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Introduction

At the request of the City of Hiawassee, the Strategic Operations and Planning Assistance (SOPA) Division of the Carl Vinson Institute of Government at the University of Georgia entered into a contract with the municipality for developing a new classification and compensation plan for all jobs covered under the city's personnel plan.

The objectives of the project were to:

1. Develop new job descriptions for all positions.
2. Develop a new classification system by using a point factor comparison job evaluation system to rank jobs and measure differences in job content.
3. Collect and analyze wage survey data.
4. Analyze and format the wage survey data for use in establishing competitive pay levels and develop a recommended compensation plan.
5. Train City of Hiawassee administrative personnel in each component of the classification and pay plan development to ensure the implementation and maintenance of the system.

The process used to collect the necessary data and to update the pay plan for all positions covered under the city's personnel plan consisted of several steps or phases. The first step involved the Institute of Government conducting a project orientation with administrative staff and elected officials from the City of Hiawassee.

After the orientation meetings, the Institute of Government distributed a position description questionnaire to employees. The position description questionnaire covered major aspects of the employee's position as well as the working conditions of the position. After reviewing all of the completed questionnaires, representatives from the Institute of Government interviewed position incumbents either individually or in small groups. The purpose of the interviews was to verify and supplement information on the submitted questionnaires.

The information collected from the questionnaires and subsequent interviews was used by the Institute of Government to develop new position descriptions for all positions within the City of Hiawassee. An overview of the position descriptions is provided in another section of the report.

After finalizing the descriptions, the Institute of Government developed a classification plan to group together similar positions for pay purposes. The Institute of Government evaluated each position utilizing an adapted version of the Factor Evaluation System (FES) in order to assign each classification to a salary grade for the purpose of establishing pay differentials among positions. The classification plan section of the report reviews this process in greater detail.

The next phase of the project was to collect and analyze a variety of salary survey data in order to make assessments about the compensation paid by other organizations. Salary survey sources included published data from the American Water Works Association (AWWA), Bureau of Labor Statistics, International City/County Management Association (ICMA), and the State of Georgia's Department of Community Affairs. A description and analysis of all of the salary surveys is contained in the salary survey section of the report. Additionally, Appendices D through G provide the summarized results of each salary survey.

Finally, the Institute of Government utilized the salary survey data (and classification plan) to design a new compensation plan for the City of Hiawassee. Even after completion of all these phases, it may be necessary to review and revise the recommendations outlined in the report with appropriate administrators from the City of Hiawassee. It is the intention of the Institute of Government to continue to provide a high level of technical assistance in this process.

Position Descriptions

The Institute of Government developed new position descriptions for each position in the City of Hiawassee. A position description summarizes the most important features of the position. The information provided on a position description includes an overview of the general nature of the work, specific duty responsibilities, scope and effect, working conditions, and suggested minimum qualifications. A total of twenty-one (21) position descriptions were developed for the project. Appendix A provides an example of a position description for a Police Officer.

The process used to collect the necessary data and develop the position descriptions involved the distribution of a questionnaire to all City of Hiawassee employees. The questionnaire covered collected information about major aspects of an employee's position such as their major duties, knowledge requirements, work environment, and supervisory responsibility.

All of the completed questionnaires were submitted to the Institute of Government for analysis and review. The Institute of Government interviewed select jobholders for each existing City of Hiawassee position. The purpose of the interviews was to improve understanding of each position and to confirm that the content of the questionnaires were correct. Additionally, the interview process helped increase employee participation and understanding of the classification and compensation study process.

After the completion of the employee interviews, technical writers from the Institute of Government utilized the collected position activity information to develop the position descriptions. The final step of the position description process was to verify the accuracy and content of the descriptions. Verification permitted select jobholders and supervisors to review and determine whether the proposed position descriptions were accurate and complete.

Classification Plan

The Institute of Government developed twenty-two (22) position classifications for the City of Hiawassee that are assigned to one of fourteen (14) salary grades. Grade ten (10) is the lowest grade and grade twenty-three (23) is the highest salary grade. Each salary grade has a salary range associated with it. The salary ranges will be reviewed in a later section of the report. Appendix B displays all of the position titles (classifications) and grades sorted by department. Appendix C displays all of the position titles (classifications) sorted by salary grade.

The salary grade assignment for each position was determined by evaluating each position. The Institute of Government utilized an adapted version of the Factor Evaluation System (FES) to evaluate each job classification. FES was originally developed by the Civil Service Commission (now the Office of Personnel Management) of the federal government. FES is a point-factor-comparison job evaluation system which is the most commonly used job evaluation approach for public and private sector organizations in the United States and Europe. There are three common features in point-factor systems: (1) compensable factors, with (2) factor degrees numerically scaled, and (3) weights reflecting the relative importance of each factor.

The nine compensable factors that FES originally used to evaluate jobs are: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this organization, a tenth compensable factor covering supervisory responsibility was added by the Institute of Government.

Furthermore, the factors are weighted (i.e., Knowledge Required by the Position “counts more” than Physical Demands). Each factor has several levels and each level is assigned a specified number of points. The combined score on all the factors determines the total number of

points for each position and its assignment to a salary grade in the classification plan. Table I provides an example of the evaluation for the Police Officer position.

Table I: Classification Evaluation Example

JOB TITLE	FACTOR 1 KNOWLEDGE REQUIRED		FACTOR 2 SUPERVISORY CONTROLS		FACTOR 3 GUIDELINES		FACTOR 4 COMPLEXITY		FACTOR 5 SCOPE & EFFECT		
	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	
Police Officer	5	750	3	275	2	125	2	75	2	75	
FACTOR 6 PERSONAL CONTACTS		FACTOR 7 PURPOSE OF CONTACTS		FACTOR 8 PHYSICAL DEMANDS		FACTOR 9 WORK ENVIRONMNT		FACTOR 10 SUPERVISORY RESPONSBLTY		TOTAL	GRADE
LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS	LEVEL	PTS		
2	25	2	50	3	50	3	50	1	50	1525	14

Salary Surveys

The Institute of Government conducted a series of salary surveys for this project in order to assess the compensation paid by other comparable employers. A variety of salary surveys were included in this process to ensure that the data is represented from multiple industry sectors and as a method to cross-check or “validate” the results of each salary survey.

The first salary survey involved collecting salary survey information from counties and municipalities within the relevant labor market for the City of Hiawassee. Salary survey summary results for thirteen (13) benchmark positions from thirty (30) select counties and municipalities are presented in Appendix D. A benchmark position is a standard position that is used as a reference point for making compensation decisions.

The salary survey summary results for this survey were primarily derived from the Georgia Department of Community Affairs wage and salary database. The Department of Community Affairs (DCA) administers an annual wage and salary survey to Georgia's local governments. The survey collects a variety of compensation data for over 160 different local government jobs. Furthermore, the Institute of Government collected compensation data specifically for this project from select counties and municipalities who did not provide information to the Department of Community Affairs. Table II (page 7) displays the organizations included from the survey.

Salary survey summary results presented in Appendix E were derived from the Bureau of Labor Statistics Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates. The Bureau of Labor Statistics conducts a semi-annual mail survey designed to produce estimates of employment and wages for specific occupations by geographic area.

Table II: Local Government Compensation Survey Population Group

Organization	Responded to DCA Survey	DCA Population Group	2014 Estimated Population	Part-Time Employees	Full-Time Employees
<i>Hiwassee, City of</i>	<i>Yes</i>	<i>G</i>	<i>907</i>	<i>0</i>	<i>18</i>
Alto, City of	No*	F	1,164	N/A	N/A
Baldwin, City of	Yes	E	3,309	15	42
Blue Ridge, City of	Yes	F	1,263	10	30
Clarkesville, City of	Yes	F	1,751	3	40
Clay County (North Carolina)	No*	N/A	N/A	N/A	N/A
Clayton, City of	No*	F	2,232	N/A	N/A
Cleveland, City of	No*	E	3,727	N/A	N/A
Cornelia, City of	Yes	E	4,210	8	77
Dahlonega, City of	Yes	D	6,337	6	40
Demorest, City of	Yes	F	2,047	1	26
Dillard, City of	Yes	H	335	2	4
East Ellijay, City of	Yes	G	549	N/A	N/A
Ellijay, City of	Yes	F	1,647	31	25
Fannin County	Yes	D	23,753	17	220
Gilmer County	Yes	C	28,829	100	213
Habersham County	Yes	C	43,752	65	241
Hayesville, City of (North Carolina)	No*	N/A	N/A	N/A	N/A
Helen, City of	Yes	G	526	5	25
Lumpkin County	Yes	C	31,176	69	203
McCaysville, City of	No*	F	1,059	N/A	N/A
Morganton, City of	Yes	H	303	1	2
Mount Airy, City of	Yes	F	1,290	4	7
Mountain City, Town of	Yes	F	1,064	1	5
Rabun County	Yes	D	16,243	69	185
Sky Valley, City of	Yes	H	267	1	12
Tallulah Falls, City of	Yes	H	168	2	3
Tiger, City of	Yes	H	400	1	0
Union County	Yes	D	21,984	88	157
White County	Yes	C	27,970	19	177
Young Harris, City of	Yes	F	1,237	0	5

*Compensation data collected by the Institute of Government.

The summarized results of the benchmark positions presented in Appendix E are calculated with data collected from employers in all industry sectors in the North Georgia non-metropolitan area. These areas are defined as: Banks County, Chattooga County, Elbert County,

Fannin County, Franklin County, Gilmer County, Gordon County, Greene County, Habersham County, Hart County, Jackson County, Lumpkin County, Polk County, Rabun County, Stephens County, Towns County, Union County, and White County. The information on this survey helped assess the competitiveness of the City of Hiawassee's salaries to the broader labor market (all industry sectors) within these areas.

National salary information for eight (8) benchmark positions at city- and county-owned utilities were derived from the 2015 American Water Works Association Water Utility Compensation Survey. This survey is published by the American Water Works Association (AWWA). The information on this survey helped assess the competitiveness of pay for the City of Hiawassee to other city/county utility providers. Appendix F displays the summarized results of this survey.

National salary information for the Chief Appointed Official was derived from the 2014 ICMA Municipal Yearbook and is presented Appendix G. The salary survey summary results provide national CAO salary information by population size.

Compensation Plan

The Institute of Government developed a compensation plan for the City of Hiawassee's consideration. The proposed compensation plan developed for the City of Hiawassee is based on an internal value system reflected in the proposed classification plan and on a series of salary surveys to help ensure an externally equitable and competitive salary structure.

Table III displays the key characteristics of the City of Hiawassee's proposed compensation plan. Tables V-A, V-B and V-C (see pages 12-14) display the proposed salary and wage structures for the compensation plan.

Table III: Compensation Plan Characteristics

Compensation Plan	Salary Structure Labor Market Position	Salary Structure Design	Pay- Level Policy	No. of Grades
Table V-A, Table V-B, and Table V-C	Approximately at the median entry rate for positions in the local labor market	Grade & Step (21 Steps @ 1.75% Increments)	Match	14 (10 – 23)

The salary structure (Tables V–A, V-B, and V-C) has fourteen (14) salary grades (grade 10 to grade 23). The salary structure has grades with differentials in pay for each grade ranging from approximately 5.5% to 33%. The salary range for each grade on the salary structures is approximately forty-two (42%) percent. Each grade on the salary structures has twenty-one (21) steps placed at one and seventy-five hundredths percent (1.75%) intervals.

The value of the step intervals is based on the employment cost index (ECI) for wages and salaries for state and local government workers. The ECI is calculated by the Bureau of Labor Statistics and is a quarterly measure of change in compensation costs. For the 12-month period ending March 2016, the wages and salaries for state and local government workers

increased 1.8%.¹ For the 24-month period ending March 2016, the wages and salaries for state and local government workers increased 3.6%.¹

The salary and wage structures associated with the compensation plan utilize a grade and step design. The advantage of this design is an emphasis on internal equity, predictable salary increases for employees, and transparency. The disadvantages of this salary structure are difficulties associated with rewarding individual performance/qualifications (individual equity) and limits on managerial flexibility in setting wages.

The compensation level associated with the compensation plan represents a matching (pay at market) pay-level policy. A matching pay-level policy helps ensure that an organization’s pay costs are nearly equivalent to its labor market competitors. Additionally, a matching policy allows an organization to remain competitive with its labor market competitors in attracting and retaining employees. Table IV illustrates the probable effects of this pay policy.

Table IV: Probable Relationships between Pay Policies and Compensation Objectives

Policy	Compensation Objectives				
	Ability to Attract	Ability to Retain	Contain Labor Costs	Reduce Pay Dissatisfaction	Increase Productivity
<i>Match (Pay at market)</i>	=	=	=	=	?

Source: Milkovich, George T, and Jerry M. Newman., 2005. Compensation. McGraw-Hill. p. 205.

¹U.S. Bureau of Labor Statistics. (January 2016). Employment Cost Index Historical Listing – Volume III.

In order to keep the proposed compensation plan current, there are several actions that the City of Hiawassee should consider. These proposed actions are not automatic and should be contingent upon the organization's fiscal condition.

The first recommendation is an annual market adjustment to the compensation plan. This adjustment should be applied as an increase to the salary scale and as a general percentage increase for all employees. It is recommended that the market adjustment be linked to a measure of inflation such as the Consumer Price Index or Employment Cost Index. Both of these indices are calculated by the Bureau of Labor Statistics.

The second recommendation is to provide additional step increases to individual employees based solely on or a combination of their length of service, performance, and knowledge/skill acquisition. These individual adjustments would be applied as an increase within the respective salary range of each employee.

Thus, the City of Hiawassee may budget for two future annual personnel cost adjustments: 1) an across-the-board increase which raises every employee's salary and pay equally when market conditions dictate, and 2) annual individual employee increases linked to employee service, knowledge/skill acquisition, and/or performance.

Table V – A
Proposed Plan, \$24,000, Annual Salary Grade & Step
City of Hiawassee Personnel Project

GRADE	A	B	C	D	E	F	G	H	I	J
10	22,748.82	23,146.92	23,551.99	23,964.15	24,383.52	24,810.23	25,244.41	25,686.19	26,135.70	26,593.07
11	24,000.00	24,420.00	24,847.35	25,282.18	25,724.62	26,174.80	26,632.86	27,098.93	27,573.16	28,055.69
12	25,320.00	25,763.10	26,213.95	26,672.70	27,139.47	27,614.41	28,097.66	28,589.37	29,089.69	29,598.76
13	26,712.60	27,180.07	27,655.72	28,139.70	28,632.14	29,133.20	29,643.04	30,161.79	30,689.62	31,226.69
14	29,650.99	30,169.88	30,697.85	31,235.06	31,781.68	32,337.86	32,903.77	33,479.58	34,065.48	34,661.62
15	31,281.79	31,829.22	32,386.23	32,952.99	33,529.67	34,116.44	34,713.48	35,320.96	35,939.08	36,568.01
16	33,002.29	33,579.83	34,167.48	34,765.41	35,373.80	35,992.84	36,622.72	37,263.62	37,915.73	38,579.25
17	34,817.41	35,426.72	36,046.69	36,677.50	37,319.36	37,972.45	38,636.97	39,313.11	40,001.09	40,701.11
18	36,732.37	37,375.19	38,029.25	38,694.77	39,371.93	40,060.93	40,762.00	41,475.34	42,201.15	42,939.67
19	38,752.65	39,430.82	40,120.86	40,822.98	41,537.38	42,264.29	43,003.91	43,756.48	44,522.22	45,301.36
20	40,884.05	41,599.52	42,327.51	43,068.24	43,821.94	44,588.82	45,369.13	46,163.08	46,970.94	47,792.93
21	43,132.67	43,887.49	44,655.52	45,437.00	46,232.14	47,041.21	47,864.43	48,702.05	49,554.34	50,421.54
22	52,621.86	53,542.74	54,479.74	55,433.14	56,403.21	57,390.27	58,394.60	59,416.51	60,456.30	61,514.28
23	69,987.07	71,211.85	72,458.05	73,726.07	75,016.28	76,329.06	77,664.82	79,023.95	80,406.87	81,813.99
GRADE	L	M	N	O	P	Q	R	S	T	U
10	27,531.98	28,013.79	28,504.03	29,002.85	29,510.40	30,026.83	30,552.30	31,086.96	31,630.99	32,184.53
11	29,046.23	29,554.54	30,071.75	30,598.00	31,133.47	31,678.30	32,232.67	32,796.75	33,370.69	33,954.68
12	30,643.78	31,180.04	31,725.69	32,280.89	32,845.81	33,420.61	34,005.47	34,600.57	35,206.08	35,822.18
13	32,329.19	32,894.95	33,470.61	34,056.34	34,652.33	35,258.74	35,875.77	36,503.60	37,142.41	37,792.40
14	35,885.40	36,513.39	37,152.37	37,802.54	38,464.09	39,137.21	39,822.11	40,518.99	41,228.08	41,949.57
15	37,859.09	38,521.63	39,195.75	39,881.68	40,579.61	41,289.75	42,012.32	42,747.54	43,495.62	44,256.79
16	39,941.34	40,640.32	41,351.52	42,075.17	42,811.49	43,560.69	44,323.00	45,098.65	45,887.88	46,690.92
17	42,138.12	42,875.53	43,625.85	44,389.31	45,166.12	45,956.53	46,760.77	47,579.08	48,411.71	49,258.92
18	44,455.71	45,233.69	46,025.28	46,830.72	47,650.26	48,484.14	49,332.61	50,195.93	51,074.36	51,968.16
19	46,900.78	47,721.54	48,556.67	49,406.41	50,271.02	51,150.76	52,045.90	52,956.71	53,883.45	54,826.41
20	49,480.32	50,346.22	51,227.28	52,123.76	53,035.93	53,964.06	54,908.43	55,869.32	56,847.04	57,841.86
21	52,201.74	53,115.27	54,044.78	54,990.57	55,952.90	56,932.08	57,928.39	58,942.14	59,973.62	61,023.16
22	63,686.12	64,800.63	65,934.64	67,088.49	68,262.54	69,457.14	70,672.64	71,909.41	73,167.82	74,448.26
23	84,702.54	86,184.83	87,693.07	89,227.70	90,789.18	92,377.99	93,994.61	95,639.51	97,313.20	99,016.18

Table V – B
Proposed Plan, \$24,000, 2080 Hourly Grade & Step
City of Hiawassee Personnel Project

GRADE	A	B	C	D	E	F	G	H	I	J	K
10	10.94	11.13	11.32	11.52	11.72	11.93	12.14	12.35	12.57	12.79	13.01
11	11.54	11.74	11.95	12.15	12.37	12.58	12.80	13.03	13.26	13.49	13.72
12	12.17	12.39	12.60	12.82	13.05	13.28	13.51	13.74	13.99	14.23	14.48
13	12.84	13.07	13.30	13.53	13.77	14.01	14.25	14.50	14.75	15.01	15.28
14	14.26	14.50	14.76	15.02	15.28	15.55	15.82	16.10	16.38	16.66	16.96
15	15.04	15.30	15.57	15.84	16.12	16.40	16.69	16.98	17.28	17.58	17.89
16	15.87	16.14	16.43	16.71	17.01	17.30	17.61	17.92	18.23	18.55	18.87
17	16.74	17.03	17.33	17.63	17.94	18.26	18.58	18.90	19.23	19.57	19.91
18	17.66	17.97	18.28	18.60	18.93	19.26	19.60	19.94	20.29	20.64	21.01
19	18.63	18.96	19.29	19.63	19.97	20.32	20.67	21.04	21.40	21.78	22.16
20	19.66	20.00	20.35	20.71	21.07	21.44	21.81	22.19	22.58	22.98	23.38
21	20.74	21.10	21.47	21.84	22.23	22.62	23.01	23.41	23.82	24.24	24.67
22	25.30	25.74	26.19	26.65	27.12	27.59	28.07	28.57	29.07	29.57	30.09
23	33.65	34.24	34.84	35.45	36.07	36.70	37.34	37.99	38.66	39.33	40.02
GRADE	L	M	N	O	P	Q	R	S	T	U	
10	13.24	13.47	13.70	13.94	14.19	14.44	14.69	14.95	15.21	15.47	
11	13.96	14.21	14.46	14.71	14.97	15.23	15.50	15.77	16.04	16.32	
12	14.73	14.99	15.25	15.52	15.79	16.07	16.35	16.63	16.93	17.22	
13	15.54	15.81	16.09	16.37	16.66	16.95	17.25	17.55	17.86	18.17	
14	17.25	17.55	17.86	18.17	18.49	18.82	19.15	19.48	19.82	20.17	
15	18.20	18.52	18.84	19.17	19.51	19.85	20.20	20.55	20.91	21.28	
16	19.20	19.54	19.88	20.23	20.58	20.94	21.31	21.68	22.06	22.45	
17	20.26	20.61	20.97	21.34	21.71	22.09	22.48	22.87	23.27	23.68	
18	21.37	21.75	22.13	22.51	22.91	23.31	23.72	24.13	24.55	24.98	
19	22.55	22.94	23.34	23.75	24.17	24.59	25.02	25.46	25.91	26.36	
20	23.79	24.20	24.63	25.06	25.50	25.94	26.40	26.86	27.33	27.81	
21	25.10	25.54	25.98	26.44	26.90	27.37	27.85	28.34	28.83	29.34	
22	30.62	31.15	31.70	32.25	32.82	33.39	33.98	34.57	35.18	35.79	
23	40.72	41.44	42.16	42.90	43.65	44.41	45.19	45.98	46.79	47.60	

**Annualized 2080 Hourly Rates may differ due to rounding.*

Table V – C
Proposed Plan, \$24,000, 2184 Hourly Grade & Step
City of Hiawassee Personnel Project

GRADE	A	B	C	D	E	F	G	H	I	J	K
10	10.42	10.60	10.78	10.97	11.16	11.36	11.56	11.76	11.97	12.18	12.39
11	10.99	11.18	11.38	11.58	11.78	11.98	12.19	12.41	12.63	12.85	13.07
12	11.59	11.80	12.00	12.21	12.43	12.64	12.87	13.09	13.32	13.55	13.79
13	12.23	12.45	12.66	12.88	13.11	13.34	13.57	13.81	14.05	14.30	14.55
14	13.58	13.81	14.06	14.30	14.55	14.81	15.07	15.33	15.60	15.87	16.15
15	14.32	14.57	14.83	15.09	15.35	15.62	15.89	16.17	16.46	16.74	17.04
16	15.11	15.38	15.64	15.92	16.20	16.48	16.77	17.06	17.36	17.66	17.97
17	15.94	16.22	16.50	16.79	17.09	17.39	17.69	18.00	18.32	18.64	18.96
18	16.82	17.11	17.41	17.72	18.03	18.34	18.66	18.99	19.32	19.66	20.01
19	17.74	18.05	18.37	18.69	19.02	19.35	19.69	20.04	20.39	20.74	21.11
20	18.72	19.05	19.38	19.72	20.06	20.42	20.77	21.14	21.51	21.88	22.27
21	19.75	20.10	20.45	20.80	21.17	21.54	21.92	22.30	22.69	23.09	23.49
22	24.09	24.52	24.94	25.38	25.83	26.28	26.74	27.21	27.68	28.17	28.66
23	32.05	32.61	33.18	33.76	34.35	34.95	35.56	36.18	36.82	37.46	38.12
GRADE	L	M	N	O	P	Q	R	S	T	U	
10	12.61	12.83	13.05	13.28	13.51	13.75	13.99	14.23	14.48	14.74	
11	13.30	13.53	13.77	14.01	14.26	14.50	14.76	15.02	15.28	15.55	
12	14.03	14.28	14.53	14.78	15.04	15.30	15.57	15.84	16.12	16.40	
13	14.80	15.06	15.33	15.59	15.87	16.14	16.43	16.71	17.01	17.30	
14	16.43	16.72	17.01	17.31	17.61	17.92	18.23	18.55	18.88	19.21	
15	17.33	17.64	17.95	18.26	18.58	18.91	19.24	19.57	19.92	20.26	
16	18.29	18.61	18.93	19.27	19.60	19.95	20.29	20.65	21.01	21.38	
17	19.29	19.63	19.98	20.32	20.68	21.04	21.41	21.79	22.17	22.55	
18	20.36	20.71	21.07	21.44	21.82	22.20	22.59	22.98	23.39	23.79	
19	21.47	21.85	22.23	22.62	23.02	23.42	23.83	24.25	24.67	25.10	
20	22.66	23.05	23.46	23.87	24.28	24.71	25.14	25.58	26.03	26.48	
21	23.90	24.32	24.75	25.18	25.62	26.07	26.52	26.99	27.46	27.94	
22	29.16	29.67	30.19	30.72	31.26	31.80	32.36	32.93	33.50	34.09	
23	38.78	39.46	40.15	40.86	41.57	42.30	43.04	43.79	44.56	45.34	

**Annualized 2184 Hourly Rates may differ due to rounding.*

Cost of Implementation

The following paragraphs present an implementation plan for the City of Hiawassee's consideration. The implementation plan covers a selected group of employees in the City of Hiawassee. Contract employees, temporary part-time employees, and elected officials are not included in the proposed implementation plan. Furthermore, the estimated cost figures do not include benefit costs, payroll tax expenditures, or current overtime expenditures. Thus, the following cost figures do not represent the organization's total personnel costs.

Table VI depicts the cost to implement the proposed plan. The cost to implement the compensation plan (Tables V-A, V-B, and V-C) is \$23,924 or 3.85% of current payroll cost for these employees. Table VII provides an overview of the cost of implementation for the compensation plan by department.

Additionally, implementing the proposed compensation plan will result in further pay compression for select employees (employee salaries grouped closely together regardless of length or quality of service to the organization) within the City of Hiawassee. Pay compression can create pay dissatisfaction and employee turnover, which can threaten the competitive advantage of an organization. There are several factors that contribute to pay compression. These factors include: historically modest budgets for employee salary increases (creates situations where the salaries of new hires outpace existing employees), departments not adhering to established human resources policies (i.e. hiring guidelines, promotional increases), and compensation not being properly integrated in situations where organizations acquire, consolidate, or reorganize operating units.

To help ameliorate this problem, the Institute of Government recommends that a one-time compression adjustment be applied to employee salaries as outlined in Table VI. The cost of the compression adjustment for is \$2,092 or approximately 0.32% of adjusted payroll cost.

The eligibility for the compression adjustment is based on two factors. The first factor is an employee's length of service with the City of Hiawassee. The median length of service for a City of Hiawassee employee is 6.00 years. The second eligibility requirement for the compression adjustment is related to an employee's proposed salary relative to the mid-point for their proposed salary range. Any employee whose proposed salary falls below the mid-point (and they exceed median time in position) would qualify for the compression adjustment. These eligibility requirements target employees with longer service to the city and whose salaries are lagging below the mid-point of their salary range.

The Institute of Government used this information to design the following formula for the proposed compression adjustment. Employees with 6.00 or more years of continuous service whose proposed salary is above the minimum (Step A) and below the mid-point (Step J) of their proposed salary range would be eligible for a one step increase. Employees with 6.00 or more years of continuous service whose proposed salary is at the minimum (Step A) of their proposed salary range would be eligible for a 2 step increase. Please note that employees who are eligible for the compression adjustment will not be brought beyond the mid-point (Step J).

Please note all employees whose current salary exceeds the mid-point of their proposed salary range are not eligible for the compression adjustment. Finally, the compression adjustment is not a mandatory action and should only be provided to employees who have met the City of Hiawassee performance standards.

**Table VI
Cost of Implementation
City of Hiawassee Personnel Project**

	Classification Changes¹	Compression Adjustment²	Total Implementation Cost
Compensation Plan (Table V-A, Table V-B, and Table V-C)	\$23,924 (3.85%)	\$2,092 (0.32%)	\$26,016

¹ Increases are projected based on current payroll total of \$621,862. The figures presented are exclusive of benefit costs and overtime expenditures.

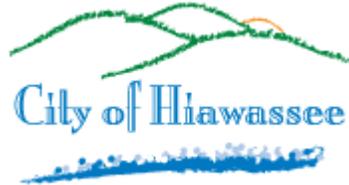
² Figures presented are the estimated cost for the compression adjustment increases. The compression adjustment calculations for employees with 6.00 or more years of continuous service (as of June 30, 2016) with the City of Hiawassee and whose proposed salary is below the mid-point (Step J) of their proposed salary range would be eligible for a 1 step increase. The calculations for the compression adjustment for employees with 6.00 or more years of continuous service (as of June 30, 2016) with the City of Hiawassee and whose proposed salary is at minimum (Step A) of their proposed salary range would be eligible for a 2 step increase. Please note that employees who are eligible for the compression adjustment will not be brought beyond the mid-point (Step J) of their salary range. Employees whose current salary exceeds the mid-point (Step J) of their salary range are also not eligible for the compression adjustment.

Table VII
Cost of Implementation by Department
City of Hiwassee Personnel Project

Department	Compensation Plan Cost
Administration	\$7,524.01
Police	\$13,950.16
Water & Sewer	\$1,054.92
Wastewater	\$551.33
Water	\$2,936.04

DRAFT

Appendix A
Sample Job Description
City of Hiawassee Personnel Project



Police Officer
Police

PD/4

JOB SUMMARY

This position is responsible for the enforcement of local, state, and federal laws.

MAJOR DUTIES

- Answers and responds to calls for service.
- Patrols assigned geographical areas of the city in order to monitor businesses, residences and public areas.
- Writes reports and completes forms such as incident and accident reports.
- Apprehends and cites traffic law violators; directs traffic in congested.
- Provides first aid and CPR as needed.
- Assists other departmental units and law enforcement agencies as needed.
- Performs public service duties, such as assisting lost and stranded motorists, entering locked cars, providing transportation to citizens in need, etc.
- Conducts criminal investigations and prepares case files.
- Secures the scenes of crimes and fatal traffic accidents until appropriate support units arrive.
- Serves warrants and other official court orders.
- Arrests and takes prisoners into custody; processes persons arrested.
- Enforces traffic laws.
- Performs related duties.

KNOWLEDGE REQUIRED BY THE POSITION

- Knowledge of state and local laws.
- Knowledge of city geography and road systems.
- Knowledge of investigations and questioning techniques.
- Knowledge of speed detection devices.
- Knowledge of basic computer operations and software.
- Skill in report writing.
- Skill in the safe operation of a motor vehicle while monitoring areas and during emergency situations.
- Skill in oral and written communication.
- Skill in the use of firearms and other weapons and in the use of physical force.
- Skill in computer operation and necessary electronic devices.
- Skill in observing things that are out of the ordinary.
- Skill in ensuring the safety and security of all homes and businesses.

SUPERVISORY CONTROLS

The Chief of Police assigns work in terms of general instructions. The supervisor spot-checks completed work for compliance with procedures, accuracy, and the nature and propriety of the final results.

GUIDELINES

Guidelines include state and local laws, city ordinances, and the Hiawassee Police Department Standard Operation Procedures manual. These guidelines are generally clear and specific but may require some interpretation in application.

COMPLEXITY/SCOPE OF WORK

- The work consists of varied law enforcement duties. Dangerous situations, unknown possibilities with each call for service, and dealing with the public contribute to the complexity of the position.
- The purpose of this position is to protect the lives, property, and peace of Hiawassee citizens. Success in this position helps ensure efficient department operations.

CONTACTS

- Contacts are typically with the general public.
- Contacts are typically to provide services and to give or exchange information.

PHYSICAL DEMANDS/ WORK ENVIRONMENT

- The work is typically performed while intermittently sitting, standing, stooping, or walking. The employee occasionally lifts light objects, uses tools or equipment requiring a high degree of dexterity, distinguishes between shades of color, and utilizes a sense of smell.
- The work is typically performed in an office or patrol vehicle.

SUPERVISORY AND MANAGEMENT RESPONSIBILITY

None.

MINIMUM QUALIFICATIONS

- Associate's degree or equivalent experience.
- Sufficient experience to understand the basic principles relevant to the major duties of the position, usually associated with the completion of an apprenticeship/internship or having had a similar position for one to two years.
- Possession of or ability to readily obtain a valid driver's license issued by the State of Georgia for the type of vehicle or equipment operated.
- Ability to meet current requirements set forth by the Police Standards and Training Council for the State of Georgia.

Appendix B
Position/Grade Analysis by Department
City of Hiawassee Personnel Project

DEPT	POSITION	GRADE
ADM/1	City Manager & Legal Counsel	23
ADM/2	Certified City Clerk	16
ADM/3	Deputy City Clerk	10
ADM/4	Billing/Accounting Technician	12
ADM/5	City Clerk	12
PD/1	Chief of Police	21
PD/2	Police Lieutenant	18
PD/3	Police Sergeant	16
PD/4	Police Officer	14
WTP/1	Water Treatment Plant Superintendent	19
WTP/2	Water Treatment Plant Operator - Class I	16
WTP/3	Water Treatment Plant Operator - Class II	15
WTP/4	Water Treatment Plant Operator - Class III	14
WTP/5	Water Treatment Plant Operator - Trainee	10
WS/1	Water & Sewer Maintenance Superintendent	19
WS/2	Water Distribution Operator	14
WS/3	Utility Maintenance Technician	10
WW/1	Wastewater Treatment Plant Superintendent	19
WW/2	Wastewater Treatment Plant Operator - Class I	16
WW/3	Wastewater Treatment Plant Operator - Class II	15
WW/4	Wastewater Treatment Plant Operator - Class III	14
WW/5	Wastewater Treatment Plant Operator - Trainee	10

Appendix C
Position/Grade Analysis by Grade
City of Hiawassee Personnel Project

DEPT	POSITION	GRADE
ADM/1	City Manager & Legal Counsel	23
PD/1	Chief of Police	21
WTP/1	Water Treatment Plant Superintendent	19
WS/1	Water & Sewer Maintenance Superintendent	19
WW/1	Wastewater Treatment Plant Superintendent	19
PD/2	Police Lieutenant	18
ADM/2	Certified City Clerk	16
PD/3	Police Sergeant	16
WTP/2	Water Treatment Plant Operator - Class I	16
WW/2	Wastewater Treatment Plant Operator - Class I	16
WTP/3	Water Treatment Plant Operator - Class II	15
WW/3	Wastewater Treatment Plant Operator - Class II	15
PD/4	Police Officer	14
WTP/4	Water Treatment Plant Operator - Class III	14
WS/2	Water Distribution Operator	14
WW/4	Wastewater Treatment Plant Operator - Class III	14
ADM/4	Billing/Accounting Technician	12
ADM/5	City Clerk	12
ADM/3	Deputy City Clerk	10
WTP/5	Water Treatment Plant Operator - Trainee	10
WS/3	Utility Maintenance Technician	10
WW/5	Wastewater Treatment Plant Operator - Trainee	10

Appendix D

Local Government Salary Survey Summary*

City of Hiawassee Personnel Project

CVIOG Position Title	1st Quartile Minimum	Minimum Annual Rate Mean	Minimum Annual Rate Median	3rd Quartile Minimum	1st Quartile Maximum	Maximum Annual Rate Mean	Maximum Annual Rate Median	3rd Quartile Maximum
City Manager	\$48,420	\$62,901	\$70,000	\$75,486	\$65,145	\$85,283	\$89,440	\$108,198
Certified City Clerk	\$29,780	\$36,726	\$36,116	\$42,507	\$38,477	\$51,212	\$47,500	\$62,498
Deputy City Clerk	\$26,649	\$28,081	\$27,037	\$30,160	\$35,043	\$40,477	\$40,734	\$44,604
Billing & Accounting Technician	\$30,638	\$36,687	\$32,718	\$37,957	\$41,057	\$46,596	\$45,353	\$49,748
Billing & Accounting Technician	\$18,720	\$20,475	\$20,800	\$21,362	\$24,336	\$30,902	\$35,720	\$37,149
Chief of Police	\$40,677	\$47,386	\$42,798	\$51,450	\$43,205	\$52,262	\$53,235	\$57,750
Police Lieutenant	\$32,765	\$34,958	\$33,999	\$36,937	\$37,729	\$46,654	\$42,922	\$53,552
Police Sergeant	\$32,460	\$34,007	\$34,398	\$34,877	\$40,453	\$48,490	\$52,754	\$54,376
Police Officer	\$28,392	\$29,942	\$29,805	\$31,668	\$32,301	\$39,082	\$39,312	\$44,728
Water Treatment Plant Superintendent; Wastewater Treatment Plant Superintendent	\$35,027	\$39,821	\$38,000	\$39,500	\$44,169	\$47,341	\$45,860	\$52,750
Water/Wastewater Treatment Plant Operator	\$27,300	\$30,285	\$29,640	\$34,383	\$36,899	\$39,716	\$39,520	\$42,209
Water & Sewer Maintenance Superintendent	\$31,200	\$37,138	\$37,440	\$46,252	\$41,600	\$53,344	\$58,240	\$60,000
Utility Maintenance Technician	\$21,840	\$25,940	\$22,880	\$30,900	\$32,219	\$32,966	\$33,280	\$34,320

Appendix E
Bureau of Labor Statistics Salary Survey Summary
City of Hiawassee Personnel Project

BLS Job Title	BLS Summary	Proposed Institute of Government Job Title(s)	Employment	Median Hourly Wage	Mean Hourly Wage	Annual Mean Wage
Billing and Posting Clerks	Compile, compute, and record billing, accounting, statistical, and other numerical data for billing purposes. Prepare billing invoices for services rendered or for delivery or shipment of goods.	Billing/Accounting Technician	440	\$14.39	\$14.97	\$31,140
Bookkeeping, Accounting, and Auditing Clerks	Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records. May also check the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers.	Billing/Accounting Technician	1,440	\$14.87	\$15.51	\$32,260
Meter Readers, Utilities	Read meter and record consumption of electricity, gas, water, or steam.	Utility Maintenance Technician	110	\$14.34	\$15.10	\$31,410
Water and Wastewater Treatment Plant and System Operators	Operate or control an entire process or system of machines, often through the use of control boards, to transfer or treat water or wastewater.	Water/Wastewater Treatment Plant Operator - Class I; Water/Wastewater Treatment Plant Operator - Class II; and Water/Wastewater Treatment Plant Operator - Class I	310	\$17.78	\$18.23	\$37,920

BLS Job Title	BLS Summary	Proposed Institute of Government Job Title(s)	Employment	Median Hourly Wage	Mean Hourly Wage	Annual Mean Wage
First-Line Supervisors of Police and Detectives	Directly supervise and coordinate activities of members of police force.	Chief of Police	190	\$22.66	\$24.09	\$50,100
Police and Sheriff's Patrol Officers	Maintain order and protect life and property by enforcing local, tribal, State, or Federal laws and ordinances. Perform a combination of the following duties: patrol a specific area; direct traffic; issue traffic summonses; investigate accidents; apprehend and arrest suspects, or serve legal processes of courts.	Police Officer	1,260	\$16.15	\$16.26	\$33,810
Lawyers	Represent clients in criminal and civil litigation and other legal proceedings, draw up legal documents, or manage or advise clients on legal transactions. May specialize in a single area or may practice broadly in many areas of law.	City Manager & Legal Counsel	140	\$33.09	\$37.09	\$77,140
Court, Municipal, and License Clerks	Perform clerical duties for courts of law, municipalities, or governmental licensing agencies and bureaus. May prepare docket of cases to be called; secure information for judges and court; prepare draft agendas or bylaws for town or city council; answer official correspondence; keep fiscal records and accounts; issue licenses or permits; and record data, administer tests, or collect fees.	City Clerk; and Deputy City Clerk	250	\$13.72	\$14.32	\$29,780

*Source: May 2015 Bureau of Labor Statistics' metropolitan and nonmetropolitan area occupational employment and wage estimates for the North Georgia nonmetropolitan area.

Appendix F
2015 American Water Works Association (AWWA) – Water Utility Compensation Survey*
City of Hiawassee Personnel Project

AWWA Position Title	CVIOG Position Title	No. of City / County Utilities	No. of Employees	Average No. of Employees Supervised by Position	50th Percentile	Average Salary Range - Minimum	Average Salary Range - Midpoint	Average Salary Range - Maximum
Water Treatment Plant Manager	Water Treatment Plant Superintendent	42	32	13	\$71,552	\$57,866	\$69,025	\$81,413
Water Treatment Plant Operator – Associate	Water Treatment Plant Operator – Class III	35	68	N/A	\$37,492	\$34,967	\$42,733	\$50,270
Water Treatment Plant Operator - Intermediate	Water Treatment Plant Operator – Class II	43	79	N/A	\$46,654	\$41,040	\$48,991	\$55,852
Water Treatment Plant Operator - Senior	Water Treatment Plant Operator – Class I; and Water Treatment Plant Lead Operator	46	89	4	\$55,638	\$44,226	\$52,812	\$61,696
Wastewater Treatment Plant Manager	Wastewater Treatment Plant Superintendent	40	32	32	\$67,558	\$59,850	\$71,738	\$83,260
Wastewater Treatment Plant Operator - Associate	Wastewater Treatment Plant Operator – Class III	32	80	N/A	\$34,968	\$34,418	\$40,624	\$48,534
Wastewater Treatment Plant Operator - Intermediate	Wastewater Treatment Plant Operator – Class II	36	75	N/A	\$44,862	\$40,009	\$48,057	\$55,729
Wastewater Treatment Plant Operator - Senior	Wastewater Treatment Plant Operator – Class I; and Wastewater Treatment Plant Lead Operator	41	81	7	\$52,213	\$44,237	\$53,118	\$62,077

*Salary survey data derived from the 2015 American Water Works Association Water Utility Compensation Survey.

Appendix G
International City/County Management Association (ICMA) National Salary Survey for Chief Appointed Official (CAO)*
Salaries by Population Size
City of Hiawassee Personnel Project

Population	No. Reporting	Annual Median Salary
5,000 - 9,999	572	\$95,500
2,500 - 4,999	491	\$79,000
Under 2,500	463	\$62,500
*Source: Moulder, Evelina R., Author, "CAO Salary and Compensation: Stability Continues," in <i>The Municipal Yearbook 2014</i> (Washington D.C.: ICMA, 2014), 00-000.		



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