

# Pay and Classification Study City of Roswell, GA



**Presented by:**



**3/10/2020-3/11/2020**

# *Who We Are*

- **National Public Sector Consulting Experience**
  - **Work in 45 States**
  - **Over 500 Compensation and Classification Studies**
  - **Extensive Public Sector Human Resources Experience**
  - **Full-service Human Resources Consulting Practice**
- **Expertise**
  - **School Divisions**
  - **Local Governments**
  - **Higher Education Institutions**
  - **State Agencies**
  - **Quasi-Governmental Organizations**



# *Study Goals*

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- **Review current classification system (utilizing a Job Assessment Tool) to ensure internal equity**
- **Survey peer organizations (utilizing a salary survey) to ensure external equity**
- **Produce recommendations to provide the organization with a classification and compensation system that is equitable, both internally and externally**



# *Expectations*

## *Please DO Expect:*

- a comprehensive classification and compensation study with recommendations
- **NO** employee salary decreases
- communication throughout the study process

## *Please DON'T Expect:*

- a staffing study
- any guarantee of across the board employee salary increases



# *Employee Participation*

- **Attend Orientation Sessions (All Employees)**
- **Participate in a Focus Group** (*Scheduled Employees*)
- **Complete Focus Group Questions through Survey Monkey** (*Employees not scheduled/able to attend a Focus Group*)
- **Complete the Job Assessment Tool**  
(*All Employees*)
- **Complete Management Issues Tool**  
(*Supervisors - optional*)
- **Participate in an Interview** (*Senior Leaders*)



# *JAT Overview*

The Job Assessment Tool (JAT) is designed to gather information about each job.

The JAT is critical to the study. JATs are used to:

- Determine how work is organized.
- Determine whether the organization is paying competitively and fairly.
- Recommend appropriate pay levels and ranges.
- Design a new system that is fair and equitable for all employees.



# *JAT Completion*

- Available online 24 hours a day, seven days a week during active survey period.
- Can be done from any computer with Internet.
- Each employee will be assigned a Unique ID.
- JATs will be available for two weeks starting early next week.
- Supervisor review will last for one week and starts immediately following completion of the employee portion of the JATs.



# *JAT Content*

The JAT collects information on the following:

- Job Overview
- Essential Job Functions
- Type of Work Performed
- Education and Work Experience
- 5 Job Factors - - Leadership, Working Conditions, Complexity, Decision Making, and Relationships
- Equipment and Machinery
- Physical Abilities






# Getting Started

## Step 1 – Login w/ Unique ID

### EVERGREEN SOLUTIONS, LLC JOB ASSESSMENT TOOL

Unique ID\* 

Name Confirmation \*

CONTINUE



# *Getting Started*

## *Step 2 – Login/Menu*

### JOB ASSESSMENT TOOL

[LOGOUT](#)

To get started, please use the buttons below. You may logout and return to this survey as often as you would like over the course of the completion period.

Employee JAT

Supervisor Review

For assistance, please email [JAT@consultevergreen.com](mailto:JAT@consultevergreen.com)



# *Getting Started*

## *Step 3 – JAT Menu*

### JAT Sections:

Basic Information

Essential Functions

Job Factors

Equipment and Machinery

Physical Abilities



# Section 1

## Basic Job Information

### BASIC JOB-RELATED INFORMATION

[CANCEL/LOGOUT](#)

#### Employee Information

Last Name Holcombe

First Name Mark

Job Title JAT Architect

#### Job Introduction

Briefly provide an overview of your job, including a description of the purpose of your job and the type of work you do. This may be the same as the introduction to your current job description, but it does not need to be.

4000

#### Supervisory Responsibilities

Please indicate below the number of people you supervise directly and/or indirectly. Direct supervision is the management or supervision of employees who report work to you and who you evaluate without assistance. Indirect supervision is the management or oversight of employees who report to you through another supervisor who reports directly to you. Please do not include subcontractors.

Directly

Indirectly



# Section 1 (Continued)

## Basic Job Information

### Type of Work

Please select the level that best describes the type of work you perform.

- Clerical/Manual - Perform a variety of office and administrative support duties OR unskilled, labor-intensive tasks.
- Laborer/Trade-Based Occupations - Performs work necessitating repetitive operations with their hands, physical skill and energy.
- Technical/Paraprofessional - Performs tasks requiring a solid understanding of basic algebra and statistics OR use of heavy equipment.
- Administrator - Performs tasks directly related to the management or general business operations. Exercises discretion and judgment with matters of significance.
- Managerial/Professional - Performs tasks requiring advanced knowledge, which is predominantly intellectual in nature, OR tasks related to the control or administration of part of the organization.
- Executive/Advanced Professional - Performs tasks related to managing the organization, or managing a department OR perform work requiring highly advanced knowledge

### Education and Experience

Please select the level that best describes how much education and experience a new-hire should be required to have for your position.

Education

Experience

### Licenses and Certifications

Please list any licenses, certifications, or professional designations you believe should be required or preferred for your position.

Required

2000

Preferred

2000

SAVE



# Section 2

## Essential Functions

### ESSENTIAL FUNCTIONS

[CANCEL/LOGOUT](#)

In the table provided, please include all essential job functions you perform. For every function you list, estimate the total percent of your time spent on each function on an annual basis and check off the most important functions you perform.

Task 1	<input type="text"/>	Percent	<input type="text"/>	Priority	<input type="checkbox"/>
Task 2	<input type="text"/>	Percent	<input type="text"/>	Priority	<input type="checkbox"/>
Task 3	<input type="text"/>	Percent	<input type="text"/>	Priority	<input type="checkbox"/>
Task 4	<input type="text"/>	Percent	<input type="text"/>	Priority	<input type="checkbox"/>



# Section 3 (1 of 5)

## Job Factors

### LEADERSHIP

Please read the responses below and pick the **one closest match** to your level of leadership in the organization.

- I follow specific directions provided by my supervisor and receive feedback on what I do.  Closest Match
- I have procedures to follow for my work and my supervisor checks my work often.  Closest Match
- I have guidelines for my work, but I determine the approach for doing the work. My supervisor focuses on the outcomes of my work.  Closest Match
- I work from a general outline of duties and responsibilities. Other employees assist me in completing our work.  Closest Match
- I oversee the work of a team engaged in providing specific services, completing specific projects, or assisting other units.  Closest Match
- I organize work around broad organizational goals and processes. My supervisor oversees my activities through regular meetings.  Closest Match
- I oversee, plan, and implement major programs and services for the organization. I report on my progress to the organization's executive team.  Closest Match
- I determine strategy as well as long range goals for the organization. I design processes, allocate resources, and report to elected officials or the public.  Closest Match

**Please provide below a brief explanation of why the closest match you selected applies to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection.**



# Section 3 (2 of 5)

## Job Factors

### WORKING CONDITIONS

Please read the responses below and pick the **one closest match** to the working conditions you experience in your job.

I work in a relatively safe, secure, and stable work environment.  Closest Match

I work in a safe and secure work environment that may periodically have unpredicted requirements or demands.  Closest Match

I work in a dynamic environment that requires me to be sensitive to change and responsive to changing goals, priorities, and needs.  Closest Match

I work in an environment with heavy equipment and machinery that could result in bodily harm to my co-workers or others.  Closest Match

I deal with crisis situations that require me to make major decisions involving people, resources, and property.  Closest Match

I spend part of my time working in an environment where errors on my part can lead to significant physical or mental consequences for me or others.  Closest Match

I spend most of my time working in a physically threatening environment that requires me to make life and death decisions for me and others.  Closest Match

I regularly make decisions that could lead to major community or organizational consequences if I fail to make the appropriate decision at the time.  Closest Match

**Please provide below a brief explanation of why the closest match you selected applies to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection.**





# Section 3 (3 of 5)

## Job Factors

### COMPLEXITY

Please read the responses below and pick the **one closest match** to the level of complexity of your job.

I perform specific clerical or manual tasks. Some of my typical responsibilities may include copying, maintaining files, or entering data OR utilizing light mechanical equipment such as a vehicle, lawn mower, or hand tool OR clean and maintain a facility.

Closest Match

I perform work that necessitates some specialized knowledge of clerical or trades-based tasks. Some of the typical responsibilities include gathering, formatting, or visually analyzing data OR operating construction or warehouse equipment (moving vans, dump trucks, front-end loaders).

Closest Match

I perform technical or trades-based work that requires a solid understanding of basic algebra and statistics OR use of heavy equipment. Some of the tasks performed include participating in data collection and detailed analysis; reporting on the accomplishment of specific departmental goals and tasks; OR operating or repairing heavy equipment (bulldozers, cranes, graders).

Closest Match

I perform entry-level professional work including basic data analysis and synthesis, report creation, process performance, and regulatory or compliance activities. My work involves statistics, operations analysis, or forecasting.

Closest Match

I perform professional-level work dealing with data, people, and technology that relates to administrative, technical, scientific, engineering, accounting, legal, or managerial skills.

Closest Match

I perform work that encompasses advanced technical, scientific, legal, or mathematical concepts. My work directly contributes to the implementation of specific policies, programs, or initiatives of the organization.

Closest Match

I oversee work that involves the use of complex technical, scientific, or mathematical concepts that increases the efficiency and effectiveness of the organization. I analyze and make recommendations on how to improve the operational performance of the organization.

Closest Match

I develop policies, long range plans, and allocate funds. I make decisions that involve multiple priorities, limited resources, and internal and external challenges. Most of my decisions impact the organization as a whole. I report to elected or appointed officials who hold me accountable for the success of the organization.

Closest Match



# Section 3 (4 of 5)

## Job Factors

### DECISION MAKING

Please read the responses below and pick the **one closest match** to the level of decision making of your job.

- I perform routine or clearly defined activities under close supervision. Most of my decisions regarding my activities and priorities are made by supervisors.  Closest Match
- I follow specific procedures that may result in interaction with co-workers, citizens, or other individuals. I make a few decisions regarding my activities and priorities.  Closest Match
- I work in a responsive environment where co-workers or citizens bring problems to me for resolution. I am responsible for determining the problem and creating an individual solution for the issue.  Closest Match
- I make decisions that govern my activities as well as others. My decisions impact how our unit provides services and support to internal and external customers.  Closest Match
- I follow basic guidelines for operational activities. I make decisions that govern the activities and behaviors of staff members. My work directly impacts other workers, citizens, or both.  Closest Match
- I oversee numerous functions and staff. I am principally responsible for determining policies and procedures that will ensure the success of our operation.  Closest Match
- I am responsible for determining goals, policies, and desired outcomes for multiple units. I determine the appropriate level of resources to meet the organization's needs.  Closest Match
- I perform work that involves high level issues, processes, or organizational needs. My decisions impact the community at large, most of the staff, or both. I am evaluated by elected officials or senior managers based on the outcomes of my decisions.  Closest Match

**Please provide below a brief explanation of why the closest match you selected applies to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection.**



# Section 3 (5 of 5)

## Job Factors

### RELATIONSHIPS

Please read the responses below and pick the **one closest match** to types of relationships present in your position.

- I work primarily alone.  Closest Match
- I work with less than ten co-workers who are mostly engaged in the same activities as me.  Closest Match
- I work with more than ten coworkers who mostly engage in the same activities as me.  Closest Match
- I oversee and manage more than two employees in the organization performing similar work.  Closest Match
- I oversee and manage more than two employees in the organization performing different types of work.  Closest Match
- I oversee and manage work involving multiple units. I work regularly with other managers to successfully meet the goals and objectives of our organization.  Closest Match
- I provide updates to senior managers, elected officials, or other community groups or organizations. I work regularly with other Directors or senior managers to ensure the provision of efficient and effective services. Part of my performance is tied to how well I respond to members of the community or internal peers within the organization.  Closest Match
- I interact with senior managers, citizens, and elected officials on a regular basis. My primary role in the organization is to ensure that the principles and objectives of the elected officials are implemented in an efficient and effective manner.  Closest Match

**Please provide below a brief explanation of why the closest match you selected applies to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection.**



# Section 4

## Equipment & Machinery

### EQUIPMENT AND MACHINERY

[CANCEL/LOGOUT](#)

Please check each box that applies to the use of equipment and/or machinery in your job. You may check as many boxes as apply.

#### Do you use...

Small office equipment, including copy machines or multi-line telephone systems

Computers for data entry

Computers for word processing and/or accounting purposes

Highly technical computer applications, such as GIS or CAD

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#### Do you use or repair...

Small/light equipment, such as power tools

Medium equipment and machinery, such as vehicles or commercial mowers

Heavy or complex machinery, such as HVAC systems, construction equipment, or water plants

# Section 5

## Physical Abilities

### Type of Work

Please indicate the type of work you perform on a permanent basis.

- Sedentary Work - Involves lifting no more than 10 pounds at a time and occasionally lifting or carrying articles like docket files, ledgers, and small tools.
- Light Work - Involves lifting no more than 20 pounds at a time; frequent lifting or carrying of objects weighing up to 10 pounds. May require a good deal of walking or standing.
- Medium Work - Involves lifting no more than 50 pounds at a time with frequent lifting or carrying of objects weighing up to 25 pounds.
- Heavy Work - Involves lifting no more than 100 pounds at a time with frequent lifting or carrying of objects weighing up to 50 pounds.
- Very Heavy Work - Involves lifting objects weighing more than 100 pounds at a time with frequent lifting or carrying of objects weighing 50 pounds or more.

### Required Physical Abilities

Please indicate below all physical abilities you must have to perform your essential job functions. You may check as many abilities as apply to your job. However, you should only check off physical abilities that are required to perform your essential job functions.

- |                 |                                     |                   |                                     |                 |                                     |                 |                          |                 |                                     |
|-----------------|-------------------------------------|-------------------|-------------------------------------|-----------------|-------------------------------------|-----------------|--------------------------|-----------------|-------------------------------------|
| Balancing       | <input type="checkbox"/>            | Climbing          | <input type="checkbox"/>            | Crawling        | <input type="checkbox"/>            | Crouching       | <input type="checkbox"/> | Feeling         | <input type="checkbox"/>            |
| Grasping        | <input checked="" type="checkbox"/> | Handling          | <input type="checkbox"/>            | Hearing 1       | <input type="checkbox"/>            | Hearing 2       | <input type="checkbox"/> | Kneeling        | <input checked="" type="checkbox"/> |
| Lifting         | <input type="checkbox"/>            | Manual Dexterity  | <input type="checkbox"/>            | Mental Acuity   | <input type="checkbox"/>            | Pulling         | <input type="checkbox"/> | Pushing         | <input type="checkbox"/>            |
| Reaching        | <input type="checkbox"/>            | Repetitive Motion | <input type="checkbox"/>            | Speaking        | <input checked="" type="checkbox"/> | Standing        | <input type="checkbox"/> | Stooping        | <input type="checkbox"/>            |
| Talking 1       | <input type="checkbox"/>            | Talking 2         | <input type="checkbox"/>            | Visual Acuity 1 | <input type="checkbox"/>            | Visual Acuity 2 | <input type="checkbox"/> | Visual Acuity 3 | <input type="checkbox"/>            |
| Visual Acuity 4 | <input type="checkbox"/>            | Visual Acuity 5   | <input checked="" type="checkbox"/> | Walking         | <input checked="" type="checkbox"/> |                 |                          |                 |                                     |

SAVE



# *JAT Tips*

- After each section click the **“Save”** button
- JAT will timeout after one hour in a single section, click SAVE to avoid the timeout
- Questions/concerns? Contact us!
  - [jat@consultevergreen.com](mailto:jat@consultevergreen.com)
  - 850-383-0111



# *Supervisor Review*

All supervisors will review JAT responses

- A supervisor **CANNOT** change answers
- A supervisor can only agree or disagree and provide additional comments
- Supervisor Review period begins after employee entry is complete



# Supervisor Review

## JOB ASSESSMENT TOOL

[HOME](#) [LOGOUT](#)

Click to Download the Management  
Issues Tool

Sort by

<b>Employee</b> Berenson , Jake <b>Class Title</b> President <b>Employee JAT</b> Complete? No <b>Supervisor Review</b> Complete? No	<b>Employee</b> Galt , John <b>Class</b> <b>Title</b> Inspirational Speaker <b>Employee JAT</b> Complete? No <b>Supervisor Review</b> Complete? No	<b>Employee</b> Holcombe , Mark <b>Class Title</b> JAT Developer <b>Employee JAT</b> Complete? Yes <b>Supervisor Review</b> Complete? No	<b>Employee</b> Karamazov , Alyosha <b>Class Title</b> Consultant <b>Employee JAT Complete?</b> Yes <b>Supervisor Review</b> Complete? No
<b>Employee</b> Ling , Jeff <b>Class Title</b> Vice President <b>Employee JAT</b> Complete? No <b>Supervisor Review</b> Complete? No	<b>Employee</b> Oliver , Molly <b>Class Title</b> Teacher <b>Employee JAT</b> Complete? Yes <b>Supervisor Review</b> Complete? No	<b>Employee</b> Reed , Howland <b>Class Title</b> Advisor <b>Employee JAT</b> Complete? Yes <b>Supervisor Review</b> Complete? No	<b>Employee</b> Roark , Howard <b>Class Title</b> Architect <b>Employee JAT Complete?</b> Yes <b>Supervisor Review</b> Complete? No

Records 1-8 of 8





# Supervisor Review

## BASIC JOB-RELATED INFORMATION

- Description** Performs advanced professional human resources job classification and evaluation work. Work involves a range of personnel activities that include pay and classification, and personnel records management. Work involves policy interpretation; the ability to analyze and interpret data.
- Type of Work** Administrator
- Education** Bachelor's Degree
- Experience** 5 Years
- Certifications** Certified Compensation Professional (CCP); Professional in Human Resources (PHR); Compensation Analyst Credential (CAC)

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Agree  Disagree

Sup  
Requirement  
Comment





# Management Issues Tool

## Classification/Job Title Issues

The **job title** for this classification should be revised to accurately reflect the work performed.

Recommended New Title: \_\_\_\_

It is difficult to **recruit and/or retain** for this position due to inaccurate or insufficient job requirements.

Recommended Resolution: \_\_\_\_

This job title should be **expanded** into more than one job title to reflect differences in level of duties.

Recommended New Titles and/or Levels: \_\_\_\_

Other Issues: \_\_\_\_

Recommended Resolution: \_\_\_\_

## Compensation/Pay Grade Issues

The **pay grade** for this classification should be revised to accurately reflect the work performed.

Recommended New Pay Grade or Range: \_\_\_\_

It is difficult to **recruit and/or retain** for this position due to the current pay range or pay grade.

Recommended Resolution: \_\_\_\_

Other Issues: \_\_\_\_

Recommended Resolution: \_\_\_\_



*Thank You!*

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