



City of Glendale

5850 West Glendale
Avenue
Glendale, AZ 85301

Special Meeting Agenda

City Council Workshop

Mayor Jerry Weiers
Vice Mayor Ian Hugh
Councilmember Jamie Aldama
Councilmember Samuel Chavira
Councilmember Ray Malnar
Councilmember Lauren Tolmachoff
Councilmember Bart Turner

Tuesday, April 12, 2016

1:30 PM

Council Chambers

Special Workshop

One or more members of the City Council may be unable to attend the Workshop or Executive Session Meeting in person and may participate telephonically, pursuant to A.R.S. § 38-431(4).

CALL TO ORDER

WORKSHOP SESSION

- 1. 16-160** CITYGATE ASSOCIATES, LLC STAFFING AND OPERATIONS ANALYSIS - POLICE
Staff Contact: Debora Black, Police Chief
Guest Presenter: Mr. Stewart Gary, Public Safety Principal, Citygate Associates, LLC
Guest Presenter: Mr. Sam Spiegel, Sr. Associate, Citygate Associates, LLC

Attachments: Citygate Associates Deployment and Performance Review
- 2. 16-161** CITYGATE ASSOCIATES, LLC STAFFING AND OPERATIONS ANALYSIS - FIRE
Staff Contact: Terry Garrison, Fire Chief
Guest Presenter: Mr. Stewart Gary, Public Safety Principal, Citygate Associates, LLC
Guest Presenter: Mr. Sam Spiegel, Sr. Associate, Citygate Associates, LLC

Attachments: Fire HQ Assessment - Volume 1 of 3
Fire HQ Assessment - Technical Report Volume 2 of 3
Fire HQ Assessment - Map Atlas - Volume 3 of 3
- 3. 16-166** CLASSIFICATION AND COMPENSATION FINDINGS AND RECOMMENDATIONS
Staff Contact: Jim Brown, Director, Human Resources and Risk Management

Guest Presenter: Mr. Andrew Knutson, Segal Waters Consultant

Attachments: Segal Classification and Compensation - Final Report

MOTION TO GO INTO EXECUTIVE SESSION

1. CALL TO ENTER INTO EXECUTIVE SESSION

EXECUTIVE SESSION

1. LEGAL MATTERS

A. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding the city's position in pending or contemplated litigation, including settlement discussions conducted in order to avoid or resolve litigation. (A.R.S. § 38-431.03(A)(3)(4))

B. Council will meet to discuss and consider records exempt by law from public inspection and are specifically required to be maintained as confidential by state or federal law. (A.R.S. § 38-431.03(A)(4))

Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

- (i) discussion or consideration of personnel matters (A.R.S. § 38-431.03(A)(1));
- (ii) discussion or consideration of records exempt by law from public inspection (A.R.S. § 38-431.03(A)(2));
- (iii) discussion or consultation for legal advice with the city's attorneys (A.R.S. § 38-431.03(A)(3));
- (iv) discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S. § 38-431.03(A)(4));
- (v) discussion or consultation with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. § 38-431.03(A)(5)); or
- (vi) discussing or consulting with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. § 38-431.03(A)(7)).

Confidentiality

Arizona statute precludes any person receiving executive session information from disclosing that information except as allowed by law. A.R.S. § 38-431.03(F). Each violation of this statute is subject to a civil penalty not to exceed \$500, plus court costs and attorneys' fees. This penalty is assessed against the person who violates this statute or who knowingly aids, agrees to aid or attempts to aid another person in violating this article. The city is precluded from expending any public monies to employ or retain legal counsel to provide legal services or representation to the public body or any of its officers in any legal action commenced for violation of the statute unless the City Council takes a legal action at a properly noticed open meeting to approve of such expenditure prior to incurring any such obligation or indebtedness. A.R.S. § 38-431.07(A)(B).



Legislation Description

File #: 16-160, Version: 1

CITYGATE ASSOCIATES, LLC STAFFING AND OPERATIONS ANALYSIS - POLICE

Staff Contact: Debora Black, Police Chief

Guest Presenter: Mr. Stewart Gary, Public Safety Principal, Citygate Associates, LLC

Guest Presenter: Mr. Sam Spiegel, Sr. Associate, Citygate Associates, LLC

Purpose and Recommended Action

This is a request for Council to hear a presentation and provide feedback to Citygate Associates, LLC and the Glendale Police Department on the recommendations in the Deployment and Performance Review Report including potential FY16-17 budgetary impacts.

Background

During the May 2015 Budget Workshop meetings, Acting City Manager Dick Bowers was directed by Council to conduct a study of Public Safety staffing and to bring a multi-year strategy to Council that addressed appropriate reduction of response times and ensured appropriate staffing levels for the Glendale Police Department. During the June 9, 2015 budget approval meeting, Council reiterated to the Acting City Manager the urgency of getting this study underway.

On August 11, 2015, Council authorized the Acting City Manager to enter into a professional services agreement with Citygate Associates, LLC (Citygate) to conduct a comprehensive analysis of Public Safety Services for the purpose of providing recommendations to ensure sufficient staffing over the next three to five years and to appropriately address response times for both the Police and Fire Departments.

Analysis

Working in close cooperation with the Police Chief and Glendale Police Department Staff, Citygate completed its analysis of the Police Department's staffing and operations and the results of that report, including Citygate's recommendations, serves as the Analysis portion of this Council Communication.

Community Benefit/Public Involvement

Providing a comprehensive Police Services analysis and recommendations based on that analysis that will improve the overall services provided by the Police Department and will enhance Public Safety within the City of Glendale.



Legislation Description

File #: 16-161, Version: 1

CITYGATE ASSOCIATES, LLC STAFFING AND OPERATIONS ANALYSIS - FIRE

Staff Contact: Terry Garrison, Fire Chief

Guest Presenter: Mr. Stewart Gary, Public Safety Principal, Citygate Associates, LLC

Guest Presenter: Mr. Sam Spiegel, Sr. Associate, Citygate Associates, LLC

Purpose and Recommended Action

This is a request for Council to hear a presentation and provide feedback to Citygate Associates, LLC and the Glendale Fire Department on the recommendations in the Deployment and Performance Review Report including potential FY16-17 budgetary impacts.

Background

During the May 2015 Budget Workshop meetings, Acting City Manager Dick Bowers was directed by Council to conduct a study of Public Safety staffing and to bring a multi-year strategy to Council that addressed appropriate reduction of response times and ensured appropriate staffing levels for the Glendale Fire Department. During the June 9, 2015 budget approval meeting, Council reiterated to the Acting City Manager the urgency of getting this study underway.

On August 11, 2015, Council authorized the Acting City Manager to enter into a professional services agreement with Citygate Associates, LLC (Citygate) to conduct a comprehensive analysis of Public Safety Services for the purpose of providing recommendations to ensure sufficient staffing over the next three to five years and to appropriately address response times for both the Police and Fire Departments.

Analysis

Working in close cooperation with the Fire Chief and Glendale Fire Department Staff, Citygate completed its analysis of the Fire Department's staffing and operations and the results of that report, including Citygate's recommendations, serves as the Analysis portion of this Council Communication.

Community Benefit/Public Involvement

Providing a comprehensive Fire Services analysis and recommendations based on that analysis that will improve the overall services provided by the Fire Department and will enhance Public Safety within the City of Glendale.

CITYGATE ASSOCIATES, LLC

■ FOLSOM (SACRAMENTO), CA

MANAGEMENT CONSULTANTS ■

■ ■

**STANDARDS OF RESPONSE
COVER AND HEADQUARTERS
SERVICES ASSESSMENT
FOR THE
GLENDALE, AZ
FIRE DEPARTMENT**

***VOLUME 3 OF 3 –
MAP ATLAS***

March 11, 2016

■ ■



GLEND~~A~~LE
Z

■ 2250 East Bidwell St., Ste #100 ■ Folsom, CA 95630
(916) 458-5100 ■ Fax: (916) 983-2090

■ ■ ■ ■ ■
CITYGATE ASSOCIATES, LLC
FIRE & EMERGENCY SERVICES

Glendale FD, AZ Map #1

General Geography & Station Locations

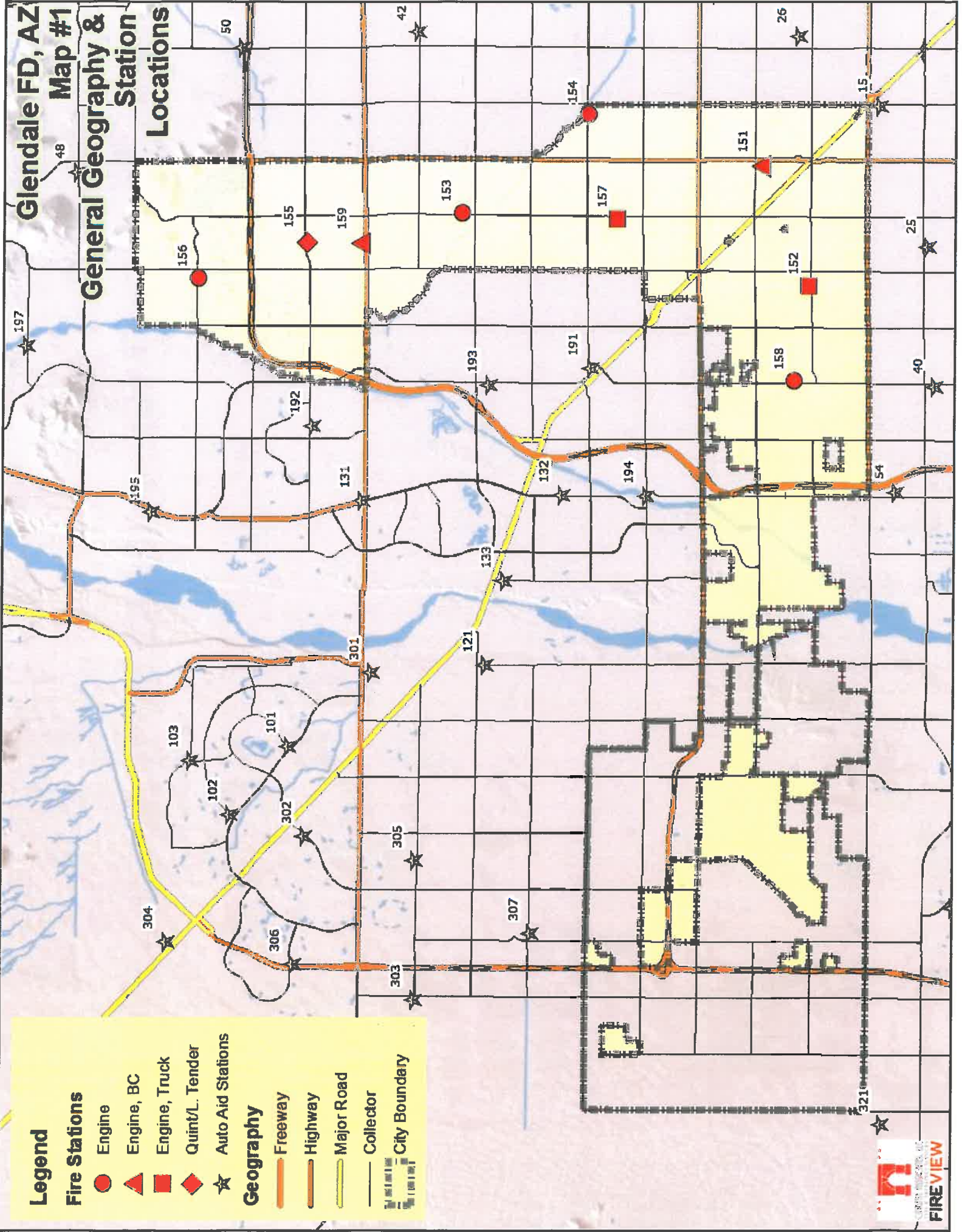
Legend

Fire Stations

- Engine
- ▲ Engine, BC
- Engine, Truck
- ◆ Quint/L. Tender
- ★ Auto Aid Stations

Geography

- Freeway
- Highway
- Major Road
- Collector
- City Boundary



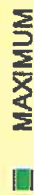
Glendale FD, AZ

Map #2

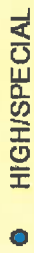
Occupancy Risk Assessment Data

Legend

Risk Assessment



MAXIMUM



HIGH/SPECIAL

Fire Stations



Engine



Engine, BC



Engine, Truck



Quint/L Tender



Auto Aid Stations

Geography



Freeway



Highway



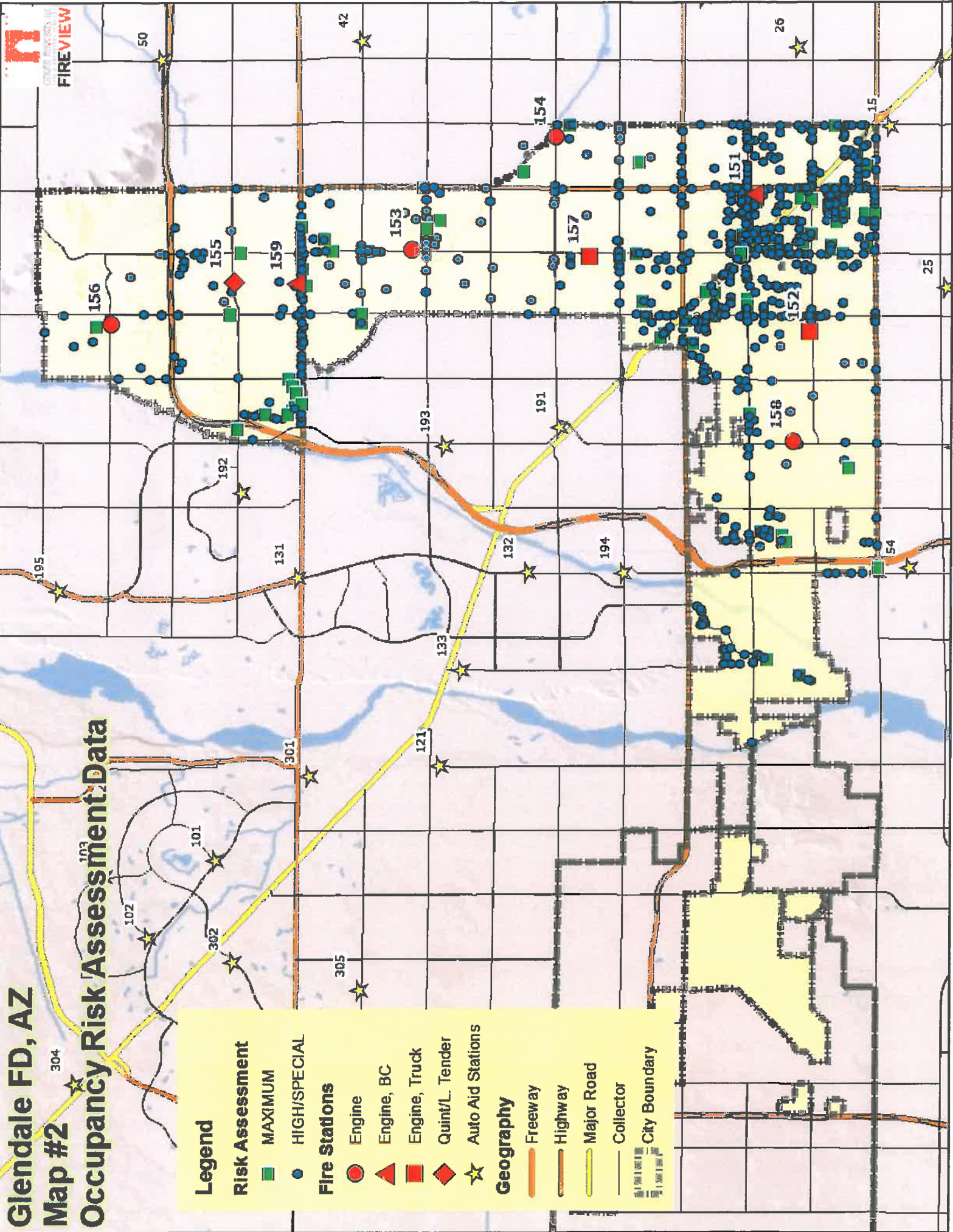
Major Road

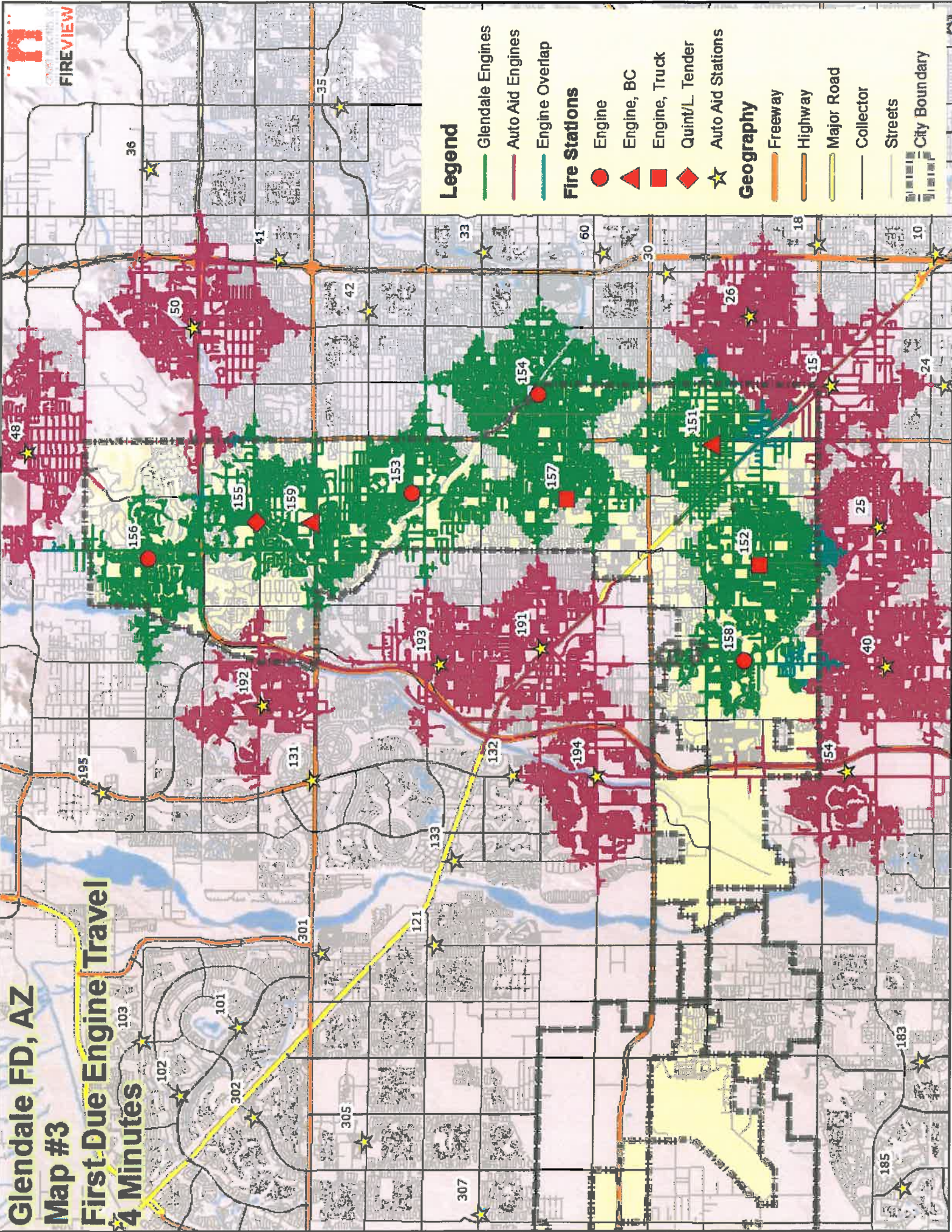


Collector



City Boundary

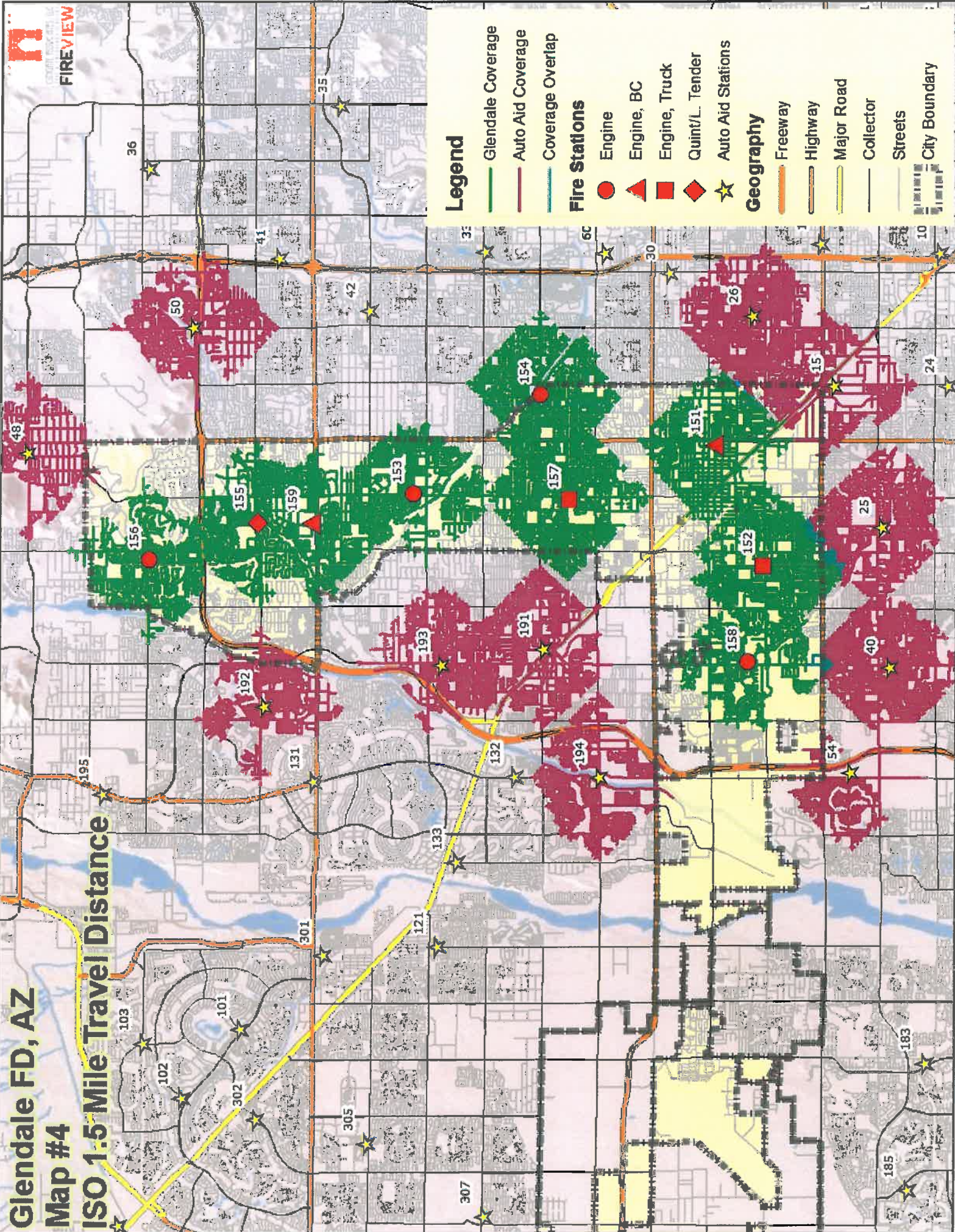




Glendale FD, AZ

Map #4

ISO 1.5 Mile Travel Distance



Legend

- Glendale Coverage
- Auto Aid Coverage
- Coverage Overlap

Fire Stations

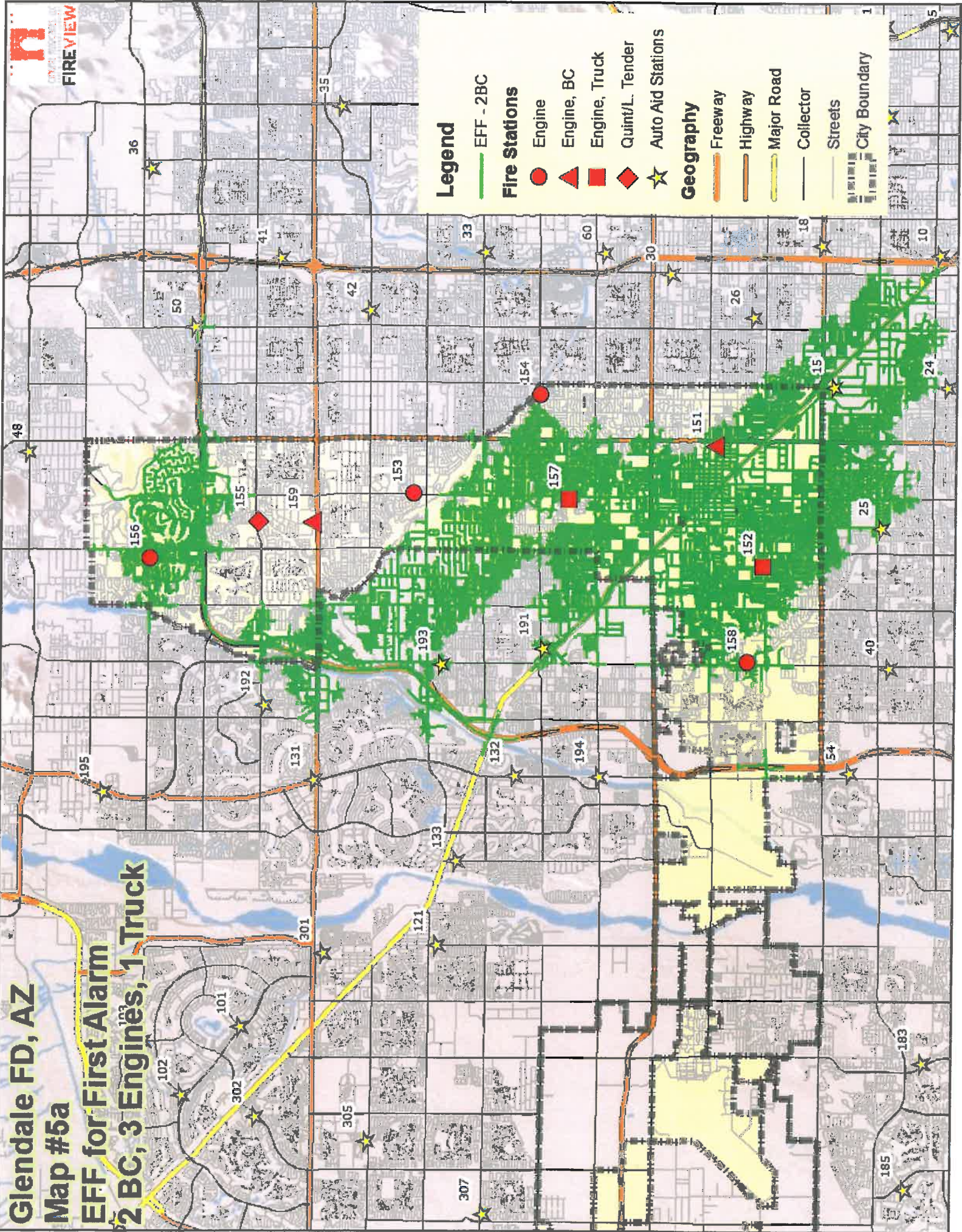
- Engine
- Engine, BC
- Engine, Truck
- Quint/L. Tender
- Auto Aid Stations

Geography

- Freeway
- Highway
- Major Road
- Collector
- Streets
- City Boundary

Glendale FD, AZ Map #5a

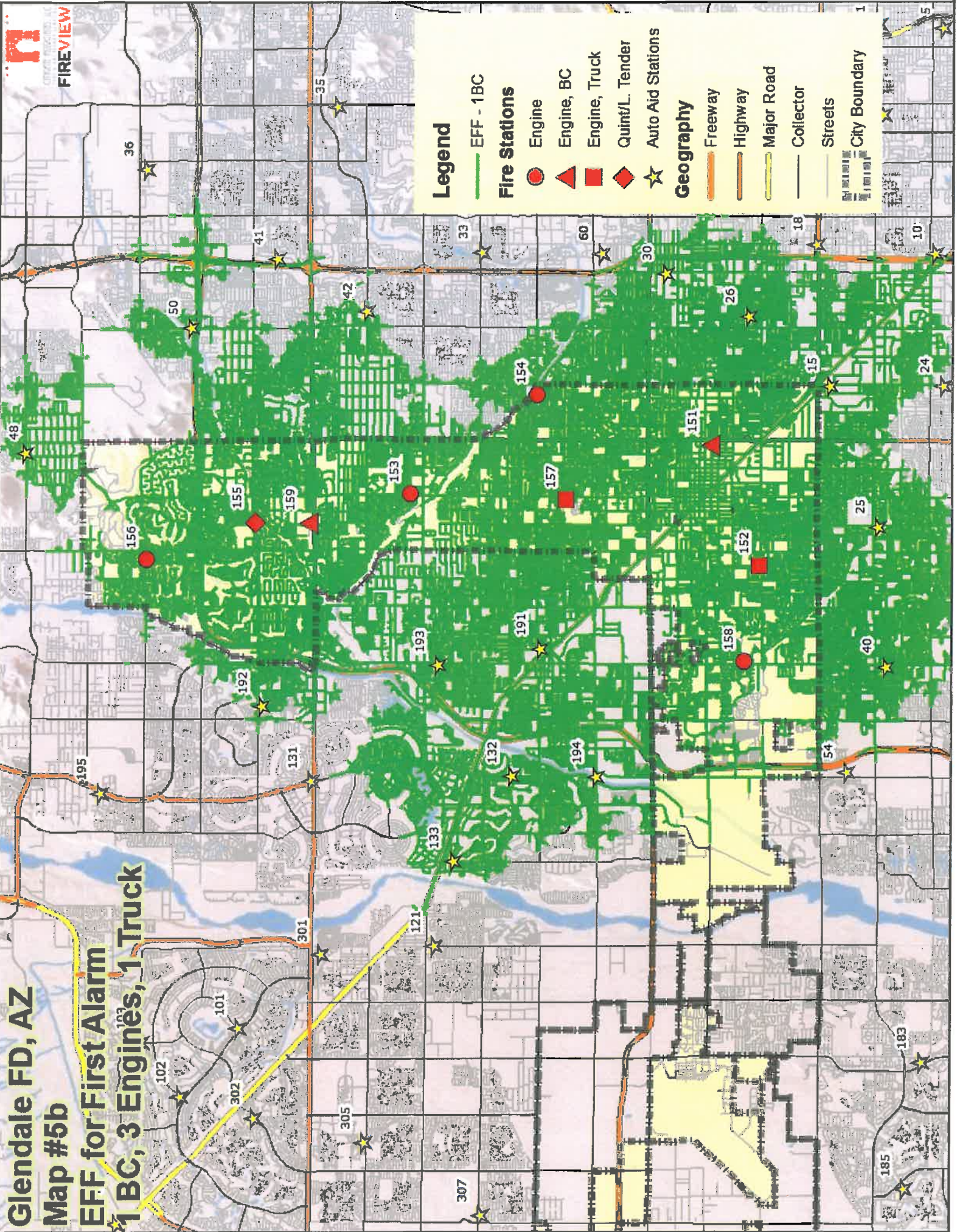
EFF for First Alarm 2 BC, 3 Engines, 1 Truck



Glendale FD, AZ Map #5b

EFF for First Alarm

1 BC, 3 Engines, 1 Truck



Glendale FD, AZ

Map #6

8 Minute Travel

3 Engines

Legend

Engines (3)

Fire Stations

Engine

Engine, BC

Engine, Truck

Quint/L. Tender

Auto Aid Stations

Geography

Freeway

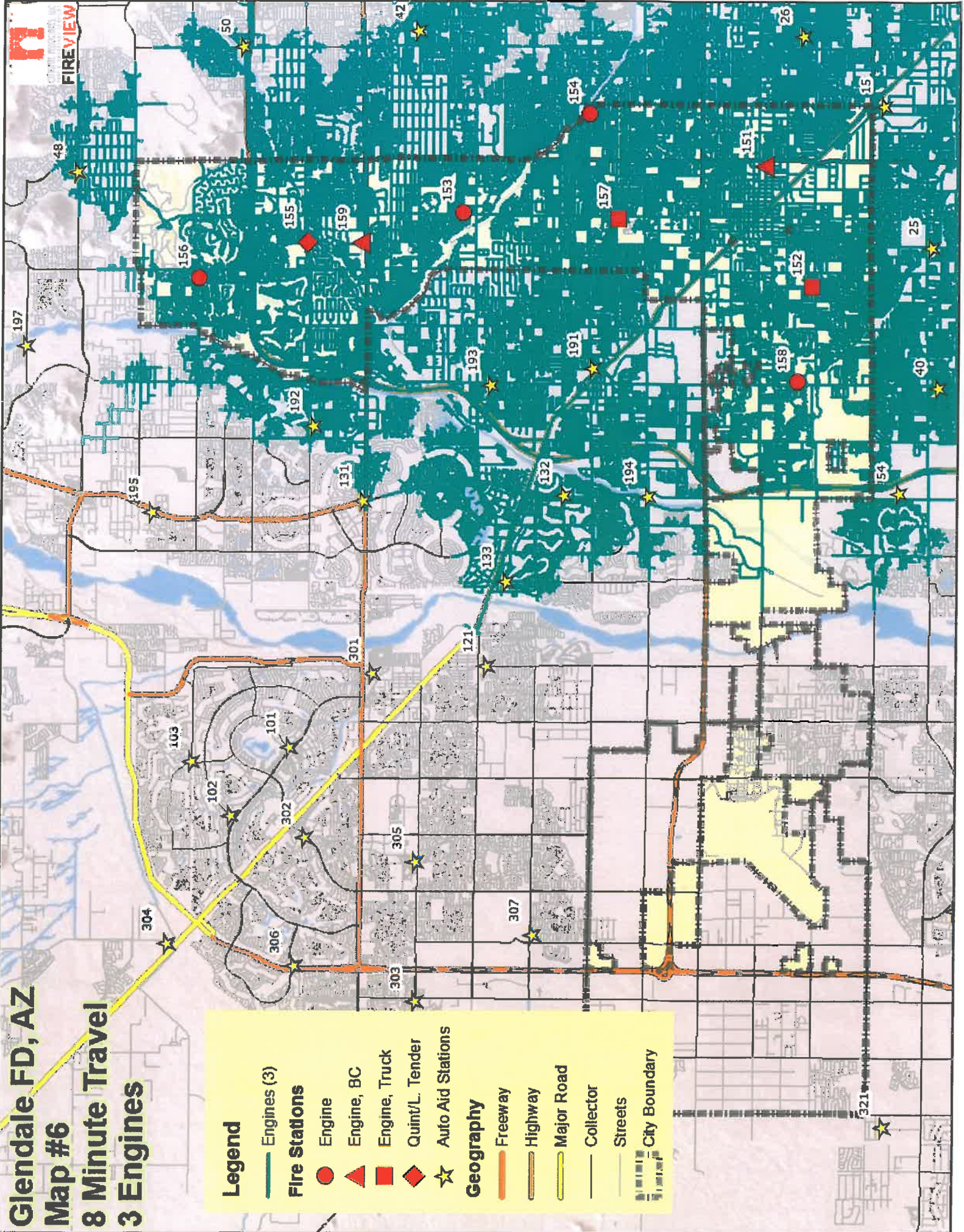
Highway

Major Road

Collector

Streets

City Boundary



Glendale FD, AZ

Map #7

8 Minute Travel

2 BC



FIREVIEW

Legend

BC Travel (2)

Fire Stations

Engine

Engine, BC

Engine, Truck

Quint/L. Tender

Auto Aid Stations

Geography

Freeway

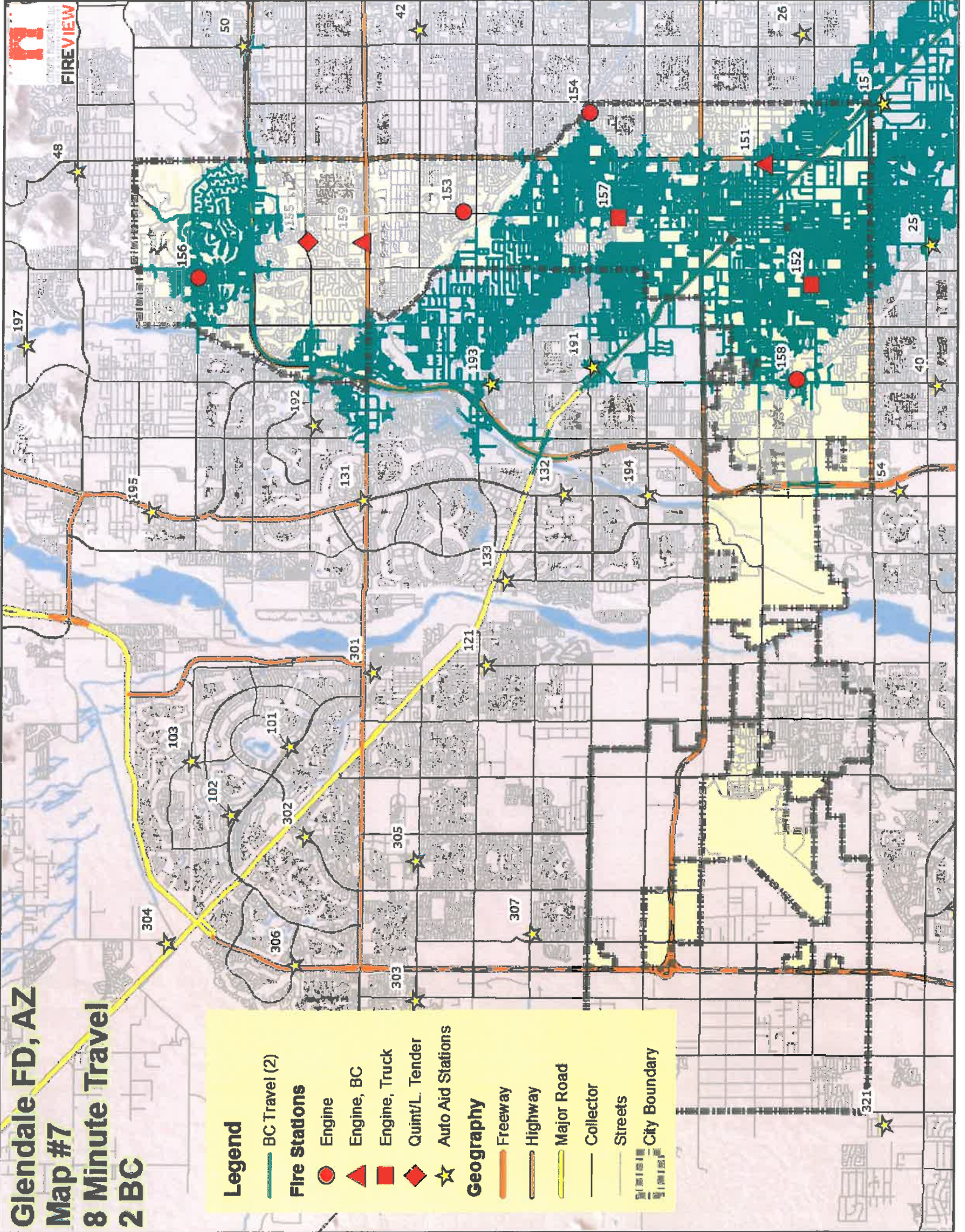
Highway

Major Road

Collector

Streets

City Boundary



Glendale FD, AZ

Map #8

8 Minute Travel

1 BC

Legend

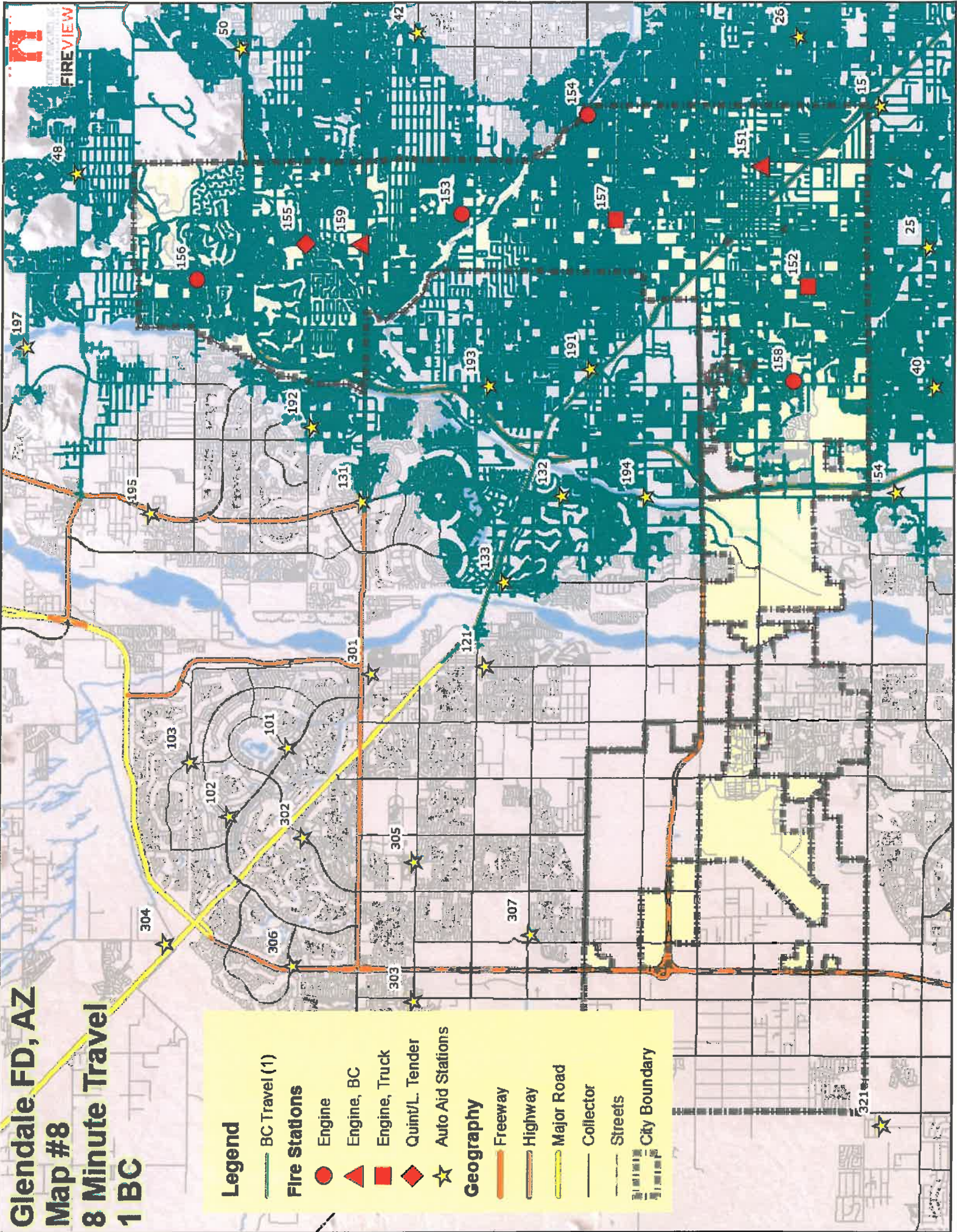
BC Travel (1)

Fire Stations

- Engine
- ▲ Engine, BC
- Engine, Truck
- ◆ Quint/L. Tender
- ☆ Auto Aid Stations

Geography

- Freeway
- Highway
- Major Road
- Collector
- Streets
- City Boundary



Glendale FD, AZ

Map #9

8 Minute Travel

1 Truck

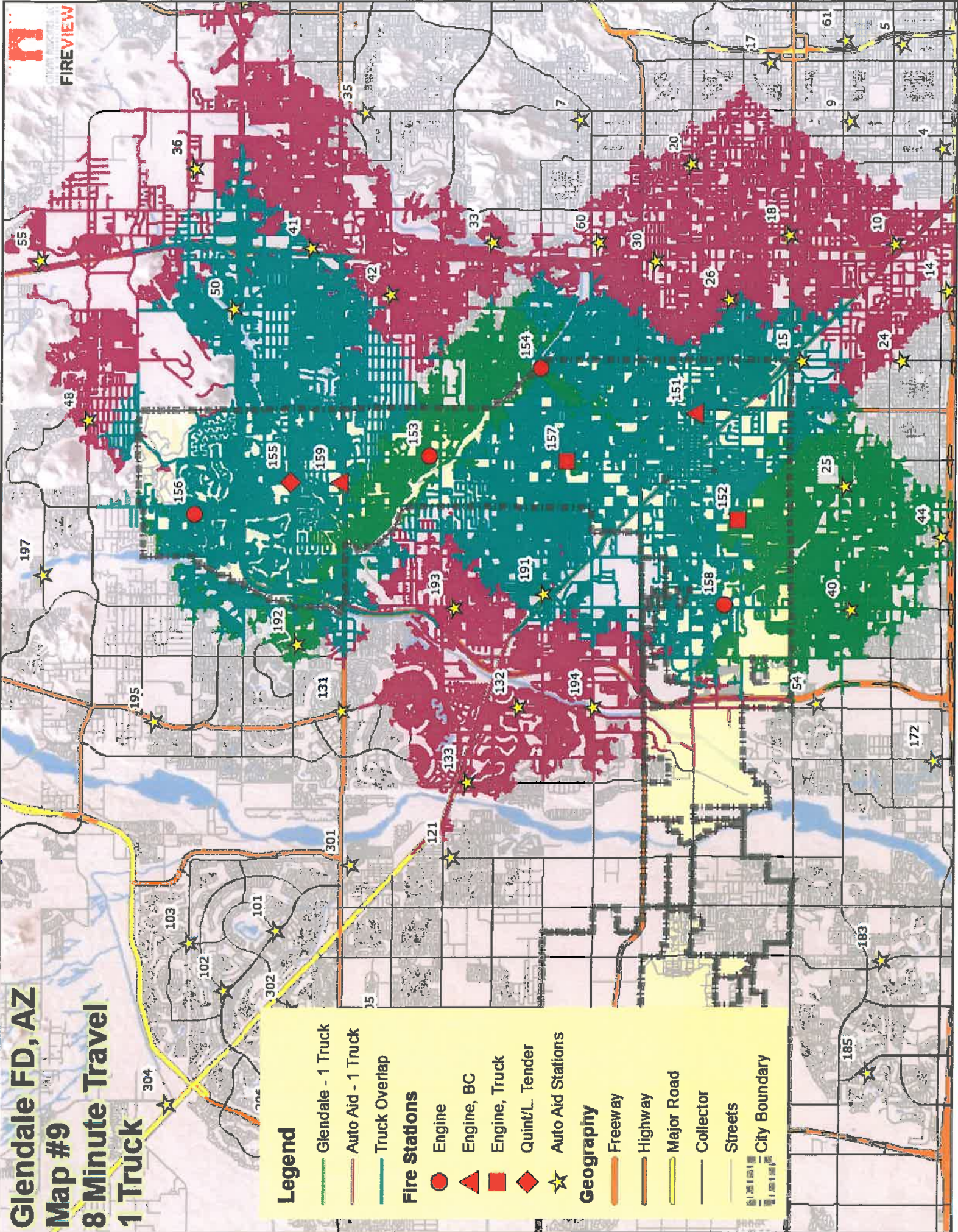


Legend

- Glendale - 1 Truck
 - Auto Aid - 1 Truck
 - Truck Overlap
- #### Fire Stations
- Engine
 - Engine, BC
 - Engine, Truck
 - Quint/L. Tender
 - Auto Aid Stations

Geography

- Freeway
- Highway
- Major Road
- Collector
- Streets
- City Boundary



Glendale FD, AZ

Map #10

All Incidents Scatter Plot

07/12 to 06/15

Legend

○ All Incidents

Fire Stations

● Engine

▲ Engine, BC

■ Engine, Truck

◆ Quint/L. Tender

☆ Auto Aid Stations

Geography

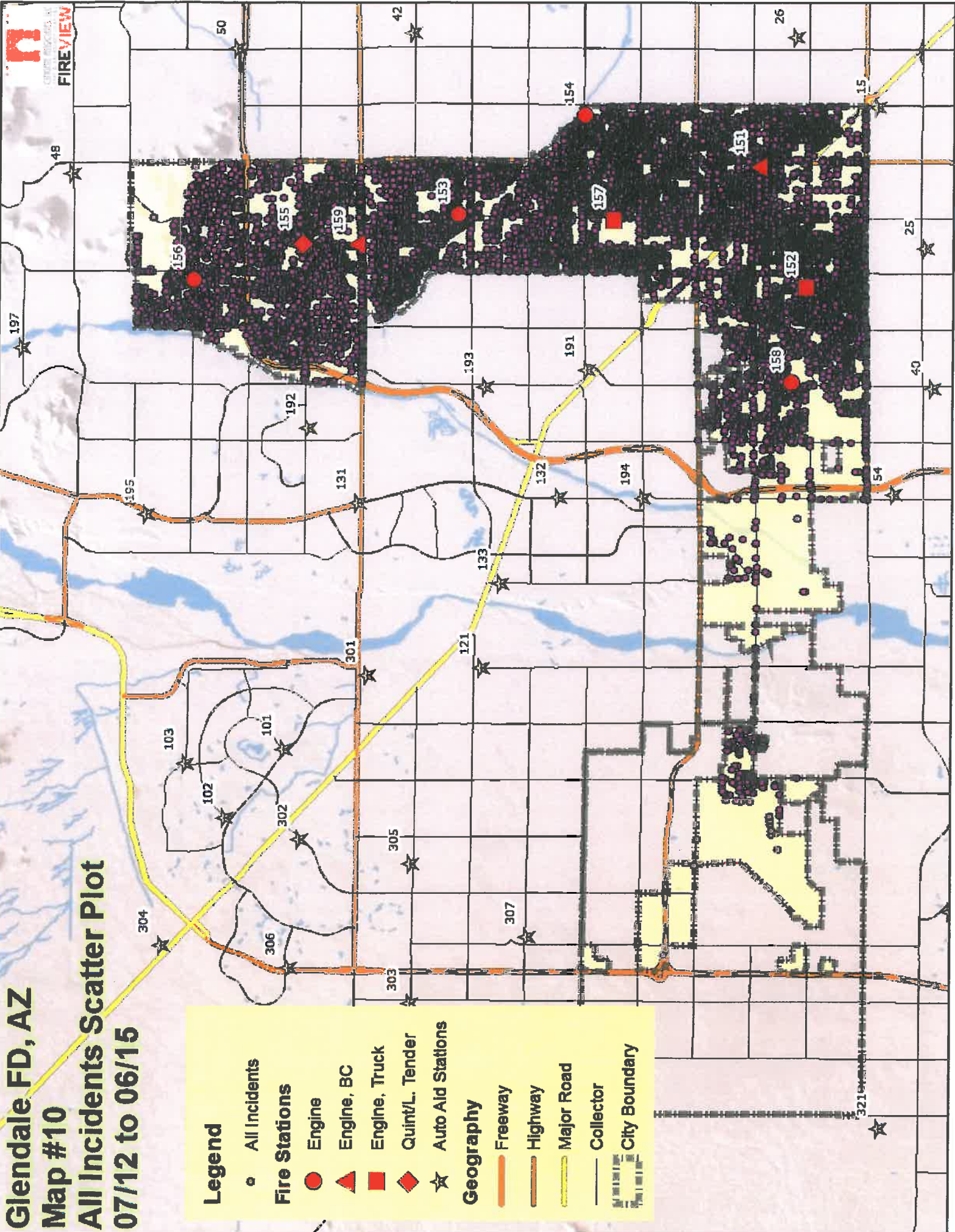
— Freeway

— Highway

— Major Road

— Collector

— City Boundary



Glendale FD, AZ

Map #11

All EMS & Rescue Scatter Plot

07/12 to 06/15

Legend

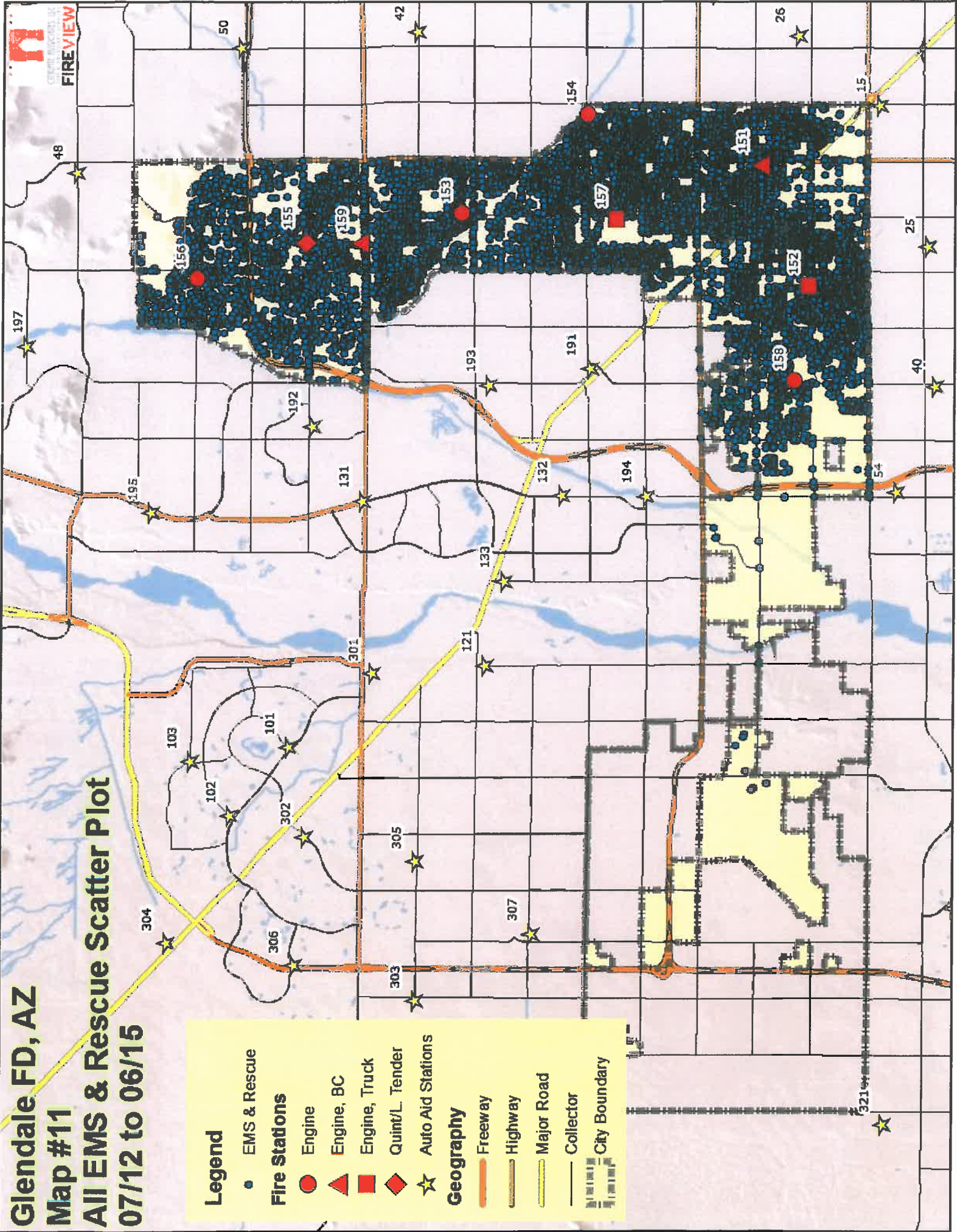
- EMS & Rescue

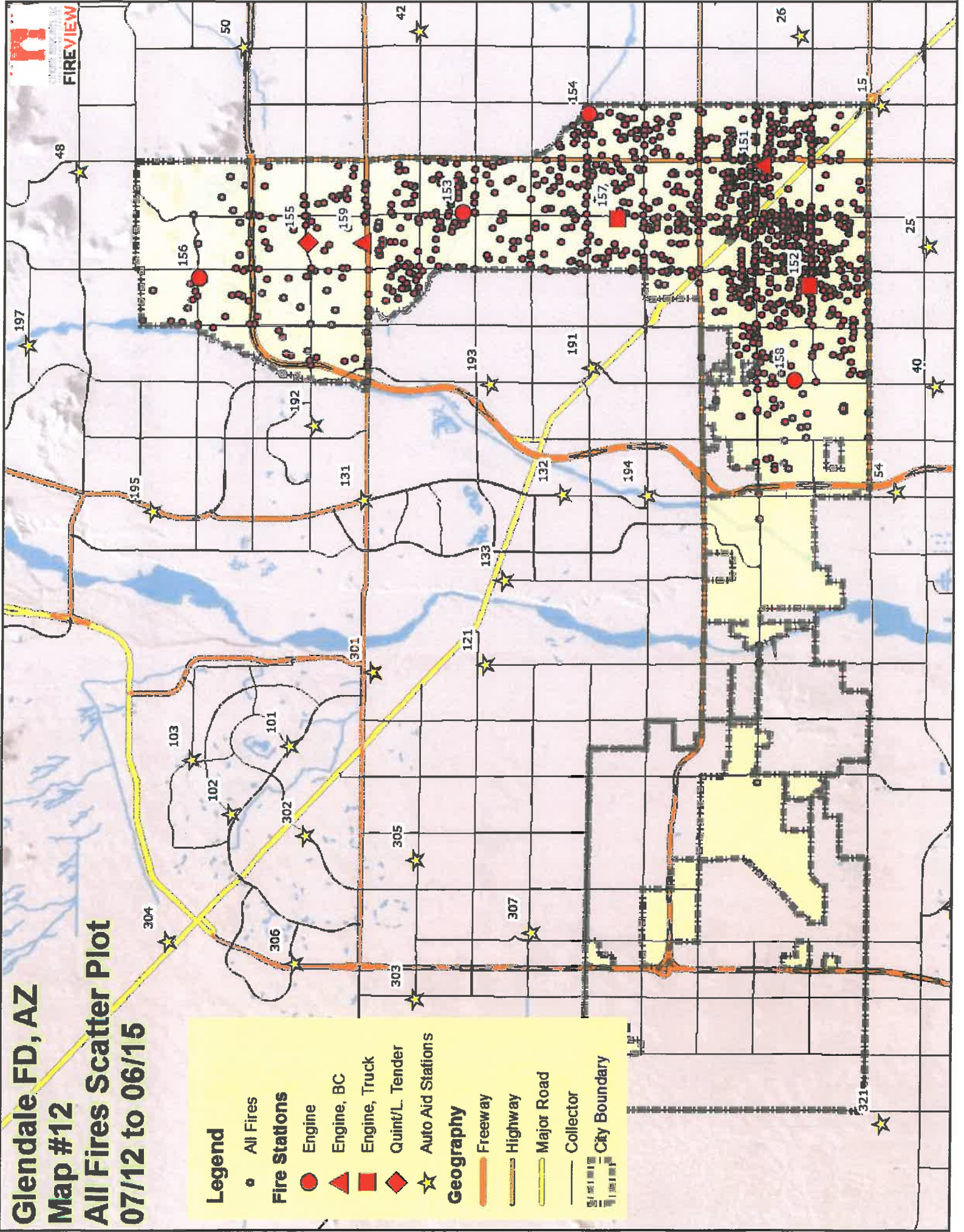
Fire Stations

- Engine
- ▲ Engine, BC
- Engine, Truck
- ◆ Quint/L. Tender
- ☆ Auto Aid Stations

Geography

- Freeway
- Highway
- Major Road
- Collector
- City Boundary





Glendale FD, AZ

Map #13

All Structure Fires Scatter Plot

07/12 to 06/15

Legend

○ Structure Fires

Fire Stations

● Engine

▲ Engine, BC

■ Engine, Truck

◆ Quint/L. Tender

★ Auto Aid Stations

Geography

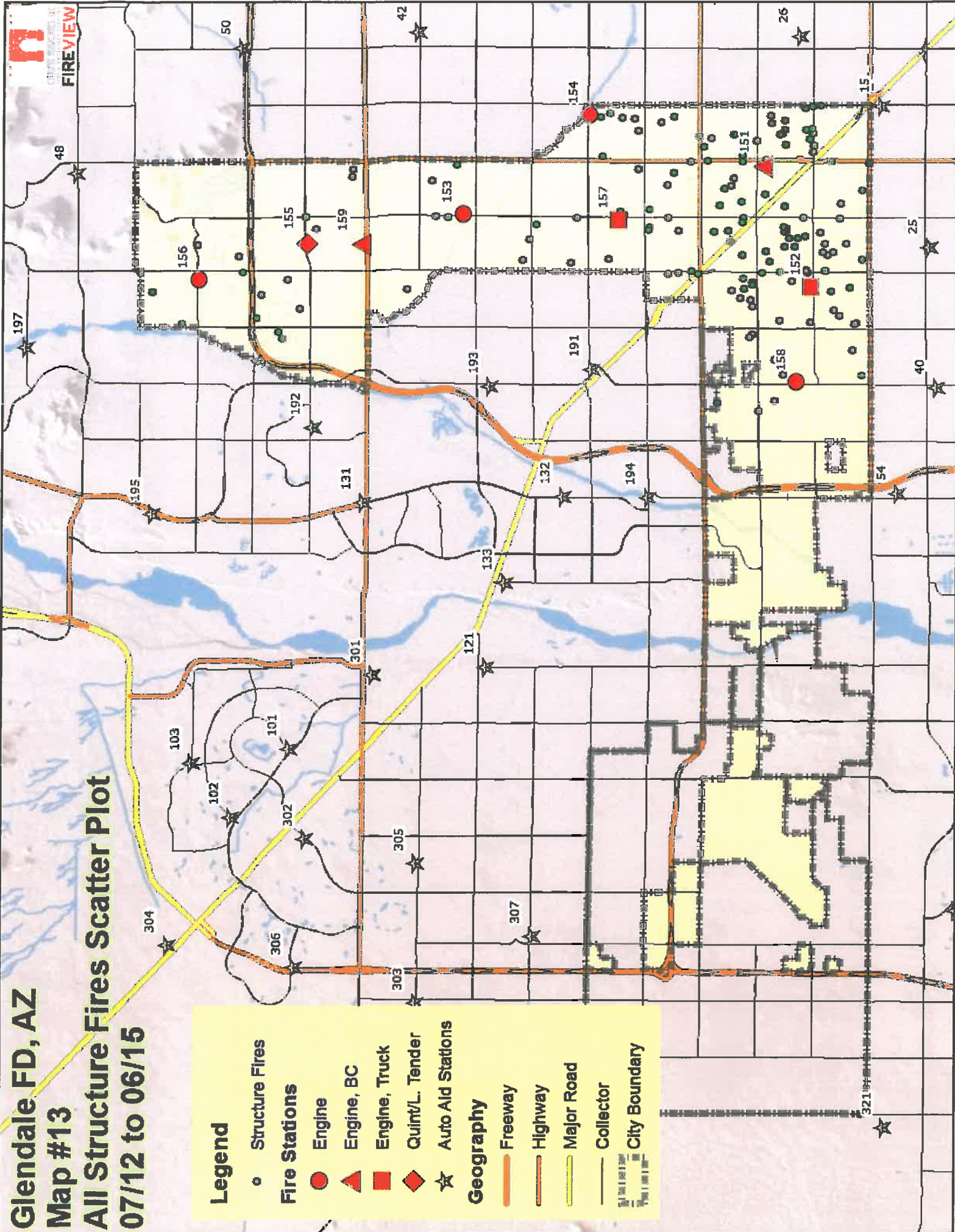
— Freeway

— Highway

— Major Road

— Collector

— City Boundary



Glendale FD, AZ

Map #14

Density/Hot Spot for All Rescue/EMS

07/12 to 06/15



Legend

Concentration of Incidents

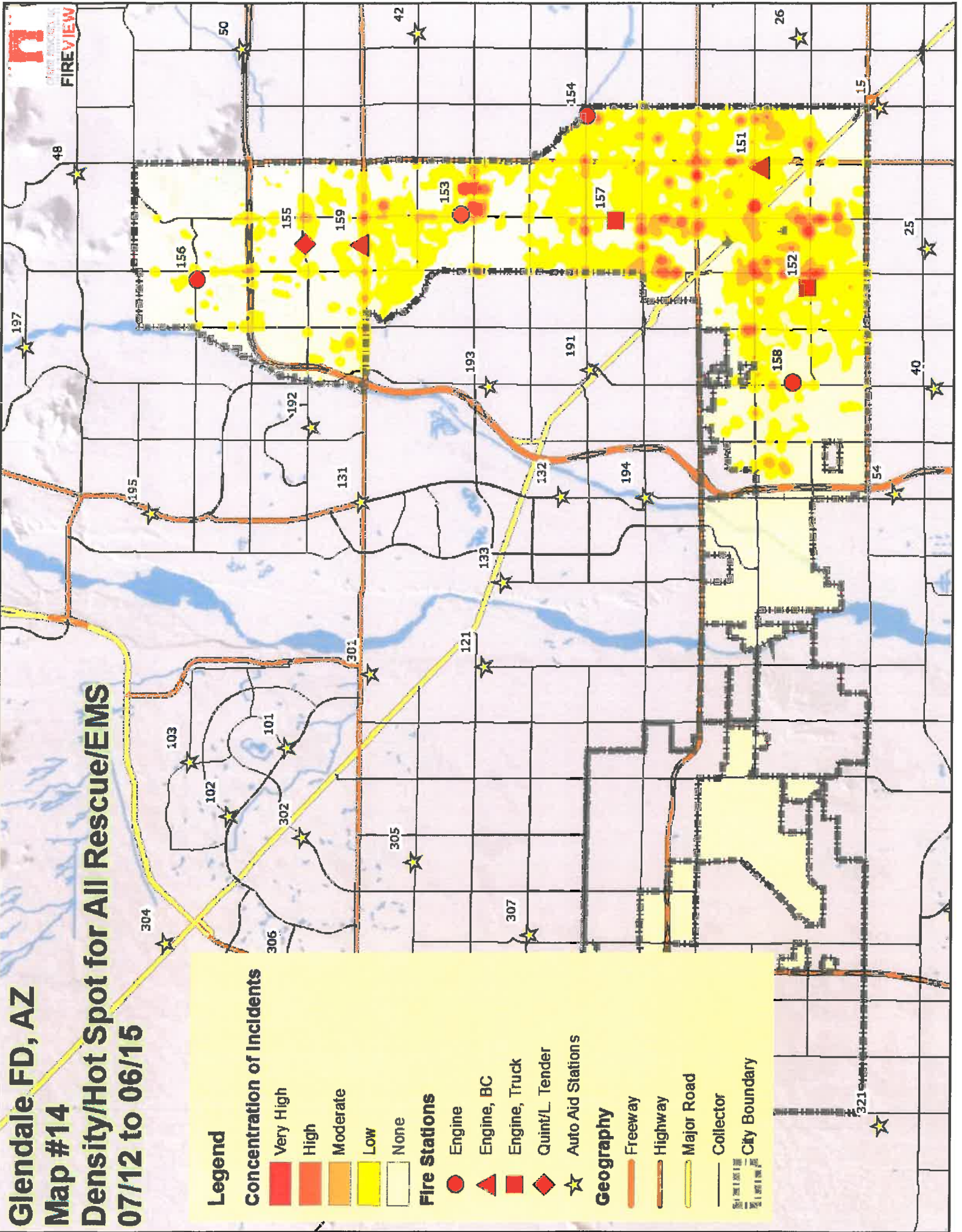


Fire Stations

- Engine
- ▲ Engine, BC
- Engine, Truck
- ◆ Quint/L Tender
- ☆ Auto Aid Stations

Geography

- Freeway
- Highway
- Major Road
- Collector
- City Boundary



Glendale FD, AZ

Map #15

Density/Hot Spot for All Fires

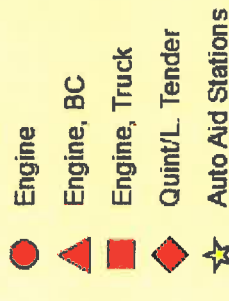
07/12 to 06/15

Legend

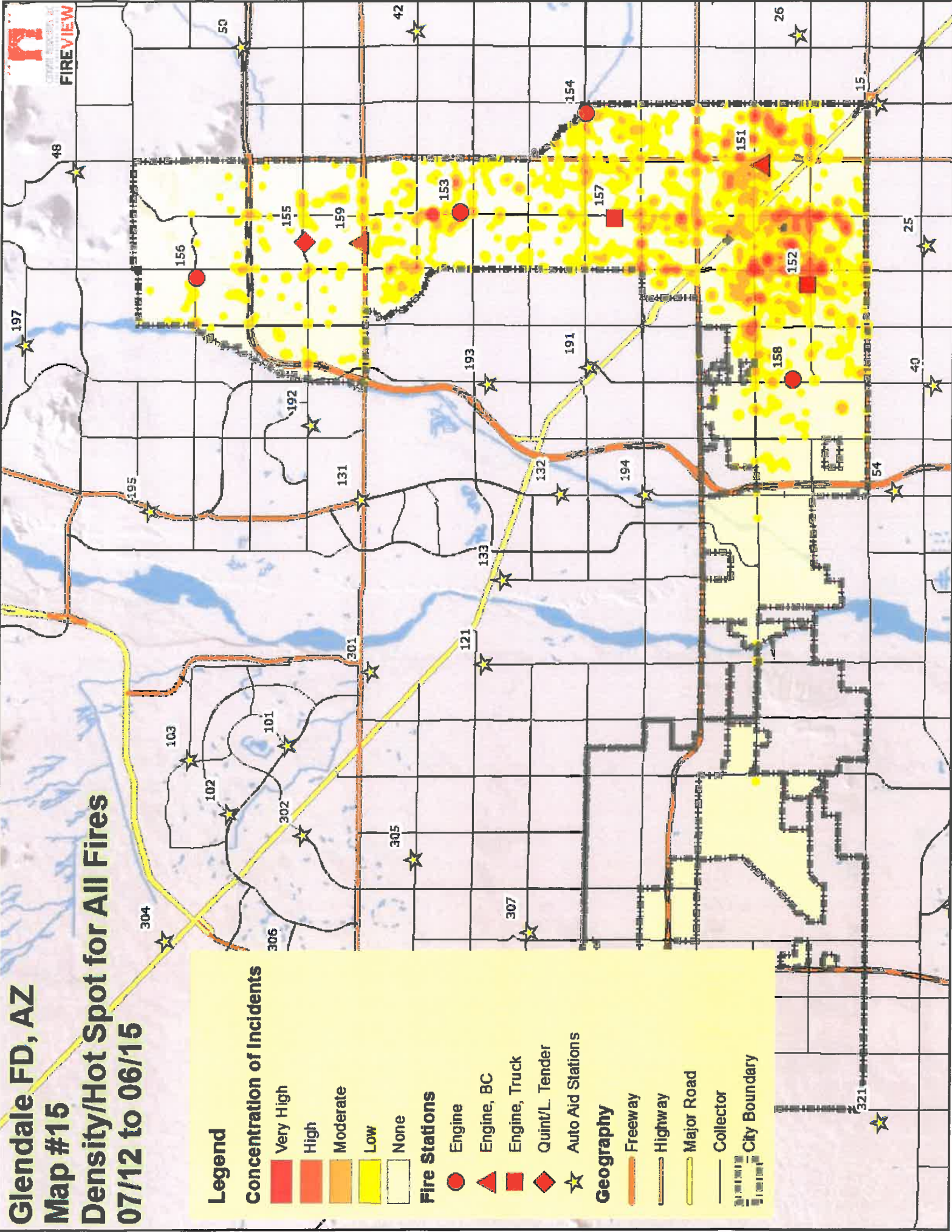
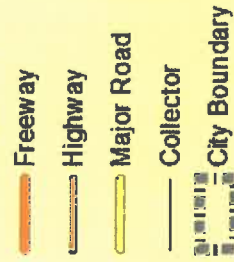
Concentration of Incidents



Fire Stations



Geography



Glendale FD, AZ

Map #16

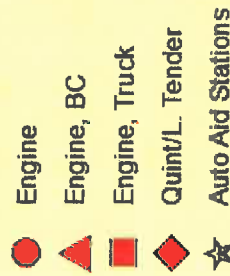
Density/Hot Spot for All Structure Fires 07/12 to 06/15

Legend

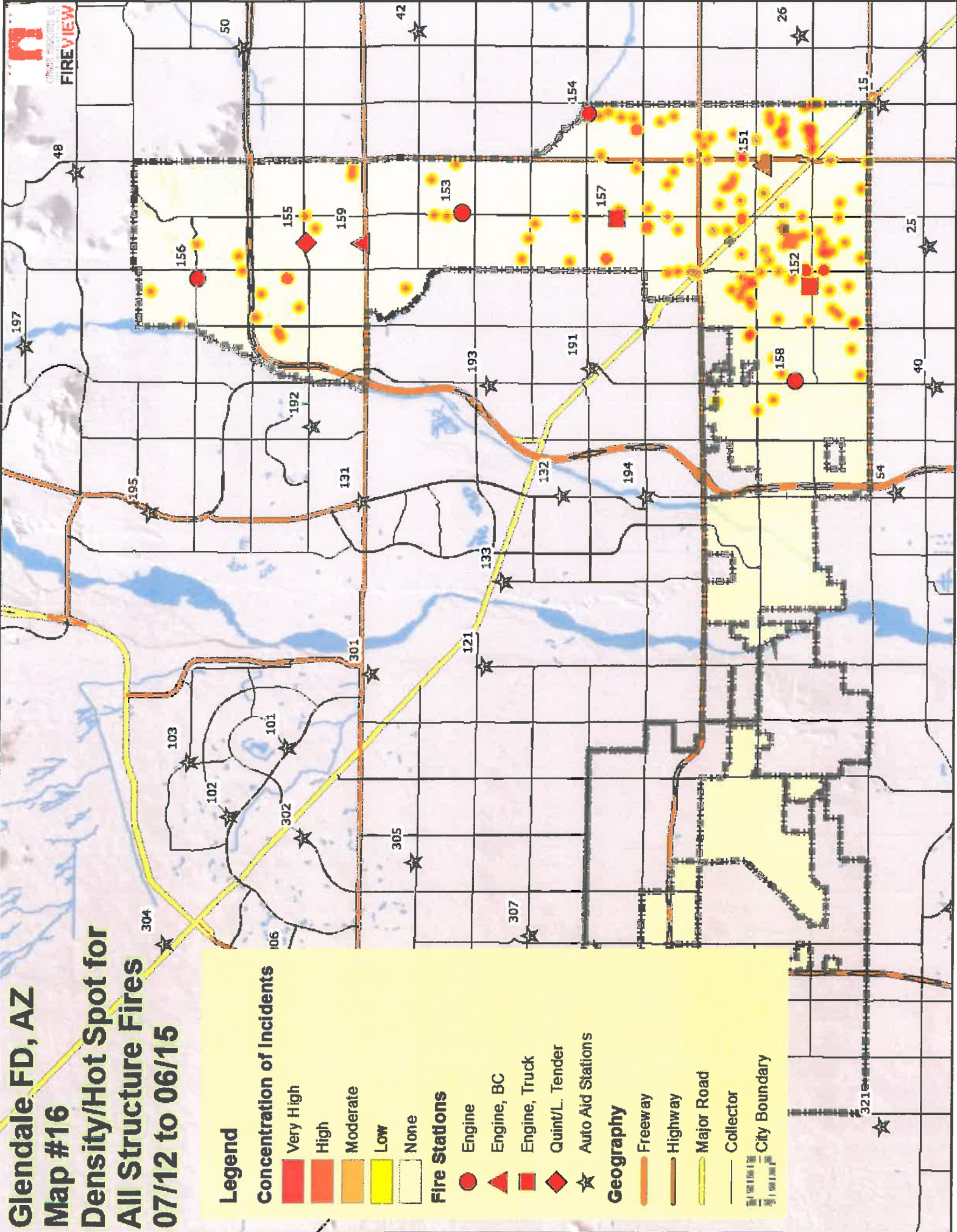
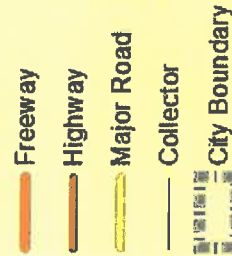
Concentration of Incidents



Fire Stations



Geography





Legislation Description

File #: 16-166, Version: 1

CLASSIFICATION AND COMPENSATION FINDINGS AND RECOMMENDATIONS

Staff Contact: Jim Brown, Director, Human Resources and Risk Management

Guest Presenter: Mr. Andrew Knutson, Segal Waters Consultant

Purpose and Recommended Action

This is a request for Council to hear a presentation and provide feedback on the recommendations in the Classification and Compensation Report for non-represented employees including potential FY16-17 budgetary impacts.

Background

On April 8, 2014, staff presented information to the City Council regarding non-represented employee compensation issues which included 1) the lack of pay increases for non-represented employees from 2009 through 2013 (five years) which was one of the factors contributing to the high turnover rate being experienced and 2) staff analysis of benchmarked cities salary ranges which reflected that the City of Glendale pay ranges were below the market at the range minimums and midpoints. With City Council approval, to better align the city's non-represented compensation system with the market and address employee turnover, staff implemented the following phased approach to address these issues:

1. Effective July 1, 2014, implemented a 2.5% pay adjustment for all non-represented employees. Those employees currently at the maximum of their pay ranges received the 2.5% increase in the form of a one-time lump sum payment which would not take their base salary over their range maximum.
2. Effective October of 2014, the City adjusted current pay ranges from an approximate 60% range spread from minimum to maximum to an approximate 40% range spread from minimum to maximum. This was done by moving the current range minimums up by approximately 20% which also impacted the range midpoint; however, the range maximums remained the same. Those employees who fell below the new range minimum would be given pay adjustments to bring them up to the new range minimum. By adjusting our ranges to an approximate 40% range spread from minimum to maximum, the city would be better aligned with benchmarked cities pay structures and more competitive within our market.
3. A comprehensive classification and compensation study in FY2015-2016 was conducted to further address non-represented employee compensation.

At the June 9, 2015 Council Meeting, staff presented Segal Waters Consulting Services as the vendor that best matched the City's needs for a classification and compensation study. City Council voted to approve Segal Waters as the vendor to conduct the study.

Analysis

Segal Waters evaluated the City's competitiveness for both non-represented employee pay and pay practices. Segal Waters worked in consultation with the City's Human Resources staff to develop a customized survey instrument that was distributed to eleven (11) local benchmark public sector cities. Additionally, Segal Waters used published market data.

The results of the study are in the Classification and Compensation Report accompanying this Council Report. Key summary findings and recommendations are as follows:

Finding

Based on the market review, the City's pay ranges were determined to be competitive at the minimum and midpoints of the pay ranges, however were determined to be low at the range maximums. Segal Waters determines competitiveness as being between 95% and 105% of the market average. The range minimums were at 98% of the overall market average and the range midpoints were at 95% of the overall market average. The range maximums were at 94% of the overall market average which is below the competitive market threshold set by Segal Waters.

Also, with regard to the classification portion of the study, the pay ranges for some positions were not in line with the market and it was recommended they be moved to a range that correctly represents the market.

Recommendation

In consultation with Segal Waters, City staff recommends that the pay range maximums be increased to bring them in-line with the competitive market threshold. By moving the range maximums upward so that the overall ranges now have a 50% pay range width the City will be market competitive at the range maximum as well as continue its competitiveness at both the minimum and midpoint of the ranges.

With regard to positions that are not in the appropriate market competitive ranges, it is recommended we move those positions into the appropriate range.

Finding

In consultation with Segal Waters, City staff reviewed non-represented employee pay within the recommended pay ranges and based on criteria established with Segal Waters, found a number of employees' in need of pay adjustments to ensure market competitiveness.

Recommendation

The following criterion for positioning employees appropriately within the revised pay ranges were developed in conjunction with Segal Waters and is as follows:

1. Adjust all employees with less than 2 years of service in their current City of Glendale position that are below the recommended range minimum, up to the range minimum.
2. Adjust all employees with between 2 and 4.9 years of service in their current City of Glendale

position who are currently below the 25th percentile, up to the 25th percentile of the recommended pay range.

3. Adjust all employees with between 5 and 7.9 years of service in their current City of Glendale position who are currently below the range midpoint, up to the midpoint (50th percentile) of the recommended pay range.
4. Adjust all employees with 8+ years of service in their current City of Glendale position who are below the 60th percentile, up to the 60th percentile of the recommended range.

Currently the City has 1,028 non-represented full-time or part-time employees. Applying this pay adjustment criterion to the non-represented employee population will impact just over 400 employees or nearly 40%.

The full cost for implementation of this recommendation is \$1.79 million in the General Fund and \$1.31 million across all other funds for a total of \$3.1 million. This represents 1.9% of the total \$166.1 million personnel compensation budget.

Finding

The City currently does not have a City Council adopted Compensation Philosophy that guides the City's compensation policies and practices.

Recommendation

Adopt a city-wide Compensation Philosophy. A Compensation Philosophy is a formal statement documenting the principles and values that drive the compensation decision making within an organization. It essentially explains the "why" behind employee pay and creates a framework for consistency. The City can benefit from being transparent about its compensation philosophy and having an official pay strategy.

Community Benefit/Public Involvement

Providing a competitive pay plan for City employees creates stability within the organization, assists the City in reducing turnover and the costs that accompany it, assists in helping the City to recruit top performers, and shows that the organization values its employees. All of these factors help contribute to improved employee retention, morale, and an overall improvement in the services the City provides to its citizens and stakeholders.



City of Glendale, Arizona

CLASSIFICATION & COMPENSATION CONSULTING SERVICES

March 2016

**Final
Report**

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Classification & Compensation Consulting Services

Final Report

March 2016

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Executive Summary

Background

The City of Glendale (City) engaged Segal Waters Consulting to conduct a classification and compensation study and to evaluate its competitiveness regarding pay for approximately 1000 employees affected by this study. The City sought a creative consultant to look at this project from a business-oriented perspective, incorporate the public sector needs, and design a program specifically for the City of Glendale that emphasizes its mission, vision, and values. To gather this information, Segal Waters, in consultation with the City's Human Resources Department, developed a customized survey instrument that was distributed to public sector employers representative of its competitive labor market. Additionally, Segal Waters referenced published market data. While the effective date of the data is 07/01/2015 for most peers, we were instructed not to age the data that varied from this date.

The 11 peer employers are shown below. All but one of the employers responded to the survey, which is a 91% response rate.

TABLE 1
SURVEYED EMPLOYERS

Peer Employers	
City of Avondale	√
City of Chandler	√
Town of Gilbert	√
City of Goodyear	√
City of Mesa	√
City of Peoria	√
City of Phoenix	√
City of Scottsdale	√
City of Surprise	√
City of Tempe	√
City of Tucson	NR

√ = Responded to Survey

NR = No Response to Survey

The study covered 101 benchmark jobs, which are representative of the City of Glendale's workforce. Benchmark jobs are listed in survey order alphabetically below. To assist survey respondents make job matches based on duties and qualifications rather than title, the survey instrument contained job summaries. **Appendix A** shows the job summaries for each benchmark job.

TABLE 2
BENCHMARK JOBS

Account Specialist II	Housing Services Manager
Accountant I	HR Generalist
Administrative Assistant	HR Technician
Airport Administrator	Information Technology Manager
Applications Analyst	Intergovernmental Programs Administrator
Assistant City Attorney	ITS Technician
Assistant City Manager	Laboratory Technician
Assistant Director, Finance	Librarian
Assistant Fire Chief	Library Assistant
Assistant Fire Marshal	Library Assistant, Sr.
Assistant to the Mayor	Licensing & Taxpayer Analyst
Budget Analyst	Management Analyst
Building Inspector	Management Assistant
Building Safety Manager	Management Assistant to the City Manager
Chief Information Officer	Marketing & Communications Manager, Sr.
Chief Librarian	Network Engineer
City Auditor	Payroll Specialist
City Engineer	Planner
City Prosecutor	Plant Maintenance Mechanic
Civic Center Manager	Police Chief
Civil Engineer	Police Communications Specialist
Claims Analyst	Police Lieutenant
Code Inspector I	Police Ops Manager
Community Services Representative	Pretreatment Program Manager
Contract Analyst	Principal Engineer
Council Assistant	Recreation Coordinator, Sr.
Court Clerk II	Recreation Programmer
Crewleader	Risk Manager
Customer Service Representative	Sanitation Inspector
Database Administrator	Secretary
Deputy City Attorney	Service Worker, Sr.
Deputy City Clerk	Special Events Coordinator
Deputy Director, Parks & Recreation	Superintendent, Parks Maintenance
Deputy Director, Public Works	Superintendent, Recreation Programs
Deputy Director, Water Services	Superintendent, Sanitation
Development Services Representative	Supervisor, Code Compliance
Director, Economic Development	Supervisor, Court
Director, HR & Risk Management	Supervisor, Landfill
Director, Water Services	Supervisor, Payroll Services
Economic Development Specialist, Sr.	Supervisor, Shop
Emergency Services Coordinator	System Administrator
Engineering Inspector, Sr.	Tax Auditor
Engineering Project Manager	Traffic Signal Technician, Sr.
Environmental Program Manager	Transit Operator
Equipment Mechanic Specialist	Victim Assistance Caseworker
Fire Battalion Chief	Water Control Room Operator
Fire Education & Community Outreach Coordinator	Water Plant Operator, Sr.
Fire Inspector, Sr.	Water Services Operations Superintendent
GIS Coordinator	Water Services Representative
Help Desk Support Specialist	Workers Comp/Drug & Alcohol Analyst
Housing Inspector	

Summary of Findings

Based on overall market data including custom survey peer employers and published data representative of the private sector, the City of Glendale's pay structure is consistent with the market average at the minimum and midpoint, but falls below the custom survey and overall market average at the pay range maximum, as shown below.

We define market competitiveness as being between 95% and 105% of the market average at the minimum, midpoint, and maximum. Market comparisons that fall within this competitive corridor are noted in black, below 95% are noted in red, and above 105% are notes in blue.

TABLE 3
CITY OF GLENDALE
MARKET POSITION ACROSS ALL BENCHMARKS

Market Sector	City of Glendale Pay Ranges as a Percent of the Market Average*		
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Custom Survey	96%	95%	93%
Published Survey	102%	97%	93%
Overall	98%	95%	94%

*ERI and Towers Watson published data have been adjusted for geographic differences in the cost-of-labor

We did find variation in the competitiveness of individual benchmark job titles (see **Table 5**).

Overall, at the midpoint of the pay range:

- 43 benchmark job titles are below market (less than 95% at the midpoint)
- 45 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 9 benchmark job titles are above market (above 105% at the midpoint)
- 4 benchmark job titles did not have sufficient data

Methodology

Peer Employers

The City of Glendale, AZ, in consultation with Segal Waters identified eleven (11) peer employers as representative of the City's competitive labor market:

TABLE 4
PEER EMPLOYERS

Peer Employers
City of Avondale
City of Chandler
Town of Gilbert
City of Goodyear
City of Mesa
City of Peoria
City of Phoenix
City of Scottsdale
City of Surprise
City of Tempe
City of Tucson

Published Data Sources

Additionally, Segal Waters referenced three (3) published data sources to reflect private sector pay levels. The sources are:

Economic Research Institute (ERI)

The ERI Salary Assessor compiles pay data from hundreds of published data sources for thousands of job titles. The database is updated quarterly and provides salary information for nearly any geographic area in the U.S. The information in this database reflects base salaries at the 10th, 50th, and 90th percentiles, applicable to data sources and locations nationwide. This data was adjusted to 97.2% of the national salary information to reflect the different in cost of labor between Glendale, AZ and the national average.

Mercer

Mercer publishes multiple compensation surveys throughout the year. We compiled data from Mercer's General Industry compensation surveys. The information from this source reflects mean base salaries at minimum, midpoint, and maximum of the range, applicable to West Coast states.

Towers Watson Data Services, Compensation Surveys

Towers Watson Data Services publishes multiple compensation surveys throughout the year. We compiled data from Towers Watson's General Industry compensation surveys. The information from this source reflects 10th, 50th, and 90th percentiles, applicable to data sources and locations nationwide. This data was adjusted to 97.2% of the national salary information to reflect the different in cost of labor between Glendale, AZ and the national average.

Data Adjustments

Geographic Adjustments

Since there was not a significant adjustment for geographic difference in the cost-of-labor between Glendale and peer locations, we did not have to use the cost-of-labor differentials report by the Economic Research Institute (ERI) for each peer location. The City of Tucson, which did not participate in the survey, was the only peer that would have required a geographical differential applied to its salary data.

As mentioned above, both ERI and Towers Watson national data was geographically adjusted to reflect Glendale, AZ cost-of-labor. The data was adjusted to 97.2% of the national salary information to reflect the different in cost of labor between Glendale, AZ and the national average.

It is important to note that the cost-of-labor differentials do not necessarily reflect cost-of-living differences. ERI has found that cost-of-living differences (which reflect the supply and demand for goods and services) are not a good predictor of salary levels. In other words, while the cost of housing (or other goods and services) in the Glendale area may differ from the cost of housing in another peer location by a certain percentage, the prevailing salaries may not differ by the same percentage. ERI emphasizes that – for adjusting salaries in a market study such as this one – the cost-of-labor differentials provide a more accurate method of determining whether employers are paying a competitive wage appropriate to a given geographic area.

Workweek Adjustments

Since workweeks sometimes vary across peer employers, pay ranges for non-exempt jobs are adjusted to be consistent with the client standard work schedule; however, there were no differences in workweeks for the peer employers.

Study Findings – Base Pay

Based on overall market data including custom survey peer employers and published data representative of the private sector, the City of Glendale's pay structure is consistent with the market average at the minimum and midpoint, but falls below the custom survey and overall market average at the pay range maximum. We define market competitiveness as being between 95% and 105% of the market average. We did find variation in the competitiveness of individual benchmark job titles.

Specifically:

- 43 benchmark job titles are below market (less than 95% at the midpoint)
- 45 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 9 benchmark job titles are above market (above 105% at the midpoint)
- 4 benchmark job titles did not have sufficient data

Table 5 shows all benchmark jobs and their respective pay range market competitiveness on an overall basis (including custom survey data and published data). Dashes (--) indicate that a specific benchmark job did not garner enough matches. The second column of the table contains a count of job matches. Market findings with three or more matches provide a more reliable indication of the City's market position compared to the peer employers. Job matches are defined as a peer employer having a job comparable to the benchmark job.

TABLE 5
CITY OF GLENDALE
OVERALL MARKET POSITION – PAY ONLY

Benchmark Title	# of Matches	City of Glendale Pay Ranges as a Percent of the Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Account Specialist II	12	107%	106%	105%
Accountant I	9	90%	89%	87%
Administrative Assistant	13	--	--	--
Airport Administrator	5	98%	98%	96%
Applications Analyst	13	89%	87%	86%
Assistant City Attorney	12	103%	98%	92%
Assistant City Manager	10	109%	105%	103%
Assistant Director, Finance	11	105%	101%	98%
Assistant Fire Chief	10	98%	96%	95%
Assistant Fire Marshal	3	111%	108%	105%
Assistant to the Mayor	8	110%	106%	103%
Budget Analyst	11	107%	101%	97%
Building Inspector	10	100%	98%	97%
Building Safety Manager	7	99%	97%	95%
Chief Information Officer	10	95%	91%	89%
Chief Librarian	7	99%	98%	97%
City Auditor	4	84%	86%	91%
City Engineer	13	106%	103%	99%
City Prosecutor	11	92%	86%	82%
Civic Center Manager	2	--	--	--
Civil Engineer	12	107%	103%	100%
Claims Analyst	9	105%	101%	99%
Code Inspector I	10	91%	89%	88%
Community Services Representative	4	94%	94%	94%
Contract Analyst	8	106%	101%	97%
Council Assistant	10	97%	94%	92%
Court Clerk II	10	96%	95%	93%
Crewleader	6	94%	93%	92%
Customer Service Representative	13	118%	116%	114%
Database Administrator	10	106%	103%	99%
Deputy City Attorney	9	99%	94%	91%
Deputy City Clerk	8	98%	94%	92%
Deputy Director, Parks & Recreation	7	93%	90%	88%
Deputy Director, Public Works	7	90%	88%	86%
Deputy Director, Water Services	5	90%	87%	86%
Development Services Representative	7	103%	100%	98%
Director, Economic Development	10	100%	96%	94%
Director, HR & Risk Management	12	95%	90%	87%
Director, Water Services	6	93%	91%	90%

TABLE 5
CITY OF GLENDALE
OVERALL MARKET POSITION – PAY ONLY

Benchmark Title	# of Matches	City of Glendale Pay Ranges as a Percent of the Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Economic Development Specialist, Sr.	10	104%	101%	99%
Emergency Services Coordinator	7	92%	89%	86%
Engineering Inspector, Sr.	7	91%	90%	90%
Engineering Project Manager	10	101%	98%	96%
Environmental Program Manager	9	91%	87%	85%
Equipment Mechanic Specialist	12	111%	113%	111%
Fire Battalion Chief	9	91%	94%	97%
Fire Education & Community Outreach Coord	4	107%	105%	104%
Fire Inspector, Sr.	9	103%	101%	100%
GIS Coordinator	11	96%	91%	88%
Help Desk Support Specialist	12	104%	100%	97%
Housing Inspector	5	98%	98%	98%
Housing Services Manager	4	93%	91%	91%
HR Generalist	13	97%	93%	91%
HR Technician	12	108%	107%	104%
Information Technology Manager	8	90%	87%	85%
Intergovernmental Programs Administrator	3	108%	107%	106%
ITS Technician	6	101%	101%	101%
Laboratory Technician	10	93%	91%	93%
Librarian	10	99%	96%	94%
Library Assistant	7	104%	106%	108%
Library Assistant, Sr.	5	106%	103%	97%
Licensing & Taxpayer Analyst	6	111%	111%	111%
Management Analyst	6	105%	101%	99%
Management Assistant	9	104%	97%	96%
Management Assistant to the City Manager	8	90%	88%	87%
Marketing & Communications Manager, Sr.	10	87%	84%	82%
Network Engineer	12	95%	92%	90%
Payroll Specialist	11	96%	97%	91%
Planner	10	96%	93%	91%
Plant Maintenance Mechanic	11	97%	93%	90%
Police Chief	10	104%	101%	98%
Police Communications Specialist	10	99%	98%	97%
Police Lieutenant	10	85%	91%	95%
Police Ops Manager	8	98%	95%	92%
Pretreatment Program Manager	7	91%	90%	89%
Principal Engineer	11	95%	92%	89%
Recreation Coordinator, Sr.	9	106%	104%	102%
Recreation Programmer	7	99%	99%	98%

TABLE 5
CITY OF GLENDALE
OVERALL MARKET POSITION – PAY ONLY

Benchmark Title	# of Matches	City of Glendale Pay Ranges as a Percent of the Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Risk Manager	10	93%	91%	88%
Sanitation Inspector	8	98%	96%	96%
Secretary	11	99%	97%	96%
Service Worker, Sr.	8	94%	93%	91%
Special Events Coordinator	4	87%	85%	83%
Superintendent, Parks	5	103%	100%	98%
Superintendent, Recreation Programs	6	107%	104%	103%
Superintendent, Sanitation	7	100%	99%	98%
Superintendent, Water Services Operations	8	96%	95%	94%
Supervisor, Code Compliance	9	82%	80%	79%
Supervisor, Court	10	95%	92%	91%
Supervisor, Landfill	2	--	--	--
Supervisor, Payroll Services	7	83%	79%	75%
Supervisor, Shop	6	103%	102%	102%
System Administrator	10	95%	92%	90%
Tax Auditor	12	90%	88%	84%
Traffic Signal Technician, Sr.	8	89%	89%	89%
Transit Operator	2	--	--	--
Victim Assistance Caseworker	8	99%	97%	96%
Water Control Room Operator	4	100%	101%	101%
Water Plant Operator, Sr.	11	86%	86%	85%
Water Services Representative	9	102%	102%	101%
Workers Comp/Drug & Alcohol Analyst	8	98%	95%	93%
Overall		98%	95%	94%

Study Findings – General Information

Each surveyed employer was asked to provide key demographic information for their entity, including the annual operating budget, number of full time employees, and effective date of their pay scales. Although the effective date of some pay scales was not 07/01/15, we were instructed not to age any of the pay scale data.

TABLE 6
PEER EMPLOYER GENERAL INFORMATION

Peer Employer	FY15 Operating Budget	Number of Full Time Employees as of 12/1/2015	Effective Date of Pay Scale
City of Avondale	\$87 Million	507	07/01/2015
City of Chandler	\$538 Million	1,611	07/01/2015
Town of Gilbert	\$615 Million	1,131	07/01/2013
City of Goodyear	\$92 Million	531	Varies by pay scale
City of Mesa	\$1,610 Million	3,888	07/01/2015
City of Peoria	\$511 Million	1,146	07/01/2014*
City of Phoenix	\$1,156 Million	14,210	07/06/2015
City of Scottsdale	\$518 Million	2,476	06/15/2013
City of Surprise	\$95 Million	804	06/22/2015
City of Tempe	\$445 Million	1588	06/01/2013
City of Tucson	NR	NR	NR
City of Glendale	\$369 Million	1,709	07/1/2015

*Effective date for the City of Peoria pay scale is for non-represented employees. Pay scales for Police and Fire employees have varied effective dates.

Study Findings – Pay Practices

Pay Schedule Design & Increases

Tables 7 through 14 detail characteristics of peer employer pay plans including:

- Pay Schedule Design
- Pay Progression
- Pay Increase Amounts
- Type of Base Pay Increases
- Pay Progression and Pay Increase Policies
- Hiring Rates

Unless otherwise footnoted, dashes (--) indicate that an employer does not offer the pay practice or left the field blank.

NR = No Response to the Survey

Survey Question: What type of pay schedule design(s) covers employees?

TABLE 7
PAY SCHEDULE DESIGN

Peer Employer	Grade and Step	Open Ranges	Flat Rates	Other
City of Avondale	Public Safety	Non-Represented	--	--
City of Chandler	--	All employees	--	--
Town of Gilbert	Public Safety	General employees	Seasonal/Temporary	--
City of Goodyear	--	All employees (Sworn and Non-Sworn)	--	--
City of Mesa	--	All regular employees/Executives	Executive appointed	--
City of Peoria	Public Safety	General Employees	No	No
City of Phoenix	All regular employees	Executives and Management	No	No
City of Scottsdale	No	All regular employees	Charter Officers	No
City of Surprise	Public Safety	General employees	Appointed Officials	--
City of Tempe	Firefighters, Police Officers/Sergeants	General employees	Fire Engineer/Captain	--
City of Tucson	NR	NR	NR	NR
City of Glendale	Represented Fire and Police	All other employees	Appointed Officials	--

Survey Question: What determines how employees progress through the pay range?

**TABLE 8
PAY PROGRESSION**

Peer Employer	Longevity	Individual Performance	Across the Board*	Other	Please describe
City of Avondale	--	--	Non-Represented	Public Safety	Fire and Police have negotiated increases
City of Chandler	--	--	General, Directors, SEIU, ACE	Public Safety	Combination of time in job and performance for merit increases based approved budget. Public safety has market adjustments based on annual salary survey results
Town of Gilbert	Public Safety	General employees	No	No	Increase amounts are based on performance with the exception of Sworn Police and Fire
City of Goodyear	--	--	All employees (Sworn and Non-Sworn)	--	Sworn Police and Fire are temporarily placed in open ranges for the first two years of MOU. In the third year of the MOU, they will go back to Grade and Step
City of Mesa	--	All regular and Executive employees	--	--	Receive merit increase based on satisfactory performance rating
City of Peoria	All employees	All employees	--	--	Employees represented under MOUs receive step increases. General employees and AFSCME receive increases within their salary range
City of Phoenix	All employees	No	No	No	If employees meet expectations on their performance review, they are eligible to receive a step increase on their anniversary date
City of Scottsdale	No	All employees	No	No	Annual merit increases are based on performance
City of Surprise	Public Safety	General Employees	All except Appointed Officials	--	COLA, Merit, and Step increases must be approved by the City Council
City of Tempe	Public Safety	No	General employees	--	Progression depends on MOU for the employee group. Fixed pay steps progress on the employee's anniversary date
City of Tucson	NR	NR	NR	NR	NR
City of Glendale	Represented Fire and Police	--	All other employees	--	--

*Refers to General Wage Increase

Survey Question: What were your recent increases for the following?

TABLE 9
FY 2015 PAY INCREASE AMOUNTS

Peer Employer	FY 2015		
	Pay Schedule Adjustment	Average Base Pay Increase	Average Bonus Amount
City of Avondale	--	3%	0%
City of Chandler	Up to 5%	--	--
Town of Gilbert	0%	Varies	Varies
City of Goodyear	0%	2.8% - 5%	0%
City of Mesa	--	--	--
City of Peoria	2.5% (PFFA)	4.38%	--
City of Phoenix	(-1.88%) for Unit 1 (-0.65%) for Unit 3	4.58%	0%
City of Scottsdale	--	3.25%	--
City of Surprise	--	3.3%	0%
City of Tempe	0%	Varies	Varies
City of Tucson	NR	NR	NR
City of Glendale	--	2.5%	--

TABLE 10
FY 2016 PAY INCREASE AMOUNTS

Peer Employer	FY 2016		
	Pay Schedule Adjustment	Average Base Pay Increase	Average Bonus Amount
City of Avondale	7%	3%	0%
City of Chandler	Unknown	Unknown	Unknown
Town of Gilbert	Unknown	Unknown	Unknown
City of Goodyear	0%	1.75% - 15.97%*	0%
City of Mesa	--	--	--
City of Peoria	--	--	--
City of Phoenix	(-1.04%) for Unit 1 (-0.65%) for Unit 3	4.58%	0%
City of Scottsdale	--	Unknown	--
City of Surprise	0%	3%	0%
City of Tempe	--	--	--
City of Tucson	NR	NR	NR
City of Glendale	--	--	--

* The City of Goodyear average may be a lump sum or base salary increase depending on the circumstance.

Survey Question: What type(s) of base pay increases were applied in FY2015? If other, please explain.

TABLE 11
FY 2015 TYPE OF BASE PAY INCREASES

Peer Employer	FY 2015				
	COLA	Merit/ Performance	Equity	Other	If other, please explain
City of Avondale	No	3%	No	No	--
City of Chandler	Varies	Up to 5%	No	Yes	Amount of increases vary for Public Safety jobs
Town of Gilbert	No	Varies	No	No	Increase amount vary based on performance, with the exception of Sworn Police and Fire, who are Grade and Step
City of Goodyear	3%	No	No	5%	Non-sworn were given up to 3% depending on where they were in their salary range; Sworn got 5%
City of Mesa	No	5%	No	No	--
City of Peoria	No	3.5-5%	No	No	Pay schedules vary by employee group
City of Phoenix	No	No	No	No	Step increases are tied to performance, but it is not a merit increase. The average percentage between steps is 4.58%
City of Scottsdale	No	3%	No	--	City is in the process of drafting new guidelines
City of Surprise	1.3%	2%	No	No	--
City of Tempe	No	No	No	Yes	The City offered an overall percentage of increase and each employee group decided how that would be distributed, such as a percentage toward base pay; to offset benefit cost increases and retirement contribution increases; and so on.
City of Tucson	NR	NR	NR	NR	NR
City of Glendale	2.5%	No	No	No	

Survey Questions:

- (A) Do adjustments to the pay schedule automatically result in increases to employees' base pay?
 (B) Do you provide pay increases for promotions?
 (C) What is the minimum guaranteed increase for promotions?

TABLE 12
PAY PROGRESSION AND PROMOTION POLICIES

Peer Employer	Question A	Question B	Question C	Notes
City of Avondale	No	Yes	5%	--
City of Chandler	Yes	Yes	5% or Min of new salary Range	--
Town of Gilbert	No	Yes	5%	For Grade & Step, increase is 5% above the top of the range of the classification directly below. For Open ranges, increase is 5% is minimum
City of Goodyear	Yes	Yes	5% or Min of new salary range	--
City of Mesa	No	Yes	5%	--
City of Peoria	--	Yes	Pending	The Promotion and Reclassification policy is currently under review
City of Phoenix	Yes	Yes	One step	Assuming the adjustment to the pay schedule is an increase, then the employee's base pay would automatically increase upon promotion
City of Scottsdale	No	Yes	5%	--
City of Surprise	No	Yes	10%	Increase will be less than 10% if 10% will put employee over maximum of range
City of Tempe	No	Yes	10%	--
City of Tucson	NR	NR	NR	NR
City of Glendale	Yes	Yes	5%	Employees are brought to the minimum of the range if the minimum increases

Survey Questions:

(A) Do you provide pay increases for reclassification to a higher grade?

(B) What is the minimum guaranteed increase for reclassification to a higher grade?

TABLE 13
PAY PROGRESSION AND RECLASSIFICATION POLICIES

Peer Employer	Question A	Question B	Notes
City of Avondale	Yes	5% or Min of new salary range	--
City of Chandler	Yes	5% or Min of new salary range	--
Town of Gilbert	No	--	--
City of Goodyear	Yes	5% or Min of new salary range	--
City of Mesa	No	Min of new salary range	If current pay is within the new classification salary range, pay will remain the same. If pay is below the starting minimum salary in the range, an increase would occur to bring the individual to the starting salary in the range
City of Peoria	Yes	Pending	Policy Pending. For a lower grade, the employee's pay would be Y-Rated
City of Phoenix	Yes	--	Vacant positions are reclassified when the City performs reclassifications
City of Scottsdale	Yes	Varies	Reclassifications only result in an increase for those employees who are not at the minimum of the new pay range. Other reclassifications receive nothing if their salary is already in the new pay range
City of Surprise	Yes	10%	Increase will be less than 10% if 10% will put employee over maximum of range
City of Tempe	Yes	Min of new salary range	--
City of Tucson	NR	NR	NR
City of Glendale	No	--	Employees are brought to the minimum of the range if the minimum increases

Survey Questions:

(A) Can new employees be offered a starting salary rate above the pay range minimum?

(B) How do you determine the rate of pay for rehire employees?

TABLE 14
PAY PROGRESSION AND HIRING SALARY

Peer Employer	Question A	Question B
City of Avondale	Yes; Starting salary over the midpoint requires City Manager approval	Rate determined based on experience, education, and equity
City of Chandler	Yes; Starting salary based on previous experience and internal equity. Salary 10% above minimum requires City Manager's Office approval	Salary for rehires is determined on a case-by-case basis depending on whether the employee is returning to new position or last position held
Town of Gilbert	Yes; A business case must be made to offer a rate above the minimum. The rate will not exceed the job rate (mid-point) of the range	A business case must be made to offer a rate above the minimum. The rate will not exceed the job rate (mid-point) of the range
City of Goodyear	Yes; If the employee exceeds the minimum relevant experience requirements for the job by two to five years, a starting salary within the first quartile of the salary range can be authorized by the Department Director	No specific policy
City of Mesa	Yes; Experience, education and other qualifications can justify the recommendation for a starting salary above the pay range minimum. Internal equity is also considered	Experience, education and other qualifications can justify the recommendation for a starting salary above the pay range minimum. Internal equity is also considered
City of Peoria	Employees are typically hired at Step 1. PPOA and COPPS will grant credit for comparable experience for step placement. AFSCME and General employees require HR Director approval for anything over minimum	Salary for rehire employees depends on their experience level
City of Phoenix	Yes; If the employee has unusual qualifications, the City Manager and Human Resources Director may authorize a higher beginning rate within the pay range	Employees re-employed or recalled to a full-time position in the same classification or a related classification within 5 years shall be placed at a pay rate that is closest to, but not less than, the rate of pay the employee was receiving at the time of layoff, demotion, or separation
City of Scottsdale	The hiring range is typically between minimum and midpoint. Any external offer over the midpoint of the salary range requires the division Executive Director and Human Resources approval	The hiring range is typically between minimum and midpoint. Any external offer over the midpoint of the salary range requires the division Executive Director and Human Resources approval
City of Surprise	Yes; A business case must be made to offer a rate above the minimum. The rate will not exceed the job rate (mid-point) of the range	A business case must be made to offer a rate above the minimum. The rate will not exceed the job rate (mid-point) of the range
City of Tempe	Yes; Requires City Manager's Office approval	Rehires are paid at the salary range minimum unless approved by the City Manager's Office
City of Tucson	NR	NR
City of Glendale	Yes; New hires are placed in the appropriate salary based upon experience and internal comparison	Rehire rates are determined on a case-by-case basis

Pay Supplements

Tables 17 through 29 detail characteristics of peer employer pay plans including:

- Evening (2nd) Shift Differential
- Overnight (3rd) Shift Differential
- Weekend Differential
- Holiday Pay
- On-Call or Standby Pay
- Acting Pay*
- Call-Back Pay or Emergency Pay
- Additional Certifications/Licensing**
- Additional Education Pay**
- Bi-Lingual Pay
- Assignment Pay***
- Other Specialty Pay

Unless otherwise footnoted, dashes (--) indicate that an employer does not offer the pay practice or left the field blank.

* Non-exempt employees receive Acting Pay if they work one or more shift in a higher-level classification

** Refers to additional pay related to obtaining the credentials, not reimbursement for tuition or fees

*** Employees receive Assignment Pay if they fill the role of a higher classification for three or more months

Survey Question: What types of pay supplements or differentials does your organization offer to employees? Indicate the employee groups eligible and the amount (e.g. \$0.10 per hour, 2% of pay, etc.).

TABLE 15
EVENING (2ND) SHIFT DIFFERENTIAL

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	\$0.35 per hour	General employees
City of Chandler	\$0.30 - \$0.50 per hour	ACE and SEIU employees
Town of Gilbert	\$0.45 per hour	Full time, Non-exempt employees
City of Goodyear	\$0.50 per hour	Non-exempt employees
City of Mesa	\$0.70 - \$1.79 per hour	Amount varies based on the employee's pay range
City of Peoria	\$0.25 per hour \$0.45 per hour	PPOA, COPPS, and General employees AFSCME employees
City of Phoenix	\$0.50 - 1.30 per hour \$52/wk. for exempt	All employees except Sworn Fire (56 hr.) and part-time recreational personnel
City of Scottsdale	\$0.60 per hour	All applicable positions
City of Surprise	--	--
City of Tempe	\$0.65 per hour	--
City of Tucson	NR	NR
City of Glendale	\$0.50 per hour	Non-exempt employees

TABLE 16
OVERNIGHT (3RD) SHIFT DIFFERENTIAL

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	\$0.50 per hour	General employees
City of Chandler	\$0.70 per hour	ACE and SEIU employees
Town of Gilbert	\$0.55 per hour	Full time, Non-exempt employees
City of Goodyear	\$1.00 per hour	Non-exempt employees
City of Mesa	\$0.70 - \$1.79 per hour	Amount varies based on the employee's pay range
City of Peoria	\$0.35 per hour \$0.55 per hour	PPOA, COPPS, and General employees AFSCME employees
City of Phoenix	\$0.60 - 1.30 per hour \$52/wk. for exempt	All employees except Sworn Fire (56 hr.) and part-time recreational personnel
City of Scottsdale	\$0.65 per hour	All applicable positions
City of Surprise	--	--
City of Tempe	\$0.80 per hour	--
City of Tucson	NR	NR
City of Glendale	\$0.60 per hour	Non-exempt employees

TABLE 17
WEEKEND DIFFERENTIAL

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	--	--
City of Chandler	No	--
Town of Gilbert	--	--
City of Goodyear	--	--
City of Mesa	--	--
City of Peoria	No	--
City of Phoenix	\$0.25 - \$0.60 per hour \$4.80/shift for exempt	All Full time employees
City of Scottsdale	--	--
City of Surprise	--	--
City of Tempe	--	--
City of Tucson	NR	NR
City of Glendale	--	--

TABLE 18
HOLIDAY PAY

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	1.5X Base Salary	General employees
City of Chandler	1X Base Salary	ACE and SEIU employees
Town of Gilbert	1.5X Base Salary	Full time and Part time employees (20+ hours)
City of Goodyear	1.5X Base Salary	General employees
City of Mesa	1.5X Base Salary	Non-exempt employees
City of Peoria	--	--
City of Phoenix	1.5X Base Salary	Non-exempt employees
City of Scottsdale	1.5X Base Salary	All applicable positions
City of Surprise	1.5X Base Salary	Non-exempt employees
City of Tempe	1.5X Base Salary	Plus additional 8 hours of holiday pay
City of Tucson	NR	NR
City of Glendale	--	--

TABLE 19
ON-CALL OR STANDBY PAY

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	\$2.00 per hour	General employees
City of Chandler	--	--
Town of Gilbert	1.5X Base Salary	Full time, Non-exempt employees except Public Safety
City of Goodyear	\$2.00 per hour	Non-exempt Sworn police and Public Works employees
City of Mesa	\$1.00 - \$2.00 per hour	Amount depends on whether day is regularly scheduled workday
City of Peoria	\$2.00 per hour \$2.50 per hour	General employees AFSCME employees
City of Phoenix	\$1.50 - \$3.25/hr. \$40 - 80/workday for Police	Non-exempt employees
City of Scottsdale	2 hours Base Pay	Non-exempt employees
City of Surprise	\$1.00 per hour	Non-exempt employees
City of Tempe	Varies	Amount varies by employee group
City of Tucson	NR	NR
City of Glendale	\$2.00 per hour	Non-exempt

TABLE 20
ACTING PAY*

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	5% or Min of New Range	General employees
City of Chandler	Min of Higher Range	ACE and SEIU employees
Town of Gilbert	5% above current rate	Firefighters, Engineers & Captains
City of Goodyear	5% or Min of New Range	Exempt and Non-exempt employees
City of Mesa	--	--
City of Peoria	5% or Min of New Range	All employees
City of Phoenix	5% or one full pay step	Non-exempt employees
City of Scottsdale	--	--
City of Surprise	10% or Min of New Range	All employees
City of Tempe	5-10% or Min of New Range	--
City of Tucson	NR	NR
City of Glendale	5%	Represented Fire and Police

* Non-exempt employees receive Acting Pay if they work one or more shift in a higher-level classification

TABLE 21
CALL-BACK PAY OR EMERGENCY PAY

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	1X Base Salary	2 hour minimum, General employees
City of Chandler	1.5X Base Salary	2 hour minimum, ACE and SEIU employees
Town of Gilbert	1.5X Base Salary	Full time, Non-exempt employees
City of Goodyear	1.5X Base Salary	2 hour minimum, Non-exempt employees
City of Mesa	1.5X Base Salary	1 hour minimum, Non-exempt general employees
City of Peoria	1.5X Base Salary	2 hour minimum, All employees
City of Phoenix	1.5X Base Salary	3 hour minimum plus 30-45 minutes of travel time, all employees
City of Scottsdale	1X Base Salary	2 hour minimum, Non-exempt employees
City of Surprise	1X Base Salary	2 hour minimum, Non-exempt employees
City of Tempe	1.5X Base Salary	2 hour minimum
City of Tucson	NR	NR
City of Glendale	--	--

TABLE 22
ADDITIONAL CERTIFICATION/LICENSING**

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	--	--
City of Chandler	--	--
Town of Gilbert	--	--
City of Goodyear	--	--
City of Mesa	--	--
City of Peoria	\$4,800	AFSCME and General employees receive cost of certification, depending on their department
City of Phoenix	Up to \$634.40 per month	Sworn Police are eligible for the Career Enhancement Program (CEP), which is a point based system
City of Scottsdale	--	--
City of Surprise	--	--
City of Tempe	No	--
City of Tucson	NR	NR
City of Glendale	Varies	Represented Fire and Police employees

** Refers to additional pay related to obtaining the credentials, not reimbursement for tuition or fees

TABLE 23
ADDITIONAL EDUCATION PAY**

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	--	--
City of Chandler	No	--
Town of Gilbert	--	--
City of Goodyear	--	--
City of Mesa	--	--
City of Peoria	No	--
City of Phoenix	Up to \$634.40 per month	Sworn Police are eligible for the Career Enhancement Program (CEP), which is point based
City of Scottsdale	--	--
City of Surprise	--	--
City of Tempe	No	--
City of Tucson	NR	NR
City of Glendale	\$400 Assoc degree \$800 Bachelor's \$1200 Master's	All employees

** Refers to additional pay related to obtaining the credentials, not reimbursement for tuition or fees

TABLE 24
BI-LINGUAL PAY

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	\$90-\$230 per month	General employees
City of Chandler	\$600-\$1,200 annual	ACE employees
Town of Gilbert	\$25-\$50 bi-weekly	Full Time and Part Time employees (30+ hours)
City of Goodyear	\$0.35 - \$0.75 per hour	All employees
City of Mesa	\$50-\$100 per month	All employees
City of Peoria	\$15-150 per pay period	All employees
City of Phoenix	Up to \$10 per hour	Varies by employee group (Unit 3, 4, 5, & 6)
City of Scottsdale	\$78 per quarter	All employees
City of Surprise	\$0.29 - \$0.70 per hour	All employees
City of Tempe	\$50-\$125 per month	Amount varies based on frequency of interaction
City of Tucson	NR	NR
City of Glendale	\$38 per pay period	All employees (Fire and Police have different pay rates)

**TABLE 25
ASSIGNMENT PAY*****

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	3-10%	Fire and Police
City of Chandler	No	--
Town of Gilbert	5%	Firefighters, Engineers & Captains
City of Goodyear	2.5-5%	Varies based on employee group
City of Mesa	5%-10%	All employees; more than 10% requires City Manager approval
City of Peoria	5%-10% or Min of new pay range	May be up to 10% for Managerial assignments
City of Phoenix	Minimum of new pay range	General (Non-Sworn)
City of Scottsdale	Varies	All employees
City of Surprise	10% or Min of New Range	All employees
City of Tempe	5-10% or Min of New Range	--
City of Tucson	NR	NR
City of Glendale	5%-10%	All employees

*** Employees receive Assignment Pay if they fill the role of a higher classification for three or more months

**TABLE 26
OTHER SPECIALTY PAY**

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	--	--
City of Chandler	--	--
Town of Gilbert	Additional OT while on Assignment	Firefighters, Engineers & Captains
City of Goodyear	--	--
City of Mesa	--	--
City of Peoria	No	--
City of Phoenix	--	--
City of Scottsdale	Varies	Additional pay supplements for Police and Fire
City of Surprise	\$1.00 per hour	Standby Pay, Non-Exempt employees
City of Tempe	--	--
City of Tucson	NR	NR
City of Glendale	--	--

Survey Questions:

(A) How long does an employee need to fill an Acting Role before he/she receives Acting Pay?

(B) How long does an employee need to fill an Assignment before he/she receives Assignment Pay?

TABLE 27
PAY PROGRESSION AND PAY INCREASE POLICIES

Peer Employer	Question A	Question B
City of Avondale	21 Consecutive Days	1 Day
City of Chandler	1 Pay Period	Not Offered
Town of Gilbert*	1 Consecutive Hour	4 Consecutive Hours
City of Goodyear	14 Consecutive Days (Non-exempt) 30 Consecutive Days (Exempt)	No set policy
City of Mesa	--	1 Pay Period
City of Peoria	Varies by department	Varies by department
City of Phoenix	10 out-of-class shifts	Immediately upon performance of full range of duties
City of Scottsdale	90 Days	Immediately
City of Surprise	3 Weeks	3 Weeks
City of Tempe	8 Hour Shift	8 Hour Shift
City of Tucson	NR	NR
City of Glendale	1 Shift	Minimum for 2 full pay periods up to 90 day maximum

*Acting Pay policy is applicable to Firefighters, Engineers & Captains

Skill Based Pay

Tables 30 through 31 detail characteristics of peer employer pay plans including:

- Skill Based Pay
- Skill Based Pay Amounts

Unless otherwise footnoted, dashes (--) indicate that an employer does not offer the pay practice or left the field blank.

TABLE 28
SKILL BASED PAY

Peer Employer	Skill Based Pay (Yes/No)	Please explain
City of Avondale	No	--
City of Chandler	No	--
Town of Gilbert	No	--
City of Goodyear	No	--
City of Mesa	No	--
City of Peoria	No	--
City of Phoenix	Yes	Up to 10% skill based pay for advanced IT positions
City of Scottsdale	No	--
City of Surprise	No	--
City of Tempe	Yes	Available to select classifications in Water Division
City of Tucson	NR	NR
City of Glendale	No	--

TABLE 29
SKILL BASED PAY AMOUNTS

Peer Employer	Amount (\$ or %)	Employee Group
City of Avondale	No	--
City of Chandler	No	--
Town of Gilbert	No	--
City of Goodyear	No	--
City of Mesa	No	--
City of Peoria	No	--
City of Phoenix	Up to 10%	Up to 10% skill based pay for advanced IT positions
City of Scottsdale	No	--
City of Surprise	No	--
City of Tempe	Not Listed	Employees in specific Water classifications may acquire up to 3 skill blocks with additional pay
City of Tucson	NR	NR
City of Glendale	No	--

Longevity Pay

Tables 32 through 33 detail characteristics of peer employer pay plans including:

- Longevity Pay
- Longevity Pay Amounts

Survey Question: Do you offer longevity pay to any employees? If yes, which employee groups receive longevity pay?

TABLE 30
LONGEVITY PAY

Peer Employer	Offered? (Y/N)	Employee Group
City of Avondale	No	--
City of Chandler	Yes	Sworn Police and Fire only
Town of Gilbert	No	--
City of Goodyear	Yes	All employees except Sworn Fire
City of Mesa	Yes	Offered to employees hired before 7/1/92
City of Peoria	Yes	Offered to employees hired before 7/1/1989
City of Phoenix	Yes	Offered to employees except Executive, Middle Manager, and Mayor and Council Offices
City of Scottsdale	No	--
City of Surprise	Yes	All employees
City of Tempe	Yes	Sworn Police and Fire only
City of Tucson	NR	NR
City of Glendale	Yes	Represented Fire and Police employees

Survey Question: How much longevity pay do employees receive for each year of service?

TABLE 31
LONGEVITY PAY AMOUNT

Peer Employer	Annual Pay Supplement for Years of Service										
	1	2	3	4	5	6	7	8	9	10	Max
City of Avondale	--	--	--	--	--	--	--	--	--	--	--
City of Chandler*	--	--	--	--	2.0%	--	--	2.0%	--	--	--
Town of Gilbert	--	--	--	--	--	--	--	--	--	--	--
City of Goodyear	--	--	--	--	--	--	--	\$400	\$500	\$600	\$1,000
City of Mesa	--	--	--	--	2.5%	3%	3.5%	4%	4%	5%	10%
City of Peoria	--	--	--	--	--	--	--	--	--	--	\$420 per year/\$35 per month
City of Phoenix**	--	--	--	--	--	\$600	\$700	\$800	\$900	\$1,000	\$6,000
City of Scottsdale	--	--	--	--	--	--	--	--	--	--	--
City of Surprise	--	--	--	--	--	--	--	2%	2%	4%	4%
City of Tempe	--	--	--	--	0.5 -2%	0.5 -2%	0.5 -2%	0.5 -2%	0.5 -2%	1.25 -4%	2.5 - 10%
City of Tucson***	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Glendale****	--	--	\$400	\$600	\$800	\$1,000	\$1,200	\$1,400	\$1,600	\$1,600	\$2,000

* Police Sergeants who have five (5) years in the Sergeant classification and who meet the additional qualifications shall receive a supervisory incentive payment of two (2%) percent to be paid in two (2) equal installments. Fire unit members shall receive a Special Merit Payment after 8 years of service, which is a two (2%) percent Special Merit Payment to be paid in two (2) equal installments.

**Longevity amounts vary by Collective Bargaining Agreement. These rates reflect the Administrative Regulation for City Employees and AFL-CIO Unit III.

***Lower percentages reflect pay contributions for Police, and higher percentages reflect the pay contributions for Fire

****City of Glendale information reflects Police and Fire only. The maximum for Fire personnel is \$1,600 after 9 years of service.

Performance-Based Rewards

Table 34 details characteristics of peer employer pay plans including:

➤ Performance Based Awards

Unless otherwise footnoted, dashes (--) indicate that an employer does not offer the pay practice or left the field blank.

Survey Question: What type of performance-based rewards do you offer to employees?

TABLE 32
PERFORMANCE BASED AWARDS

Peer Employer	Organization-Wide		Department/Team		Individual		Notes
	Pay Increases	Lump Sum Bonuses	Pay Increases	Lump Sum Bonuses	Pay Increases	Lump Sum Bonuses	
City of Avondale	No	No	No	No	No	No	None Offered
City of Chandler	No	No	No	Yes	No	Yes	--
Town of Gilbert	No	No	No	No	Yes	Yes	Not offered to Seasonal or Sworn Employees
City of Goodyear	No	No	No	No	No	No	--
City of Mesa	No	No	No	Yes	No	Yes	Individual, Team and Committee Performance Awards from \$100 - \$500 annually if employee is eligible
City of Peoria	No	No	No	No	Yes	No	No bonuses offered. Increases for PFFA, PPOA, and COPPS. AFSCME and General employees are based on Longevity and Performance
City of Phoenix	No	No	No	No	No	No	Non-performance based Employee Suggestion program is available
City of Scottsdale	No	No	No	No	Yes	No	All employees are eligible for individual pay increases provided they have been with the organization for a year at the time merit increases are given in the fiscal year
City of Surprise	No	No	No	No	No	No	--
City of Tempe	No	No	No	No	No	No	--
City of Tucson	NR	NR	NR	NR	NR	NR	NR
City of Glendale	No	No	No	No	No	No	--

Pay Policies – Paid Leave

The survey included questions related to pay policies and other pay, including:

- Maximum Pay
- Temporary Employee Pay
- Fatigue Leave
- Demotion
- Maximum Sick Leave Cash Out
- Maximum Vacation/PTO Cash Out

Details about each peer employer's policies are shown in **Tables 35 through 40**.

Unless otherwise footnoted, dashes (--) indicate that an employer does not offer the pay practice or left the field blank.

Survey Question: What is your policy when an employee reaches the maximum of his/her pay range?

TABLE 33
MAXIMUM PAY RANGE POLICY

Peer Employer	Policy
City of Avondale	Employee receives lump sum payment in the amount of merit increase
City of Chandler	Employees cannot be over the maximum of a pay range, with limited exceptions
Town of Gilbert	Employees cannot be over the maximum of a pay range
City of Goodyear	Employee receives lump sum payment as designated by the budget year
City of Mesa	Employees cannot be over the maximum of a pay range. If the salary is over the maximum of the pay range, the employee will not receive an increase until the pay range is increased
City of Peoria	Employee receives lump sum payment in the amount of merit increase (PPOA, AFSCME, and General employees). May also include additional vacation accruals or other arrangements based on Council approval
City of Phoenix	The placement in the new grade is limited to the maximum step of the grade. If the reclassification, pay grade increase, or promotion results in a maximum possible one-grade increase, and the employee is receiving productivity enhancement pay, he/she will be moved to the top step and continues to be eligible for productivity enhancement pay
City of Scottsdale	Employees cannot be over the maximum of a pay range
City of Surprise	Employee receives 1/26 of lump payment each pay period in the amount of increase
City of Tempe	The employee's base pay is frozen at the maximum until the salary range is adjusted via market study. Any pay increases may or may not be given to the employee as a one-time bonus, depend on the employee's group agreement
City of Tucson	NR
City of Glendale	Employee receives lump sum across-the-board increase. Otherwise, the employee's salary will increase when the pay range moves

Survey Question: What is your policy for temporary employee pay?

TABLE 34
TEMPORARY EMPLOYEE PAY POLICY

Peer Employer	Policy
City of Avondale	Pay for temporary employees is consistent with the duties and responsibilities of the temporary position as outlined in the compensation plan. Pay for regular part-time hourly employees will be based on the number of hours worked. Such pay will normally be proportionate to the regular full-time pay rate for the position
City of Chandler	No policy
Town of Gilbert	Seasonal employee pay is at a flat rate
City of Goodyear	Temporary employees are hired 5% below the entry of the range. Employee is moved to the entry of the range if hired on a regular full-time basis
City of Mesa	Temporary employees are typically hired 5% below the entry of the salary range
City of Peoria	No Policy
City of Phoenix	Pay policy for temporary employees is the same as regular employees
City of Scottsdale	Temporary employees are generally paid at the minimum rate for their job class
City of Surprise	Pay policy for temporary employees is the same as regular employees
City of Tempe	No policy
City of Tucson	NR
City of Glendale	Temporary personnel hired through a temporary agency may be paid a rate the department and agency agree upon. Temporary personnel hired by the City and placed on payroll must be paid a rate commensurate with their experience and the responsibility of the assignment. Temporary personnel are not eligible for merit increases or pay plan adjustment increases

Survey Question: What is your policy for Fatigue Leave (i.e. when an employee's fatigue may cause him/her to become a hazard to himself/herself?)

TABLE 35
FATIGUE LEAVE POLICY

Peer Employer	Policy
City of Avondale	Not offered
City of Chandler	No policy
Town of Gilbert	Not offered
City of Goodyear	No policy
City of Mesa	--
City of Peoria	No policy
City of Phoenix	No policy
City of Scottsdale	No policy
City of Surprise	No policy
City of Tempe	--
City of Tucson	NR
City of Glendale	No policy

Survey Question: What is your policy for employees who are demoted, voluntarily or through disciplinary action?

TABLE 36
DEMOTION PAY POLICY

Peer Employer	Policy
City of Avondale	Employees who demote from on position to another will have their rate reduced by at least five percent (5%) from their present rate of pay. If the new rate of pay exceeds the maximum of the range then the employee's rate of pay will be frozen until such time as the maximum of the pay ranges increases to include the employee's rate of pay
City of Chandler	Involuntary demotion pay rate is established by Dept. Director and HR. Voluntary Demotion salary is set by the Director of HR
Town of Gilbert	Pay is adjusted. Compensation will not be above the job rate (mid-point) for the new position
City of Goodyear	Employee will receive a minimum of 5% reduction in pay and will not exceed the maximum of the new salary range, unless an exception is approved by the City Manager or Deputy City Manager
City of Mesa	An employee who is demoted for disciplinary reasons shall be paid at the highest step in the lower pay range that is at least 5% lower than the employee's salary prior to the demotion. An employee who requests demotion shall be paid at a rate within the new salary range recommended by the Department Director or City Manager designee and approved by the Deputy City Manager or Assistant City Manager
City of Peoria	Involuntary demotions for disciplinary reasons will be handled on a case-by-case basis and will typically result in a minimum five percent (5%) salary decrease, but in no case shall the salary exceed the maximum rate for the new lower salary range. Involuntary demotions due to organizational needs and voluntary demotions may result in a pay decrease if the employee's salary is above the grade maximum
City of Phoenix	Employees who are demoted shall have their pay reduced to the new pay grade. In unusual circumstances where the employee remains at a rate of pay above the maximum for the lower grade, the City Manager may permit the employee to receive payroll adjustments for up to 2 years to maintain the current rate of pay
City of Scottsdale	Pay is adjusted to the new lower range
City of Surprise	For voluntary demotion, the employee returns to their previous rate of pay, plus any applicable increases they would have received in the interim. An employee subject to an involuntary demotion will be placed no less than the minimum and no greater than the midpoint of the salary range of the new position at the discretion of the Hiring Authority. Under no circumstances may an employee receive the same or more pay after a demotion
City of Tempe	If the demoted employee is earning more the new salary range maximum, his or her pay would be adjusted to that new maximum
City of Tucson	NR
City of Glendale	An employee who is involuntarily demoted as a result of a disciplinary action shall be placed in the new classification range and their salary shall be reduced by a minimum of 5%. Their salary shall not exceed the maximum rate for the new lower pay range. In the event a 5% reduction results in the new salary exceeding the range maximum, the employee's salary will be further reduced to the range maximum of the new lower pay range. A voluntary demotion is the placement of an employee, upon request, to a classification assigned a lower pay range. An employee who requests a demotion shall be paid at a rate within the new pay range as recommended by the department director and approved by the Human Resources & Risk Management Director

Survey Question: What is the maximum amount of unused sick leave that full-time employees can cash out?

TABLE 37
SICK LEAVE CASH OUT MAXIMUM DAYS

Peer Employer	At End of Year	At Termination	At Retirement
City of Avondale	0 Days	33.3% of accrued hours	250-500 hours or 33% of bank, whichever is greater
City of Chandler	3 days converted to PTO	0 Days	50% to Healthcare Savings
Town of Gilbert	6 days if over maximum	38.5 days (10+ yrs. service)	77 days (10+ yrs. service)
City of Goodyear	0 Days	60 days	60 days
City of Mesa	Convert to PTO in excess 1,040 hours	0 Days	50% of accrued leave
City of Peoria	25% in excess of maximum	0 Days	200 hours converted on a 2-for-1 basis.
City of Phoenix	--	--	25% in excess of maximum
City of Scottsdale	--	None	--
City of Surprise	--	--	--
City of Tempe	25% in excess of 480 hours	50% (10+ yrs. service)	50% (10+ yrs. service)
City of Tucson	NR	NR	NR
City of Glendale	1/3 of the hourly rate x the number of days; eligible to cash out twice a year	One-third (1/3) of the employee's hourly wage (average for last 36 months) for each hour of accrued Sick Leave	One-half (1/2) of the employee's hourly wage (average for last 36 months) for each hour of accrued Sick Leave paid in to Retirement Health System (RHS)

Survey Question: What is the maximum amount of unused vacation /PTO days that full-time employees can cash out?

TABLE 38
VACATION/PTO CASH OUT MAXIMUM DAYS

Peer Employer	At End of Year	At Termination	At Retirement
City of Avondale	40 hours	100% of accrued	100% of accrued
City of Chandler	Varies by Group	100% of accrued	100% of accrued
Town of Gilbert	0 Days	43.75 Days	43.75 Days
City of Goodyear	0 Days	100% of accrued	100% of accrued
City of Mesa	100% after 240 hour maximum	100% of accrued	100% of accrued
City of Peoria	5 days (12 for PFFA)	100% of accrued	100% of accrued
City of Phoenix	40 hours	--	--
City of Scottsdale	--	100% of accrued	--
City of Surprise	0 Days	70 Days	70 Days
City of Tempe	40 hours	100% of accrued	100% of accrued
City of Tucson	NR	NR	NR
City of Glendale	NA	100% of accrued	100% of accrued hours over 160 hours

Executive Compensation

The survey document included questions related to the following Executive Compensation (Directors and Department Heads):

- Performance-Based Bonus
- Additional Direct Compensation or Supplemental Pay
- Supplemental Retirement Plan or Deferred Compensation Program
- Tuition Reimbursement or Subsidy for Dependents
- Supplemental Life Insurance
- Long-Term Care Insurance
- Financial Planning Assistance or Services
- Pre-Paid Legal Services
- Housing
- Vehicle
- Cell/Smart Phone
- Professional Associations Membership
- Conference/Travel
- Additional Vacation/Sick Leave
- Other

Tables 41 through 55 show the market study findings for these compensation policies and practices.

Unless otherwise footnoted, dashes (--) indicate that an employer does not offer the pay practice or left the field blank.

TABLE 39
PERFORMANCE-BASED BONUS

Peer Employers	Performance-Based Bonus Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	No	--	--
City of Chandler	No	--	--
Town of Gilbert	Yes	Varies	Based on performance
City of Goodyear	No	--	--
City of Mesa	No	--	--
City of Peoria	No	--	--
City of Phoenix	No	--	--
City of Scottsdale	No	--	--
City of Surprise	No	--	--
City of Tempe	No	--	--
City of Tucson	NR	--	--
<i>Count of Yes</i>	<i>1 out of 11</i>		
City of Glendale	No	--	--

TABLE 40
ADDITIONAL DIRECT COMPENSATION OR SUPPLEMENTAL PAY

Peer Employers	Additional Direct Compensation or Supplemental Pay Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	No	--	--
City of Chandler	No	--	--
Town of Gilbert	No	--	--
City of Goodyear	No	--	--
City of Mesa	No	--	--
City of Peoria	No	--	--
City of Phoenix	No	--	--
City of Scottsdale	No	--	--
City of Surprise	No	--	--
City of Tempe	Yes	\$6,000	Either Direct or Deferred, not both
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	<i>1 out of 11</i>		
City of Glendale	No	--	--

TABLE 41
SUPPLEMENTAL RETIREMENT PLAN OR DEFERRED COMPENSATION

Peer Employers	Supplemental Retirement Plan or Deferred Compensation Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	Yes	Varies	City Manager only, based on contract
City of Chandler	Yes	1%	Director and Appointed Officials only, based on contract
Town of Gilbert	Yes	\$18,000	Town Manager only
City of Goodyear	No	--	--
City of Mesa	Yes	Varies	Negotiated on appointment
City of Peoria	No	--	--
City of Phoenix	Yes	8%	Contribution to 401(a)
City of Scottsdale	No	--	--
City of Surprise	No	--	--
City of Tempe	Yes	\$6,000	Either Direct or Deferred, not both
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	6 out of 11		
City of Glendale	Yes	Varies	City Manager, Presiding City Judge, City Attorney

TABLE 42
TUITION REIMBURSEMENT OR SUBSIDY FOR DEPENDENTS

Peer Employers	Tuition Reimbursement or Subsidy for Dependents Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	No	--	--
City of Chandler	No	--	--
Town of Gilbert	No	--	--
City of Goodyear	Yes	\$2,000	Amount per year
City of Mesa	No	--	--
City of Peoria	No	--	--
City of Phoenix	No	--	--
City of Scottsdale	Yes	\$1,000-\$2,000	\$2,000 for a Full-time employee in a degree program. \$1,000 for a Part-time employee in a degree program
City of Surprise	No	--	--
City of Tempe	Yes	\$5,000	Amount per year
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	3 out of 11		
City of Glendale	No	--	--

TABLE 43
SUPPLEMENTAL LIFE INSURANCE

Peer Employers	Supplemental Life Insurance Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	Yes	--	Employee paid
City of Chandler	Yes	--	Employee paid
Town of Gilbert	Yes	Varies	Available to all Full-time employees
City of Goodyear	No	--	--
City of Mesa	Yes	1.5X Salary	--
City of Peoria	No	--	--
City of Phoenix	Yes	Varies	Basic Life and AD&D - 1.75X Salary Occupational AD&D - \$75,000 Commuter Life Insurance - \$200,000.
City of Scottsdale	Yes	\$325,000	City Manager only. May be approved up to 2X base salary
City of Surprise	No	--	--
City of Tempe	Yes	--	Employee paid
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	6 out of 11		
City of Glendale	No	--	--

TABLE 44
LONG-TERM CARE INSURANCE

Peer Employers	Long-Term Care Insurance Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	No	--	--
City of Chandler	No	--	--
Town of Gilbert	No	--	--
City of Goodyear	No	--	--
City of Mesa	No	--	--
City of Peoria	No	--	--
City of Phoenix	No	--	--
City of Scottsdale	No	--	--
City of Surprise	No	--	--
City of Tempe	No	--	--
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	<i>0 out of 11</i>		
City of Glendale	No	--	--

TABLE 45
FINANCIAL PLANNING ASSISTANCE OR SERVICES

Peer Employers	Financial Planning Assistance or Services Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	No	--	--
City of Chandler	Yes	--	Employee paid
Town of Gilbert	No	--	--
City of Goodyear	No	--	--
City of Mesa	No	--	--
City of Peoria	No	--	--
City of Phoenix	No	--	--
City of Scottsdale	Yes	--	Up to 5 EAP Sessions provided
City of Surprise	No	--	--
City of Tempe	No	--	--
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	2 out of 11		
City of Glendale	No	--	--

TABLE 46
PRE-PAID LEGAL SERVICES

Peer Employers	Pre-Paid Legal Services Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	No	--	--
City of Chandler	Yes	--	Employee paid
Town of Gilbert	No	--	--
City of Goodyear	No	--	--
City of Mesa	No	--	--
City of Peoria	No	--	--
City of Phoenix	Yes	--	Employee paid
City of Scottsdale	Yes	--	Up to 5 EAP Sessions provided
City of Surprise	No	--	--
City of Tempe	No	--	--
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	3 out of 11		
City of Glendale	No	--	--

**TABLE 47
HOUSING**

Peer Employers	Housing Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	No	--	--
City of Chandler	No	--	--
Town of Gilbert	No	--	--
City of Goodyear	No	--	--
City of Mesa	No	--	--
City of Peoria	No	--	--
City of Phoenix	No	--	--
City of Scottsdale	No	--	--
City of Surprise	No	--	--
City of Tempe	No	--	--
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	<i>0 out of 11</i>		
City of Glendale	No	--	--

**TABLE 48
VEHICLE**

Peer Employers	Vehicle Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	Yes	\$600 per month	City Manager only
City of Chandler	No	--	--
Town of Gilbert	Yes	\$339 per month	Mayor only
City of Goodyear	No	--	--
City of Mesa	Yes	\$150-600 per month	Department Directors or above are eligible
City of Peoria	Yes	\$275-600 per month	\$275 for City Council, \$300 for Municipal Judge, \$400 for City Attorney, and \$600 for City Manager. Fire Chiefs & Fire Marshall have take home vehicles
City of Phoenix	Yes	\$280-435 per month	\$280 for Middle Management, \$435 for Executives
City of Scottsdale	No	--	--
City of Surprise	Yes	\$250 per month	Department Directors or above are eligible
City of Tempe	No	--	--
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	6 out of 11		
City of Glendale	No	--	--

TABLE 49
CELL/SMART PHONE

Peer Employers	Cell/Smart Phone Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	Yes	\$50-\$150 per month	\$150 for Mayor and \$130 for City Council. \$50-\$100 for select Public Safety and eligible employees as approved by the City Manager
City of Chandler	Yes	\$240 per year	Directors or above are eligible
Town of Gilbert	Yes	\$50 per month	Division Managers, Department Directors and Executives are eligible. Select Police Officers, Sergeants and IT Staff may also be eligible
City of Goodyear	No	--	--
City of Mesa	Yes	\$25-110 per month	\$80-\$110 for Executives, and \$25 and \$40 for all other eligible employees
City of Peoria	Yes	\$38-\$250 per month	\$100 for Directors, Deputy City Managers, City Manager, and Judge, \$160 for City Council, and \$250 for the Mayor. Stipends may be approved from Dept. Director in amounts of \$38/month or \$78/month
City of Phoenix	Yes	\$100 per month	Middle Management and Executives
City of Scottsdale	No	--	--
City of Surprise	Yes	\$40-105 per month	Department Directors or above are eligible. Public Safety and eligible employees as approved by the City Manager
City of Tempe	Yes	--	Phone is provided by the City
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	8 out of 11		
City of Glendale	Yes	\$100 per month	--

TABLE 50
PROFESSIONAL ASSOCIATIONS MEMBERSHIP

Peer Employers	Professional Associations Membership Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	Yes	Varies	Paid as needed
City of Chandler	Yes	Varies	Paid as needed
Town of Gilbert	Yes	Varies	Funds vary by Department
City of Goodyear	Yes	Varies	Funds vary by Department
City of Mesa	Yes	Varies	Funds vary by Position
City of Peoria	No	--	--
City of Phoenix	Yes	Up to \$2,006	Employees may use up to \$2,006 of the tuition fund for professional development expenses
City of Scottsdale	Yes	Varies	Funds vary by Department
City of Surprise	No	--	--
City of Tempe	No	--	--
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	<i>7 out of 11</i>		
City of Glendale	No	--	--

TABLE 51
CONFERENCE/TRAVEL

Peer Employers	Conference/Travel Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	Yes	Varies	Paid as needed
City of Chandler	Yes	Varies	Paid as needed
Town of Gilbert	Yes	Varies	Funds vary by Department
City of Goodyear	Yes	Varies	Funds vary by Department
City of Mesa	Yes	Varies	Funds vary by Position
City of Peoria	No	--	--
City of Phoenix	Yes	Up to \$2,006	Employees may use up to \$2,006 of the tuition fund for professional development expenses
City of Scottsdale	Yes	Varies	Funds vary by Department
City of Surprise	No	--	--
City of Tempe	No	--	--
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	7 out of 11		
City of Glendale	Yes	Varies	Paid as needed

TABLE 52
ADDITIONAL VACATION/SICK LEAVE

Peer Employers	Additional Vacation/Sick Leave Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	No	--	--
City of Chandler	Yes	Varies	Additional leave granted
Town of Gilbert	No	--	--
City of Goodyear	No	--	--
City of Mesa	Yes	Varies	Negotiated on appointment
City of Peoria	No	--	--
City of Phoenix	No	--	--
City of Scottsdale	Yes	Varies	Must be approved by City Council
City of Surprise	No	--	--
City of Tempe	Yes	56 Hours	Amount does not accrue
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	4 out of 11		
City of Glendale	Yes	Varies	Negotiated on appointment

TABLE 53
OTHER

Peer Employers	Other Offered? (Yes/No)	Amount	Policy/Comments
City of Avondale	No	--	--
City of Chandler	No	--	--
Town of Gilbert	No	--	--
City of Goodyear	No	--	--
City of Mesa	Yes	Varies	Negotiated on appointment
City of Peoria	No	--	--
City of Phoenix	--	--	--
City of Scottsdale	--	--	--
City of Surprise	No	--	--
City of Tempe	No	--	--
City of Tucson	NR	NR	NR
<i>Count of Yes</i>	<i>1 out of 11</i>		
City of Glendale	No	--	--

Job Specific Questions

The survey included job specific questions regarding the follow topics:

- Equipment Operator Levels
- Water Services Technician Assignment
- Water Services Technician Levels
- Classification of Journey Trades Positions

Details about each peer employer's policies are shown in **Tables 54** through **56**.

Unless otherwise footnoted, dashes (--) indicate that an employer does not offer.

Survey Question: Does your organization have multiple levels of Equipment Operators, and if so, what distinguishes each level?

TABLE 54
EQUIPMENT OPERATOR LEVELS

Peer Employer	Equipment Operator Level 1	Equipment Operator Level 2	Equipment Operator Level 3
City of Avondale	Equipment Operator	Sr. Equipment Operator	
City of Chandler	None		
Town of Gilbert	Maintenance & Operation Technician		
City of Goodyear	Equipment Operator		
City of Mesa	Equipment Operator I	Equipment Operator II	Equipment Operator III
City of Peoria	Equipment Operator	Lead Equipment Operator	
City of Phoenix	Equipment Operator I	Equipment Operator II	Equipment Operator III
City of Scottsdale	Equipment Operator I	Equipment Operator II	Equipment Operator III
City of Surprise	Equipment Operator		
City of Tempe	Equipment Operator I	Equipment Operator II	Sr. Equipment Operator
City of Tucson	NR	NR	NR
City of Glendale	Equipment Operator		

Survey Question: Does your organization differentiate Water Services Technicians based on assignment/job responsibilities? (Assignments and responsibilities may include meter maintenance, water distribution, wastewater collection, and stormwater).

TABLE 55
WATER SERVICES TECHNICIAN ASSIGNMENT

Peer Employer	Water Services Assignment 1	Water Services Assignment 2	Water Services Assignment 3	Water Services Assignment 4
City of Avondale	Water Resources Operator	Customer Service Technician	--	--
City of Chandler	Utility Meter Technician	Utility Systems Technician	--	--
Town of Gilbert	Meters	Water & Wastewater	--	--
City of Goodyear	Utility Technician	--	--	--
City of Mesa	Water Meter	Field Utility Specialist	Distribution & Collections	--
City of Peoria	Water Meter	--	--	--
City of Phoenix	Water Meter Technician	Utility Technician	Operations & Maintenance	Water Services Technician
City of Scottsdale	Water/Wastewater Maintenance Technician	--	--	--
City of Surprise	--	--	--	--
City of Tempe	Water Meter Reader	Utility Services	--	--
City of Tucson	NR	NR	NR	NR
City of Glendale	Currently classified together			

Survey Question: Does your organization have multiple levels of Water Service Technicians, and if so, what distinguishes each level?

TABLE 56
WATER SERVICE TECHNICIAN LEVELS

Peer Employer	Water Service Technician Level 1	Water Service Technician Level 2	Water Service Technician Level 3
City of Avondale	Water Resources Operator	Sr. Water Resources Operator	Lead Water Resources Operator
City of Chandler	Utility Systems Tech I	Utility Systems Tech II	Lead Utility Systems Tech
Town of Gilbert	Maintenance & Operations Worker	Maintenance & Operations Technician	None
City of Goodyear	Utility Technician I	Utility Technician II	Senior Utility Technician
City of Mesa	Field Worker I	Field Worker II	None
City of Peoria	Water Meter Technician I	Water Meter Technician II	Lead Water Meter Technician
City of Phoenix	Water Services Technician Trainee	Water Services Technician	None
City of Scottsdale	Water/Wastewater Services Worker I	Water/Wastewater Services Worker II	Water/Wastewater Services Worker III
City of Surprise	None	None	None
City of Tempe	Utility Systems Tech I	Utility Systems Tech II Water Meter Reader I	None
City of Tucson	NR	NR	NR
City of Glendale	Water Services System Technician I	Water Services System Technician II	Water Services Tech, Lead

*The City of Scottsdale also has Water/Wastewater Services Worker IV and Water/Wastewater Services Worker V

Survey Question: Does your organization pay Journey Level Trades positions differently? Are they classified individually or under one title (such as Building Maintenance Worker)? Functional areas include Carpenter, Electrician, HVAC, and Plumber.

TABLE 57
JOURNEY LEVEL TRADES POSITION ASSIGNMENT

Peer Employer	Journey Trades Assignment 1	Journey Trades Assignment 2	Journey Trades Assignment 3	Journey Trades Assignment 4
City of Avondale	None	None	None	--
City of Chandler	Facilities Maintenance Technician	HVAC Technician	Electrician Technician	--
Town of Gilbert	Maintenance & Operations Technician	None	None	--
City of Goodyear	Facilities Maintenance Worker I	Facilities Maintenance Worker II	Facilities Maintenance Worker III	--
City of Mesa*	Trades Worker (Carpentry)	Facility Equipment I	Facility Equipment II	--
City of Peoria	Facilities Technician I	Facilities Technician II	None	--
City of Phoenix**	Locksmith	Building Maintenance Worker	Electrician, Machinist, Welder, & Building Equipment Operator	Electrician
City of Scottsdale***	Maintenance Technician I	Maintenance Technician II - Construction	Maintenance Technician II – Electrician, Plumber, HVAC	--
City of Surprise	Electrician	Electrician & HVAC Specialist	--	--
City of Tempe	Facility Electrician	Building Equipment Tech I/II	Facilities Maintenance Team Leader	--
City of Tucson	NR	NR	NR	NR
City of Glendale				--

* The City of Mesa utilizes unique job titles for different functions.

**The City of Phoenix also has Locksmith and Welder categories.

***The City of Scottsdale also has breakout job titles for Aviation, Building, Horticulture, Irrigation, Non-CDL, Painter, Security, and Streets.

Conclusions

The City of Glendale (City) engaged Segal Waters Consulting to evaluate its competitiveness for both pay and pay practices. To gather this information, Segal Waters, in consultation with the City's Human Resources Department, developed a customized survey instrument that was distributed to public sector employers representative of its competitive market labor. Additionally, Segal Waters referenced published market data.

Pay Range Competitiveness

Based on overall market data for the general employee benchmarks, this study found that across all the benchmark jobs together, the City's pay structure is consistent with the market average at the minimum and midpoint, but falls below the custom survey, published survey data, and overall market average at the pay range maximum.

Overall, at the midpoint of the pay range:

- The City's overall average pay range midpoint is 95% of the overall market average.
- 43 benchmark job titles are below market (less than 95% at the midpoint)
- 45 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 9 benchmark job titles are above market (above 105% at the midpoint)
- 4 benchmark job titles did not have sufficient data

Please note that we define market competitiveness as being between 95% and 105% of the market average. As indicated above, there was variation in the competitiveness of the individual benchmark job titles, with 43 benchmarks job titles below the market, 45 benchmark titles at market, and 9 benchmark job titles above market. Four (4) benchmark jobs did not garner enough matches.

This study found that overall, across all benchmarks, the City of Glendale's pay range:

- Minimum was
 - 98% of the overall market average
 - 96% of the public sector average
 - 102% of the private sector average
- Midpoint was
 - 95% of the overall market average
 - 95% of the public sector average
 - 97% of the private sector average

- Maximum was
 - 94% of the overall market average
 - 93% of the public sector average
 - 93% of the private sector average

Recommendations

Compensation Philosophy, Supplemental Information, and Policy Considerations

The City's pay range competitiveness is pointed out above; in this section, we will look at specific things the City can consider to be more competitive with the market and areas where it is doing well.

Before we begin with the recommended Compensation Philosophy on the next page, we would like to point out that the City's Human Resources Policy No. 301 is very sound and we would not suggest deviating from it.

Introduction to Compensation Philosophy

A compensation philosophy is a formal statement documenting the principles and values that drive compensation decision making at an organization. It essentially explains the "why" behind employee pay and creates a framework for consistency. The City can benefit from being transparent about its compensation philosophy and having an official pay strategy.

Compensation philosophies are typically developed by the human resources department in collaboration with the executive team. The philosophy is based on many factors, including the City's financial position, size, mission and vision, salary survey information, and the level of difficulty in finding qualified talent based on the local economy, as well as the unique circumstances of the organization. It is important for the compensation philosophy to be reviewed periodically and modified based on how well it is working and current factors affecting the organization. For example, market conditions sometimes make it difficult to find qualified talent in a particular specialization, and the City may need to pay a premium for these candidates. If the City's current compensation philosophy does not support this value, then the organization may need to change its philosophy to meet its current needs.

A well-designed compensation philosophy supports the City's strategic plan and initiatives, business goals, competitive outlook, operating objectives, and compensation and total reward strategies.

As such, most compensation philosophies seek to:

- Identify the City's pay programs and total reward strategies.
- Identify how the pay programs and strategies support the City's business strategy, competitive outlook, operating objectives and human capital needs.
- Attract people to join the organization.
- Motivate employees to perform at the best of their competencies, abilities and skill sets.
- Retain key talent and reward high-performing employees.
- Define the competitive market position of the City in relation to base pay, variable compensation (if applicable), and benefits opportunities.
- Define how the City plans to pay and reward competitively, based on business conditions, competition and ability to pay.

An effective compensation philosophy should pass the following quality test:

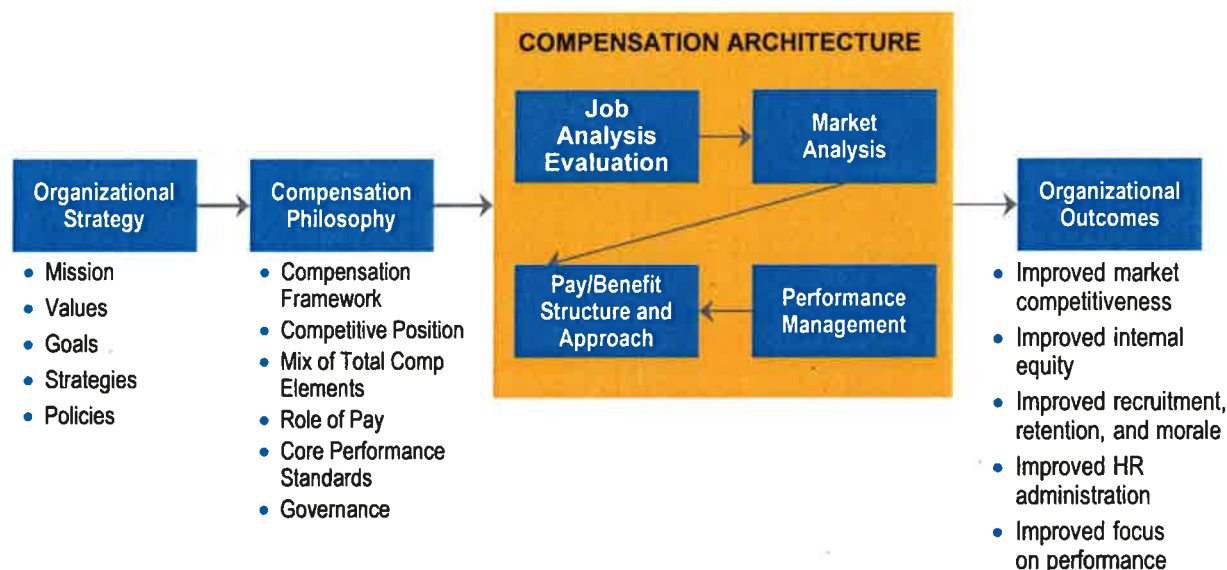
- Is the overall program equitable?
- Is the overall program defensible and perceived by employees as fair?
- Is the overall program fiscally sensitive?

- Are the programs included in the compensation philosophy and policy legally compliant?
- Can the City effectively communicate the philosophy, policy and overall programs to employees?

Segal Waters' approach to human resources consulting focuses on the broader Employee Value Proposition with a strategic eye on all aspects of the human resources function. The Employee Value Proposition defines five components of total rewards that directly impact an employer's ability to recruit and retain talent: Compensation, Benefits, Affiliation, Work Content, and Career, as illustrated in the graphic below.



Segal Waters' consulting philosophy recognizes the integration of all aspects of the Employee Value Proposition and relates them to the larger issues of the human resources function, including organizational commitment, work content, and workforce planning.



The City's compensation philosophy, will guide compensation structures and decisions. While HR is clearly in the lead in developing the City's compensation philosophy and related policies, success lies in close collaboration with the City's Senior Leadership to obtain valuable input, direction and concurrence. These discussions would address the following questions:

- **Competitive Framework:** Who do you compete with for talent? Where do employees come from and go to? Who are your peers operationally?
- **Comparison Markets & Competitive Position:** How will the City benchmark itself against its peers and where does it want its competitive positioning to be?
- **Mix of Total Compensation Elements:** What different elements will be used to compensate employees and to what extent will each part play in the total compensation?
- **Performance Measurement and Goal Setting:** What is the link between pay and performance? How should performance be defined and measured?
- **Internal/External Valuation:** How will work and jobs be evaluated and what is the balance between the emphasis on internal versus external factors in the job evaluation process?
- **Communication:** What is the appropriate degree of transparency in sharing compensation information? *(See an example of an effective Total Compensation Statement.)*
- **Governance and Decision Making:** What are the different roles and levels of authority and responsibility for the design, approval, and administration of compensation?

The City is committed to providing total compensation, including salary and benefits, that enables the City to attract, retain, and motivate skilled, talented, and diverse employees. The Goals of the Total Compensation Programs and Practices are:

- Internally equitable

- Externally competitive within the geographic and professional market for the skills employed
- Within the financial capability of the City
- In compliance with City policies and applicable laws and regulations
- Developed through appropriate collaborative efforts with affected employee groups and committees, as applicable
- A compensation philosophy statement is intended to provide a foundation for the design and administration of compensation plans; it defines what you pay for and why; it should be written in general terms in order to provide a lasting basis for future compensation design and administration decisions

Below is a “simplified” one-page compensation philosophy statement to consider; we have also expanded upon this and delved into all of the full aspects of a compensation philosophy and the types of questions and policies and guidelines the City must consider when adopting a compensation philosophy.

Recommended Compensation Philosophy for the City of Glendale

It is the City’s goal to provide a total compensation package that is competitive and enables the City to attract, recruit, retain, motivate and reward skilled, talented and diverse employees. The City’s goal is to design and maintain compensation programs that facilitate its ability to provide the innovative and comprehensive services our community expects.

It is the policy of the City of Glendale to pay its employees at prevailing wages paid for similar occupations in selected Arizona public sector organizations. The purpose of this plan is to attract, retain, and motivate employees through financial compensation commensurate with the employee’s performance, responsibility, and contribution toward the City’s goals. An affordable market-oriented pay system that keeps city pay ranges externally competitive while preserving internal equity will be maintained through periodic review and adjustment.

While the City’s culture, work environment, and benefits play an important role in attracting, retaining, and developing talent, the City sets pay levels to competitively compensate individuals for their level of responsibility, qualifications, and contributions. The City’s continued focus on hiring and retaining the best and brightest talent is to facilitate a culture of personal and professional development, ensuring the community is continually provided excellence in service.

(All aspects of the compensation philosophy are subject to the annual budget and the City’s ability to remain fiscally responsible. The City may deviate from the stated philosophy to meet business needs.)

Glendale's Compensation Philosophy Statement and Supplemental Information

Background

The types of decisions that the City will need to consider when adopting a formal compensation philosophy are illustrated in the bullets below:

- **Competitive Framework:** Who do you compete with for talent? Where do employees come from and go to? Who are your peers operationally?
- **Comparison Markets & Competitive Position:** How will the City benchmark itself against its peers and where does it want its competitive positioning to be?
- **Mix of Total Compensation Elements:** What different elements will be used to compensate employees and to what extent will each part play in the total compensation?
- **Performance Measurement and Goal Setting:** What is the link between pay and performance? How should performance be defined and measured?
- **Internal/External Valuation:** How will work and jobs be evaluated and what is the balance between the emphasis on internal versus external factors in the job evaluation process?
- **Communication:** What is the appropriate degree of transparency in sharing compensation information? *(See an example of an effective Total Compensation Statement.)*
- **Governance and Decision Making:** What are the different roles and levels of authority and responsibility for the design, approval, and administration of compensation?

Compensation Philosophy Statement

It is the City's goal to provide a total compensation package that is competitive and enables the City to attract, recruit, retain, motivate and reward skilled, talented and diverse employees. The City's goal is to design and maintain compensation programs that facilitate its ability to provide the innovative and comprehensive services our community expects.

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(All aspects of the compensation philosophy are subject to the annual budget and the City's ability to remain fiscally responsible. The City may deviate from the stated philosophy to meet business needs.)

Supplemental Information and Questions

- When determining what it means to pay competitively, an organization decides where to anchor pay.
 - Paying “above the market average” can be very expensive and we suggest that the City anchor its pay range midpoints at the market average. Should there be certain positions that require a “market premium”, then this can be accomplished outside of the compensation structure through effective pay policies, such as those outlined in the City’s No. 301.
- The “competitive market” is defined as other peer employers for which your employees might work; that is, organizations that employ staff requiring the same qualifications and skill sets. Competitive markets may be different for different types or levels of jobs. In considering the market definition for each employee group, the issues to consider include:
 - Geography – local selected Arizona public sector organizations
 - Industry or sector – public sector employers (local governments), private sector employers (published sources of salary data)
- The statements below represent our recommended guidelines regarding the competitive market

Recommended Guidelines for Competitive Market Definitions

The City has a diverse workforce that attracts talent from local Arizona public sector organizations and potentially private sector organizations that employ staff requiring the same qualifications and skill sets. City of Glendale to pay its employees at prevailing wages paid for similar occupations in selected Arizona public sector organizations.

- The local, select Arizona public sector peers are Avondale, Chandler, Gilbert, Goodyear, Mesa, Peoria, Phoenix, Scottsdale, Surprise, Tempe, and Tucson.
 - The private sector is monitored through the use of published sources such as ERI, Towers Watson, Mercer, or other surveys the City may participate in.
- Competitive markets are used to compare a set of benchmark jobs at the City with external organizations.
 - The primary considerations for the City when considering comparison markets include: what organizations and/or sources will you use to gather market data in the future (whom do you want to compare to) and what should be the relative weight or importance of public sector and private sector organizations?
 - Our advice and recommendations are to use a mix of local, select Arizona public sector organizations and to use published data representing the private sector such as Towers Watson, Mercer, and the Economic Research Institute (ERI), which Segal Waters collected for this project, as well as any surveys the City participates in.

Recommended Guidelines for Competitive Positioning

The City endeavors to be an employer of choice, with the ability to attract, retain, and reward highly skilled, talented, and engaged employees. Consequently, compensation is positioned competitively with the market average.

Although the City expects to follow consistent practice in the application of competitive positioning, all aspects of the compensation philosophy are subject to the annual budget and the City's ability to remain fiscally responsible. The City may deviate from the stated philosophy to meet business needs.

- The primary question here is how competitive does the City want to be in paying its staff. When considering how competitive the City wants to be when establishing its pay in comparison to its markets, it should be noted that benefits are also a very important part of the total compensation equation for the organization.
 - Many organizations do a poor job of communicating the value of total compensation that each employee receives: salary/pay, health and wellness benefits, retirement contributions, paid time off, etc. We recommend that the City prepare and distribute annual total compensation statements to employees that highlight their total compensation. *(See an example of an effective Total Compensation Statement).*
- Guideline recommendation: we recommend that the City establish pay ranges based on the market average.

Recommended Guidelines of Mix of Total Compensation Elements

Total compensation includes a combination of pay elements, such as:

- Base pay
- Benefits (salary/pay, health and wellness, retirement, paid time off, tuition assistance, etc.)
- Perquisites and work flexibilities
- Training and skill development opportunities
- Career path and professional advancement opportunities

Base pay is the most prominent component of compensation and is expected to have the largest impact in attracting, retaining, and motivating employees. In addition to tangible rewards of work, employees enjoy opportunities for professional training, career paths, work/life balance and making meaningful impacts in the community.

- Benefits offered by public sector organizations are often very generous, but many organizations do not communicate the value of total compensation to staff. *(See the example of a Total Compensation Statement).*
- Although we are not examining benefits in this project, the City should make sure that the value of total compensation is well communicated to staff.

Recommended Pay Administration Policies

- Pay levels for new hires and newly promoted staff will be based on education, related work experience, market assessment, internal pay equity, and similar considerations. In general, salaries for new hires will be between the minimum and the midpoint of the pay grade, based on these criteria. (This is a policy to be considered).
 - The HR department will partner with other departments to determine competitive and appropriate salary offers.
 - Periodic salary increases will be determined based on availability of funds; the salary increase budget will be determined by City Leadership by considering market trends, the City's financial resources, as well as the overall compensation strategy and goal achievement. (We recommend using WorldatWork's Salary Increase Budget, yearly to assess compensation structure movement).
 - Individual pay progression is based on employees' success in using knowledge, skills, and competencies to continuously support organizational goals.
- Considerations for Senior Leadership center on whether the City would like to create flexibility with these guidelines and develop individual employee progression through the ranges based on performance.
- Policy recommendation: the City should have flexibility in setting starting salaries and adopt flexibility to hire up to the midpoint for qualified/experienced employees.

Performance Measurement & Goal Setting

The City will need to think about whether it would like to link compensation to performance.

- The considerations for the City are on setting, measuring, and rewarding performance:
- **Setting:** Goals are set annually based on alignment with organizational priorities and the individual's ability to have influence over results
 - **Measuring:** A comprehensive performance management tool to help support the performance management system is utilized to facilitate easy, accurate, and timely administration
 - **Rewarding:** Performance-based awards are tied to performance evaluations

Recommended Guidelines on Internal/External Valuation

The compensation program should balance external competitiveness, internal job evaluation, and organizational needs that are vital to set target pay levels.

Base salary competitiveness is maintained through:

- Identification of key benchmark jobs that are used to monitor the market
- Monitoring of the market on a regular basis (every 1 or 2 years) to ensure continued competitiveness
- Consideration of job content, requirements, minimum qualifications, etc. so that jobs that function at the same level are paid similarly; this helps to establish an internal hierarchy of jobs assigned to pay grades based on the content and requirements of jobs

The compensation program will be reviewed regularly, with adjustments made as necessary and as financially feasible to maintain market competitiveness.

- The Program will use market benchmark data as a reference for creating and maintaining staff pay ranges.
- Jobs will be assigned to pay ranges based on market benchmarking information, along with internal consideration for the job's responsibilities and requirements in comparison to other jobs at the City.
- To support internal pay equity, the City will continue to update and maintain job descriptions.

Recommended Guidelines for Communication & Openness

The City understands the importance of transparent dialogue throughout all aspects of its compensation program. The City will leverage effective communication to build trust and support with all stakeholders.

The City will be committed to openness and transparency and will communicate the total compensation philosophy and guidelines to all staff to ensure understanding of the principles that guide salary decisions.

- The goal is to ensure understanding of total compensation through open and clear communication and accessible information.
- Any changes to the Program, and the rationale for the change, will be clearly communicated to the employees.

Recommended Guidelines for Governance & Decision Making

- It is important for there to be clearly defined responsibilities in managing the City's compensation program.
- Human Resources will serve as a subject matter experts, partners, and advisors in policy, procedures and processes.
- Senior Leadership and/or the Council are accountable for policy setting and approval of the compensation philosophy.

Senior Leadership will have to consider how to manage and communicate the compensation program to the employees; we suggest the following roles and responsibilities:

- We recommend that the Council, Senior Leadership, and HR have the role and responsibility to:
 - Communicate openly, regularly, and clearly with employees on compensation-related matters
 - Endorse and support program design and implementation processes
 - Provide resources required to maintain the program
 - Establish and communicate organizational strategy, vision, and goals to staff
 - Set the standard for planning, coaching and feedback, and holding their direct/indirect reports accountable for the same
 - Review and endorse periodic salary structure updates
- The Council and Senior Leadership have the role and responsibility to:
 - Collaborate with HR to centralize, establish, and maintain appropriate salaries and benefits. (Policy recommendation: No salary offers will be made without consultation with HR)
 - Understand job responsibilities and requirements of jobs in their area of responsibility, and the skills, knowledge, and experience levels of staff in their areas
 - Set performance expectations and provide clear and helpful feedback
 - Communicate openly with their staff about total compensation topics
- Human Resources has the role and responsibility to:
 - Collaborate with departments to establish and maintain appropriate salaries and benefits; participate in determining all salary offers for staff
 - Design, develop, and maintain the total compensation program
 - Provide strategic and operational advice to leadership on total compensation issues and market trends
 - Regularly collect market data from the appropriate sources, assess total compensation competitiveness, and recommend adjustments to the salary structure as well as individual salaries
 - Monitor the effectiveness of the total compensation program and practices, its continued competitiveness, and on-going equity

- Communicate the total compensation program and ensure understanding of staff

Recommended Guidelines for Market Pricing Methodology

Benchmarking takes a sample of common jobs and compares them to other peer organizations to assess competitiveness of pay and/or benefits. It is a way to define reference points for making comparisons.

- Benchmarking has been a standard practice in the industry for decades
- Jobs common to other organizations
- Represents the variety of job families and pay grades at the City
- Assess total compensation (salary/pay and health and welfare, paid leave, retirement, etc.) from time to time

Sources can include targeted peers with a custom survey and published data from:

- Economic Research Institute (ERI) Salary Assessor: the ERI Salary Assessor compiles pay data from hundreds of published data sources for thousands of job titles. The database is updated quarterly and provides salary information for nearly any geographic area in the U.S. The information in this report reflects compensation data applicable to data sources and locations around Glendale, AZ.
- Towers Watson Published Data
- Mercer Published Data

Using Market Data to Establish Salary Ranges

Recommended Guidelines for Range Methodology

The compensation program's salary ranges will be wide enough to accommodate a variety of experience, and all employees can expect to be paid within the pay range associated with their job's pay grade.

Range Minimum ↓	50 th percentile ↓		Range Maximum ↓
First Level	Second Level	Third Level	Fourth Level
<ul style="list-style-type: none"> • New to job and field, has little or no direct, related prior experience • On steep learning curve, building both skills and knowledge as well as ability to handle job responsibilities 	<ul style="list-style-type: none"> • Performs some/most job responsibilities with increasing effectiveness • Possesses all/most of the basic knowledge and skill requirements, but may need to build upon them through experience • May still be learning some aspects of job or developing expertise to handle them more independently and effectively • Consistently exhibits many or most desired competencies to perform job successfully 	<ul style="list-style-type: none"> • Performs all aspects of job effectively and independently • Experienced in the job and possesses required knowledge and skills • Consistently exhibits desired competencies to perform job successfully • Seasoned and proficient professional 	<ul style="list-style-type: none"> • Expert in all job criteria • Has broad and deep knowledge of own area as well as related areas • Depth and breadth of experience, specialized skills, perspectives add significant value to the City • Serves as expert resource and/or role model/mentor to others in similar jobs or to other areas at the City • Placement in this quartile requires review and approval by HR

Setting the Initial Salary

Setting a starting salary involves a review by Human Resources of the position's responsibilities and requirements, as well as the depth and breadth of experience of the candidate or incumbent, and using the market data range associated with the position as a guideline. In setting the starting salary for an external hire, benefits, the work environment and other intangibles of working at the City should be considered.

Step 1: Review the Position and Determine its Market Data Range

Either through a quantitative market analysis (for benchmark positions) or a qualitative comparison against positions with market data (non-benchmark positions), Human Resources will determine an appropriate market salary range. The position's target salary range will be between the minimum and midpoint the market depending upon the position responsibilities and requirements.

HR will provide market data and consultation to the appropriate hiring manager at the beginning of the salary/search discussions. This will help ensure a clear efficient process.

Step 2: Review Knowledge, Skills, and Experience of the Individual

Individual salaries will be determined within the market data range, through collaboration between Human Resources and the Senior Leadership oversight, as appropriate. This decision will be based on the candidate or incumbent's knowledge, skills, and breadth/depth of experience and the City will want to consider as a guideline that new employees are not hired in at a rate above current employees with more experience.

Step 3: Review Internal Equity

For any new classifications, before any salary is finalized, Human Resources will conduct a review of other staff salaries to ensure internal equity. The purpose of this review is to ensure that comparably situated individuals are paid similarly and that pay decisions are made under a consistent set of principles to ensure equitable pay for all incumbents.

Step 4: Final Approval of Salary Level

The final salary recommendation is submitted to the appropriate Senior Leadership member for review. Upon approval, Human Resources will submit this information to Payroll.

Changes to Job Content

From time to time, responsibilities of jobs may change. Some of these changes may warrant a salary adjustment. (It is essential to distinguish between a change in the job content and a change in the employee's skills, knowledge, or performance. This section only applies to job content changes.)

When determining an appropriate increase, Human Resources and managers will collaborate to determine the appropriate increase, with the approval of the appropriate Senior Leadership Team member. Consider the following guidelines:

Type of Change	Impact on Pay
1. Change in the tools used to perform the job	<ul style="list-style-type: none">• Changing how work is done or the tools used does not normally warrant a pay adjustment• See "<i>Change in Tools or Processes for Current Job</i>" for <u>guidelines</u>
2. Additional significant responsibilities permanently added to the job	<ul style="list-style-type: none">• Pay for additional significant, permanent responsibilities should be calibrated to the magnitude of change• See "<i>Expanded Responsibilities in a Job</i>" for <u>guidelines</u>
3. Taking on additional responsibilities on a temporary basis	<ul style="list-style-type: none">• Additional work that is assigned on a temporary basis should not be compensated by a permanent adjustment to salary• See "<i>Temporary Assignments/Interim Appointments</i>" for <u>guidelines</u>
4. Significant addition or change of responsibilities, changing the overall purpose and nature of the job	<ul style="list-style-type: none">• Some changes or additions may impact the job definition significantly enough to influence its market value or internal role. Examples include:<ul style="list-style-type: none">– Change in level of supervisory responsibility– Addition of a different functional area of responsibility• These types of changes warrant a review to determine if a re-grading is appropriate. See "<i>Re-grading of a Job</i>" for <u>guidelines</u>

NOTE: Earning a degree or certification does not typically warrant a salary increase unless the job responsibilities change, the incumbent takes on additional responsibilities, or it is required by the job. If this is the case, use the guidelines above to determine if an increase is warranted.

Guidelines for Change in Tools or Processes for Current Job

A change in how work is done or the tools used (e.g., automating manual processes, switching to different software package) does not normally warrant a pay adjustment. While such a change may require training to learn new software or methods, it does not usually change the purpose or overall accountabilities of the job.

If the introduction of new tools and/or software materially changes the job's responsibilities, see "Re-grading of a Job" for guidelines.

Guidelines for Expanded Responsibilities in a Current Job

From time to time, additional significant responsibilities may be added to a job without the core job responsibilities changing. While this type of change generally does not result in a salary grade change, the City may want to reward taking on additional significant responsibilities whenever it is appropriate. When determining an appropriate increase, Human Resources and managers will collaborate to determine the appropriate increase, with the approval of the appropriate Senior Leadership member.

When determining an appropriate increase, consider the following basic compensation principals and guidelines for making adjustments to salaries:

- 2% to 4% increase for permanent additional functions, with the actual adjustment determined by the complexity of the new function, its similarity to the current function and the magnitude of change as a result of the additional responsibilities.
- 4% to 8% increase for additional level of authority.

Guidelines for Temporary Assignments/Interim Appointments

From time to time, it may be necessary for staff to take on additional or different responsibilities temporarily. While all employees are expected to fill in for vacations and other short-term absences from time to time, in some circumstances additional compensation may be warranted. A manager initiating a Temporary Assignment or Interim Appointment in his/her area of responsibility must submit a written proposal to the appropriate Senior Leadership member, presenting the reason for the assignment/appointment, the expected duration, resources required, the method for evaluating successful performance, the criteria for selecting the employee and the proposed compensation for the individual undertaking the Temporary Assignment or Interim Appointment. The Executive Team member will review the request with Human Resources to ensure that the compensation request is appropriate, to understand implications of the Temporary Assignment/Interim Appointment on the staffing and workload of the department, and to identify any areas of concern related to the request.

A **Temporary Assignment** is when an individual is assigned (in writing) additional responsibilities on a temporary basis in the absence of another employee at the City, or to cover additional temporary workload. This additional work must be a significant, clearly defined addition of responsibilities to the normal workload (higher volume of work is excluded from this definition). Any exception should be submitted in writing to Human Resources.

The City's Human Resources Policy No. 301 has described appropriate measures to take for a temporary assignment. We would not suggest deviating from this.

An **Interim Appointment** is when an individual is appointed (in writing) to a different position (either in the same salary grade or in a higher grade) on a temporary basis. The individual will be held accountable for the scope of the interim role that is identified by his/her manager at the time of the Interim Appointment. Again, the City's Human Resources Policy No. 301 appropriately addresses this in the temporary assignment policies.

Guidelines for Re-grading a Job

Since the basis for grade assignment is the market value of a job based on its responsibilities and internal comparison with jobs at the same level, significant changes in job content may warrant a review of the job and its market value to determine if re-grading is appropriate.

The following are examples of situations that may warrant a job evaluation:

- Department reorganization and job restructuring
- Addition of full-time staff reporting to the job (new supervisory responsibilities)
- Addition of new area(s) of responsibility
- Major change in level of authority and accountability

Small changes in a job do not influence market value and therefore would not warrant re-grading (e.g., different software to handle same job responsibilities, procedural changes to existing work, responsibility for overseeing student workers). In addition, a job would not be re-graded if the incumbent earns a degree or achieves another educational milestone, unless this results in changes in the job, level of authority, scope of responsibility, etc.

Requests for re-grading should be made by the manager to whom the position reports, and not by individual employees. If a staff member believes that his/her job needs to be re-graded, he/she should discuss this with his/her manager first. In either case, the manager will discuss the request with the appropriate Senior Leadership member, and then submit to Human Resources for review.

Transfers, Promotions, and Demotions

Guidelines for Transfer/Promotion to a Job in the Same Salary Grade

A transfer is a move to a job in the same salary grade. This can benefit the employee by enabling them to become more versatile and more broadly skilled, contributes to their qualifications, and may eventually lead to future opportunities within the City.

A promotion within a salary grade is intended to recognize personal and professional growth within a career, and requires that the staff member meet promotional requirements that are specific to the job.

Managers may recommend a salary (in writing) within the grade's range, based on the incumbent's skill, knowledge, experience, and performance for review by Human Resources and approval by the appropriate Senior Leadership member.

Considerations will include the degree of difference in job responsibilities and whether additional training is needed. Salary adjustments may range up to 5% depending on individual circumstances.

Guidelines for Promotion to a Job in a Higher Salary Grade

Being promoted involves taking on significantly greater responsibilities in a job that is assigned to a higher salary grade. Such a move generally warrants an increase in base salary to recognize these additional responsibilities and to ensure that the incumbent's pay is consistent with the market. (An exception might occur if the employee's current salary is very high in the grade for his/her current job.)

Human Resources and managers will collaborate to develop an appropriate salary within the new salary grade, based on the employee's skill, knowledge, experience, and performance. Since circumstances vary and each employee has a different pay history, it is important to consider multiple factors when making pay decisions relating to promotions. These factors are shown in the chart on the following page.

This chart can be used by managers and Human Resources to determine an appropriate increase range for a promotion to a higher grade. Consider how each criteria statement applies to the employee and plot the assessment on the corresponding line. After plotting each of the criteria, a pattern is likely to be evident. This pattern will help develop an appropriate increase recommendation.

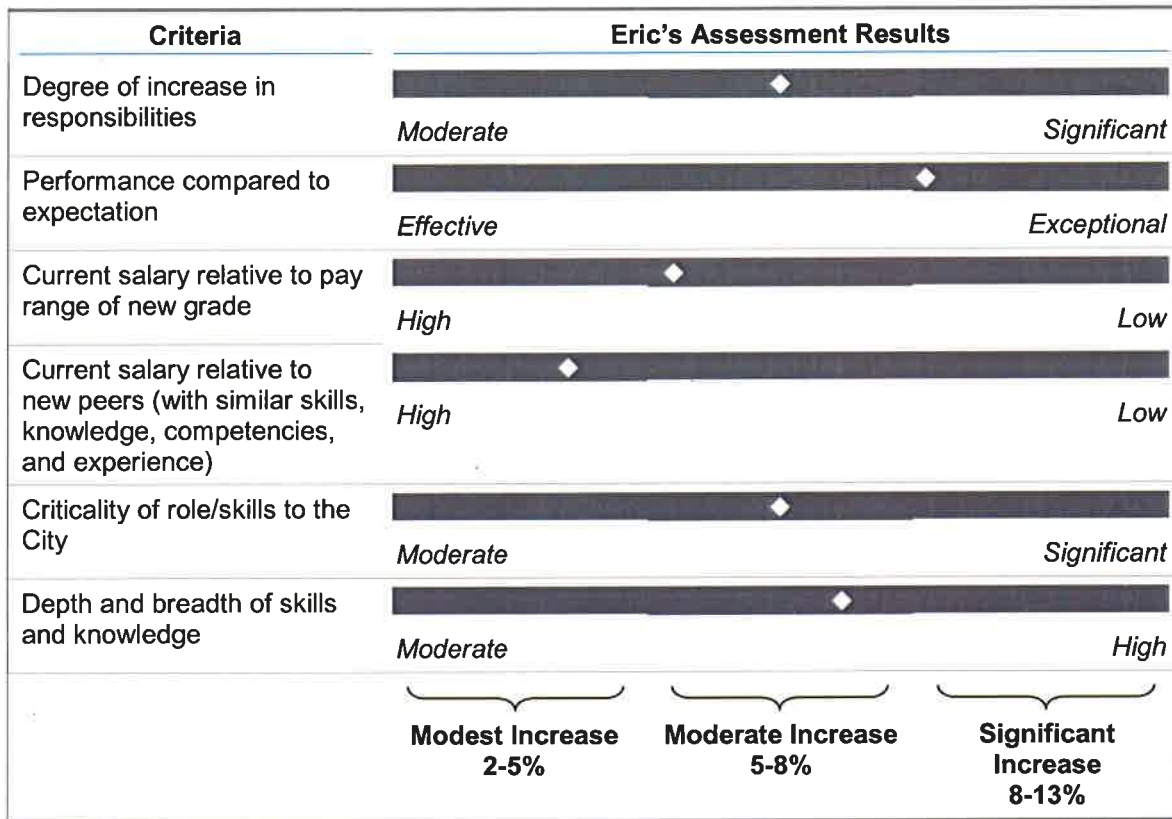
Criteria	Assessment of Employee		
Degree of increase in responsibilities			
	Moderate		Significant
Performance compared to expectations			
	Effective		Exceptional
Current salary relative to pay range of new grade			
	High		Low
Current salary relative to new peers (with similar skills, knowledge, competencies, and experience)			
	High		Low
Criticality of role/skills to the City			
	Moderate		Significant
Depth and breadth of skills and knowledge			
	Moderate		High
	<div> <div> Modest Increase 2% – 5% </div> <div> Moderate Increase 5% – 8% </div> <div> Significant Increase 8% – 13% </div> </div>		

The salary resulting from this increase should then be compared to the quartile definitions for the new grade, to ensure that employee's contributions and capabilities for the new job are reflected by the new salary.

The following pages show two examples of how this chart can be used. In all cases, promotional increases are dependent upon internal equity as determined by Human Resources and available financial resources.

Example 1








Assume Eric is moving to a job that is one salary grade higher than his current job. He is a good performer, consistently performing at an above-expectation level; however, the depth and breadth of his skills is only somewhat above a moderate level. His pay is relatively high compared to peers in the new grade. When this information is plotted on the chart, the pattern appears as follows:



Since the pattern is skewed towards the middle range of the increase options, and a 5% – 8% increase is appropriate for Eric.

Example 2

Assume Sara is moving to a job that is one salary grade higher than her current job. Her performance consistently exceeds expectations and the depth and breadth of her skills is very high. Her pay is relatively low compared to peers in the new grade. When this information is plotted on the chart, the pattern appears as follows:

Criteria	Sara's Assessment Results		
Degree of increase in responsibilities			
	Moderate		Significant
Performance compared to expectation			
	Effective		Exceptional
Current salary relative to pay range of new grade			
	High		Low
Current salary relative to new peers (with similar skills, knowledge, competencies, and experience)			
	High		Low
Criticality of role/skills to the City			
	Moderate		Significant
Depth and breadth of skills and knowledge			
	Moderate		High
			

This pattern is clearly skewed towards the high range of the increase options. Sara would be eligible for a significant increase of approximately 8 – 12%.

Guidelines for Demotion to a Job in a Lower Salary Grade

At times, an employee may be reassigned to a position in a lower salary grade. This most likely will occur as a result of a more appropriate fit between the employee's capabilities and the skills and expectations of a different job.

When an employee is reassigned to a job in a lower salary grade on an *involuntary* basis, the incumbent's salary may remain the same, but will be managed within the new salary grade's pay range. The employee's salary may also be decreased to reflect the responsibilities of the new job. This is based on the supervisors' recommendations to Human Resources.

If an employee *elects* to take a job in a lower salary grade, his or her salary will be reduced to reflect the responsibilities of the new job.

Before finalizing these salaries, however, review the incumbent's skills, knowledge, experience, and performance in comparison to salaries of incumbents in similar roles. Modify the initial salary

adjustment recommendations, if necessary, to ensure internal equity with the current incumbents in similar positions in the new salary grade.

Salary Increases and Adjustments

Guidelines for Annual Salary Increases

Annual salary increases will be based on performance and the salary increase budget determined each year by City leadership.

The increase pool will be determined by considering market trends, City financial resources, and overall City strategy and goal achievement. While it is the intent of the City to provide annual salary increases, the City cannot guarantee that such increases will occur every year, nor can it guarantee an amount.

Employees with satisfactory performance are eligible to receive annual salary increases, if they are authorized by the City.

Guidelines to Consider for Performance-Based Merit Increases

Should the City intend to reward employees through performance-based merit increases, it can use these guidelines. Each year, Human Resources and Senior Leadership will analyze the City's budget and recommend a merit increase budget to the Council.

Merit increases are expected to be calibrated to the level of performance demonstrated:

- HR will provide annual merit increase guidelines to assist managers
- If the City decides to move in this direction, staff should be rewarded for performance that contributes to both the individual department's or City's goals as well as the City's overall goals
 - Each staff member's performance reviewed carefully and accurately through the performance review process
 - In general, higher performing staff members should receive larger merit increases

Merit increases at the City are intended to reward employees for performance that contributes to both the individual department's goals as well as the City's overall goals. A careful and thorough assessment of each employee's performance as well as other criteria should be conducted before an increase recommendation is developed. HR will provide annual merit increase guidelines to assist managers. The City's merit increases outlined in Human Resources Policy No. 301 are appropriate:

- Regular status employees who have completed one year of service and have satisfactorily performed their job assignments may be eligible for a merit increase on or about July 1 of each year.
- All regular status employees who have satisfactorily completed their initial review period may become eligible for a merit increase on their one-year anniversary date. The following July 1 after their anniversary date they may be eligible for a pro-rated increase based upon the month in which they were hired. The employee will then be placed on the July 1 schedule for all future merit increases.

- For employees close to the maximum of their salary grade, any portion of a merit increase, salary adjustment or any other adjustment to base salary which exceeds the maximum of the salary grade will not be paid above their range maximum.

We must provide a note of caution though, that if the City decides to become a truly performance-based organization, it **must fund it every year**. If it is the first thing to go when times get tough, then system will fail. A typical performance pay matrix below looks something like this, but obviously can be customized based on budget allocated for increases and different percentages, depending on the philosophy of the organization:

Performance Rating	Pay Range				
	Min	25 th %tile	50 th %tile	75 th %tile	Max
	52,000	55,962	59,924	63,886	67,848
Outstanding	6%	4%	3%	2%	0%
Exceeds Expectations	4%	3%	2%	2%	0%
Meets Expectations	3%	1%	0%	0%	0%
Does not meet Expectations	0%	0%	0%	0%	0%

Guidelines for Equity and Market Adjustments

Human Resources will review survey data and internal salaries regularly. From time to time, it may be necessary and appropriate to adjust salaries to establish/maintain internal equity or to recognize significant market changes.

- **Equity Adjustment:** an adjustment that is made to ensure that an individual staff member's salary appropriately reflects his/her skills, knowledge, experience, and performance. Equity adjustments may be made at the same time as the annual increase, and, if so, will be clearly communicated to the staff member to avoid confusion with the annual increase.
- **Market Adjustment:** an adjustment that is made to recognize changes in the competitive market salary for a job. Market adjustments are unlikely to occur often, because the salary program is based on benchmarking and is updated regularly to ensure continued competitiveness. Occasionally, however, unusual market circumstances may warrant an adjustment.

All adjustments will be approved by the Council prior to being implemented.

Salary Structure Recommendations

Compensation Structure and Decisions

The City's pay range competitiveness is pointed out above the Compensation Philosophy; in this section, we will look at specific things the City can consider to be more competitive with the market and areas where it is doing well.

First though, we would like to point out that, in collaboration with the City, we looked at the internal hierarchy and pay grades of all City positions and compared internal relationships with the market data. The entire City structure was analyzed in this way as were all classifications, with some titles being recommended for a different City salary range, again, based on market data and internal relationships among jobs. This is called job slotting.

As pointed out above, the minimum and midpoint of the pay range, the City is more competitive, while the maximum is further behind the market. The City recently increased the minimum of its pay grades, while not adjusting the maximum. This increased competitiveness of the minimum and midpoint of the pay grades, but left the maximum of the pay grades to trail the market.

We recommended increasing the pay range maximums and provided two updated salary structure options: the first with a 45% pay range width and the second with a 50% pay range width. After discussing these options, the City chose to go with the 50% range spread in order to be more competitive with the market. Below, on the following pages, are three summaries of what it would cost to implement the new salary structure under three different set of criteria for bring employees into the new salary structure:

CITY OF GLENDALE
PAY PLAN IMPLEMENTATION COST SUMMARY
Option 1

Adjustment to Range Minimum

2-4.9 Years in Position - 25th Percentile, 5+ Years in Position - Midpoint

	Employee Group		
	Full-Time	Part-Time	Total
Current Base Salary	\$57,550,559.00	\$897,282.00	\$58,447,841.00
Number of Employees	990	38	1,028
Adjustment to Range Minimum	\$136,354.00	\$5,116.68	\$141,470.68
Adjustment Percent	0.2%	0.6%	0.2%
Number of Employees Receiving Adjustments	81	4	85
Percent Receiving Adjustments	8.2%	10.5%	8.3%
Time in Position Adjustment	\$1,808,553.63	\$64,997.41	\$1,873,551.04
Adjustment Percent	3.1%	7.2%	3.2%
Number of Employees Receiving Adjustments	351	23	374
Percent Receiving Adjustments	35.5%	60.5%	36.4%
Total Adjustments	\$1,944,907.63	\$70,114.09	\$2,015,021.72
Total Adjustment Percent	3.4%	7.8%	3.4%

CITY OF GLENDALE
PAY PLAN IMPLEMENTATION COST SUMMARY
Option 2

Adjustment to Range Minimum

2-4.9 Years in Position - 25th Percentile, 5-7.9 Years in Position - Midpoint, 8+ Years in Position - 60th Percentile

	Employee Group		
	Full-Time	Part-Time	Total
Current Base Salary	\$57,550,559.00	\$897,282.00	\$58,447,841.00
Number of Employees	990	38	1,028
Adjustment to Range Minimum	\$136,354.00	\$5,116.68	\$141,470.68
Adjustment Percent	0.2%	0.6%	0.2%
Number of Employees Receiving Adjustments	81	4	85
Percent Receiving Adjustments	8.2%	10.5%	8.3%
Time in Position Adjustment	\$2,275,757.93	\$80,409.97	\$2,356,167.89
Adjustment Percent	4.0%	9.0%	4.0%
Number of Employees Receiving Adjustments	384	23	407
Percent Receiving Adjustments	38.8%	60.5%	39.6%
Total Adjustments	\$2,412,111.93	\$85,526.65	\$2,497,638.57
Total Adjustment Percent	4.2%	9.5%	4.3%

CITY OF GLENDALE
PAY PLAN IMPLEMENTATION COST SUMMARY
Option 3

Adjustment to Range Minimum

2-5.9 Years in Position - 25th Percentile, 6-8.9 Years in Position - Midpoint, 9+ Years in Position - 60th Percentile

	Employee Group		
	Full-Time	Part-Time	Total
Current Base Salary	\$57,550,559.00	\$897,282.00	\$58,447,841.00
Number of Employees	990	38	1,028
Adjustment to Range Minimum	\$136,354.00	\$5,116.68	\$141,470.68
Adjustment Percent	0.2%	0.6%	0.2%
Number of Employees Receiving Adjustments	81	4	85
Percent Receiving Adjustments	8.2%	10.5%	8.3%
Time in Position Adjustment	\$2,054,921.80	\$78,298.33	\$2,133,220.13
Adjustment Percent	3.6%	8.7%	3.6%
Number of Employees Receiving Adjustments	368	23	391
Percent Receiving Adjustments	37.2%	60.5%	38.0%
Total Adjustments	\$2,191,275.80	\$83,415.01	\$2,274,690.81
Total Adjustment Percent	3.8%	9.3%	3.9%

Pay Practices and Policies Findings

Pay Practices and Policies Findings and Decisions

We designed the custom survey document to collect pay practices and policies from peer organizations and below are some highlights:

- Table 7 points out that most peer organizations have regular or general employees on an open range salary structure and half have Public Safety positions on a grade and step plan; the City is consistent with the peers.
- Table 9 shows the FY 2015 pay increase amounts; although some peers vary, the City is slightly behind what most peers offered and could consider a greater increase in FY 2016.
- Table 12 outlines pay progression and promotion practices in which the City falls in line with the market.
- In table 13, pay progression and reclassification policies, the City is not quite as competitive with the market as most (8) peers provide pay increases for reclassification to a higher grade, which vary from being brought up to the minimum of the new range (as the City does), to a 5% or 10% pay increase (4) peers. For these peers, this means that if employees are already at or above the minimum of the new range, they receive an increase of 5% to 10%.
- In table 13 the City is consistent with the market in offering starting pay above the minimum.
- For pay supplements, the City is reasonably consistent with the market for 2nd shift, 3rd shift and weekend differentials, but is not consistent with the market in holiday pay, where the peers typically offer 1.5 x the base salary for hours worked on a holiday.
- The City is consistent with the market for On-Call or Standby pay and Acting Pay, but not for Call-Back or Emergency pay where the peers typically offer 1.5 x the base salary.
- Most peers do not offer additional pay for certifications/licensing. Similarly, most peers do not offer additional education pay.
- In tables 28 and 29, like the City, most peers do not offer skill based pay.
- In table 32, like the City, most peers do not offer performance based rewards.
- In table 33, the City is currently more generous than most peers in that it offers a lump sum for across the board pay increases when the employee is at the maximum of the pay range.
- In the job specific questions, we found that:
 - Peers had between 1 and 3 levels of Equipment Operators

- Peers typically had at least 2 Water Services Technician Assignment areas, and 2 peers had 3 areas of assignment and 1 peer had 4 areas of assignment.
- Six peers had 2 levels of Journey Trades assignment; 4 peers had 3 areas of Journey Trades assignment and 2 peers had 4 areas of Journey Trades assignment

The main takeaway is that Human Resources Policy No. 301 is an appropriate policy document, the City's Compensation Philosophy will help to attract, motivate and retain employees by providing market competitive pay and benefits, and that with the recommended salary structure and revised slotting of jobs, the City will be consistent and competitive with the market.

Appendix 1 – Benchmark Summaries

#	Benchmark Job Title	Job Summary
1	Account Specialist II	<p>Performs research and analysis of various accounts throughout the city. Maintains, updates, and organizes reports, spreadsheets, and information. Maintains and processes reports to ensure compliance with applicable regulations. Maintains electronic spreadsheets. May also perform basic bookkeeping activities supporting the general ledger.</p> <p>Qualifications: Two years of college course work in business, computers, or related field and one year of experience working with computer software applications specific to accounting, receivables, payables, billing and/or bookkeeping.</p>
2	Accountant I	<p>Performs entry level, professional accounting work in the preparation and maintenance of budget and accounting records. Monitors and analyzes accounting records to determine accuracy of financial data and conformance to accounting standards. Reconciles and analyzes general ledger accounts and city bank accounts, prepares journal entries, and remits payment to vendors. Maintains electronic spreadsheets. Performs treasury function for city.</p> <p>Qualifications: Bachelor's degree in a related field. Proficiency using electronic spreadsheets is required.</p>
3	Administrative Assistant	<p>Provides administrative assistance and support to an executive or manager. Performs a broad range of administrative functions and assignments involving independent judgment and initiative. May act as main contact for Department and Director, maintain Director's calendar, and arrange meetings for Director and other staff members. Responsible for travel arrangements for Director. Enters data into various types of databases. May serve or assist as department budget liaison, coordinate department budget preparation, and/or collect data. Provides other City departments with information as requested. Handles confidential material with discretion. Main point of contact with staff at executive level as well as other department directors.</p> <p>Qualifications: Two years of experience in an administrative or similar staff support function.</p>
4	Airport Administrator	<p>Manages, plans, organizes, and directs the operations, development and administrative activities of the City Airport.</p> <p>Qualifications: Bachelor's Degree in transportation planning, business or public administration, or a related field, and five years of experience in directing or assisting in the direction of airport operations including two years of supervisory experience.</p>

#	Benchmark Job Title	Job Summary
5	Applications Analyst	<p>Formulates and defines system scope and objectives to develop or modify moderately complex websites and information systems. Prepares detailed specifications for programs to be written or configured. Designs, codes, tests, debugs documents and maintains programs or configurations. Works on websites and other applications on most phases providing configuration and programming activities.</p> <p>Qualifications: Bachelor Degree in Information Systems or Computer Science or a related field and two years of experience in computer programming and systems analysis and design, including experience in HTML, web development and database integration.</p>
6	Assistant City Attorney	<p>Provides legal counsel and representation to the various City departments and City officials. Prepares, reviews and negotiates contracts, deeds, and leases and prepares draft ordinances, resolutions and other legal documents. Attends meetings of City Council, boards, commissions and committees and provides advice and legal interpretation. Assists the City in legislative lobbying efforts and revenue recovery. Represents the City in litigation involving utility, water resource, and environmental matters. Conducts defense of challenges to City Council actions and liability claims against the City including negotiating with adverse parties, conducting discovery, preparing disclosures, preparation of witnesses and exhibits, and conducting trial and post-trial appellate proceedings. Defends and responds to non-judicial claims against the City and its employees including investigation, legal research and negotiations with claimants.</p> <p>Qualifications: Graduation from an accredited school of law and two years of experience in the practice of law.</p>
7	Assistant City Manager	<p>Performs work involving extensive liaison, administrative and managerial duties. Provides administrative direction to Department Directors for their areas of responsibility in working towards the achievement of goals for the individual department(s) and the City of Glendale. Serves as a member of the City's top management team in establishing and maintaining good management policies and procedures. Reviews the activities of the general operation to determine efficiency; confers and assists the City Manager in formulating business strategies. Advises the City Manager of issues and operational progress through oral and written reports. Interprets and implements policies received from the City Manager and the City Council. Provides administrative direction and support to staff in analyzing, developing, implementing and evaluating policies, programs and procedures.</p> <p>Qualifications: Master's Degree in Public Administration, Business Administration, Management, or a related field and eight years of progressively responsible administrative experience in a municipal government organization with five of those years being in a municipal management position.</p>
8	Assistant Director, Finance	<p>Oversees the City's investment and financial operations and agreements. Provides leadership and direction to multiple divisions responsible for day-to-day management of the Financial Services Department.</p> <p>Qualifications: Bachelor's degree in Accounting, Finance, or a related field, and seven years of increasingly responsible experience in governmental financial planning and administration, including three years supervisory experience.</p>

#	Benchmark Job Title	Job Summary
9	Assistant Fire Chief	Performs administrative and managerial work planning and directing the activities and operations of large divisions within the Fire Department. Qualifications: Bachelor's Degree in Fire Science, Management, Public or Business Administration and eight years of fire department experience including two years as a Battalion Chief or above.
10	Assistant Fire Marshal	Manages the operation of assigned sections, related programs and staff, of the Fire Marshal's Office with in the Fire Department. Related programs may include plan review, building inspections, code enforcement or other assigned duties. Qualifications: Bachelor's Degree in fire science, fire prevention, fire investigations, or a related field, and five years of experience performing in fire prevention operations and inspection work, including one year in a supervisory position.
11	Assistant to the Mayor	Plans, organizes and manages the activities within the Mayor's office. Develops strategies for the operation and improvement of the Mayor's office. Qualifications: Bachelor's degree in Public Administration, Political Science, Management or a related field and four years of progressively responsible administrative experience in a municipal government, including two years of supervisory experience. A Master's degree is preferred.
12	Budget Analyst	Develops, analyzes, manages and evaluates an area of assignment in the City's Budget Division of the Financial Services Department. Develops recommendations and implements changes. Performs other duties involving complex research, analysis including forecasting and developing efficient budget processes and procedures. Qualifications: Bachelor's Degree in Finance, Business Administration, management, or a related field, and three years of budget experience preferably in the public sector.
13	Building Inspector	Performs building inspection work to assure compliance with the City's building, electrical, mechanical, and plumbing codes, other city ordinances, and state and federal laws for the Building Safety Department. Qualifications: Two years of college or vocational course work in building construction, drafting, engineering studies or a related field, and two years of experience in building construction or building inspections.
14	Building Safety Manager	Plans, organizes and manages the activities and staff of the Building Inspection, Cross Connection Control, Plans Review or Development Services Center Divisions. Qualifications: Bachelor's Degree in architecture, engineering, building construction or related field and four years of experience in plan review, construction contracting, building inspection, architecture or engineering including one year of supervisory experience.
15	Chief Information Officer	Serves as the chief information officer responsible for overseeing all information technology services including: network services, software applications development and acquisition, telecommunications, and administrative support services. Qualifications: Bachelor's degree in management information systems or a related field and eight years of increasingly responsible management/administrative experience in leading an information technology department or organization. Master's degree is preferred.

#	Benchmark Job Title	Job Summary
16	Chief Librarian	Plans, organizes and directs the activities, programs, and staff of the library division system. Qualifications: Master's Degree in Library Science from an American Library Association accredited university, and six years of professional library management experience including two years of supervisory experience.
17	City Auditor	Plans and directs the City's internal audit functions, which includes: financial, operational, compliance and efficiency audits of all City functions; directing, supervising and evaluating the internal audit staff; establishing audit objectives; and, reviewing work papers, audit reports, and follow-up procedures to be performed. Advises the City Manager and City Council on matters relating to internal control, financial matters and operational efficiency, and effectiveness. Performs audits of books and records of contractors and other entities working under agreement with the City. Performs special internal audit investigations as requested by the City Manager. Makes presentations and answers questions at City Council, committees, boards and commission meetings. Qualifications: Bachelor's degree in Accounting and five years of experience in public accounting or internal auditing, and one year in a supervisory capacity.
18	City Engineer	Plans, organizes and directs the activities and staff of the Engineering Department. Provides engineering counsel and assistance to City Management, City Council, and department heads. Qualifications: Bachelor's degree in Civil Engineering or a related field with six years of administrative engineering experience including six years of planning and directing complex engineering projects at the management level. Master's Degree is preferred. Must possess valid Professional Engineer (PE) in the State of Arizona at time of application or have ability to obtain within one year of appointment.
19	City Prosecutor	Performs professional and administrative legal work in prosecuting cases involving violations of city codes and ordinances, and state misdemeanor cases. Provides direction and oversees work performed by legal staff, Assistant City Prosecutors and contract professional level legal staff. Meets with defendants and/or their attorneys at the pre-trial conference, explains the situation and the alternatives available regarding pleas, fines, sentences, etc. Prepares for and appears at arraignments. Serves periodically as a prosecuting attorney on cases, which go to trial, interviews witnesses and generates subpoenas as necessary. Develops and implements City Prosecutor's Office policies, procedures and/or practices and coordinates policies and procedures with the Glendale Police Department. Qualifications: Graduation from an accredited school of law and five years of experience in the practice of law, and two years of experience supervising other attorneys.
20	Civic Center Manager	Plans, organizes and manages the daily operations of the Civic Center. Manages schedule, marketing, budget, and staff for Civic Center events. Reviews marketing, booking programs and rentals to ensure compliance with stated facility regulations. Determines revenue and expenses. Monitors contractors responsible for all assigned functions such as food and beverage service, general service contracts, facility maintenance, renovations and/or construction. Develops, recommends, and implements public relations and promotional programs and collateral materials. Qualifications: Bachelor's degree in business, public administration, marketing, hospitality or related field and four years' experience in hospitality or facilities management for a Convention or Conference.

#	Benchmark Job Title	Job Summary
21	Civil Engineer	Plans, designs and manages public works projects. Qualifications: Bachelor's Degree in Civil Engineering or related field and two years of increasingly responsible experience as a professional engineer. Registration as a Professional Engineer in the State of Arizona.
22	Claims Analyst	Analyzes potential insurance liability on behalf of the City, including property, personal injury, and employment practices claims. Investigates accidents, incidents, property damage, liability claims and personal injury claims filed against the City. Maintains electronic claim administration system, including all claim and litigation information files in the system. Adjusts property claims and submits documentation to the Finance Department for reimbursement. Develops procedures for processing property damage claims, and trains City personnel on filing claims. Manages and directs the work of the City's Safety Security and Alliance to implement city-wide safety and security policies and procedures. Develops and conducts risk management and safety related training. Qualifications: Bachelor's degree in Business or Risk Management and three years of experience in complex claims handling, litigation management and risk management and insurance.
23	Code Inspector I	Performs a variety of routine and technical fieldwork activities to ensure compliance with city codes and ordinances including rental, zoning and property maintenance. Performs field inspections in response to complaints and proactively inspects an assigned geographic area to ensure compliance with various city codes that include rental, zoning and property maintenance. Prepares and issues compliance orders for the discontinuance, removal or alteration of conditions that violate city codes or ordinances; performs follow-up inspections to ensure that corrective action has been taken. Maintains effective communication with citizens and property owners in order to explain violations, code requirements and options to resolve code violations. Maintains accurate, comprehensive records and documentation related to work assignments and ensures all information is kept up to date. Qualifications: Two years of experience in public contact work involving problem resolution preferably in a technical area such as zoning or code enforcement.
24	Community Services Representative	Assist clients with various state and federal programs. Interview clients to identify their needs. Calculate household income and determine eligibility; assist clients with understanding, completing and interpretation of various forms/applications; track client files and individual applications to ensure paperwork is complete and accurate according to specific federal or state guidelines. Coordinate with other state and local social services; conduct weekly home visits and special medical accommodation appointments; determine correct federally funded rental subsidy according to federal and local regulations;-research and analyze federal legislation, regulations and processes for fraud prevention. Qualifications: One year of college coursework (at least 30 semester hours) in social services and one year experience working in a social service program or three years of current experience working with federally-funded assistance programs where need is based on family income. Examples of acceptable experience are AZ Department of Economic Security income verification responsibilities. DES STATE TRAINING; AZ Community Action Association training; HUD HMIS training. Section 8 Housing Choice Voucher and Public Housing rent calculation certificate.

#	Benchmark Job Title	Job Summary
25	Contract Analyst	Develops, administers and manages contracts and projects relative to City operations and customer services. Qualifications: Bachelor's degree in Supply Chain Management, Purchasing, Public or Business Administration, or a related field and three years of experience involving professional procurement and contract administration for a governmental agency.
26	Council Assistant	Provides professional and administrative support for City Council members including research, analysis of data, problem and dispute resolution, preparation of newsletters, reports, and neighborhood communications, and program or project management. Qualifications: Requires a Bachelor's Degree in Public Administration, Political Science, Communications, Public Relations or a related field and two years of work experience performing executive level customer service and administrative support for elected officials, military officers, board of directors or other high ranking executives in the public or private sector.
27	Court Clerk II	Performs administrative and clerical judicial and legal support (including financial, cash handling, and customer service functions) in one or more areas of the court. Qualifications: Two years of college education or two years of experience in one or more of the following areas: customer service involving frequent public contact, cashing, or criminal justice.
28	Crewleader	Provides lead supervision over crews in a division of Public Works or Water Services in assigned area of responsibility such as, Landfill, Sanitation, Streets, Signs & Markings, Streets & Right-of-Way, Airport, etc. Trains staff, prioritizes and assigns work and monitors work in progress and upon completion for compliance with standards and plans. Qualifications: Three years of experience in public works, construction, maintenance and repair work, and in the operation of light, medium, and heavy equipment relative to the area of assignment. College coursework in Wastewater Collection and Distribution Technology is preferred for some positions in Water Services. Depending on the area of assignment, some positions may require: possession or ability to obtain one or more of the following: Commercial Driver's License with endorsements; Level 1 Signs and Markings Certification; Work Zone Certification; Grade 2 Wastewater Collection Certification; Grade 2 Water Distribution Certification; Level 2 Signs and Marking Certification; and Restricted Use Pesticide Certification.
29	Customer Service Representative	Provides customer service assistance to all utility billing and sales tax customers in a high volume phone and walk-in environment. Ensures business are in compliance with business license and sales tax requirements. Qualifications: Two years of customer service experience involving financial transactions including face-to-face customer contact and working in a high volume call center.
30	Database Administrator	Directs and controls the activities related to data planning and development and the establishment of policies and procedures pertaining to data management, data security, data maintenance, and data utilization. Establish, monitor and maintain database standards. Advises management on database concepts, functional capabilities, database performance improvement and data utilization. Qualifications: Bachelor's Degree in Computer Science, Engineering or related field and five years of experience designing and supporting databases and applications. Industry recognized database certification. Examples include but not limited to Oracle, Microsoft or enterprise class database product.

#	Benchmark Job Title	Job Summary
31	Deputy City Attorney	<p>Performs professional and administrative legal work including counseling with the various City departments, City Council, boards and commissions, and providing legal representation for the City. Assigns work and provides direction and supervision to Assistant City Attorneys, legal assistants, and support staff. Represents the City in litigation matters including investigating facts, researching law, conducting discovery, preparing pleadings and motions, preparation of witnesses and exhibits and conducting trial and post-trial proceedings and appeals. Provides legal advice regarding personnel policies, discipline, complaints, claims and other personnel matters. Prepares, reviews and negotiates contracts, deeds, leases and other legal documents. Assists in City lobbying efforts and reviews and comments on pending legislative bills. Recommends proposed policies and procedures to comply with new laws and regulations. Provides legal direction to the Police Department regarding implementation of new crime prevention programs. Conducts special administrative investigations for City Council and City Manager.</p> <p>Qualifications: Graduation from an accredited school of law and five years of experience in the practice of law, including two years of supervisory experience.</p>
32	Deputy City Clerk	<p>Provides highly complex administrative support for the City Clerk's Office. Supervises and manages staff, to include performance evaluation, professional development, hiring, training, and disciplinary recommendations. Prepares department budget and serves as procard liaison. Performs research, analysis, and preparation of reports and recommendations for changes in policies and procedures. Maintains records and responds to public information requests. Administers the election process, including the preparation of materials, communications, and voter outreach. Serves as Acting City Clerk in the absence of the City Clerk, and attends City Council meetings.</p> <p>Qualifications: Bachelor's Degree in business or public administration, management, or a related field and four years of experience in a responsible administrative capacity performing duties in records management, municipal elections, campaign finance, or closely related area preferably in a City Clerk's Office, including one year of supervisory experience in an office setting. Master Municipal Clerk, Certified Municipal Election Officer, and Certified Election Officer - Secretary of State certification preferred.</p>
33	Deputy Director, Parks & Recreation	<p>Under administrative direction, this position is accountable for the planning, management, and activities of the Parks and Recreation division. Manages day-to-day operations, financial objectives, and marketing of assigned areas, Establishes strategies for long-term direction of division programs, services, and activities. Provides professional and technical assistance to the Director and the Parks and Recreation Advisory Board.</p> <p>Qualifications: Bachelor's Degree in Parks and Recreation Administration, Business Administration, Public Administration, Municipal Planning or a related field, and six years' experience in professional recreation work, or other community based programs, including two years supervisory experience.</p>
34	Deputy Director, Public Works	<p>Provides highly complex professional level staff assistance to the Public Works Director in the management of a department such Field Operations, Solid Waste, etc. Plans, organizes and supervises the activities and staff of several divisions and a wide variety of day-to-day functions within the department.</p> <p>Qualifications: Bachelor's Degree in Public or Business Administration, engineering, or related field and seven years of relevant work experience including three years of management experience.</p>

#	Benchmark Job Title	Job Summary
35	Deputy Director, Water Services	<p>Depending upon area of assignment, will assist the Water Services Director in planning, organizing, coordinating and managing the Water Services Department including water treatment, wastewater treatment, water distribution, wastewater collections, meter maintenance, meter reading, customer service, Water Services information technology, administration, security, safety, conservation and sustainability, pretreatment, water quality, capital improvement program, water resource planning, hazardous materials management, air quality and pollution prevention.</p> <p>Qualifications: Bachelor's degree in Engineering, Environmental Sciences, Urban/Regional Planning, Geography, Public or Business Administration, Business Management or related field, and seven years of progressively responsible experience including three years of supervisory experience. Relevant environmental certification preferred, where applicable.</p>
36	Development Services Representative	<p>Analyzes, interprets, and enforces the plumbing, building, electrical, and mechanical codes and zoning ordinances for compliance with policy. Assists developers, contractors, and the general public by answering questions and explaining the permitting process, both at the public service counter and via telephone phone. Reviews and interprets plans and permits, and tracks progress of complex projects. Calculates and collects permit fees for developmental and residential projects. Assist Planning, Engineering, and Building Safety departments by recommending changes to permitting process.</p> <p>Qualifications: Two years of college level course work in planning, building construction, or a related field and two years of experience in planning, building construction, or a related field. ICC Permit Technician Certification and FEMA Certification preferred.</p>
37	Director, Economic Development	<p>Responsible for the leadership, direction, and management of the Economic Development function for the City.</p> <p>Qualifications: Bachelor's degree in economics, planning, business, marketing, public administration or a related field and eight years of management/administrative experience in urban economic development, planning or a related field. Master's degree is preferred.</p>
38	Director, HR & Risk Management	<p>Plans, organizes and directs the activities and staff of the Human Resources and Risk Management Department including recruitment and selection, classification and compensation, employee benefits, occupational safety and health, workers compensation, risk management, organizational development and training, employee relations, and equal employment law compliance.</p> <p>Qualifications: Bachelor's degree in Business Administration, Public Administration, Human Resource Management or a related field. Eight years of progressively responsible professional experience in public sector human resources administration, including two years of supervisory experience. Master's Degree preferred.</p>
39	Director, Water Services	<p>Plans, organizes and directs the activities and staff of the Water Services Department, including water plant operations.</p> <p>Qualifications: Bachelor's Degree in Environmental Sciences, Sanitary or Civil Engineering or related field, and eight years of increasingly responsible management/administrative experience in water and wastewater utilities, preferably in the public sector. Master's Degree is preferred.</p>

#	Benchmark Job Title	Job Summary
40	Economic Development Specialist, Sr.	Plans, organizes, and implements business attraction and marketing activities for the Economic Development Department. Coordinates City efforts to attract new office, industrial, and retail clients. Creates marketing materials and online content to showcase City assets. Conducts research and analyses to provide insight into local economic and labor force trends. Responds to requests for information from prospective clients and facilitates tours. Serves as a liaison between clients and other city departments. Qualifications: Bachelor's degree in public or business administration, urban and regional planning, market economics, urban geography, or a related field and three years of experience in an economic development, or real estate environment. Experience in both the public and private sectors and completion of a Master's Degree, Economic Development Institute, or CECD is preferred. Performs highly complex professional work involving program development and management within the Department.
41	Emergency Services Coordinator	Qualifications: Requires a Bachelor's degree in emergency management, public or business administration, government management, or a related field and two years of experience in area of assignment. Responsible for completing inspections and monitoring contracts for capital improvement projects and other public works construction projects. Reviews and interprets plan specifications, drawings, blueprints, change order requests, and material certifications for accuracy. Participates in pre-construction meetings with contractors to clarify scope of work, and serves as a liaison between contractors and the City. Reviews project schedules and resolves scheduling conflicts on capital improvement projects. Works closely with Project Managers and Civil Engineers to provide consultation and feedback on existing projects.
42	Engineering Inspector, Sr.	Qualifications: One year (30 semester hours) of college course work in engineering, engineering inspections or a related field and four years of experience in Public Works construction inspections. Certifications may include ACI, ATTI, OSHA Safety, ADEQ MS4, Arizona Radiation Regulatory Agency Radiation Safety, and NICET Level III. Plans, coordinates, and manages public works projects with an emphasis on capital improvement projects. Provides high-level project management services for construction of public works and facilities. Develops, monitors, supervises and manages capital improvement projects from design through construction and warranty. Prepares cost estimates and specifications for construction projects. Review schedules, resolve conflicts, and perform site visits to monitor progress. Supports Engineering staff and other City Departments.
43	Engineering Project Manager	Qualifications: Bachelor's degree in civil engineering or construction management and four years of increasingly responsible experience in public works project management.
44	Environmental Program Manager	Plans, coordinates, implements and manages a comprehensive environmental compliance, water resources planning, water conservation, and/or environmental sustainability program for the city. Qualifications: Bachelor's Degree in environmental sciences, public administration, urban/regional planning, geography, or related field. Five years of experience in environmental compliance, environmental management/planning, water resources or a related field.

#	Benchmark Job Title	Job Summary
45	Equipment Mechanic Specialist	<p>Performs mechanical maintenance and repair work on heavy equipment in specialized areas such as front-end alignment, emissions control, or specialized repair of sanitation and fire equipment. Performs general and specialized welding tasks, and maintains welding equipment.</p> <p>Qualifications: Three years of experience as a skilled heavy equipment repair mechanic in one or more of the following areas of specialized equipment repair: front-end alignment, emissions testing, tune-ups, heavy gasoline and diesel powered equipment repair, electrical systems, industrial and construction equipment repair, fire and rescue equipment repair. Must possess Class B CDL at time of application.</p> <p>Supervises and oversees the activities of a fire company during an assigned shift. This includes fire suppression, fire prevention, fire inspections, emergency medical services, and other related emergency requests. Special assignments manage functions in the fire administration offices.</p> <p>Qualifications: Bachelor's degree and eight years of full time/regular status fire fighter or higher sworn experience, including two years as a fire captain is required.</p>
46	Fire Battalion Chief	
47	Fire Education & Community Outreach Coordinator	<p>Plans, organizes, coordinates and implements events or programs related to safety, education or community outreach for the Fire Department. Presents public education classes on fire and life safety to the citizens of Glendale and Glendale city employees. Develops and designs curriculum, marketing materials, and risk assessments used for fire and safety programs. Maintains and updates program and volunteer records and certifications for state, county, and City use. Develops Standard Operating Procedures, policies and accreditation documents for assigned programs. Works with vendors to purchase equipment, materials, and supplies.</p> <p>Qualifications: Bachelor's degree in Education, Marketing, Communications, Business, or a related field and two years related experience, or the equivalent of education and experience.</p>
48	Fire Inspector, Sr.	<p>Enforces fire codes, performs fire inspections, investigates and determines the origin and cause of fires, conducts plan reviews for code compliance and issues permits. This class is distinguished from the Fire Inspector I class by the ability to perform the full range of technical inspection and/or fire investigation duties as assigned with only occasional instruction and assistance. Some positions in this classification may be responsible for supervising Fire Inspector I position(s).</p> <p>Qualifications: Associates Degree in Fire Science, Fire Technology, or a related field and two years of experience in fire prevention/fire investigations or the fire science field, including experience leading others or project teams.</p>
49	GIS Coordinator	<p>Performs professional level work in the development and maintenance of customized GIS (Geographic Information System) applications. Updates and maintains the City's GIS Database, including drains, addresses, parcel boundaries, right-of-way, utility easements, City annexations, and Council districts. Prints updated maps for internal use. Provides customer service to the public, and GIS support for City departments, City Council, and staff.</p> <p>Qualifications: Bachelor's degree in Geography, Computer Science, GIS, Engineering, Urban Planning, Landscape Architecture, or a closely related field including significant coursework in the computer sciences and GIS technologies and two to four years of experience working with GIS.</p>

#	Benchmark Job Title	Job Summary
50	Help Desk Support Specialist	<p>Under general supervision, provides support to end users for Phone, Cell Phones, PC hardware and software and network applications and hardware. May interact with Information Technology Helpdesk, Network, Server, Application, PeopleSoft and Telephony staff to restore service and/or identify and correct core problems. Simulates or recreates user problems to resolve operating difficulties. Recommend changes to reduce problems and issues. Refers more complex problems to senior staff and follows up until resolution.</p> <p>Qualifications: Associate's degree in personal computer technology, computer science or related field and three years of experience providing desktop operating system, hardware, software and server hardware and software support. A+ certification and one or more industry recognized desktop, operating system or infrastructure certifications. Example certifications include but not limited to Net+, Microsoft, and Cisco.</p>
51	Housing Inspector	<p>Ensures compliance with applicable federal Housing Quality Standards (HQS) and Uniform Physical Condition Standards (UPCS), state and local housing laws, regulations and standards, by conducting initial, annual, and special inspections as well as all required re-inspections for all rental units in the Glendale Housing Choice Voucher and Public Housing programs. Performs a variety of fieldwork activities associated with the inspection requirements for both programs. Completes the Rent Reasonableness process for all rental units.</p> <p>Qualifications: One year of experience in public housing inspections or Section 8. HQS and/or UPCS Certification for Section 8 and Conventional Public Housing Inspections preferred.</p>
52	Housing Services Manager	<p>Plans, organizes and administers programs and related activities of the Community Housing Division including Section 8 Home Ownership Program, capital improvement programs and the maintenance of city-owned public housing properties. Administers, manages and evaluates federal grants programs associated with federally funded housing programs including Maintenance Services, Accounting, Budgeting, Program Delivery and Program Support. Administers and authorizes expenditures for all federally funded projects including the formal draw from the national computerized financial system. Manages professional and technical staff.</p> <p>Qualifications: Bachelor's degree in Accounting, Business or Public Administration or a related field and five years of experience involving federally assisted housing programs, grant administration including two years supervisory experience.</p>
53	HR Generalist	<p>Provides professional level human resources advice and strategic direction to assigned departments in all areas of human resources including Compensation, Employment Services, Employee Development, Employee Relations, and Benefits. Plans, organizes and conducts recruitments for all levels in the organization. Case manages employee relations issues and conducts investigations. Conducts job classification reviews; conducts desk audits; analyzes statistical compensation data and makes recommendations. Conducts training and education for employees and supervisors on Human Resources related matters.</p> <p>Qualifications: Bachelor's degree in HR, Management, Public or Business Administration and four years professional level HR experience.</p>

#	Benchmark Job Title	Job Summary
54	HR Technician	<p>Provides Human Resources technical support in one or more functional areas of Human Resources. Enters employee changes into the PeopleSoft system. Processes benefits enrollment/change forms to reflect benefits changes. Works with participants and vendors on benefits administration issues. Administers COBRA by notifying eligible persons, and communicates with third party administrator to enroll eligible participants and/or terminate coverage. Conducts New Hire Orientation. Coordinates random drug screening process on behalf of transportation regulation agencies and pre-employment drug screens. Processes worker's compensation claims. Reviews, researches, and prepares documentation regarding industrial injuries and exposures. Provides HR customer service to employees and retirees.</p> <p>Qualifications: Associates degree in Human Resources or a related field, and two years of progressive administrative and technical experience in human resources.</p>
55	Information Technology Manager	<p>Manages staff and/or projects within assigned technical areas, which may include, but are not limited to systems, applications, customer support, networks and telephones. Incumbents are responsible for administrative functions, budget management, project management, enforcing security policies and business process management.</p> <p>Qualifications: Bachelor's Degree in Computer Science, Information Management Systems, Project Management or related field and five years of work experience in computer systems analysis, design and programming including two years of supervisory experience.</p>
56	Intergovernmental Programs Administrator	<p>Provides intergovernmental relations liaison services, organizes and manages the activities and staff within the IG and City Council office. Assists in the research, writing and analysis of proposed legislation, administrative rules and ordinances affecting the City. Represents the City's interest with various government agencies and officials.</p> <p>Qualifications: Bachelor's Degree in public administration, political science or related field and four years of experience in municipal and/or legislative research and analysis.</p>
57	ITS Technician	<p>Proposes and oversees recommendations for improvements to the City's intelligent transportation systems (ITS). Develops, monitors, updates, and implements traffic signal timing plans. Assists traffic signal staff with the installation of traffic signals and other intelligent transportation system equipment. Oversees work performed by outside consultants and contractors.</p> <p>Qualifications: Associate is Degree in Electronics or Telecommunications Engineering, Computer Networking, Computer Science, Engineering, or a related field and two years of experience in traffic signal systems. ATSSA Traffic Control Supervisor Certification.</p>

#	Benchmark Job Title	Job Summary
58	Laboratory Technician	<p>Collects samples of water for chemical and microbiological analysis. Establishes schedules of when and where to collect water samples, and sampling frequency. Performs routine laboratory tasks such as setting up and reading microbiological analyses. Prepares containers and equipment for sampling, and performs chemical inventories at laboratory facilities. Analyzes water and wastewater for a variety of microbiological, physical, and chemical constituents for regulatory compliance and process control. Maintains testing records and laboratory reports per compliance requirements. Represent the city and interfaces with citizens during the sampling process.</p> <p>Qualifications: Associate is Degree in chemistry, biology, microbiology or a related natural science and two years of experience collecting and/or analyzing water samples for an environmental lab.</p>
59	Librarian	<p>Plans, organizes and supervises the activities within a functional program or service division of the library. Functions as supervising librarian on weekends, evenings and as necessary. Develops, interprets and enforces library policies, procedures, and regulations. Resolves user complaints and problems.</p> <p>Qualifications: Master's Degree in Library Science from an American Library Association accredited University.</p>
60	Library Assistant	<p>Assists library patrons, updates and maintains automated patron and holding databases, and acts as lead for library circulation volunteer or technical service activities. This is the first of three Library Assistant levels with a main purpose of providing direct customer service to patrons, or support in technical services areas.</p> <p>Qualifications: College level course work in library technology or a related field, or two years of experience working in a library setting.</p>
61	Library Assistant, Sr.	<p>Provides reference customer services for the public in Youth, Adult Reference or Circulation at a public service desk. -Develops and presents programming and events for library patrons. This is the second of three Library Assistant levels and is distinguished by the skilled level of reference services provided and the higher level of responsibility coordinating functional areas or programs.</p> <p>Qualifications: Associates Degree in Library Technology or a related field and two years of professional library work experience.</p>
62	Licensing & Taxpayer Analyst	<p>Performs technical and analytical functions in the research, processing and renewal of privilege (sales) tax and business professional licenses. Processes license applications, cancellations, renewals, and address changes for businesses. Educates and assists the public in obtaining licenses including privilege tax, business and occupational, liquor, off-track betting, and special regulatory and special event licenses. Researches and verifies sales tax credit balances and processes refund requests. Interprets and explains City of Glendale codes, ordinances, and policies regarding various licenses to internal and external customers. Analyzes documentation submitted by taxpayers to determine if account balances are correct and make adjustments to accounts.</p> <p>Qualifications: Bachelor's degree in Business, Public Administration or related field and two years of related work experience in some or all of the areas of business regulation in the public sector.</p>

#	Benchmark Job Title	Job Summary
63	Management Analyst	<p>This position provides functional support to analyze business processes and technology requirements for an assigned department. Performs business analysis, which involves collaborating with management, staff, and internal customers to determine desired process and technological goals, priorities, and resources. Analyzes customer and business needs and utilizes technological and process redesign solutions to achieve efficient and cost-effective results.</p> <p>Qualifications: Bachelor's Degree in Business Administration or related field and three years of related business or process analysis experience in assigned area supporting financial applications/operations, HRIS, software configurations, process design, process mapping or project planning.</p> <p>Performs administrative and professional work including research, statistical analysis, budgeting, evaluation of administrative issues and problems, and preparation of reports and recommendations related to management programs in support of a department, division or program area. Monitor contracts and agreements to assure compliance and proper billing. Composes correspondence. Participates in the preparation and administration of the department's annual budget. Provides support and perform research for special projects as required.</p> <p>Qualifications: Bachelor's Degree in business or public administration, management, or accounting and two years of administrative or management support experience.</p>
64	Management Assistant	<p>Performs high-level confidential administrative support for the City Manager's office. Provides special project support as required, including research and analysis of data. Maintain communication between the City Manager's office, Council members and other City departments. Investigates and responds to sensitive citizen complaints or inquiries.</p> <p>Qualifications: Bachelor's Degree in business or public administration, management, or accounting and two years of administrative or management support experience in city or state government.</p>
65	Management Assistant to the City Manager	<p>Plans, organizes, develops and manages city wide marketing, public information, special events, tourism programs and website communications. Promotes the city's image using communication and marketing knowledge through public information and media tools.</p> <p>Qualifications: Bachelor's degree in journalism, marketing, public relations or a related field and five years of experience in marketing or public relations, preferably with a municipality.</p> <p>Under general supervision, oversees the purchase, installation, and support of network communications, including LAN/WAN and System Control and Data Acquisition network systems. Works on problems of diverse scope where analysis of situation requires evaluation and judgment. Responsible for evaluating current systems. Assists in planning large-scale systems projects through vendor comparison and cost studies. Requires thorough knowledge of LAN/WAN systems, networks, and applications.</p> <p>Qualifications: Bachelor's Degree in Computer Science, Information Technology or Engineering and two years of experience designing and supporting local and wide area networks server hardware, operating systems and applications. Industry recognized certification in Cisco, Novell, or Microsoft is desirable.</p>
66	Marketing & Communications Manager, Sr.	
67	Network Engineer	

#	Benchmark Job Title	Job Summary
68	Payroll Specialist	<p>Supports accounting operations by performing technical work involving the preparation and maintenance of payroll records, and includes processing information and the preparation of payroll reports or statements. Reconciles timesheets, payments, and deductions. Reviews payroll reports for accuracy. Maintains employee payroll data, including withholdings, direct deposit, and benefits deductions. Assists employees with questions regarding payroll withholdings and forms. Coordinate with Human Resources regarding employee paperwork, leave requests, and payable time.</p> <p>Qualifications: Three years of related experience.</p>
69	Planner	<p>Performs professional planning work and acts as Project Manager on complex planning and development projects for the Planning Department.</p> <p>Qualifications: Bachelor's degree in Urban Planning, Urban Design, Geography, Landscape Architecture, or a related field, and two years of experience in planning, project review or a related community development activity. A Master's Degree in Urban Planning or a related field is preferred.</p>
70	Plant Maintenance Mechanic	<p>Performs advanced journey level work in the maintenance and repair of water and wastewater process equipment, lift stations, and well site equipment.</p> <p>Qualifications: One year of technical training in mechanical or plant maintenance and 3 years of experience in the maintenance of processing facilities, including 1 year of lead experience.</p>
71	Police Chief	<p>Performs work of complex difficulty in planning, directing, administering, and leading the activities and operations of the Police Department. Responsibilities include developing strategies to anticipate the community's needs and resolve law enforcement problems and formulating programs, policies, and procedures to be implemented by the police bureau heads.</p> <p>Qualifications: Bachelor's degree in criminal justice, public administration, management, or a related field, and eight years of experience as a Police Officer including five plus years in a responsible management position. Master's degree and/or executive level POST Command College or graduate of the FBI National Academy is preferred.</p>
72	Police Communications Specialist	<p>Answering emergency and non-emergency telephone calls, dispatches and monitors officers, and enters information into criminal justice information systems.</p> <p>Qualifications: One year experience in the operation of telecommunication equipment, computers, or base radios preferably in a public safety environment.</p>
73	Police Lieutenant	<p>Supervises a major division or section of a bureau of the Police Department, and serves as a Shift Commander. Works under the general direction of a Police Commander.</p> <p>Qualifications: Bachelor's degree in criminal justice, public administration, management, or a related field and two years of experience as a Police Sergeant.</p>

#	Benchmark Job Title	Job Summary
74	Police Ops Manager	<p>Plans, organizes, and directs the work of the Communication Center staff within the Police Department. Responsible for ensuring uninterrupted service of 911 phone equipment, radio equipment, computer based systems, and recording equipment. Maintains security of all criminal information records; ensures personnel have appropriate access to the system and provides training to system users. Assist with overall planning, research, and implementation of automated technology projects. Manages Communications Center equipment issues by maintaining a wide technical knowledge base. Acts as a liaison between the department and numerous law enforcement agencies. Prepares cost estimates for budget, and prepares presentations and reports.</p> <p>Qualifications: Bachelor's Degree in Police Science, emergency management, business or public administration or a related field and four years of experience in police administration with two years of supervisory experience. Knowledge of computerized technology, radio equipment, and phone systems.</p>
75	Pretreatment Program Manager	<p>Manages the City's Pretreatment Program, including pretreatment inspections, wastewater sampling, industrial and commercial waste water permits, enforcement, and public outreach to protect the wastewater plants, wastewater collection systems, public health, and public worker safety. Provides supervision to the Pretreatment Inspectors. Oversees the City's federally mandated storm water permit, including storm water inspections, dry weather sampling, illicit discharge investigations, outfall inspections, and complaint response. Maintains communication with the Federal, State and other municipalities regarding pretreatment issues in order to represent the City of Glendale and serve the public interest.</p> <p>Qualifications: Associate is degree in physical or environmental science, chemistry, biology, or a related field. Four years of experience in industrial pretreatment regulation and enforcement, environmental compliance, water/wastewater management or a related field of experience, including two years of lead or supervisory experience.</p>
76	Principal Engineer	<p>Plans, organizes and directs capital improvement projects. Manages a staff of professional and technical employees. Supervise and manage outside professional consultants and contractors. Approve payments to consultants and contractors. Supervise and monitor the performance of CIP project managers and make sure department policies, and engineering & construction standards are maintained. Negotiate & administer professional service contracts and construction contracts.</p> <p>Qualifications: Bachelor's degree in Civil Engineering or a related field with five years of administrative engineering experience. Five years of planning and directing complex engineering projects at the management level. Must possess valid Professional Engineer (PE) in the State of Arizona at time of application or have ability to obtain within one year of appointment.</p>
77	Recreation Coordinator, Sr.	<p>Plans, organizes, and supervises the activities and staff of a recreation center or program within the Parks and Recreation department. Coordinates marketing efforts in multiple mediums and venues as well as partnering with the school districts. May serve as the grant administrator for recreation programs.</p> <p>Qualifications: Bachelor's degree in recreation administration, leisure services, or a related field and three years of experience in professional recreation work and recreational planning including one year of supervisory experience.</p>

#	Benchmark Job Title	Job Summary
78	Recreation Programmer	Plans, organizes, schedules, conducts, and directs recreation activities in a specialty program area such as sports, arts and crafts programs, senior citizen recreation programs, special events, therapeutic recreation programs, and performing arts. Trains and supervised work of temporary staff. Performs on-site program inspections and evaluations to ensure compliance with the Arizona Department of Health Services Licensing Division. Participates in establishing goals and objectives for area of responsibility, including direct reports. Prepares cost estimates for program budget recommendations. Qualifications: Associate degree in recreation, leisure services, or a related field. Experience in professional level recreation work.
79	Risk Manager	Plans, organizes and manages the activities and staff of the city's self-insured Risk Management, Workers Compensation and Safety Program. Qualifications: Bachelor's degree in Risk Management, Public or Business Administration or related field and five years of experience in Risk Management including two years of supervisory experience and experience in insurance claims settlement and administering workers compensation and safety programs.
80	Sanitation Inspector	Performs regular inspection of Recycling containers and Bulk Trash to ensure compliance with City and County regulations and minimize illegal dumping. Works with crew to respond to customer generated work orders. Keeps detailed written records, and reports to management as required. Educates residents in all aspects of City Solid Waste Services; schedules and participates in field trips to City Recycling Facility and provides classroom instruction to students about Recycling programs. Provides recycling containers and support for major city events. Qualifications: One year of public contact experience involving municipal services, preferably solid waste collection.
81	Secretary	Performs office support involving customer assistance, filing, and answering phones. Performs typing and word processing, dictation, and data entry. Retrieves, records, collects and balances fees. Proofreads and edits typewritten work, and rewrites materials to ensure clarity and grammar. Checks forms and other materials for accuracy and completeness. Composes memos and notifications as required. Qualifications: Course work in typing, word processing, and data processing. Two years of secretarial or office support experience relative to area of assignment.

#	Benchmark Job Title	Job Summary
82	Service Worker, Sr.	<p>Performs skilled and semi-skilled construction, maintenance and repair work in an assigned area of responsibility, such as Parks, Streets, Right-of-Ways, Sanitation/Landfill, Sanitation Residential, Building Maintenance, Traffic Engineering, Housing Maintenance, Airport, Water Services, Plant Operations, Fire Department, Recreation, Materials Recovery Facility, etc.</p> <p>Qualifications: Two years of experience in construction, maintenance, and repair work and/or in the operation of light, medium, and heavy equipment related to the area of assignment. Depending on area of assignment, some positions may require: Commercial Driver's License with endorsements and/or require the ability to obtain a CDL within 90 days; Level 1 Signs and Marking Certification; Work Zone Certification; ADEQ Grade 1 Water Distribution System Operator's Certificate and/or the ability to obtain the certification within six months of appointment; ADEQ Grade 1 Wastewater Collection System Operator's Certificate and/or the ability to obtain the certification within six months of appointment; A WCI/SA Tree Worker Certification for repair and operation of self-contained breathing apparatus, fire tools and equipment; and, Arizona Restricted use of Pesticide Certification or ability to obtain within one (1) year of hire.</p>
83	Special Events Coordinator	<p>Plans, organizes, and coordinates special event programs to promote the City of Glendale. Coordinates and facilitates marketing, vending, set-up, and maintenance for all festivals. Responsible for deposits and maintaining financial records for the Office of Special Events. Assists with scheduling and monitoring event staff. Assists in calculating and updating vendor fees before each festival season.</p> <p>Qualifications: Associate's Degree in recreation administration, tourism management, business, marketing, hospitality or related field and three years of related experience.</p>
84	Superintendent, Parks Maintenance	<p>Oversee multiple areas of operations including Parks Maintenance, Park Rangers, and Adult and Youth Sports programs. Responsible for the maintenance of sports complexes, and allocation of sports fields and facility rentals. Provide onsite facility inspections to ensure compliance with City policy and safety regulations. Prepare, monitor and manage the Parks Operations annual budget, including expenditures and revenue collection. Directly supervises full time management level staff and volunteers. Oversee recruitment, hiring, selection, evaluation, and discipline of employees.</p> <p>Qualifications: Bachelor's degree in recreation administration, leisure services, or a related field, and four years of experience in professional recreation work and recreational planning including one year of supervisory experience.</p>
85	Superintendent, Recreation Programs	<p>Manages neighborhood recreation community Centers and recreational programs such as aquatics and adaptive needs programs. Plans, organizes and manages the daily operations, bookings, marketing, financial objectives, division budget and staff for Recreation Programs. Develops, recommends and implements operating and marketing policies and procedures for assigned areas. Prepares, administers and monitors budgets of assigned areas by reviewing and calculating food, beverage and labor costs, and directly supervising the preparation of contracts, billings and collections.</p> <p>Qualifications: Bachelor's degree in business, public administration, parks and recreation, marketing, hospitality or related field and five years' experience in hospitality or facilities management for a parks and recreation system.</p>

#	Benchmark Job Title	Job Summary
86	Superintendent, Sanitation	Plans, organizes and manages the activities of the Solid Waste Collection division, including residential and commercial waste collection and recycling. Develops and manages operating budget in accordance with program goals and objectives. Reviews technical reports, studies, and presentations. Prepares specifications and bids for equipment and supplies. Responds to residential and business complaints regarding solid waste issues, which have been escalated by inspections or supervisory staff. Participates in the preparation and updates to the five-year Solid Waste plan and related development efforts. Qualifications: Bachelor's Degree in business or public administration or a related field and five years of experience in solid waste collection and disposal including three years of experience in a supervisory capacity.
87	Supervisor, Code Compliance	Plans, develops, organizes, evaluates and supervises the activities of staff involved in the enforcement of city code and ordinance requirements; and administers related programs to promote citizen participation in neighborhood improvement efforts. Qualifications: Associate's Degree in Public or Business Administration, Management or related field and three years of progressively responsible experience in municipal code or zoning interpretation, application and compliance including a minimum of two years related supervisory experience.
88	Supervisor, Court	Plans, organizes, and supervises the activities of non-judicial staff in the court and monitors their performance. Exercises frequent independent judgment about assigned duties. Qualifications: Associate's degree in Business or Public Administration, Business Law or related field and two years of experience within a criminal justice agency or court, including one year of supervisory experience.
89	Supervisor, Landfill	Plans, organizes, and supervises the activities and staff of the municipal Landfill including heavy equipment operation, inspection, and receipt collections. Participates in strategic planning, landfill design, and equipment design for department. Prepares technical and statistical reports to ensure regulatory requirements. Responds to customer complaints and inquiries. Oversees personnel safety and training compliance. Prepares purchasing and equipment specifications, and manages governmental contracts. Qualifications: Two years of college level coursework (60 semester hours) in Public or Business Administration or related field and two years of experience working in landfill or sanitation operations, including one year of supervisory experience.
90	Supervisor, Payroll Services	Supervises Payroll and Accounts Payable staff. Ensures payroll systems are in compliance with applicable regulations and laws. Evaluates internal control for payroll process. Defines and audits AP objectives and compliance. Oversees computer accounting systems, including enhancements, maintenance, and testing. Submit monthly reporting. Train new hires and users on payroll and time entry. Qualifications: Associate's degree in Accounting, Finance or a related field and four years of experience in accounting, payroll or closely related financial activity working with computer software applications, including one year of lead or supervisory experience.

#	Benchmark Job Title	Job Summary
91	Supervisor, Shop	Plans, organizes and supervises the activities and staff in the maintenance and repair of City equipment during an assigned shift. Qualifications: Four years of experience in the repair and maintenance of heavy-duty equipment including one year of lead or supervisory experience.
92	System Administrator	Responsible for installing, configuring, and maintaining operating system workstations and servers, including web servers and data storage devices in support of business processing requirements. Monitors and tunes systems to maintain optimum performance levels. Monitors and maintains continuity with system software licensing and maintenance agreements. Qualifications: Bachelor's Degree in Computer Science, Information Technology or Engineering and two years of experience designing and supporting local and wide area networks server hardware, operating systems and applications. Industry recognized certification. Examples include but not limited to Cisco and Microsoft, Novell, AIX, SAN and/or storage technologies.
93	Tax Auditor	Plans, organizes, and conducts audits of financial and taxpayer records to calculate transaction privilege sales and use tax liability; determine compliance with established City policies, procedures, codes, and ordinances. Model City Tax Code and Arizona Revised Statutes. Provides taxpayer education and assistance. Performs tax research and interpretation. Qualifications: Bachelor's degree in Accounting or Finance and a minimum of three years of experience in auditing or accounting.
94	Traffic Signal Technician, Sr.	Performs skilled and semi-skilled work of moderate difficulty in the installation, maintenance, and repair of traffic signal and intelligent transportation systems equipment. Provides technical assistance to private developers and City staff on traffic sign design, installation, and inspection. Prepares work orders and maintains asset management software. Assists in plan review for traffic sign and striping projects. Qualifications: Two years of experience in the maintenance, installation and repair of traffic signal equipment and college level course work in electricity or construction. Associate's degree preferred.
95	Transit Operator	Provides transportation services to citizens. Operates Dial-A-Ride or fixed route bus transporting passengers from one location to another as directed by the base radio dispatcher or a mobile data terminal. Qualifications: One year experience in the operation of a transit bus or passenger van. Experience working with elderly and disabled persons preferred.
96	Victim Assistance Caseworker	Provides personal advocacy, including on-scene crisis intervention, support and guidance, casework, and referrals for victims and witnesses of crime. Assists victims during their involvement with the criminal justice system and works as a liaison between victim and prosecutor to facilitate communication. Attends court hearings and provides case information to both Prosecutors and Judges on behalf of the victim. Explains victims' rights as provided by Arizona State Statutes and the Arizona Constitution. Provides court process information; provides information on any plea offers and the victim's right to submit a victim impact statement. Qualifications: Bachelor's Degree in social work, counseling, psychology, criminal justice, or a related field, and two years of social work, counseling or crisis intervention experience. Arizona Victim Assistance Academy Training Certificate desired.

#	Benchmark Job Title	Job Summary
97	Water Control Room Operator	<p>Recognizes and identify problems in water and wastewater treatment plants and the system operations making appropriate adjustments to ensure compliance so that all production needs are met.</p> <p>Qualifications: College level course work in water treatment, biology, chemistry or a related field and five years of progressive responsible experience in the operation of a water and wastewater treatment plants. Must possess ADEQ Grade 3 Water Treatment Plant System Operator certificate and ADEQ Grade 2 Wastewater Treatment Plant System Operator certificate at time of application. Must obtain ADEQ Grade 3 Wastewater Plant System Operator certificate within six months of hire.</p> <p>Performs a full range of duties as assigned in the operation, maintenance, monitoring, and control of all city water, wastewater and related facilities.</p> <p>Qualifications: Two years of increasingly responsible experience in the operation and maintenance of water and wastewater treatment plants and related facilities. Must possess ADEQ Grade 2 Water Treatment Plant Operator's Certificate at time of application. Must obtain ADEQ Grade 3 Water Treatment Plant Operator's Certificate within twelve months of hire.</p>
98	Water Plant Operator, Sr.	<p>Depending on area of assignment, performs responsible professional and technical work in the administration and supervision of programs, activities and functions related to the operations of the city's water treatment facilities of varying capacity and design, associated wells and water reservoirs; water reclamation facilities of varying capacity and design and associated sewer lift stations; water distribution and utility customer service; or wastewater collection/irrigation systems.</p> <p>Qualifications: Bachelor's degree in civil or environmental engineering, management, business or related discipline and five years of experience relating to the management of planning, construction, maintenance and repair of water and sewer lines; or repair of wastewater collection facilities and appurtenances; or in the operation of water treatment systems; or in the operation of water reclamation systems, as applicable, including two years of management or supervisory experience.</p> <p>Performs a variety of tasks involving reading water meters, maintaining and replacing water meters, investigation and settlement of customers' water service complaints, and processing service changes.</p> <p>Qualifications: Two years of experience in customer service fieldwork with one year experience in meter reading, meter repair and/or plumbing.</p>
99	Water Services Operations Superintendent	<p>Administers Worker's Compensation and Drug and Alcohol programs for the City, including the self-insured workers' compensation program, modified duty program, supplemental pay benefits and drug and alcohol program. Provides direction to the City's third party workers' compensation claims administrator. Manages and coordinates the occupational health program involving employee injuries, drug and alcohol testing, commercial driver's license program and pre-employment physicals to ensure proper reporting. Provides professional human resources advice and strategic direction to City management, supervisors and employees related to program topics.</p> <p>Qualifications: Bachelor's degree in Business or Risk Management and four years of increasingly responsible experience in workers' compensation claims management and/or drug and alcohol program management.</p>
100	Water Services Representative	<p>Administers Worker's Compensation and Drug and Alcohol programs for the City, including the self-insured workers' compensation program, modified duty program, supplemental pay benefits and drug and alcohol program. Provides direction to the City's third party workers' compensation claims administrator. Manages and coordinates the occupational health program involving employee injuries, drug and alcohol testing, commercial driver's license program and pre-employment physicals to ensure proper reporting. Provides professional human resources advice and strategic direction to City management, supervisors and employees related to program topics.</p> <p>Qualifications: Bachelor's degree in Business or Risk Management and four years of increasingly responsible experience in workers' compensation claims management and/or drug and alcohol program management.</p>
101	Workers Comp/Drug & Alcohol Analyst	<p>Administers Worker's Compensation and Drug and Alcohol programs for the City, including the self-insured workers' compensation program, modified duty program, supplemental pay benefits and drug and alcohol program. Provides direction to the City's third party workers' compensation claims administrator. Manages and coordinates the occupational health program involving employee injuries, drug and alcohol testing, commercial driver's license program and pre-employment physicals to ensure proper reporting. Provides professional human resources advice and strategic direction to City management, supervisors and employees related to program topics.</p> <p>Qualifications: Bachelor's degree in Business or Risk Management and four years of increasingly responsible experience in workers' compensation claims management and/or drug and alcohol program management.</p>

Appendix 2 – Custom Market Survey Document

City of Glendale, Arizona
2015 COMPENSATION SURVEY

GENERAL INFORMATION

Organization Name

Your Name

Your Title

Your Email

Phone

Address 1

Address 2

City

State

Zip

Operating Budget for FY15:

Number of FTEs as of December 1, 2015:

Effective Date of Current Employee Pay Scale (DD/MM/YY):

Return Completed Surveys by **Friday, December 18** to:

Liz Murray-Rust

emurray-rust@segalco.com

202.833.6419

**City of Glendale, Arizona
2015 COMPENSATION SURVEY**

PAY PRACTICES

1. Pay Schedule Adjustments and Pay Increases

1A. What type of pay schedule design(s) covers employees?

	Employee Groups Eligible	Choose Yes or No
Grade and Step	<input type="text"/>	<input type="text"/>
Open Ranges (grades but no steps)	<input type="text"/>	<input type="text"/>
No Ranges (flat rates only)	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>

Please explain below or attach applicable policies/guidelines.

1B. What determines how employees progress through the pay range? (that is, move from the minimum to the maximum of the range.) Select Yes or No for each one and indicate which employee groups are eligible.

	Employee Groups Eligible	Choose Yes or No
Longevity or time in job (such as step increases)	<input type="text"/>	<input type="text"/>
Performance (varies by performance rating)	<input type="text"/>	<input type="text"/>
Across-the-Board (general wage increase)*	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>

Please explain below or attach applicable policies/guidelines regarding pay progression.

** Refers to an increase within the range, not a salary structure adjustment*

1C. What were your most recent increases for the following?

	Amount (% of \$ Increase)	
	FY2015	FY2016
Pay Schedule Adjustment to Pay range Mins and Max	<input type="text"/>	<input type="text"/>
Average Base Pay Increase to Individual Employee Salaries	<input type="text"/>	<input type="text"/>
Average Bonus Amount	<input type="text"/>	<input type="text"/>

1D. Types of Base Pay Increases

	Choose Yes or No	FY2015 (%)
COLA (Cost-of-Living Adjustment)	<input type="text"/>	<input type="text"/>
Merit/Performance	<input type="text"/>	<input type="text"/>
Equity	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>

Do you have a policy or guidelines for providing equity increases or other types of salary adjustments? Please explain below or attach applicable policies/guidelines.

**City of Glendale, Arizona
2015 COMPENSATION SURVEY**

2. Pay Progression and Pay Increases

Do adjustments to the pay schedule automatically result in increases to employee's base pay?

Do you provide pay increases for promotions?

What is the minimum guaranteed increase for promotions?

Do you provide pay increases for reclassifications to a higher grade?

What is the minimum guaranteed increase for reclassifications to a higher grade?

Please explain or attach your guidelines regarding pay increases for promotions and reclassifications.

3. Hiring Rates

Can new employees be offered a starting salary rate above the pay range minimum?

If Yes, please explain below or attach applicable policies/guidelines

How do you determine the rate of pay for rehire employees?

4. Pay Supplements or Differentials

What types of pay supplements or differentials does your organization offer to employees?
Indicate the employee groups eligible and the amount (e.g. \$0.10 per hour, 2% of pay, etc.)

If you do not offer one or more of the following pay supplements enter "Not Applicable."

	Employee Groups Eligible	Amount (% of \$ Increase)
Evening (2nd) Shift Differential	<input type="text"/>	<input type="text"/>
Overnight (3rd) Shift Differential	<input type="text"/>	<input type="text"/>
Weekend Differential	<input type="text"/>	<input type="text"/>
Holiday Pay	<input type="text"/>	<input type="text"/>
On-Call or Standby Pay	<input type="text"/>	<input type="text"/>
Acting Pay*	<input type="text"/>	<input type="text"/>
Call-Back Pay or Emergency Pay	<input type="text"/>	<input type="text"/>
Additional Certification/Licensing**	<input type="text"/>	<input type="text"/>
Additional Education**	<input type="text"/>	<input type="text"/>
Bi-Lingual Pay	<input type="text"/>	<input type="text"/>
Assignment Pay***	<input type="text"/>	<input type="text"/>
Other Specialty Pay	<input type="text"/>	<input type="text"/>

* Non-exempt employees receive Acting Pay if they work one or more shift in a higher level classification

** Refers to additional pay related to obtaining the credentials, not reimbursement for tuition or fees

*** Employees receive Assignment Pay if they fill the role of a higher classification for three or more months

4A. How long does an employee need to fill an Acting Role before he or she receives Acting pay?

4B. How long does an employee need to fill an Assignment before he or she receives Assignment pay?

Please explain below or attach applicable policies/guidelines regarding pay supplements.

**City of Glendale, Arizona
2015 COMPENSATION SURVEY**

5. Skilled Based Pay

5. Do you offer skill based pay for any employee groups? []

Employee Groups Eligible

Skill Based Pay

Please explain below or attach applicable policies/guidelines regarding skill based pay

--

6. Longevity Pay

6A. Do you offer longevity pay to any employees? []

6B. If Yes, which employee groups receive longevity pay? []

6C. How much longevity pay do employees receive for each year of service?

<u>Completed Years of Service</u>	<u>Annual Amount (\$)</u>
1 year	[]
2 years	[]
3 years	[]
4 years	[]
5 years	[]
6 years	[]
7 years	[]
8 years	[]
9 years	[]
10 years	[]

6D. What is the maximum amount of longevity pay an employee can receive? []

Please explain below or attach applicable policies/guidelines regarding longevity pay

--

7. Performance-Based Rewards, Bonuses, or Recognition

What types of performance-based rewards do you offer to employees?

Organization-wide Pay Increases (based on overall performance of the entire organization)	[]
Organization-wide Lump-Sum Bonuses (based on overall performance of the entire organization)	[]
Department/Team Pay Increases	[]
Department/Team Lump-Sum Bonuses	[]
Individual Pay Increases (that vary based on the employee's performance)	[]
Individual Lump-Sum Bonuses (based on the employee's performance)	[]
No Performance-Based Rewards	[]

Which employee groups are eligible for the performance-based rewards you indicated above?

--

City of Glendale, Arizona
2015 COMPENSATION SURVEY

PAY POLICY

8. Pay Policies

Please explain below or attach applicable policies/guidelines.

8A. What is your policy when an employee reaches the maximum of his/her pay range?

8B. What is your policy for temporary employee pay?

8C. What is your policy regarding Fatigue Leave? (i.e.. When an employee's fatigue may cause him/her to become a hazard to himself/herself)

(i.e. rest granted when an employee's fatigue may cause him/her to become a hazard to himself/herself)

9. Other Pay

9A. What is your pay policy for employees who are demoted, either voluntarily or through disciplinary action?

9B. Maximum # of unused sick leave that full-time employees can cash out.

If employees cannot cash out unused leave, enter zero (0). If there is no limit, enter "unlimited."

At End of Year

 days

At Termination (not retirement)

 days

At Retirement

 days

9C. Maximum # of unused vacation/PTO leave that full-time employees can cash out.

If employees cannot cash out unused leave, enter zero (0). If there is no limit, enter "unlimited."

At End of Year

 days

At Termination (not retirement)

 days

At Retirement

 days

City of Glendale, Arizona
2015 COMPENSATION SURVEY

EXECUTIVE COMPENSATION

10. Executive Compensation (Directors and Department Heads)

	Choose Yes/No	Amount	Please explain below or attach applicable policy
Performance-Based Bonus			
Additional Direct Compensation or Supplemental Pay			
Supplemental Retirement Plan or Deferred Compensation			
Tuition Reimbursement or Subsidy for Dependents			
Supplemental Life Insurance			
Long-Term Care Insurance			
Financial Planning Assistance or Services			
Pre-Paid Legal Services			
Housing			
Vehicle			
Cell/Smart Phone			
Professional Associations Membership			
Conference/Travel			
Additional Vacation/Sick Leave			
Other			

**City of Glendale, Arizona
2015 COMPENSATION SURVEY**

JOB SPECIFIC QUESTIONS (see Job Summaries Below)

11A. Does your organization have multiple levels of Equipment Operators, and if so, what distinguishes each level? *(Please be specific if certain equipment operated helps to distinguish levels, along with certifications and/or experience.)*

Please list Equipment Operator levels and pay range information below.

<u>Equipment Operator Level</u> <i>(i.e. Equipment Operator; Equipment Operator, Sr; Equipment Operator, Lead - if more than 3 levels, indicate such in the box at the bottom of this question)</i>	Pay Range Minimum	Pay Range Maximum

Please explain differences between levels below or attach applicable policies/guidelines.

11B: Does your organization differentiate Water Services Technicians based on assignment/job responsibilities? *(Assignments and responsibilities include meter maintenance, water distribution, wastewater collection, stormwater).*

Please list Water Services Technician titles and pay range information below.

<u>Water Services Technician Title</u> <i>(i.e. Meter Maintenance, Water Distribution, Wastewater Collection, Stormwater)</i>	Pay Range Minimum	Pay Range Maximum

Please explain differences between levels below or attach applicable policies/guidelines.

**City of Glendale, Arizona
2015 COMPENSATION SURVEY**

11C: Does your organization have multiple levels of Water Service Technicians, and if so, what distinguishes each level? *(Please be specific if certain equipment operated helps to distinguish levels, along with certifications and/or experience.)*

Please list Water Services Technician levels and pay range information below.

Water Services Technician Level

(i.e. Water Services Technician, Water Services Technician, Sr., and Water Services Technician, Lead. If more than 3 levels, indicate such in the box at the bottom of this question)

**Pay Range
Minimum**

Pay Range Maximum

Please explain differences between levels below or attach applicable policies/guidelines.

11D. Does your organization pay Journey level Trades positions differently? Are they classified individually or under one title (such as Building Maintenance Worker)? *Functional areas include Carpenter, Electrician, HVAC, and Plumber.*

If paid differently, please list Journeyman titles and pay range information below.

Journeyman Level

(i.e. Carpenter, Electrician, Plumber, HVAC)

**Pay Range
Minimum**

Pay Range Maximum

Please explain differences between titles below or attach applicable policies/guidelines.

**City of Glendale, Arizona
2015 COMPENSATION SURVEY**

Equipment Operator:

Operates side-loader heavy automotive and specialized equipment including one-man sanitation truck, in street, alleys and dump truck at approved landfill and transfer stations. Empties containers into the sanitation truck and operates the hydraulic packer to compact refuse. Performs routine maintenance and minor repairs on the equipment such as cleaning, fueling, checking and adding oil, filling radiator and maintaining tire pressure. Performs safety checks on equipment. I.e. Pre and Post Trip inspections.

Drives the front-end loader along designated commercial routes to mechanically collect solid waste, maneuvering truck into and out of minimum clearances spaces, using mirrors and camera to back up maintaining continuous visual site of area for moving vehicles and pedestrians. Monitors operations to detect loose debris, using mirrors or direct sight and/or listening for debris falling onto truck or ground during dumping operation. Cleans loose trash off of truck and/or ground around truck and container that spills during dumping process to maintain clean customer site and safety along roads and highways.

Operates rear-load truck while tractor operator loads truck utilizing work tools to assist tractor operator in moving/cleaning up bulk trash items away from dangerously placed bulk trash piles near electrical boxes and any fixed objects in order to prevent property damage or physical harm. Hand loads items. Transports rear loader to landfill and transfer station to dispose bulk trash load.

Roll-Off Drivers safely operates a heavy-duty truck and is responsible for preparing, loading, and transporting large mobile open top and compactor containers to disposal sites, transfer or recycle facilities and customer locations. Roll-Off Drivers will navigate driveways, alleyways, lots, high traffic roadways and may operate in tight overhead environments while on industrial routes. Highly skilled backing maneuvers are essential, to successfully perform this job.

Operates tractor with grapple bucket providing bulk trash service of large debris items for residential and commercial properties with chance of property damage due to unsafe piles that are placed on landscaping shrubs, sprinkler heads, concrete borders, meter and cable boxes, electrical boxes that are not visible to the tractor operator with the chance of electrocution. Provide lead over a crew of two rear load operators within the assigned area of bulk trash, prioritizing work load, when and what equipment is needed to accomplish the work assignment.

Minimum Qualifications: One year of experience in the operation of heavy automotive and specialized equipment and a class B commercial driver's license at time of application.

Water Services Systems Technician

(Meter Maintenance, Water Distribution, Wastewater Collection, Stormwater):

Performs maintenance and repair work on the storm systems, water mains, wastewater, and water meters. Perform inspections on private and city owned storm facilities and structures. Excavate job sites, perform confined space, hydro excavation and pothole digs. Read and understand blue prints, technical diagrams, maps, and blue-staking procedures for storm water hydro-cleaning, inspections and repairs. Explains and enforces City of Glendale policies and procedures and state and federal rules and regulations to citizens and businesses. Clean, maintain, and make minor repairs on the equipment.

Minimum Qualifications: Two years experience in construction, maintenance, and repair work and/or in the operation of light, medium, and heavy equipment related to the area of assignment. Operation of light to heavy equipment such as 3-ton utility truck, backhoe, combination jetter and vacuum truck, dump truck, utility crane truck, and close circuit televising truck. Depending on the area of assignment, some positions may require: Arizona Class A Commercial Driver's License with tanker endorsement is required within 90 days of hire; Work Zone Certification; ADEQ Grade 1 Water Distribution Certification or Grade 1 Wastewater Collection Certificate is required within six (6) months of hire; and, Arizona Restricted use of Pesticide Certification or ability to obtain within one (1) year of hire.

**City of Glendale, Arizona
2015 COMPENSATION SURVEY**

Water Services Systems Technician, Sr.

(Meter Maintenance, Water Distribution, Wastewater Collection, Stormwater):

Leads and trains Water Service Systems Technicians in the repair and maintenance of stormwater systems, water mains, wastewater, and water meters. Participates in and prioritizes work and decides what equipment and materials are needed to accomplish work assignments. Performs and oversees the inspection, construction, maintenance, and repair of storm mains, service lines, meters, water distribution, and wastewater collection systems. Investigates and resolves customer complaints, both internal and external. Reads blueprints and interprets plans to confirm projects are done accordingly. Maintains daily work records and prepares oral and written statistical reports of work completed, material used and time spent.

Minimum Qualifications: Three years of experience in construction, maintenance, and repair work and/or in the operation of light, medium, and heavy equipment relative to the area of assignment. Depending on the area of assignment, some positions may require: Commercial Driver's License with tanker endorsements; Arizona Restricted Use Pesticide Certification; Work Zone Certification and Barricading Certifications; Course Certificate and state certificates in self-contained breathing apparatus and hazardous chemical handling; ADEQ Grade 2 Water Distribution or Grade 2 Wastewater Collection Certification; Competent Person Certifications; and, Confined space entry certification.

Water Services Systems Technician, Lead

Supervises and trains Water Service Systems Technician crews in the repair and maintenance of stormwater systems, water mains, wastewater, and water meters. Participates in and prioritizes work and determines appropriate equipment and materials to accomplish and complete work assignments. Assigns work, materials, equipment and tools to crews. Maintains daily work records on Hansen asset management software and prepares oral and written statistical reports of work completed, material used and time spent for management. Investigates and resolves customer complaints for illicit discharges, spills, dumping, flooding, and storm water service concerns. Performs and oversees the construction, maintenance, and repair of storm water mains, service lines, catch basins, scuppers, spillways, meters, water distribution, and wastewater collection systems. Operates various light, medium, heavy and specialized equipment such as a backhoe, forklift, vacon truck, crane, etc. to perform assigned repair and maintenance.

Minimum Qualifications: Three years of experience in public works, construction, maintenance and repair work, and in the operation of light, medium, and heavy equipment relative to the area of assignment and one year of experience in providing lead supervision. College coursework in Wastewater Collection, Storm Water and/or Water Distribution Technology is preferred for some positions in Water Services. Depending on the area of assignment, some positions may require: Arizona class A CDL with applicable endorsements; and, ADEQ Grade 2 Wastewater Collection System Operator certification or ADEQ Grade 2 Water Distribution System Operator Certification.

Building Maintenance Worker (Journey level Carpenter, Electrician, Plumber, HVAC):

Replace lamps. Install outlets, lights, wiring, fire panels, and light poles. Troubleshoot fire alarms, cameras, and security card access. Test pump motors for storm drains and basement level buildings. Rebuild faucets and flush valves. Rebuild and replace shower valves, water heaters, toilets, garbage disposals, drinking fountains, sinks, pipes. Run new potable water lines to city buildings and rebuild backflow devices. Perform rough carpentry tasks, such as framing, roofing, remodeling, dry wall and cabinet repair. Prepares and cleans surfaces, and performs flooring repairs. Repairs gates, fences, walls, and railings. Perform journeyman level troubleshooting, repair, replacement, and installation of HVAC/Refrigeration equipment. Rehab empty housing units.

Minimum Qualifications: Two years of trade school or college level course work in electrical wiring, refrigeration, plumbing, carpentry, HVAC or a related field and two years of experience and journey level certification in building maintenance and repair relative to the area of assignment and preferably in more than one skill area. Depending on the area of assignment, some positions may require: Arizona driver's license; journey level certification in area of assignment; and, special journey level certification and/or endorsement, required by the EPA for the recovery of chlorofluorocarbons in air conditioning systems.

City of Glendale, Arizona
2015 COMPENSATION SURVEY

BENCHMARK SALARY DATA						
Benchmark Job Family	Benchmark Job Title	Your Organization's Matching Title	FLSA Status	Workweek Definition (hours/week)	Full-Time Pay Range as of December 1, 2015	
					Annual Pay Range Minimum	Annual Pay Range Maximum
1	Administrative Support	Secretary				
2	Administrative Support	Administrative Assistant				
3	Administrative Support	Management Analyst				
4	Administrative Support	Management Assistant				
5	Building Safety	Building Inspector				
6	Building Safety	Building Safety Manager				
7	Building Safety	Development Services Representative				
8	City Attorney	Assistant City Attorney				
9	City Attorney	City Prosecutor				
10	City Attorney	Deputy City Attorney				
11	City Auditor	City Auditor				
12	City Clerk	Deputy City Clerk				
13	City Council	Council Assistant				
14	City Court	Court Clerk II				
15	City Court	Supervisor, Court				
16	City Court	Victim Assistance Caseworker				
17	City Manager	Assistant City Manager				
18	City Manager	Management Assistant to the City Manager				
19	Code Compliance	Code Inspector I				
20	Code Compliance	Supervisor, Code Compliance				
21	Community Partnership	Community Services Representative				
22	Community Partnership	Housing Inspector				
23	Community Partnership	Housing Services Manager				
24	Economic Development	Director, Economic Development				

City of Glendale, Arizona
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BENCHMARK SALARY DATA						
Benchmark Job Family	Benchmark Job Title	Your Organization's Matching Title	FLSA Status	Workweek Definition (hours/week)	Full-Time Pay Range as of December 1, 2015 Annual Pay Range Minimum	Annual Pay Range Maximum
25	Economic Development	Economic Development Specialist, Sr				
26	Engineering	City Engineer				
27	Engineering	Engineering Inspector, Sr				
28	Engineering	Engineering Project Manager				
29	Engineering	Principal Engineer				
30	Field Operations	Crewleader				
31	Field Operations	Deputy Director, Public Works				
32	Field Operations	Equipment Mechanic Specialist				
33	Field Operations	Sanitation Inspector				
34	Field Operations	Service Worker, Sr				
35	Field Operations	Superintendent, Sanitation				
36	Field Operations	Supervisor, Landfill				
37	Field Operations	Supervisor, Shop				
38	Finance	Account Specialist II				
39	Finance	Accountant I				
40	Finance	Assistant Director, Finance				
41	Finance	Contract Analyst				
42	Finance	Customer Service Representative				
43	Finance	Licensing & Taxpayer Analyst				
44	Finance	Payroll Specialist				
45	Finance	Supervisor, Payroll Services				
46	Finance	Tax Auditor				
47	Fire	Assistant Fire Chief				
48	Fire	Assistant Fire Marshal				
49	Fire	Emergency Services Coordinator				
50	Fire	Fire Battalion Chief				
51	Fire	Fire Education & Community Outreach Coordinator				

City of Glendale, Arizona
2015 COMPENSATION SURVEY

BENCHMARK SALARY DATA						
Benchmark Job Family	Benchmark Job Title	Your Organization's Matching Title	FLSA Status	Workweek Definition (hours/week)	Full-Time Pay Range as of December 1, 2015 Annual Pay Range Minimum	Annual Pay Range Maximum
52	Fire	Fire Inspector, Sr				
53	Human Resources	Claims Analyst				
54	Human Resources	Director, HR & Risk Management				
55	Human Resources	HR Generalist				
56	Human Resources	HR Technician				
57	Human Resources	Risk Manager				
58	Human Resources	Workers Comp/Drug & Alcohol Analyst				
59	Information Systems	Applications Analyst				
60	Information Systems	Chief Information Officer				
61	Information Systems	Database Administrator				
62	Information Systems	Help Desk Support Specialist				
63	Information Systems	Information Technology Manager				
64	Information Systems	Network Engineer				
65	Information Systems	System Administrator				
66	Intergovernmental Relations	Intergovernmental Programs Administrator				
67	Library	Chief Librarian				
68	Library	Librarian				
69	Library	Library Assistant				
70	Library	Library Assistant, Sr.				
71	Management & Budget	Budget Analyst				
72	Marketing	Marketing & Communications Manager, Sr				
73	Marketing	Special Events Coordinator				
74	Mayor	Assistant to the Mayor				
75	Parks & Recreation	Civic Center Manager				

City of Glendale, Arizona
2015 COMPENSATION SURVEY

BENCHMARK SALARY DATA						
Benchmark Job Family	Benchmark Job Title	Your Organization's Matching Title	FLSA Status	Workweek Definition (hours/week)	Full-Time Pay Range as of December 1, 2015 Annual Pay Range Minimum	Annual Pay Range Maximum
76	Parks & Recreation	Deputy Director, Parks & Recreation				
77	Parks & Recreation	Recreation Coordinator, Sr				
78	Parks & Recreation	Recreation Programmer				
79	Parks & Recreation	Superintendent, Parks Maintenance				
80	Parks & Recreation	Superintendent, Recreation Programs				
81	Planning	Planner				
82	Police	Police Chief				
83	Police	Police Communications Specialist				
84	Police	Police Lieutenant				
85	Police	Police Ops Manager				
86	Transportation	Airport Administrator				
87	Transportation	ITS Technician				
88	Transportation	Traffic Signal Technician, Sr				
89	Transportation	Transit Operator				
90	Utilities	Civil Engineer				
91	Utilities	Deputy Director, Water Services				
92	Utilities	Director, Water Services				
93	Utilities	Environmental Program Manager				
94	Utilities	GIS Coordinator				
95	Utilities	Laboratory Technician				
96	Utilities	Plant Maintenance Mechanic				
97	Utilities	Pretreatment Program Manager				
98	Utilities	Superintendent, Water Services Operations				
99	Utilities	Water Control Room Operator				
100	Utilities	Water Plant Operator, Sr.				
101	Utilities	Water Services Representative				