

October, 2006

Recommended Classification and Compensation Program For City Positions

HayGroup®



Prepared for:
The Spanish Fork City Council
Spanish Fork, UT

Prepared by:
Ms. Sue M. Shea
Hay Group
West Coast Consulting Team

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City of Spanish Fork
Spanish Fork, UT

I. Project Overview and Methodology

Project Overview

Spanish Fork City (SFC) is a municipal government organization located approximately 40 miles south of Salt Lake City in Utah. They provide a full range of services to the residents of the City, including Parks and Recreation, Utilities, Public Safety, Library, and a Cable Network. The City has approaching 30,000 residents, and is growing rapidly. There are approximately 135 full-time employees in the City organization.

SFC wants to insure that their pay program is both market-competitive and internally equitable, so they asked Hay Group to develop a classification and compensation program for all of their full-time positions.

Project Methodology

This project involved the following work steps:

1. Clarification of the scope of the project, project expectations and anticipated outcomes, and project timetables.
2. Conducted telephone interviews with all members of the City Council to collect their input regarding the Compensation Philosophy for the City organization. Prepared the statement that is included in this report.
3. Reviewed current data regarding the City's jobs and pay practices.
4. Trained a committee of management employees in the use of the Hay Guide Chart®-Profile Method of Job Evaluation, and worked with them to rank all of the full-time jobs in the City. From this ranking, a salary grade structure was developed.
5. Collected market survey data from existing survey sources, and matched the SFC positions to positions in those surveys (based on the nature of the work performed rather than job title).
6. Calculated salary range midpoints that represent the City's desired competitive market position for each of the grades (per the Compensation Philosophy Statement in Step 2). Range minimums and maximums were calculated off of the midpoints.
7. Developed guidelines for using the recommended salary ranges when setting individual actual pay levels.
8. Compiled all of the information and recommendations into this report, for review by the City Council.

II. Compensation Philosophy Statement

Introduction

A Compensation Philosophy Statement is the foundation for an organization's compensation programs. Quite simply, the statement presents the organization's values and commitments with regard to employee compensation. Members of the City Council and the City Manager worked with me to craft a document for use by the City of Spanish Fork.

The Compensation Philosophy Statement can and should become a strong and effective tool for communicating the City's commitment to compensation practices when dealing with citizens, employees, and prospective employees.

City of Spanish Fork, UT Statement of Compensation Philosophy

October, 2006

The City of Spanish Fork is situated in central Utah, and lies in the south central portion of Utah County. The City offers a full range of services to its residents including but not limited to Parks and Recreation, Utilities, Public Safety, Library, and a Cable Network. It is the City's goal to provide meaningful services to its population in a cost-effective and professional manner. This requires that the City attract, retain, and motivate skilled and customer-service-oriented employees into the organization. In support of its goal, the City sets forth the following guiding principles for its employee compensation program:

- **Market Competitiveness:** Since we expect superior contribution levels and customer service from our employees, it is important that we establish and maintain pay programs and practices that target the 60th to 65th percentile of the market for organizations (both municipal government and general industry) of comparable size and scope. We will target the local market for our non-supervisory positions, the Central Utah market for our supervisory positions, and a statewide market for management positions.
- **Internal Equity:** We value internal equity in this organization. Therefore, we will group positions into pay grades based on market and job content (relative to the City Manager position), to insure that jobs of comparable scope and responsibility are assigned to comparable pay ranges.

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- **Performance-Based Pay:** The success of the City organization is closely linked to the contribution levels of our managers and staff. Our pay program, then, will recognize performance first and foremost. Specifically, our employees will be eligible to receive increases in base pay based on their individual performance throughout the performance year. In addition, we will use team-based performance measures where reasonable, and where it supports successful outcomes for our residents.
- **Flexibility:** We recognize that we need to be flexible in responding to internal and external compensation issues. We will, however, exercise flexibility in ways that respect the principles of fairness and equity for all.
- **Appropriate Mix of Compensation Elements:** Our total compensation package will incorporate some or all of the elements available in the external market (base pay; non-cash recognition; benefits; etc.). We want to use an appropriate mix of elements to insure that our compensation programs are externally competitive, while reinforcing and enhancing worker performance.
- **Ease of Understanding:** We know that our Compensation Program will be perceived as reasonable and fair only if it is understood by employees, potential employees, and residents. This does not mandate that the program be simple in design; the program will, however, be effectively communicated.
- **Legal Compliance:** Our program will be in compliance with all federal, state, and local legislation regarding compensation of employees.

Responsibilities

We are committed to insuring that these principles in this statement are continually upheld, and that the Compensation Program is in complete alignment with our goal (professional services with a strong customer-service culture). Therefore, the Assistant City Manager, under the oversight of the City Manager, and with periodic review by City Council, will facilitate the following efforts in a timely manner:

- Review relevant compensation and benefits surveys, data, and information at least annually.
- Maintain an ongoing mechanism for establishing and monitoring the assignment of jobs to pay grades.

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- Review the design, goals, and pay levels of established compensation programs.
- Collect and collate data on the level of understanding of, and satisfaction with, the City's compensation and benefits programs.

As appropriate, the City will utilize the services of an independent consulting firm in reviewing and updating the compensation program.

III. Internal Equity Analysis

The Process

The following process was followed when developing the recommended classification program for the City's positions:

- Managers were given the opportunity to review and update the job descriptions for the positions reporting to them to insure the documents' accuracy and completeness.
- A five-member Job Evaluation Team, consisting of management staff from different departments in the City, was trained in the use of The Hay Guide Chart®-Profile Method of Job Evaluation. This world-renowned job measurement method assigns points to jobs based on the Know-How, Problem Solving, and Accountability required for competent performance, without regard for the current incumbent or their performance level.
- The Job Evaluation Team worked with a consultant to evaluate benchmark positions; then, the team evaluated the remaining positions without consultant assistance, using the benchmarks as references. The final overall results were then reviewed by the Job Evaluation Team and the consultant to insure quality and reasonableness.
- A graded classification structure was developed by the consultant for use in grouping jobs with similar levels of content into common pay groups, or "grades."
- The City Manager reviewed grade assignments and offered suggestions for refinement. Changes to the original rankings were minimal.

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**City of Spanish Fork
2006 Graded Classification Structure**

Current Title	Proposed Pay Grade
City Manager	CM
Public Works Director	15
City Attorney	14
Parks and Recreation Director	14
Public Safety Director	14
Finance Director	14
Information Systems Director/Cable Network	14
Assistant City Attorney	13
Assistant City Manager	13
Electric Superintendent	12
Assistant Public Works Director	12
Planning Director	12
Assistant Director Parks and Recreation	11
Emergency Preparedness Officer	11
Golf Course Manager (Golf Pro)	11
Library Director	11
Police Lieutenant	11
Treasurer	11
Chief Building Official	10
Design Engineer	10
Building and Grounds Maintenance Supervisor	9
Parks Maintenance Supervisor	9
Cable Channel Coordinator	9
Police Sergeant	9
Programmer Analyst	9
Utility Superintendent	9
Sewer Treatment Plant Manager	8
Recreation Program Supervisor	8

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Current Title	Proposed Pay Grade
Greens Superintendent	8
Lead Mechanic	8
Accountant	8
Information Systems Technician	8
Lead Lineworker Overhead	8
Lead Lineworker Underground	8
Lead Lineworker Operations	8
Journey Lineworker/Substation Technician	8
GIS Specialist	8
Patrol Officer	7
Utility Leadworker	7
Lead Cable Technician	7
Lead Worker Parks and Recreation	7
Journey Mechanic	7
Journey Electrician	7
Building Inspector II	7
Cemetery Sexton	7
Journey Lineworker	7
Electric Meter Technician	7
Public Works Inspector	6
Library Systems Coordinator	6
Children's Librarian	6
Secretary – Legal	6
Secretary – Public Safety	6
Secretary – Public Works	6
Facilities Maintenance Technician	6
Deputy City Recorder	6
Building Inspector I	6
GPS Operator	6
Secretary – Building Inspection	5
Secretary – Planning	5
Animal Control Officer	5
Utility Technician II	5
Librarian	5
Apprentice Lineworker	5
Electric Utility Planner	5
Electric Groundman Equipment Operator	5

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Current Title	Proposed Pay Grade
Assistant Treatment Plant Manager	4
Cable Technician	4
Treatment Plant Operator	4
Golf Course Operations Assistant	4
Billing Technician	4
Accounting Technician	4
Utility Technician I	4
Maintenance Worker Parks and Recreation	3
Cable Installer	3
Electric Division Warehouse Worker	3
Office Clerk	3
Library Clerk	3

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IV. External Market Analysis

Survey Sources Used

In analyzing market practices for the Spanish Fork area, I used the following market sources (which are most closely representative of the local market):

- 2005 Bureau of Labor Statistics (BLS) data for the local geographic area (which provides data on non-exempt and select professional-exempt positions). This data was aged, using accepted compensation practices, to October, 2006.
- 2006 Wasatch Survey data. Data for positions below grade 11 are American Fork, Lehi, Midvale, Riverton, S. Jordan, Springville, and Murray. Cities used for grades 11 and above are those previously mentioned PLUS Brigham City, Orem, Provo, W. Jordan, and W. Valley.
- Data from two private employers in the City of Spanish Fork. (Three other employers were invited to participate, but chose not to respond.)
- Data from the Economic Research Institute’s Geographic Assessor database for the local geographic area. (Rather than providing data on specific jobs, this database provides geographic differential data at different base salary levels, and is an effective tool to use in “localizing” data from national sources.) The data shows the following geographic differentials for the area:

- Salt Lake City, UT	97.0% of national average
- Spanish Fork, UT	96.7% of national average
- Orem, UT	95.6% of national average

Comment on Market Position

The City of Spanish Fork, for the large majority of its positions, was at or below the targeted 60th to 65th percentile of the markets that were measured.

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V. Recommended Base Salary Ranges

Salary Range Design

The recommended salary ranges presented on the following pages are designed as follows:

Range Midpoint = Target Market position (Approximately the 60th to 65th percentile of market data as of October, 2006.)

Range Minimum = 80% of midpoint (This is standard compensation practice in range design.)

Range Maximum = 120% of midpoint (Again, this is standard compensation practice.)

These ranges are based solely on the content of the jobs. The ranges do not take into account the incumbent, their qualifications, their tenure with the organization, or their performance level. Such “person specific” factors can be taken into account when placing a person’s base pay rate within the pay range that is established for their job/position. (Please see Section VI of this report for more specifics.)

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V. Recommended Base Salary Ranges (continued)

Recommended Pay Ranges
With midpoint at the 60th to 65th percentile of the market
October, 2006

Market Grades 10-15 and City Manager

Position Title	Content Grade	Market Grade	Market Minimum	Market Midpoint	Market Maximum
City Manager	CM	CM	\$88,000	\$110,000	\$132,000
Public Works Director	15	15	\$76,189	\$95,236	\$114,283
City Attorney	14	15	\$76,189	\$95,236	\$114,283
Parks and Recreation Director	14	14	\$69,194	\$86,493	\$103,791
Public Safety Director	14	14	\$69,194	\$86,493	\$103,791
Finance Director	14	14	\$69,194	\$86,493	\$103,791
IS Director/Cable Network	14	14	\$69,194	\$86,493	\$103,791
Assistant City Attorney	13	13	\$63,365	\$79,206	\$95,048
Assistant City Manager	13	13	\$63,365	\$79,206	\$95,048
Electric Superintendent	12	13	\$63,365	\$79,206	\$95,048
Assistant PW Director	12	12	\$58,501	\$73,126	\$87,751
Planning Director	12	12	\$58,501	\$73,126	\$87,751
Asst Dir Parks/ Recreation	11	11	\$54,481	\$68,101	\$81,721
Golf Course Mgr (Golf Pro)	11	11	\$54,481	\$68,101	\$81,721
Police Lieutenant	11	11	\$54,481	\$68,101	\$81,721
Treasurer	11	11	\$54,481	\$68,101	\$81,721
Library Director	11	10	\$51,104	\$63,880	\$76,656

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V. Recommended Base Salary Ranges (continued)

Recommended Pay Ranges
With midpoints at 60th to 65th percentile of market
October, 2006

Market Grades 1-11

Position Title	Content Grade	Market Grade	Market Minimum	Market Midpoint	Market Maximum
Chief Building Official	10	10	\$45,492	\$56,865	\$68,238
Design Engineer	10	10	\$45,492	\$56,865	\$68,238
Building and Grounds Maintenance Spvr.	9	9	\$40,410	\$50,513	\$60,615
Parks Maintenance Supervisor	9	9	\$40,410	\$50,513	\$60,615
Cable Channel Coordinator	9	9	\$40,410	\$50,513	\$60,615
Police Sergeant	9	9	\$40,410	\$50,513	\$60,615
Programmer Analyst	9	10	\$45,492	\$56,865	\$68,238
Utility Superintendent	9	9	\$40,410	\$50,513	\$60,615
Sewer Treatment Plant Manager	8	10	\$45,492	\$56,865	\$68,238
Recreation Program Supervisor	8	8	\$36,199	\$45,429	\$54,299
Greens Superintendent	8	8	\$36,199	\$45,429	\$54,299
Lead Mechanic	8	8	\$36,199	\$45,429	\$54,299
Accountant	8	8	\$36,199	\$45,429	\$54,299
Information Systems Technician	8	8	\$36,199	\$45,429	\$54,299
Ld Line Worker Overhead	8	11	\$51,590	\$64,488	\$77,386
Lead Line Worker Underground	8	11	\$51,590	\$64,488	\$77,386
Lead Line Worker Operations	8	11	\$51,590	\$64,488	\$77,386
Journey Line Worker/ Substation Technician	8	11	\$51,590	\$64,488	\$77,386
GIS Specialist	8	8	\$36,199	\$45,429	\$54,299
Patrol Officer	7	7	\$32,714	\$40,893	\$49,072
Utility Lead Worker	7	7	\$32,714	\$40,893	\$49,072
Lead Cable Technician	7	9	\$40,410	\$50,513	\$60,615
Lead Worker Parks/Rec	7	7	\$32,714	\$40,893	\$49,072

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Position Title	Content Grade	Market Grade	Market Minimum	Market Midpoint	Market Maximum
Journey Mechanic	7	7	\$32,714	\$40,893	\$49,072
Journey Electrician	7	7	\$32,714	\$40,893	\$49,072
Building Inspector II	7	7	\$32,714	\$40,893	\$49,072
Cemetery Sexton	7	7	\$32,714	\$40,893	\$49,072
Journey Line Worker	7	10	\$45,492	\$56,865	\$68,238
Electric Meter Technician	7	9	\$40,410	\$50,513	\$60,615
Public Works Inspector	6	6	\$29,810	\$37,263	\$44,716
Library Systems Coordinator	6	6	\$29,810	\$37,263	\$44,716
Children's Librarian	6	6	\$29,810	\$37,263	\$44,716
Secretary – Legal	6	6	\$29,810	\$37,263	\$44,716
Secretary – Public Safety	6	6	\$29,810	\$37,263	\$44,716
Secretary – Public Works	6	6	\$29,810	\$37,263	\$44,716
Facilities Maintenance Technician	6	6	\$29,810	\$37,263	\$44,716
Deputy City Recorder	6	6	\$29,810	\$37,263	\$44,716
Building Inspector I	6	6	\$29,810	\$37,263	\$44,716
GPS Operator	6	6	\$29,810	\$37,263	\$44,716
Secretary – Building Inspection	5	5	\$27,342	\$34,178	\$41,013
Secretary – Planning	5	5	\$27,342	\$34,178	\$41,013
Animal Control Officer	5	5	\$27,342	\$34,178	\$41,013
Utility Technician II	5	5	\$27,342	\$34,178	\$41,013
Librarian	5	5	\$27,342	\$34,178	\$41,013
Apprentice Line Worker	5	7	\$32,714	\$40,893	\$49,072
Electric Utility Planner	5	7	\$32,714	\$40,893	\$49,072
Electric Division Warehouse Worker	5	5	\$32,714	\$40,893	\$49,072
Assistant Treatment Plant Manager	4	4	\$25,309	\$31,637	\$37,964
Cable Technician	4	4	\$25,309	\$31,637	\$37,964
Treatment Plant Operator	4	4	\$25,309	\$31,637	\$37,964
Golf Course Operations Assistant	4	4	\$25,309	\$31,637	\$37,964
Billing Technician	4	4	\$25,309	\$31,637	\$37,964
Accounting Technician	4	4	\$25,309	\$31,637	\$37,964

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Position Title	Content Grade	Market Grade	Market Minimum	Market Midpoint	Market Maximum
Utility Technician I	4	4	\$25,309	\$31,637	\$37,964
Electric Groundman Equipment Operator	4	4	\$25,309	\$31,637	\$37,964
Maintenance Worker Parks	3	3	\$24,002	\$30,003	\$36,004
Cable Installer	3	3	\$24,002	\$30,003	\$36,004
Office Clerk	3	3	\$24,002	\$30,003	\$36,004
Library Clerk	3	3	\$24,002	\$30,003	\$36,004

VI. Guidelines for Use of Ranges

Placing Individual Incumbent Pay In a Pay Range

Range minimums, midpoints, and maximums are determined based on the roles and responsibilities of the position --- regardless of who holds the position.

Spanish Fork City states in its Compensation Philosophy that incumbents will move through their pay ranges first and foremost on the basis of performance. Also taken into account will be tenure with the organization, and education levels achieved.

It is recommended that Spanish Fork use the following guidelines for initially placing an incumbent's pay level within the established range, and then for moving the incumbent through their range:

Incumbent Contribution Level	Position in Pay Range
Incumbent is learning multiple facets of the position, the industry, and/or the profession.	80 to 87% of midpoint
Incumbent is learning one or two facets of the position, the industry, and/or the profession.	88 to 94% of midpoint
Incumbent is a fully contributing performer.	95 to 105% of midpoint
Incumbent is fully contributing and sometimes value-added, based on their tenure, their education, and/or their experience.	106 to 113% of midpoint
Incumbent is constantly value added based on their tenure, their education, and/or their experience.	114 to 120% of midpoint

Incumbents whose pay level is below the minimum of their pay range should be brought to minimum as soon as possible.

Incumbents whose pay level is above the maximum of their pay range should be held at their current pay level until pay range movement/growth "catches up" to them.

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VI. Guidelines for Use of Ranges (continued)

Sample Policies and Procedures

It is often useful for managers to have policies and procedures to follow when administering an organization's pay program. The appropriate use of these tools leads to equity and consistency across departments when managers are making pay-related decisions.

The following pages contain drafts of policies and procedures related to:

- Maintenance of Salary Ranges
- Salary Administration

These drafts are representative of policies and procedures used by other clients. We encourage the City to review these documents and to edit them as may be appropriate to fit the organization's culture. Once edited and finalized, these tools may be very helpful in ensuring the ongoing life of the compensation program.

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Sample Policy Statement re:

MAINTENANCE OF SALARY RANGES

1.2.1 **Policy Statement**

Our classification grades will be linked to salary ranges that are targeted to have midpoints at about the 60-65th percentile of appropriate survey data. (For more details, please see the *Compensation Philosophy Statement*.)

1.2.2 **Scope of This Policy**

This policy extends to all employees.

1.2.3 **Responsibilities**

The Assistant City Manager is responsible for the overall maintenance of salary ranges, and for participation in market surveys. The City Council is responsible for reviewing and approving changes to the organization's salary ranges.

1.2.4 **Market Surveys**

We will participate in industry and regional surveys that are known to provide high quality data on employee pay practices.

We will collect market data on "benchmark" positions, as recommended by the Assistant City Manager and approved by the City Manager.

Data on benchmark positions will be collected annually, in support of the organization's budgeting process. The Assistant City Manager will also conduct "spot" surveys, as necessary, if a position or group of positions appears to develop market sensitivity outside of the annual market review cycle.

1.2.5 **Process for Establishing Salary Ranges**

The Assistant City Manager will identify one or two benchmark positions for each pay grade. The City Manager will approve or modify the recommended benchmark list. The Assistant City Manager will collect market data for each benchmark position. (Market data will be "aged" as necessary to reflect a common effective date.) This data will be used to identify a recommended salary range midpoint for each grade. Range minimums and maximums will then be calculated off of that midpoint. These ranges will be approved or modified by the City Council.

1.2.6 **Exceptions to Established Process**

Market conditions may necessitate that the City conduct "spot" surveys outside of the normal annual market review cycle to determine a competitive pay range for a position(s) that experiences market sensitivity. The Assistant City Manager may initiate a "spot" survey, based on market observations; or, a manager/supervisor for a position may request a "spot" survey if they feel an existing range is not attracting or retaining qualified candidates/employees. All such surveys must be conducted by the City Manager's Office. Upon completion of a "spot" survey, the City Manager will recommend any necessary range changes to the City Council for approval/modification, and communicate the results back to the manager/supervisor involved.

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Sample Policy Statement re:

MAINTENANCE OF SALARY RANGES (cont'd.)

1.2.7 **Employee Questions**

Any employee who has a question about salary ranges should contact their manager/supervisor, or the Assistant City Manager.

Any employee wishing to review a list of our Salary Ranges should contact their manager/supervisor, or the Assistant City Manager.

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Policy Statement re:

SALARY ADMINISTRATION

1.3.1 **Policy Statement**

We will strive to set and administer individual employee pay rates in a manner that supports the organization’s commitment to equity and consistency.

1.3.2 **Scope of This Policy**

This policy extends to all employees.

1.3.3 **Responsibilities**

Managers/supervisors are responsible for the fair, equitable, and affordable administration of pay rates for employees in their work units. They will administer pay using the guidelines herein, as well as input from the Assistant City Manager (who will provide the manager with an “organizational perspective” on pay administration).

1.3.4 **Guidelines for Establishing an Employee’s Initial Pay Rate in a Classification**

Hiring: New employees meeting the hiring guidelines for the position should be hired up to the midpoint (market value) of the salary range. Consideration should be given to the education, experience, and/or ability to contribute that the employee brings to the position, and to internal equity. Actual hiring rates are determined jointly by the hiring manager, and the Assistant City Manager.

Promotion: A promotion is defined as a change from a job assigned to one pay grade to a job assigned to a higher pay grade. Newly promoted employees should normally receive the minimum of their new range, or an increase in base rate not to exceed 10%. Consideration should be given to education, experience, and/or ability to contribute that the employee brings to the position, and to internal equity. An increase which results in placement of the pay rate above the midpoint of the new pay range should receive approval or modification from the City Manager.

Lateral Transfer: A lateral transfer is defined as a change from a job assigned to one pay grade to a job assigned to the same pay grade. An employee will not normally receive a change in pay rate as a result of a lateral transfer.

Demotion: A demotion is defined as a change from a job assigned to one pay grade to a job assigned to a lower pay grade. A demoted employee will remain at their current pay rate, or will be assigned the pay rate that is the maximum of the new range, whichever is lower.

Reclassification: When a position is assigned to a higher or lower salary grade because of a change in duties, the employee’s pay rate will be adjusted on the same basis as a promotion or demotion.

“Learner” Positions: In those cases when a prospective employee does not meet the minimum qualifications for a position, the vacancy may be filled on a “Learner” basis. In this case, the employee may be paid up to 10% below the minimum for the pay range. This arrangement must be reviewed every three months, and cannot extend longer than one year, at which time the employee’s pay rate must be raised to at least the minimum of the pay range.

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Policy Statement re:

SALARY ADMINISTRATION (cont'd.)

1.3.5 **Equity Increases**

An equity increase is defined as an increase in pay that is granted in order to maintain an equitable pay relationship between an employee's base pay rate and the base pay rates of other employees in the same classification or work unit. When making an equity increase, consideration should be given to the longevity; skills/training; and ongoing ability to contribute of the individuals involved. The Assistant City Manager maintains "Guidelines Regarding Appropriate Placement In Range" for use in making equity increase decisions. All equity increases should have the approval of the manager, the Assistant City Manager and the City Manager.

1.3.6 **Annual Salary Increases**

Once an employee's pay rate is appropriately placed within a pay range, the employee may receive annual increases in their base pay rate on the basis of performance, the growth in market, and the organization's ability to pay.

1.3.7 **Maximum of the Pay Range**

If an employee is paid at or above the maximum for their pay range, the employee should not receive any further increase in their base pay rate until their salary range "catches up" with their pay rate. The employee may receive a lump sum payment in lieu of an increase in base pay.

1.3.8 **Exceptional Market Conditions**

Market sensitivities may force the organization to assign a position to a pay grade that is higher or lower than the content of the job would indicate, in order to attract and retain employees in a classification. The Assistant City Manager will recommend Market-Based Range Assignments for positions to the City Manager for approval or modification. Once a Market-Based Range is assigned:

- All employees in that classification should be placed at the position in their new range that equates to the compa-ratio they held in their normal range.
- Once the Market-Based Range is no longer necessary, the position will be returned to a more appropriate grade/range, and employees in the classification would be returned to the compa-ratio they held in the Market-Based Range.

1.3.9 **Employee Questions**

Any employee who has a question about their pay rate should contact their manager/supervisor, or the Assistant City Manager. Individual employee pay rates are confidential, and will not be shared outside of the employee/manager/Human Resources relationship.

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VII. Next Steps and Closing Comments

Next Steps

1. We will review the report with the City Manager and Assistant City Manager, and make revisions as necessary.
2. We will provide the City with eight bound copies, and one unbound “master” copy.
3. We will present the report to City Council.
4. We will be available to answer questions, make presentations, or otherwise assist with implementation as requested.

Comments and Observations

- During our analysis of job content, it became obvious that the City is staffed very lean, often asking one job holder to perform functions that are typically split between two classifications. As the City continues to grow, it will become necessary to split these duties so as to insure the efficient flow of work.
- In our analysis of management/supervisory positions, it became obvious that these positions are, for the most part, performing similar work to the people they supervise, as well as supervising. As a result, there is not much opportunity for these positions to perform the planning work that is often associated with growth. Again, as the City continues to grow, these positions will need to be designed so as to allow time for planning.
- It is my opinion that the Public Works Department could be reorganized in the near future, breaking out Engineering, as well as Community Development and Inspection.

Closing

It has been my sincere pleasure to work with the City of Spanish Fork on this project. We appreciate the relationship that has been established, and look forward to working with the City in the months and years to come.

Thank you very much.