Classification and Compensation Study
Final Report

for

City of Senoia, GA

May 23, 2022

Vasco Group, LLC
Management Consulting Company
Experience you can trust, service you can count on

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Harold Simmons
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Dear Harold,

The Vasco Group, LLC. (TVG) is pleased to present this *Compensation & Classification Study Final Report* to the City of Senoia, GA

We would ask you and top staff to review the report and TVG's compensation and classification recommendations. This report has been developed based on:

- Job analysis of included classifications based on the internal relationship); and
- Market analysis (external competitiveness)

The Report is organized into the following Sections:

- Section 1: Proposed Compensation Philosophy
- Section 2: Introduction and Approach
- Section 3: Selected Compensation Policies
- Section 4: Total Rewards
- Section 5: Benefits Comparison
- Section 6: Proposed Pay Plan & Pay Grades
- Section 7: Departmental Cost Report & Summary

TVG would like to express our thanks to all employees and staff who have participated in this important project.

Sincerely,

RHC
Russell Campbell

President/CEO
The Vasco Group, LLC
1219 Rockwood Road
Columbia SC 29209

City of Senoia, Georgia

Classification & Compensation Study Final Report

Table of Contents

Transmittal Letter

Table of Contents

Section 1.0 – Proposed Compensation Philosophy ..... Section 1

Section 2.0 – Introduction and Approach ..... Section 2

Section 3.0 – Selected Compensation Policies ..... Section 3

Section 4.0 – Total Rewards ..... Section 4

Section 5.0 – Proposed Pay Plan & Pay Grades ..... Section 5

Section 6.0 – Alphabetical Listing ..... Section 6

Section 7.0 – Departmental Cost Report & Summary ..... Section 7

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SECTION 1.0
Proposed Compensation Policy

1.0 Proposed Compensation Philosophy

The City of Senoia strives to provide exemplary service to the community by being a model for 21st Century government. Recognizing the importance of our workforce of resolute and talented professional staff, we are committed to promoting organizational and community values that include **exceptional service to the public**; **consistent and excellent performance**; **innovation**; **good fiscal, social**, **and environmental stewardship**; **and ethical behavior**.

To achieve and maintain our ambitious standards of service and performance, the City must continue to attract and retain well-qualified staff who exemplify the organization's values. A public service environment that is attractive to such individuals depends upon many factors, including pride, teamwork, a competitive compensation program, and non-monetary benefits such as recognition in the workplace for accomplishments, professional development and opportunities for promotion and a positive work environment. The City is committed to be an "employer of choice" as part of an overall strategy of attracting and retaining talent that will uphold the City 's organizational values.

The compensation program is committed to retaining and attracting high-skilled, high-performing staff capable of delivering the highest standards of public service to our community. The City expects all staff to consistently perform to those ambitious standards in their work performance, customer service, ethics, and passion for public service. The City strives to administer pay and benefits in a way that is fair and transparent to all, that provides equal pay for equal work, and that does not take into consideration race, ethnicity, religion, sex, gender, sexual orientation, gender identity or expression, or other factors unrelated to work performance.

In order to provide competitive, sustainable, and responsible compensation, the City will consider the following:

Total compensation which consists of but is not limited to direct compensation, e.g., salary; and indirect compensation such as health insurance, retirement, professional development, and time-off benefits.

In evaluating competitive compensation, the City will consider:

A. Financial sustainability as reflected by the City 's financial forecasts and revenue projections, competing service priorities, long-term liabilities, capital improvement and other asset requirements, and fund reserve levels.

B. The "relevant labor market" which may vary depending upon classification but is primarily defined by geographic region (local and/or state-wide) and key markets (municipal and other government agencies) and if applicable, private sector when readily available and effectively comparable.

C. "Internal Relationships" referring to the relative value of classifications to one another as determined by the City.

D. The City will compare responsibilities, skill level, knowledge, ability, and judgment to determine similarity, and evaluate the equity of pay differentials.

E. Other relevant factors may include unforeseen economic, regulatory, or service changes.

F. Transparency with the community, recognizing that taxpayers and ratepayers fund all employee compensation and deserve commensurate value from all those who work for the City. This includes not only disclosure of the components of workforce compensation, but adequate advance notice of material policy changes in order to participate effectively in decision-making that affects the City ’s finances.

Ideally, every five years, the City will evaluate its compensation structure, programs, and policies to assess market competitiveness, effectiveness and compliance with applicable State and federal law. This is with the understanding that more frequent adjustments to the compensation structure may be needed as a result of intermittent evaluations or other factors already cited. This will be accomplished by working with City human resources staff to fairly apportion compensation and benefits, utilizing all the resources and tools available to the City.

SECTION 2.0
Introduction and Approach

2.0 Introduction & Approach

Introduction

The City of Senoia contracted with the Vasco Group, LLC. (TVG) to conduct a compensation survey and assessment of jobs study for all current City classifications. This report presents the findings and recommendations of the study. TVG's findings and recommendations are based on:

- salary survey results;
- current organizational structure;
- discussions with City Manager, Finance Director, and review of current compensation practices;
- job analysis, internal equity, and external competitiveness considerations.

The goal of the City for this project was to provide the foundation for an appropriate classification and compensation system and pay plan based on current compensation levels for similar public sector employers, municipalities, and local market competitors. In response, TVG has developed a proposed pay plan and developed salary adjustment recommendations for current incumbents in included City of Senoia classifications.

Project Focus

The objectives of the study were to:

- Conduct a review of all City job titles;
- Gather salary and compensation data from similar/competitor organizations;
- Develop a revised classification plan; and,
- Develop a revised compensation and pay plan;
- Provide options for the City's consideration to find a reasonable and cost-effective way to transition to the new plan(s); and
- Create new job descriptions.

A list of project tasks and activities is indicated below by Exhibit 2-1.

EXHIBIT 2-1
CITY OF SENOIA
PROJECT TASKS

Project Initiation – Developed project proposal, work plan and timeline. Discussed with City administration and revised project work plan.

Initial Meetings – Met with City Administration, City leadership and key management to clearly define the scope, goal(s), and objective(s) for the proposed study.

Developed/Distributed Salary Survey Instrument – Developed a salary survey to gather compensation information from target organizations for selected City benchmark classifications.

Collected/Analyzed Compensation Data – Collected and reviewed compensation data from respondent organizations.

Conducted Job Analysis – Performed analysis of compensable factors based on current job descriptions.

Developed Revised Pay Plan – Developed a preliminary proposed pay plan based on the results of the market salary survey, job analysis, and internal/external equity considerations.

Developed Salary Adjustment Recommendations – Developed salary adjustment recommendations for all City classifications based on the revised pay plan(s) and employee classification, current salary, and longevity in current position.

Developed & Submitted Draft Report – Developed and submitted a Draft Report for City review integrating the job analysis, proposed pay and classification plan, salary survey, and implementation recommendations.

Revised Draft Report – Incorporated the City 's technical review of materials.

Develop & Submit Final Report – Submitted a Final Report upon final review.

Exhibit 2-2 illustrates a flow-chart process used for developing a proposed pay and classification plan.

EXHIBIT 2-2
CITY OF SENOIA
PROJECT FLOWCHART



Approach Overview

The study methodology included:

- collection of current personnel, Human Resources, and organizational background information;
- identification and selection of comparable agencies for the market & benefits salary survey;
- identification of classification benchmarks;
- conduct of a salary survey for selected positions; and,
- analysis with recommendations concerning the relative ranking of City Government positions to develop a classification plan that will ensure internal equity.

TVG developed job profiles for classifications covered in the study, based on the factors below, to identify an appropriate pay range. The development of a job profile typically includes numerous factors, such as:

- Involvement with Data, People, and Assets
- Experience/Vocational Requirements
- Educational/Vocational Requirements
- Mathematical Requirements
- Communications Requirements
- Judgment Requirements
- Impact of Decisions
- Complexity of Work
- Safety of Others Responsibilities
- Physical Requirements
- Equipment Usage
- Unavoidable Hazards

Initial Meetings and Orientation

Upon agreement to proceed, the project team communicated with Human Resources staff to discuss the study's objectives, along with the strengths and needs of the current organizational compensation management systems. City management provided input regarding the City 's preferences and needs of the systems to be developed. TVG's representatives requested documentation about current compensation and classification programs, met with management to discuss these systems, and developed an understanding of concerns to be addressed.

The project team also met with staff to provide an overview of the scope, content, and methodology of the study, encourage employee cooperation and commitment, and established appropriate time frames for completing and returning necessary forms.

TVG staff serve as a facilitator to bring these primary source data together in a meaningful way, organize it into a pay plan or plans, depending on the needs of the organization and to support and assist the organization with making crucial decisions regarding overall hierarchal placement of jobs.

The study results and outcomes are not the result of decisions made in isolation by the consultant but are the result of the consultants working to bring together all of the different viewpoints of the stakeholders assisting and supporting in ordering responsibilities of the work into a compensation and classification plan that serves as a starting point for making current and future placement decisions.

Market Review

The City employs a wide range of jobs that contain a mix of work responsibilities found in both the public and private sectors. The Market Salary Survey of selected benchmark positions reflected the variety of duties and responsibilities in which City Government employees engage. The Market Salary Survey is one of the key components of a classification and compensation study, as well as one of the more difficult and sensitive activities in the study process.

In a collaborative effort with the Human Resources staff of the City, TVG developed a list of target organizations to be surveyed. Upon approval of the target list, the survey instrument, and the benchmark classifications, TVG conducted the survey and performed the technical analysis and evaluation.

Organizations typically included as targets in a salary survey are those that are:

- competing with City Government for employees, for either lower level or higher-level positions;
- geographically situated in such a fashion as to automatically be considered a competitor;
- structured similarly to the City, or providing similar types of services; and
- attractive to highly valued employees for one reason or another.

Surveyed:

- City of McDonough, GA
- City of Peachtree City, GA
- City of Griffin, GA
- City of Newnan, GA
- City of La Grange, GA
- City of East Point, GA
- City of South Fulton, GA
- City of Union City, GA
- City of College Park, GA
- City of Atlanta, GA
- Fayette County, GA
- Henry County, GA
- Coweta County, GA
- Clayton County, GA
- Fulton County, GA
- Spalding County, GA

Benchmark Classes

The job classes included as benchmarks in the survey were clearly and concisely described. All classes had a clear and identifiable relationship to other City classes and were representative of the various functional areas within the various work areas/units within City Government.

In the survey instrument, benchmark jobs were carefully described in a class profile. In addition to the statement of job duties and responsibilities, specific information pertaining to the education requirements and work experience needed for the class was included. The respondent's matching class title, annual minimum and maximum salary, duty days, and annual hours was also included in the survey.

The data from the survey were used to assist with the classification of the various jobs within the pay structure. It is important to note, however, that the market study simply serves as an indicator of market trends and the internal job analysis is a critical element in determining pay grade assignment.

Proposed Pay Plan

Specific details of the plan are provided in report tables starting in Section 5.0. The proposed pay plan puts all employees into a single Unified Pay Plan. Employees performing the same duties were placed in the same class and pay grade, regardless of the number of hours (PT/FT).

Implementation Costs

TVG's implementation options and recommendations consider the following:

- Current salary;
- Current job title or rank; and,

If the employee's current salary exceeds the proposed minimum salary based on the assigned pay grade after receiving the 5% COLA, then the calculations did not provide any further adjustment. No employee is recommended for any decrease in salary, even if the current salary exceeds the target salary.

TVG does recommend that any employee whose current salary exceeds the target salary should continue to advance through the ranges until they reach the range maximum.

No employee should receive any additional salary adjustments once their salary has reached the maximum of the range. The recommendation is to freeze the salary until market data supports an increase in pay range maximum. Progressive governments often coordinate with TVG on an annual basis to refresh their market competitive position to ensure that they do not "lose ground" from a compensation perspective.

Pay Plan Structure

TVG has established a Unified pay plan structure for all included positions within the scope of the study. It provides for ranges of 55% from minimum to maximum. There is 5% between each pay grade.
The structure recommended is transparent, permits employees to have a perspective that provides some security, but it still wholly dependent on the City's ability to fund future structure adjustments.

Plan Implementation

TVG recommends that the new compensation structure go into effect as soon as feasible along with the recommended salary adjustments. An "across the board" of 5.2% is applied first in anticipation of that amount being provided to eligible employees. Then, calculations that bring employees at least to the minimum of the recommended pay range are made.

Annualized Implementation Cost: $296,531

Salary Compression

Salary compression also known as wage or pay compression, is pay differential that results from various causes, but that is often deemed as unfair or unequal by members of the workforce within the organization. It is an issue that many management and Human Resources professionals deal with on a regular basis. There are numerous reasons for these kinds of differentials that occur, and they often seem justified in the outset. However, over time wage compression can lead to low morale and hurt feelings within the ranks of previously loyal employees.

Examples of Salary Compression

Salary compression is not a new concept. For example, it's a widespread practice for an organization to offer a higher starting salary to sought after employees who may be "rock stars" or as someone who has a great deal to offer the organization. Higher pay is used as an incentive to lure the candidate.

It is also seen when viewing fixed salaried professionals like managers and supervisors versus hourly employees who are eligible for rewards like shift differentials and overtime pay. Sometimes pay inequities are seen after a consolidation of two or more functional areas that were run very differently from one another previously. Wage compression can also occur in an organization with a sizable percentage of low wage earners when the low wage rates are increased; as new hires come on, they are earning the same amount as those who may have been with the organization for years.

Impact of Wage Compression

Impacts of wage compression can be seen on a one-to-one level or across entire organizations. Those whose pay is compressed, or who are receiving less money, are likely to be affected by low morale. They will feel discouraged, naturally. It doesn't make sense to continue working just as hard when their efforts are not perceived as being compensated. This can lead to a more noticeable problem of deficient performance in employees, which hurts the bottom line and affects everyone. There may also be retention issues related to salary compression.

Those who feel slighted are more likely to look for alternate employment. High turnover rates are costly to any organization. It may also be harder to recruit from within for higher level positions if employees see no economic benefit in accepting the added responsibility and work of a promotion.

Purpose of the Implementation Plan

The foundation of the implementation calculation is one that is forward looking and does not look back on how current salaries came about. Transition to a new plan is not meant to change every pay decision, promotion or other legal changes in salary that have occurred over the tenure of the employee; nor is it meant to pretend the new pay structure should be retroactive in concept to the day an employee was hired.

To the extent that any uniform formula may result in unintended consequences, there may be isolated instances where administrative adjustments would be needed in order to address an inequity that is not readily apparent. This is not intended to address internal inequities, perceived by employees, which might result from previous pay structures or previous pay decisions. TVG assumes that all previous salary changes were based on information that was considered valid and appropriate at the time the decision was made.

SECTION 3.0
Selected Compensation Policies

3.0 – Selected Compensation Policies

As part of the overall study, The Vasco Group typically offers observations and recommendations regarding best practices in compensation policies. These observations are not meant to replace existing policies, but to provide a fresh look and compare the City's compensation policies against "best practices." An objective statement of compensation policies also includes the expressed outcome to attract, reward, and retain qualified employees who can help the City achieve its mission. In support of the vision statement, TVG observations may assist the City as it strives to provide a total compensation program that enables the City to:

- attract and retain a high-quality and diverse workforce;
- reward and retain qualified employees;
- provide a fair and consistent framework for assigning jobs;
- maintain salary structures at market competitive levels;
- ensure fair and consistent pay practices;
- comply with applicable laws and regulations; and,
- operate within the constraints of fiscal resources; and
- be an employer that inspires excellence.

As an employer, the City embraces a fair and equitable compensation plan to support achievement of the following goals.

1. The City strives to provide a total compensation program that is fiscally sound, equitable and competitive in the defined marketplace.

2. Both benchmarking of select classifications and consideration of the job profile is used as a best practice for compensation of similar positions.

3. Competitive ranges are established for all positions to provide the flexibility needed to adapt to market changes, maintain internal equity and address needs of the City that will ensure an elevated level of service to the residents of the City.

4. Starting pay for new employees is based upon education and work experience related to positional requirements as well as market conditions.

5. Pay adjustments, other than allowances and supplements, are provided to employees when appropriate to address equity, market responsiveness, and consistency in the administration of the City's compensation program.

6. Employees are eligible for pay increases resulting from true promotions and reclassifications.

7. Part-time/temporary employees may not be eligible for the same benefits as full-time employees.

8. Fair Labor Standards requirements will be applied fairly and consistently to applicable positions.

9. Benefit plans and other non-cash compensation plans are reviewed periodically for competitiveness, cost effectiveness, and their value to employees and the City.

10. Pay ranges for the City job groups are reviewed as needed, but not less than every five years.

Compensation Policies:

The following recommendations cover recommendations for both the implementation of the plan, as well as the on-going administration of the plan.

Numerous opportunities exist for varied work experiences and career advancement within the City. The following outlines how associated pay changes can be administered based on the category of change. All final decisions on the administration of pay are subject to approval by the City Manager based on feedback from Human Resources. In all instances of employee/job reassignment, the employee would be placed in the range, not to exceed the maximum of the range unless specifically stated. Unless otherwise stated, any change in pay would be effective with the next full pay period.

A. Reclassification

1. When a job has been reclassified to a higher pay grade, the employee's salary shall increase at least 5% in the new pay grade that includes the new salary but is not more than the maximum salary of the new pay grade.

   If the reclassification results in an upgrade of one pay grade, the employee's pay will be moved upward by 5%. An upgrade of two or more pay grades will increase the employee's pay by an additional 2.5% increase for each additional pay grade, up to a maximum of 15%.

   For general reclassifications done as a result of an internal or external compensation study, or as a result of a normal budget process review, if the employee has been in the position since on, or before, the first day of the fiscal year, the effective date of any approved change will be the first day of the fiscal year, or the effective date of implementation as approved by the City Council.

   Otherwise, for an individual reclassification, done outside the normal budget cycle, the effective date of the pay increase will be consistent with the next full pay period.

   Reclassification or changes in pay grade, whether resulting from an internal or external compensation study or individual change in pay grade, shall ***not be*** retroactive with respect to calculating the new salary.

   Internal Equity Adjustments as a result of the implementation of a system-wide study shall not be subject to the same guidelines as the "Reclassification" guideline. Internal Equity Adjustments can be the result of the application of a formula, applied to all positions in the same pay plan, and are done to ensure that employees' salaries are internally equitable and are not done to reflect an individual "job audit" of a single member incumbent.

Internal Equity Adjustments are also not tied to performance measures. ***The leadership may determine an Internal Equity Adjustment strategy that is separate and apart from the guidelines that cover reclassification.***

Internal Equity Adjustments, resulting from an internal or external comprehensive review, can be to a higher, or lower, pay grade and are not considered a reclassification, promotion, or demotion.

2. When a job has been reclassified to a lower pay grade, the affected employee(s) shall have their pay adjusted accordingly. The employee's salary will be placed within the salary range of the lower grade. The effective date will be the day following the Council adoption date and the change will be reflected in the next full pay period. If, after the pay grade adjustment, the employee(s) salary is greater than the maximum salary of the new pay range, the employee will continue to be paid at the higher rate of pay, the salary would be "frozen," and the employee is typically ineligible for any pay adjustment until the range "catches up" with the salary and allows for movement.

B. Promotion

1. When an employee is promoted, as a result of a job change or job progression, to a higher pay grade position, within the same, or to a different, salary schedule, the salary placement within the new pay grade shall be determined as follows: *apply 5% on the salary of the previous grade/schedule and salary for promotions of one pay grade, and an additional 2.5% for each additional pay grade up to a maximum of 15%.* The resulting pay will be no less than the minimum of the new pay grade and no less than a 5% salary increase, but not more than the maximum salary of the assigned pay grade. The effective date will be the day of approval.

2. There may be times when the uniqueness of an individual job and level or necessary skills required by the City, and not just possessed by the incumbent, may require a higher salary schedule placement than stipulated in this section. Under such circumstances, the City Manager *may approve a higher salary step placement within the assigned pay grade.*

C. Lateral Transfer

A lateral transfer occurs when an employee is transferred from one job class to another in the same pay grade. When there is no change in pay grade there shall be no adjustment in base salary. A lateral transfer is not considered a reclassification or a promotion.

D. Temporary Assignment(s)

1. "Interim" or temporary assignment(s) occurs when the City recognizes a critical job assignment need that must be met and cannot be met through the normal recruitment process. This can occur when an unexpected vacancy occurs; when a mission critical job cannot be filled in a timely fashion; or when a mission objective changes abruptly and requires an immediate action.

2. Temporary or "interim" assignment(s) would be anticipated to last more than 30 days, but less than 6 months. A temporary or "interim" assignment is to fill a vacancy and not to assume the duties of another employee who is on approved leave, i.e., vacation, holiday, medical, or other short-term absence(s).

3. If the position assigned is lower in pay grade (or equivalent pay range) this would not result in a lower salary for the assigned employee even if the employee's salary exceeded the maximum of the new pay range.

4. If the position assigned is higher in pay grade and extends beyond 30 days, but less than 6 months, there should be a 5% "temporary assignment" pay adjustment for the first pay grade and 2.5% for each additional pay grade to a maximum of 15% or the minimum of the grade, whichever is higher. The employee's salary shall not exceed the maximum of the assigned range. Employees receiving temporary assignment pay shall sign an agreement acknowledging the understanding that they are receiving "Temporary Assignment Pay" and also acknowledging that when the temporary assignment ends, the "assignment pay" will also end.

E. Hiring

1. The hire rate for a new employee with no equivalent and/or relevant level experience is typically the minimum of the salary range to which the job classification is assigned.

2. New hiring rates above the minimum (or re-hires) for employees with prior experience that is directly relevant experience and/or experience that can be verified by the Human Resources Department may be considered. To determine prior relevant experience credit, the City shall provide compensable credit on a basis of one year of credit for every three years of prior relevant experience. Each year of relevant experience will be valued at 3% above the pay grade minimum up to 15%. *Employees who have left the City and have been officially terminated will be re-hired using this formula and will not be rehired at the previous salary.* Re-hires who have left the City's employ will be considered using the same formula as new hires.

3. Internal Equity is an equally important consideration in filling a vacant position. Before a salary offer is made, Human Resources will also consider the current salaries, level of education, relevant licenses/certifications, and length of service in the same/similar job class or classes of current incumbents. It is the policy of the City to make every effort to avoid inverted salary relationships by bringing in newly hired employees at a salary that exceeds the current salaries of comparably placed existing employees in the same/similar job class.

4. The Human Resources department may additionally consider a higher salary offer if the open position is determined to be a "hard to fill" position.

5. "Hard to fill" positions will be determined by the Human Resources Department and will be based on the length of time the position has remained unfilled, the difficulty to recruit, the "mission critical" nature of the work and the market conditions of the position, at the time of a vacancy.

6. Hiring Range is typically considered that span in salary between the minimum of the range and the market point for most positions. For Directorships or Assistant Director level positions, the qualifications of the applicant and/or the needs of the City should include the discretion to hire anywhere within the range. However, consideration should still be given to existing salaries of other employees who are in directly comparable leadership positions.

F. Maximum of the Range

Ranges are established to reflect the market value of a given job profile and not an incumbent. Once an employee reaches the maximum of his/her assigned range, the salary is frozen, and the employee is not eligible for any additional compensation unless there is a range movement that would result in a higher maximum.

G. Salary Adjustment for Department Directors

There should be some flexibility for making salary adjustments for Departmental Directors beyond an annual increase when it is based on exceptional performance. The salaries of other equivalent employees should also be given consideration to not create undue inequity in the salary relationships between and among comparable levels of peers.

H. Demotion

1. Voluntary Demotion

If the demotion is voluntary, placement at the appropriate level within the new salary grade would be based on experience and prior performance and must be approved by the department head and Director of Human Resources. In a voluntary demotion, the performance appraisal date remains unchanged.

2. Involuntary Demotion

If an employee is involuntarily demoted as a result of disciplinary action, for example, or action related to unacceptable job performance, the rate of pay may be reduced by at least 2.5% per grade reduction or by a minimum of 5%; and the employee's salary must be reduced to at least the maximum of the lower Pay Grade, and may be placed at any salary within the lower Pay Grade as long as there is a minimum 5% reduction in pay. The employee will be placed on conditional status for a period of twelve months.

There will be no salary increase at the end of the conditional period. The salary is established in the same manner as for voluntary demotion.

A performance appraisal must be completed within twelve months of the date of the demotion. A proficient performance appraisal will result in release from conditional status and continuation in the position subject to continued satisfactory performance.

There will be no salary increase at the end of the conditional period.
The performance appraisal date shall be established one year from the effective date of the demotion.

Future Salary Adjustment Recommendations

The cost to implement and maintain the compensation system should be driven by changes in the labor market and/or internal relationships and should be applied globally to the system, which, in turn, adjusts each salary range. Compensation systems that are well maintained address *two primary issues* on an annual basis:

- the cost to maintain competitiveness within the system; and
- the cost to adjust individual salaries.

From time to time, the City may determine the need to adjust pay grades/ranges based on some factor, such as the Employment Cost Index (ECI) to maintain competitiveness at salary range minimums and hiring rates, as well as accommodate current incumbent pay progression within the grades. Ideally, funding permitting, the City should conduct a salary/market review periodically to assess market conditions and ensure a competitive posture in personnel recruitment and retention. At this time, a more detailed comparison to the external market, as well as, to immediate competitors can be made using a comprehensive methodology such as that used in this review.

Proposed Compensation Plan

Regardless of an organization's philosophy concerning advancement opportunities afforded to employees, it is essential that movements in the economy, and more specifically, the labor market in which the City competes, be addressed at the system level. Accordingly, salary administration procedures should take their priority based on funding levels and the City's philosophies on pay.

Placement of Employees Within the New Proposed Ranges

After a 5% general increase is calculated on the current base salary for each employee, any employee whose current salary level is below the proposed minimum level of the assigned pay grade after the 5% increase, will receive an additional adjustment to bring him/her to the proposed minimum salary proposed in the study.

For employees with current salary levels exceeding the maximum level in the assigned range, the salary would be frozen at that level, and the employee would be ineligible for any merit or cost of living increases until the range is adjusted to allow movement.

No salary for any employee is recommended for reduction.

Plan Implementation

It is especially important that during the current economic times that the City retain its highly qualified work force by providing a fair, and competitive, compensation program. Additionally, it is equally important, that the City does not overpay for positions. The proposed implementation plan carefully balances these two important considerations.

Career Path vs Career Ladders

Career Path vs Career Ladder What is the Difference?

A career path is a track of employment with a progression of acquired education, experience, achievement, and responsibility, moving through job positions within a professional field or organization. For example, an analytical track career path, a managerial track career path, or a quality management track career path.

A Career Path is designed to encourage students to enter a certain field of study (e.g., public health laboratory science) and to demonstrate the possibilities within that field of study.

A career path for a field of study in laboratory science can begin with a position as a laboratory aide, then a laboratory technician, followed by a laboratory scientist.

This career path then opens a wealth of interrelated laboratory science tracks, and a professional can move from one track to another over the course of a career.

A series of steps within a job classification, each with increasing responsibility as expertise is developed, allowing for recognition of professional growth. The steps in the career ladder may require competition for advancement. For example, progressing through the federal GS system, or moving from a laboratory scientist I to laboratory scientist II to laboratory scientist III.

A Career Ladder is designed to encourage and assist staff to further their professional development and to reward them for their commitment to professional growth and excellence without moving to a new career path.

Employee Performance and Compensation in the Public Sector

The theory of pay for performance is unquestioned. The practice is universal in the private sector and important to the growth of the U.S. economy. Rewarding superior performance has gained acceptance in all aspects of life. It's now a global practice.

Government is different from the private sector in three key respects though. Two of those differences—the fact that performance ratings and pay increases are not confidential, and that changes to the system inevitably involve politics—are likely to prompt resistance to program changes.

A third difference is that in the private sector, pay for performance triggers continuous attention to performance metrics. For many organizations, the incentives that motivate are the prospect of year-end bonuses and gains from stock ownership. Both reinforce the importance of company success. In business, financial rewards are solidly entrenched.

The transition to pay for performance in government should be managed as organizational change since it redefines the role of managers and their relationship with staff. Managers who have relied on micromanagement will need to relinquish control. Performance-related pay makes no sense where employees are tightly controlled. The problem of inflated performance ratings will have to end. It also changes employee job and career expectations. The highest hurdle promises to be creating performance processes that generate credible and defensible year-end ratings. Recognizing star performers as well those whose performance is unacceptable is important to every employer. That's obviously central to pay for performance.

As a general proposition, we believe there are four fundamental requirements for an effective performance-based pay system:

1. Performance expectations are clearly defined and understood.

2. Performance is measured accurately and communicated effectively by well-intentioned, trained supervisors.

3. The process is managed consistently across the organization.

4. Differences in performance can result in meaningful differences in compensation outcomes.

Government's purpose is to provide critical services requiring collective support through political processes. Effectiveness and cost control are the primary measures of success. In contrast, private sector organizations must create profit to exist, so their standards are different.

Although the transition to a pay for performance system is challenging, and requires a fundamental shift in thought processes, operations, it is an effective way of managing limited financial resources and rewarding key performers within government.

Alternative Approaches to Compensation: Skilled -Based & Competency-Based Pay

Traditional pay structures within organizations have traditionally been focused on the assigned job. Wages have been based on position and seniority and influenced by factors like the minimum wage and negotiation. Although skills and competence have been reflected indirectly, pay systems have not been designed to encourage the development of individuals. With technological advancements and the focus on productivity and quality, many organizations now recognize the need to focus on individual contributions.

Skill-based Pay

Skill-based systems have long been used to define jobs within the trades. Increasing skill levels are the determining factor in describing positions like apprentice, journeyman, and master craftsman. Other examples of skill-based pay systems can be found among white-collar jobs where the company is providing a career progression based on increasing technical skill as an alternative to being promoted through various management levels.

Competency Based Pay

The term competency-based pay describes a system where rewards are based on the use of competence without consideration for results. The premise is that individual performance depends on having relevant competencies and higher levels of competence will produce superior performance. A competency base pay system focuses on individuals.

In practice, competency-based systems are seldom used in a pure form. Competency may be one of the factors determining pay, but performance may also be a factor.

Application

While both skill- and competency-based pay systems are focused on individuals rather than jobs, how the individual is evaluated for pay purposes is different. Skill-based systems are better defined having been used for years as the basis for defining certain jobs. Pay is based on skills verified by some type of assessment or certification. These pay systems have been applied both to blue-collar and white-collar jobs. In contrast, competency-based pay systems have been applied as components of a pay system and so far, have been applied to individuals at professional or management levels.

Trends

The tendency toward leaner organizations over the past few decades has contributed to the development of pay systems that favor employees with a broad base of skills and competencies. Some of the results related to this trend include reduced staffing levels and expectations of higher performance by individuals.

SECTION 4.0
Total Rewards

4.0 – Introduction to Total Rewards

Total Rewards

Total rewards are the monetary and non-monetary returns provided to employees in exchange for their time, talents, efforts, and results. It involves the deliberate integration of five key elements that effectively attract, motivate, and retain the talent required to achieve desired business results. The five key reward elements are:

- Remuneration/Compensation;
- Benefits;
- Work-Life;
- Performance and Recognition; and,
- Development and Career Opportunities.

These elements represent the "tool kit" from which an organization chooses to offer and align a value proposition that creates value for both the organization and the employee. An effective total rewards strategy is the art of combining these five elements into tailored packages designed to achieve optimal motivation. This results in satisfied, engaged, and productive employees, who in turn create desired business performance and results. In this successful exchange relationship, the employee provides time, talent, efforts, and results --- and the employer provides a total rewards package that is perceived as valuable by the employee.

The Context for Total Rewards

Total rewards operate in the context of an overall organizational strategy, organizational culture, and human resources strategy. Indeed, an organization's exceptional culture or external brand value may be considered a critical component of the total employment value proposition. In addition, other external influences on an organization that affect total rewards design include:

- Legal/regulatory issues;
- Cultural influences and practices;
- Competition; and,
- Labor market.

Total Reward Definitions and Examples

Remuneration/Compensation

Pay provided by an employer to an employee for services rendered (i.e., time, effort, and skill).

Remuneration/Compensation comprises four core elements:

- Fixed pay – Also known as "base or basic pay," fixed pay is nondiscretionary compensation that does not vary according to performance or results achieved. It usually is determined by the organization's pay philosophy and structure.

- Variable pay – Also known as "pay at risk," variable pay changes directly with the level of performance or results achieved. It is a one-time payment and must be re-established and re-earned each performance period.
- Short-term incentive pay – A form of variable pay; short-term incentive pay is designed to focus and reward performance over a period of one year or less.
- Long-term incentive pay – A form of variable pay; long-term incentive pay is designed to focus and reward performance over a period longer than one year.

Benefits

Programs an employer uses to supplement the cash compensation that employees receive. These programs are designed to protect the employee and his or her family from financial risks and can be categorized into the following elements:

- Social Insurance;
- Unemployment;
- Worker's compensation;
- Social Security; and,
- Disability (occupational).

Group Insurance

- Medical
- Dental
- Vision
- Prescription Drug
- Mental Health
- Life Insurance
- Accidental Death and Dismemberment Insurance (AD&D)
- Disability
- Retirement
- Savings

Pay for Time Not Worked

These programs are designed to protect the employee's income flow when not actively engaged at work.

- At work (breaks, clean-up time, uniform changing time); and,
- Away from work (vacation, government holidays, company holidays, personal days).

Work-Life

A specific set of organizational practices, policies, and programs, plus a philosophy, which actively supports efforts to help employees achieve success at both work and home. There are seven major categories of organizational support for work-life effectiveness in the workplace. These categories encompass compensation, benefits, and other human resources programs.
In combination, they address the key intersections of the worker, his or her family, the community, and the workplace. The seven categories are:

- Workplace flexibility;
- Paid and unpaid time off;
- Health and well-being;
- Caring for dependents;
- Financial support;
- Community involvement; and,
- Management involvement/culture change interventions.

Performance & Recognition

Performance: A key component of organizational success, alignment of organizational, team and individual performance is assessed in order to understand what was accomplished, and how it was accomplished. Performance involves the alignment of organizational, team and individual effort toward the achievement of business goals and organizational success.

Performance planning is a process whereby expectations are established linking individual with team and organizational goals. Care is taken to ensure goals at all levels are aligned, and there is clear line of sight from performance expectations of individual employees all the way up to the organizational objectives and strategies set at the highest levels of the organization.

Performance is the manner of demonstrating a skill or capacity.

Performance feedback communicates how well people do a job or task compared to expectations, performance standards and goals. Performance feedback can motivate employees to improve performance.

Recognition acknowledges or gives special attention to employee actions, efforts, behavior, or performance. It meets an intrinsic psychological need for appreciation of one's efforts and can support business strategy by reinforcing certain behaviors (e.g., extraordinary accomplishments) that contribute to organizational success. Whether formal or informal, recognition programs acknowledge employee contributions immediately after the fact, usually without predetermined goals or performance levels that the employee is expected to achieve. Awards can be cash or non-cash (e.g., verbal recognition, trophies, certificates, plaques, dinners, tickets, etc.). The value of recognition plans is that they:

- Reinforce the value of performance improvement;
- Foster continued improvement, although it is not guaranteed;
- Formalize the process of showing appreciation;
- Provide positive and immediate feedback; and,
- Foster communication of valued behavior and activities.

Development and Career Opportunities

Development: A set of learning experiences designed to enhance employees' applied skills and competencies. Development engages employees to perform better and engages leaders to advance their organization's people strategies.

Career Opportunities: A plan for employees to advance their career goals and may include advancement into a more responsible position in an organization. The organization supports career opportunities internally so that talented employees are deployed in positions that enable them to deliver their greatest value to the organization. Development and career opportunities include the following:

Learning Opportunities

- Tuition assistance;
- Corporate universities;
- Innovative technology training;
- Attendance at outside seminars, conferences, virtual education, etc.;
- Self-development tools and techniques;
- On-the-job learning; rotational assignments at a progressively higher level;
- Sabbaticals with the express purpose of acquiring specific skills, knowledge, or experience;
- Coaching/Mentoring;
- Leadership training;
- Access to experts/information networks association memberships, attendance and/or presentation at conferences;
- Exposure to resident experts; and,
- Formal or informal mentoring programs in or outside one's own organization.

Advancement Opportunities

Internships

- Apprenticeships with experts;
- International assignments;
- Internal job postings;
- Job advancement/promotion;
- Career ladders and pathways;
- Succession planning; and,
- Providing defined and respectable "on and off ramps" throughout the career life cycle.

An Integrated Total Rewards Strategy

Culture

Culture consists of the collective attitudes and behaviors that influence how individuals behave. Culture determines how and why a company operates in the manner that it does.
Typically, it is comprised of a set of often unspoken expectations, behavioral norms, and performance standards to which the organization has become accustomed. Culture change is difficult to achieve because it involves changing attitudes and behaviors by altering their fundamental beliefs and values. Organizational culture is subject to internal and external influences; thus, culture is depicted as a contextual element of the total rewards model, overlapping within and outside the organization.

Environment

Environment is the total cluster of observable physical, psychological, and behavioral elements in the workplace. It is the tangible manifestation of organizational culture. Environment sets the tone, as everyone who enters the workplace reacts to it, either consciously or unconsciously. Because they are directly observable and often measurable, specific elements of the environment can be deliberately manipulated or changed. The external environment in which an organization operates can influence the internal environment; thus, environment is depicted as a contextual element of the total rewards model, overlapping within and outside the organization.

Attraction

The ability of an organization to attract the right kind of talent necessary to achieve organizational success. Attraction of an adequate (and perpetual) supply of qualified talent is essential for the organization's survival, and it is one of the key planks of business strategy. One way an organization can address this issue is to determine which "attractors" within the total rewards program brings the kind of talent that will drive organizational success. A deliberate strategy to attract the quantity and quality of employees needed to drive organizational success is one of the key planks of business strategy.

Retention

An organization's ability to keep employees who are valued contributors to organizational success for as long as is mutually beneficial. Desired talent can be kept on staff by using a dynamic blend of elements from the total rewards package as employees move through their career lifecycles. However, not all retention is desirable, which is why a formal retention strategy with appropriate steps is essential.

Motivation

The ability to cause employees to behave in a way that achieves the highest performance levels. Motivation is comprised of two types:

- **Intrinsic Motivation** is linked to factors that include an employee's sense of achievement, respect for the whole person, trust, appropriate advancement opportunities and others, intrinsic motivation consistently results in higher performance levels.
- **Extrinsic Motivation** is most frequently associated with rewards that are tangible, such as compensation and benefits.

There are also defined levels of intensity regarding motivation:

- *Satisfaction* – how much I like things here.
- *Commitment* – how much I want to be here.
- *Engagement* – how much I will actually do to improve business results.

SECTION 5.0
Proposed Pay Plan & Pay Grades

Proposed Pay Plan

Senoia, GA

UNIFIED Pay Grade	*Classification Code*	*Proposed Class Title*	*Ann Min*	*Mid*	*Ann Max*	*Hrly Min*	*Mid*	*Hrly Max*
201			**$36,655**	**$46,735**	**$56,816**	**$17.62**	**$22.47**	**$27.32**
	1001	LABORER - SEWER						
	1025	LABORER - STREETS						
202			**$38,488**	**$49,072**	**$59,657**	**$18.50**	**$23.59**	**$28.68**
	1009	RECORDS CLERK						
	1029	MUNICIPAL COURT CLERK						
	1021	WELCOME CENTER MANAGER						
	1007	COURT RECORDS CLERK						
203			**$42,433**	**$54,102**	**$65,772**	**$20.40**	**$26.01**	**$31.62**
	1010	CODE ENFORCEMENT OFFICER						
204			**$46,783**	**$59,647**	**$72,513**	**$22.49**	**$28.68**	**$34.86**
	1003	MECHANIC						
	1011	WATER PLANT OPERATOR						
	1024	SEWER PLANT OPERATOR						
	1002	ACCOUNTS PAYABLE & PAYROLL COORDINATOR						
	1013	UTILITY BILLING CLERK						
	1019	ADMINISTRATIVE COORDINATOR						
205			**$49,121**	**$62,630**	**$76,139**	**$23.62**	**$30.11**	**$36.61**
	1004	PATROL OFFICER						
	1012	BUSINESS LICENSE ADMINISTRATOR						
206			**$51,577**	**$65,761**	**$79,946**	**$24.80**	**$31.62**	**$38.44**
	1030	SCHOOL RESOURCE OFFICER						
207			**$54,156**	**$69,049**	**$83,943**	**$26.04**	**$33.20**	**$40.36**
	1006	ASSISTANT CITY CLERK						
	1008	WATER PLANT SUPERVISOR						
	1018	PUBLIC WORKS SUPERVISOR						
	1023	SEWER PLANT SUPERVISOR						
208			**$59,707**	**$76,127**	**$92,547**	**$28.71**	**$36.60**	**$44.49**
	1012	POLICE SERGEANT						
	1028	DETECTIVE						
210			**$70,574**	**$90,532**	**$110,492**	**$33.93**	**$43.53**	**$53.12**
	1017	POLICE LIEUTENANT						
	1016	PROJECT MANAGER						
	1020	COMMUNITY DEVELOPMENT DIRECTOR						
211			**$80,013**	**$102,017**	**$124,022**	**$38.47**	**$49.05**	**$59.63**
	1005	CITY CLERK						
	1014	POLICE CAPTAIN						
212			**$90,215**	**$114,474**	**$138,734**	**$43.37**	**$55.04**	**$66.70**
	1014	PUBLIC WORKS DIRECTOR						
	1026	FINANCE DIRECTOR						
	1027	ASSISTANT POLICE CHIEF						
213			**$105,120**	**$133,203**	**$161,287**	**$50.54**	**$64.04**	**$77.54**
	1013	POLICE CHIEF						
		ASSITANT CITY MANAGER						
214			**$152,877**	**$194,368**	**$235,862**	**$73.50**	**$93.45**	**$113.40**
	1022	CITY MANAGER						

33 Active Proposed Classes in Senoia, GA

SECTION 6.0
Alphabetical Listing

Proposed Class List By Title
Senoia, GA

	Proposed Class Title	Code	Pay Plan	Grade	Min	Mid	Max	#
A								
	ACCOUNTS PAYABLE & PAYROLL COORDINATOR	1002	UNIFIED	204	**$46,783**	**$59,647**	**$72,513**	**1**
	ADMINISTRATIVE COORDINATOR	1019	UNIFIED	204	**$46,783**	**$59,647**	**$72,513**	**1**
	ASSISTANT CITY CLERK	1006	UNIFIED	207	**$54,156**	**$69,049**	**$83,943**	**1**
	ASSISTANT CITY MANAGER		UNIFIED	213	**$105,120**	**$133,203**	**$161,287**	**1**
	ASSISTANT POLICE CHIEF	1027	UNIFIED	212	**$90,215**	**$114,474**	**$138,734**	**1**
B								
	BUSINESS LICENSE ADMINISTRATOR	1012	UNIFIED	205	**$49,121**	**$62,630**	**$76,139**	**1**
C								
	CITY CLERK	1005	UNIFIED	211	**$80,013**	**$102,017**	**$124,022**	**1**
	CITY MANAGER	1022	UNIFIED	214	**$152,877**	**$194,368**	**$235,862**	**1**
	CODE ENFORCEMENT OFFICER	1010	UNIFIED	203	**$42,433**	**$54,102**	**$65,772**	**1**
	COMMUNITY DEVELOPMENT DIRECTOR	1020	UNIFIED	210	**$70,574**	**$90,532**	**$110,492**	**1**
	COURT RECORDS CLERK	1007	UNIFIED	202	**$38,488**	**$49,072**	**$59,657**	**1**
D								
	DETECTIVE	1028	UNIFIED	208	**$59,707**	**$76,127**	**$92,547**	**1**
F								
	FINANCE DIRECTOR	1026	UNIFIED	212	**$90,215**	**$114,474**	**$138,734**	**1**
L								
	LABORER - SEWER	1001	UNIFIED	201	**$36,655**	**$46,735**	**$56,816**	**3**
	LABORER - STREETS	1025	UNIFIED	201	**$36,655**	**$46,735**	**$56,816**	**2**
M								
	MECHANIC	1003	UNIFIED	204	**$46,783**	**$59,647**	**$72,513**	**1**
	MUNICIPAL COURT CLERK	1029	UNIFIED	202	**$38,488**	**$49,072**	**$59,657**	**1**
P								
	PATROL OFFICER	1004	UNIFIED	205	**$49,121**	**$62,630**	**$76,139**	**5**
	POLICE CAPTAIN	1014	UNIFIED	211	**$80,013**	**$102,017**	**$124,022**	**1**
	POLICE CHIEF	1013	UNIFIED	213	**$105,120**	**$133,203**	**$161,287**	**1**
	POLICE LIEUTENANT	1017	UNIFIED	210	**$70,574**	**$90,532**	**$110,492**	**4**
	POLICE SERGEANT	1012	UNIFIED	208	**$59,707**	**$76,127**	**$92,547**	**3**
	PROJECT MANAGER	1016	UNIFIED	210	**$70,574**	**$90,532**	**$110,492**	**1**
	PUBLIC WORKS DIRECTOR	1014	UNIFIED	212	**$90,215**	**$114,474**	**$138,734**	**1**
	PUBLIC WORKS SUPERVISOR	1018	UNIFIED	207	**$54,156**	**$69,049**	**$83,943**	**1**
R								
	RECORDS CLERK	1009	UNIFIED	202	**$38,488**	**$49,072**	**$59,657**	**1**
S								
	SCHOOL RESOURCE OFFICER	1030	UNIFIED	206	**$51,577**	**$65,761**	**$79,946**	**1**
	SEWER PLANT OPERATOR	1024	UNIFIED	204	**$46,783**	**$59,647**	**$72,513**	**1**
	SEWER PLANT SUPERVISOR	1023	UNIFIED	207	**$54,156**	**$69,049**	**$83,943**	**1**
U								
	UTILITY BILLING CLERK	1013	UNIFIED	204	**$46,783**	**$59,647**	**$72,513**	**1**
W								
	WATER PLANT OPERATOR	1011	UNIFIED	204	**$46,783**	**$59,647**	**$72,513**	**4**
	WATER PLANT SUPERVISOR	1008	UNIFIED	207	**$54,156**	**$69,049**	**$83,943**	**1**
	WELCOME CENTER MANAGER	1021	UNIFIED	202	**$38,488**	**$49,072**	**$59,657**	**1**

SECTION 7.0
Departmental Cost Report & Summary

Senoia, GA Implementation Report

Summary for Pay Plan: **Unified**

Current Payroll	$2,569,315	# Positions	47		
Adjustment to Minimum	$168,066	# Adjusted to Minimum	29	# Not Adj	18
5% Market Adjustment	$128,466	# Adjusted to Market	47	# Not Adj	0
Total Applied Adjustments	$296,531				

Senoia, GA Implementation Report

Summary for Department: **City Hall**

Current Payroll	$381,041	# Positions	5		
Adjustment to Minimum	$24,203	# Adjusted to Minimum	4	# Not Adj	1
5% Market Adjustment	$19,052	# Adjusted to Market	5	# Not Adj	0
Total Applied Adjustments	$43,255				

Senoia, GA Implementation Report

Summary for Department: **Code Enforcement**

Current Payroll	$44,342	# Positions	1		
Adjustment to Minimum	$0	# Adjusted to Minimum	0	# Not Adj	1
5% Market Adjustment	$2,217	# Adjusted to Market	1	# Not Adj	0
Total Applied Adjustments	$2,217				

Senoia, GA Implementation Report

Summary for Department: **Community Development**

Current Payroll	$63,755	# Positions	1		
Adjustment to Minimum	$3,632	# Adjusted to Minimum	1	# Not Adj	0
5% Market Adjustment	$3,188	# Adjusted to Market	1	# Not Adj	0
Total Applied Adjustments	$6,820				

Senoia, GA Implementation Report

Summary for Department: **Court Clerk**

Current Payroll	$69,888	# Positions	2		
Adjustment to Minimum	$3,593	# Adjusted to Minimum	2	# Not Adj	0
5% Market Adjustment	$3,494	# Adjusted to Market	2	# Not Adj	0
Total Applied Adjustments	$7,088				

Senoia, GA Implementation Report

Summary for Department: **Police**

Current Payroll	$1,063,821	# Positions	18		
Adjustment to Minimum	$62,803	# Adjusted to Minimum	12	# Not Adj	6
5% Market Adjustment	$53,191	# Adjusted to Market	18	# Not Adj	0
Total Applied Adjustments	$115,994				

Senoia, GA Implementation Report

Summary for Department: **Sewer**

Current Payroll	$278,164	# Positions	6		
Adjustment to Minimum	$13,480	# Adjusted to Minimum	2	# Not Adj	4
5% Market Adjustment	$13,908	# Adjusted to Market	6	# Not Adj	0
Total Applied Adjustments	$27,388				

Senoia, GA Implementation Report

Summary for Department: **Street**

Current Payroll	$179,851	# Positions	4		
Adjustment to Minimum	$5,506	# Adjusted to Minimum	1	# Not Adj	3
5% Market Adjustment	$8,993	# Adjusted to Market	4	# Not Adj	0
Total Applied Adjustments	$14,498				

Senoia, GA Implementation Report

Summary for Department: **Water**

Current Payroll	$453,291	# Positions	9		
Adjustment to Minimum	$53,281	# Adjusted to Minimum	6	# Not Adj	3
5% Market Adjustment	$22,665	# Adjusted to Market	9	# Not Adj	0
Total Applied Adjustments	$75,946				

Senoia, GA Implementation Report

Summary for Department: **Welcome Center**

Current Payroll	$35,162	# Positions	1		
Adjustment to Minimum	$1,567	# Adjusted to Minimum	1	# Not Adj	0
5% Market Adjustment	$1,758	# Adjusted to Market	1	# Not Adj	0
Total Applied Adjustments	$3,325				

Original			Employee Info					Proposed								
Job Class			Pay		Ann	Ann		Job Class			Pay Range				Adj to	5%	
Title	Code	Salary	Type	FTE	Days	Hrs	Hire Date	Title	Code	Salary	Grade	Min	Mid	Max	Min	Mkt Adj	Employee Name
Accounts Payable & Payroll Coordinator	1002	$36,754	H	1.00	260	2080	01/24/2022	Accounts Payable & Payroll Coordinator	1002	$46,783	204	$46,783	$59,647	$72,513	$8,192	$1,838	Allen, April
Assistant City Clerk	1006	$51,817	S	1.00			04/19/2021	Assistant City Clerk	1006	$54,408	207	$54,156	$69,049	$83,943	$0	$2,591	Casey, Sharon
City Clerk	1005	$72,765	S	1.00			04/28/2014	City Clerk	1005	$80,013	211	$80,013	$102,017	$124,022	$3,610	$3,638	Carter, Deborah
Finance Director	1026	$82,688	S	1.00			09/08/2020	Finance Director	1026	$90,215	212	$90,215	$114,474	$138,734	$3,393	$4,134	Storey, Kathy
City Manager	1022	$137,017	S	1.00			01/01/2017	City Manager	1022	$152,877	214	$152,877	$194,368	$235,862	$9,009	$6,851	Simmons, Harold
Code Enforcement Officer	1010	$44,342	S	1.00			05/24/2021	Code Enforcement Officer	1010	$46,559	203	$42,433	$54,102	$65,772	$0	$2,217	Cummings, Eugene
Community Development Director	1020	$63,755	S	1.00			03/29/2016	Community Development Director	1020	$70,574	210	$70,574	$90,532	$110,492	$3,632	$3,188	Rimi, Geraldine
Court Records Clerk	1007	$34,944	H	1.00	260	2080	02/21/2022	Court Records Clerk	1007	$38,488	202	$38,488	$49,072	$59,657	$1,797	$1,747	Chambers, Holly
Municipal Court Clerk	1029	$34,944	H	1.00	260	2080	11/01/2021	Municipal Court Clerk	1029	$38,488	202	$38,488	$49,072	$59,657	$1,797	$1,747	Yanosky, Sharon
Administrative Coordinator	1019	$57,330	S	1.00			06/01/2011	Administrative Coordinator	1019	$60,197	204	$46,783	$59,647	$72,513	$0	$2,867	Leveillard, Alyson
Patrol Officer	1004	$54,846	H	1.00	208	2230	06/24/2016	Patrol Officer	1004	$57,588	205	$49,121	$62,630	$76,139	$0	$2,742	Black, Christopher
Patrol Officer	1004	$44,523	H	1.00	208	2230	05/13/2021	Patrol Officer	1004	$49,121	205	$49,121	$62,630	$76,139	$2,372	$2,226	Gatlin, Nicholas
Patrol Officer	1004	$43,408	H	1.00	208	2230	03/07/2022	Patrol Officer	1004	$49,121	205	$49,121	$62,630	$76,139	$3,542	$2,170	Gibson, Clinton
Patrol Officer	1004	$43,408	H	1.00	208	2230	10/25/2021	Patrol Officer	1004	$49,121	205	$49,121	$62,630	$76,139	$3,542	$2,170	Hall, Charles
Patrol Officer	1004	$44,523	H	1.00	208	2230	02/08/2021	Patrol Officer	1004	$49,121	205	$49,121	$62,630	$76,139	$2,372	$2,226	Hudson, Joseph
School Resource Officer	1030	$43,676	H	1.00	208	2230	08/03/2020	School Resource Officer	1030	$51,577	206	$51,577	$65,761	$79,946	$5,718	$2,184	Callaway, Alexis
Detective	1028	$64,569	S	1.00			05/21/2012	Detective	1028	$67,797	208	$59,707	$76,127	$92,547	$0	$3,228	Worden, Michelle
Police Sergeant	1012	$50,075	H	1.00	208	2230	11/11/2019	Police Sergeant	1012	$59,707	208	$59,707	$76,127	$92,547	$7,129	$2,504	Forrester, Justin
Police Sergeant	1012	$49,049	H	1.00	208	2230	01/27/2020	Police Sergeant	1012	$59,707	208	$59,707	$76,127	$92,547	$8,206	$2,452	Juliana, Thomas
Police Sergeant	1012	$56,607	H	1.00	208	2230	03/22/2012	Police Sergeant	1012	$59,707	208	$59,707	$76,127	$92,547	$270	$2,830	Kilgore, Evan
Police Lieutenant	1017	$60,018	H	1.00	208	2230	10/28/2013	Police Lieutenant	1017	$70,574	210	$70,574	$90,532	$110,492	$7,555	$3,001	Leveillard, Michael
Police Lieutenant	1017	$68,691	H	1.00	208	2230	06/21/2006	Police Lieutenant	1017	$72,125	210	$70,574	$90,532	$110,492	$0	$3,435	Mccue, James
Police Lieutenant	1017	$55,983	H	1.00	208	2230	10/09/2015	Police Lieutenant	1017	$70,574	210	$70,574	$90,532	$110,492	$11,793	$2,799	Mills, Bobby
Police Lieutenant	1017	$60,152	H	1.00	208	2230	04/20/2015	Police Lieutenant	1017	$70,574	210	$70,574	$90,532	$110,492	$7,415	$3,008	Hudson, Robert
Police Captain	1014	$73,452	S	1.00			05/14/2007	Police Captain	1014	$80,013	211	$80,013	$102,017	$124,022	$2,889	$3,673	Ercole, Jason
Assistant Police Chief	1027	$87,808	S	1.00			12/10/2007	Assistant Police Chief	1027	$92,198	212	$90,215	$114,474	$138,734	$0	$4,390	Tomlin, Steven
Police Chief	1013	$105,704	S	1.00			09/16/2003	Police Chief	1013	$110,989	213	$105,120	$133,203	$161,287	$0	$5,285	Edens, Jason
Laborer - Sewer	1001	$54,933	H	1.00	260	2080	03/31/2008	Laborer - Sewer	1001	$57,679	201	$36,655	$46,735	$56,816	$0	$2,747	Adams, Shon
Laborer - Sewer	1001	$40,414	H	1.00	260	2080	07/26/2021	Laborer - Sewer	1001	$42,435	201	$36,655	$46,735	$56,816	$0	$2,021	Jewell, Stephen
Laborer - Sewer	1001	$40,373	H	1.00	260	2080	07/29/2019	Laborer - Sewer	1001	$42,391	201	$36,655	$46,735	$56,816	$0	$2,019	Smith, Mark
Sewer Plant Operator	1024	$36,608	H	1.00	260	2080	04/18/2022	Sewer Plant Operator	1024	$46,783	204	$46,783	$59,647	$72,513	$8,345	$1,830	Pollard, Tyler
Utility Billing Clerk	1013	$63,945	S	1.00			11/04/2019	Utility Billing Clerk	1013	$67,142	204	$46,783	$59,647	$72,513	$0	$3,197	Hall, Kallie
Business License Administrator	1012	$41,891	H	1.00	260	2080	02/13/2017	Business License Administrator	1012	$49,121	205	$49,121	$62,630	$76,139	$5,135	$2,095	Edens, Amanda
Laborer - Streets	1025	$39,582	H	1.00	260	2080	03/01/2021	Laborer - Streets	1025	$41,562	201	$36,655	$46,735	$56,816	$0	$1,979	Harper, Jonathan
Laborer - Streets	1025	$37,045	H	1.00	260	2080	08/16/2021	Laborer - Streets	1025	$38,897	201	$36,655	$46,735	$56,816	$0	$1,852	Smith, Dean
Mechanic	1003	$39,312	H	1.00	260	2080	01/10/2022	Mechanic	1003	$46,783	204	$46,783	$59,647	$72,513	$5,506	$1,966	Bishop, Paul
Sewer Plant Supervisor	1023	$63,912	S	1.00			03/29/2010	Sewer Plant Supervisor	1023	$67,107	207	$54,156	$69,049	$83,943	$0	$3,196	Slaven, Eric
Records Clerk	1009	$36,046	H	1.00	260	2080	08/16/2021	Records Clerk	1009	$38,488	202	$38,488	$49,072	$59,657	$639	$1,802	Craft, Gini
Water Plant Operator	1011	$39,894	H	1.00	208	2080	01/04/2022	Water Plant Operator	1011	$46,783	204	$46,783	$59,647	$72,513	$4,894	$1,995	Drake, Brandon
Water Plant Operator	1011	$33,862	H	1.00	208	2080	01/18/2022	Water Plant Operator	1011	$46,783	204	$46,783	$59,647	$72,513	$11,228	$1,693	Fisher, Tristan
Water Plant Operator	1011	$55,827	H	1.00	208	2080	03/31/2008	Water Plant Operator	1011	$58,619	204	$46,783	$59,647	$72,513	$0	$2,791	O'kelley, Michael
Water Plant Operator	1011	$33,862	H	1.00	208	2080	05/16/2022	Water Plant Operator	1011	$46,783	204	$46,783	$59,647	$72,513	$11,228	$1,693	Smoot, Tammy
Public Works Supervisor	1018	$49,462	H	1.00	260	2080	05/31/2005	Public Works Supervisor	1018	$54,156	207	$54,156	$69,049	$83,943	$2,220	$2,473	Jackson, Cydric
Water Plant Supervisor	1008	$60,900	S	1.00			11/18/2021	Water Plant Supervisor	1008	$63,945	207	$54,156	$69,049	$83,943	$0	$3,045	Cox, Jessica
Project Manager	1016	$79,490	S	1.00			05/16/2018	Project Manager	1016	$83,465	210	$70,574	$90,532	$110,492	$0	$3,975	Hindman, James
Public Works Director	1014	$63,945	H	1.00	260	2080	09/20/2021	Public Works Director	1014	$90,215	212	$90,215	$114,474	$138,734	$23,072	$3,197	Hall, James
Welcome Center Manager	1021	$35,162	S	1.00			11/13/2019	Welcome Center Manager	1021	$38,488	202	$38,488	$49,072	$59,657	$1,567	$1,758	Roberts, Melissa