

RESOLUTION NO. 4991-12

**RESOLUTION TO APPROVE A COMPENSATION AND
PAY CLASSIFICATION STUDY FOR THE CITY OF FOLEY**

WHEREAS, the last approved Compensation and Pay Classification Study for the City of Foley was conducted in 2004, and

WHEREAS, there is a need to update City job descriptions and conduct an analysis of the City's pay classification plan, and

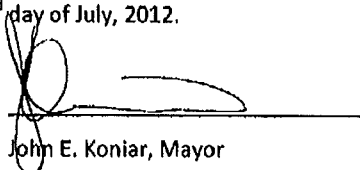
WHEREAS, Quotes have been obtained for conducting the study and City desires to contract with lowest quote from The Archer Company at a price of \$24,300. The price includes job evaluations and development of job descriptions for every position in the City, a market comparability wage and salary study and analysis, development of a pay classification structure and comprehensive pay-plan, FLSA analysis to determine/confirm exempt/non-exempt status of jobs, comprehensive plan to implement the findings and recommendations of the study, oral and media presentations of the final report for management and Council, and training to implement findings as further reflected on the attached Quotation from the Archer Company.

NOW THEREFORE BE IT RESOLVED that the City Council of the City of Foley, Alabama, as follows:

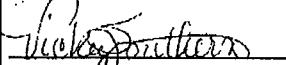
SECTION 1: Approves the attached quote from The Archer Company to conduct a Compensation and Pay Classification Study for the City of Foley at a cost of \$24,300 and amends account number 01-620-3020 accordingly.

SECTION 2: This Resolution shall become effective immediately upon its adoption as required by law.

PASSED, ADOPTED AND APPROVED THIS 2nd day of July, 2012.


John E. Koniar, Mayor

ATTEST:


Vickey Southern, CMC
City Clerk

6A
AGENDA REQUEST FORMDATE OF WORK SESSION: 7/2/2012DATE OF COUNCIL MEETING: 7/2/2012DEPARTMENT AND PERSON SUBMITTING ITEM: Sandra Pate - General Govt/HR**DESCRIPTION OF TOPIC:** (who, what, when, where, why, and how much)

Consider resolution approving a Compensation and Pay Classification study on the City of Foley's 108 employee positions. The last adopted study was completed in 2004 and there is a need to have the City's job descriptions and pay classification plan reviewed. The study will include job evaluations/job descriptions for every position in the City, a market comparability wage and salary study and analysis, development of a pay classification structure and comprehensive pay-plan, FLSA analysis to determine/confirm exempt/non-exempt status of jobs, comprehensive plan to implement the findings and recommendations of the study, oral and media presentations of the final report for management and Council, and training to implement findings. After obtaining and reviewing quotes, we recommend The Archer Company at a cost of \$24,300.00. The time frame to complete the study is approximately 90 days. If approved move resolution to Council Agenda.

DESCRIPTION FOR PUBLISHED AGENDA:

Consider resolution approving a compensation and pay classification study.

IS DOCUMENTATION ATTACHED (See attached list) ☒ Yes ☐ No

If item was previously approved under a Resolution or Ordinance have you included the number in the documentation?

Yes ☐ No ☒ N/AIs a copy of the Resolution/Ordinance attached? ☐ Yes ☐ No ☒ N/A**SOURCE OF FUNDING:**Please provide the amount requested: \$24,300.00Is this a budgeted item? ☐ Yes ☒ NoPlease provide the budgeted amount: \$ 0.00 Account No. 01-620-3020

If budgeted, is this a capital purchase, capital project, or special fund? _____

Was this item included in the Fiscal Year Capital Projects Plan? ☐ Yes ☒ NoIf yes, please provide the amount included in Capital Projects Plan: \$ 0.00

=====Do Not Write Below This Line=====

Verified by the Finance Department:

Reviewed by: [Signature] Date: 6-26-12Clerk's Office: Received by: [Signature] Date: 6-26-12 Time: 855



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**QUOTATION TO CONDUCT A
COMPENSATION AND PAY CLASSIFICATION STUDY
FOR THE
CITY FOR FOLEY, ALABAMA**

The Archer Company is pleased to submit this quotation to conduct a compensation and pay classification study for the City of Foley, Alabama. The Archer Company will review, survey and analyze approximately 108 different job titles in carrying out the compensation and pay classification study. The Archer Company will provide the following with regard to the conduct of the study:

- We will *employ an award-winning, valid and reliable job evaluation system* to determine the level of complexity and the relative worth of each job within the City (internal equity).
- We will *conduct a market comparability wage and salary study and analysis* to identify the competitive pay rates being paid for jobs similar in content to those of the City in the labor market(s) in which the City competes for its labor supply (external equity).
- We will *develop a pay classification structure and a comprehensive pay-plan* for the City that will be designed to integrate and accommodate the future impacts of new technologies, new professions, reengineered work flow, skill-based career progression, skill-based pay, and self-directed teams, etc.
- We will *develop wage and salary cost projections* required to implement the recommended compensation system, by department and by total organization, including the development of alternative cost models/projections where appropriate and applicable.
- We will review, analyze and/or *develop job descriptions and/or job class specifications for every job under study* to identify the essential functions of each job, the minimum standards and requirements associated with each job and pertinent information related to the content of each job including compliance with the Americans with Disabilities Act (ADA).
- We will conduct a review and analysis *to determine if exempt and non-exempt designations* for all positions are in compliance with the Fair Labor Standards Act (FLSA).

- We will *develop a comprehensive plan* to implement the findings of the study, i.e., to develop the City's pay plan in accordance with the findings of the study.
- We will *prepare a comprehensive report showing the findings and recommendations of the study* to include an allocation listing showing the proposed grade and pay range associated with each job and the proposed adjustments to each employee's pay where appropriate.
- We will *make oral and media presentations of our final report* to the management and officials of the City.
- We will *provide for training and presentations* necessary to develop understanding and commitment to the compensation system among council members, supervisors, managers, and staff, including on site training for the individuals/employees who will be maintaining and administering the compensation system.

OVERALL COST

The *total cost* for conducting the compensation study based upon approximately **108** job titles would be **\$24,300.00**, inclusive of travel expenses.

TIME FRAME

If the organization can meet the dates for all meetings and information submissions as requested by the Archer Company, the study would be completed within **90 days** from the date this quote is approved by the City.

INSURANCE COVERAGE

We are a financially sound, no debt, and fully insured company. Our insurance coverage includes errors and omissions professional insurance (\$2,000,000 limit), commercial general liability insurance (\$2,000,000 limit), personal property and automobile liability insurance with umbrella coverage (\$1,000,000 limit) and worker's compensation and employer's liability insurance (\$1,000,000) per occurrence.

Earnest R. Archer

Earnest R. Archer, Ph.D., P.E., SPHR
President
The Archer Company, LLC

June 11, 2012

The ARCHER COMPANY

CITY OF FOLEY, ALABAMA COMPENSATION AND CLASSIFICATION STUDY 2013

EXAMPLE ACTION PLAN

SCHEDULE

The ARCHER COMPANY presents the following draft of an Action Plan for accomplishing the tasks associated with the compensation and classification study for the City. This plan delineates the tasks necessary to complete the classification and compensation study. Please note that this is a draft and that it can be adjusted according to the needs of the City.

TASK 1: Orientation meetings with City officials, department heads and supervisors.

- 1.1 The ARCHER COMPANY meets with City Officials, Department Heads and Supervisors to discuss methodology and expectations with respect to the development and implementation of the compensation and classification study. Project time frames will be presented.
- 1.2 The ARCHER COMPANY distributes position questionnaires to the members of the management team and provides the time frame for completing the questionnaires.
- 1.3 The ARCHER COMPANY submits a list of needed information from the City (i.e. classification specifications, job descriptions, payroll data, fringe benefit policies, organization charts, etc). The ARCHER COMPANY prepares and provides communications materials to be used in the study.

TASK 2: Orientation meetings with employees and the distribution of the Equi-Val Position Questionnaire.

- 2.1 The ARCHER COMPANY meets with designated City employees to discuss methodology and expectations with respect to the development and implementation of the compensation and classification study.
- 2.2 The ARCHER COMPANY distributes position questionnaires to designated employees and provides the time frame for completing the questionnaires.

TASK 3: Preparation and collection of completed Equi-Val position questionnaires.

- 3.1 The City employees complete their EPQ's, signs them and returns them to their immediate supervisors.
- 3.2 The City supervisors review the completed EPQ's, notes any changes and discusses changes with each affected employee, signs the EPQ's and turns them into their department heads.
- 3.3 The City department heads review completed EPQ's returned to them, notes changes, discusses changes with appropriate supervisors, signs the EPQ's and turns them into the project coordinator for review and approval.

The ARCHER COMPANY

- 3.4 The City project coordinator reviews the completed questionnaires, notes changes, discusses noted changes with department heads, signs and returns the questionnaires to The ARCHER COMPANY. The signature of the employee, the supervisor, the department head and the Project Coordinator should be on each completed questionnaire.

TASK 4: Job Analysis

- 4.1 The ARCHER COMPANY carefully reviews each completed EPQ.
- 4.2 The ARCHER COMPANY interviews selected employees to further clarify position responsibilities if necessary.
- 4.3 The ARCHER COMPANY reviews the City's existing job descriptions and classification specifications.

TASK 5: Job Evaluation

- 5.1 The ARCHER COMPANY evaluates the data provided in each EPQ using the *Archer Factor-Analysis Job Evaluation System* in order to establish a unique classification for each job and to establish internal equity in the City's pay structure.
- 5.2 The ARCHER COMPANY submits initial job evaluation listing to the City for review.

TASK 6: Salary Survey

- 6.1 The ARCHER COMPANY and the City define the target labor market and benchmark classifications for the salary study.
- 6.2 The ARCHER COMPANY obtains labor market data for the benchmark classifications from published surveys and public records.
- 6.3 The ARCHER COMPANY develops the salary survey instrument.
- 6.4 The ARCHER COMPANY distributes the salary survey instrument to participating organizations.
- 6.5 The ARCHER COMPANY analyzes salary study data to identify average market rates being paid for the benchmark jobs.

TASK 7: Job Descriptions or Classification Specifications written for each job title.

- 7.1 The ARCHER COMPANY prepares a draft job description or classification specification for each job and returns them to the Project Coordinator for employee and managerial review.
- 7.2 The City ensures that the employee, the supervisor and the department head review draft job descriptions or classification specifications. Any changes to the job descriptions or classifications specifications that are approved by the department head are noted directly on the job description.
- 7.3 The City ensures that all draft job descriptions or classification specifications are signed by the employee, the supervisor and the department head and returned to the project coordinator.

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- 7.4 The City project coordinator returns draft job descriptions or classification specifications to The ARCHER COMPANY for the preparation of the final copy.

TASK 8: Develop the Pay Plan

- 8.1 The ARCHER COMPANY integrates internal equity (job evaluation data) and external competitiveness (average labor market rates) via linear regression analysis to develop the pay plan. The "line of best fit" between the two sets of data represents the statistical relationship that is pertinent to the development of a valid, reliable, effective and competitive pay range for each classification.

- 8.2 The ARCHER COMPANY develops a minimum, midpoint and maximum level of pay for each distinctive job or job class based upon the results of the regression analysis.

- 8.3 The ARCHER COMPANY assigns the appropriate pay grade and pay range to each distinctive job or job class.

TASK 9: Present Draft Report and Recommendations

- 9.1 The ARCHER COMPANY submits a recommended pay plan draft to the City. .

- 9.2 The City reviews and comments on the draft report.

TASK 10: Present Final Report and Recommendations

- 10.1 The ARCHER COMPANY presents final report and recommendations and all other supporting data to the City for approval along with exhibits and recommendations.

- 10.2 The ARCHER COMPANY presents final report and recommendations to the City.

TASK 11: Recommend Changes to Pay Plan Policies

- 11.1 ARCHER COMPANY and the City work together to develop the most appropriate strategy for implementing the recommended pay plan

- 11.2 The ARCHER COMPANY develops and submits recommended pay plan administration policies.

**CITY OF FOLEY
CLASSIFICATION PAY PLAN
ADOPTED JANUARY 5, 2004**

	MIN	MID	MAX
GRADE 1	9.964	11.711	13.469

1 – Laborer - Sanitation
3 – Laborer - Parks

GRADE 2	10.945	12.884	14.822
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1 – Building Custodian – Police
4 – Building Custodian – Municipal Complex
1 – Mechanics Aide – Maintenance Shop

GRADE 3	12.061	14.180	16.299
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12 – Equipment Operator I – Street
11 – Sanitation Worker I - Sanitation
6 – Parks Maintenance Worker I – Parks
4 – Library Aide - Library

GRADE 4	13.267	15.587	17.933
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1 – Secretary/Receptionist – Public Works
4 – Equipment Operator II – Street
2 – Records Clerk – Police
5 – Dispatcher – Police
7 – Corrections Officer – Police
1 – Secretary/Receptionist – Fire
8 – Driver Operator II – Sanitation
3 – Parks Maintenance Worker II - Parks
1 – Secretary/Office Assistant – Community Development
4 – Building Maintenance Technician – Municipal Complex
1 – Non Certified Magistrate – Municipal Court
1 – Senior Center Assistant – Senior Center
1 – Receptionist/Clerk – General Government
1 – Secretary/Receptionist – Recreation
1 – Parks Maintenance Worker II – Recreation
1 – Field Maintenance Worker - Recreation

GRADE 5	14.585	17.156	19.725
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- 1 - Administrative Assistant - Public Works
- 4 - Corrections Officer/Shift Leaders - Police
- 4 - Dispatcher/Shift Leader - Police
- 1 - Secretary - Investigation Division - Police
- 12 - Fire Fighter - Fire
- 2 - Gardener - Parks
- 1 - Library Technician/Genealogy Assistant - Library
- 1 - Library Technician/Computer Operator - Library
- 1 - Library Cataloger - Library
- 1 - Planning & Zoning Assistant - Community Development
- 2 - Assistant Magistrate - Municipal Court
- 2 - Accounts Clerk - General Government
- 1 - Revenue Clerk - General Government
- 1 - Payroll Clerk - General Government
- 1 - Sportsplex Technician - Recreation

GRADE 6	16.051	18.868	21.697
	19.685*		25.332*

*Certified Officer Rates - includes increase of \$3.37, approved by Res # 2900-06
 Non-Certified Patrol Officer starting rate \$1.00 less than Certified Officer - approved by Res.# 3074-07

- 2 - Crew Leader/Equipment Operator III - Street
- 1 - Chief Corrections Officer - Police
- 1 - Chief Dispatcher - Police
- 29 - Patrol Officer - Police
- 7 - Patrol Officer/Investigator - Police
- 1 - Patrol Officer/Community Relations Officer
- 1 - Patrol Investigator/School Resource Officer
- 3 - Fire Service Lieutenant - Fire
- 1 - Parks Crew Leader - Parks
- 1 - Assistant Children's Librarian - Library
- 1 - Head of Circulation Services - Library
- 1 - Permit Clerk - Community Development
- 1 - Accounts Payable Clerk - General Government
- 1 - Administrative Clerk II - General Government
- 1 - Office Manager - Engineering
- 2 - Mechanic - Maintenance Shop
- 1 - Administrative Assistant - Convention & Visitors Bureau

GRADE 7	17,640	20,762	23,862
	21,274*		27,497*

*Certified Officer Rates – includes increase of \$3.37, approved by Res # 2900-06

1 – Street Maintenance Supervisor - Street
 1 - Street Construction Supervisor - Street
 1 – Office Coordinator – Police
 1 – Administrative Assistant/Grants Coordinator - Police
 2 - Corporal/Investigator – Police
 6 – Corporal/Patrol – Police
 1 – Community Services Corporal - Police
 1 – Sanitation Supervisor - Sanitation
 1 – Assistant Parks Superintendent - Parks
 1 – Children's Librarian – Library
 1 – Planning Zoning Coordinator – Community Development
 1 – Magistrate – Municipal Court
 1 – Special Services/Events Liaison – Senior Center
 1 – Administrative Assistant I – General Government
 1 – Accounting Assistant – General Government
 1 – Benefits/Payroll Coordinator – General Government
 1 – Revenue Officer – General Government
 1 – Shop Foreman – Maintenance Shop
 2 – Athletic Coordinator - Recreation

GRADE 8	19,398	22,836	26,263
	23,032*		29,898*

*Certified Officer Rate – includes increase of \$3.37, approved by Res # 2900-06

5 – Sergeant/Patrol – Police
 3 – Sergeant/Investigator – Police
 1 – Fire Inspector – Fire
 2 – Building Inspector – Community Development
 1 – GIS Specialist – Community Development
 1 – Municipal Court Clerk/Administrator – Municipal Court
 1 – Personnel Specialist – General Government
 1 – Purchasing/Building/Airport Manager – General Government
 1 – Information Technology Services Coordinator – General Government

GRADE 9	21,348	25,112	28,889
	24,982*		32,523*

*Certified Officer Rate – Includes increase of \$3.37, approved by Res # 2900-06

1 – Commander, Administrative Officer (Lieutenant) – Police
 1 – Commander, Patrol (Lieutenant) – Police
 1 – Commander, Lead Investigator (Lieutenant) – Police
 1 – Commander, Support Services (Lieutenant) - Police
 1 – Accounting Supervisor – General Government
 1 – City Clerk – General Government
 1 – Engineering Assistant – Engineering

GRADE 10	23.478	27.626	31.762
	27.112*		35.396*

*Certified Officer starting rate – includes increase of \$3.37, approved by Res # 2900-06

- 1 – Deputy Chief – Police
- 1 – Deputy Chief - Fire
- 1 – Environmental Manager – Community Development

UNCLASSIFIED POSITIONS

- 1 – City Administrator – Resolution # 4379-11
- 1 – Chief of Police – Ordinance #865-05
- 1 – City Engineer – Resolution # 2803-06
- 1 – Assistant City Administrator/HR Director – Resolution # 3068-07
- 1 – City Planner – Ordinance #865-05
- 1 – Library Director – Ordinance #865-05
- 1 – Recreation Director – Ordinance #865-05
- 1 – Fire Chief – Ordinance #865-05
- 1 – Public Works Superintendent – Res. # 4566-11
- 1 – Parks Superintendent – Ordinance # 865-05
- 1 – Director of Senior Services & Municipal Complex – Resolution #3054-07
- 1 – Director of Economic Development – Resolution #3836-09
- 1 – Leisure Tourism Marketing Director – Resolution #4811-12