



MUNICIPAL BUILDING
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To: Mayor and City Council
From: BJ King, City Administrator
Cc: Jeff Green, Assistant Administrator & Sue Wadley, Personnel Director
Date: March 9, 2020
Re: Wage Study and Compensation Plan

Clemans Nelson & Associates was contracted to complete a wage comparison study for all of the City of Groveport's non-collectively bargained positions. This study was completed to determine Groveport's competitiveness in pay when compared to other jurisdictions. In total, 25 positions within the Groveport government were included in the study. Additionally, Clemans Nelson & Associates was asked to specifically review five positions in the Groveport organization due to their evolving and increasing job responsibilities. Those five positions are:

- Administrative Assistant – Community Affairs
- Administrative Assistant – Engineering
- Human Resources Clerk
- Director of Transportation
- Director of Parks and Facilities Management

Analysis

Wage data from 12 Central Ohio municipalities was surveyed for comparison to all of Groveport's non-collectively bargained positions, excluding the golf course positions. Wage information from six municipalities in Ohio that have city owned courses was used to compare golf course positions wages. The survey was completed using wages from "benchmark" jobs from other communities that have similar duties and responsibilities to those for the City of Groveport. The results of the comparison determined if the City of Groveport's wages, for all non-collectively bargained positions, are competitive with the Central Ohio market rates.

Survey Results & Recommendations

Based on the results of the survey, Clemans Nelson & Associates found that minimum wage rates for several Groveport positions are significantly low compared to the survey responses. This is significant as it relates to the success of recruiting to fill vacant positions. The City's maximum wage rates were found to be slightly low when compared.

Based on the results of the survey, Clemans Nelson & Associates made the following recommendations:

- **Shift the Wage Scale**
Clemans Nelson & Associates recommends that the current wage scale be shifted upward by 2%. This recommendation is based on the pay rates of 11 positions being 76% or less of the market minimum pay for comparable positions.

Town Hall 648 Main Street, Groveport, OH 43125
Groveport Recreation & Aquatic Center 7370 Groveport Road, Groveport, OH 43125
Public Works Facility 7400 Groveport Road, Groveport, OH 43125
Groveport Municipal Golf Course 1005 Richardson Road, Groveport, OH 43125
Police Department 5690 Clyde Moore Drive, Groveport, OH 43125

- **Restructure the Wage Scale**

After the 2% upward shift to the wage scale, overall, the City's minimum wage rates still fall below the minimum market rate. To address this issue, Clemans Nelson & Associates recommends restructuring the wage scale to eliminate Step 1 of the current scale for Pay Grades 5-25. This would result in the current Step 2 becoming the new Step 1. Finally, Clemans Nelson & Associates recommends adding an additional step to the top of the pay grade, thereby creating a new maximum wage amount.

- **Revision to Current Compensation Plan**

During discussions with representatives from Clemans Nelson & Associates, City Administration expressed concerns regarding employees' pace when progressing through the pay scale. The pace of progression has resulted, in some instances, the City placing a new employee at a step higher than Step 1. This has been done in an effort to improve competitiveness in the market and to recruit quality employees.

To address this issue, Clemans Nelson & Associates recommends implementation of a "traditional step program" for Steps 1 (minimum) through 3 (mid-point). With this approach, employees would progress through the first 3 steps on an annual basis if they satisfactorily completed essential job duties of their position.

Once an employee progresses to Step 3 (mid-point), any additional pay increases would be based solely on a merit based system.

- **Reclassification of Positions & Revised Pay Grade Assignments**

Based on reviews of positions questionnaires and actual performed job duties, Clemans Nelson & Associates recommends implementation of the following:

- *Administrative Assistant – Engineering* – Due to more complex and technical job responsibilities, reassign the Administrative Assistant – Engineering from Pay Grade 7 to Pay Grade 11.
- *Administrative Assistant – Community Affairs* – Due to more complex job responsibilities and additional workload, reclassify the Administrative Assistant – Community Affairs to Executive Assistant and reassign the from Pay Grade 7 to Pay Grade 10.
- *Director of Parks and Facilities Management & Director of Transportation* – These two positions have lowest starting rate of pay of any director level positions. The market analysis indicated that a higher starting rate of pay is appropriate. Based on this analysis, Clemans Nelson & Associates recommends reassigning both of these director level position from Pay Grade 14 to Pay Grade 17.
- *Human Resources Clerk* – Due to more complex job duties and market demand in the profession, reassign this position from Pay Grade 5 to Pay Grade 7.
- *Seasonal Golf Maintenance Worker I* – To achieve equitability within the organization, reclassify from Pay Grade 2 to Pay Grade 3. Pay Grade 3 is consistent with the rate of pay for the Seasonal Grounds Maintenance Worker I.



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- *Seasonal Golf Maintenance Worker II*- To achieve equitability within the organization, reclassify from Pay Grade 3 to Pay Grade 4. Pay Grade 4 is consistent with the rate of pay for the Seasonal Grounds Maintenance Worker II.

Attached to this this memo is a copy of the Clemans Nelson & Associates Executive Summary for the Wage Study and a copy of the proposed amended Compensation Plan.

I recommend implementation of the proposed Wage Study recommendations. Additionally, I recommend adoption of the proposed amended Compensation Plan.

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Date Submitted
March 1, 2020

Submitted By
Brian D. Butcher
Vice President / COO

Heidi L. Miller
Account Manager



THE CITY OF GROVEPORT

Executive Summary



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INTRODUCTION

An organization's compensation package is one of the most integral parts of a human resources system because of the way it impacts the organization. Compensation drives culture, employee recruitment and retention, motivation, and advancement. An organization must also be compliant with both state and federal laws.

As a result, Clemans, Nelson & Associates, Inc. (hereinafter Clemans Nelson; or referenced as "the Consultant") was tasked by the City of Groveport (hereinafter "the City") to conduct a comprehensive compensation analysis, assessing external equity.

Additionally, the City requested that Clemans Nelson specifically review the following five (5) positions due to evolving job responsibilities and/or difficulty recruiting and retaining:

- Administrative Assistant-Community Affairs;
- Administrative Assistant-Engineering;
- Human Resources Clerk;
- Director of Transportation; and
- Director of Parks and Facilities Management.

EXTERNAL EQUITY – MARKET STUDY

External equity, typically evaluated by a market study, answers the following question: how does the City's pay compare to other like jurisdictions?

Market Study – Comparable Jurisdictions

An important step in conducting a market study is determining appropriate comparable jurisdictions to survey. Based on various demographical factors including but not limited to: population, median household income, income tax revenue and proximity to the City of Groveport, Clemans Nelson conducted a market study consisting of twelve (12) local jurisdictions. Additionally, the City owns and operates a municipal golf course, The Links at Groveport; therefore, for three (3) golf course positions, Clemans Nelson surveyed six (6) additional jurisdictions around the state that have municipal golf courses.

In the market study, each respondent was asked to review a description of the positions surveyed, and provide wage ranges (minimum and maximum) for each benchmark position.

The participants in the study and the corresponding demographical information are provided on the following page.

CITY OF GROVEPORT

Comparable Jurisdictions - Demographics for Market Study

Jurisdiction	County	Population	Median Household Income	Mean Household Income	Per Capita Income	Income Tax*	Tax Rate**
Canal Winchester	Fairfield	7,986	\$83,304	\$93,777	\$35,133	\$7,053,928	2.00%
Columbus*	Franklin	833,929	\$49,104	\$63,232	\$26,691	\$855,068,628	2.50%
Delaware*	Delaware	38,193	\$62,154	\$78,475	\$30,147	\$25,052,666	1.85%
Gahanna*	Franklin	34,691	\$78,854	\$99,350	\$39,214	\$17,795,406	1.50%
Grove City	Franklin	39,266	\$68,907	\$83,124	\$32,616	\$24,478,949	2.00%
<i>Groveport</i>	<i>Franklin</i>	<i>5,563</i>	<i>\$59,459</i>	<i>\$69,952</i>	<i>\$28,447</i>	<i>\$16,165,091</i>	<i>2.00%</i>
Hilliard	Franklin	34,386	\$95,742	\$112,938	\$41,946	\$29,204,325	2.00%
New Albany	Franklin	10,253	\$187,200	\$241,878	\$76,811	\$28,329,916	2.00%
Pickerington	Fairfield	19,634	\$85,320	\$95,686	\$33,840	\$6,731,440	1.00%
Powell	Delaware	12,658	\$139,851	\$166,385	\$56,209	\$6,047,954	0.75%
Westerville	Franklin	30,317	\$83,872	\$95,479	\$36,484	\$46,030,729	2.00%
Whitehall	Franklin	18,749	\$37,864	\$46,968	\$19,296	\$24,356,462	2.50%
Worthington	Franklin	14,442	\$98,784	\$123,589	\$50,176	\$25,605,298	2.50%

Comparable Jurisdictions - Demographics for Market Study (Surveyed only for Golf Positions)

Jurisdiction	County	Population	Median Household Income	Mean Household Income	Per Capita Income	Income Tax**	Tax Rate***
Blue Ash	Hamilton	12,096	\$75,775	\$111,572	\$45,082	\$34,167,132.00	1.25%
Centerville	Montgomery	23,847	\$71,026	\$88,401	\$39,797	\$17,130,377.00	2.25%
Fairfield	Butler	42,589	\$62,198	\$74,847	\$30,322	\$29,244,875.00	1.50%
Napoleon	Henry	8,646	\$46,786	\$60,883	\$20,078	\$4,486,703.00	1.50%
Piqua	Miami	20,793	\$43,849	\$51,404	\$21,459	\$11,605,130.00	2.00%
Troy	Miami	25,694	\$49,618	\$66,160	\$28,187	\$19,120,043.00	1.75%

Source: American Fact Finder; 2017 ACS 5-year Estimates; Ohio Department of Taxation

Market Study – Benchmark Positions

Surveys are conducted using benchmark jobs which are similar in nature and scope of responsibility. These benchmark jobs are used as a reference point for making pay comparisons with the comparable jurisdictions. The market sources may vary from job to job depending on the knowledge, skills, and abilities required. The source of market data utilized depends on the scope of work, responsibility, and general recruiting pool for the specific job.

The positions surveyed in the market study are as follows:

POSITIONS	
Accounting / Water Billing Clerk	Engineer
Administrative Assistant	Finance Director
City Administrator	Maintenance Foreman
Aquatics Manager	Maintenance Worker I
Assistant Golf Professional	Police Chief
Building Inspector II	Receptionist / Clerk (PT)
Building Maintenance Technician	Recreation Coordinator
Chief Building Official	Recreation Leader I
Clerk	Golf Maintenance Worker I - Seasonal
Clerk of Courts	Grounds Maintenance Worker II - Seasonal
Community Affairs Director	Senior Accountant
Director of Golf	Utility Maintenance Worker I
Director of Parks/Facilities Management	

As survey responses were received, wage data was compiled by jurisdiction for each position. While compiling the results, the Consultant excluded those responses which were deemed statistically irrelevant due to either the limited number of responses and/or statistical outliers.

The wage data compiled is summarized on the following page(s).

CITY OF GROVEPORT

Summary of Results

Position	City of Groveport		Market Average		Market Variance	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Accounting / Water Billing Clerk	\$18.45	\$29.67	\$20.86	\$26.92	88.46%	110.22%
Administrative Assistant	\$15.89	\$25.53	\$19.36	\$26.70	82.09%	95.62%
City Administrator	\$39.21	\$63.00	\$56.41	\$74.47	69.52%	84.60%
Aquatics Manager	\$22.28	\$35.81	\$24.76	\$37.50	90.00%	95.48%
Assistant Golf Professional	\$14.62	\$23.49	\$21.69	\$28.44	67.39%	82.59%
Building Inspector II	\$23.56	\$37.89	\$28.03	\$39.76	84.04%	95.31%
Building Maintenance Technician	\$17.16	\$27.61	\$21.94	\$28.95	78.22%	95.36%
Chief Building Official	\$31.26	\$50.24	\$38.79	\$49.99	80.58%	100.50%
Clerk	\$13.33	\$21.42	\$17.98	\$25.19	74.15%	85.02%
Clerk of Courts	\$21.01	\$33.77	\$25.34	\$34.41	82.92%	98.14%
Community Affairs Director	\$26.14	\$42.01	\$32.24	\$47.90	81.09%	87.70%
Director of Golf	\$28.70	\$46.13	\$28.50	\$40.75	100.68%	113.21%
Director of Parks/Facilities Management	\$24.86	\$39.94	\$37.35	\$53.39	66.55%	74.81%
Engineer	\$36.70	\$58.99	\$39.57	\$57.62	92.75%	102.39%
Finance Director	\$33.87	\$54.44	\$44.50	\$57.82	76.11%	94.15%
Maintenance Foreman - <i>Position Eliminated</i>	\$21.01	\$33.77	\$27.35	\$37.65	76.82%	89.70%
Maintenance Worker I	\$17.16	\$27.61	\$20.82	\$27.96	82.41%	98.73%
Police Chief	\$33.87	\$54.44	\$49.70	\$65.33	68.15%	83.34%
Receptionist / Clerk (PT)	This position was surveyed but comparable wage data was not provided by participating jurisdictions					

CITY OF GROVEPORT

Summary of Results

Position	City of Groveport		Market Average		Market Variance	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Recreation Coordinator	\$19.73	\$31.72	\$23.58	\$34.32	83.67%	92.43%
Recreation Leader I	This position was surveyed but comparable wage data was not provided by participating jurisdictions					
Golf Maintenance Worker I - Seasonal	\$9.50	\$15.26	\$16.05	\$18.37	59.17%	83.06%
Grounds Maintenance Worker II - Seasonal	\$12.05	\$19.40	\$15.46	\$18.54	77.92%	104.63%
Senior Accountant	\$21.01	\$33.77	\$29.64	\$36.09	70.88%	93.56%
Utility Maintenance Worker I	\$18.45	\$29.67	\$20.06	\$27.26	91.96%	108.85%

WAGE INDICES

Since the last compensation study was conducted in 2017, the City shifted its pay scale by 2% in 2018 and 2.8% in 2019. These shifts were in accordance with increases to various wage indices (CPI, Social Security, etc.). However, a shift did not occur for the 2020 year. Since the beginning of 2019, generally accepted wage indices have experienced the following growth:

Consumer Price Index (CPI)	1.8%
Employment Cost Index (ECI)	2.5%
OPERS COLA	1.4%
Social Security COLA (SSI)	1.6%
AVERAGE	1.825%

RECOMMENDATIONS

Based on our analysis of the market survey results, Clemans Nelson found that the City's minimum wage rates, where they are recruiting employees, are significantly low compared to the survey responses received while the maximum wage rates, although slightly low remain competitive.

Additionally, the Consultant reviewed and evaluated the current compensation system including wage scales and specifically reviewed position analysis questionnaires and/or revised position descriptions for five (5) positions. Based on the analysis, Clemans Nelson recommends the following:

1. Shift the Wage Scale.

Since the City did not shift the scale for 2020 and because the minimum wage rates are significantly below market for several positions, the Consultant recommends shifting the current pay scale by two (2%) percent. This shift is based on the wage indices noted on the previous page and the market survey results.

2. Restructure the Wage Scale.

The Consultant recognizes that even after a slight shift in the scale, overall, the City's minimum wage rates remain below the market. As a result, the Consultant recommends eliminating the first step (minimum) in pay grade(s) 5-25 and making the current step 2 the new minimum. This would result in the City needing to renumber all of the steps accordingly. Additionally, in order to ensure that the City maintains the same number of steps, the Consultant recommends adding a new step to the top of pay grades 5-25.

3. Revision to Current Compensation Plan.

While meeting with the City to discuss the results from the market study, representatives from the City expressed concerns regarding employees slowly progressing through the pay scale. In order to remain competitive, the City in several instances has offered new employees a wage that is similar to employees in the same position who have been with the City for several years. The City can continue this practice as long as there are justifiable reasons for doing so (i.e., exceptional job qualifications). However, this practice can also lead to other HR issues.

In order to help alleviate these wage compression concerns, the Consultant recommends revising the current compensation plan outlining a procedure that progresses employee through the Pay Scale and closer to midpoint (market).

4. Reclassification of Positions / Revised Pay Grade Assignments.

Based on a review of the position analysis questionnaires and/or revised position descriptions, the Consultant recommends the following changes to the positions listed below. These changes are a result of evolving job responsibilities and/or market demand.

- Administrative Assistant–Community Affairs: As a result of more complex job responsibilities, the Consultant recommends that the Administrative Assistant in Community Affairs be reclassified as Executive Assistant and be assigned to pay grade 10.

- Administrative Assistant–Engineering: As a result of more complex job responsibilities, the Consultant recommends that the Engineering Administrative Assistant be reclassified as Engineering Coordinator and be assigned to pay grade 11.
 - Director of Parks and Facilities Management AND Director of Transportation: These two (2) positions are the lowest paid Director level positions, in terms of starting rate, in the City. Additionally, the market suggests a higher starting rate for the positions. As a result, the Consultant recommends reassigning the pay grade for the Director of Parks and Facilities Management and the Director of Transportation to pay grade 17.
 - Human Resources Clerk: As a result of more complex job responsibilities and market demand, the Consultant recommends that the Human Resources Clerk be assigned to pay grade 7.
5. Other Reclassification of Positions / Revised Pay Grade Assignments based on Internal Equity.
- Seasonal Golf Maintenance Worker I: In order to ensure that the City remains internally equitable, the Consultant recommends reassigning the Seasonal Golf Maintenance Worker I to pay grade 3, the same pay grade as the Seasonal Grounds Maintenance Worker I.
 - Seasonal Golf Maintenance Worker II: In order to ensure that the City remains internally equitable, the Consultant recommends reassigning the Seasonal Golf Maintenance Worker II to pay grade 4, the same pay grade as the Seasonal Grounds Maintenance Worker II.

Any proposed revisions to the wage scale, compensation plan, and position descriptions as recommended by Clemans Nelson have either been included as an appendix or an attachment to this Executive Summary.

NOTE: A gender equity analysis was not conducted as part of this study.

City of Groveport

2020 Pay Scale

Grade	Minimum	Step 2	Step 3	Midpoint	Step 5	Step 6	Maximum	Positions
1	\$9.41	\$9.93	\$10.65	\$11.35	\$12.06	\$13.02	\$13.47	<i>PT Receptionist</i>
								<i>Recreation Leader I</i>
2	\$9.69	\$10.67	\$11.66	\$12.62	\$13.60	\$14.59	\$15.56	<i>Golf Attendant I</i>
								<i>Group Swim Instructor</i>
								<i>Recreation Leader II</i>
3	\$10.99	\$12.11	\$13.22	\$14.33	\$15.44	\$16.56	\$17.67	<i>Activities Assistant</i>
								<i>College Intern</i>
								<i>Facility Supervisor</i>
								<i>Golf Attendant II</i>
								<i>Lifeguard</i>
								<i>Program Supervisor</i>
								<i>Receptionist/Clerk (PT)</i>
								<i>Seasonal Golf Maint Worker I</i>
								<i>Seasonal Grounds Maint Worker I</i>
								<i>Swim Lesson Coordinator</i>
								<i>Transportation Driver I</i>
4	\$12.29	\$13.54	\$14.78	\$16.03	\$17.27	\$18.51	\$19.79	<i>Head Lifeguard</i>
								<i>Seasonal Golf Maint Worker II</i>
								<i>Seasonal Grounds Maint. Worker II</i>
5	\$14.97	\$16.35	\$17.73	\$19.10	\$20.48	\$21.85	\$23.31	<i>Asst. Aquatics Manager</i>
	\$31,144.75	\$34,014.51	\$36,884.28	\$39,731.80	\$42,601.57	\$45,449.09	\$48,486.94	<i>Activities Assistant II</i>
								<i>Clerk</i>
								<i>PT Police Receptionist</i>
								<i>Receptionist</i>
								<i>Senior Transportation Driver II</i>
6	\$16.43	\$17.93	\$19.44	\$20.94	\$22.46	\$23.96	\$25.55	<i>Assistant Golf Professional</i>
	\$34,170.24	\$37,284.71	\$40,443.68	\$43,558.16	\$46,717.12	\$49,831.60	\$53,153.70	<i>Front Desk Coordinator</i>

City of Groveport								
2020 Pay Scale								
Grade	Minimum	Step 2	Step 3	Midpoint	Step 5	Step 6	Maximum	Positions
7	\$17.85	\$19.49	\$21.12	\$22.77	\$24.40	\$26.04	\$27.80	Administrative Assistant
	\$37,128.99	\$40,532.67	\$43,936.34	\$47,362.26	\$50,743.69	\$54,169.62	\$57,826.84	Grounds Maintenance Worker I (Golf)
								Grounds Maintenance Worker I
								PT Human Resources Clerk
								Maintenance Worker I
8	\$19.28	\$21.05	\$22.82	\$24.59	\$26.36	\$28.16	\$30.08	Asst Golf Course Superintendent
	\$40,109.99	\$43,780.62	\$47,473.50	\$51,144.13	\$54,837.00	\$58,574.37	\$62,566.46	Bldg Maint. Technician
								Equipment Technician
								Fitness Instructor (PT)
								Private/Semi-Priv Swim Instructor
								Program Coordinator
								Silver Sneakers Instructor (PT)
								Sr Grounds Maint Work Lead
9	\$20.74	\$22.63	\$24.55	\$26.44	\$28.34	\$30.27	\$32.32	Accounting/Water Billing Clerk
	\$43,135.48	\$47,073.06	\$51,055.14	\$54,992.73	\$58,952.56	\$62,956.88	\$67,233.20	Maintenance Worker II
								Sr Grounds Maintenance Worker II
								Utility Maintenance Worker I
10	\$22.17	\$24.20	\$26.25	\$28.27	\$30.30	\$32.35	\$34.55	Aquatics Coordinator
	\$46,116.47	\$50,343.26	\$54,592.29	\$58,796.84	\$63,023.62	\$67,294.90	\$71,855.66	Customer Service Coordinator
								Executive Assistant - Community Affairs
								Recreation Coordinator
								Senior Citizen Coordinator
								Transportation Coordinator
								Utility Maint Worker II
11	\$23.59	\$25.75	\$27.95	\$30.09	\$32.26	\$34.45	\$36.79	Building Clerk
	\$49,075.23	\$53,568.97	\$58,129.45	\$62,578.70	\$67,094.69	\$71,655.17	\$76,525.63	Building Inspector I
								Clerk of Council
								Clerk of Courts
								Engineering Coordinator
								Golf Course Superintendent
								Parks Superintendent
								Patrol Officer
								Property Maint Inspector/Code Comp Offr
								School Resource Officer
								Senior Accountant

City of Groveport								
2020 Pay Scale								
Grade	Minimum	Step 2	Step 3	Midpoint	Step 5	Step 6	Maximum	Positions
12	\$25.03	\$27.33	\$29.64	\$31.93	\$34.22	\$36.52	\$38.98	<i>Aquatics Manager</i>
	\$52,056.22	\$56,839.17	\$61,644.36	\$66,405.05	\$71,188.00	\$75,970.94	\$81,075.24	<i>Detective</i>
								<i>Public Relations Coord/Executive Asst</i>
								<i>Sports and Fitness Manager</i>
13	\$26.47	\$28.90	\$31.35	\$33.75	\$36.18	\$38.65	\$41.29	<i>Building Inspector II</i>
	\$55,059.47	\$60,109.36	\$65,203.76	\$70,209.16	\$75,259.06	\$80,397.94	\$85,887.72	
14	\$27.91	\$30.47	\$33.05	\$35.60	\$38.15	\$40.74	\$43.50	<i>Maintenance Superintendent- Streets</i>
	\$58,062.71	\$63,379.56	\$68,740.91	\$74,057.76	\$79,352.37	\$84,735.96	\$90,484.80	
15	\$29.35	\$32.05	\$34.75	\$37.44	\$40.14	\$42.85	\$45.73	<i>Community Affairs Director</i>
	\$61,043.71	\$66,672.01	\$72,278.06	\$77,884.12	\$83,490.17	\$89,118.47	\$95,126.19	<i>Utilities Superintendent - Water</i>
								<i>Sergeant</i>
16	\$30.78	\$33.63	\$36.45	\$39.28	\$42.12	\$44.93	\$47.93	
	\$64,024.70	\$69,942.21	\$75,815.22	\$81,710.47	\$87,605.73	\$93,456.49	\$99,698.00	
17	\$32.24	\$35.19	\$38.15	\$41.12	\$44.08	\$47.05	\$50.22	<i>Director of Golf</i>
	\$67,050.19	\$73,190.16	\$79,352.37	\$85,536.83	\$91,676.79	\$97,861.25	\$104,462.91	<i>Director of Parks/Facilities Management</i>
								<i>Director of Transportation</i>
								<i>Lieutenant</i>
								<i>Public Works Superintendent</i>
18	\$33.67	\$36.77	\$39.85	\$42.94	\$46.05	\$49.13	\$52.42	
	\$70,031.19	\$76,482.60	\$82,889.52	\$89,318.69	\$95,792.35	\$102,199.27	\$109,034.70	
19	\$35.10	\$38.34	\$41.56	\$44.78	\$48.00	\$51.24	\$54.70	<i>Captain</i>
	\$73,012.19	\$79,752.80	\$86,448.92	\$93,145.04	\$99,841.17	\$106,581.78	\$113,777.47	<i>Chief Building Official</i>
								<i>Director of Recreation</i>
								<i>Economic Development Director</i>
								<i>Personnel Director</i>

City of Groveport

2020 Pay Scale

Grade	Minimum	Step 2	Step 3	Midpoint	Step 5	Step 6	Maximum	Positions
20	\$36.54	\$39.89	\$43.26	\$46.62	\$49.97	\$53.33	\$56.91	
	\$75,993.19	\$82,978.51	\$89,986.08	\$96,971.40	\$103,934.48	\$110,919.80	\$118,374.60	
21	\$38.05	\$41.54	\$45.04	\$48.52	\$52.02	\$55.53	\$59.27	<i>Assistant Administrator</i>
	\$79,152.15	\$86,404.43	\$93,678.95	\$100,931.23	\$108,205.75	\$115,502.52	\$123,291.35	<i>Director of Public Service</i>
								<i>Finance Director</i>
								<i>Police chief</i>
22	\$39.60	\$43.23	\$46.88	\$50.51	\$54.16	\$57.80	\$61.68	
	\$82,377.86	\$89,919.34	\$97,505.31	\$105,069.03	\$112,655.00	\$120,218.73	\$128,290.29	
23	\$41.21	\$45.02	\$48.80	\$52.58	\$56.36	\$60.17	\$64.24	<i>Engineer</i>
	\$85,714.80	\$93,634.46	\$101,509.63	\$109,362.56	\$117,237.73	\$125,157.40	\$133,612.05	
24	\$42.91	\$46.85	\$50.80	\$54.74	\$58.67	\$62.63	\$66.86	
	\$89,251.95	\$97,438.57	\$105,669.68	\$113,856.30	\$122,042.92	\$130,274.03	\$139,060.29	
25	\$44.03	\$48.08	\$52.13	\$56.17	\$60.21	\$64.26	\$68.57	<i>Administrator</i>
	\$91,587.81	\$99,996.89	\$108,428.22	\$116,837.30	\$125,246.38	\$133,655.46	\$142,629.13	<i>Director of Law</i>

CITY OF GROVEPORT							
PROPOSED Summary of Results							
Position	Proposed Pay Grade	City of Groveport		Market Average		Market Variance	
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Accounting / Water Billing Clerk	9	\$20.74	\$32.32	\$20.86	\$26.92	99.43%	120.07%
Administrative Assistant	7	\$17.85	\$27.80	\$19.36	\$26.70	92.22%	104.12%
City Administrator	25	\$44.03	\$68.57	\$56.41	\$74.47	78.07%	92.08%
Aquatics Manager	12	\$25.03	\$38.98	\$24.76	\$37.50	101.09%	103.93%
Assistant Golf Professional	6	\$16.43	\$25.55	\$21.69	\$28.44	75.73%	89.85%
Building Inspector II	13	\$26.47	\$41.29	\$28.03	\$39.76	94.42%	103.87%
Building Maintenance Technician	8	\$19.28	\$30.08	\$21.94	\$28.95	87.90%	103.89%
Chief Building Official	19	\$35.10	\$54.70	\$38.79	\$49.99	90.49%	109.43%
Clerk	5	\$14.97	\$23.31	\$17.98	\$25.19	83.29%	92.53%
Clerk of Courts	11	\$23.59	\$36.79	\$25.34	\$34.41	93.12%	106.92%
Community Affairs Director	15	\$29.35	\$45.73	\$32.24	\$47.90	91.04%	95.48%
Director of Golf	17	\$32.24	\$50.22	\$28.50	\$40.75	113.09%	123.25%
Director of Parks/Facilities Management	17	\$32.24	\$50.22	\$37.35	\$53.39	86.30%	94.06%
Engineer	23	\$41.21	\$64.24	\$39.57	\$57.62	104.14%	111.49%
Finance Director	21	\$38.05	\$59.27	\$44.50	\$57.82	85.52%	102.51%
Maintenance Worker I	7	\$17.85	\$27.80	\$20.82	\$27.96	85.73%	99.42%
Police Chief	21	\$38.05	\$59.27	\$49.70	\$65.33	76.57%	90.74%
Recreation Coordinator	10	\$22.17	\$34.55	\$23.58	\$34.32	94.03%	100.66%
Golf Maintenance Worker I - Seasonal	3	\$10.99	\$17.67	\$16.05	\$18.37	68.48%	96.18%
Grounds Maintenance Worker II - Seasonal	4	\$12.29	\$19.79	\$15.46	\$18.54	79.47%	106.72%
Senior Accountant	11	\$23.59	\$36.79	\$29.64	\$36.09	79.59%	101.94%
Utility Maintenance Worker I	9	\$20.74	\$32.32	\$20.06	\$27.26	103.37%	118.58%

MUNICIPALITY OF GROVEPORT

COMPENSATION PLAN

Effective May 9, 2012
Amended January 23, 2017
Amended

INTRODUCTION

The Municipality of Groveport, in an effort to provide fair and equitable compensation for employees, hereby establishes a compensation system.

This plan was developed in part by:

1. analyzing the current compensation plan;
2. revising and updating job descriptions to match actual duties;
3. evaluating each different position through point factor analysis;
4. analyzing the current wage rates of similar municipalities;
5. constructing a Municipality-wide classification plan; and
6. developing a job-related performance evaluation tool.

The compensation philosophy and goals of City Council and Administration were also taken into account.

TERMINOLOGY

A “classification plan” means a system of classifications which may include pay range assignment for each classification.

A “classification” means a group of positions sufficiently similar in respect to duties, responsibilities, authority, and qualifications so that the same descriptive title may be used for each, the same pay range assigned, and the same examinations conducted.

A “class series” is identified by the first four digits of a classification number and tends to show a natural progression in responsibility, authority, and qualifications that an individual may proceed through during one’s career.

PLAN STRUCTURE

Each Municipality classification has been assigned to a pay grade based on point factoring and through an analysis of the goals of Administration (a total of 25 pay grades). The pay grades were developed using the current wage scale as well as the market value of the position as determined by an external salary survey. Within each pay grade, seven (7) steps have been identified and are used as background benchmarks for hiring, promotion, and demotion. The first three (3) steps are used as a step-based progression plan during the first three (3) years of employment to move employees closer to midpoint (market) and to help alleviate wage compression issues. After an employee reaches

midpoint, the steps do not act as a traditional step plan, meaning that the steps only serve as guidance and an employee's pay does not have to be "on a step."

Employees who are in steps 1 (minimum) through steps 3 shall normally be eligible to progress to the next tenure-based step upon satisfactory completion of the essential functions of the position. After an employee reaches midpoint, the employee shall normally progress through the pay grade (once again, not necessarily on the steps) through general increases and/or upon satisfactory completion of the essential functions of the position. Such satisfactory completion shall be established by a job-related performance evaluation tool. Other facets of the performance evaluation tool may be used for correcting inappropriate behavior as well as a developmental tool.

Other increases, including increases for when an employee completes his/her probationary period may be warranted as determined by City Council and outlined in this manual.

The new compensation plan is designed to provide pay equity (both internal and external) for the Municipality.

GENERAL INCREASES

A general increase is an automatic, across the board increase to all employees. It will generally be awarded in a percentage, but it does not shift the current pay scale/grades. The amount and frequency of general pay increases will be determined by City Council and by no means does this manual obligate City Council to authorize such increase.

Employees who are at rates of pay that exceed the ending rate for their pay grade shall receive no general increase to their "base wage rate" until their rates of pay no longer exceed the top rate for the pay grade. Instead, those employees may receive the general increase in the form of a lump-sum payment as described below.

MERIT INCREASES

Merit increases shall be awarded to employees based upon satisfactory completion of the essential functions of the position as identified through a job-related evaluation tool. City Council has the right to restrict or reinstate merit increases as it deems necessary. Employees who are at rates of pay that exceed the top rate for their pay grade may also receive merit increases in the form of a lump-sum payment as described below.

LUMP-SUM PAYMENTS

Employees who are at rates of pay that exceed the top rate for their pay grade shall receive no increase in the "base wage rate" until their rates of pay no longer exceed the top rate. In other words, they will receive no general increases or merit increases to their current base wage rate of pay until City Council adjusts the pay grades higher as a result of a "cost of living adjustment" or

periodic wage surveys. However, an employee who is at the top rate of pay or a rate of pay that exceeds the top rate for his/her pay grade may receive an increase in a lump-sum amount that is not intended to increase his/her base wage rate. This may include a lump-sum in the equivalent to a general increase or in the form of a merit increase.

COST OF LIVING ADJUSTMENTS

Every year, City Council shall consider whether the pay schedule remains competitive within comparable jurisdictions and determine if there is a need for a “cost of living adjustment.” This may be determined by analyzing one or more of the following databases: SERB Wage Survey, CPI – U, CPI – W, Social Security Increases, and Bureau of Labor Statistics regional survey.

If an increase is warranted, the entire pay schedule (both minimum and maximum) shall be shifted. This is to avoid the range (difference between the minimum and maximum) from becoming too large. Every three years, the Municipality shall also conduct a wage survey of benchmark positions for comparable jurisdictions.

The cost of living adjustments are designed to allow the Municipality to continue to recruit and retain quality employees as it desires. Nothing in this compensation plan forces City Council to issue a wage increase.

LONGEVITY

Employees shall continue to receive longevity payments in accordance with any ordinance or the Code of Personnel Practices and Procedures.

IMPLEMENTATION

Each position has been assigned pay grades.¹ An employee’s pay will not change as a result of implementation.² Employees will continue to progress through their pay grade by merit and general increases if authorized as outlined in this manual.

MOVEMENT BETWEEN PAY GRADES

New Hire: New employees shall normally be hired in at the minimum rate of pay for their classification. However, exceptions may be made for new employees who possess outstanding

¹See attached pay scale.

²Council may decide to allow incumbent employees to remain in their current pay grade number (before implementation) and reassign the position to the new pay grade following the incumbent’s separation from the Municipality.

qualifications and experience, but in no case shall an employee be hired beyond the mid-point (Step 4). The steps outlined in the pay scale have been designed to assist with this purpose.

Promotions: A promotion is the act of placing an employee in a position which requires greater skills, knowledge, and abilities to perform more complex and responsible work and which is assigned to a higher pay grade. Any employee promoted to a higher classification shall advance to the step in the new pay grade which provides for a wage increase over the employee's current rate.

Demotion: A demotion is a transfer of an employee to a position which has a lower level of responsibility, classification, and compensation. Demotions generally result from an employee's failure to perform the duties of their position at an acceptable level, as a result of discipline, or result from an accommodation of a qualified employee with a disability.

Regardless of the reason, the employee shall always be assigned to the appropriate pay grade assigned to the new classification. The demoted employee shall be reduced in pay to the maximum corresponding step of the classification to which still results in a wage decrease. It should be noted the employee may have civil service appeal rights.

Transfer: A transfer is defined as the movement of an employee from one position to another where there is no change in classification or change in pay grade. Employees who are transferred shall receive no pay adjustment as a direct result of such transfer unless otherwise approved by City Council.

Reclassification: Whenever the duties being performed by an employee change significantly over a period of time, the position shall be examined to determine if a reclassification is justified.

Whenever an employee's position is reclassified, the employee shall be assigned to the pay grade designated for the employee's new classification. If the pay grade designated for the employee's new classification is the same pay grade the employee is currently assigned to, the employee remains at the employee's current rate of pay. If the pay grade designated for the employee's new classification is a higher pay grade, the employee shall advance to the step in the new pay grade which provides for a wage increase over the employee's current rate. If the employee's position is reclassified to a lower pay grade, the employee shall move to the step in the pay grade as close as possible to the employee's current rate of pay without penalizing the employee.

Lateral Movement: A lateral movement is when employees are assigned to a position which is in a different classification than their former position, but the classifications are assigned to the same pay grade. An employee's rate of pay will not be affected by such change unless otherwise approved by Council.

Temporary Assignments: A temporary assignment is defined as the assignment of an individual employee to a classification different from the employee's current classification, which has substantially different duties than the employee would normally perform. City Council may establish temporary assignment pay as it deems necessary.

PLAN MAINTENANCE

Maintenance of the compensation system is an important task which cannot be neglected. Failure to properly maintain the plan may eventually result in recruitment problems, pay inequities between classes, lowered employee morale, higher employee turnover, and other related organizational problems.

There are numerous factors and influences which may contribute to the erosion of a compensation plan's validity. Common factors and influences generating change include:

1. additions of new functions or responsibilities to a classification;
2. abolishment or elimination of a classification's functions or responsibilities;
3. reorganization of an organizational function, resulting in the consolidation of work activities;
4. job reclassification;
4. gradual change of a position by addition, deletion, or modification of duties and responsibilities; or
5. new or revised licensure or certification requirements dictated by law.

In addition to the above factors, ever-changing market conditions may dictate that the compensation plan be upgraded in order for the Municipality of Groveport to remain in a competitive posture with comparable jurisdictions. This process shall be executed in accordance with the *Cost of Living Adjustments* section.

On each occasion when a position is classified or reclassified, it will be necessary to review that position's pay grade assignment in order to ensure that equity between classifications is maintained. If the position is assigned to a currently existing classification, it will only be necessary to reassign the position's pay grade to the level paid for that classification. If, on the other hand, the position is classified or reclassified to a new classification, i.e., a classification which does not currently exist, it will be necessary to review the new classification in order to determine the proper pay grade assignment. Point factoring analysis using the same or similar factors should be conducted.

PERFORMANCE EVALUATIONS

Before implementing the performance evaluation process, supervisors shall be trained. Performance evaluations must be maintained as jobs change.