



CLASSIFICATION & COMPENSATION GUIDE FOR MANAGERS, SUPERVISORS, AND EMPLOYEES April 2016

This *Classification and Compensation Guide* outlines the steps involved in processing requests for classification and reclassification (including department reorganizations).

When a department proposes establishment of a new position or makes a significant change in the duties and responsibilities of an existing position, the facts will be reported to the Town Administrator on the prescribed forms as part of the department's/division's request for classification. Provision will be made to allow for reclassification when, by necessity, it cannot be made part of the budget process.

Job Evaluation Committee appointed by the Town Administrator is responsible for evaluating the position.

Process for Submitting Requests for Classification/Reclassification

- *Position Description Questionnaire (PDQ):*

This is a questionnaire that documents the purpose of the position; position responsibilities; contacts; decision making responsibility; environmental factors (if applicable); and knowledge, skills, and abilities associated with the position. ***This form must be completed and submitted to the Town Administrator to start the review process.***

The Town Administrator, when necessary, will work with the Department Head, his/her designee, supervisor and/or incumbent, when developing an examination to evaluate a specific position.

When this preliminary work has been accomplished the review will then move to the Committee for their evaluation.

Job Evaluation Process

The following provides a brief description of the method Town of New London will use and the advantages.

Process

1. Consistently and objectively evaluates 10 different compensable factors (see attached Position Evaluation Tool).
2. Assigns degrees to basic skill, responsibility and effort.

Factors

FACTOR 1: KNOWLEDGE/EDUCATION

This factor measures the nature and extent of knowledge and/or education necessary to prepare an individual for the position. This knowledge may have been acquired either by formal education or by training on jobs of lesser degree, or by a combination of the two.

FACTOR 2: EXPERIENCE

This factor defines how much total work experience is required of an incumbent to perform acceptably.

FACTOR 3: COMPLEXITIES

This factor evaluates the difficulties and general complexity of the position. It measures the extent to which duties are standardized. It examines the amount of planning the job requires and the creative effort in devising new methods, policies, or procedures.

FACTOR 4: ACCOUNTABILITY (IMPACT OF ERRORS)

This factor measures the responsibility for results. It also measures the impact of an error on internal operations or on customers/clients/taxpayers/constituents and what would be necessary to correct it.

FACTOR 5: INTERNAL RELATIONSHIPS

This factor evaluates the frequency and importance of contacts with individuals in other areas of Town of New London. It measures the need to make favorable impressions on others; to use tact and diplomacy; to exchange ideas and discuss problems objectively; to secure from others inside the Town of New London the proper degree of respect, attention, cooperation and concurrence, which will promote the interests of the Town of New London.

FACTOR 6: EXTERNAL RELATIONSHIPS

This factor evaluates the frequency and importance of contacts with organizations/agencies, suppliers and the public. It measures the importance of cooperation, persuasion and securing the proper degree of respect, attention and concurrence, which will promote the interests of Town of New London.

FACTOR 7: SPAN OF CONTROL

This factor measures the responsibility for training, guidance, leadership, direction, control and supervision of others in the performance of their work. It includes organizing work, making plans and schedules, and providing leadership and supervision toward Town of New London goals.

FACTOR 8: SCOPE

This factor measures the scope of responsibilities, how much of the organization is impacted by the work performed, and the relative level of responsibilities and extent of impact.

FACTOR 9: PHYSICAL DEMANDS

The physical demands factor covers the requirements placed on the employee by the work assignment.

FACTOR 10: WORK ENVIRONMENT

The work environment factor considers the risks and discomfort of the assignment or the nature of the work.

Job Evaluation Recommendations

The job evaluation Committee will prepare a report of their findings and submit it to the Board of Selectmen for consideration and approval.

Internal equity considerations as well as external market pay data will be the basis for a position's pay grade assignment. Pay grade assignment will be at the discretion of the Board of Selectmen.



Position Description Questionnaire

Purpose of Review:

- Description Update Reclassification New Position

General Information:

Name _____ Date _____

Job/Position Title _____

Work Location _____

Department _____

Supervisor's Name _____ Title _____

Function Statement: *(Information about your job)*

1. Please give a general statement indicating your **primary function**; that is, the major purpose of your position and the end result of what you do. **For example:** Electrical Trades Technician – installs, troubleshoots, services and repairs low voltage electrical systems.

2. Essential Duties and Responsibilities: *(attach additional sheets if necessary)*

- List the **essential** duties and responsibilities of your position in order of importance. Emphasize **what** you do rather than how you do it.
- Indicate the percentage of time devoted to each duty **during the work year**. Total percentage must equal 100%.

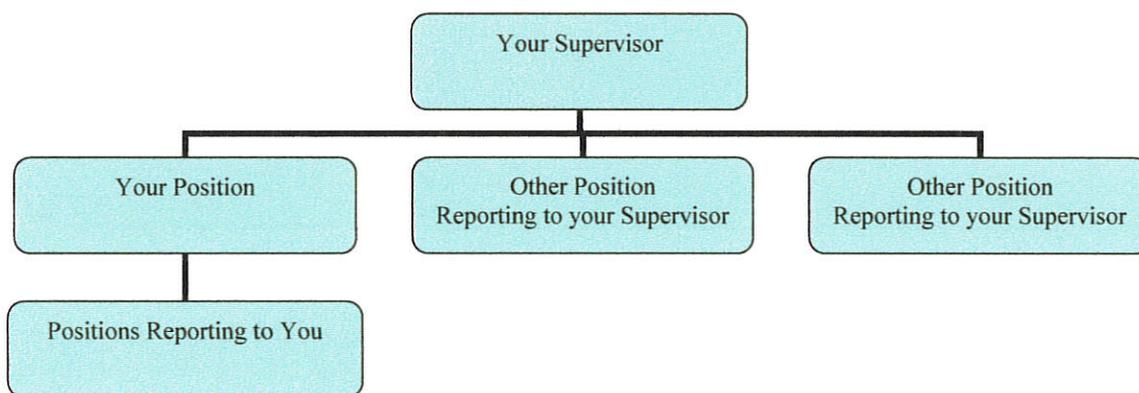
Item	Description of Duty	%
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
		100%

3. Non-Essential Duties and Responsibilities:

- List any other duties performed that are secondary to your position yet important to your assigned work area.

Item	Description of Duty
1	
2	
3	
4	
5	

4. Organization Chart – Please show how your position fits into your department. Include the names and titles your report to (use additional boxes if necessary.)



7. Responsibility for work of others: Please select one statement that best describes your position.

- No supervisory responsibilities.
- Working Supervisor: Oversees the work of others. Includes employees, contract workers and/or temporary workers. Responsibility for training, assigning and checking work, as well as performing the same kind of work.
- Supervisor: Spends majority of time performing supervisory functions including planning, directing subordinates, making decisions, interpreting policy.

Job Titles Supervised	Number of Employees Supervised	Frequency <i>(i.e. Daily, Monthly, etc.)</i>

8. Education: Please check the minimum level required for the job, not what you necessarily have.

<input type="checkbox"/>	No education required	
<input type="checkbox"/>	High School or GED	
<input type="checkbox"/>	Vocational, technical or business school	Field:
<input type="checkbox"/>	Some formal college training	Field:
<input type="checkbox"/>	Associate's degree	Field:
<input type="checkbox"/>	Bachelor's degree	Field:
<input type="checkbox"/>	Master's degree	Field:

9. Certifications or Licenses: Please list all required as a condition of employment.

10. Equipment/Tools Used: Please list all equipment and tools used in the performance of your job.

11. Experience: Please check the minimum level and type of experience required for the job, not what you necessarily had when you started the job.

<input type="checkbox"/>	No experience required	
<input type="checkbox"/>	Less than 6 months	Type of experience:
<input type="checkbox"/>	6 to 11 months	Type of experience:
<input type="checkbox"/>	12 to 23 months	Type of experience:
<input type="checkbox"/>	24 to 35 months	Type of experience:
<input type="checkbox"/>	36 to 47 months	Type of experience:
<input type="checkbox"/>	48 months 59 months	Type of experience:
<input type="checkbox"/>	60 months or greater	Type of experience:

12. Working Conditions: Please check one statement that best describes the job's exposure to physical and/or mental stress.

Physical stress or discomfort may include odors, dirty materials, extreme temperature fluctuations, noise, heavy lifting, stooping, bending and hazardous conditions.

Mental Stress or discomfort may include deadlines, pressures to meet standards, attention to detail to ensure accuracy and/or precision.

Please Give Examples:

<input type="checkbox"/>	Standard office environment with minimal exposure (0 to 5%) to physical and/or mental stress.	
<input type="checkbox"/>	Occasional exposure (6% to 20%) to physical and/or mental stress.	
<input type="checkbox"/>	Frequent exposure (21% to 50%) to physical and/or mental stress.	
<input type="checkbox"/>	Regular exposure (51% to 90%) to physical and/or mental stress.	
<input type="checkbox"/>	Constant exposure (91% to 100%) to physical and/or mental stress.	

13. Physical Requirements: Please indicate all the physical requirements required to perform the essential functions of the job.

<input type="checkbox"/>	Ability to lift 25 pounds
<input type="checkbox"/>	Ability to lift 26 to 50 pounds
<input type="checkbox"/>	Ability to lift over 50 pounds
<input type="checkbox"/>	Ability to climb (ladders, scaffolding etc.)
<input type="checkbox"/>	Ability to crouch, crawl, bend or stoop
<input type="checkbox"/>	Ability to push, pull or drag objects
<input type="checkbox"/>	Ability to stand or sit for extended periods of time
<input type="checkbox"/>	Ability to engage in repetitive motions of the hands, wrist or fingers
<input type="checkbox"/>	Ability to speak for the purpose of expressing oneself or exchanging information with others
<input type="checkbox"/>	Ability to read for the purpose of interpreting work orders or information
<input type="checkbox"/>	Ability to hear for the purpose of receiving oral instructions or information
<input type="checkbox"/>	Ability to see including color, depth perception and/or clarity

14. Required Signatures:

Employee's Signature	Date	Work Phone
Supervisor's Signature	Date	Work Phone
Department Manager's Signature	Date	Work Phone

Supervisor Comments *(Use additional sheets if necessary)*

Please list top (3 to 5) performance factors and the desired measurable outcomes for the position.

Example: **Quality:** Standard of workmanship; accuracy; neatness; skill, thoroughness; economy of materials. Measured by competent skill level; careful; errors reasonable; meets standards.

Performance Factor	Measurable Outcome

Department Manager Comments *(Use additional sheets if necessary)*



POSITION EVALUATION PLAN
April 2016

JOB EVALUATION POINT VALUES OF FACTORS

	Factor	Number of Degrees	Maximum Points
1	Knowledge/Education	7	500
2	Experience	7	500
3	Complexities	5	150
4	Accountability (Impact of Errors)	5	300
5	Internal Relationships	5	125
6	External Relationships	5	125
7	Span of Control	5	300
8	Scope	5	400
9	Physical Demands	3	50
10	Work Environment	3	50

FACTOR 1: KNOWLEDGE/EDUCATION

This factor measures the nature and extent of knowledge and/or education necessary to prepare an individual for the position. This knowledge may have been acquired either by formal education or by training on jobs of lesser degree, or by a combination of the two.

<u>DEGREE</u>	<u>VALUE</u>
1-1 Knowledge of simple or routine tasks which include step-by-step instruction and require little or no previous training. Examples include the ability to operate simple equipment with repetitive operation.	25
1-2 Degree 1-1, plus knowledge of job-related matter acquired through additional formal education or its equivalent in on-the-job training. Examples include ability to use formulas, tables, drawings, schedules, diagrams or the posting, preparation, interpretation or use of reports, forms, and records.	50
1-3 Technical or specialized training equivalent to that which would be acquired in the first two years of college, technical school or business school. This may include specialty licenses and certifications.	100
1-4 Knowledge of an extensive body of rules and/or procedures requiring additional training and experience to resolve a wide range of problems and situations.	200
1-5 Professional level of knowledge in a specialized field equivalent to that which would be acquired by completing a four-year college Bachelor's degree program. Knowledge of basic principles and concepts of a professional or administrative position.	300
1-6 Degree 1-5 plus additional skill gained through experience to perform independent assignments.	400
1-7 Professional level of knowledge in a specialized field that is equivalent to that which is acquired through the completion of one or more years of post-bachelor's degree graduate work.	500

FACTOR 2: EXPERIENCE

This factor defines how much total work experience is required of an incumbent to perform acceptably.

<u>DEGREE</u>	<u>VALUE</u>
2-1 Less than 11 months	25
2-2 12 to 23 months	50
2-3 24 to 35 months	100
2-4 36 to 47 months	200
2-5 48 to 59 months	300
2-6 60 to 83 months	400
2-7 84 months or greater	500

FACTOR 3: COMPLEXITIES

This factor evaluates the difficulties and general complexity of the position. It measures the extent to which duties are standardized. It examines the amount of planning the job requires and the creative effort in devising new methods, policies, or procedures.

<u>DEGREE</u>		<u>VALUE</u>
3-1	Simple, repetitive, or routine duties, requiring the use of definite procedures and little individual judgment, since the work is either performed under immediate supervision or involves little choice as to method of performance.	25
3-2	Work requires responsibility for planning and organizing day-to-day routine. Consists of duties that involve related steps, processes or methods.	50
3-3	Work requires varying work assignments and schedules covered by standard procedures in most cases. Duties require a moderate amount of judgment and discretion to determine what to do and when to do it.	100
3-4	Work requires adaptation and interpretation of established practices and procedures to cover problems and situations to which their application is not clearly defined. Analytical ability and judgment needed.	125
3-5	Work requires application of broad standards, general instructions or professional practice, usually involving frequently changing conditions and problems. Assignments are characterized by several phases being conducted concurrently or sequentially with the support of others.	150

FACTOR 4: ACCOUNTABILITY (IMPACT OF ERRORS)

This factor measures the responsibility for results. It also measures the impact of an error on internal operations or on customers/clients/taxpayers/constituents and what would be necessary to correct it.

<u>DEGREE</u>		<u>VALUE</u>
4-1	Work involves minimal opportunity for error. All work is checked or errors picked up in subsequent operations within the Town of New London. Cost of correction is negligible.	25
4-2	Work involves some opportunity for error, but work activities are confined to a small portion of the total Town of New London. Work is subject to check by some well-defined standards. Errors could affect the work of others to the extent of requiring time and effort to trace and correct. Errors may be corrected with minor inconvenience to the Town of New London or customers/clients /taxpayers/constituents	75
4-3	Work involves a moderate, but constant, opportunity for error, limited only by daily, periodic or subsequent spot checks. While such errors could become serious, however, they are generally confined.	125
4-4	Work is of such nature that incomplete and incorrect performance is hard to locate and could result in inconvenience, confusion and/or injury to customers/clients/taxpayers/constituents or significant cost to the Town of New London in time, money or customers/clients/taxpayers /constituents /employee well-being.	200
4-5	Degree 4-4 plus the work is essential to the mission of the Town of New London and/or affects large numbers of people on a long-term or continuing basis.	300

FACTOR 5: INTERNAL RELATIONSHIPS

This factor evaluates the frequency and importance of contacts with individuals in other areas of the Town of New London. It measures the need to make favorable impressions on others; to use tact and diplomacy; to exchange ideas and discuss problems objectively; to secure from others inside the Town of New London the proper degree of respect, attention, cooperation and concurrence, which will promote the interests of the Town of New London.

<u>DEGREE</u>	<u>VALUE</u>
5-1 Contacts are almost entirely within immediate group.	25
5-2 Normal courtesy is required while occasionally giving or receiving information as a service to other groups/departments.	50
5-3 Job has frequent contacts with others on the same or higher levels in other parts of the Town of New London. Influencing others, gaining cooperation, and persuading others to take action is considered an important part of the position. Considerable tact in sensitive and confidential matters and persuasive ability required.	75
5-4 Job needs high degree of judgment and diplomacy in continuously planning and executing persuasive campaigns and in promoting new policies. It calls for consulting with senior management. It is essential to leave a good impression and secure whole-hearted cooperation.	100
5-5 Job requires a very high degree of judgment and diplomacy in order to reconcile divergent viewpoints of personnel on major policy or operating problems. It frequently involves consulting with other leaders. It is absolutely essential to leave a good impression and secure wholehearted cooperation.	125

FACTOR 6: EXTERNAL RELATIONSHIPS

This factor evaluates the frequency and importance of contacts with organizations/agencies, suppliers and the public. It measures the importance of cooperation, persuasion and securing the proper degree of respect, attention and concurrence, which will promote the interests of the Town of New London.

<u>DEGREE</u>		<u>VALUE</u>
6-1	Contacts outside the organization are minor. Social courtesy is required to make a good impression as a representative of the Town of New London.	25
6-2	Job involves giving or receiving information. Included are occasional contacts of importance, possibly involving working out problems, requiring tact and flexibility of viewpoint.	50
6-3	Work includes frequent contacts with persons, existing or potential clients or organizations. Having an influence on these contacts, gaining cooperation and persuading these contacts, is considered an important part of this position. Considerable tact and diplomacy required.	75
6-4	Job involves a high degree of judgment, ability and diplomacy. This is in addition to having the responsibility of developing and maintaining relationships with outside contacts. It is essential to leave good impressions.	100
6-5	Job requires justifying, defending, negotiating or settling matters involving significant issues. Work at this level involves active participation in meetings, etc. Persons contacted typically have different viewpoints, goals and objectives. May require arriving at a compromise or the development of suitable alternatives.	125

FACTOR 7: SPAN OF CONTROL

This factor measures the responsibility for training, guidance, leadership, direction, control and supervision of others in the performance of their work. It includes organizing work, making plans and schedules, and providing leadership and supervision toward the Town of New London goals.

<u>DEGREE</u>	<u>VALUE</u>
7-1 Not normally required to supervise other employees.	0
7-2 Exercises immediate guidance, assigns and allocates work and provides basic training. Performs detailed work of the same or closely allied nature. This degree refers to a working supervisor or Team Leader.	50
7-3 Supervises a small staff of 1 to 5 employees or assists in supervising others. Plans and schedules work and applies policy, as directed. Conducts performance appraisals and recommends salary increases. May also perform work of the same or closely allied nature.	100
7-4 Supervises others by appraising performance, recommending salary increases, and resolving routine personnel problems. Scope of supervision is for a staff larger than that described in Degree 3.	200
7-5 Supervises others, generally with the aid of one or more assistants. Develops budget, department goals and objectives. Interviews prospective employees, appraises performance, determines or recommends salary increases, and resolves personnel problems.	300

FACTOR 8: SCOPE

This factor measures the scope of responsibilities, how much of the Town is impacted by the work performed, and the relative level of responsibilities and extent of impact.

<u>DEGREE</u>		<u>VALUE</u>
8-1	Work is routine, low level and/or impacts only a small part of the Town.	50
8-2	Work is more than routine and has the potential to impact more than one area of the Town.	100
8-3	Work is mid-level and has the potential to impact multiple areas.	200
8-4	Work is high level and has the potential to impact a significant portion of the Town.	300
8-5	Work is high level and has the potential to impact the entire Town.	400

FACTOR 9: PHYSICAL DEMANDS

The physical demands factor covers the requirements placed on the employee by the work assignment.

<u>DEGREE</u>		<u>VALUE</u>
9-1	Work is sedentary. Employee may sit comfortably to do the work. There may be some walking, standing bending and carrying, however no special physical demands are required to perform the work.	10
9-2	Work requires some physical exertion such as long periods of standing, walking, bending, crouching, stooping stretching, reaching etc. Recurring lifting of moderately heavy items such as record boxes.	25
9-3	Work requires continuous and strenuous physical exertion such as climbing ladders, lifting heavy objects over 50 pounds, and defending one's self against physical attack.	50

FACTOR 10: WORK ENVIRONMENT

The work environment factor considers the risks and discomfort of the assignment or the nature of the work.

<u>DEGREE</u>		<u>VALUE</u>
10-1	The work involves everyday risks or discomfort which require normal safety precautions i.e. avoidance of falls, compliance with fire regulations etc. The work area is adequately lit, heated and ventilated.	10
10-2	The work involves moderate risks or discomforts which require special safety precautions. May be exposed to higher levels of mental stress due to job requirements.	25
10-3	The work involves high risks with exposure to potentially dangerous situations or unusual environmental stress.	50



JOB EVALUATION COMMITTEE GUIDELINES

April 2016

The Town of New London Job Evaluation Committee will assist the Town Administrator in the following activities as they relate to the Job Evaluation Program:

- a. Evaluate new positions.
- b. Re-evaluate positions, on a department manager's request, that have changed significantly in scope or complexity.
- c. Revisit existing job classifications on a department manager's request.

Committee Members: Committee members will consist of department managers appointed by the Town Administrator. The Town Administrator may elect to change the membership of the Committee at any time.

Meetings: The Job Evaluation Committee will meet on an as needed basis. The Town Administrator may also elect to convene the Committee at other times if necessary.

Job Evaluation Program: The Town Administrator and the Job Evaluation Committee will use the Classification System developed by Thornton & Associates and approved by the Board of Selectmen. During Job Evaluation Committee meetings, each Committee member will rate positions individually based on the information in the Job Description and any supporting documentation that may have been provided, and the Committee will work to reach consensus. If more information about a position is needed, the department manager and/or the incumbent may be invited to attend the meeting, but will exit before the position is rated. The Town Administrator has the final say over any ratings where consensus cannot be reached.

Appeal Process: An employee who does not agree with the evaluation of his/her position may request a re-evaluation of the position in writing, including the detailed reasons for the disagreement. This request will go to the respective department manager, and if that individual is in agreement that the position should be re-evaluated, the request will be forwarded to the Town Administrator. Once the Committee has re-evaluated the position, the Town Administrator will inform the department manager of the outcome, and the department manager or immediate supervisor will inform the employee and the decision is determined to be final.

Questions: Questions about the Job Evaluation Committee or process should be directed to the Town Administrator.

DRAFT Compensation Philosophy

As an employer we believe that it is in the best interest of both the Town of New London and our employees to fairly compensate our workforce for the value of the work provided. It is our intention to use a compensation system that will determine the current market value of a position based on the skills, knowledge and behaviors required of a fully competent incumbent. The system used will be objective and non-discriminatory in theory, application and practice.

Selection Criteria:

§The compensation system will price positions to market by using local and industry specific survey data.

§The market data will primarily include public sector employers, and will include private sector survey data for more specialized positions (for example, Financial Officer).

§The system will evaluate external equity, which is the relative marketplace job worth of every job directly comparable to similar jobs in our industry, factored for general economic variances and adjusted to reflect the local economic marketplace.

§The system will evaluate internal equity, which is the relative worth of each job when comparing the required level of job competencies, formal training and experience, responsibility and accountability of one job to another and arranging all jobs in a formal job grading structure.

§Professional support and consultation will be available to evaluate the compensation system and provide on-going assistance in the administration of the program.

§The compensation system must be flexible enough to ensure that the Town of New London is able to recruit and retain a highly qualified workforce, while providing the structure necessary to effectively manage the overall compensation program.

Responsibilities:

The Board of Selectmen is responsible for reviewing recommendations made by the management team and will give final approval for the compensation system that will be used.

The Board of Selectmen will review and approve, as appropriate, recommended changes to position range movement as recommended by management and as determined through the market analysis process.

As part of the annual budgeting process the Board of Selectmen will review and approve, as appropriate, funds to be allocated for total compensation, which will include base salaries, bonuses, variable based or incentive based pay and all other related expenses, including benefit plans as recommended by management.

Management Responsibility:

The Town Administrator is responsible and accountable to the Board of Selectmen. In that capacity he/she is charged with ensuring that the Town of New London is staffed with highly qualified, fully

competent employees and that all programs are administered within appropriate guidelines and within the approved budget.

The Town Administrator shall ensure that salary ranges are updated at least annually, that all individual jobs are market priced at least once every two years and that pay equity adjustments are administered in a fair and equitable manner.