

VOLUME I

A JOB CLASSIFICATION AND
COMPENSATION PLAN

FOR

JONESBORO, ARKANSAS

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Introduction

At the request of the City of Jonesboro, Condrey and Associates, Inc. entered into a contract with the city for the development of a job classification and compensation plan.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all city employees;
2. Collecting wage survey data; and
3. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of a position questionnaire to all city employees. The questionnaire covered major aspects of the employee's position as well as the physical demands and work environment of the position.

After reviewing the information on the position questionnaires, Condrey and Associates interviewed employees individually and developed a classification recommendation for each position. Approximately 60% of position incumbents were personally interviewed for the study.

Our experience in interviewing the city's employees was a positive one. The city should take pride in its workforce.

The next phase in the workplan involved evaluating each classification for grade level. In order to provide a reliable set of ratings, all positions were rated by Condrey and Associates utilizing the Factor Evaluation System (FES). An explanation of FES follows in another section of the report.

The project also involved collecting salary survey information. Condrey and Associates conducted a salary survey of selected organizations specifically for this study. The survey respondents are listed in Table I. Condrey and Associates also conducted a preliminary staffing analysis for the city. The results of the analysis are presented in Appendix B.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Condrey and Associates to provide technical assistance in this process.

Table 1
City of Jonesboro, Arkansas
Salary Survey Respondents

City of Cape Girardeau
City of Fayetteville
City of Fort Smith
City of Hot Springs
City of Jackson
City of Jefferson City
City of North Little Rock
City of Pine Bluff
City of Rogers
City of Springdale
Crowley's Ridge Development Council
Delta Consolidated Industries
Frito-Lay, Inc.
Haworth, Inc.
Nettleton Public Schools
Quebecor World Color
Riceland Foods
St. Bernard's Medical Center
Thomas & Betts Corporation
Wal-Mart Super Centers #128

The Classification Plan

The system used to classify the jobs in the City of Jonesboro is an adapted version of the Factor Evaluation System (FES). FES was developed by the Civil Service Commission (now the Office of Personnel Management) of the federal government and is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was added by Condrey and Associates. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all city positions. The assigned grade levels reflect a combination of data generated by FES, the salary surveys, and a review of organizational relationships within the government.

The Compensation Plan

The compensation plan developed for the city is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of twenty-five grades. Tables II-A, B, and C display the proposed salary scales. The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized.

In order to keep the proposed salary tables current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. This market adjustment should be made in addition to employee step raises. Thus, the city may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee salary and every pay range equally when market conditions dictate, and 2) step increases linked to employee service and/or performance.

Table II-A
Proposed Salary Scale
City of Jonesboro, Arkansas

GRADE	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	15,867.04	16,263.72	16,670.31	17,087.07	17,514.25	17,952.10	18,400.91	18,860.93	19,332.45	19,815.76	20,311.16	20,818.94	21,339.41	21,872.90	22,419.72	22,980.21	23,554.72	24,143.58
2	16,670.31	17,087.07	17,514.25	17,952.10	18,400.91	18,860.93	19,332.45	19,815.76	20,311.16	20,818.94	21,339.41	21,872.90	22,419.72	22,980.21	23,554.72	24,143.58	24,747.17	25,365.85
3	17,514.25	17,952.10	18,400.91	18,860.93	19,332.45	19,815.76	20,311.16	20,818.94	21,339.41	21,872.90	22,419.72	22,980.21	23,554.72	24,143.58	24,747.17	25,365.85	26,000.00	26,650.00
4	18,400.91	18,860.93	19,332.45	19,815.76	20,311.16	20,818.94	21,339.41	21,872.90	22,419.72	22,980.21	23,554.72	24,143.58	24,747.17	25,365.85	26,000.00	26,650.00	27,316.25	27,999.16
5	19,332.45	19,815.76	20,311.16	20,818.94	21,339.41	21,872.90	22,419.72	22,980.21	23,554.72	24,143.58	24,747.17	25,365.85	26,000.00	26,650.00	27,316.25	27,999.16	28,699.14	29,416.61
6	20,311.16	20,818.94	21,339.41	21,872.90	22,419.72	22,980.21	23,554.72	24,143.58	24,747.17	25,365.85	26,000.00	26,650.00	27,316.25	27,999.16	28,699.14	29,416.61	30,152.03	30,905.83
7	21,339.41	21,872.90	22,419.72	22,980.21	23,554.72	24,143.58	24,747.17	25,365.85	26,000.00	26,650.00	27,316.25	27,999.16	28,699.14	29,416.61	30,152.03	30,905.83	31,678.48	32,470.44
8	22,419.72	22,980.21	23,554.72	24,143.58	24,747.17	25,365.85	26,000.00	26,650.00	27,316.25	27,999.16	28,699.14	29,416.61	30,152.03	30,905.83	31,678.48	32,470.44	33,282.20	34,114.25
9	23,554.72	24,143.58	24,747.17	25,365.85	26,000.00	26,650.00	27,316.25	27,999.16	28,699.14	29,416.61	30,152.03	30,905.83	31,678.48	32,470.44	33,282.20	34,114.25	34,967.11	35,841.29
10	24,747.17	25,365.85	26,000.00	26,650.00	27,316.25	27,999.16	28,699.14	29,416.61	30,152.03	30,905.83	31,678.48	32,470.44	33,282.20	34,114.25	34,967.11	35,841.29	36,737.32	37,655.75
11	26,000.00	26,650.00	27,316.25	27,999.16	28,699.14	29,416.61	30,152.03	30,905.83	31,678.48	32,470.44	33,282.20	34,114.25	34,967.11	35,841.29	36,737.32	37,655.75	38,597.15	39,562.07
12	27,316.25	27,999.16	28,699.14	29,416.61	30,152.03	30,905.83	31,678.48	32,470.44	33,282.20	34,114.25	34,967.11	35,841.29	36,737.32	37,655.75	38,597.15	39,562.07	40,551.13	41,564.90
13	28,699.14	29,416.61	30,152.03	30,905.83	31,678.48	32,470.44	33,282.20	34,114.25	34,967.11	35,841.29	36,737.32	37,655.75	38,597.15	39,562.07	40,551.13	41,564.90	42,604.03	43,669.13
14	30,152.03	30,905.83	31,678.48	32,470.44	33,282.20	34,114.25	34,967.11	35,841.29	36,737.32	37,655.75	38,597.15	39,562.07	40,551.13	41,564.90	42,604.03	43,669.13	44,760.86	45,879.88
15	31,678.48	32,470.44	33,282.20	34,114.25	34,967.11	35,841.29	36,737.32	37,655.75	38,597.15	39,562.07	40,551.13	41,564.90	42,604.03	43,669.13	44,760.86	45,879.88	47,026.87	48,202.55
16	33,282.20	34,114.25	34,967.11	35,841.29	36,737.32	37,655.75	38,597.15	39,562.07	40,551.13	41,564.90	42,604.03	43,669.13	44,760.86	45,879.88	47,026.87	48,202.55	49,407.61	50,642.80
17	34,967.11	35,841.29	36,737.32	37,655.75	38,597.15	39,562.07	40,551.13	41,564.90	42,604.03	43,669.13	44,760.86	45,879.88	47,026.87	48,202.55	49,407.61	50,642.80	51,908.87	53,206.59
18	36,737.32	37,655.75	38,597.15	39,562.07	40,551.13	41,564.90	42,604.03	43,669.13	44,760.86	45,879.88	47,026.87	48,202.55	49,407.61	50,642.80	51,908.87	53,206.59	54,536.76	55,900.18
19	38,597.15	39,562.07	40,551.13	41,564.90	42,604.03	43,669.13	44,760.86	45,879.88	47,026.87	48,202.55	49,407.61	50,642.80	51,908.87	53,206.59	54,536.76	55,900.18	57,297.68	58,730.12
20	40,551.13	41,564.90	42,604.03	43,669.13	44,760.86	45,879.88	47,026.87	48,202.55	49,407.61	50,642.80	51,908.87	53,206.59	54,536.76	55,900.18	57,297.68	58,730.12	60,198.38	61,703.33
21	44,760.86	45,879.88	47,026.87	48,202.55	49,407.61	50,642.80	51,908.87	53,206.59	54,536.76	55,900.18	57,297.68	58,730.12	60,198.38	61,703.33	63,245.92	64,827.07	66,447.74	68,108.94
22	49,407.61	50,642.80	51,908.87	53,206.59	54,536.76	55,900.18	57,297.68	58,730.12	60,198.38	61,703.33	63,245.92	64,827.07	66,447.74	68,108.94	69,811.66	71,556.95	73,345.87	75,179.52
23	54,536.76	55,900.18	57,297.68	58,730.12	60,198.38	61,703.33	63,245.92	64,827.07	66,447.74	68,108.94	69,811.66	71,556.95	73,345.87	75,179.52	77,059.01	78,985.49	80,960.12	82,984.13
24	60,198.38	61,703.33	63,245.92	64,827.07	66,447.74	68,108.94	69,811.66	71,556.95	73,345.87	75,179.52	77,059.01	78,985.49	80,960.12	82,984.13	85,058.73	87,185.20	89,364.83	91,598.95
25	66,447.74	68,108.94	69,811.66	71,556.95	73,345.87	75,179.52	77,059.01	78,985.49	80,960.12	82,984.13	85,058.73	87,185.20	89,364.83	91,598.95	93,888.92	96,236.14	98,642.05	101,108.10

Table II-B
Proposed Salary Scale
City of Jonesboro, Arkansas

GRADE	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	15,256.77	15,638.19	16,029.15	16,429.88	16,840.62	17,261.64	17,693.18	18,135.51	18,588.90	19,053.62	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99
2	16,029.15	16,429.88	16,840.62	17,261.64	17,693.18	18,135.51	18,588.90	19,053.62	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24
3	16,840.62	17,261.64	17,693.18	18,135.51	18,588.90	19,053.62	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00
4	17,693.18	18,135.51	18,588.90	19,053.62	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27
5	18,588.90	19,053.62	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21
6	19,529.96	20,018.21	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14
7	20,518.66	21,031.63	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57
8	21,557.42	22,096.36	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17
9	22,648.77	23,214.99	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78
10	23,795.36	24,390.24	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45
11	25,000.00	25,625.00	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46
12	26,265.63	26,922.27	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25
13	27,595.32	28,285.21	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55
14	28,992.34	29,717.14	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27
15	30,460.07	31,221.57	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60
16	32,002.11	32,802.17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00
17	33,622.22	34,462.78	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00	49,912.38	51,160.18
18	35,324.35	36,207.45	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00	49,912.38	51,160.18	52,439.19	53,750.17
19	37,112.64	38,040.46	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00	49,912.38	51,160.18	52,439.19	53,750.17	55,093.92	56,471.27
20	38,991.47	39,966.25	40,965.41	41,989.55	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00	49,912.38	51,160.18	52,439.19	53,750.17	55,093.92	56,471.27	57,883.05	59,330.13
21	43,039.28	44,115.27	45,218.15	46,348.60	47,507.32	48,695.00	49,912.38	51,160.18	52,439.19	53,750.17	55,093.92	56,471.27	57,883.05	59,330.13	60,813.38	62,333.72	63,892.06	65,489.36
22	47,507.32	48,695.00	49,912.38	51,160.18	52,439.19	53,750.17	55,093.92	56,471.27	57,883.05	59,330.13	60,813.38	62,333.72	63,892.06	65,489.36	67,126.60	68,804.76	70,524.88	72,288.00
23	52,439.19	53,750.17	55,093.92	56,471.27	57,883.05	59,330.13	60,813.38	62,333.72	63,892.06	65,489.36	67,126.60	68,804.76	70,524.88	72,288.00	74,095.20	75,947.58	77,846.27	79,792.43
24	57,883.05	59,330.13	60,813.38	62,333.72	63,892.06	65,489.36	67,126.60	68,804.76	70,524.88	72,288.00	74,095.20	75,947.58	77,846.27	79,792.43	81,787.24	83,831.92	85,927.72	88,075.91
25	63,892.06	65,489.36	67,126.60	68,804.76	70,524.88	72,288.00	74,095.20	75,947.58	77,846.27	79,792.43	81,787.24	83,831.92	85,927.72	88,075.91	90,277.81	92,534.75	94,848.12	97,219.33

Table II-C
Proposed Salary Scale
City of Jonesboro, Arkansas

GRADE	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	14,646.50	15,012.67	15,387.98	15,772.68	16,167.00	16,571.17	16,985.45	17,410.09	17,845.34	18,291.47	18,748.76	19,217.48	19,697.92	20,190.37	20,695.12	21,212.50	21,742.82	22,286.39
2	15,387.98	15,772.68	16,167.00	16,571.17	16,985.45	17,410.09	17,845.34	18,291.47	18,748.76	19,217.48	19,697.92	20,190.37	20,695.12	21,212.50	21,742.82	22,286.39	22,843.55	23,414.63
3	16,167.00	16,571.17	16,985.45	17,410.09	17,845.34	18,291.47	18,748.76	19,217.48	19,697.92	20,190.37	20,695.12	21,212.50	21,742.82	22,286.39	22,843.55	23,414.63	24,000.00	24,600.00
4	16,985.45	17,410.09	17,845.34	18,291.47	18,748.76	19,217.48	19,697.92	20,190.37	20,695.12	21,212.50	21,742.82	22,286.39	22,843.55	23,414.63	24,000.00	24,600.00	25,215.00	25,845.38
5	17,845.34	18,291.47	18,748.76	19,217.48	19,697.92	20,190.37	20,695.12	21,212.50	21,742.82	22,286.39	22,843.55	23,414.63	24,000.00	24,600.00	25,215.00	25,845.38	26,491.51	27,153.80
6	18,748.76	19,217.48	19,697.92	20,190.37	20,695.12	21,212.50	21,742.82	22,286.39	22,843.55	23,414.63	24,000.00	24,600.00	25,215.00	25,845.38	26,491.51	27,153.80	27,832.64	28,528.46
7	19,697.92	20,190.37	20,695.12	21,212.50	21,742.82	22,286.39	22,843.55	23,414.63	24,000.00	24,600.00	25,215.00	25,845.38	26,491.51	27,153.80	27,832.64	28,528.46	29,241.67	29,972.71
8	20,695.12	21,212.50	21,742.82	22,286.39	22,843.55	23,414.63	24,000.00	24,600.00	25,215.00	25,845.38	26,491.51	27,153.80	27,832.64	28,528.46	29,241.67	29,972.71	30,722.03	31,490.08
9	21,742.82	22,286.39	22,843.55	23,414.63	24,000.00	24,600.00	25,215.00	25,845.38	26,491.51	27,153.80	27,832.64	28,528.46	29,241.67	29,972.71	30,722.03	31,490.08	32,277.33	33,084.27
10	22,843.55	23,414.63	24,000.00	24,600.00	25,215.00	25,845.38	26,491.51	27,153.80	27,832.64	28,528.46	29,241.67	29,972.71	30,722.03	31,490.08	32,277.33	33,084.27	33,911.37	34,759.16
11	24,000.00	24,600.00	25,215.00	25,845.38	26,491.51	27,153.80	27,832.64	28,528.46	29,241.67	29,972.71	30,722.03	31,490.08	32,277.33	33,084.27	33,911.37	34,759.16	35,628.13	36,518.84
12	25,215.00	25,845.38	26,491.51	27,153.80	27,832.64	28,528.46	29,241.67	29,972.71	30,722.03	31,490.08	32,277.33	33,084.27	33,911.37	34,759.16	35,628.13	36,518.84	37,431.81	38,367.60
13	26,491.51	27,153.80	27,832.64	28,528.46	29,241.67	29,972.71	30,722.03	31,490.08	32,277.33	33,084.27	33,911.37	34,759.16	35,628.13	36,518.84	37,431.81	38,367.60	39,326.79	40,309.96
14	27,832.64	28,528.46	29,241.67	29,972.71	30,722.03	31,490.08	32,277.33	33,084.27	33,911.37	34,759.16	35,628.13	36,518.84	37,431.81	38,367.60	39,326.79	40,309.96	41,317.71	42,350.66
15	29,241.67	29,972.71	30,722.03	31,490.08	32,277.33	33,084.27	33,911.37	34,759.16	35,628.13	36,518.84	37,431.81	38,367.60	39,326.79	40,309.96	41,317.71	42,350.66	43,409.42	44,494.66
16	30,722.03	31,490.08	32,277.33	33,084.27	33,911.37	34,759.16	35,628.13	36,518.84	37,431.81	38,367.60	39,326.79	40,309.96	41,317.71	42,350.66	43,409.42	44,494.66	45,607.02	46,747.20
17	32,277.33	33,084.27	33,911.37	34,759.16	35,628.13	36,518.84	37,431.81	38,367.60	39,326.79	40,309.96	41,317.71	42,350.66	43,409.42	44,494.66	45,607.02	46,747.20	47,915.88	49,113.78
18	33,911.37	34,759.16	35,628.13	36,518.84	37,431.81	38,367.60	39,326.79	40,309.96	41,317.71	42,350.66	43,409.42	44,494.66	45,607.02	46,747.20	47,915.88	49,113.78	50,341.62	51,600.16
19	35,628.13	36,518.84	37,431.81	38,367.60	39,326.79	40,309.96	41,317.71	42,350.66	43,409.42	44,494.66	45,607.02	46,747.20	47,915.88	49,113.78	50,341.62	51,600.16	52,890.17	54,212.42
20	37,431.81	38,367.60	39,326.79	40,309.96	41,317.71	42,350.66	43,409.42	44,494.66	45,607.02	46,747.20	47,915.88	49,113.78	50,341.62	51,600.16	52,890.17	54,212.42	55,567.73	56,956.92
21	41,317.71	42,350.66	43,409.42	44,494.66	45,607.02	46,747.20	47,915.88	49,113.78	50,341.62	51,600.16	52,890.17	54,212.42	55,567.73	56,956.92	58,380.85	59,840.37	61,336.38	62,869.79
22	45,607.02	46,747.20	47,915.88	49,113.78	50,341.62	51,600.16	52,890.17	54,212.42	55,567.73	56,956.92	58,380.85	59,840.37	61,336.38	62,869.79	64,441.53	66,052.57	67,703.88	69,396.48
23	50,341.62	51,600.16	52,890.17	54,212.42	55,567.73	56,956.92	58,380.85	59,840.37	61,336.38	62,869.79	64,441.53	66,052.57	67,703.88	69,396.48	71,131.39	72,909.68	74,732.42	76,600.73
24	55,567.73	56,956.92	58,380.85	59,840.37	61,336.38	62,869.79	64,441.53	66,052.57	67,703.88	69,396.48	71,131.39	72,909.68	74,732.42	76,600.73	78,515.75	80,478.64	82,490.61	84,552.87
25	61,336.38	62,869.79	64,441.53	66,052.57	67,703.88	69,396.48	71,131.39	72,909.68	74,732.42	76,600.73	78,515.75	80,478.64	82,490.61	84,552.87	86,666.70	88,833.36	91,054.20	93,330.55

Cost of Implementation

The following paragraphs present three implementation plans for the city's consideration. The cost figures do not include benefit costs. Thus, the following cost figures do not represent the city's total personnel costs for these positions.

Table III depicts the cost to implement the new compensation plans. The annualized cost to implement classification changes necessitated by Plan A is \$494,366 or 4.24% of current payroll cost. The new compensation system mirrors the city's labor market and should prove to be effective in attracting and retaining a quality workforce. The cost to implement Plan B is \$369,603 or 3.17% of current payroll cost. Plan C's cost to implement is \$258,238 or 2.21% of current payroll cost.

Implementing the new compensation system will further compress individual pay rates (salaries grouped closely together, regardless of length of service to the organization or quality of performance). To help alleviate this problem, Condrey and Associates recommends that a one time equity adjustment be applied to employee salaries as outlined in Table III. The equity adjustment would recognize length of employee service to the city. The cost of the equity increase is approximately 5.61% of adjusted payroll cost. An alternative equity increase outlined in Table III has a cost of 4.28% of adjusted payroll cost. Condrey and Associates will be available to assist in implementing the new compensation plan for individual employees.

Table III
 Cost of Implementation
 Jonesboro Personnel Project

	Classification & Step Changes ¹	Equity Increases ²	Total Implementation Cost
Plan A	\$494,366 (4.24%)	\$680,639 (5.60%)	\$1,175,005
Plan B	\$369,603 (3.17%)	\$675,709 (5.61%)	\$1,045,312
Plan C	\$258,238 (2.21%)	\$668,317 (5.60%)	\$926,555

Plan A Modified	\$494,366 (4.24%)	\$519,846 (4.27%)	\$1,014,212
Plan B Modified	\$369,603 (3.17%)	\$515,641 (4.28%)	\$885,244
Plan C Modified	\$258,238 (2.21%)	\$510,430 (4.28%)	\$768,668

¹ Increases are projected based on current payroll total of approximately \$11,667,052. The figures presented are exclusive of benefit costs.

² Figures presented are the estimated cost for equity adjustments. The calculation for Plans A, B, and C is based on a maximum one-step raise for employees with 1-3 year(s) of service, a two-step raise for employees with 4-6 years of service, and a three-step raise for employees with 7 or more years of service as of December 31, 2003. The calculation for Plans A, B, and C Modified is based on a maximum one-step raise for employees with 1-3 year(s) of service and a two-step raise for employees with 4 or more years of service as of December 31, 2003.

Appendix A
Position/Grade Analysis
Jonesboro Personnel Project

DEPT	POSITION	GRADE
AC/1	Animal Control Director	18
AC/2	Senior Animal Control Officer	13
AC/3	Animal Control Officer	10
AD/1	Executive Assistant to the Mayor	21
AD/2	Secretary to the Mayor	12
BM/1	Building Maintenance Director	19
BM/2	Maintenance Technician	10
BM/3	Building Service Worker	6
CA/1	Assistant City Attorney	21
CA/2	Legal Assistant	12
E911/1	E911 Director	21
E911/2	Shift Leader	14
E911/3	Communications Operator	11 ¹
ENG/1	Public Works Director/City Engineer	25
ENG/2	Civil Engineer	21 ²
ENG/3	Senior Engineering Technician	17
ENG/4	Construction Inspector	16 ³
ENG/5	Engineering Design Technician	16
ENG/6	Senior Accounting Technician	12
FD/1	Fire Chief	24
FD/2	Assistant Fire Chief	22
FD/3	Battalion Chief	21
FD/4	Division Chief - Fire Marshal	21
FD/5	Division Chief - Training Officer	21
FD/6	Captain	19
FD/7	Driver Engineer	16
FD/8	Firefighter	13
FD/9	Administrative Secretary	10

¹ May be designated as "Training Officer" and placed at grade 12.

² May be designated Trainee and placed at grade 19; "II" and placed at grade 22 if in possession of a valid State of Arkansas Professional Engineering License.

³ May be designated as "Senior Inspector" and placed at grade 17.

DEPT	POSITION	GRADE
FIN/1	Finance Director	24
FIN/2	City Accountant	22
FIN/3	Purchasing Agent	20
FIN/4	Payroll and Accounting Specialist	14
FIN/5	Accounts Payable Specialist	12
FIN/6	City Collector	16
FIN/7	Accounting Technician	10
FIN/8	Parking Enforcement Attendant	7
GR/1	MPO/Grants Coordinator	21
GR/2	Grants Assistant	14
GR/3	Transportation Study Director	19
HR/1	Human Resources Director	24
HR/2	Human Resources Technician	12
IS/1	IS Director	23
IS/2	Assistant Information Systems Director	21
IS/3	Software Engineer	20
IS/4	Network Administrator	19
IS/5	Network Technician	17
PD/1	Public Safety Director	25
PD/2	Police Chief	24
PD/3	Assistant Police Chief	22
PD/4	Captain	22
PD/5	Lieutenant	20
PD/6	Sergeant	18
PD/7	Detective	15
PD/8	Police Officer	13
PD/9	Records Supervisor	14
PD/10	Administrative Assistant	12
PD/11	Work Release Coordinator	11
PD/12	Administrative Secretary - CID	10
PD/13	Records Technician	9
PL/1	Planning and Inspection Director	24
PL/2	Chief Building Official	21
PL/3	Planner	17 ⁴
PL/4	Inspector	14 ⁵
PL/5	Planning Coordinator	18

⁴ May be designated "Senior Planner" and placed at grade 19.

⁵ May be designated as "Senior Inspector" and placed at grade 16.

DEPT	POSITION	GRADE
PL/6	Cartographer	16
PL/7	Code Enforcement Officer	14
PL/8	Inspection Technician	12
PR/1	Director	24
PR/2	Assistant Director	21
PR/3	Parks Maintenance Superintendent	19
PR/4	Facilities and Recreation Planner	17
PR/5	Parks Superintendent	18
PR/6	Youth Sports Coordinator	14
PR/7	Sexton	12
PR/8	Special Events Coordinator	14
PR/9	Parks Maintenance Crewleader	12
PR/10	Administrative Assistant	12
PR/11	Parks Maintenance Worker	7 ⁶
PR/12	Building Service Worker	6
SAN/1	Sanitation Superintendent	21
SAN/2	Sanitation Supervisor	18
SAN/3	Landfill Supervisor	14
SAN/4	Mechanic II	13
SAN/5	Mechanic I	12
SAN/6	Sanitation Equipment Operator II	11
SAN/7	Sanitation Equipment Operator I	9
SAN/8	Shop Worker	8
SAN/9	Sanitation Worker	7
ST/1	Street Superintendent	21
ST/2	Street Construction Supervisor	18
ST/3	Street Maintenance Supervisor	18
ST/4	Traffic Control Supervisor	16
ST/5	Traffic Signal Coordinator	14
ST/6	Street Crew Leader	14
ST/7	Signal Technician	12
ST/8	Equipment Operator II	11
ST/9	Equipment Operator I	9
ST/10	Street Maintenance Worker	7
ST/11	Mechanic II	13
ST/12	Mechanic I	12
ST/13	Welder	12
ST/14	Office Manager	12
ST/15	Administrative Technician	10

⁶ May be designated "Senior" and placed at grade 9.

Appendix B
Preliminary Staffing Analysis

Department	JonesboroArkansas (55,515)	Fort Smith (80,268)	North Little Rock (60,433)	Fayetteville (58,047)	Pine Bluff (55,085)	Springdale (45,798)	Conway (43,167)	Rogers (38,829)	Hot Springs (35,750)	Mean	Median
Administration	2	4	8	11	3	6	4	7	12	6.88	6.50
Animal Control	5	5	9	15	6	2	5	4	9	6.88	5.50
Building Maintenance	3	N/A	N/A	14	3	1	10	N/A	3	6.20	3.00
City Attorney	1	N/A	7	3	6	8	2	5	3	4.86	5.00
E-911 Center	18	18	23	22	N/A	24	9	15	14	17.86	18.00
Engineering	8	19	4	19	N/A	6	2	N/A	7	9.50	6.50
Fire	84	128	152	89	92	92	90	71	80	99.25	91.00
Finance	7	32	11	17	3	2	5	3	23	12.00	8.00
Grants	2	1	N/A	N/A	N/A	1	1	N/A	N/A	1	1.00
Human Resources	2	4	8	4	3	1	2	1	4	3.38	3.50
Info. Services	4	7	N/A	12	N/A	3	N/A	2	6	6.00	6.00
Police	123	175	238	137	147	111	99	87	115	138.63	126.00
Planning & Inspections	10	16	22	28	11	13	8	11	15	15.50	14.00
Parks & Recreation	16	27	68	50	12	20	12	36	23	31.00	25.00
Sanitation	37	70	41	50	N/A	N/A	50	N/A	46	51.40	50.00
Streets	53	63	53	53	45	47	20	29	42	44.00	46.00

Source: Survey conducted by Condrey and Associates, Inc. specifically for the City of Jonesboro. Data presented is for full-time equivalent employees.

APPENDIX C

**City of Jonesboro Arkansas
Classification and Compensation
Policies and Procedures**

Condrey and Associates, Inc.
P. O. Box 7907
Athens, Georgia 30604-7907

October 2003

Section I. Position Classification and Pay Plan

- A. Establishment. The Human Resources Director shall be responsible for developing, maintaining and administering a position classification and pay plan covering all employees in the classified service of the City of Jonesboro, Arkansas. Such plan shall be approved and amended by recommendation of the Mayor and Council, and shall constitute the official approved system of grouping positions into appropriate classes and pay scales.
- B. Definitions. For the purpose of this section, the following words shall have the meanings respectively ascribed to them below.
1. To "allocate" a position shall mean assigning the position to an appropriate class on the basis of the similarity of work performed and level of responsibility inherent in the position.
 2. A "class" shall mean a group of positions (or one position) that:
 - a. has similar duties and responsibilities;
 - b. requires like qualifications; and
 - c. can be equitably compensated by the same salary range.
 3. The "class title" shall be the official designation or name of the class as stated in the job description. It shall be used on all personnel records and actions. Different working or office titles may be used for purposes of internal administration.
 4. A "position" shall mean a group of currently assigned duties and responsibilities requiring the full or part-time employment of one person. A position may be occupied or vacant.
 5. "Reclassification" shall mean the assignment of an existing position from one class to a different class due to a significant change in duties or responsibilities.

Section I. (continued)

C. Allocation of Positions.

1. Initial Allocation. The Human Resources Director shall be responsible for the initial allocation of the position of every employee of the city to one of the classes in the plan.
2. New Positions. When a new position is established and approved by the Mayor and Council, the department head involved shall complete a position description covering the duties and responsibilities of such new position. The Human Resources Director shall allocate the position to one of the classes in the classification plan, unless a suitable class does not exist, in which case the Human Resources Director shall recommend that the Mayor and Council establish a new class. Upon the recommendation and approval of such new class by the Mayor and Council, the Human Resources Director shall allocate the new position to it.
3. Allocation Appeals. If an employee has reason to believe that his or her position has been improperly allocated, such employee may, with the knowledge of the department head, request the Human Resources Director to review the allocation of such position. Any such request must be submitted in writing and contain a statement of justification.

D. Maintenance of Plan.

1. Vacancies. Each time a vacancy occurs, the department head shall submit a description of the vacant position to the Human Resources Director for a review of the allocation of the position. The Human Resources Director may waive this requirement for cases in which he/she has determined that no material changes have occurred.
2. Departmental Reorganization. Each time a department or division under the jurisdiction of a department head is significantly reorganized, such department head shall submit to the Human Resources Director new position descriptions for all affected positions.
3. Changes in Duties of Position. The Human Resources Director may require departments or employees to submit position descriptions on a periodic basis or at any time the Human Resources Director has reason to believe that there has been a change in the duties and responsibilities of one or more positions.

Section I. (continued)

4. New and Abolished Positions. Each time a new position is established, a position description shall be written and incorporated into the existing plan. Likewise, an abolished position shall be deleted from the classification plan.

- E. Interpretation of Job Descriptions. The job descriptions are descriptive and not restrictive. The use of a particular description as to duties, qualifications or other factors shall not be held to exclude others of similar kind or quality.

- F. Official Copy of the Plan. The Human Resources Director shall be responsible for maintaining an official copy of the Position Classification and Pay Plan. The official copy shall include a list of class titles and job descriptions, plus all amendments. A copy of the official plan shall be available for inspection by the public under reasonable conditions during business hours.

- G. Amendments to the Plan. When there is a need for the establishment of new positions or the abolition of current positions, the Human Resources Director shall submit findings and recommendations to the Mayor and Council, which shall take such action as deemed appropriate.

All changes in the position classification and pay plan shall be in the form of amendments to the plan approved by the Mayor and Council.

Section II. Rate of Pay

- A. New Appointees. New employees shall be paid the minimum rate of pay for the class to which they are assigned, subject to the following exceptions, which require the approval of the Human Resources Director and the Mayor.
1. If an appointee to a particular position does not meet the minimum qualifications stated in the job description or if certain classes of work require a formalized training period that is of unusual duration, and the needs of the county can best be met by placing an individual in a training capacity, the Human Resources Director may designate such position as a "trainee" position. Appointment to a "trainee" position shall be at a salary range below the minimum rate established for the classification at a rate not more than 10 percent below the minimum rate. If the position is Police Officer or Firefighter and the new employee is not sworn/certified, the "trainee" salary shall be \$1,700.00 less than entry rate for the position until the employee obtains certification/sworn status.
 2. If an appointee exceeds the minimum qualifications for the position, such employee may be started at a rate up to 4 steps above the starting salary for the classification. Written approval of the Mayor and Human Resources Director is required in such instances.
 3. If an employee to be appointed possesses special qualifications, or extenuating circumstances exist, the department head may recommend to the Human Resources Director a rate higher than 4 steps above the starting salary for the classification. In such cases, the Mayor must grant final approval.

B. Promotion.

1. An employee shall be promoted when:
 - a. The employee is transferred to a position classified in a higher pay range.
 - b. The employee's position is reclassified to a classification having a higher pay range.
2. Promotions may occur within a department or between departments.
3. Pay upon promotion.

At the time an employee is promoted to a previously established position in a classification with a higher pay range, a salary increase may be granted:

- a. Up to 10 percent above the employee's current salary; or
- b. Up to the minimum of the new classification, whichever is greater.

Section II. (continued)

C. Demotion.

1. An employee shall be demoted when:
 - a. The employee is placed in a different classification having a lower pay range.
 - b. The employee's position is reclassified to a classification having a lower pay range.
2. When an employee receives a demotion of the type stated in 1-a above, such employee's pay may remain unchanged or may be reduced at the discretion of the Mayor and Council.

In the case of an employee's position being reallocated to a lower classification, an employee's salary shall not be reduced. The employee shall be permitted to continue at the present rate of pay, but shall not be entitled to a salary increase when the current salary exceeds the maximum for the new assigned range.

- D. Reinstated Employees. A reinstated employee shall be paid at a salary rate within the approved salary range for the position to which the employee is reinstated. The rate of salary at appointment shall be in accordance with Section II, A-2 and A-3.
- E. Part-Time and Temporary Employment. Pay for part-time and temporary employment in a position shall be determined by the Department Director with approval of the Human Resources Director and the Mayor.
- F. Overtime. Overtime is work beyond the normal hours of any scheduled work week as authorized by the department head. Compensation for overtime will be in accordance with the provisions of the *Fair Labor Standards Act* as amended.
- G. Increases in Salaries. Increases in pay for city employees shall be governed by the following principles.
 1. Any employee shall be initially employed for a probationary period of six months.

Section II. (continued)

2. The pay plan consists of twenty-five pay grades. The Mayor and Council may add or delete pay grades as deemed necessary.
3. Each pay grade shall have a pay range with an entry rate and steps placed at 2 1/2% intervals. The range between the entry rate and the maximum rate is approximately 50 percent.
4. After an employee reaches the maximum rate within a pay grade, such employee shall only be entitled to across-the-board salary adjustments.
5. Each department head shall file an annual performance evaluation report on each employee within that department. This report shall become a permanent part of each employee's personnel file.
6. In order to move to a higher pay grade, an employee must apply for a new position within a higher pay grade or be an incumbent in a position which has been reclassified to a higher pay grade.
7. Annually, the Mayor and Council will consider increasing the salaries within all pay grades on an equal percentage basis. During budget hearings, the Mayor and Council shall determine what percentage increase, if any, will be allotted for increases to employee salaries. The percentage for market-adjustment increases will change the entry rate, steps, and maximum rate for each pay grade of the salary schedule.