



PROPOSAL TO CONDUCT AN
CLASSIFICATION AND COMPENSATION STUDY
FOR THE
MARINA COAST WATER DISTRICT

Prepared by:

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April 2, 2012

Ms. Jean Premutati
Management Services Administrator
Marina Coast Water District
11 Reservation Road
Marina, CA 93933

Dear Ms. Premutati:

Thank you very much for the opportunity to submit a proposal to conduct a comprehensive classification and compensation study for the Marina Coast Water District.

Bryce Consulting brings to this assignment over twenty-five years of experience in providing management consulting services to local government clients. We recognize the importance of maintaining a meaningful classification plan reflective of today's organization as well as a competitive compensation plan. The firm will devote all necessary resources to undertake a successful comprehensive study of District positions. Furthermore, we will work with you and the General Manager and employee representatives at every step during the project to maintain open communication, provide status up-dates and ensure the successful accomplishment of the study's objectives.

Again, thank you for the opportunity to be considered for this project. If you need additional information, please contact me at (916) 974-0199.

Sincerely,

A handwritten signature in blue ink that reads 'Shellie Anderson'.

Shellie Anderson
Principal

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I. ASSIGNMENT IN PERSPECTIVE

This section of the proposal is intended to place the overall assignment in perspective and includes:

- Identification of the study objectives and project deliverables
- Discussion of classification and compensation methodology
- Discussion of the roles the study participants may assume during the study process

STUDY OBJECTIVES

The District is seeking consulting assistance to conduct a comprehensive classification and compensation study of 33 full-time positions currently allocated to approximately 22 classifications. The District believes an independent review of the classes and positions that includes participation from affected employees is appropriate at this time. The specific study objectives would include the following:

Classification Study

The classification phase of the study would result in:

- Detailed job analysis of each position.
- Development of a classification structure for classes under study that reflects the District's current and future human resources needs and potential career ladders.
- Review and modification of class specifications to ensure they are up-to-date, accurate, and reflect the District's organization as it currently exists and supportive of the District's plans for the future. The class specifications will include, in addition to appropriate job definitions, distinguishing characteristics, and duty statements, a qualifications section that addresses minimum qualifying level knowledge, skills and abilities for each of the classifications.
- An analysis of the FLSA status of each classification.
- Allocation of each position to the appropriate classification based on the duties and responsibilities being performed.
- A review process that will permit each employee to review the draft classification recommendations and to submit concerns directly to the consultant.

Compensation Study

This phase of the study would result in:

- Definition and analysis of an appropriate labor market and recommended benchmark job classes.
- The collection and analysis of base salary survey data for the selected survey classes.
- Assignment of a salary range to each classification included in the study that reflects the results of the market survey and is consistent with an analysis of the District's internal relationships.
- Development of a strategy for implementing the salary recommendations.

CLASSIFICATION AND COMPENSATION METHODOLOGY

In conducting a classification and compensation study, we would propose to use the following methodology.

Classification Methodology

Our proposal assumes the utilization of the whole job method of classification. This is the system preferred by and is most common to most local government employers. In summary, the classifications of work are created and individual positions are allocated based on a series of well-defined allocation standards. These standards are tailored to each organization's needs but typically include the following:

Decision Making

This standard consists of (a) the decision making responsibility and degree of independence or latitude that is inherent in the position and (b) the impact of decisions.

Scope and Complexity

This standard defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.

Contact With Others Required By the Job

This standard measures (a) the types of contacts and b) the purpose of the contacts.

Supervision Received and Exercised

This standard describes the level of supervision received from others and the nature of supervision provided to other workers.

Knowledge, Skills and Abilities

This standard defines the KSA's that are inherent in a given classification. Distinctions are made between what is required to meet job requirements versus what may be learned on the job.

Once the above standards are refined to meet the District's particular needs, they are fully described prior to their application to the District's jobs. The allocation standards then become the fundamental building block for the study of the selected classes. These standards form the basic criteria for:

- Developing the overall classification structure.
- Defining various levels within class series.
- Allocating individual positions to the appropriate level in a series.
- Establishing internal pay relationships within series and among related classes.

Discussion of Labor Market Survey Criteria

The overall objective in selecting survey employers is to define as accurately as possible the District's "Labor Market". A labor market consists of those employers with whom the Marina Coast Water District competes for employees. The criteria typically utilized in identifying those employers includes the following:

Employer Size - As a general rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, agencies of similar size to the District are likely to have departmental structures and organization of positions more similar to the District than organizations that are significantly different in size. The specific criteria utilized to evaluate size include population served, services provided, and number of employees.

Geographic Proximity - Geographic proximity is another factor utilized in identifying an appropriate labor market. This factor is particularly important because it identifies those employers with which the District must directly compete to recruit and retain quality staff. Furthermore, by selecting employers within reasonably close geographic proximity, it ensures that the resulting labor market will be indicative of the region's cost of living.

Nature of Services Provided - As a general rule similar organizations are selected as survey employers, because they all provide similar services. This is important for the

following reasons:

- Employers who provide similar services are most likely to compete with one another for employees.
- These employers are most likely to have comparable jobs.
- These employers are most likely to have similar organizational characteristics.

Data Collection Methodology

After the District reviews the recommended labor market and selected survey classes, the consultants would apply the following data collection methodology.

- Determine the exact functional scope and organization level of each District survey class.
- Prepare information packets for the labor market agencies that describe in detail the survey class.
- Contact each survey agency to ensure cooperation and participation in the survey process.
- Collect salary data and determine comparability by reviewing the scope, reporting relationship, and content of each classification.
- Compile raw salary data by survey class and calculate the labor market mean, median and/or other percentile and the percent the Marina Coast Water District is from the market.

INVOLVEMENT OF STUDY PARTICIPANTS

The precise involvement of the various study participants needs to be carefully defined at the beginning of the assignment. This is critical to ensure that the study results meet the District's needs and can be implemented. While there is no one way to approach participation, the following outlines an approach which has been successful, with various modifications, for other organizations that are similar to the Marina Coast Water District in size and complexity.

General Manager and Management Services Administrator: The General Manager and Management Services Administrator would normally provide the consultant with the day-to-day guidance and administrative direction. In most cases, the key contact is with the Management Services Administrator, while the General Manager is consulted on significant decisions and review processes.

Board of Directors: The Board of Directors will participate on all policy level decisions affecting the classification and compensation study. The consultants will meet periodically with the Board of

Directors to update them on the project status and at critical milestones to ensure participation and understanding of all recommendations.

Management: The extent of involvement by management can vary significantly from client to client. Typical points of contact include an initial briefing concerning the study objectives and process; a detailed review with the consultant of the District's organization structure, reporting relationships, and staffing patterns; and a review of study findings and recommendations.

Employee Groups: Employee groups can be involved in the complete study process. It is our recommendation that the District consider a process where the consultants meet with the employee groups to ensure a collaborative process and to have labor input at critical stages of the study. It is our experience that this style and type of involvement is essential to the success of a project. Specific involvement would include an initial meeting regarding the study process and methodology, and subsequent review meetings of draft recommendations.

Study Participants: The study process has been carefully designed to provide for employee involvement. Specific activities include attendance at a study briefing to ensure understanding of the study process and methodology, the completion of position inventory questionnaires, participation in the interview process, review of draft findings and recommendations and, where appropriate, follow-up interviews.

II. STUDY PROCESS

The study process presented below is designed to achieve the specific objectives presented in the previous section. Each task has been carefully tailored to meet the District's needs and is intended to insure:

Client Involvement - All study participants are provided an appropriate opportunity to be involved in the study process.

Quality - All study results are based on sound technical methods and provide the District with quality classification and compensation recommendations that are acceptable and can be implemented.

Service And Value - The assignment is completed on time and in the most efficient and effective manner possible to insure that the District receives the greatest value for its consulting dollar.

PHASE I - CLASSIFICATION STUDY

This phase of the assignment will result in the study of all classes that includes the comparison of classes within series and to other occupational levels within the organization. Study tasks include the project initiation and orientation, completion of position inventory questionnaires by employees, the analyses of questionnaires and interviews with employees, the preparation of revised or new class specifications, and a review process for all employees included in the scope of the study.

Task 1 - Project Initiation

This task involves all the steps required to initiate the project and includes:

- Consultant review of class specifications, organizational charts, salary schedules, and other documentation related to the study. The consultant will request these materials prior to the project initiation meeting so that the consultant has an understanding of the scope of the study, an understanding of the District's current classifications, and is prepared to seek further relevant information during the initial meetings.
- Review and finalization of the study objectives, study process, PIQ, and project schedule with the Management Services Administrator.

Task 2 – Conduct Interviews with Department Heads

This task will involve meeting with each Department Director to develop an understanding of the structure of their respective department, how classifications are used, and to hear and respond to

their questions. These interviews will also help to identify positions where possible classification issues are occurring and are in need of further review through the interview process.

Task 3 – Conduct Employee Orientations

This task involves conducting orientation meetings for selected study participants to review the overall study process and to answer questions. In addition, detailed instructions will be provided to study participants regarding the completion of the Position Inventory Questionnaire. **Exhibit E** presents a sample Position Inventory Questionnaire.

Task 4 - Study Participants Complete Position Inventory Questionnaires

Every study participant will have an opportunity to complete a detailed Position Inventory Questionnaire that is designed to clearly document the assigned duties, responsibilities, and qualification standards. Once the questionnaires are completed, they are reviewed by appropriate management staff and forwarded to the consultant for analysis.

Task 5 - Conduct Employee and Supervisor Interviews

The completion of the Position Inventory Questionnaires by employees will provided the consultant with important job analysis information. This information will then be supplemented by interviews with a large majority of the study participants. The purpose of these interviews is to clarify and supplement questionnaire data, resolve any differences of perception concerning the role and responsibility of a position, and to provide an opportunity for employees to participate in the study process.

Task 6 - Develop Classification Plan Structure

Based on the results of the previous tasks, the consultant will develop the basic framework for the classification plan. This will include:

- Definition of terms.
- Development of career ladders.
- FLSA status for classifications.
- Initial allocation of positions to classes.

Task 7 - Review Classification Plan Structure with the District

Following the completion of the above task, the consultant will meet with the General Manager and Management Services Administrator, and appropriate management to review the proposed structure for the classification plan. This critical review step will ensure that no factual information is overlooked and that the ultimate recommendations are fair and consistent with the District's overall classification and compensation needs.

Task 8 - Prepare Preliminary Draft of Classification Plan

Based on the results of the above review process, the consultant will finalize the basic classification structure and develop revised job descriptions. All the components of the classification structure and the revised job descriptions will then be compiled into a preliminary draft of the classification plan.

Task 9 - Review Preliminary Draft of the Classification Plan with the District

The preliminary draft will then be submitted to the Marina Coast Water District for a thorough technical review. This review would be completed by the Management Services Administrator with the assistance of management staff. Following the management review of the classification plan, the consultant will meet with employee representatives to present the recommendations and prepare for the employee review process.

Task 10 - Conduct Employee Review Process

This task will provide each study participant with an opportunity to review the consultant's draft recommendations. This review process is intended to be consistent with the District's policies and practices and would include:

- Review of the recommendations by each employee.
- An opportunity for each employee to submit written comments to the consultant.
- Follow-up interviews with the consultant to clarify employee concerns and resolve questions of fact.

Once the above steps are complete, the consultant will prepare a response to each employee which outlines the nature of the concern and the consultant's findings and final recommendations.

Task 11 - Finalize Classification Plan

Following the completion of the review process, the consultant will finalize the classification plan. This document will include:

- Classification plan structure.
- Allocation of positions.
- Modified and up-dated job descriptions.
- FLSA status for each classification.

PHASE II - COMPENSATION STUDY

This phase of the study will result in the development of labor market survey parameters and the collection and evaluation of labor market survey data. Specific study tasks include the analysis and recommendation of the labor market and survey classes, the collection and analysis of survey data, preparation of salary recommendations, and development of an implementation plan.

Task 1 – Analyze and Develop Compensation Survey Parameters

This task will result in the confirmation of all the compensation survey parameters. These parameters will be consistent with the Agency's overall classification and compensation plan and will include the following:

Labor Market - The consultant will provide the Marina Coast Water District with recommendations for survey participants that would include employers that are similar to the District in size, complexity, and service structure and represent significant competitors in an appropriate geographic area.

Survey Classes - The consultant will also recommend job classes that should be used as survey classifications. These survey classes would be representative of all levels of classifications and job series.

Survey Methodology - The third key survey parameter is the clear definition of what data will be collected, how it will be analyzed, and in what form it will be presented. It is our understanding the District wants to consider base salary only in the survey data collection. We have provided an option for total compensation in the work plan if the District wants to explore that survey scope.

The above parameters will be presented to the District for review in a comprehensive Labor Market Memo.

Task 2 - Review Compensation Survey Parameters with the District

Prior to initiating the salary survey, the consultant will review the survey parameters with the General Manager and Management Services Administrator, management staff, and employee groups, as necessary. This key review step will ensure that the survey results meet the District's needs and will facilitate the implementation of the results.

Task 3 - Contact Survey Employers and Prepare Information Packet

Once the above task is completed, the consultant will contact each survey employer. The purpose of the call will be to elicit cooperation, explain the scope of the survey, and explain who will collect the data. Following the completion of the calls, the consultant will prepare and distribute a

comprehensive survey packet to each employer that includes the criteria for establishing comparability, copies of the specifications for the survey classes, and a list of the required survey information.

Task 4 - Collect and Analyze Salary Survey Data

Determining a comparable classification will include, at a minimum, comparison of the experience and education qualifications required, number of people supervised, level within the organization and degree of authority, and scope and complexity of the work performed. Once the data is collected it will be thoroughly analyzed utilizing an electronic spreadsheet. It is anticipated that this analysis would include a detailed presentation of base salary information for each survey class including the name of the comparable class, the top step salary, the mean and/or median labor market top salary, and a comparison between the survey's mean and the District's maximum salary for each survey classification.

Task 5 - Review Preliminary Survey Results with the District

Following the preliminary analysis of the survey data, the consultant will conduct an in-depth review of the survey results with the Executive Director, and management staff, as appropriate. The purpose of this review is to identify any additional information needs or areas that require further analysis.

Task 6 – Prepare Preliminary Salary Plan and Internal Relationship Analysis

The project consultant will prepare salary range recommendations for all classifications included in this study based on relevant labor market data and internal relationship guidelines recommended by the consultant.

Task 7 – Review and Revise Salary Plan with the District

Following the completion of the above, the consultant will review the draft salary plan and internal relationship analysis with the General Manager and Management Services Administrator, and other management, as appropriate.

Task 8 - Prepare and Present Final Report

Following the completion of the above review, the consultant will prepare the final report. This report will fully document all survey activities and recommendations including:

- Discussion of the labor market survey parameters.
- Presentation and analysis of the survey results.
- Presentation and discussion of the salary structure recommendations.
- Options for salary recommendation implementation.

III. PROJECT STAFFING, TIMING AND COST

PROJECT STAFFING

Shellie Anderson will serve as project manager for this study and will assume responsibility for on-going client contact, survey design, and preparation and presentation of reports. Ms. Anderson will be joined by Stacy James, who brings a solid background of human resources consulting experience and will be responsible for assisting with project data collection and analysis. **Exhibit A** includes project staff resumes.

TIMING

We are prepared to begin immediately upon the execution of a contract. We can complete all study tasks outlined in this proposal in approximately 15 - 16 weeks. All efforts will be directed to an early completion date. **Exhibit B** includes a project schedule.

Bryce Consulting takes its commitment to clients very seriously. The firm will not present a proposal if the consultant cannot dedicate themselves to a successful conclusion because of prior or conflicting commitments.

COST

The fees for professional services for the classification phase would cost \$9,900 and the compensation phase would cost \$ \$8,700 - \$10,800 depending on the survey scope.. This cost includes 124 - 138 hours of professional services as outline on **Exhibit C**. The only additional charges would be for reimbursement of direct project related expenses for such items as travel, telephone, printing, and postage, estimated at \$2,000 – \$3,000.

The not to exceed total for a comprehensive classification and compensation study would amount to \$21,600 - \$23,700, depending on the final scope of the study. Professional service costs and reimbursable expenses would be billed and paid monthly.

REFERENCES

Please see **Exhibit D** for references of current and past clients.

EXHIBIT A

CORPORATE QUALIFICATIONS

Bryce Consulting was formed in July 1995 to provide the full range of human resource consulting services to governmental clients. We offer comprehensive and integrated advisory services in the areas of human resources management, recruitment and selection, organization development and training. Our scope and approach to consulting is based on a solid foundation of professional experience in providing consulting services to local governments.

SERVICES

Bryce Consulting offers a comprehensive range of human resource consulting services including:

Classification and Compensation - This area of the practice includes the development, installation, and modification of all or part of an agency's classification plan and compensation program. Typical study results include compensation policy development; the preparation of class specifications and career ladders that are in compliance with the ADA; internal salary relationship analysis; external compensation surveys; and the development of a revised compensation plan.

Training - This service provides both off-the-shelf and custom designed training programs on a wide variety of salient topics to organizations. Depending on the needs of the organization, we provide employee, mid-management, executive management or agency-wide training on topics such as supervisory skills, negotiation and conflict resolution skills, performance development and evaluation, communicating with your boss and interpersonal skills.

Human Resources Systems - Typical assignments in this area result in the development or modification of the basic policy and administrative framework for the agency's human resource management system. Study results include the preparation of personnel rules, policies, and procedures, and employee handbooks.

Performance Appraisal - This service area involves the development and installation of comprehensive performance appraisal systems for both management and non-management staff. These systems are complete and include the necessary forms, procedure manuals, and the training of management and supervisory staff.

STAFF RESUMES

Our consulting team has extensive experience dealing with local government service delivery, restructuring, and personnel management efforts. The team includes:

SHELLIE ANDERSON

Shellie Anderson is a consultant with the firm who brings over twelve years of human resources consulting experience, specifically within the public sector. Her background includes managing and participating in compensation and classification studies, organizational analyses, recruitment and selection, and training. Ms. Anderson has worked with a variety of public agencies including the State of California, cities, counties, and water districts.

Ms. Anderson earned her Bachelor's degree in Psychology and Master's degree in Industrial and Organizational Psychology from the California State University, Sacramento. In addition, Ms. Anderson is a Certified Senior Professional in Human Resources and is an International Public Management Association Certified Professional.

STACY JAMES

Stacy James is a consultant with seven years of professional human resources experience including classification and compensation, recruitment and selection, development of work policies and procedures, and performance appraisal design. Ms. James previously oversaw the personnel practices in nine California Counties for social services and child support services departments which included serving as a business partner, conducting recruitments, determining and developing a variety of assessment processes, conducting job analyses, conducting classification studies, and providing training on rules and regulations governing the departments' merit system. In addition, Ms. James has served as consultant to a variety of State agencies, counties, cities, non-profits, and special districts in the State of California.

Ms. James received a Bachelor's degree in Psychology from California State University, Sacramento, and will earn her Master's degree in Industrial/Organizational Psychology pending thesis completion.

EXHIBIT B

**MARINA COAST WATER DISTRICT
CLASSIFICATION AND COMPENSATION STUDY
PROJECT SCHEDULE**

TASK	WEEK
<i>PHASE I CLASSIFICATION STUDY</i>	
1. Project Initiation	1
2. Conduct Interviews with Department Heads	2
3. Conduct Employee Orientations	2
4. Study Participants Complete Position Inventory Questionnaire	---
5. Conduct Employee and Supervisor Interviews	7
6. Develop Classification Plan Structure	8
7. Review Classification Recommendations with the District	9
8. Prepare Preliminary Draft of Classification Plan	10 - 11
9. Review Preliminary Draft of the Class Plan with the District	12
10. Conduct Employee Review Process	13 - 14
11. Finalize Classification Plan	15
<i>PHASE II COMPENSATION STUDY</i>	
1. Analyze and Develop Compensation Survey Parameters	8
2. Review Compensation Survey Parameters with the District	9
3. Contact Survey Employers and Prepare Information Packet	9
4. Collect and Analyze Salary Survey Data	10 - 12
5. Review Preliminary Survey Results with the District	13
6. Prepare Preliminary Salary Plan and Internal Relationship Analysis	13
7. Review and Revise Salary Plan with the District	14
8. Prepare and Present Final Report	15

EXHIBIT C

**MARINA COAST WATER DISTRICT
CLASSIFICATION AND COMPENSATION STUDY
PROJECT WORK PLAN**

TASK	HOURS
<i>PHASE I CLASSIFICATION STUDY</i>	
1. Project Initiation	2
2. Conduct Interviews with Department Heads	4
3. Conduct Employee Orientations	2
4. Study Participants Complete Position Inventory Questionnaire	---
5. Conduct Employee and Supervisor Interviews	16
6. Develop Classification Plan Structure	4
7. Review Classification Recommendations with the District	4
8. Prepare Preliminary Draft of Classification Plan	20
9. Review Preliminary Draft of the Class Plan with the District	4
10. Conduct Employee Review Process	8
11. Finalize Classification Plan	2
Total Classification Hours	66
<i>PHASE II COMPENSATION STUDY</i>	
1. Analyze and Develop Compensation Survey Parameters	4
2. Review Compensation Survey Parameters with the District	2
3. Contact Survey Employers and Prepare Information Packet	4
4. Collect and Analyze Salary Survey Data (<i>based on 14 agencies; range dependent on whether study includes base salary only or base salary plus benefits</i>)	28 - 42
5. Review Preliminary Survey Results with the District	8
6. Prepare Preliminary Salary Plan and Internal Relationship Analysis	4
7. Review and Revise Salary Plan with the District	4
8. Prepare and Present Final Report	4
Total Compensation Hours	58 - 72

EXHIBIT D

REFERENCES

Modesto Irrigation District

Irma Perrone, Human Resources Manager

(209) 526-7340

IrmaP@mid.org

1231 11th Street

Modesto, CA 95352

Monterey Regional Waste Management District

William Merry, General Manager

(831) 384-5313

wmerry@mrwmd.org

14201 Del Monte Blvd

Marina, CA 93933

County of Placer

Nancy Nittler, Personnel Director

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145 Fulweiler Avenue, Suite 200

Auburn, CA 95603

Santa Fe Irrigation District

Jessica Miles, Human Resources Administrator

(858) 227-5780

jmiles@sfdwater.org

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Rancho Santa Fe, CA 92067

Sacramento Suburban Water District

Robert Roscoe, General Manager

(916) 972-7171

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3701 Marconi Avenue, Suite 100

Sacramento, CA 95821

EXHIBIT E

**SAMPLE POSITION INVENTORY
QUESTIONNAIRE**

**MARINA COAST WATER DISTRICT
POSITION INVENTORY QUESTIONNAIRE**

SECTION I - EMPLOYEE INFORMATION

Name: _____

Official Work Title: _____

Working Title: _____

Department/Division: _____

Work Address: _____

Work Phone Number: _____

How long have you been with the organization? _____

How long have you been in your current position? _____

Your Supervisor's Name: _____

Supervisor's Title: _____

Work Phone Number: _____

Your Supervisor's Supervisor: _____

Title: _____

SECTION II - POSITION INFORMATION

1. MAIN FOCUS OF YOUR JOB

Two or three sentences describing the main focus of your job.

3. KNOWLEDGE, SKILLS AND ABILITIES

Every job requires some combination of knowledge, skill and/or ability (KSA) to perform assigned duties. This section is provided to separate what you know from what you do.

Definitions

A knowledge is a body of information drawn upon to perform a duty.

A skill is a physical dexterity or coordination required to perform a duty.

An ability is an observable behavior or aptitude related to a duty.

Examples

Knowledge of modern office procedures, systems and equipment.

Skill in operating heavy equipment including a back hoe.

Ability to analyze and prepare technical reports.

Also, please note whether the KSA was required before you came on the job or whether you learned it on the job.

<u>Knowledge, Skills and Abilities</u>	<u>Required /Learned</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

4. REQUIRED LICENSES OR CERTIFICATES

Please list any licenses or certificates from a board of licensure or governmental agency you are required to have to perform assigned duties.

5. REQUIRED LAW, CODE AND/OR ORDINANCE DOCUMENTS

List any law, code, rule or ordinance documents you use in the performance of assigned duties.

6. BUDGET RESPONSIBILITY

List any responsibility for budgets you are assigned. Please note the scope of the budget (specific program, division, department), the kind of responsibility (typing, compiling, forecasting, analyzing), and the frequency of your involvement (daily, monthly, annually).

Total Budget \$ _____

7. EQUIPMENT AND TOOLS

List any equipment or tools you use in the performance of assigned duties. Include the amount of time (either % of time or hours/ day, week, month) spent using the equipment or tool.

Equipment or Tool	Frequency
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

8. VEHICLES

List any vehicles you use in the performance of assigned duties.

9. WORK PRODUCTS

A. List the main work products you produce in your job (typed letter, payroll, arrested criminals, monitor office operations). Describe how and by whom these products are reviewed.

B. What are your work products used for? List how and by whom these products are used.

10. CONTACTS

List groups (e.g. citizens, board of directors, vendors) people whom you have regular contact either in person or on the telephone. Please list the reason for the contact and how frequently the contact occurs.

A. Inside the organization

B. Outside the organization

11. DECISION MAKING

- A. List some examples of decisions or commitments you make regularly and independently in the performance of assigned duties.

- B. List some examples of recommendations or problems you take to your supervisor for advice or resolution.

12. ENVIRONMENT

Describe the work environment you typically work in (office, outdoors, traffic, park).

13. SUPERVISION EXERCISED

A. Who You Supervise

Please list the name and job title of any employees you exercise supervision over.

Employee Name

Job Title

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

B. What Kind of Supervision Do You Exercise?

Please check the statements that apply to you.

- Train others in assigned duties
- Assign work to other employees
- Review the work of other employees
- Evaluate the work of other employees
- Provide information on employee evaluations
- Conduct employee performance evaluations
- Recommend disciplinary action for employees
- Formally discipline employees
- Recommend hiring and firing of employees
- Hire and fire employees

Any Additional Supervisory Responsibility

SECTION III - SUPERVISOR COMMENTS

Supervisor's Name: _____

Title: _____

Department: _____

Do you believe the employee has described his or her job accurately? ___ Yes ___ No

If not, what changes would you make to the questionnaire to describe the job more accurately.

If you were going to hire a new employee for this position, what knowledge, skills and abilities would you require of applicants?

What experience and/or education would most likely provide an applicant with the above knowledge, skills and abilities?

What kind of supervision does this position receive? How often do you review the employee's work? How do you normally give this position assignments?

Are there any required licenses or certificates for this position?

I have reviewed this questionnaire and believe it to be an accurate statement of the duties and responsibilities of this position.

Signature of Supervisor

Date

SECTION IV - ADMINISTRATOR COMMENTS

I believe the employee and supervisor have accurately described the position in this questionnaire
 Yes No

I would suggest the following modifications to more accurately describe the position.

Signature of Administrator

Date