

# CLASSIFICATION & COMPENSATION STUDY

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# TABLE OF CONTENTS

Executive Summary .....	1
Project Description & Methodology	
Table 1: Employers Surveyed	
Key Findings	
Classification & Job Evaluation .....	5
Table 2: Point Factor Job Evaluation Results	
Compensation & Market Comparability .....	8
Table 3: Market Data Summary	
Benefits Analysis	
Classification & Compensation Structure .....	12
Impact of Recommended Ranges	
Table 4: Suggested Pay Structure	
Implementing Recommended Ranges	
Chart 1: Continuum of Job Mastery	
Range Options	
Table 5: Traditional Step System	
Table 6: Combined Step System	
System Administration	
Appendix A: Market Survey Data – Pay	
Appendix B: Market Survey Data – Benefits	
Appendix C: Point Factor Job Evaluation	

## **EXECUTIVE SUMMARY**

### **Project Description & Methodology**

The Village of Decatur enlisted the assistance of the Michigan Municipal League (referred to as the League in this document) to conduct a classification and compensation study, including a detailed market survey of pay and benefits. Undertaking this project will help the Village recruit and retain highly qualified and competent staff within an internally equitable and market competitive system.

At the onset of the project, current job descriptions, pay plans, benefits information, and other related materials were collected and reviewed. The Village identified the positions to include in the scope of this project, which included the six positions listed below.

- |                    |                    |                   |
|--------------------|--------------------|-------------------|
| 1. Village Manager | 3. Police Chief    | 5. DPW Foreman    |
| 2. Clerk-Treasurer | 4. Police Sergeant | 6. DPW Technician |

All six positions underwent a thorough review of job analysis, were included in the market study, and had point factor job evaluation performed to establish an internally equitable pay system. Each position also had updated job descriptions prepared.

To begin the project, an onsite meeting was held with the Village Manager to review project methodology and discuss the comparable communities to be used in the market study. During the same visit, an orientation session was conducted with Village employees to review the project methodology and discuss their completed Job Analysis Questionnaires to gather more detailed information on positional duties and requirements. One-on-one teleconference meetings were held with two employees on a later date due to scheduling conflicts.

The job analysis process helps ensure consistent comparisons in the market survey and serves as the basis for reviewing each position, updating job descriptions, and completing the internal point factor job evaluation. Point factor job evaluation provides an objective approach to comparing positions internally based on a variety of critical factors and helps determine grade placement within the overall compensation structure.

The customized market survey was sent to the selected comparable communities and included a summary of primary job functions for each position, as well as asked respondents to provide pay information and feedback on how the positions within their organization were similar or different. This level of detail promotes the most accurate positional level match and provides a basis for determining the appropriateness of comparisons. We further validated the survey data against the League's statewide database of municipal salaries.

Table 1 on the following page provides details on the 14 comparable communities that were surveyed. Eleven communities responded to our survey request, which is impressive given the extent of the survey. Multiple attempts were made to obtain responses from all communities; however, we were unable to obtain the requested data from three employers. While Constantine, Leslie, and Three Oakes did not respond to our customized survey, they did participate in the League's 2021/22 Wage & Salary Survey, so data is incorporated from this resource as appropriate.

Table 1: Communities Surveyed

COMPARABLES FOR USE IN MARKET STUDY							
			Sq.	FT	2020 (in millions)		
Community	County	Pop	Miles	EEs	Taxable Value	Revenue	Expenses
Bangor (city)	Van Buren	1,885	1.00	8	\$34.90	\$3.17	\$2.48
Berrien Springs	Berrien	1,800	1.00	11	\$49.70	\$5.05	\$4.79
Cassopolis	Cass	1,774	2.20	16	\$29.83	\$5.27	\$4.17
Constantine	St. Joseph	2,076	1.70	12	\$38.61	\$4.04	\$4.09
Dimondale	Eaton	1,234	1.00	3	\$35.41	\$1.36	\$1.12
Homer	Calhoun	1,668	1.00	7	\$24.49	\$2.03	\$1.68
Jonesville (city)	Hillsdale	2,258	2.00	14	\$52.86	\$3.99	\$3.54
Leslie (city)	Ingham	1,851	1.00	12	\$37.91	\$3.68	\$4.06
Mattawan	Van Buren	1,997	4.10	14	\$112.43	\$4.49	\$3.69
Nashville	Barry	1,628	2.10	7	\$23.95	\$1.59	\$1.58
Parchment (city)	Kalamazoo	1,804	1.00	6	\$42.25	\$2.10	\$2.59
Paw Paw	Van Buren	3,534	2.50	25	\$84.85	\$11.23	\$9.23
Three Oaks	Berrien	1,622	1.00	8	\$39.97	\$2.64	\$1.96
Vicksburg	Kalamazoo	2,906	1.00	14	\$98.96	\$5.23	\$4.46
<b>Average</b>		<b>2,003</b>	<b>1.61</b>	<b>11</b>	<b>\$50.44</b>	<b>\$3.99</b>	<b>\$3.53</b>
<b>Decatur</b>	<b>Van Buren</b>	<b>1,819</b>	<b>1.40</b>	<b>13</b>	<b>\$38.18</b>	<b>\$1.94</b>	<b>\$2.03</b>

Sources: MML membership database, micommunityfinancials.michigan.gov, State of MI Treasury.

As seen in Table 1, a balanced group of communities was analyzed for this project. In considering a labor market, geography is quite important as are size of organization and organizational structures, along with other factors. The focus of our market analysis was to identify positions in other organizations with a similar scope of responsibilities, requiring similar levels of knowledge, skill, and expertise.

It should be noted that each organization surveyed in this study is unique, with different organizational structures and in some cases, alternative allocation of duties among employees. Further, not every comparable community delivers the exact mix of services found in the Village of Decatur. For example, the Village is unique compared to the custom market in that it utilizes a combined Clerk/Treasurer position. Most respondents reported having separate positions for these roles and reported data for each. Under circumstances with little or no data to refer to, we must heavily rely on the point factor job evaluation process to determine appropriate placement in the recommended compensation structure and evaluate current salaries against the recommended ranges.

While there are no “perfect matches” in terms of organization or position; there are positions that are close enough to each other that they serve as a good comparison. One consistent characteristic of all of the comparable communities is that employees are asked to “wear many hats,” do more with less, and take on greater responsibility. Even with these variations in operations and positional duties, we are confident the survey results represent a fair, objective, and reasonable comparison to the market.

This report provides detailed analysis of the market data and specific recommendations for pay system design and administration. While we make recommendations based on this data, Village officials are ultimately responsible for determining the best course of action for their organization. Our intent is to provide this research, various scenarios, and differing implementation options to help facilitate the decision-making process.

## **Key Findings**

### **Classification**

The job analysis process allowed us to gather in-depth information on each position, including job requirements and the knowledge, skills, and abilities needed to perform each job successfully. This process supported the development of updated job descriptions, which were provided to the Village Manager for review and distribution.

Job analysis also provided essential information to complete the point factor job evaluation process, which can be found in Appendix C with a summary starting on page 5.

### **Compensation**

The Village of Decatur does not currently utilize pay ranges for its employees. So, to evaluate the pay levels in the Village to the market, we compared Decatur's current salary for each position to the market minimum, midpoint, or maximum depending on the position incumbent's years of service.

When comparing the Village to the communities surveyed, the Village's pay levels, taken in total, are 3% above the market.

In looking at the market data, it is important to consider the following:

- ⇒ While there are variations among all individual positions, being above or below market does not necessarily mean that someone is "overpaid" or "underpaid," but rather shows the overall comparability to the market.
- ⇒ Most non-union public sector pay ranges are around 30% wide. The recommended pay ranges developed within this report reflect ranges that are 30% wide.
- ⇒ There is one "green-circled" employee within the Village, meaning that this individual is currently earning a rate below the recommended range minimum.
- ⇒ There are no "red-circled" employees within the Village, meaning there are no employees earning more than the recommended range maximum.

Detailed market data on each position is available in Appendix A, with the recommended pay structure presented on page 13 of this report.

Benefits

In addition to pay, the customized survey asked about the scope of benefits offered in order to provide a more complete picture of comparability between the Village of Decatur and the market.

Overall, the Village's benefits are within a similar range of the surveyed market for many benefits. However, the Village is less generous than the combined market with vacation sick leave accruals, as well as not offering a payment for those who opt out of the Village's health insurance plan. Additional variations to the market are described within the benefits analysis section of this report.

On a statewide level, we are seeing public employers slowly shifting from traditionally rich, high-cost benefit programs to more progressive programs that shift some responsibility to the employee, allowing the employer to have more control over current and future costs. In this respect, the Village of Decatur is ahead of the trend on some benefit areas, such as offering a defined contribution retirement system rather than a defined benefit retirement system.

Detailed benefits data can be found in Appendix B, with a qualitative analysis presented on page 9 of this report.

## **CLASSIFICATION & JOB EVALUATION**

As discussed within the methodology section, the process of identifying job duties, positional responsibilities, and minimum job requirements is called “job analysis.” To perform an effective job analysis, employees were asked to complete a questionnaire relating to job duties, positional responsibilities, minimum requirements, and other criteria of their position. These questionnaires, along with existing job descriptions, provided the basis for personal interviews wherein additional detail and insight about each job was obtained.

Once positions are thoroughly analyzed, “job evaluation” is performed. This is a process that rates, or evaluates, each position against specific, job-related criteria contained within a customized point factor plan. The complete point factor plan is included in Appendix C, and can be summarized as follows:

### **Factor 1: Education & Relevant Experience**

This factor rates the minimum qualifications of a position as determined by the level of education required to be adequately prepared for the duties and responsibilities of the position and the minimum number of years of relevant experience necessary to adequately perform the job. The factor plan provides for additional points for special licensing, certification, and other requirements beyond education and experience.

### **Factor 2: Judgment & Independence of Action**

This factor rates the level of judgment and independence of action exercised in determining proper courses of action on the job. In evaluating a position against this factor, the extent to which policies, procedures, rules and so forth guide and restrict judgment and independence of the position is considered, as well as whether peers and/or supervisors are available for collaboration in decision making. Lastly, the degree to which the employee is empowered to use discretion and how work and authority is “checked,” is measured within this factor; for example, whether work is checked through a formal check/balance system or on an exception basis only.

### **Factor 3: Internal & External Relations**

This factor examines the types and frequency of internal and external contacts a position encounters, and the communication skills needed to successfully handle these contacts. The highest level, or most complicated form of communication skill required of a position is determined, then the frequency is measured. For example, responding to questions and explaining procedures versus negotiating contracts or resolving disputes in a formal setting are varying levels of communication. Some employees may engage in many levels with varying frequency. The highest level is rated and the frequency of that level is applied.

### **Factor 4: Supervisory or Managerial Responsibility**

This factor reflects the supervision exercised and management or leadership role assigned to a position. Both the level of authority exercised and the span of control as determined by the size of the supervisor’s staff are measured. Roles range from occasional leader to formal supervisor (with the authority to hire, discipline, and discharge employees.) The number of employees is determined by counting full and part-time staff as well as seasonal or volunteer staff, although these different types of staff are weighted differently.

Factor 5: Job Complexity & Analytic Demands

This factor measures the degree of complexity which is characteristic of a position's duties and responsibilities. Complexity is defined as the level of "thinking process" or analytic ability required of a position. Included in the analysis for this factor are issues like whether processes and work tasks are redundant, how much problem solving is required of the job, whether the employee makes choices from an established set of options or must originate new policy or procedure and whether the position has strategic planning responsibility for operational areas.

Factor 6: Responsibility for the Safety and Convenience of Others

This factor is concerned with the impact the position's duties have on the safety of others. In considering the potential impact of a position, *probable* errors that may occur in the regular course of performing a job are considered rather than the most extreme consequences. Similar to other factors, the highest, but still probable, consequence of error is measured along with the frequency with which the opportunity for error presents itself.

Factor 7: Technology & Equipment Use

This factor measures the level of knowledge and expertise required in a position with respect to utilizing, developing, fabricating, and implementing various technology or equipment. Ratings include basic, intermediate, and complex use levels. The highest levels are attributed to positions with development, programming, and other advanced applications along with research, development, and implementation of systems.

Factor 8: Impact on Programs, Services, and Operations

This factor measures the impact a position has on programs, services, or operations of various units of the organization. Impact includes effects on organizational efficiency, effectiveness, financial implications, public perception, and other tangible and intangible resources. Whether positions impact multiple "service areas" within an operating unit or other departments across the organization is considered.

Factor 9: Intensity & Demand for Concentration

This factor measures the frequency of three environmental components: mental concentration, focus, and intensity. Mental concentration captures the extent to which an employee works on high-detail tasks such as data entry; focus captures the extent to which a position is subjected to distracting influences; and intensity captures the extent to which a position must regularly meet deadlines and alter priorities.

Factor 10: Work Environment

This factor measures the degree and frequency with which a position is subjected to unpleasant or adverse working conditions as a function of the job, and the type and frequency of physical demands placed on a position. Office "climate control" issues are *not* considered an unpleasant or adverse condition, nor are standard requirements for lifting and/or moving light weight items in a normal office setting considered a physical demand. Rather, this factor accounts for positions that are required to work in the field under hazardous conditions or regularly encounter life-threatening situations. As well, the physical exertion required of a position is measured within this factor, both in terms of level and frequency.



Each of these point factors has an associated numeric point matrix that is used to rate each position. It is important to note that this is an evaluation of the job content and requirements of the position; it is not an assessment of the individual currently holding the position, nor is it a performance evaluation. Using this method, different positions across the organization are assessed on an “even playing field” and internal equity is achieved.

The total points then serve as a guide for determining grade placement. Two different positions can have similar point totals, indicating that grouping within the same pay grade is appropriate. Table 2 contains the point factoring results for the Village of Decatur.

*Table 2: Point Factor Job Evaluation Results*

<b>Position</b>	<b>Point Total</b>
DPW Technician	<b>1,550</b>
Clerk-Treasurer	<b>1,899</b>
Police Sergeant	<b>2,048</b>
DPW Foreman	<b>2,112</b>
Chief of Police	<b>2,477</b>
Village Manager	<b>2,863</b>

## COMPENSATION & MARKET COMPARABILITY

To determine appropriate pay rates, we utilized a customized market survey to gather information on what the competitive labor market pays for similar positions. To enhance the survey's reliability, our survey document included positional summaries of each position, rather than simply matching job title to job title. Therefore, respondents were able to report pay based on job content rather than job title alone.

The customized survey also gathered information on how positions are similar or different in other comparable communities to aide in making "apples-to-apples" comparisons with regard to pay data. The survey tool collected information on pay ranges and current actual salaries in the event no range was available.

It should be noted again that each organization surveyed in this study is unique, with different organizational structures and in some cases, alternative allocation of duties among employees. Further, not every comparable employer delivers the exact mix of services found in the Village of Decatur. The focus of our market analysis was to identify positions in other organizations with a similar scope of responsibilities, requiring similar levels of knowledge, skill, and expertise.

In addition to the customized salary survey sent to the identified comparable employers, we also included data from the League's statewide database of municipal salaries to further validate the survey. In some instances where there was little market data available from the comparable communities, data analysis was done using information obtained from the statewide database.

Table 3 below provides a summary of the market survey results and shows how each position studied compares. Again, because the Village of Decatur doesn't currently utilize pay ranges, we compared current pay levels to either the market minimum, midpoint, or maximum based on the incumbent's years of service.

In reviewing the data in Table 3, the compa-ratios shown on the right is a simple ratio of the Village's pay rate divided by the market average for minimum, midpoint, or maximum pay rates depending on the incumbent's years of service. So, the total average compa-ratio of 103% can be read as "the Village of Decatur's pay levels, taken in total, are 3% above the market."

*Table 3: Market Data Summary*

Current Title	Decatur Current Pay	Market Average				Compa-Ratio		
		Min	Mid	Max	Actual	Min	Mid	Max
Village Manager *	65,000	68,143	74,423	80,702	75,518	105%	n/a	n/a
Clerk-Treasurer *	41,371	44,471	49,829	55,186	54,963	107%	n/a	n/a
Chief of Police *	72,800	61,402	67,062	72,721	63,347	n/a	109%	n/a
Police Sergeant *	52,936	56,030	58,770	61,510	57,928	n/a	90%	n/a
DPW Foreman *	62,400	52,370	59,414	66,457	57,707	n/a	105%	n/a
DPW Technician	41,600	35,305	39,744	44,183	43,743	n/a	105%	n/a
<b>AVERAGE</b>						<b>106%</b>	<b>102%</b>	<b>n/a</b>
<b>AVERAGE ALL</b>						<b>103%</b>		

\* Insufficient data obtained from customized survey; range data reported above reflects the 2021/22 MML Wage & Salary Survey.

In reviewing the individual position results, keep in mind that being above or below market does not necessarily mean someone is “overpaid” or “underpaid.” Rather, this is a simple way to gauge overall comparability to market. Most public sector pay ranges are around 30% wide, so a likely range minimum would be 15% lower than the midpoint and maximums 15% above. As such, market comparisons with comp-ratios of 85% to 115% are considered within normal limits.

Detailed market data on each position is available in Appendix A.

## **BENEFITS ANALYSIS**

Benefits are a critical component in a total compensation package. As such, the study included a benefits survey to provide Decatur with a full picture of the comparability of the Village’s overall compensation system.

Benefits data was collected from six survey respondents. Taken in total, the Village’s benefits are within a similar range of the surveyed market for many benefits. However, the Village is less generous than the combined market with vacation sick leave accruals, as well as not offering a payment for those who opt out of the Village’s health insurance plan. There are also other variations to market in some areas as described on the following pages.

### Paid Time Off & Bonus Pay

- ❖ The surveyed market shows an average of 11 paid holidays, the same amount provided in the Village.
- ❖ Five respondents indicate using separate leave banks for vacation, sick, and personal time, as does the Village of Decatur. Of those using separate banks, the market averages for vacation accruals are:

<b>Years of Service</b>	<b>Market Average</b>	<b>Village of Decatur</b>
1 Year	8 days	5 days
5 Years	12 days	10 days
10 Years	17 days	15 days
15 Years	18 days	15 days
20 Years	19 days	20 days

- ❖ The Village of Decatur’s vacation accruals are less generous than market until employees meet the maximum accrual level at 20 years of service.

One survey respondent offers a combined paid time off (PTO) system, where there is more discretion in how an employee uses their PTO days. The trade-off is fewer total days for more flexibility. Combined PTO is a progressive approach to paid time off and is one technique for controlling banked time off and corresponding cash-outs at separation, while providing employees with sufficient flexibility to balance the demands of both life and work.

- ❖ The Village provides three annual sick days, which is six less than the market average among those who offer separate sick banks.
- ❖ The Village provides three personal days annually, which is the same as the market average among those who offer separate leave banks.
- ❖ Overall, the paid time off program in the Village of Decatur is less generous than the surveyed market. Paid time off, whether using a combined or separate approach, is a key benefit offering that can influence the attraction of new employees as well as the retention of current staff. Consideration might be given to enhance the Village’s paid time off benefits in order to be more competitive in its recruitment and retention efforts.
- ❖ Of the six responding communities, none provide longevity pay. The Village of Decatur does not offer longevity pay. On a statewide level, we are seeing communities discontinue or grandfather their longevity pay programs.

Insurance Benefits

- ❖ Of the six respondents, all but two require some form of employee contribution to insurance premiums with employer contributions range from 0% to 20% of the total premium. The Village of Decatur requires employees to contribute 20% of the premium.
- ❖ Four respondents provide some form of payment in lieu of health insurance, with varying payment amounts as outlined below. The Village of Decatur does not provide a payment in lieu of health insurance.

Breakdown of Responses for Payment In Lieu of Health Insurance	
\$1,800	\$2,125
\$3,500	\$6,188

- ❖ Four respondents report having a high deductible health plan (HDHP), with deductibles ranging from \$1,500/\$3,000 to \$2,800/\$5,600. Two of these respondents offer some form of a health savings account with contributions made by the employer. The Village of Decatur does not have a high deductible plan, nor does it offer a health savings account.
- ❖ All respondents offer some form of employer-paid dental insurance, and four offer some form of employer-paid vision insurance. The Village of Decatur provides both dental and vision insurance.
- ❖ All respondents provide life insurance with the benefit level ranging from \$20,000 \$50,000. Five respondents also indicated that short-term disability, long-term disability, or both are also provided. The Village of Decatur offers both short- and long-term disability benefits and a life insurance benefit of \$25,000 for non-union full-time staff, and \$50,000 for the full-time unionized Police staff.

### Retirement Benefits

- ❖ Three of the surveyed respondents provide a defined benefit retirement program for their non-union employees, with one of these respondents indicating this benefit is a closed plan.  
It should be noted that many public employers are shifting away from a traditional defined benefit pension plan and moving to defined contribution programs where costs are more controllable. In that regard, the Village of Decatur is ahead of the curve.
- ❖ All respondents offer a defined contribution program and provide an employer contribution ranging from 0% to 15% of salary. The Village of Decatur offers a defined contribution retirement plan with a 6% match for non-union full-time staff and a 10% match for the unionized police full-time staff.
- ❖ No respondents provide retiree health insurance, nor does the Village of Decatur.

The legacy costs associated with retiree healthcare are creating a trend in the municipal sector which is moving away from 100% employer-paid retiree healthcare. Costs are considerable for this benefit given the relatively low retirement age in the public sector (some allow retirement as early as age 50, many at age 55 or 60) and the uncontrolled increases in the cost of healthcare premiums.

To better control their budgets, long-range financial plans, and future liabilities, many municipal employers are moving toward a flat dollar cap for their retiree healthcare premium or are implementing a “defined contribution” style savings program which allows employees to save for the cost of healthcare in retirement, with or without employer contribution. Many retiree health savings plans allow for the conversion of unused paid time off, which is advantageous to both the employee and the employer, which saves the payroll tax that would otherwise be incurred through paying out time-off banks.

Full details on benefit offerings within the customized market can be found in Appendix B.

## **CLASSIFICATION & COMPENSATION STRUCTURE**

As previously discussed, point factoring was used to determine the placement of each position within the organization's pay structure, and market data guided the recommended pay ranges.

### **Impact of Recommended Ranges**

As mentioned earlier, the suggested pay structure reflects ranges that are 30% wide. Table 4 on the following page provides a suggested pay structure based on market findings from all surveyed communities for the positions included in this study.

Positions with salaries below range minimums are considered "**green circled.**" There is one employee currently earning a rate below the suggested minimum.

When considering these recommendations, we strongly suggest that green circled individuals be prioritized and moved as quickly as possible to at least the minimum of the recommended pay range. Additionally, consideration might be given to address any long-serving employees or those with considerable experience who have pay levels below the range midpoint. However, individual performance will guide decisions regarding pay adjustments. It is advisable to suspend pay increases, even those for green circled positions, until such time as any ongoing performance issues are resolved.

Positions with salaries above range maximums are considered "**red circled.**" There are no employees currently earning a rate above the suggested maximum.

Red circled positions are not uncommon for long-serving staff or positions that are difficult to recruit and/or retain. Additionally, employees who are asked to take on a heavier workload may warrant placement at the higher end of the pay scale, and over time, may have exceeded the maximum of their established range.

With regard to red circled employees, we strongly caution against reducing pay or otherwise penalizing an employee with a salary level above the suggested maximum. This can be counter-productive and devastating to morale and the overall success of a pay program. Rather, "grandfathering" red circled employees or increasing salaries at a slower pace are more constructive approaches.

A more progressive approach to addressing red circled employees, or employees who have reached the maximum of their pay range, is to offer a merit bonus rather than a pay increase. This bonus would be tied to performance to recognize outstanding service. This can be done by offering up to a maximum amount, such as a flat dollar amount, or percentage of pay based on the employee's level of performance. This type of program positions the Village to recruit, retain, and reward top talent to serve its public. Keep in mind, however, that an exceptional performance evaluation tool should be in place, used accurately, reliably, and consistently, and the organization itself must have a culture that would support such an approach to pay.

Table 4: Suggested Pay Structure

Grade	Position Title	Decatur Current Pay	RECOMMENDED PAY RANGES		
			Minimum	Midpoint	Maximum
A	DPW Laborer	41,600	\$34,782.61 \$16.72	\$40,000.00 \$19.23	\$45,217.39 \$21.74
B	Clerk-Treasurer	41,371	\$42,608.70 \$20.48	\$49,000.00 \$23.56	\$55,391.30 \$26.63
C	Police Sergeant	52,936	\$47,391.30 \$22.78	\$54,500.00 \$26.20	\$61,608.70 \$29.62
D	DPW Foreman	62,400	\$51,304.34 \$24.67	\$59,000.00 \$28.37	\$66,695.65 \$32.07
E	Chief of Police	72,800	\$56,086.96 \$26.96	\$64,500.00 \$31.01	\$72,913.04 \$35.05
F	Village Manager	65,000	\$62,173.91 \$29.89	\$71,500.00 \$34.38	\$80,826.09 \$38.86

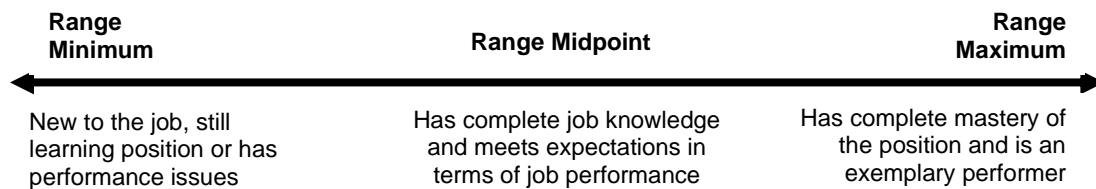
### **Implementing Recommended Ranges**

In determining its compensation policy, organizations have much to consider. For example:

- ❖ Some organizations strive to lead the market in either pay or benefits, or both. Others utilize below-average compensation programs which may result in short-term savings; however, that is often offset by the high cost of turnover and the indirect costs of poor morale, inconsistent customer service, and overall compromised operational performance.
- ❖ Most organizations seek a middle ground, establishing market competitive compensation programs that are fair to employees and fiscally responsible.
- ❖ Benefits may influence the stance an employer takes relative to the market. Depending on organizational priorities, some employers maintain employee wages low in relation to the market while maintaining a relatively generous benefit program, or vice versa.
- ❖ In moving employees through pay ranges, compensation systems ideally incorporate performance in some way.
- ❖ Staffing levels and organizational structures can influence the position an employer takes relative to the competitive market. Where employees are asked to do more with less, an organization may be inclined to meet or even exceed the market with regard to pay, benefits or both.

In considering how pay ranges might be utilized over time, job mastery and performance history are important factors that may guide upward adjustments for employees. The continuum provided in Chart 1 illustrates how compensation levels within the recommended ranges may be considered with regard to job knowledge and performance.

*Chart 1: Continuum of Job Mastery*



Newer employees who are not yet functioning on a completely independent level, or employees who are not meeting performance standards, may be appropriately placed at or near the range minimum. Over time, training and experience on the job will typically lead to competency for most employees. These employees will likely fall somewhere in the middle of their range, near the midpoint. An employee with complete mastery of their position and a history of exceptional performance may command a salary toward the top of their range near the recommended maximum.

### **Range Options**

There are a few popular options for pay range administration, including a traditional step system, an open range, or a combined approach. Tables 5 and 6 on the following page provide examples of both a traditional and combined pay system.

#### **Traditional Step System**

A traditional step system simply breaks a pay range into increments. In a system with ranges that are 30% wide, nine steps are typical and provide for increments of about 3% to 3.75% between steps.

In a traditional step system, pay increases are awarded based on time on the job, conditioned upon satisfactory performance (i.e., move from step 1 to step 2 after one year on the job with a satisfactory or better performance review). Table 5 on the following page provides a step progression based on a Traditional Step System.

#### **Open Range System**

Some employers prefer to use a percentage-based, open range approach to progressing employees through their ranges. Under this plan, a set percent is used for employees' annual pay increases. This provides the most flexibility to the employer, or maximum discretion.

#### **Combined System**

A combined system uses both formal steps and a flexible, open range. With this method, step increases based on longevity are utilized initially (provided the employee is evaluated at a minimum level of satisfaction) with merit-based progression after a certain tenure level is achieved. This combined system recognizes the "learning curve" found in early years of employment and focuses on performance once longer tenure and associated job mastery is achieved. Table 6 on the following page provides a step progression based on a Combined System.



Table 5: Traditional Step System

Grade	Minimum Step 1	Step 2	Step 3	Step 4	Midpoint Step 5	Step 6	Step 7	Step 8	Maximum Step 9
A	\$34,783 \$16.72	\$36,087 \$17.35	\$37,391 \$17.98	\$38,696 \$18.60	\$40,000 \$19.23	\$41,304 \$19.86	\$42,609 \$20.48	\$43,913 \$21.11	\$45,217 \$21.74
B	\$42,609 \$20.48	\$44,207 \$21.25	\$45,804 \$22.02	\$47,402 \$22.79	\$49,000 \$23.56	\$50,598 \$24.33	\$52,196 \$25.09	\$53,793 \$25.86	\$55,391 \$26.63
C	\$47,391 \$22.78	\$49,168 \$23.64	\$50,946 \$24.49	\$52,723 \$25.35	\$54,500 \$26.20	\$56,277 \$27.06	\$58,054 \$27.91	\$59,832 \$28.77	\$61,609 \$29.62
D	\$51,304 \$24.67	\$53,228 \$25.59	\$55,152 \$26.52	\$57,076 \$27.44	\$59,000 \$28.37	\$60,924 \$29.29	\$62,848 \$30.22	\$64,772 \$31.14	\$66,696 \$32.07
E	\$56,087 \$26.96	\$58,190 \$27.98	\$60,293 \$28.99	\$62,397 \$30.00	\$64,500 \$31.01	\$66,603 \$32.02	\$68,707 \$33.03	\$70,810 \$34.04	\$72,913 \$35.05
F	\$62,174 \$29.89	\$64,505 \$31.01	\$66,837 \$32.13	\$69,168 \$33.25	\$71,500 \$34.38	\$73,832 \$35.50	\$76,163 \$36.62	\$78,495 \$37.74	\$80,826 \$38.86

Table 6: Combined Step System

Grade	Minimum Step 1	Step 2	Step 3	Step 4	Midpoint Step 5	Open Range: Performance Based	Maximum Step 9
A	\$34,783 \$16.72	\$36,087 \$17.35	\$37,391 \$17.98	\$38,696 \$18.60	\$40,000 \$19.23	variable	\$45,217 \$21.74
B	\$42,609 \$20.48	\$44,207 \$21.25	\$45,804 \$22.02	\$47,402 \$22.79	\$49,000 \$23.56	variable	\$55,391 \$26.63
C	\$47,391 \$22.78	\$49,168 \$23.64	\$50,946 \$24.49	\$52,723 \$25.35	\$54,500 \$26.20	variable	\$61,609 \$29.62
D	\$51,304 \$24.67	\$53,228 \$25.59	\$55,152 \$26.52	\$57,076 \$27.44	\$59,000 \$28.37	variable	\$66,696 \$32.07
E	\$56,087 \$26.96	\$58,190 \$27.98	\$60,293 \$28.99	\$62,397 \$30.00	\$64,500 \$31.01	variable	\$72,913 \$35.05
F	\$62,174 \$29.89	\$64,505 \$31.01	\$66,837 \$32.13	\$69,168 \$33.25	\$71,500 \$34.38	variable	\$80,826 \$38.86

### **System Administration**

It is suggested that the Village establish a compensation policy for moving employees through pay ranges over time. As outlined above, there are many methods for progressing employees through a pay range; for example, time on the job (longevity), merit or performance-based pay, or some combination of the two. Further, if using a step system, increases can be applied based on fractions of a step; full step increases are not required of the system options presented within this report.

Many employers are interested in linking pay to performance. To succeed in implementing a merit pay environment, there must be an exceptional performance evaluation tool in place that is used accurately and reliably, and the organization itself must have a culture that would support such an approach to pay. With those two linchpins in place, the employer then must have the financial resources to support the pay for performance program.

Well-designed and properly administered pay-for-performance programs that are tied closely to overarching organizational missions, goals, and objectives, can add substantial value to an organization. However, pay for performance is *not* a cost-of-living adjustment. Cost of living is something that should be applied to the pay system at-large. Individual performance rewards are separate and distinct from that and lose their impact and credibility when overlapped with other types of adjustments.

When considering performance rewards, an organization can utilize either a performance increase that becomes part of an employee's annual pay; or a one-time reward that does not automatically renew each year. The reward that becomes part of regular pay is typically in recognition of sustained exceptional performance, assuming additional duties, achieving additional education or training, etc. The non-renewable reward is usually associated with achievement of specific goals or in recognition of a special project or some other finite accomplishment. Some systems incorporate both types of rewards to accommodate varying circumstances.

Should the Village incorporate pay-for-performance tied to performance evaluation, careful consideration will need to be given to whether rewards are integrated into base pay or treated as a bonus subject to renewal, or some combination of the two.

#### Placing New Employees Within Established Ranges

To preserve internal equity, original appointment to any position would ideally be made at the minimum rate of the suggested pay range. Advancement could then proceed through successive increases as prescribed in the Village's compensation policy.

However, each new hire will inevitably be unique, and may in fact represent a situation in which greater experience and expertise are objectives in recruitment. The labor market may also dictate the need to offer a higher salary. Therefore, new hires should be assessed individually and placed at a range level consistent with Village needs and market demands.

#### Maintaining the System Over Time

A classification and compensation program, once designed and implemented, is not self-sustaining. It needs proper maintenance to continue to serve its purpose. Maintaining the program requires reviewing, adjusting, and controlling both the classification and salary structures so they continue to be effective.

The Village should determine the standard process that will be used to maintain the classification plan going forward. For example, how will changes to job descriptions be handled? How will new positions be placed within the system? Who will review requests and what appeals mechanism, if any, will be provided?

The Village should carefully consider its options and lay out the methodology best suited to its needs and culture.

#### Classifying New Positions

As a result of reorganization, new programs, or changes in management procedures, new jobs may be established and the complexity of existing jobs may change. To maintain internal equity and the usefulness of the pay system, the following procedures are recommended:

1. For new positions, a standard job analysis questionnaire should be used to define the particular duties, responsibilities, and requirements of the position.
2. A current and accurate job description should then be developed.
3. The position should be evaluated based on the point factor plan. This approach ensures internal equity for the new position in terms of skill, effort, responsibility and working conditions as compared to existing positions.
4. Verification of market pay rates through the statewide survey, or a customized survey, will validate the appropriate pay rate for a new position.

#### Updating the Compensation Plan

Economic conditions, the availability of people, and the prevailing labor market rates will all impact salary structures. To accurately reflect the labor market, the compensation plan must be reviewed and adjusted annually.

Pay adjustments are a two-step process. The first is a general adjustment of the entire pay system to reflect inflationary or cost-of-living increases. And the second is individual-level adjustments based on performance, longevity or whatever measures the Village choose to reflect its compensation philosophy.

Various sources exist for inflation figures, cost-of-living estimates, and other economic indicators such as the Consumer Price Index (CPI). One of these could be applied to the compensation structures provided within this report to make the annual cost-of-living adjustment.

When making annual adjustments to the overall system, consideration should be given to local economic factors and the posture the organization chooses to take relative to the labor market. Every five to seven years a full study should be conducted to check the adequacy of present pay rates and internal ranking of jobs.

In devising a pay and benefits system, an employer is well-served to consider its mission and organizational goals and align its compensation policy accordingly. The data and objective analysis provided within this report will help position the Village of Decatur for these important policy considerations.

## **APPENDIX A**

### **Market Survey Data: Pay**

**Classification and Compensation Study**  
**Salary Survey Results, April 2022**  
**Decatur Village**

<b>Village Manager</b>										
<b>Comparable Community</b>	<b>Title Used</b>	<b>How Do Duties Compare</b>	<b>Range (Base Pay)</b>			<b>Actual Pay or Max</b>	<b>FT / PT</b>	<b>Hrs / Week</b>	<b>Yrs of Svc</b>	<b>Other Details</b>
			<b>Min</b>	<b>Mid</b>	<b>Max</b>					
Bangor (city)	City Manager					67,500	FT	40		
Berrien Springs	N/A									
Cassopolis	Village Manager					100,000	FT	40		
Constantine	Village Manager					86,700	FT	40		as reported in the 2021/22 W&S survey
Dimondale	Village Manager	Also serves as clerk, treasurer, zoning administrator, and oversees WWTP operator and budget.	54,857	63,086	71,315	55,706	FT	40	4	Also has a heavy hand in sewer utility administration. Performs all HR functions. Advises 4 boards, and 4 standing committees.
Homer	Village Manager					62,200	FT	40		
Jonesville (city)	City Manager	Similar	68,560	79,009	89,457	86,850	FT	40	8	Also receive car and phone allowance.
Leslie (city)	City Manager					75,400	FT	40		as reported in the 2021/22 W&S survey
Mattawan	Village Manager	Also Clerk and carries out most duties of Treasurer				61,838	FT	40	8	
Nashville	N/A									
Parchment (city)	City Manager					65,000	FT	40		
Paw Paw	Village Manager					84,000	FT	40	<1	
Three Oaks	Village Manager					70,000	FT	40		as reported in the 2021/22 W&S survey
Vicksburg	Village Manager					91,021	FT	40	7	30 years in profession
<b>Market Average</b>			<b>insufficient data</b>			<b>75,518</b>				
<b>2021/22 MML Statewide Data *</b>			<b>68,143</b>	<b>74,423</b>	<b>80,702</b>	<b>81,824</b>				<b>18%</b>
<b>Decatur Village</b>						<b>65,000</b>	<b>FT</b>	<b>40</b>	<b>&lt;1</b>	

\* 2021/22 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 5,000 for position of City Manager or City Administrator (range: n=11; actual: n=75).

**Classification and Compensation Study**  
**Salary Survey Results, April 2022**  
**Decatur Village**

<b>Clerk-Treasurer</b>										
<b>Comparable Community</b>	<b>Title Used</b>	<b>How Do Duties Compare</b>	<b>Range (Base Pay)</b>			<b>Actual Pay or Max</b>	<b>FT / PT</b>	<b>Hrs / Week</b>	<b>Yrs of Svc</b>	<b>Other Details</b>
			<b>Min</b>	<b>Mid</b>	<b>Max</b>					
Bangor (city)	Treasurer					48,000	FT	40		City Clerk Current Salary: \$42,000.
Berrien Springs	Village Clerk	Similar	45,760	56,160	66,560	65,998	FT	40	20.5	Holds a Master Clerk certification from IIMC and MiPMC from MAMC. Reports to Village Council (no Village Manager).
Cassopolis	Village Clerk					63,598	FT	40		Village Treasurer Current Salary: \$36,254.
Constantine	N/A									
Dimondale	N/A									Village Manager performs duties.
Homer	Village Clerk					39,968	FT	40		Village Treasurer Current Salary: \$35,858.
Jonesville (city)	Finance Director		51,340	59,163	66,985	66,985	FT	40	20	City Clerk also shares duties with Finance Director, but Clerk also serves as the Recreation Director and earns an additional \$4,200/year. Clerk Salary Range: \$44,425-\$57,964; Current Salary: \$53,046
Leslie (city)	Clerk					54,080	FT	40		as reported in the 2021/22 W&S survey
Mattawan	N/A									Treasurer is for signatory purposes only.
Nashville	Clerk					42,411	FT			Village Treasurer Current Salary: \$36,878.
Parchment (city)	Clerk-Treasurer					45,000	FT	40		
Paw Paw	Clerk-Treasurer					52,000	FT	40	8	
Three Oaks	N/A									
Vicksburg	Treasurer					71,594	FT	40	5	30 years in profession. Village Clerk is FT (1YOS), Salary) \$50,003.20.
<b>Market Average</b>			<b>insufficient data</b>			<b>54,963</b>				
<b>2021/22 MML Statewide Data *</b>			<b>44,471</b>	<b>49,829</b>	<b>55,186</b>	<b>53,660</b>				<b>24%</b>
<b>Decatur Village</b>						<b>41,371</b>	<b>FT</b>	<b>40</b>	<b>&lt;1</b>	

\* 2021/22 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 5,000 for positions of Clerk/Treasurer, Clerk, and Treasurer (range: n=18; actual: n=77).

**Classification and Compensation Study**  
**Salary Survey Results, April 2022**  
**Decatur Village**

<b>Chief of Police</b>										
<b>Comparable Community</b>	<b>Title Used</b>	<b>How Do Duties Compare</b>	<b>Range (Base Pay)</b>			<b>Actual Pay or Max</b>	<b>FT / PT</b>	<b>Hrs / Week</b>	<b>Yrs of Svc</b>	<b>Other Details</b>
			<b>Min</b>	<b>Mid</b>	<b>Max</b>					
Bangor (city)	Police Chief					60,000	FT	40		
Berrien Springs	N/A									
Cassopolis	Police Chief					57,000	FT	40		
Constantine	N/A									
Dimondale	N/A									
Homer	N/A									Contract police services with County.
Jonesville (city)	Police Chief	Public Safety Director is the Police and Fire Department Head.	55,190	63,600	72,009	60,307	FT	40	4	Police Chief also serves as Public Safety Director and earns an additional \$9,500/year.
Leslie (city)	Police Chief					65,922	FT	40		as reported in the 2021/22 W&S survey
Mattawan	Police Chief					69,971	FT	40	7	
Nashville	Police Chief					51,168	FT	40		
Parchment (city)	N/A									Contract police services with Kalamazoo Twp.
Paw Paw	Police Chief	Similar; MCOLES Certified				79,082	FT	40	11	
Three Oaks	Police Chief					52,000	FT	40		as reported in the 2021/22 W&S survey
Vicksburg	Police Chief					74,672	FT	40	5	30 years in profession.
<b>Market Average</b>			<b>insufficient data</b>			<b>63,347</b>				
<b>2021/22 MML Statewide Data *</b>			<b>61,402</b>	<b>67,062</b>	<b>72,721</b>	<b>67,441</b>				<b>18%</b>
<b>Decatur Village</b>						<b>72,800</b>	<b>FT</b>	<b>40</b>	<b>4</b>	

\* 2021/22 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 5,000 for positions of Police Chief (range: n=9; actual: n=63).

**Classification and Compensation Study  
Salary Survey Results, April 2022  
Decatur Village**

<b>Police Sergeant</b>										
<b>Comparable Community</b>	<b>Title Used</b>	<b>How Do Duties Compare</b>	<b>Range (Base Pay)</b>			<b>Actual Pay or Max</b>	<b>FT / PT</b>	<b>Hrs / Week</b>	<b>Yrs of Svc</b>	<b>Other Details</b>
			<b>Min</b>	<b>Mid</b>	<b>Max</b>					
Bangor (city)	Police Sergeant					55,000	FT	40		
Berrien Springs	N/A									
Cassopolis	N/A									
Constantine	Police Sergeant					56,368	FT	40		as reported in the 2021/22 W&S survey
Dimondale	N/A									
Homer	N/A									
Jonesville (city)	Police Sergeant	Similar	41,326	47,623	53,920	51,501	FT	40	>1	
Leslie (city)	N/A									
Mattawan	Police Sergeant					59,592	FT	40		
Nashville	N/A									
Parchment (city)	N/A									
Paw Paw	Police Sergeant	Similar; MCOLES Certified.				67,267	FT	40	9	
Three Oaks	N/A									
Vicksburg	Police Sergeant					57,841	FT	40		
<b>Market Average</b>			<b>insufficient data</b>			<b>57,928</b>				
<b>2021/22 MML Statewide Data *</b>			<b>56,030</b>	<b>58,770</b>	<b>61,510</b>	<b>61,601</b>				<b>10%</b>
<b>Decatur Village</b>						<b>52,936</b>	FT	40	7	

\* 2021/22 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 8,000 for position of Police Sergeant (range n=5; actual: n=30).



**Classification and Compensation Study  
Salary Survey Results, April 2022  
Decatur Village**

DPW Foreman										
Comparable Community	Title Used	How Do Duties Compare	Range (Base Pay)			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Svc	Other Details
			Min	Mid	Max					
Bangor (city)	DPW Foreman					55,000	FT	40		
Berrien Springs	DPW Superintendent	Similar. Also serves as Water Superintendent. Must hold all licenses required for Water Superintendent responsibilities.					FT	40	29	position is more complex earning salary of \$77,251/yr; Reports to Village Council (no Village Manager).
Cassopolis	DPW Superintendent					53,000	FT	40		DPW Foreman Current Salary: \$39,457.
Constantine	Streets Foreman					53,685	FT	40		as reported in the 2021/22 W&S survey
Dimondale	DPW Supervisor		36,483	41,985	47,486	45,386	FT	40	4	DPW Superintendent position no longer exists in Village
Homer	DPW Supervisor					48,268	FT	40		
Jonesville (city)	DPW Superintendent	CDL Class B License, S-3 water distribution certification. Oversee DPW Department and serves as Zoning Administrator.	51,340	59,163	66,985	66,985	FT	40	39	
Leslie (city)	Streets Foreman		46,862	52,998	59,134	57,408	FT	40		as reported in the 2021/22 W&S survey
Mattawan	Public Works Superintendent	Must possess D-2 and S-3 water certifications, and CDL.				68,266	FT	40	23	Receives additional \$500 annual bonus for each license for water/sewer system.
Nashville	DPW Director					59,027	FT	40		
Parchment (city)	DPW Superintendent					58,000	FT	40		
Paw Paw	DPS Deputy Director	CDL License Required.				69,680	FT	40	1	DPS Director Current Salary: \$72,114
Three Oaks	DPW Superintendent					47,000	FT	40		as reported in the 2021/22 W&S survey
Vicksburg	DPW Director					68,481	FT	40	24	5 years exp in director role and 7 years exp in assistant director role
<b>Market Average</b>			<b>insufficient data</b>			<b>57,707</b>				
<b>2021/22 MML Statewide Data *</b>			<b>52,370</b>	<b>59,414</b>	<b>66,457</b>	<b>59,847</b>				<b>27%</b>
<b>Decatur Village</b>						<b>62,400</b>	<b>FT</b>	<b>40</b>	<b>6</b>	

\* 2021/22 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 5,000 for positions of Public Works/Streets Superintendent and Public Works Deputy Director (range: n=6; actual: n=29).

**Classification and Compensation Study**  
**Salary Survey Results, April 2022**  
**Decatur Village**

<b>DPW Technician</b>										
<b>Comparable Community</b>	<b>Title Used</b>	<b>How Do Duties Compare</b>	<b>Range (Base Pay)</b>			<b>Actual Pay or Max</b>	<b>FT / PT</b>	<b>Hrs / Week</b>	<b>Yrs of Svc</b>	<b>Other Details</b>
			<b>Min</b>	<b>Mid</b>	<b>Max</b>					
Bangor (city)	DPW Laborer		35,360	38,480	41,600		FT	40		Laborers w/o CDL earn minimum of range; laborers with CDL earn maximum of range.
Berrien Springs	DPW	Similar - CDL required.	24,960	33,280	41,600	38,563	FT	40	4	Two employees
Cassopolis	DPW Laborer	Similar - CDL required.	29,120	34,289	39,458		FT	40		
Constantine	Maintenance Worker		40,019	44,044	48,069		FT	40		as reported in the 2021/22 W&S survey
Dimondale	DPW Laborer	Similar - Performs all DPW functions and must have a CDL.	28,621	32,906	37,190	39,520	FT	40	2	
Homer	DPW Laborer	Similar - CDL required.	30,160	31,200	32,240		FT	40		
Jonesville (city)	Maintenance I and II	Similar - CDL Class B license with air brake endorsement and S-3 water distribution certification.	38,442	44,300	50,158		FT	40		Three employees: 34 YOS \$50,158; 5 YOS \$40,783; 4 YOS \$35,596
Leslie (city)	Maintenance Worker					52,458	FT	40		as reported in the 2021/22 W&S survey
Mattawan	DPW Technician	CDL Class B required.				48,547	FT	40	2.5	Receives additional \$500 annual bonus for each license for water/sewer system.
Nashville	DPW Worker					42,515	FT	40		
Parchment (city)	DPW Laborer					43,000	FT	40		
Paw Paw	Public Works Employee I - IV	CDL required.	51,542	53,903	56,264		FT	40	<1	
Three Oaks	Heavy Equipment Operator					41,600	FT	40		as reported in the 2021/22 W&S survey
Vicksburg	DPW Laborer	Similar	39,520	45,292	51,064		FT	40		DPW Laborers also receive \$55.00 additional pay each PP for being on-call.
<b>Market Average</b>			<b>35,305</b>	<b>39,744</b>	<b>44,183</b>	<b>43,743</b>				<b>25%</b>
<b>2021/22 MML Statewide Data *</b>			<b>38,182</b>	<b>42,991</b>	<b>47,799</b>	<b>42,337</b>				<b>25%</b>
<b>Decatur Village</b>						<b>41,600</b>	<b>FT</b>	<b>40</b>	<b>7</b>	

\* 2021/22 MML Statewide Survey includes regions 1-6 with populations between 1,500 and 5,000 for positions of Public Works Maintenance Worker and Heavy Equipment Operator (range: n=64; actual: n=43).

## **APPENDIX B**

### **Market Survey Data: Benefits**

**DECATUR VILLAGE  
BENEFITS SURVEY, APRIL 2022**

	Decatur Village Non-Union	Decatur Village Police Union	Berrien Springs	Dimondale	Jonesville (City)	Mattawan
<b>PAID TIME OFF &amp; BONUSES</b>						
Scheduled Working Hours Per Day (i.e. 8, 7.5, 12)	8	12	8	8	8	8
# Annual Paid Holidays	11	11	11	12	12	12
Do you offer <u>combined</u> paid time off (PTO) or <u>separate</u> Vacation / Sick / Personal time off?	Separate	Separate	Separate	Separate	Separate	Separate
# Vacation / PTO <b>Days</b> Earned:						
@ 1 year	5	5	10	5	general staff 6 / department heads 10.5	5
@ 5 years	10	10	15	12	general staff 10.5 / department heads 15	10
@ 10 years	15	15	20	15	general staff 15 / department heads 20	15
@ 15 years	15	15	21	15	general staff 15 / department heads 20	15
@ 20 years	20	20	25	15	general staff 15 / department heads 20	15
Maximum Carry Over of Vacation/PTO Allowed (in days) or Use-It or Lose-It policy?	10	10	Use it or lose it	Use it or lose it	Capped at 15 days for general staff / 20 for dept heads - Lose it after capped amount	5
Is accrued Vacation/PTO time paid out upon separation or retirement? If so, what is the a maximum payout?	50%	50%	No max on vacation - since no carry over	no	Yes	Yes, up to 40 hours
# Annual Sick <b>Days</b>	3	3	6	6	12	5
Maximum Carry Over of Sick Days allowed (in days) or Use-It or Lose-It policy?	Pre 2013 - 90 / Post 2013 - 30	No Cap	90 days	480 hour max accumulation	Capped at maximum of 63 sick days. Anything beyond cap is lost.	Use-it or lose-it
Is accrued Sick time paid out upon separation or retirement? If so, what is the a maximum payout?	Pre 2013-50% Post 2013-0%	50% up to 480 hours	Upon retirement: 10 yrs of service - up to 5 days; 15 yrs - 10 days ; 20+ yrs - 15 days	no	No	Yes, up to 40 hours
# Annual Paid Personal <b>Days</b>	3	3	1 day from sick time	3	2	5
Longevity Pay	N/A	N/A	N/A	N/A	N/A	N/A
@ 5 years						
@ 10 years						
@ 15 years						
@ 20 years						
Maximum						

**DECATUR VILLAGE  
BENEFITS SURVEY, APRIL 2022**

	Decatur Village Non-Union	Decatur Village Police Union	Berrien Springs	Dimondale	Jonesville (City)	Mattawan
<b>INSURANCE</b>						
Insurance Plan Type (i.e. PPO, HMO, etc.)	BCBS PPO	BCBS PPO	BCBS PPO	PPO	HMO - HDHP	BCBS
Is your plan a high deductible plan? (yes or no)	No	No	Yes	No	Yes	Yes
Does the employ <sup>ER</sup> contribute to a Health Savings Plan? If so, what is the annual contribution?	No	No	100%	No	No	\$250 / \$500
Annual Employee Contribution to Healthcare Premium	20%	20%	0%	20%	10%	20%
Annual Deductible (single/family)			\$2,800 / \$5,600	\$1,500	\$1,500 / \$3,000	\$2,000 / \$4,000
Annual Payment in Lieu of Insurance	No	No	No	\$1,800	\$2,125	No
Employer-Paid Dental (yes or no)	Yes	Yes	Yes	Yes	Yes	Yes
Employer-Paid Vision (yes or no)	Yes	Yes	Yes	No	Yes	Yes
Employer-Paid Life Insurance (benefit level - i.e. \$25K, 1 X Salary)	\$25K	\$50K	\$25K	\$20K	\$50K	Yes
Employer-Paid Disability (short term, long term, or both)	Both	Both	No	ST	LT	Both
<b>PENSION / RETIREMENT</b>						
What type(s) of retirement programs do you offer? (i.e. Defined Benefit Pension, Defined Contribution, Hybrid, etc.)	DC	DC	DB	DC	DC	DC
<b>Pension Plan:</b>						
Pension Plan Type (i.e. MERS B2)			MERS C-1 Old			
Multiplier (i.e. 2.25%)			1.2% times the first \$4,200 of FAC, plus 1.7% times the portion of FAC over \$4,200			
Employ <sup>EE</sup> Contribution to Pension				0%		
<b>Defined Contribution Plan (i.e. 401, 457)</b>	457	457	457		401, 457	401 and 457
Employ <sup>ER</sup> Match / Contribution	6%	10%	0%	10%	5%	6%
Employ <sup>EE</sup> Contribution	3%	5%	Voluntary	Voluntary	5%, 7% or 10%	3% - 6%
Retiree Health Insurance (yes or no)	No	No	No	No	No	No
Employ <sup>ER</sup> Pays						
Age or other eligibility criteria						

**DECATUR VILLAGE  
BENEFITS SURVEY, APRIL 2022**

	Decatur Village Non-Union	Decatur Village Police Union	Paw Paw Non-Union	Paw Paw Police Union	Vicksburg
<b>PAID TIME OFF &amp; BONUSES</b>					
Scheduled Working Hours Per Day (i.e. 8, 7.5, 12)	8	12	8	12	8
# Annual Paid Holidays	11	11	10	9	10
Do you offer <u>combined</u> paid time off (PTO) or <u>separate</u> Vacation / Sick / Personal time off?	Separate	Separate	Separate	Separate	Combined
# Vacation / PTO <b>Days</b> Earned:					
@ 1 year	5	5	10	5	19.5
@ 5 years	10	10	15	15	26
@ 10 years	15	15	15	20	32.5
@ 15 years	15	15	20	25	39
@ 20 years	20	20	25	30	45.5
Maximum Carry Over of Vacation/PTO Allowed (in days) or Use-It or Lose-It policy?	10	10	15	15	Up to 1040 hours (130 days)
Is accrued Vacation/PTO time paid out upon separation or retirement? If so, what is the a maximum payout?	50%	50%	50% accrued	All accrued if worked 6 months +	Up to 1040 hours (130 days)
# Annual Sick <b>Days</b>	3	3	12	12	N/A
Maximum Carry Over of Sick Days allowed (in days) or Use-It or Lose-It policy?	Pre 2013 - 90 / Post 2013 - 30	No Cap	20	30	N/A
Is accrued Sick time paid out upon separation or retirement? If so, what is the a maximum payout?	Pre 2013-50% Post 2013-0%	50% up to 480 hours	50% accrued	After 10 years 50% up to 240	N/A
# Annual Paid Personal <b>Days</b>	3	3	2	3	N/A
Longevity Pay	N/A	N/A	N/A	N/A	N/A
@ 5 years					
@ 10 years					
@ 15 years					
@ 20 years					
Maximum					

**DECATUR VILLAGE  
BENEFITS SURVEY, APRIL 2022**

	Decatur Village Non-Union	Decatur Village Police Union	Paw Paw Non-Union	Paw Paw Police Union	Vicksburg
<b>INSURANCE</b>					
Insurance Plan Type (i.e. PPO, HMO, etc.)	BCBS PPO	BCBS PPO	PPO	PPO	HMO
Is your plan a high deductible plan? (yes or no)	No	No	No	No	Yes
Does the employ <sup>ER</sup> contribute to a Health Savings Plan? If so, what is the annual contribution?	No	No	No	No	No - Silver Plan
Annual Employee Contribution to Healthcare Premium	20%	20%	15%	12%	0%
Annual Deductible (single/family)			\$250 / \$500	\$250 / \$500	\$2,000 / \$4,000
Annual Payment in Lieu of Insurance	No	No	No	\$6,188.78	\$3,500
Employer-Paid Dental (yes or no)	Yes	Yes	Yes	Yes	Yes
Employer-Paid Vision (yes or no)	Yes	Yes	No	No	Yes
Employer-Paid Life Insurance (benefit level - i.e. \$25K, 1 X Salary)	\$25K	\$50K	\$40K	\$40K	\$30K
Employer-Paid Disability (short term, long term, or both)	Both	Both	ST	ST	Both
<b>PENSION / RETIREMENT</b>					
What type(s) of retirement programs do you offer? (i.e. Defined Benefit Pension, Defined Contribution, Hybrid, etc.)	DC	DC	DB & DC	DB & DC	DB & DC
<u>Pension Plan</u> :					closed plan
Pension Plan Type (i.e. MERS B2)			MERS	MERS	
Multiplier (i.e. 2.25%)			2.5	2.5	2%
Employ <sup>EE</sup> Contribution to Pension			8%	8%	5%
<u>Defined Contribution Plan (i.e. 401, 457)</u>	457	457	457	457	401
Employ <sup>ER</sup> Match / Contribution	6%	10%	0%	0%	Village Manager: 15% / Other Staff: 6% + 2% match
Employ <sup>EE</sup> Contribution	3%	5%	Voluntary	Voluntary	Voluntary
Retiree Health Insurance (yes or no)	No	No	No	No	No
Employ <sup>ER</sup> Pays					
Age or other eligibility criteria					

## **APPENDIX C**

### **Point Factor Job Evaluation**



**VILLAGE OF DECATUR  
2022 POINT FACTOR JOB EVALUATION**

<b>Position</b>	<b>TOTAL</b>	<b>Ed &amp; Exp</b>	<b>Judg &amp; Ind</b>	<b>Int &amp; Ext Rel</b>	<b>Supv</b>	<b>Job Complex</b>	<b>Safety</b>	<b>Tech</b>	<b>Impact on Ops</b>	<b>Mental Work</b>	<b>Work Environ</b>
DPW Technician	1,550	173	277	174	0	277	95	100	204	130	120
Clerk-Treasurer	1,899	290	309	195	148	309	60	130	258	200	0
Police Sergeant	2,048	267	342	195	176	342	130	110	231	165	90
DPW Foreman	2,112	267	374	195	204	277	113	120	312	130	120
Chief of Police	2,477	360	471	237	232	406	148	110	258	165	90
Village Manager	2,863	407	568	258	288	535	130	110	437	130	0

## FACTOR 1: EDUCATION AND RELEVANT EXPERIENCE

In using this factor, two separate yet related judgments must be made. First, identify the minimum level of education required to be adequately prepared for the duties and responsibilities of the position. Second, determine the minimum years of relevant experience necessary to adequately perform the job. (Typically found on the position's job description.) **NOTE:** Rate the MINIMUM requirements of the *position*, not the attainment of the position incumbent; these may differ.

Special Circumstances:

- In many cases experience may substitute for formal education and vice versa. Rate the minimum qualifications of the position, or a combination thereof.
- Positions requiring professional certifications or licensure should be rated at "somewhat more than" the minimum educational and experience level required.
- If a position has both a minimum requirement and a "preferred" level (i.e. BA req'd, MA preferred), rate it at "somewhat more than" for the minimum educational and experience level required.

<b>MINIMUM EDUCATION REQUIRED</b>	<b>MINIMUM RELATED WORK EXPERIENCE REQUIRED</b>					
		1	2	3	4	5
	<b>Degree</b>	<b>Entry Level, No Exp. Req'd</b>	<b>1 – 2 Yrs.</b>	<b>3 – 4 Yrs.</b>	<b>5 – 6 Yrs.</b>	<b>Over 7 years</b>
A. No formal education required.	Almost exactly like =	25	50	75	100	125
B. High school diploma or equivalent.	Almost exactly like =	150	173	197	220	243
	Somewhat more than =	173	197	220	243	267
C. Vocational or trade school, or some community college, business school or other specialized training.	Almost exactly like =	197	220	243	267	290
	Somewhat more than =	220	243	267	290	313
D. Associates degree or equivalent.	Almost exactly like =	243	267	290	313	337
	Somewhat more than =	267	290	313	337	360
E. Bachelor's degree or equivalent.	Almost exactly like =	290	313	337	360	383
	Somewhat more than =	313	337	360	383	407
F. Master's degree or additional specialized training and experience.	Almost exactly like =	337	360	383	407	430
	Somewhat more than =	360	383	407	430	453
G. PHD or other post-Master's level education.	Almost exactly like =	383	407	430	453	477
	Somewhat more than =	407	430	453	477	500

## FACTOR 2: JUDGMENT AND INDEPENDENCE OF ACTION

This factor describes the level of judgment and independence of action exercised in determining proper courses of action. In evaluating a position against this factor, think about the extent to which policies, procedures, rules and so forth either guide or restrict judgment and independence of the position. Consider also whether peers and/or supervisors are available for collaboration in decision making, and the degree to which the employee is empowered to use discretion.

LEVEL OF JUDGMENT AND INDEPENDENCE REQUIRED	Degree	Point Value
A. Duties and responsibilities of the position are carried out according to straightforward and standardized policies, procedures, rules, etc. There may be an occasional need for the employee to exercise judgment, but others are readily available to assist and discretion is limited. Work is closely monitored and regularly reviewed or subjected to a "check/balance" system.	Almost exactly like =	180
	Somewhat more than =	212
B. Duties and responsibilities of the position require that the employee occasionally interpret standard policies, procedures and rules to determine appropriate courses of action. However, the employee would not need significant technical or professional training to effectively interpret standards and guidelines. Basic decisions are made independently while more complex or unique issues are solved collaboratively with peers or supervisors. Discretion is minimal, and work is monitored on a "spot check" basis.	Somewhat less than =	245
	Almost exactly like =	277
	Somewhat more than =	309
C. Duties and responsibilities of the position require that the employee regularly interpret policies, procedures and rules to determine appropriate courses of action. The employee has information available to guide him/her in effective interpretation of standards and guidelines, but a moderate level of discretion is exercised. Most decisions are made independently, though the subject matter is straightforward and peers and supervisors are available to assist with especially unique situations. Work is monitored on a "case-by-case" basis.	Somewhat less than =	342
	Almost exactly like =	374
	Somewhat more than =	406
D. Duties and responsibilities of the position are governed by broad and complex technical, administrative, or professional standards and guidelines. The employee must regularly exercise independent judgment in decision-making, and exercise considerable discretion. The employee performs with a high degree of latitude, and work is monitored on a periodic or exception basis.	Somewhat less than =	438
	Almost exactly like =	471
	Somewhat more than =	503
E. Duties and responsibilities of the position are not only governed by broad and complex technical, administrative, or professional standards and guidelines, but the employee regularly directs or participates in the development of such standards. The employee performs with virtual independence and regularly exercises considerable discretion. Work is monitored through formal review by major authorities or other policy-making bodies.	Somewhat less than =	535
	Almost exactly like =	568
	Somewhat more than =	600

### FACTOR 3: INTERNAL AND EXTERNAL RELATIONS

This factor examines the types and frequency of internal and external contacts a position encounters, and the communication skills needed to successfully handle these contacts.

First, examine the hierarchy of communication skills listed and select the category which reflects the *highest requirement* of the position. Although a job may entail a variety of levels of contacts, use the highest requirement to determine the point award.

Second, after selecting the highest requirement, determine the frequency with which that activity occurs.

COMMUNICATION SKILLS REQUIRED	FREQUENCY		
	Occasionally	Periodically	Frequently
A. Minimal internal or external contacts are experienced in the position. Skill in exchanging information and following instructions is required.	90	111	132
B. Standard internal and external contacts are experienced in the position. Skill in responding to questions, providing explanation of standard procedures, and engaging in conversation is required. Unusual or difficult situations are referred to a supervisor.	132	153	174
C. Moderately complex internal and external contacts are experienced in the position. Skill in interpreting and translating facts and information, explaining situations and issues, advising others of alternatives and options, and interviewing and developing information from others is required. Unusual or difficult situations are addressed to the extent possible before calling in a peer or supervisor for support.	174	195	216
D. Complex internal and external contacts are experienced in the position. Skill in motivating others, giving instructions, resolving disagreements, and/or leading meetings or making presentations is required. This position is responsible for the ultimate resolution of unusual or difficult situations.	216	237	258
E. Extremely complex internal and external contacts are experienced in this position. Skill in leading and persuading others, negotiating contracts, mediating and resolving disputes, and developing and making formal presentations is required.	258	279	300

### FACTOR 4: SUPERVISORY OR MANAGERIAL RESPONSIBILITY

This factor reflects the supervision exercised and management or leadership role assigned to a position. Select first the level of authority exercised, than the span of control as determined by the size of the supervisor's staff.

Special Circumstances:

- Count part-time, permanent, year-round staff pro rata.
- Count seasonal workers, volunteers and other "non-permanent" employees pro rata also.
- Do not count prison workers or other labor assigned and managed by an external agency.

LEVEL OF SUPERVISORY AND MANAGEMENT AUTHORITY EXERCISED	STAFF SIZE (Both direct and indirect reporting relationships)					
	Up to 2	3 - 5	6 - 9	10 - 14	15 - 19	Over 20
A. No supervisory or management authority.	0	N/A	N/A	N/A	N/A	N/A
B. <u>Occasional Leader</u> : On an occasional basis assists in planning and organization of work assignments, instructs or trains others, or leads special projects.	100	148	176	204	232	260
C. <u>Leader</u> : Regularly involved in planning and coordinating work assignments and monitoring the work progress of others, but does not have the authority found in a formal supervisor position (hire, fire, discipline).	148	176	204	232	260	288
D. <u>Working Supervisor</u> : Has much of the formal authority of a supervisor position, but may assist or perform the duties of subordinates.	176	204	232	260	288	316
E. <u>Supervisor</u> : Has the authority to make or effectively recommend important personnel decisions such as hiring, disciplining, terminating, and promoting subordinates.	204	232	260	288	316	344
F. <u>1<sup>st</sup> Level Manager</u> : Responsible for planning, directing, staffing and controlling employees of a major department or service area; works through one or more subordinate supervisors, including working supervisors.	232	260	288	316	344	374
G. <u>2<sup>nd</sup> Level Manager</u> : Similar to a 1 <sup>st</sup> Level Manager, with a greater depth of responsibility due to the use of one or more subordinate 1 <sup>st</sup> Level Managers.	260	288	316	344	374	400

## FACTOR 5: JOB COMPLEXITY

This factor measures the degree of complexity which is characteristic of a position's duties and responsibilities. Complexity is defined as the level of "thinking process" or analytic ability required of a position. In determining the appropriate point assignment, consider *overall* complexity, not unique projects or activities which are rare and impermanent to the position, or assigned to the position incumbent due to individual level talent or interest.

LEVEL OF COMPLEXITY ENCOUNTERED	Degree	Point Value
A. Position primarily involves the use of factual information and data that does not present significant variables or ambiguities. Redundant steps, methods and processes are typically well defined, choices involve a limited set of options and information is readily available to ascertain correct approach.	Almost exactly like =	180
	Somewhat more than =	212
B. Position primarily involves the use of factual information and data, but may encounter minor variables or ambiguities which require some analytic or basic problem solving ability to select correct action from a limited set of options. Redundant steps, methods and processes are typically well defined, but the employee must occasionally modify or adapt them to address a situation.	Somewhat less than =	245
	Almost exactly like =	277
	Somewhat more than =	309
C. Position involves both the use of factual information and data, and the modification and continuous improvement of processes. This position regularly addresses variables or ambiguities and requires analytic and problem solving ability to select correct action from an expansive set of options. Steps, methods and processes are a mix of redundant and original tasks, and processes must be occasionally reassessed, modified or adapted to address unique situations.	Somewhat less than =	342
	Almost exactly like =	374
	Somewhat more than =	406
D. Position involves the extensive use of analytic and problem solving ability to select correct action from a limitless set of options. Steps, methods and processes are original and must be continuously reassessed, modified or adapted to address unique situations or realize improvements in process. This level is appropriate for multi-faceted positions with program or service planning responsibilities.	Somewhat less than =	438
	Almost exactly like =	471
	Somewhat more than =	503
E. Position is focused on projects involving the dedication of substantial time and effort to researching, organizing and assessing information which contains substantial variables and ambiguities. As a result, steps, methods and processes are non-existent or original, and the incumbent may be required to develop new and original procedures and processes. An advanced analytic and problem solving ability is required for the position.	Somewhat less than =	535
	Almost exactly like =	568
	Somewhat more than =	600

**FACTOR 6: RESPONSIBILITY FOR THE SAFETY AND CONVENIENCE OF OTHERS**

This factor is concerned with the impact the position’s duties have on the safety and convenience of others. In considering the potential impact of a position, consider probable errors which may occur in the regular course of performing a job, not the most extreme consequences.

Second, after selecting the highest, but still probable, consequence, determine the frequency with which opportunity for error presents itself.

PROBABLE CONSEQUENCES OF ERRORS	FREQUENCY		
	Occasionally (Monthly)	Periodically (Weekly)	Frequently (Daily)
A. Errors in this position would likely cause minor, short-term inconvenience and would not endanger the safety of others. Effect of errors would impact a limited set of individuals.	60	78	95
B. Errors in this position would likely cause minor but longer term inconveniences that are more difficult to resolve, but would not endanger the safety of others. Effect of errors would impact a limited set of individuals.	95	113	130
C. Errors in this position could cause significant inconvenience that is difficult to resolve, or may temporarily present a threat to the safety of the public.	130	148	165
D. Errors in this position would likely cause a major, long-term inconvenience or present a widespread threat to the safety of the public that could produce irreparable harm.	165	183	200

## FACTOR 7: TECHNOLOGY AND EQUIPMENT USE

This factor measures the level of knowledge and expertise required in a position with respect to utilizing, developing, fabricating and implementing various technology or equipment. Determine first the level of knowledge and skill required of the position (not the level of the position incumbent) and then determine the degree most appropriate for the position.

LEVEL OF TECHNOLOGICAL/EQUIPMENT KNOWLEDGE AND SKILL REQUIRED	Degree	Point Value
A. Job duties require: <ul style="list-style-type: none"> <li>• a knowledge of and ability to use standard office equipment, and display proficiency in the use of computer software such as word processing and spreadsheet, or</li> <li>• the use and basic maintenance of standard light equipment.</li> </ul>	Somewhat less than =	60
	Almost exactly like =	70
	Somewhat more than =	80
B. Job duties require: <ul style="list-style-type: none"> <li>• utilization of specialized software such as financial applications, or</li> <li>• the ability to use, maintain and perform basic repairs on standard light and heavy equipment.</li> </ul>	Somewhat less than =	90
	Almost exactly like =	100
	Somewhat more than =	110
C. Job duties require: <ul style="list-style-type: none"> <li>• a complex use of, or training others on computer software including specialized applications such as drafting systems GIS, etc, and/or serves as "troubleshooter" for basic systems or software issues, or</li> <li>• regularly training or leading others in projects involving the use, maintenance and/or repair of specialized or heavy equipment, or the fabrication of specialized equipment.</li> </ul>	Somewhat less than =	120
	Almost exactly like =	130
	Somewhat more than =	140
D. Job duties require: <ul style="list-style-type: none"> <li>• the development, programming, maintenance and repair of computer systems, databases, networks, GIS or other complex systems.</li> </ul>	Somewhat less than =	150
	Almost exactly like =	160
	Somewhat more than =	170
E. Job duties require: <ul style="list-style-type: none"> <li>• Supervisory and administrative activities associated with the research, development, purchase and implementation of computer systems, system coordination and related technological advances.</li> </ul>	Somewhat less than =	180
	Almost exactly like =	190
	Somewhat more than =	200



## FACTOR 8: IMPACT ON PROGRAMS, SERVICES AND OPERATIONS

This factor measures direct or indirect impact on the programs, services or operations carried out or provided by units of the organization. The nature of such impact is defined as the extent to which effective or ineffective performance of a classification's duties or responsibilities contribute to assure, interfere with, or prevent the achievement of goals, objectives, plans, or other established performance criteria. Rate the classification in terms of its probable consequences, as opposed to potential consequences which rarely, if ever, occur.

NATURE OF IMPACT	Degree	Point Value
A. The work product, though important to the organization, is not directly tied to other work processes. Errors are readily detected or apparent and have a relatively minor impact on overall operations.	Almost exactly like =	150
	Somewhat more than =	177
B. The work products and purpose of the job directly affect the accuracy, reliability, or acceptability of other work processes. Completed work has a direct relationship to other important activities or related work within one or more organization units.  Errors are normally detected in succeeding operations and involve expenditure of time to trace and correct. Consequences would affect the work of others or cause inconvenience to the public. There also may be measurable monetary consequences related to the handling of financial transactions, equipment, supplies or other materials.	Somewhat less than =	204
	Almost exactly like =	231
	Somewhat more than =	258
C. The work products and purpose of the job contribute to the attainment of immediate, on-going goals and objectives. The job may affect the short-term success of programs, services, or operations, but does not materially influence or impact long-range direction, planning or control. The job affects the design or operation of systems, programs or equipment.  Errors are difficult to detect and would result in inaccurate reports, incomplete or misleading information, invalid test results, unsound recommendations, or incorrect decisions.	Somewhat less than =	285
	Almost exactly like =	312
	Somewhat more than =	338
D. The work products and purpose of the job have a significant impact on major aspects of programs, services and operations. Responsibilities may be shared among individuals or may be a direct responsibility. Influence extends to both short- and long-term matters affecting an organizational component. Errors would not be detected through normal means, but would become apparent later through subsequent activities or events.	Somewhat less than =	365
	Almost exactly like =	392
	Somewhat more than =	419
E. The work products and purpose of the job have a major direct controlling impact on all aspects and phases of program, service or operations management. Decisions and overall influence contribute directly to the image of success and future of programs, services or operations and have a major long-term impact.	Somewhat less than =	437
	Almost exactly like =	473
	Somewhat more than =	550

**FACTOR 9: INTENSITY AND DEMAND FOR CONCENTRATION**

This factor uses two environmental components to measure the extent to which the position requires mental concentration and focus on the job. Determine the frequency with which each environmental factor occurs and add the values together for a total point award.

ENVIRONMENTAL FACTORS	FREQUENCY		
	Occasionally	Periodically	Frequently
1. <u>Mental Concentration</u> : The task detail regularly required of the position (i.e. working with figures, paperwork, fine motor skills)	30	65	100
2. <u>Focus</u> : The extent to which the position is regularly subjected to distracting influences such as people, phones, etc.	30	65	100
<b>TOTAL POINTS FROM ENVIRONMENTAL FACTORS (1+2) =</b>			

## FACTOR 10: WORK ENVIRONMENT

This factor measures the degree to which a position is subjected to unpleasant or adverse working conditions as a function of the job, and the type and frequency of physical demands placed on a position. Office “climate control” issues are *not* considered an unpleasant or adverse condition, nor are standard requirements for lifting and/or moving light weight items in a normal office setting considered a physical demand.

Determine first the highest condition or demand encountered *as a function of the position* (A, B, or C) then the frequency with which that condition is experienced.

1. WORKING CONDITIONS	FREQUENCY		
	Occasionally	Periodically	Frequently
A. Work is carried on in a normal office setting.	0	N/A	N/A
B. Work environment is mildly disagreeable due to outside weather conditions, poor ventilation, noise, unsafe areas or situations, and other factors which require adjusting to or accommodating these uncomfortable situations.	25	30	60
C. Work environment is very disagreeable due to extreme weather conditions, strong odors and fumes, dangerous chemicals, confined spaces, precarious places, loud noise, and other hazards which require the use of special safety equipment and substantial physical or mental accommodation to perform the job.	60	90	120
2. PHYSICAL DEMANDS	Occasionally	Periodically	Frequently
A. No unusual physical activity or exertion is required.	0	N/A	N/A
B. Position requires moderate physical exertion associated with operating light equipment, monitoring and calibrating machinery and equipment, or lifting and/or moving items of moderate weight (25 lbs. or more).	25	30	60
C. Position requires enormous physical exertion associated with heavy physical labor or the physical restraint of disruptive or unruly people.	60	90	120
<b>TOTAL POINTS FROM WORKING CONDITIONS AND PHYSICAL DEMANDS FACTORS (1+2) =</b>			

### POINT TALLY

List the point award for each factor and total accordingly

<b>Factor</b>	<b>Point Award</b>
Education and Relevant Experience	
Judgment and Independence of Action	
Internal and External Relations	
Supervisory or Managerial Responsibility	
Job Complexity	
Responsibility for the Safety and Convenience of Others	
Technology and Equipment Use	
Impact on Programs, Services and Operations	
Intensity and Demand for Concentration Mental Concentration + Focus + Intensity	
Working Environment Working Conditions + Physical Demands	
TOTAL POINTS	

