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April 2, 2012

Ms. Jean Premutati  
Management Services Administrator  
Marina Coast Water District  
11 Reservation Road  
Marina, California 93922

Dear Ms. Premutati:

We are pleased to submit this electronic copy of our proposal to conduct a Classification and Compensation Study involving the District's 33 employees currently allocated to 22 job classifications. To facilitate your review, the proposal includes the following:

1. **Understanding of the Project** – A summary of the scope of the study.
2. **Description of the Firm** – A summary of the firm's background and the services we provide.
3. **References** – A list of clients for whom we have recently completed similar projects.
4. **Consultant Resumes** – Resumes describing consultant qualifications.
5. **Work Plan & Methodology** – A description of methodologies and a detailed work plan that has proven to be successful in completing similar projects.
6. **Time Schedule** – A proposed timeline for the project.
7. **Project Cost** – Proposed 'fixed fee' for completing the study as proposed in the work plan, with a breakdown of professional services and expenses.

I am certain that you will find our work plan is responsive to each of your study objectives, and our reputation and experience are unmatched in successfully completing consulting engagements of this nature.

The full resources of the firm will be available to perform consulting services for the duration of the project. Mr. Doug Johnson, Vice President, will be the Project Manager. If you have any questions or need additional information, please do not hesitate to contact me at (916) 630-4900. We look forward to the opportunity to work with you on this important assignment.

Sincerely,

Douglas B. Johnson  
Vice President

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# **Understanding of the Project**

This section of the proposal summarizes our general understanding of the study and provides an overview of our approach and qualifications that we believe uniquely qualify us to undertake this assignment on behalf of the Marina Coast Water District.

## **Study Background and Objectives**

The Marina Coast Water District is requesting proposals from qualified consulting firms to conduct an employee classification and compensation study for approximately 33 employees assigned to 22 job classifications. The scope of the project includes thorough job analysis, the development of a tailored classification plan, the collection and analysis of compensation data, and the development of a compensation plan including pay ranges, range progression criteria, and salary administration procedures. In addition, the consultants will develop detailed implementation plans.

To ensure that the District's classification and compensation plans are technically sound and consistent with District policy objectives, the following key study components and anticipated end-products are included in the work plan developed by Ralph Andersen & Associates.

- Conduct a meeting with District representatives at project initiation to confirm the study goals, objectives, and deliverables
- Conduct an extensive review of background documents
- Design a job analysis questionnaire to obtain updated position classification information from employees
- Conduct employee briefing sessions with all employees to explain the purpose, process, and timing of the study
- Provide recommended modifications to the existing classification plan including updated framework, job titles, organization charts, and class specifications
- Recommend survey agencies and identify data collection needs
- Conduct a custom compensation survey using and analyze the market data
- Recommend salary ranges, range structures, and range progression mechanisms based on policy objectives, market data, and consideration of internal relationships
- Develop draft and final reports incorporating all study recommendations and supporting data
- Prepare cost implementation scenarios for a multi-year implementation
- Present the findings to managers, employees, project committees, and the Board of Directors, as needed.

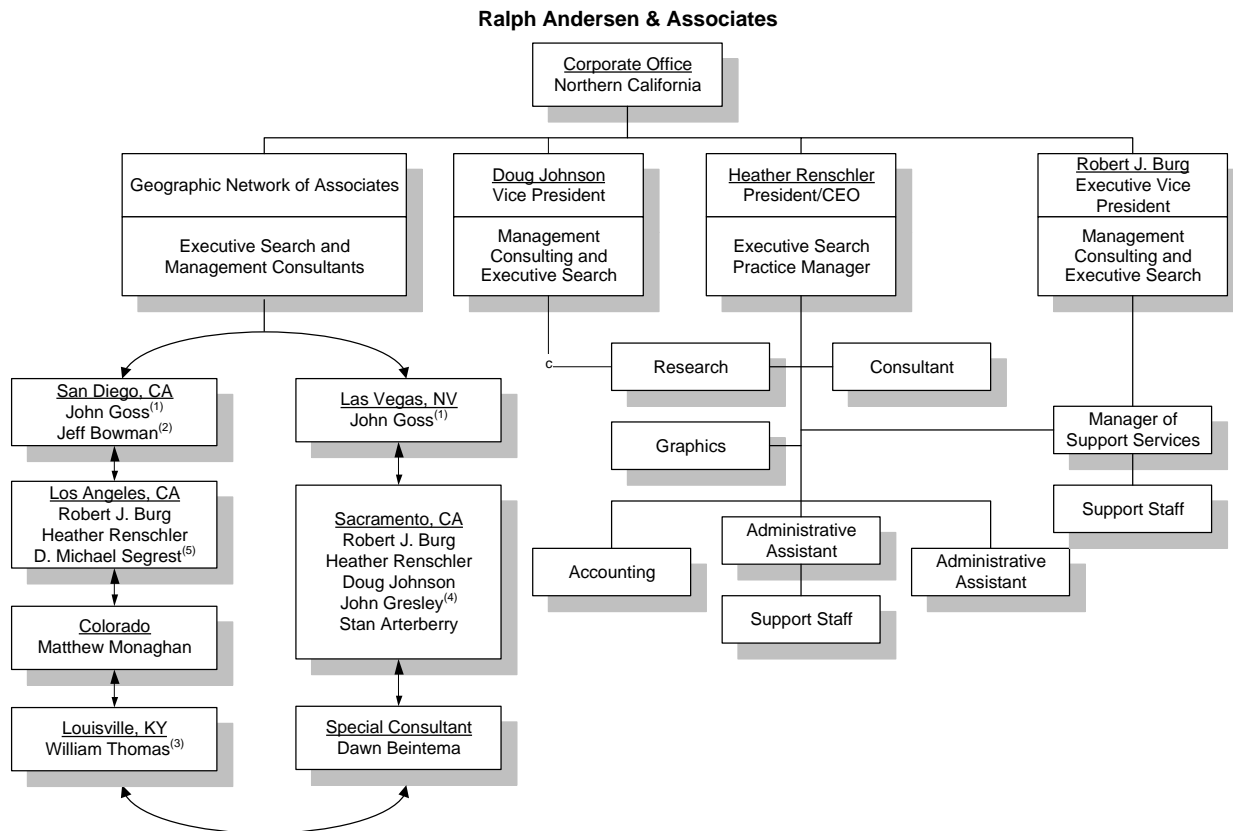
Ralph Andersen & Associates has a strong commitment to develop and implement customized and tailored classification and compensation systems. While we have broad expertise and experience from hundreds of successful consulting assignments, we are committed to a “customer service” approach to all of our client engagements. This assures the preparation of study end products that are uniquely customized to the Marina Coast Water District.

# Description of the Firm

Ralph Andersen & Associates has over 40 years of local government consulting experience serving the needs of utilities, cities, counties, special districts, community colleges, schools, non-profit organizations, and state governments. Key service areas of the firm include:

- Human Resources Consulting
- Executive Search
- Management Consulting.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the Sacramento area (Rocklin, California). A multi-disciplined, full-service local government consulting organization, Ralph Andersen & Associates is dedicated to helping our clients improve operating efficiency and organizational effectiveness. The firm employs eight full-time staff, six part-time staff, and has additional contractors and affiliations as needed to provide a full range of services. A corporate organization chart is provided below.



(1) Experienced City Manager  
 (2) Former Fire Chief  
 (3) Former Public Sector CFO  
 (4) Former Housing Executive  
 (5) Former City Manager

For this project, staff from the firm's human resources practice will provide the consulting services. The human resource practice focuses on those services that are not easily provided by in-house human resources staff. Key services include:

- **Classification Studies** – These projects include job analysis, class plan development, position allocation, career ladders, class specifications, FLSA analysis, ADA compliance, and related analysis.
- **Compensation Studies** – The firm provides a full range of compensation services including labor market selection, base salary and benefit surveys, private-public data comparisons, benchmark selection, and internal relationship analysis.
- **Expert Testimony and Arbitration Support** – The firm has had significant experience providing technical support in arbitration and mediation hearings and has significant experience working with labor and management groups. This expertise includes the selection of comparable agencies and the elements of compensation appropriate for labor market surveys.
- **Job Evaluation Systems** – In addition to having a copyrighted Point Factor Job Evaluation System, the staff of Ralph Andersen & Associates have significant expertise in developing customized job evaluation systems and “hybrid” solutions.
- **Performance Management Programs** – Performance management serves as a foundation for measuring/tracking organization and employee performance. We have several standard systems that have demonstrated success in a variety of public agencies. In addition, Ralph Andersen & Associates can develop tailored performance management systems to fit the unique needs of our clients.
- **Pay-for-Performance/Incentive Programs** – Ralph Andersen & Associates is a leader in developing effective pay-for-performance programs for public agencies including merit progression systems, lump sum and incentive programs, and other mechanisms tied to employee or organizational measurement criteria.
- **Technical Assistance** – Ralph Andersen & Associates also provides a full range of hourly technical assistance including conducting job audits, support for labor relations, and expert testimony.

Additional information about the firm's services and background can be found at our web site at [www.ralphandersen.com](http://www.ralphandersen.com).

Ralph Andersen & Associates' contact information is as follows:

**Ralph Andersen & Associates**  
Doug Johnson, Vice President  
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[www.ralphandersen.com](http://www.ralphandersen.com)

Contact e-mail:  
[Doug@ralphandersen.com](mailto:Doug@ralphandersen.com) or  
[info@ralphandersen.com](mailto:info@ralphandersen.com)

## Experience of the Firm

The staff of Ralph Andersen & Associates has extensive experience providing services directly related to those sought by the Marina Coast Water District. The following references represent just a small sample of similar assignments conducted by the firm. We strongly urge you to check these references and confirm our success on completing projects on time and within budget. We are certain that you will find our record and our reputation are outstanding.

### **Olivenhain Water District**

**Scope of Work:** Total Compensation Study completed in 2010 and ongoing technical assistance in classification and compensation matters.

**Contact:** Thomas Wood, Human Resources Manager  
1966 Olivenhain Road, Encinitas, CA 92024  
(760) 632-4211  
twood@olivenhain.com

### **City of Sacramento/Napa County/San Luis Obispo County**

**Scope of Work:** Classification and Compensation Studies and Expert Witness Services\*

**Contact:** Mr. Mark Gregersen  
915 I Street, Sacramento, CA 95814  
(916) 808-8974  
MGregersen@cityofsacramento.org

\*Mr. Gregersen can speak to a number of projects conducted by the firm including classification and compensation studies conducted for Napa County, San Luis Obispo County, and the City of Vallejo.

### **Napa County, CA**

**Scope of Work:** Classification and Total Compensation Studies (2008, 2010, 2012)

**Contact:** Suzanne Mason, Director of Human Resources  
1195 Third Street, Napa, CA 94559  
(707) 259-8341  
Suzanne.mason@countyofnapa.org

The table in Appendix A provides a list of clients served over the last five years.



# Background of Individual Consultant's Experience

Consultants, complemented by consulting firms, define the difference between success and failure in projects of this nature. Ralph Andersen & Associates understands that selection of a project team with the right mix of skills and experience is the most important decision that will be made during the study. The team must be well led and the project well managed if the study objectives are to be achieved.

In defining the project team for this engagement, consideration of the current workload of all consulting staff was taken into account to ensure our ability to fully meet your stated needs and objectives. The specific consulting staff assigned to this project will be as follows.

## ***Doug Johnson, Vice President***

Mr. Johnson is currently a Vice President with Ralph Andersen & Associates and has over 25 years of local government consulting experience. Mr. Johnson has 12 years of experience with Ralph Andersen & Associates in addition to 13 years as President of Johnson & Associates, a human resources consulting firm. Mr. Johnson is the firm's expert in job analysis, market comparability, compensation, benefits, and related matters. He has served as an expert witness in arbitration proceedings and mediation sessions, mostly involving police and fire issues. He has extensive experience working with elected officials, public executives, staff members, labor organizations, and ad-hoc committees. He leads the firm's human resource consulting services and participates in all facets of the firm's recruitments.

Mr. Johnson's expertise includes consulting experience with public agencies throughout the United States including cities, counties, utilities, community colleges, school districts, special districts, nonprofit organizations, and private companies. Mr. Johnson has provided consulting assistance to hundreds of public sector agencies and is a recognized expert in compensation issues. Specific areas of expertise include:

- Job classification studies
- Job evaluation system design and implementation
- Pay plan development and administration
- Market comparability research and analysis
- Total compensation analysis
- Private sector data analysis
- Performance management.

Mr. Johnson holds a Bachelor of Arts degree in Psychology with a minor in Communication Studies from California State University, Sacramento. His course work emphasized organiza-

tional development and performance incentives. He is an active member of WorldAtWork, The Total Rewards Association.

***Jeff McMurdo, Consultant***

Mr. McMurdo has over 14 years of consulting experience and serves on a variety of project consulting teams focusing on classification and compensation plan development. He has primary responsibility for conducting market research on compensation studies and participates extensively in the employee interview and review phases of classification studies. Mr. McMurdo holds a Bachelor of Science degree in Business Administration from California State University, Sacramento. His course work emphasized human resource management.

**Additional firm resources**, including support staff and project consultants, will be available to ensure successful and timely completion of the study.

# Work Plan and Methodology

Ralph Andersen & Associates will apply several technical and administrative methodologies in creating the District's updated classification and compensation systems. An overview of all key methodologies is described below.

## Background Data Analysis

The consultant team will identify a wide range of background data that will be collected from the District as part of the study. The consultant team will provide the District with a complete list of background needs upon initiation of the project.

Materials collected and reviewed during this initial stage of the project will, at a minimum, include:

- Organization charts
- Existing class specifications
- Budgets
- Current pay plan and related salary schedules
- Relevant administrative rules and procedures.

These materials provide an understanding of the District's personnel system and of current applicable policies and procedures.

## Job Analysis Questionnaires

Project consultants will distribute a Job Analysis Questionnaire (JAQ) to all study employees. The questionnaire provides an opportunity for employees to fully describe the duties and responsibilities of their position. The questionnaire is also designed to record data regarding other job related information such as the knowledge, skills, abilities, and physical requirements necessary to perform the work, as well as supervisory and managerial responsibilities.

Each questionnaire will be reviewed by the employee's supervisory and managerial staff to ensure completeness and accuracy. Once completed, they will be forwarded to the consultants for examination prior to the conduct of the job analysis interviews. The questionnaire will be distributed and explained in detail during an employee briefing session at the initiation of the project. Appendix B includes samples of two popular Job Analysis Questionnaires. However, all questionnaires used by Ralph Andersen & Associates can be tailored to each specific client and study.

## **Management Conferences and Briefing Sessions**

In order to establish an open communication process, the consultant team will conduct briefing sessions with all employees (and project committees, as necessary) and management conferences with appropriate management staff. The management conferences and briefing sessions will be used to review and clarify study goals and objectives, to provide the consultants with an overview of each manager's operations, to identify any specific classification and compensation related concerns, and to encourage education and communication throughout the study process.

## **Job Analysis Interviews**

As a supplement to the questionnaires, project consultants will conduct interviews with all employees included in the study. This will ensure that the consultants are able to obtain information regarding any existing job classification issues as well as confirm job duties and tasks performed.

## **Compensation Policy Development**

This methodology relates to the identification and documentation of the District's compensation philosophies, policies, and procedures. The consulting team will confirm specific policies, both implicit and explicit, and assess their impact on the District's overall ability to attract, recruit, employ, advance, and retain high quality personnel. These policies and practices will include the relative labor market position the District seeks to maintain in the competitive labor market, the types of employers with which the District chooses to compete, and the relative importance placed on internal equity vs. market forces in the development of the salary plan. This assessment can be conducted through meetings with managers or with broader input using a workshop session that includes project committee members, managers, and the Board of Directors

## **Compensation Data Collection and Analysis**

The methodology utilized in collecting and analyzing compensation data involves an extensive process to ensure accuracy, reliability, and completeness. Ralph Andersen & Associates does not rely on published or previously collected data; all data is collected personally by the consulting team, who have, based on the classification analysis, an in-depth knowledge and understanding of the survey classifications.

Supporting our approach to labor market surveys, this component of the study will include the development of a comprehensive survey packet, the collection of base salary, salary structure, and total compensation data through written and electronic materials and telephone calls, and the analysis of the data at the survey market mean, median, and requested percentiles.

## Salary Plan Design

In designing the salary plan, the consultants will utilize available market data and the results of the internal relationships analysis. Ralph Andersen & Associates has a number of tools available to achieve the District's objectives including the use of a Point Factor Job Evaluation System that puts a greater emphasis on internal equity within the District. The consultants will work closely with District representatives to identify specific salary goals and objectives and will then develop a tailored methodology to achieve these goals. Using this methodology, project consultants will develop pay range recommendations for each job class included within the scope of the study. The salary plan developed by Ralph Andersen & Associates will be tailored to the needs and values of the District and will mirror the District's compensation philosophy and practices.

Each of these methodologies has been carefully integrated into the study work plan and is reflective of Ralph Andersen & Associates' approach to consulting. To fully and accurately meet the objectives of the District, we have carefully developed a work plan that will serve to guide the consultants and project staff in accomplishing the objectives of the assignment. The work plan is divided into three phases with each consisting of several tasks and subtasks. The task descriptions convey specifically what will be done, how it will be done, and why it will be done.

### Phase I – Study Initiation

#### Task 1 – Prepare for Initial Meetings

Immediately upon notification of contract award, the consultants will begin all administrative and coordinative efforts in support of the project initiation meetings and briefings. Among other things, this will include:

- Preparation of a project schedule
- Identification and review of background data including existing class specifications, organization charts, employee listings, salary schedules, and related information
- Identification of scheduling parameters for initial meetings and briefings and interaction with various District employee groups.

This initial step in the study process will be used to identify significant classification or compensation concerns that should be clarified during the initial meeting or addressed during the course of the study.

#### Task 2 – Conduct Project Initiation Meeting

It is important for the success of the study to ensure that the consultants and District staff have a common understanding of the study process, timing, and anticipated end-products. The kickoff meeting will be conducted with the District's designated Project Manager and other key staff.

### **Task 3 – Conduct Employee Briefings**

In concurrence with the initial project meetings, the consultants will conduct briefings with all available employees included within the scope of the analysis. The briefing sessions will be used to clarify project goals and objectives, study approach and timing, and individual roles and responsibilities throughout the course of the study. Recognizing the importance of open communication and education, it is imperative that employees be integrally familiar with the study process, timing, and their respective roles and responsibilities. The Job Analysis Questionnaire (JAQ) will also be distributed and discussed during these briefings.

Appendix B includes samples of our Job Analysis Questionnaire that has been designed to document the key elements of each position. However, as indicated, this JAQ can be tailored to meet the specific needs of the District. The District will assume responsibility for copying and distributing the JAQs.

## **Phase II – Classification**

### **Task 1 – Conduct Management Conferences**

Since the consultants support all components of the study, it is important that they have the opportunity to meet with department heads and other management staff early in the study process. The purpose of these conference meetings is to identify specific concerns and further clarify study goals and objectives. By identifying all such concerns and issues initially, the consultant team will be positioned to ensure that all data collection efforts and analysis will be focused to address identified and perceived issues and concerns.

### **Task 2 – Employees Complete Questionnaires**

The JAQ provides employees with an opportunity to describe the duties and responsibilities of their positions with an emphasis on job related information such as knowledge, skills, abilities, and physical capabilities required to perform the work assigned. Space is also provided on the questionnaire for employees to make any additional comments they wish. The completed questionnaires are reviewed by supervisory and managerial staff, with space provided for their comments. Department management staff will have responsibility for completing the JAQ for any vacant positions.

### **Task 3 – Conduct Job Analysis Interviews**

Prior to conducting interviews, the consultants will thoroughly review the completed questionnaires. The consultants will evaluate position duties and responsibilities, classification series, class titles, job families, reporting relationships, and internal relationships. Based on this preliminary analysis, the project team will identify areas of concern that will be clarified or probed during the job analysis interviews.

In preparing for the job analysis interviews, the following activities need to occur:

- Assignment of departments and/or job families to classification team consultants

- Identification of scheduling parameters for the interviews
- Preparation of the interview schedule.

The consultants will assume responsibility for the preparation of the employee interview schedule. The District's Project Manager, or designee, will be responsible for scheduling interview rooms, notifying employees, and related coordinative activities. The job analysis interviews are integral to developing the classification system. The interviews:

- Maximize employee participation
- Provide the project consulting team with a thorough understanding of essential and supporting responsibilities assigned to all positions and classifications
- Provide an understanding of the District's organizational structure and reporting relationships
- Clarify employee/supervisory differences of opinion regarding work responsibilities.

Job analysis interviews will be conducted with all available employees. All study employees will have the opportunity to request an individual or group interview.

#### **Task 4 – Prepare Preliminary Classification Report**

With the completion of the employee interviews, a preliminary classification report will be prepared. Key components of the preliminary report will include:

- Identification of all key issues identified in the classification analysis
- Clear and concise definitions of technical terms used in the development and maintenance of the classification plan
- A definitive description of the fundamental classification and titling concepts used to develop the plan
- The titles of all classes recommended in the classification plan
- FLSA status of each classification
- Employee allocations.

In preparing the preliminary classification report, each position is analyzed according to the criteria set forth at initial review meetings. Such criteria typically will include factors relating to job knowledge, experience, training, decision making, management control, working conditions, and outside contacts. Like positions are grouped into tentative classes forming the basis for initial class definition.

#### **Task 5 – Review Preliminary Classification Report**

The preliminary classification report will be reviewed with key management staff prior to preparing class specifications. Because the concepts provide the foundation for the resulting classification plan, management review of the recommendations in their respective areas of responsibility is essential.

## **Task 6 – Prepare Class Specifications**

Once the preliminary classification recommendations have been reviewed, the project consultants will revise, update, or create new class specifications based on the issues identified in previous tasks. A specific format for the class specifications will be developed and approved by the District in advance. The District's current job description format will be maintained if appropriate. The class specifications will be drafted and undergo a management/employee review process to ensure they accurately and adequately describe the scope of responsibilities. Once finalized, they will be provided to the District in both an electronic and hard-copy format.

## **Task 7 – Undertake Management/Employee Review Process**

As an important component of the overall classification study, the project consultant team will provide additional opportunities for employee participation and input through the conduct of an employee review process. These steps will (1) build and facilitate the District's understanding of the newly developed classification plan, (2) enhance employee commitment and understanding of the recommended system by giving each employee the opportunity to comment on the system and (3) ensure that the consultants receive as much information as possible regarding the nature and responsibilities of the various positions in order to make appropriate and equitable final classification recommendations. The various subtasks within this portion of the project are as follows.

**Task 7.1 – Distribute class specifications to all employees included within the study scope** – Each employee will receive an individual copy of the specification for the class to which his/her position has been allocated along with a Position Allocation Notice and Employee Review Form. This will provide employees with an opportunity to review and comment on their proposed classification and allocation. These comments will then be forwarded to management for review and comment.

**Task 7.2 – Review written comments received from employees** – All written comments or suggestions from employees regarding the recommended class plan will be thoroughly reviewed and analyzed by the project consultants. Based upon written responses received, the consultant team will incorporate appropriate suggested revisions into the final classification plan.

**Task 7.3 – Conduct follow-up telephone interviews as necessary** – Based upon the analysis of written comments forwarded to the project consultants and where consultant staff needs further information prior to finalizing recommendations, follow-up interviews will be conducted by the project consultants with individual employees. This step will further clarify and refine any remaining problems or issues.

## **Task 8 – Finalize the Classification Plan**

With the completion of the employee appeal process, the consultants will finalize all classification study recommendations. Supporting the finalization of the classification plan, each employee who submitted a notice for review will receive a direct response from the project consultants. This response will specifically outline the consultant's understanding of the employee's concern, specify the steps taken to resolve the concern, and indicate to the employee the substance of the consultant's final recommendation.



## Phase III – Compensation

### Task 1 – Discuss and Document Compensation Policy

The District's compensation policy directly impacts all study end-products resulting from the compensation components of the analysis. As a starting point for this phase of the study, therefore, we propose that the consulting team meet with key management staff to clarify and confirm the District's compensation policy. Important considerations to be discussed include historical practices, recruitment and retention issues, pros and cons of the current compensation system, and reliance on external market data versus internal equity for purposes of setting salaries. The consultants will work with appropriate District representatives to determine comparison agencies and the scope of compensation data to be collected. Our proposal includes the tasks necessary to identify comparable employers and conduct a custom market survey.

Our analysis of the potential and recommended survey employers will be documented in a memorandum report after consultation with appropriate District representatives. If desired, the consultants can conduct a workshop session that identifies labor market selection parameters, options, and pros/cons of different market approaches. The draft labor market recommendations will be reviewed by appropriate District representatives so that all questions and issues are resolved. In that these decisions directly impact the parameters of the market survey, as well as the design and structure of the resulting compensation plan, our suggested approach recommends that these study tasks occur prior to the collection and analysis of the market data.

### Task 2 – Collect Total Compensation Data

After the compensation policy discussion, the consultant team will collect and analyze the compensation information. It is important that a specific methodology be agreed upon for the collection and analysis of compensation data. This will ensure that the information is accurate and complete and will provide the District with the guidelines it needs to update the survey in future years. Our proposed approach would include:

- An initial contact to each labor market employer included in the study to explain the purpose and scope of the survey and confirm cooperation.
- The preparation of a compensation survey information packet for each survey employer. The information packet will include a profile of each survey class as well as a list of the required survey information.
- The confirmation of all compensation data through telephone calls, email, and other means. This will assure that comparability is established and that all compensation data is factual and complete.

Although Ralph Andersen & Associates makes every effort to gain cooperation and participation from the survey agencies, full cooperation cannot be guaranteed. However, we have historically been very successful in obtaining the necessary information and have found that the majority of agencies are willing to participate. Our survey also includes the collection and analysis of private sector data using private databases the firm subscribes to.

### **Task 3 – Compile and Format Compensation Data**

The salary data, once collected and thoroughly reviewed for completeness and accuracy, will be appropriately formatted and the results tabulated in a consistent and uniform manner by the project consultants. The analysis will include pay structure trends and base salary analysis to ensure all appropriate comparison criteria is available for developing recommendations. Through the use of spreadsheet applications developed by our office, it is anticipated that standard formulas will be applied in the calculation of the survey data mean, median, and selected percentiles, with the corresponding percentage relationship to the market data also calculated.

### **Task 4 – Audit and Finalize Compensation Data**

Prior to developing specific salary recommendations, the consultants will thoroughly review and audit the collected survey data. This will include a detailed analysis of data reliability, comparability, statistical validity, and consistency. This audit will be conducted by the project manager independent of the consultant who collected that data. This will ensure that the most accurate and defensible survey data is utilized in comparing the District's compensation plan to the pay practices of the labor market.

### **Task 5 – Conduct Internal Relationship Analysis**

Using the results of the job evaluation analysis, the consultants will analyze internal pay relationships. The internal pay relationship analysis will involve a number of steps in order to arrive at sound and equitable relationships for the new compensation plan. Among others, the most important of these will include:

- Analysis of existing and historical pay relationships
- Development of consistent, uniform, and realistic guidelines for determining internal relationships
- Recommendation of equitable and appropriate internal relationship differentials based on the above.

In developing consistent internal relationship guidelines, the results of the job evaluation tasks will be used to determine an equitable pay structure. Since the balance of market values versus internal values can be a policy issue, options and methodologies for achieving an appropriate balance of internal and external salary equity will be reviewed with the District before developing the salary range recommendations.

### **Task 6 – Develop Salary Recommendations**

Based upon the results of the internal relationships analysis and the labor market survey, the project consultants will develop salary recommendations for all job classes included as a part of the study process. These salary recommendations will clearly document the means of determining the appropriate pay range and the computation of the dollar and percentage difference between the current maximum salary and the recommended maximum salary.

Before finalizing the recommendations, a careful audit of the results will be undertaken to ensure that internal salary compression or compaction does not result. This task will also include recommendations for range structures, salary progression criteria, and the use of other types of increases such as incentive pay, bonuses, retention pay, cost-of-living adjustments, and other components.

### **Task 7 – Develop Implementation Strategy Options and Compute Implementation Costs**

Recognizing that public agencies often have limited funds available for implementation, the project consultants will develop several strategies for implementing the recommended salary structure. Such strategies will address:

- The placement of individual employees into ranges and steps
- Implementation phasing according to the needs and priorities of the District
- Integration of the study recommendations with the balance of the District’s human resource management system including recruitment, selection, and performance appraisal.

The cost estimates will reflect District-wide impacts, as well as impacts on individual employees. The cost estimates will serve as a basis for the District to make necessary policy decisions to implement the compensation system in an orderly and effective manner.

### **Task 8 – Prepare and Review Preliminary Compensation Report**

The Preliminary Compensation Report documents all compensation study recommendations and the supporting information used for developing the recommendations. Specifically, the Preliminary Report will include the following:

- The District’s documented compensation policy including survey agencies and survey classifications
- Results of the labor market salary survey include base salary analyses
- Documentation of selected benchmark classifications and the related job families
- Recommended salary plan structure for all classes included within the scope of the analysis
- Salary recommendations for each classification including documentation of the basis for the recommendation (i.e., labor market, internal relationships, etc.)
- Appendices containing detailed labor market data sheets, recommended salary schedules, and supporting documentation.

The project consultants will conduct an in-depth review of the Preliminary Compensation Report with the District. Any needed corrections, clarifications, or modifications will be discussed at this time.

### **Task 9 – Prepare and Submit Final Reports**

The Final Reports will incorporate any appropriate revisions identified and submitted during the review of the preliminary reports and will serve as the administrative and procedural manuals for updating and maintaining the classification and compensation plans. The submittal of final reports will also include on-site presentations to managers, employees, and the Board of Directors as well as staff training.

### **Task 10 – Ongoing Technical Assistance**

Although we are confident that our study results will ensure District staff's ability to handle any personnel management system questions and issues that may arise in the future, Ralph Andersen & Associates is also available to respond to any technical questions via fax, phone, or email, free of charge, for six months following the submission of the final report. Additional documentation of any recommendations developed by the consultant team will also be provided as needed. Any need for additional analysis, field visits, or formal presentations beyond those noted in the work plan would be billed on an actual cost basis consistent with our standard billing rates.

## **Summary**

The work plan described above includes individual tasks that have been specifically designed for the compensation analysis. The basic approach, however, is one that has been successfully used by Ralph Andersen & Associates in hundreds of consulting engagements.

# **Time Schedule**

Projects of this nature are highly sensitive. Because of this sensitivity and the anxiety experienced by many employees when going through this type of process, it is beneficial to complete the analysis in the most expedient manner feasible. Assuming full cooperation of the District and the survey agencies, our project schedule assumes that all study activities will be completed within sixteen (16) weeks.

## Project Timeline Marina Coast Water District

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Phase I – Study Initiation</b>																
Task 1-Prepare for initial meetings	■	■														
Task 2-Conduct project initiation meetings*		■	■													
Task 3-Conduct employee briefings*		■	■													
<b>Phase II – Classification</b>																
Task 1-Conduct management conferences*				■	■	■										
Task 2-Employees complete questionnaires		■	■	■	■											
Task 3-Conduct job analysis interviews*						■	■	■								
Task 4-Prepare preliminary classification report								■	■	■	■					
Task 5-Review preliminary classification report*												■	■			
Task 6-Prepare class specifications											■	■	■			
Task 7-Undertake review process													■	■	■	■
Task 8-Finalize classification plan															■	■
<b>Phase III – Compensation</b>																
Task 1-Review compensation policy*				■												
Task 2-Collect compensation data					■	■	■	■	■	■						
Task 3-Compile and format data									■	■	■					
Task 4-Audit and finalize compensation data												■	■	■		
Task 5-Conduct internal relationship analysis												■	■	■		
Task 6-Develop salary recommendations													■	■	■	
Task 7-Develop implementation strategies														■	■	
Task 8-Prepare/review preliminary reports*															■	■
Task 9-Prepare and present final reports*																■

\*On-site Tasks

## Project Cost

The total fixed cost for professional service fees and expenses to complete the classification and compensation study, as proposed, amounts to \$29,900. The cost of professional services and expense reimbursement is based upon the project as described in the work plan, and is a “fixed fee” regardless of which consultant performs the task and/or the number of hours needed to complete a particular element of the study. The table provided below has a breakdown of the total fixed cost by professional services and expense reimbursement:

Total Professional Services	\$27,400
Expense Reimbursement*	\$2,500
Total Fixed Cost	\$29,900

*\* Includes clerical services, copying/printing, postage/delivery, long distance telephone, transportation, lodging, meals, and related items.*

The costs outlined assume three (3) separate field trips to the Marina Coast Water District that can be used for any purpose. For most projects, an initial field visit to kick-off the study, obtain background information, and conduct briefings and other meetings is useful. However, much of this can be done by video or teleconference. Other meeting dates would be related to presenting and discussing draft and final reports.

If additional on-site meetings are required, they would be billed at a reduced hourly billing rate of \$125/hour, to a maximum of \$1,250/day, plus expense reimbursement.

If the scope of the analysis creates budget problems for the District, or if additional analysis is desired, we are willing to review the work plan and adjust it and the cost so that it is mutually satisfactory.

# Professional Services Agreement

The RFP received by Ralph Andersen & Associates did not include a copy of the Marina Coast Water District's consulting services agreement. Therefore, we are unable to confirm that we agree to the terms and conditions of the agreement. Should the District wish to forward a copy of the agreement to Mr. Doug Johnson ([doug@ralphandersen.com](mailto:doug@ralphandersen.com)), we would be happy to review the agreement and respond to this requirement.



# **Appendix A Five Year Client Listing**

# Appendix A

## Five Year Client Listing

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
<b>Cities</b>			
City of Anaheim 200 S. Anaheim Blvd. Anaheim, CA 92805	Classification & Compensation Study for Miscellaneous Management Positions	Kristine Ridge Human Resources Director	(714) 765-5258 kridge@anaheim.net
City of Antioch 200 H Street Antioch, CA 94509	Classification & Compensation Study	Deborah McHenry Human Resources Director	(925) 779-7021 dmchenry@ci.antioch.ca.us
City of Arcadia 240 W. Huntington Drive Arcadia, CA 91066	Total Compensation Study; Update Total Compensation Study; Technical Assistance	Tracey Hause Administrative Services Director	(626) 574-5425 thause@ci.arcadia.ca.us
City of Auburn 1225 Lincoln Way Auburn, CA 95603	Classification & Compensation Study; Technical Assistance	David Mackowiak Human Resources Practitioners	(530) 534-3071 davidhrp@msn.com
City of Camarillo 601 Carmen Drive Camarillo, CA 93010	Classification & Total Compensation Study	Yolanda Kueny Deputy Director, Human Resources	(805) 388-5310 ykueny@ci.camarillo.ca.us
City of Ceres 2720 Second Street Ceres, CA 95307	Classification & Total Compensation Study; Technical Assistance	Keith Howes Human Resources Manager	(209) 402-9406 khleadership@gmail.com
City of Elk Grove 8401 Laguna Palms Way Elk Grove, CA 95758	Classification & Total Compensation Study	Jeannine Seher Human Resources Manager	(916) 478-2226 jseher@elkgrovecity.org
City of Escondido 201 N. Broadway Escondido, CA 92025	Multiple classification and compensation studies of various employee groups since 2001	Sheryl Bennett Human Resources Director	(760) 839-4587 sbennett@ci.escondido.ca.us

**Five Year Client Listing**

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
City of Fairfield 1000 Webster Street Fairfield, CA 94533	Compensation Studies for Police and Fire Classes	Steve Janice Employee Relations Manager	(707) 428-7758 sjanice@ci.fairfield.ca.us
City of Ketchikan, AK 334 Front Street Ketchikan, AK 99901	Classification & Compensation Study	Marie Miller Human Resources Manager	(907) 228-5623 mariem@city.ketchikan.ak.us
City of Laguna Hills 24035 El Toro Road Laguna Hills, CA 92653	Compensation Study	Don White Assistant City Manager	(949) 707-2610 dwhite@ci.laguna-hills.ca.us
City of Lake Forest 25550 Commercentre Drive, Suite 100 Lake Forest, CA 92630	Professional Human Resources Consulting Services	Debra Rose Director of Management Services	(949) 461-3414 drose@lakeforestca.gov
City of Reno, NV P.O. Box 1900 Reno, NV 89505	Classification & Compensation Study	Renee Rungis Human Resources Director	(775) 334-2008 rungisr@ci.reno.nv.us
City of South Lake Tahoe 1901 Airport Road, S Lake Tahoe, CA 96150	Classification & Compensation Study; Ongoing Technical Assistance	Janet Emmett Human Resources Manager	(530) 542-6052 jemmett@cityofslt.us
City of Suisun City 701 Civic Center Blvd. Suisun City, CA 94585	Classification & Total Compensation Study	Suzanne Bragdon City Manager	(707) 421-7300 sbragdon@suisun.com
City of Sunnyvale P.O. Box 3707 Sunnyvale, CA 94088	Annual Salary Survey for COA, PSOA, and SEA classes	Tammy Parkhurst Human Resources Manager	(408) 730-7498 tparkhurst@ci.sunnyvale.ca.us
City of Vacaville 650 Merchant Street Vacaville, CA 95688	Technical Assistance on various classification and compensation matters	Chas Howard Human Resources Manager	(707) 449-5136 choward@ci.vacaville.ca.us

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
<b>Counties</b>			
Napa County  1195 Third Street Napa, CA 94559	Classification & Compensation Study for Management Employees  Compensation Study for Represented Employees	Suzanne R. Mason Director of Human Resources	(707) 253-4303  suzanne.mason@countyofnapa.org
Sacramento County  700 H Street Sacramento, CA 95814	Deputy Sheriff Arbitration Support; Compensation Analyses Involving Unrepresented County Classifications	Mark Norris Administrator, Internal Services Agency	(916) 874-7097  norrism@saccounty.net
San Joaquin County  24 South Hunter Street Stockton, CA 95202	Multiple classification and compensation studies of various employee groups conducted since 1998	Marilyn Maskell Principal Human Resources Analyst	(209) 468-3276  mmaskell@sjgov.org
<b>Water Districts</b>			
Olivenhain Municipal Water District  1966 Olivenhain Road Encinitas, CA 92024	Total Compensation Study	Thomas Wood Human Resources Manager	(760) 632-4211  twood@olivenhain.com
Otay Water District  2554 Sweetwater Springs Spring Valley, CA 91978	Total Compensation Study	Kelli Williamson Human Resources Manager	(619) 670-2227  kwilliamson@otaywater.gov
Soquel Creek Water District  5180 Soquel Drive Soquel, CA 95073	Compensation Study	Michelle Boisen Financial and Business Services Manager	(831) 475-8500  michelleb@soquelcreekwater.org
Sunny Slope Water Company  1040 El Campo Drive Pasadena, CA 91107	Total Compensation Study	Michael Hart Vice President & General Manager	(626) 795-4163  sswc01@sbcglobal.net
Zone 7 Water Agency  100 N. Canyon Pkwy. Livermore, CA 94551	Total Compensation Studies	Sylvia Seaborn Human Resources Manager	(925) 224-7730 ext. 228  sseaborn@zone7water.com

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
<b>Other Districts and Authorities</b>			
Alameda County Housing Authority  22941 Atherton Street Hayward, CA 94541	Management Compensation Study	Thomas Makin Deputy Director for Operations	(510) 727-8516  TomM@haca.net
Central Contra Costa Sanitary District	Compensation Survey	Eddie Kreisberg Meyers Nave 555 12th Street, Suite 1500 Oakland, CA 94607	(510) 351-4300  elk@meyersnave.com
Conejo Recreation and Park District  403 West Hillcrest Drive Thousand Oaks, CA 91360	Total Compensation & Limited Classification Study	Phyllis Bluhm Human Resources Supervisor	(805) 381-1221  pbluhm@crpd.org
Contra Costa County Schools Insurance Group  550 Ellinwood Way Pleasant Hill, CA 94523	Total Compensation Studies; Technical Assistance in classification and compensation matters	Erica Williamson Human Resources Manager	(866) 922-2744  ewilliamson@cccsig.org
Jurupa Community Services District  11201 Harrel Street Mira Loma, CA 91752	Limited Compensation Study	Eldon Horst General Manager	(951) 685-7434  <b>NEED EMAIL</b>
Midpeninsula Regional Open Space District  330 Distel Circle Los Altos, CA 94022	Classification & Compensation Study; Technical Assistance in classification and compensation matters	Sally Rice Assistant General Manager	(650) 691-1200  srice@openspace.org
North Bay Schools Insurance Group  380A Chadbourne Road Fairfield, CA 94534	Total Compensation Study	Jan DeGracia Executive Director	(707) 428-1830 ext. 105  jand@nbsia.org
Sacramento County Employees' Retirement System  980 9 <sup>th</sup> Street, Suite 750 Sacramento, CA 98512	Total Compensation Study of Five SCERS Positions	Kathy Ragalia Chief Operations Officer	(916) 874-9119  regaliak@saccounty.net

**Five Year Client Listing**

Agency	Scope of Services	Contact Name Contact Title	Telephone Number E-mail Address
<p>Housing Authority of the County of Santa Clara</p> <p>505 West Julian Street San Jose, CA 95110</p>	<p>Compensation Study for the position of Assistant Housing Programs Director</p> <p>Compensation Study for the position of Housing Programs Manager</p> <p>Compensation Study for the Housing Programs Staff (3 positions)</p> <p>Compensation Study for the position of Executive Director</p> <p>Organization Review of the Housing Programs Department</p>	<p>Shelley Giancola Human Resources Manager</p>	<p>(408) 993-3031</p> <p>shelleyg@hacsc.org</p>
<p>Schools Insurance Authority</p> <p>9805 Goethe Road Sacramento, CA 95827</p>	<p>Compensation Study</p>	<p>Martin Brady Executive Director</p>	<p>(916) 364-1281</p> <p>mbrady@sia-jpa.org</p>
<p>West Bay Sanitary District</p> <p>500 Laurel Street Menlo Park, CA 94025</p>	<p>Job Classification and Total Compensation – Technical Assistance</p>	<p>Phil Scott District Manager</p>	<p>(650) 321-0384</p>
<p>Whatcom Transportation Authority</p> <p>2011 Young Street Bellingham, WA 98225</p>	<p>Compensation Workshop and Analysis; Technical Assistance</p>	<p>Kimberly Somers</p>	<p>(360) 738-4588</p> <p>kimberlys@ridewta.com</p>
<p>Yolo County Housing Authority</p> <p>1224 Lemen Avenue Woodland, CA 95776</p>	<p>Compensation Study for Grant Writer Classification/Position</p>	<p>Executive Director's Office (contact was David Serena, Executive Director)</p>	<p>(530) 662-5428</p>

# **Appendix B**

## **Job Analysis Questionnaire**





### III - IMPORTANT AND ESSENTIAL DUTIES

Listing the most important duties first, describe the major duties performed by the position. A duty is an activity performed to achieve the purpose or objectives of the job. A duty is a significant part of a functional area and consists of the performance of one or more tasks. Start each duty statement with a verb such as prepare, maintain, calculate, collect, compile, clean, repair, or other similar action word.

**Respond based on actual job duties and responsibilities.** Describe the job responsibilities/duties as they exist now. In other words, tell us what you are actually doing in the job – this may or may not differ from what your current job description states. NOTE: This is NOT an evaluation of your personal background or performance in the job.

**Be objective and accurate.** Try not to understate or inflate the job. Base your responses on the typical duties and responsibilities of the job under normal conditions, not under unusual circumstances or temporary assignments.

**Frequency Code:** D (Daily), W (Weekly), M (Monthly), Q (Quarterly), S (Semi-Annually), Y (Yearly)

**% of Total Job:** Assuming all duties listed encompass 100% of the total job, give a best estimate of the approximate percentage of total job that each duty (or group of related duties) represents. The total of all duty statements must equal 100%.

IMPORTANT AND ESSENTIAL DUTIES		Frequency Code	Percent of Total Job
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

**IMPORTANT AND ESSENTIAL DUTIES**

		<b>Frequency Code</b>	<b>Percent of Total Job</b>
11.			
12.			
13.			
14.			
15.			
16.			
17.			
18.			
19.			
20.			

**IV - DUTIES ADDED TO YOUR JOB IN THE LAST YEAR**

Identify each duty (by number) in Section III that has been added to your job in the last year and provide a brief explanation as to why this duty was added to your job.

<b>Duty #</b>	<b>Brief Explanation</b>

## V - JOB RELATED QUALIFICATIONS

**JOB RELATED QUALIFICATIONS:** Please list the knowledge, skills and abilities that are:

1. **Necessary** for the successful performance.
2. **Cannot be learned** in a brief training or orientation session (1 week or less).
3. **Required by the job**, not ones you have acquired on the job.

### DEFINITIONS

**KNOWLEDGE** is a body of information that applies directly to the performance of a function or duty (e.g., Knowledge of accounting principles and practices.)

**SKILL** is a developed ability to use knowledge effectively or dexterity/coordination in the performance of physical tasks (e.g., Operate word processing equipment).

**ABILITY** is the competence or capability to perform an observable duty and usually results in an observable product (e.g., Prepare clear and concise reports).

Please list the knowledge, skills and abilities that are **essential** for the position being described. The knowledge, skills and abilities listed under this section should be linked with the essential duty statements.

### ESSENTIAL KNOWLEDGE, SKILLS, AND ABILITIES STATEMENTS

**Duties from  
Section III**  
(Please identify the  
duties from Section  
III by Number)

1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		

**ESSENTIAL KNOWLEDGE, SKILLS, AND ABILITIES STATEMENTS**

**Duties from  
Section III  
(Please identify the  
duties from Section  
III by Number)**

12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		
21.		
22.		

**VI - COMPUTER SKILLS**

What computer skills are required to perform your job? ***Remember this is not necessarily the level of skills you possess, but the level required in the normal performance of your job.*** Check as many boxes that apply.

- Work requires typical office computing software including the use of e-mail, spreadsheet, word processing, presentation, and internet applications.
- Work involves developing, maintaining, and enhancing applications. Applications may include special purpose software systems, databases, interactive-spreadsheets, data entry forms, report writers, and web-based systems.
- Work requires the maintenance, installation, and administration of operating systems including desktop computers, servers, and other hardware. Duties typically also include troubleshooting and installing computer hardware components and software applications.
- Work involves the installation, maintenance, and administration of network servers, server-based applications, network/communication hardware, and special purpose servers such as e-mail, security, internet/intranet, and related systems. Work involves both local and wide-area networks (if applicable).

## VII - EDUCATION & EXPERIENCE

A. **Education** -- What minimum level of education is needed to satisfactorily perform your job?  
(Not necessarily your background.)

- |  |  |
|--|--|
| <input type="checkbox"/> Read and write; no specific requirements<br><input type="checkbox"/> Supplemental training - vocational or college level course<br><input type="checkbox"/> Bachelor's or higher degree | <input type="checkbox"/> High school diploma or equivalent (G.E.D.)<br><input type="checkbox"/> Formal specialized training - 2 year college program; apprenticeship/technician<br>Field of Study: _____ |
|--|--|

Please list any licenses, registrations, or certificates **required** for your position and the agency responsible for issuing it.

License, Certificate, Registration	Issuing Agency

B. **Experience** -- In addition to education and training, what is the minimum required experience? \_\_\_\_\_ years.

## VIII - EQUIPMENT OPERATING REQUIREMENTS

List **equipment or machines** you use in the regular course of your assigned duties that require training and skill to operate proficiently. For each item, please assign a frequency code (D, W, M, Q, S, Y) and estimate the total amount of time spent operating that piece of machinery/equipment.

MACHINE/EQUIPMENT	REQUIRED DOCUMENTATION	
	Relative Frequency	Percent of Time
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		

## IX - SUPERVISION EXERCISED

- A. Do you exercise supervision over any employees?  Yes  No
- B. If yes, please check the definition that best describes the type of supervision you exercise and the names and classification/job titles of the employees whom you supervise. **Please attach additional pages if necessary.**

- Technical and Functional (Lead Worker)** - You are responsible for prescribing procedures, methods, materials and formats used in recurring projects of particular area(s) of work including training other employees. In addition, you are also responsible for recurring work projects or activities involving other employees to whom you give direction and guidance including lead supervision for a project or set of work activities. You may also have responsibility for assigning, scheduling, coordinating, organizing, and directing work activities.

Regular Lead  Project Lead

Employee Name	Class/Job Title

- Direct Supervision** - In addition to functional and technical supervision, you are responsible for the administration of line personnel functions including employee selection, discipline, grievances, and formal performance evaluations.

Employee Name	Class/Job Title

- C. If you checked either of the above, please indicate the nature of group supervised and the number supervised.

Full-time	Part-time	Seasonal/Temp	Volunteer

- D. Please clarify your responsibility for the following supervisory responsibilities and decisions. Check the appropriate description that relates to each applicable function you perform in your position.

Function	RESPONSIBILITY			
	Responsible for Function	Make Formal Recommendations	Provide Input	N/A
Hiring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Termination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Appraisal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Discipline	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Setting Goals and Objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Revising Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changing Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## X - CONTACTS

A. With what individuals **inside** your organization do you have regular and frequent job related contact other than your supervisor and those you supervise? Check the type of contact, indicate the purpose(s) of the contact (a, b, c, d, e, f, g) using the codes noted below, and the relative frequency (D, W, M, Q, S, Y). You may indicate more than one "purpose of contact" as appropriate.

<u>Purpose of Contact</u>	<u>Code</u>	<u>Purpose of Contact</u>	<u>Code</u>
Provide information	a	Negotiate solutions within policy guidelines	e
Collect information	b	Negotiate solutions involving policy changes	f
Coordinate projects, activities, etc.	c	Other - specify below	g
Solve problems	d		

Type of Internal Contact	Purpose of Contact	Relative Frequency
<input type="checkbox"/> Clerical/maintenance staff, other departments		
<input type="checkbox"/> Professional/technical staff, same department		
<input type="checkbox"/> Professional/technical staff, other departments		
<input type="checkbox"/> Managers, other departments		
<input type="checkbox"/> Council(s) (Type: _____)		
<input type="checkbox"/> Board(s) (Type: _____)		
<input type="checkbox"/> Commission(s) (Type: _____)		
<input type="checkbox"/> Committee(s) (Type: _____)		
<input type="checkbox"/> (Specify)		
<input type="checkbox"/> (Specify)		

B. With what individuals **outside** your organization do you have regular and frequent contact required by the major responsibilities of your job? Check the type of contact, indicate the purpose(s) of the contact (a, b, c, d, e, f, g) using the codes noted above, and the relative frequency (D, W, M, Q, S, Y). You may indicate more than one "purpose of contact" as appropriate.

Type of External Contact	Purpose of Contact	Relative Frequency
<input type="checkbox"/> General Public		
<input type="checkbox"/> Contractors, engineers and/or developers		
<input type="checkbox"/> Vendors		
<input type="checkbox"/> Public Agencies		
<input type="checkbox"/> Consultants		
<input type="checkbox"/> Committee(s) (Type: _____)		
<input type="checkbox"/> (Specify)		
<input type="checkbox"/> (Specify)		

## XI - ENVIRONMENTAL FACTORS

Please identify the **environmental factors** that you are exposed to in the course of your job and indicate the relative frequency code (see below) for each of the applicable conditions. Also, indicate from Section III the number(s) of the Duties (i.e., #3, #6) that are related to these working conditions. Please leave line blank if environmental factor is not applicable.

<b>Frequency Codes:</b>	I = Infrequent (less than 10%)	M = Moderate, Average (25% - 50%)
	S = Seldom, Minimal (10% - 25%)	A = Almost Always (more than 50%)

Condition	Relative Frequency				Duties
	I	S	M	A	
Outside environment; travel from site to site					
Inside environment					
Heat					
Cold					
Dampness or Chilling					
Dry atmosphere condition					
Working in confined spaces					
Working closely					
Work alone					
Irregular work hours					
Working with machinery					
Working with or in water					
Working below ground					
Work on ladders/scaffolds					
Vibration					
Noise					
Slippery/uneven surfaces					
Moving objects/vehicles					
Grease and Oils					
Radiant energy					
Electrical energy					
Explosives					
Silica, asbestos, etc.					
Dust (specify):					
Toxic Chemicals (list):					
Fumes, smoke, gases (list):					
Solvents (list):					
Exposure to poisonous animals/insects					
Stress, emergency (specify):					
Other factors not listed:					

Check the box that best describes your overall environmental working conditions:

- General** – Standard office/indoor setting.
- Variable** – Moderate exposure to conditions that may be unpleasant such as inclement weather, machine noise, or strong odors; occasional exposure to risks controlled by safety precautions.
- Hazardous** - Infrequent or moderate exposure to risks or discomforts that are partially controlled by special safety precautions, e.g., working around machines with moving parts, with contagious diseases or irritant chemicals.
- Significant Risk** - Continuous high risks with exposure to potentially dangerous situations requiring a range of safety or other precautions, e.g., working at great heights, under extreme conditions, subject to possible physical attack, working around high voltage.



## XII - PHYSICAL FACTORS

Please identify each appropriate **physical activity** required in the performance of your job and indicate the relative frequency code (see below) for each activity. Also indicate from Section III the number(s) of the Duties (i.e., #3, #6) that are related to these physical factors. Please leave line blank if physical activity is not applicable.

<b>Frequency Codes:</b>	I = Infrequent (less than 10%)	M = Moderate, Average (25% - 50%)
	S = Seldom, Minimal (10% - 25%)	A = Almost Always (more than 50%)

Condition	Relative Frequency				Duties
	I	S	M	A	
Heavy lifting, 45 lbs. & over					
Moderate lifting, 15-45 lbs.					
Light lifting, under 15 lbs.					
Heavy carrying, 45 lbs. & over					
Moderate carrying, 15-45 lbs.					
Light carrying, under 15 lbs.					
Pulling					
Pushing					
Reaching					
Use of fingers					
Both hands required					
Walking					
Standing					
Sitting					
Crawling					
Kneeling					
Repeated bending					
Climbing					
Operating of motorized equipment					
Ability to discharge firearms					
Speech					
Visual requirements					
★ Near vision, i.e., 20 inches or less					
★ Mid-range, i.e., more than 20 inches and less than 20 feet.					
★ Distance, i.e., 20 feet or more					
★ Color, i.e., ability to identify and distinguish colors					
★ Depth Perception					
Repetitive motions					
Hearing requirements					
Special factors not listed:					

Check the box that best describes the overall amount of physical effort typically required by your job:

- Standard** - Normally seated, standing or walking at will; normal physical ability to do some bending and light carrying.
- Restricted/Mobile** - Confined to immediate work area; can only leave work station during assigned breaks.
- Exertive** - Extensive walking, recurring bending, crouching, stooping, stretching, reaching or similar activities; recurring lifting of light or moderately heavy items.
- Strenuous** - Considerable and rapid physical exertion or demands on the body such as frequent climbing of tall ladders, continuous lifting of heavy objects, crouching or crawling in restricted areas; exertion requires highly intense muscular action leading to substantial muscular exhaustion.



*(This page is available as a separate online template)*

**IMMEDIATE SUPERVISOR REVIEW**

Did the employee describe the duties and responsibilities of the position **accurately and fully**? Are there duties missing? Are there any duties listed that are not requirements of this position? Please comment. ***Do not make comments regarding employee performance.***

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**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Type or Print Name:** \_\_\_\_\_

**Classification Title:** \_\_\_\_\_

**MANAGEMENT REVIEW**

Do the preceding descriptions and comments by the employee and immediate supervisor(s) describe the position **accurately and fully**? Please comment.

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**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Type or Print Name:** \_\_\_\_\_

**Classification Title:** \_\_\_\_\_

## JOB ANALYSIS QUESTIONNAIRE

DUE DATES	INTERVIEW REQUEST
Return to Supervisor: _____	Would you like to be interviewed regarding your classification? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, Individual Interview <input type="checkbox"/> Group Interview <input type="checkbox"/>
Return to Human Resources: _____	If yes, indicate reason: Title Change <input type="checkbox"/> Salary Issue <input type="checkbox"/> Other <input type="checkbox"/>

### I - IDENTIFYING INFORMATION

- A. Name \_\_\_\_\_  
(Last) (First) (Middle Initial)
- B. Department \_\_\_\_\_ Division \_\_\_\_\_
- C. Current Classification Title \_\_\_\_\_
- D. Length of Time in Current Position \_\_\_\_\_  
(Years) (Months)
- E. Previous Title with Organization \_\_\_\_\_  
Length of Time (Years/Months)
- F. Total Length of Time with Organization \_\_\_\_\_  
(Years) (Months)
- G. Assigned Hours/Week \_\_\_\_\_ ; from \_\_\_\_\_ to \_\_\_\_\_
- H. Assigned Days/Week \_\_\_\_\_ ; from \_\_\_\_\_ to \_\_\_\_\_
- I. Work Address \_\_\_\_\_ Telephone Number \_\_\_\_\_
- J. Name of Immediate Supervisor \_\_\_\_\_ Telephone Number \_\_\_\_\_
- K. Classification of Immediate Supervisor \_\_\_\_\_

### II - CURRENT CLASS SPECIFICATION REVIEW

This questionnaire is to be used in conjunction with a copy of your current class specification (job description). Please review each section of the class specification to see if any information needs to be added, modified, or deleted, and attach to this questionnaire. You may either write directly on the class specification or complete the following sub-sections of this questionnaire.

## II A - IMPORTANT AND ESSENTIAL DUTIES

Please list any *significant functions/responsibilities/duties* performed by your position that are not reflected in your class specification. Please keep in mind that the intent of a class specification is not to describe all duties performed by all incumbents; rather this section serves to illustrate the types and level of work performed. An incumbent may not perform all of the listed duties and/or may be required to perform additional or different duties from those set forth in the class specification to address business needs and changing business practices.

1.
2.
3.
4.
5.
6.
7.

## II B - JOB RELATED QUALIFICATIONS - KNOWLEDGE OF AND ABILITY TO STATEMENTS

Please list any “**Knowledge of**” or “**Ability to**” statements that you believe should be added to your current class specification. Please list only that knowledge or those abilities that are: 1) necessary for successful performance; 2) cannot be learned in a brief training or orientation session (1 week or less); and 3) are required by the job, not ones you have acquired on the job.

1.
2.
3.
4.
5.
6.
7.

**II C - JOB RELATED QUALIFICATIONS -  
EDUCATION/TRAINING AND EXPERIENCE GUIDELINES**

Please use the space provided below to describe any changes you believe need to be made to the **Education/Training and Experience Guidelines** section of your class specification. Also provide your rationale for this change. Please note that the intent of this section is to describe the minimum level of education/training and experience necessary to satisfactorily perform your job (not necessarily your background).

<b>Change Education/Training to:</b>
<b>Rationale:</b>
<b>Change Experience to:</b>
<b>Rationale:</b>

**II D - JOB RELATED QUALIFICATIONS -  
LICENSES OR CERTIFICATES**

If not already included in your current class specification, please list any **licenses, registrations, or certificates** required for your position and the agency responsible for issuing it. Also describe any modifications that should to be made to the existing information (e.g., changing the name of the issuing agency.)

License, Certificate, Registration	Issuing Agency

**III - EQUIPMENT OPERATING REQUIREMENTS**

List **equipment or machines** you use in the regular course of your assigned duties that require training and skill to operate proficiently. For each item, please assign a frequency code [D (Daily), W (Weekly), M (Monthly), Q (Quarterly), S (Semi-Annually), Y (Yearly)] and estimate the total amount of time spent operating that piece of machinery/equipment.

MACHINE/EQUIPMENT	REQUIRED DOCUMENTATION	
	Relative Frequency	Total Percent of Time Spent
1.		
2.		
3.		
4.		
5.		
6.		
7.		

## IV – ENVIRONMENTAL FACTORS

Please identify the **working conditions** that you are exposed to in the course of your job and indicate the relative frequency code (see below) for each of the applicable conditions.

<b>Frequency Codes:</b>	I = Infrequent (less than 10%)	M = Moderate, Average (25% - 50%)
	S = Seldom, Minimal (10% - 25%)	A = Almost Always (more than 50%)

<b>Condition</b>	<b>Relative Frequency</b>			
	<b>I</b>	<b>S</b>	<b>M</b>	<b>A</b>
Outside environment; travel from site to site				
Inside environment				
Heat				
Cold				
Dampness or Chilling				
Dry atmosphere condition				
Working in confined spaces				
Working closely				
Work alone				
Irregular work hours				
Working with machinery				
Working with or in water				
Working below ground				
Work on ladders/scaffolds				
Vibration				
Noise				
Slippery/uneven surfaces				
Moving objects/vehicles				
Grease and Oils				
Radiant energy				
Electrical energy				
Explosives				
Silica, asbestos, etc.				
Dust (specify):				
Toxic Chemicals (list):				
Fumes, smoke, gases (list):				
Solvents (list):				
Exposure to poisonous animals/insects				
Stress, emergency (specify):				
Other factors not listed:				

Check the box that best describes your overall environmental working conditions:

- General** – Standard office/indoor setting.
- Variable** – Moderate exposure to conditions that may be unpleasant such as inclement weather, machine noise, or strong odors; occasional exposure to risks controlled by safety precautions.
- Hazardous** – Infrequent or moderate exposure to risks or discomforts that are partially controlled by special safety precautions, e.g., working around machines with moving parts, with contagious diseases or irritant chemicals.
- Significant Risk** – Continuous high risks with exposure to potentially dangerous situations requiring a range of safety or other precautions, e.g., working at great heights, under extreme conditions, subject to possible physical attack, working around high voltage.

## V – PHYSICAL FACTORS

Please identify each appropriate **physical activity** required in the performance of your job and indicate the relative frequency code (see below) for each activity.

<b>Frequency Codes:</b>	I = Infrequent (less than 10%)	M = Moderate, Average (25% - 50%)
	S = Seldom, Minimal (10% - 25%)	A = Almost Always (more than 50%)

Condition	Relative Frequency			
	I	S	M	A
Heavy lifting, 45 lbs. & over				
Moderate lifting, 15-45 lbs.				
Light lifting, under 15 lbs.				
Heavy carrying, 45 lbs. & over				
Moderate carrying, 15-45 lbs.				
Light carrying, under 15 lbs.				
Pulling				
Pushing				
Reaching				
Use of fingers				
Both hands required				
Walking				
Standing				
Sitting				
Crawling				
Kneeling				
Repeated bending				
Climbing				
Operating of motorized equipment				
Ability to discharge firearms				
Speech				
Visual requirements				
★ Near vision, i.e., 20 inches or less				
★ Mid-range, i.e., more than 20 inches and less than 20 feet.				
★ Distance, i.e., 20 feet or more				
★ Color, i.e., ability to identify and distinguish colors				
★ Depth Perception				
Repetitive motions				
Hearing requirements				
Special factors not listed:				

Check the box that best describes the overall amount of physical effort typically required by your job:

- Standard** – Normally seated, standing or walking at will; normal physical ability to do some bending and light carrying.
- Restricted/Mobile** – Confined to immediate work area; can only leave work station during assigned breaks.
- Exertive** – Extensive walking, recurring bending, crouching, stooping, stretching, reaching or similar activities; recurring lifting of light or moderately heavy items.
- Strenuous** – Considerable and rapid physical exertion or demands on the body such as frequent climbing of tall ladders, continuous lifting of heavy objects, crouching or crawling in restricted areas; exertion requires highly intense muscular action leading to substantial muscular exhaustion.



## VI – SUPERVISION EXERCISED

A. Do you exercise supervision over any employees?  Yes  No

B. If yes, please check the definition that best describes the type of supervision you exercise and the names and classification/job titles of the employees whom you supervise:

**Technical and Functional (Lead Worker)** - You are responsible for prescribing procedures, methods, materials, and formats used in recurring projects of particular area(s) of work including training other employees. In addition, you are also responsible for recurring work projects or activities involving other employees to whom you give direction and guidance including lead supervision for a project or set of work activities. You may also have responsibility for assigning, scheduling, coordinating, organizing, and directing work activities. Typically, you are (check the appropriate box):

Regular Lead  Project Lead

**Direct Supervision** - In addition to functional and technical supervision, you are responsible for the administration of line personnel functions including employee selection, discipline, grievances, and formal performance evaluations.

Employee Name	Class/Job Title

## VII - MISCELLANEOUS COMMENTS

Please provide any Miscellaneous Comments that may help clarify the duties and responsibilities of your position. Please include any specific issues associated with your job duties that you do not feel were adequately captured on this form.

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Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Type or Print Name: \_\_\_\_\_

**IMMEDIATE SUPERVISOR REVIEW**

Did the employee describe the duties and responsibilities of this position **accurately and fully**? Are there duties missing? Are there any duties listed that are not requirements of this position? Please comment. *Do not make comments regarding employee performance.*

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Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Classification Title: \_\_\_\_\_

**MANAGEMENT REVIEW**

Do the preceding descriptions and comments by the employee and immediate supervisor(s) describe the position **accurately and fully**? Please comment.

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Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Classification Title: \_\_\_\_\_