,201	132,766	165,331	65%	104%
5	307	104,415	138,350	172,284	65%	109%
6	309	113,582	150,497	187,411	65%	109%
7	311	127,212	168,556	209,900	65%	112%
8	317	142,478	188,783	235,088	65%	112%
9	318	189,496	251,082	312,668	65%	133%



Graph Code	Proposed Executive Pay Structure					
	Grade	Min	Mid	Max	Sprd	Midpt Prog
1	301	84,846	112,420	139,995	65%	
2	303	88,239	116,917	145,595	65%	104%
3	305	95,987	127,183	158,378	65%	109%
4	306	100,201	132,766	165,331	65%	104%
5	307	104,415	138,350	172,284	65%	104%
6	309	113,582	150,497	187,411	65%	109%
7	311	127,212	168,556	209,900	65%	112%
8	317	142,478	188,783	235,088	65%	112%
9	318	189,496	251,082	312,668	65%	133%

