

VOLUME I
FINAL REPORT:
A CLASSIFICATION AND
COMPENSATION PLAN
FOR
CITY OF BAINBRIDGE

May 2007

Human Resource Management
Technical Assistance Section
Governmental Services Division
Vinson Institute of Government
University of Georgia
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Introduction

At the request of the City of Bainbridge, the Governmental Services Division of the Carl Vinson Institute of Government at the University of Georgia entered into a contract with the government for the development of a job classification and compensation plan.

The objectives of the study included:

1. Reviewing and upgrading the current classification system and pay plan for all employees of the City of Bainbridge;
2. Producing a classification system based on job content analysis; and
3. Collecting wage survey data and producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of a position questionnaire to all employees. The questionnaire covered major aspects of the employee's position as well as the work environment of the position. After reviewing the information on the position questionnaires, Institute staff interviewed employees either individually or in small groups.

The next phase in the work involved evaluating each position. In order to provide a reliable set of ratings, all position description ratings were conducted by Institute staff. Institute staff evaluated position descriptions utilizing the Factor Evaluation System (FES). An explanation of the FES system follows in another section of the report.

The project also involved collecting salary survey information. Salary information was derived from the Georgia Department of Community Affairs wage and salary database.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Institute staff to provide a reasonable level of technical assistance in this process.

The Classification Plan

The system used to classify the jobs in the City of Bainbridge is an adapted version of the Factor Evaluation System (FES). FES was developed by the Civil Service Commission (now the Office of Personnel Management) of the federal government and is considered to be a state-of-the-art system in human resource management.

FES is a point factor comparison evaluation system that uses nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was added by Institute staff. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all positions. The assigned grade levels reflect a combination of data generated by FES, salary survey data, and a review of organizational relationships within the city.

The Compensation Plan

The compensation plan developed for the government is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of twenty-five grades. Table I displays the proposed salary scale. The salary range for each grade is fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized. Further, it is recommended that once employees reach the maximum of their assigned pay range, merit increases continue to be earned in a lump sum or bonus fashion. This will help alleviate retention and motivation problems associated with employees who have "topped out" of their pay range.

In order to keep the proposed salary table current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. This market adjustment should be made in addition to employee performance raises. Thus, the City of Bainbridge may budget for two annual personnel cost adjustments: 1) an across the board increase which would raise every employee's salary and every pay range equally when market conditions dictate, and 2) annual performance increases linked to employee service and/or performance.

Table I

Proposed Salary Scale City of Bainbridge Personnel Project

Grade A B C D E F G H I J K L M N O P Q R

1	15,256.77	15,638.19	16,029.15	16,429.88	16,840.62	17,261.64	17,693.18	18,135.51	18,588.90	19,053.62	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24
2	16,029.15	16,429.88	16,840.62	17,261.64	17,693.18	18,135.51	18,588.90	19,053.62	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24		
3	16,840.62	17,261.64	17,693.18	18,135.51	18,588.90	19,053.62	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00		
4	17,693.18	18,135.51	18,588.90	19,053.62	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27		
5	18,588.90	19,053.62	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21		
6	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14		
7	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57		
8	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17		
9	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78		
10	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45		
11	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46		
12	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25		
13	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55		
14	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27		
15	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60		
16	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00		
17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00	49,912.38	51,160.18		
18	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00	49,912.38	51,160.18	52,439.19	53,750.17		
19	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00	49,912.38	51,160.18	52,439.19	53,750.17	55,093.92	56,471.27		
20	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00	49,912.38	51,160.18	52,439.19	53,750.17	55,093.92	56,471.27	57,883.05	59,330.13		
21	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00	49,912.38	51,160.18	52,439.19	53,750.17	55,093.92	56,471.27	57,883.05	59,330.13	60,813.38	62,333.72	63,892.06	65,489.36		
22	47,507.32	48,695.00	49,912.38	51,160.18	52,439.19	53,750.17	55,093.92	56,471.27	57,883.05	59,330.13	60,813.38	62,333.72	63,892.06	65,489.36	67,126.60	68,804.76	70,524.88	72,288.00		

23 52,439.19 53,750.17 55,093.92 56,471.27 57,883.05 59,330.13 60,813.38 62,333.72 63,892.06 65,489.36 67,126.60 68,804.76 70,524.88 72,288.00 74,095.20 75,947.58 77,846.27 79,792.43

24 57,883.05 59,330.13 60,813.38 62,333.72 63,892.06 65,489.36 67,126.60 68,804.76 70,524.88 72,288.00 74,095.20 75,947.58 77,846.27 79,792.43 81,787.24 83,831.92 85,927.72 88,075.91

25 63,892.06 65,489.36 67,126.60 68,804.76 70,524.88 72,288.00 74,095.20 75,947.58 77,846.27 79,792.43 81,787.24 83,831.92 85,927.72 88,075.91 90,277.81 92,534.75 94,848.12 97,219.33

Cost of Implementation

The following paragraphs present an implementation plan for the Mayor and City Council's consideration. The implementation plan covers the majority of the City of Bainbridge's employees. It does not include elected officials or contract employees. Also, the cost figures do not include benefit costs or current overtime expenditures. Thus, the following cost figures do not represent the organization's total personnel costs.

Table II depicts the cost to implement the plan. The cost to implement the plan is \$287,916 or 5.59% of the current payroll cost for these employees. The plan is based on a scale that should prove to be the most competitive in attracting and retaining a quality workforce. This scale is approximately 100% of the average market rate for positions in comparable organizations when adjusted for anticipated inflationary increases.

The Institute will be available to assist in implementing the plan. Implementing the new plan will result in further pay compression (position salaries grouped closely together regardless of length or quality of service to the organization). To help ameliorate this problem, the Institute recommends that a one-time equity adjustment be applied to employee salaries as outlined in Table II. The cost of the equity adjustment is approximately 3.50% of adjusted payroll cost. An alternative equity adjustment is also presented; its cost is 2.61%.

**Cost of Implementation
City of Bainbridge Personnel Project**

TABLE II

	Classification Changes¹	Equity Adjustment²	Total Implementation Cost
Plan	\$287,916 (5.59%)	\$190,331 (3.50%)	\$478,247
Modified Plan	\$287,916 (5.59%)	\$142,088 (2.61%)	\$430,004

1Increases are projected based on current payroll total of \$5,149,096. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

2Figures presented are the estimated cost for equity adjustment increases. The calculation for the plan is based on a maximum one-step raise for employees with 1-3 year(s) of service, a two-step raise for employees with 4-6 years of service, and a three step raise for employees with 7 or more years of service as of June 30, 2007. The calculation for the modified plan is based on a maximum one-step raise for employees with 1-3 year(s) of service and a two-step raise for employees with 4 or more years of service as of June 30, 2007. An equity adjustment was appropriated for Public Safety employees during the Fall of 2006 and is not included in this study.

Appendix A
Position/Grade Analysis by Department
City of Bainbridge Personnel Project

DEPT POSITION GRADE

ADM/1 City Manager UNCL
ADM/2 Executive Assistant 14
CD/1 Community Development Director 24
CD/2 City Planner 21
CD/3 Building Official 20
CD/4 Code Enforcement Officer 16
CD/5 Administrative Assistant 12
CD/6 Neighborhood Watch/Public Information Coordinator 12
CD/7 Administrative Clerk 9
FIN/1 Accounting Manager 21
FIN/2 Clerk of Court 14
FIN/3 Billing Coordinator 14
FIN/4 Payroll/Benefits Coordinator 14
FIN/5 Accounts Payable Technician 10¹
FIN/6 Accounts Receivable Technician 10¹
FIN/7 Deputy Clerk of Court 10
FIN/8 Customer Service Representative 9
GA/1 General Administration Director 25
GA/2 Systems Administrator 19
LS/1 Leisure Services Director 24
LS/2 Parks Superintendent 17
LS/3 Tennis Professional 16
LS/4 Marina Manager 16
LS/5 Programs Coordinator 17
LS/6 Crew Supervisor 13
LS/7 Crew Leader 11
LS/8 Administrative Secretary 10
LS/9 Building and Grounds Worker 8

PS/1 Public Safety Director 25
PS/2 Fire Chief 23
PS/3 Major 22
PS/4 Captain 20

¹ May be designated Senior and placed at grade 11.

DEPT POSITION GRADE

PS/5 Assistant Fire Chief 20
PS/6 Chief Investigator 20
PS/7 Sergeant 18
PS/8 Corporal 16
PS/9 Investigator 15
PS/10 Firefighter/Driver 15
PS/11 Public Safety Officer 14
PS/12 Senior Public Safety Clerk 12
PS/13 Dispatcher 10
PS/14 Animal Control Officer 10
PS/15 Administrative Clerk 9

PUR/1 Purchasing Agent 19
PUR/2 Stock Clerk 10
PUR/3 Administrative Clerk 9
PW/1 Public Works Director 24
PW/2 Shop Superintendent 21
PW/3 Street Superintendent 21
PW/4 Maintenance Superintendent 19
PW/5 Solid Waste Superintendent 19
PW/6 Heavy Equipment Operator 12
PW/7 Senior Mechanic 16
PW/8 Mechanic 14
PW/9 Senior Equipment Operator 11
PW/10 Equipment Operator 10
PW/11 Administrative Assistant 12
PW/12 Mechanic Assistant 11
PW/13 Maintenance Technician 11
PW/14 Senior Public Works Service Worker 8
PW/15 Public Works Service Worker 7
UTIL/1 Utilities Director 24
UTIL/2 Gas Superintendent 21
UTIL/3 Water Superintendent 21
UTIL/4 Sewer Treatment Plant Superintendent 21
UTIL/5 Assistant Gas Superintendent 17
UTIL/6 Assistant Sewer Superintendent 17
UTIL/7 Wastewater Plant Operator 12²
UTIL/8 Meter Reader Supervisor 15
UTIL/9 Public Utilities Mechanic 14

² May be designated II and placed at grade 13; I and placed at grade 14.

DEPT POSITION GRADE

UTIL/10 Administrative Assistant 12
UTIL/11 Wastewater Maintenance Worker 11
UTIL/12 Lab Technician 12
UTIL/13 Senior Utilities Worker 10
UTIL/14 Meter Reader 8
UTIL/15 Utilities Worker 9

Appendix B
Position/Grade Analysis by Grade
City of Bainbridge Personnel Project

DEPT POSITION GRADE

ADM/1 City Manager UNCL
GA/1 General Administration Director 25
PS/1 Public Safety Director 25
CD/1 Community Development Director 24
LS/1 Leisure Services Director 24
PW/1 Public Works Director 24
UTIL/1 Utilities Director 24

PS/2 Fire Chief 23
PS/3 Major 22
FIN/1 Accounting Manager 21
CD/2 City Planner 21
UTIL/2 Gas Superintendent 21
UTIL/4 Sewer Treatment Plant Superintendent 21
PW/2 Shop Superintendent 21
PW/3 Street Superintendent 21
UTIL/3 Water Superintendent 21
PS/5 Assistant Fire Chief 20
CD/3 Building Official 20
PS/4 Captain 20
PS/6 Chief Investigator 20
PW/4 Maintenance Superintendent 19
PUR/1 Purchasing Agent 19
PW/5 Solid Waste Superintendent 19
GA/2 Systems Administrator 19
PS/7 Sergeant 18
UTIL/5 Assistant Gas Superintendent 17
UTIL/6 Assistant Sewer Superintendent 17
LS/2 Parks Superintendent 17
LS/5 Programs Coordinator 17

DEPT POSITION GRADE

CD/4 Code Enforcement Officer 16
PS/8 Corporal 16
LS/4 Marina Manager 16
PW/7 Senior Mechanic 16
LS/3 Tennis Professional 16
PS/10 Firefighter/Driver 15
PS/9 Investigator 15
UTIL/8 Meter Reader Supervisor 15
FIN/3 Billing Coordinator 14
FIN/2 Clerk of Court 14
ADM/2 Executive Assistant 14
PW/8 Mechanic 14
FIN/4 Payroll/Benefits Coordinator 14
PS/11 Public Safety Officer 14
UTIL/9 Public Utilities Mechanic 14
LS/6 Crew Supervisor 13
CD/5 Administrative Assistant 12

PW/11 Administrative Assistant 12
UTIL/10 Administrative Assistant 12
PW/6 Heavy Equipment Operator 12
UTIL/12 Lab Technician 12
CD/6 Neighborhood Watch/Public Information Coordinator 12
PS/12 Senior Public Safety Clerk 12
UTIL/7 Wastewater Plant Operator 12²
LS/7 Crew Leader 11
PW/13 Maintenance Technician 11
PW/12 Mechanic Assistant 11
PW/9 Senior Equipment Operator 11
UTIL/11 Wastewater Maintenance Worker 11
FIN/5 Accounts Payable Technician 10¹
FIN/6 Accounts Receivable Technician 10¹
LS/8 Administrative Secretary 10
PS/14 Animal Control Officer 10
FIN/7 Deputy Clerk of Court 10

¹ May be designated Senior and placed at grade 11.

² May be designated II and placed at grade 13; I and placed at grade 14.

DEPT POSITION GRADE

PS/13 Dispatcher 10
PW/10 Equipment Operator 10
UTIL/13 Senior Utilities Worker 10
PUR/2 Stock Clerk 10
CD/7 Administrative Clerk 9
PUR/3 Administrative Clerk 9
PS/15 Administrative Clerk 9
FIN/8 Customer Service Representative 9
UTIL/15 Utilities Worker 9

LS/9 Building and Grounds Worker 8
UTIL/14 Meter Reader 8
PW/14 Senior Public Works Service Worker 8

PW/15 Public Works Service Worker 7