Compensation & Classification Study
February 23, 2016
Table of Contents

(Click on item to go to that page)

HUMAN RESOURCE PARTNERS LLC
CONSULTANTS TO MANAGEMENT

February 8, 2016

Don Willard
Town Manager
Town of Raymond
401 Webbs Mills Road
Raymond, ME 04071

Dear Don:

This report outlines our Classification and Compensation Study, and includes a recommended Salary Administration Plan for the Town of Raymond.

The recommendations contained in this report reflect our judgment based on appraisal and analysis to the extent possible within the scope of our assignment. Our study was made with the objective of providing the basis for a Salary Administration Plan that will be equitable to employees and to the organization.

We have appreciated the opportunity to provide consulting services for the Town of Raymond and wish to express our thanks for the cooperation which was extended to us by all Town employees.

Sincerely,

Donald H. Tyler, Jr.
Principal & Executive Vice President

LIST OF PARTICIPANTS

Salary & Benefits Survey for the Town of Raymond

JANUARY 15, 2016

Survey Participants

Town of Bridgton

Town of Casco

Town of Gorham

Town of Gray

Town of Naples

Town of New Gloucester

Town of North Yarmouth

Town of Poland

Town of Windham

Town of Yarmouth

HUMAN RESOURCE
PARTNERS LLC
CONSULTANTS TO MANAGEMENT

TOWN OF RAYMOND

CLASSIFICATION AND COMPENSATION STUDY

February 8, 2016

Submitted by:

Donald H. Tyler, Jr.
Principal & Executive Vice President
Human Resource Partners, LLC
10 Serenity Drive
Harpswell, ME 04079
(207) 440-0335
don@mainehrpartners.com

Classification and Compensation Study

I. The Assignment

Human Resource Partners, LLC was requested to conduct a Classification and Compensation Study for the Town of Raymond - . Specifically, we were to:

A. Compile and analyze market salary data and develop a salary structure for the Town, taking into consideration rates paid for comparable positions in other similar organizations.

B. Compile and analyze market data on fringe benefits practices and prepare a report comparing the prevailing survey practices to the Town's practices.

C. Provide a written report of our study, including recommended policies and procedures to integrate the study results with the Town's existing salary administration program. We would also make specific recommendations relative to the solution of any problems uncovered during the course of the assignment.

II. Methodology

The study was divided into two phases: analysis and evaluation, and salary structure development.

A. Position Analysis and Evaluation

Existing position descriptions were analyzed, which contained information regarding nature of responsibilities, level of accountability, and related information. We also reviewed Position Analysis Questionnaires (PAQ's) which were completed by all staff members. All positions were then evaluated using a point factor system of job evaluation.

B. Salary Structure Development

This phase of the program involved the development of an equitable and competitive salary structure for the organization. To accomplish this, salary survey information was obtained to determine the salary ranges for comparable positions. The results of salary surveys were used as a guide in developing the salary structure for the Town.

III. Introduction to the Elements of Sound Salary Administration

A well-administered program of salary administration will help any organization achieve the following objectives:

• Attract and retain competent employees.

• Clarify for employees what is expected of them.

• Motivate employees to improve their performance in the responsibilities assigned to them.

• Ensure that the salaries paid are internally fair and externally competitive.

• Provide a means for budgeting and controlling salary expense.

Human Resource Partners, LLC ⬥ Ellen D. Gottlieb and Donald H. Tyler, Jr. ⬥ Principals & Executive Vice Presidents
10 Serenity Drive Harpswell, ME 04079 ⬥ (207) 440-0335 ⬥ info@mainehrpartners.com

February 23, 2016 Compensation & Classification Study   Page 5

An effective salary administration program must be ***responsive***: salaries should relate to performance, so that individuals who make substantial contributions to the organization's progress are rewarded for their performance.

The program must be ***fair*** : each employee's pay should be related to the value of the position he or she fills, and as the level of responsibility increases, so should salary opportunity.

The program must be ***competitive***: salary levels in the organization should be competitive with pay for similar jobs in the relevant labor market. Pay levels in the market are the best indicators of the supply of and demand for employee skills and thus represent the market value of these services; paying employees on this basis will provide reasonable assurance that your salary structure will attract and retain qualified employees and that your salary costs will not get too far out of line with those of your competitors. However, changes in the cost of living (as reflected by the consumer price index) do not necessarily parallel changes in prevailing wage levels and may not be a sound measure of value of employees' services. Thus, we urge caution when considering cost of living increases as the only basis for changing either the salary structure or deciding on individual pay.

IV. <u>Internal Equity and External Competitiveness</u>

<u>Internal Equity</u>

When employees compare their pay and their jobs within their organization, they typically focus on four aspects of job content:

- Skill
- Effort
- Responsibility
- Working Conditions

Jobs requiring more *skill* are recognized as deserving more reward. The amount of physical and mental *effort* required by differing jobs is likewise considered. Substantial differences in responsibility are also recognized. Finally, if one job is performed in substantially more adverse *working conditions* than another job, employees will perceive a difference between the values of the jobs.

Pay systems which strive for perceived internal equity should be cognizant of and respond to all four job content determinants.

Difficulties can arise, however, when a job requiring lesser skills requires greater effort and is performed in unpleasant working conditions. Thus, it is essential, though often difficult, to balance these job content elements and place them in order of priority.

Another aspect of internal equity is the comparison employees make with other employees whose jobs within the organization are substantially the same as their own. Difficulties may arise when two people are paid the same, but their performance is far different. Likewise, differences in service time at the same level of responsibility are often used as a basis for pay differences on the same job. The balance between job content, differing lengths of service and differing performance levels are great challenges to any pay system attempting to be internally equitable.

External Competitiveness

The Employer's Viewpoint

An extremely important measure of the effectiveness of an organization's procedures for establishing rates of pay for jobs is the extent to which those procedures produce rates of pay for the organization's jobs which are competitive with those existing in the applicable labor markets for the same jobs. While this measure of effectiveness can be quantified and measured in a reasonably objective way, many organizations can rely upon indirect measures of how well they relate to the market by observing the supply and demand market impact upon turnover as well as employee morale.

The employer's goal is to pay what is necessary to attract, retain and motivate a sufficient number of qualified employees. This requires salaries that are responsive to the competitive markets that impact those people. An employer who wants the very best quality workforce may have to pay above the market average. The concepts governing economics of the wage determination process mean, in a practical sense, that any compensation procedure should place jobs in a hierarchy that considers the market, whether it be local, regional, national or industry-specific. Over the long run, few employers are immune to competitive pressures.

External Equity

The Employee's Viewpoint

Employees, as well as management, are concerned about the market rate for their jobs. Employees do not limit comparison of their jobs, their performance, their seniority, and their compensation to other employees in the same organization. They also read newspapers, go to meetings, talk with others and, in doing so, often collect data with regard to the compensation level of people with jobs that are the same as theirs, but who work for other organizations.

Before employees will believe their compensation to be externally equitable, they must perceive that their total compensation is approximately equal to that which they would receive by performing the same job, at the same performance level, with the same length of service, for another employer in the same labor market. Consideration should also be given to such factors as employee benefits, stability of employment, physical environment, commuting distance, organization attachment and the human relations environment in which the work is performed.

Internal Versus External Considerations

It is not uncommon for a job hierarchy based primarily upon external considerations to differ from one based upon internal considerations alone. This may occur for a variety of internal and external reasons: special management emphasis on a job or function, employee relations concerns, collective bargaining agreements, labor shortages or over-supplies, etc.

Organizations may place the primary emphasis on external or internal considerations, or a blend of the two depending upon the circumstances. The disparity between external and internal considerations may be long-term or short-term, moderate or severe. Its identification and resolution require analysis and judgment on the part of each organization, recognizing that a balance of internal and external considerations is usually necessary to meet the needs of the organization.

V. <u>**Setting Rates of Pay and/or Salary Ranges for Jobs**</u>

Setting the rates of pay for jobs on the position hierarchy results in a pay structure. In setting these rates, a number of major <u>policy issues</u> should be considered:

1. How should the organization's pay level relate to the market? Should the organization:

   - Be a pay leader?
   - Match the market?
   - Pay less than the market?

2. For what does the organization want to pay?

   - Job content?
   - Seniority?
   - Performance?
   - Cost of living?
   - A combination of the above?

3. How does it pay?

   - A single rate structure (all employees on a given job receive the same pay)?
   - A time-progression structure (progression through a range based solely on time on the job)?
   - A range structure with progression based on merit?
   - A combination of time-progression and merit, with automatic progression to a point in the range and further progression to the range maximum based on merit?
   - A pay system based solely on productivity?
   - A combination of the above (e.g., single rates for some jobs, merit pay for others)?
   - A pay system which provides for long or short-term incentives in addition to base pay?

4. What steps should the organization take to assure that pay is administered in a bias-free manner?

Having decided the major policy questions, the pay structure and pay delivery system can then be created.

<u>Pay Structure</u>

If pay grades are utilized, the number of grades is typically influenced by one or both of the following factors:

   - The number of different work levels the organization chooses to recognize.
   - The difference in pay between the highest and lowest paid jobs in the pay structure.

After the pay grades have been objectively determined through the job evaluation process, an organization can proceed in developing its pay ranges around each of its job grades.

Human Resource Partners, LLC ⬩ Ellen D. Gottlieb and Donald H. Tyler, Jr. ⬩ Principals & Executive Vice Presidents
10 Serenity Drive Harpswell, ME 04079 ⬩ (207) 440-0335 ⬩ info@mainehrpartners.com

Page 8   February 23, 2016 Compensation & Classification Study

> Salary ranges are usually developed with reference to three points:
>
> Minimum: The minimum of the range represents the lowest salary for job in the range. Minimums are very often used as a guide for establishing the starting salary of a job. However, if a person does not fully meet the job qualifications, he or she may be hired in a trainee capacity, in which case a starting salary from 5 to 10 percent below the minimum might be appropriate for a period of three to six months.
>
> Midpoint: The midpoint of the range represents the "*going rate*" for the position, or what the survey showed to be the average salary paid to the positions in the range.
>
> Maximum: The maximum of the salary range represents the highest salary that should normally be paid to individuals in the range. It is usually reserved for outstanding performers with long-term service.

In determining grades and range midpoints, minimums and maximums, the organization must take into consideration such things as pay range spread (percentage difference between the minimum and maximum of the same pay range) and the amount, if any, of overlap desired between different pay ranges. There are many schools of thought on approaches to these two issues. Organizations should form their own policies regarding promotion, union status, salary compression, pay grades that are key due to labor shortages or higher turnover, etc.

Another item which the organization must address once the pay range structure has been developed is how it will move employees through the pay range. Many organizations base movement through the pay range upon individual performance. Others use an automatic or step progression approach based upon employee tenure. Still others provide cost of living increases tied into various inflation indexes. Many organizations use a combination of these and other methods.

The resulting pay structure should reflect the organization's objectives, the market place, internal job values, the mix of pay and benefits, its philosophy on how it wishes to pay versus the market, compensation policies, practices and procedures, and the economic ability of the organization to pay at a given level.

VI. Comparison: Salary Structure & Present Salaries

Once the organization has developed a salary structure, the next step is to relate these ranges to the salaries currently being paid. Although most salaries will probably fall within the established ranges, there may be a few exceptions.

Salaries at or Over Maximum

Except in cases of unusually poor performance, it is inadvisable to lower the salary of an employee who is at or over the range maximum. If the employee is capable and has performed well, a position of greater responsibility may be appropriate (if a position is available).

If, however, the employee does not have the potential to be promoted to a higher salary range, future salary increases may be withheld until such time as economic conditions warrant an increase in the salary

---

structure. At that time, if the employee is performing acceptably and his or her salary is below the new maximum, an increase may be justified.

Salaries above range maximums are often called "red circle" rates.

<u>Salaries Below Minimum</u>

If the salary of any employee is below the minimum of the applicable salary ranges at the time of implementation, every effort should be made to bring it into the range. In cases where this increase would be unusually large (in excess of 15 percent) it might be more practical to raise the salary in steps over a period of several months.

These pay rates below the pay range minimum are often called "green circle rates". They may result from poor performance, range changes, or as stated previously, a policy of starting trainees at a probationary rate below minimum. Green circle rates should be temporary anomalies which are resolved either by attrition or by an increase in the employee's pay rate (at least to the pay range minimum) within a reasonable period of time, as stated above.

<u>The "Thirds" Philosophy</u>:

The general objective of salary administration is to attract, motivate, and retain appropriate, qualified individuals at all levels within the organization. Salaries should be administered within position ranges, and within those ranges they should be based on an objective appraisal of the individual's performance, not just on his or her length of service and title. Moreover, salaries should be administered equitably throughout the organization, regardless of the division or the department they are in.

In administering a salary program, we recommend that each salary range be regarded as consisting of three sections, each section covering a third of the dollar range for that level. Many salary administrators throughout the country have found that this provides a good system of relating an individual's position in the range to his or her performance. The opportunity to progress through the salary range motivates individuals to improve their performance. Each "third" of the range is defined as follows:

- The lowest third of the range should generally include the salaries of incumbents who are either new to their positions or do not yet meet all performance expectations.

- The salaries falling in the middle third of the range should reflect proficient performance of qualified, experienced employees. Most employees should be in this third of the range.

- Salaries in the upper third of the range should be reserved for those individuals, generally few in number, who consistently produce outstanding results for extended periods of time.

There is the danger that the salaries of employees who are good but not outstanding will move into the upper third of the range, primarily because of long-service. This is especially true in organizations where turnover is low and where there are many dedicated, long-service employees. Nevertheless, while management has the option of deviating from the "thirds" policy, it is a good one to follow to control salary expense and relate pay to performance. It also alerts management to the fact that an individual may be receiving a higher salary than performance alone justifies.

SAMPLE

<u>POSITION IN RANGE GUIDELINE</u>

The term "expectations" refers to job requirements

Salary Range Maximum

Consistently **Exceeds** **Expectations**	Consistently top performers for an extended period of time with demonstrated high quality and accomplishment.
Consistently Meets and Frequently **Exceeds** **Expectations**	Proficient performers who meet expectations in all areas and exceed expectations in some important areas.
Consistently **Meets** **Expectations**	Proficient performers who meet expectations in all important areas.
Does Not Always **Meet** **Expectations**	Employees who do not meet all expectations but who demonstrate continuing satisfactory progress and increased proficiency over a period of time. (e.g. employee new to job)

Salary Range Minimum

VII. <u>Reviewing The Salary Structure</u>:

The salary structure should be reviewed/audited at least annually to ensure its continued competitiveness.

These reviews should include systematic comparisons between organization salaries and salary levels in the applicable labor markets. Increases in the structure become necessary as inflation pushes up salaries and wage levels in the community. In order to maintain appropriate increments between levels, adjustments should be applied to the salary range midpoints and new ranges constructed to ensure a structure that remains competitive.

Human Resource Partners, LLC ◆ Ellen D. Gottlieb and Donald H. Tyler, Jr. ◆ Principals & Executive Vice Presidents
10 Serenity Drive Harpswell, ME 04079 ◆ (207) 440-0335 ◆ info@mainehrpartners.com

Page 12   February 23, 2016 Compensation & Classification Study

TOWN OF RAYMOND

POSITION EVALUATION PLAN

<u>FOREWORD</u>

The purpose of the Position Evaluation Program is to develop a clear understanding of each different position in the organization, to ensure that each position is measured on the same basis to determine its relative value, and to ensure that each individual is equitably and competitively compensated for the type of work performed.

The position evaluation plan has been constructed to serve as a guide for The Town of Raymond. The plan utilizes nine factors or "yardsticks" as the basis of measurements.

Position evaluation is not a science, but an objective method of making judgments concerning the relative value of positions with the organization. While it is impossible to eliminate all subjectivity in making these determinations, it is important to remember that the position, not the employee, is being evaluated.

TOWN OF RAYMOND

POSITION EVALUATION PLAN

FACTORS

1. Knowledge/Education

2. Experience

3. Mental Activity/Complexity of Decisions

4. Responsibility/Accountability

5. Interrelationships & Service

6. Character of Supervision & Consultation

7. Confidentiality/Ethics

8. Service Environment

9. Occupational Risk & Physical Effort

<div style="border:1px solid black">

TOWN OF RAYMOND

</div>

POSITION EVALUATION PLAN

Factor 1: <u>KNOWLEDGE/EDUCATION</u>

This factor measures the knowledge and experience needed for an individual to competently execute the duties associated with the position. The knowledge and education can be obtained through formal education and training, licensure, or related job experience, or combinations of such.

<u>Degree</u>

1. Position requires a familiarity with work routines, general business methods, and/or simple equipment and/or machines. No specific education or experience requirement beyond high school.

2. Position requires knowledge or training equivalent to an Associate's degree in a specific field beyond high school. Specialized knowledge is required of specific function(s) within a field. Professional licensing and/or certifications may be required as follows.

3. Position requires knowledge equivalent to two to three years of college. Broad knowledge is required of specific functions within a field. Professional licensing and/or certifications may be required as follows.

4. Position requires knowledge equivalent to a Bachelor's degree. Broad knowledge is required of all functions within a field. Professional licensing and/or certifications may be required as follows.

5. Position requires knowledge equivalent to a Master's degree of a broad scope of functions in many similar or few diverse fields. Professional licensing and/or certifications may be required as follows.

6. Position requires knowledge equivalent to a Master's degree or greater. Knowledge of administrative and managerial functions of an organization division is required. Professional licensing may be required as follows.

7. Position requires knowledge equivalent to a Master's degree or greater, or a Ph.D. may be required. Broad knowledge of administrative and managerial functions which span the entire organization, all disciplines, is required. Professional licensing may be required as follows.

POSITION EVALUATION PLAN

Factor 2: EXPERIENCE

Experience measures the length of time usually or typically required by an individual, with the specified "basic knowledge" to learn to perform the duties effectively under normal supervision. In evaluating a position on this factor, it should be remembered that experience may involve the following two elements:

A. Previous qualifying experience in a related or less responsible position either within the organization or outside.

B. The length of "on the job training" or period of adjustment and adaptation on the specific job itself.

The length of required experience is the sum of A and B.

Degree

1. Up to and including six months.

2. Over six months up to and including one year.

3. Over one year up to and including three years.

4. Over three years up to and including five years.

5. Over five years up to and including seven years.

6. Over seven years up to and including ten years.

7. Over ten years.

POSITION EVALUATION PLAN

Factor 3: <u>MENTAL ACTIVITY/COMPLEXITY OF DECISIONS</u>

This factor rates the degree of complexity, mental activity, and independence allowed when making decisions within a program and/or organization. The degrees take into account the complexity of the decisions, expectation and frequency of crisis management, development of long-range plans, and program and system design.

<u>Degree</u>

1. Daily routines and job tasks are repetitive and are both conducted and defined by program and organization procedure. Little to no requirement for independent decision making. Work is often checked by supervision.

2. Daily routines and job tasks are largely conducted and defined by program and organization procedure. Decisions are made in consultation with supervisor. Historical data is readily available and used to predict outcomes of decisions. Decisions do not require significant creativity or originality.

3. Daily routines and job tasks are generally defined by program and organization procedure. Some decisions are made without consultation of a supervisor. There is some diversity in the types of decisions required. Decisions generally limited to issues within a functional area.

4. Daily routines and job tasks are somewhat generally defined by program and organization procedure. There is a fair degree of independence in decision making. Requires creativity and originality in the application of policy to novel situations, decision making, and problem solving. Decision making typically involves administrative and technical functions.

5. Daily routines and job tasks are somewhat broadly defined and range across several functions. Decisions require substantial creativity, originality, and are made with little consultation. However, input may be sought from peers or supervisors as in a "sounding board" for key decisions that may affect others. Requires significant ability to solve problems independently and understand various organization functions.

6. Daily routines and job tasks are broadly defined and range across the entire organization. Decisions are made with little consultation. However, input may be sought from senior management members. Requires a high degree of creativity and originality in problem solving. Decision making typically involves both program and organization policies, and the external influences on organization management and operation.

6B. Decisions are made with minimal consultation/review with the Chief Executive.

7. Decisions are made with little or no consultation and reviewed with the Board of Directors only.

POSITION EVALUATION PLAN

Factor 4: RESPONSIBILITY/ACCOUNTABILITY

This factor rates the amount of accountability and authority that are associated with a position. The degrees take into account autonomy, responsibility for legal/licensure/contractor compliance, and impact on organization/program. Also considered are the likelihood of consequence of error and the extent and duration of adverse impacts to programs, services, clients, safety, and finances.

Degree

1. Position involves little to no independent decision making. No responsibility associated with effects of decision making on the program and/or organization budget or other individuals. No authority within a program and/or the organization except for one's own actions. Probable errors result in no effect or limited effect on program operation, costs, and/or organization resources.

2. Position involves a restricted degree of independent decision making. No responsibility for program and/or organization budget. Limited responsibility for organization resources beyond normal office furniture and equipment. Limited authority to make decisions – decisions are typically guided by program or organization policy and procedure. Probable errors have minor effect on a specific program operation and limited effect or no effect on budget or costs.

3. Position involves a moderate degree of independent decision making in the performance of job duties. Some responsibility for organization resources. Supervisory authority to make decisions that affect program operation and personnel. Probable errors have an impact on program budget and expenses.

4. Position involves a substantial degree of independent decision making in the performance of job duties. Significant responsibility for program budget and organization resources. Division-level managerial authority to make decisions that affect more than one program operation and personnel. Probable errors have significant impact on program budget and expenses and some impact on the organization overall.

5. Position involves a significant degree of independent decision making in the performance of job duties. Substantial responsibility for organization resources. Senior management oversight authority to make decisions that affect one or more program's operation and personnel. Probable errors have a significant impact on the budget and expenses of one or more programs and on the organization overall.

6. Position involves a higher degree of independent decision making in the performance of job duties. More significant responsibility for organization resources. Authority to make decisions that affect one or more programs, organization function, and personnel. Probable errors have major impact on organization operation and long term financial health.

7. Position has the highest level of decision making and independence, and has ultimate authority for organization resources. Typically applies to the Chief Executive Officer position.

Human Resource Partners, LLC ◆ Donald H. Tyler, Jr. ◆ Principal & Executive Vice President
10 Serenity Drive Harpswell, ME 04079 ◆ (207) 440-0335 ◆ info@mainehrpartners.com

Page 18   February 23, 2016 Compensation & Classification Study

POSITION EVALUATION PLAN

Factor 5: INTERRELATIONSHIPS & SERVICE

This factor rates the importance that creating and maintaining relationships has for the organization. The degrees take into account relationships within the organization, outside the organization, the number and complexity of relationships, the need to influence or persuade others (particularly those of similar or superior rank), and the importance to the organization/program of developing and maintaining these relationships.

A. Nature – Degree

1. Required to develop and maintain normal working relationships within a program and/or the organization and limited external contacts to furnish or obtain information requiring ordinary courtesy and tact. Roles are well defined.

2. Required to develop and maintain working relationships within the organization and develop some relationships outside the organization. External contacts may be to furnish or obtain important or sensitive information requiring courtesy and tact. These relationships may have an impact on a specific program if not properly maintained. Roles are well defined.

3. Required to develop and maintain working relationships throughout the organization and develop relationship with external parties. Maintaining these relationships may have a moderate impact on a specific program or limited impact on the organization. Outside contacts involve dealing with persons of similar rank, requiring sensitivity to issues, but the primary responsibility for problem solving and/or selling rests with the next higher level of supervision.

4. Required to develop and maintain professional relationships throughout the organization, at multiple levels, and develop and maintain relationships with funding sources, licensure sources, other agencies, and community groups. These relationships play a substantial role in the ability of a program and the organization to function properly. Outside contacts involve dealing with persons of similar or slightly higher rank on matters involving carrying out of organization policy and influencing others.

5. Required to develop and maintain relationships at all levels of the organization and develop and maintain relationships with referral sources, community groups, funding sources, and licensure and accreditation sources. These relationships play a significant role in the ability of a program, several programs, and the organization to function properly. Outside contacts involve dealing with persons of substantial rank on matters requiring explanation, discussion, and persuasion.

6. The same as # 5 above with the addition of developing and maintaining relationships with the Board of Directors, and State and national legislative bodies. Outside contacts require diplomacy and the ability to influence and persuade persons in all types of positions. These relationships play a major role in the ability of the organization to function properly. In the public eye on a regular basis.

Factor 5: <u>INTERRELATIONSHIPS & SERVICE</u> (Continued)

<u>B. Purpose – Degree</u>

1. The primary purpose is to accomplish work of self or others through:

    Contacts of basic interchange of information, as necessary, related to employee's duties;

        OR

    Contacts made in transporting individuals or materials.

2. The primary purpose is to provide routine services through:

    Contacts to obtain, clarify, or give information concerning routine matters related to organization work, routines, and services.

3. The primary purpose is to facilitate work processes or services through contacts requiring enlisting cooperation, interviewing, information gathering, or interpreting routine policies or procedures.

4. The primary purpose is to instruct and advise others in-depth on policies and procedures.

        OR

    To plan, coordinate, and/or facilitate a process or to provide a service in varied, non-routine, and/or emergency situations.

5. The primary purpose is to counsel or persuade others to obtain desired results. These interactions involve issues which are of substantial importance to the organization or relate to severe circumstances for a client where establishment of long-term, intensive interaction is required.

        OR

    To investigate issues in order to ensure compliance with organization codes or regulations.

6. The primary purpose is to promote, justify, defend, or testify on behalf of programs or policies as a formal representative of the organization. Interactions involve issues of critical importance to the organization where resourcefulness and discretion are paramount to accomplishment of desired results.

Human Resource Partners, LLC ⬥ Donald H. Tyler, Jr. ⬥ Principal & Executive Vice President
10 Serenity Drive Harpswell, ME 04079 ⬥ (207) 440-0335 ⬥ info@mainehrpartners.com

Page 20   February 23, 2016 Compensation & Classification Study

POSITION EVALUATION PLAN

Factor 6: CHARACTER OF SUPERVISION & CONSULTATION

This factor measures the amount of management control associated with a position. The degrees take into account the number of positions under direct supervision, the number of individuals supervised, the complexity of supervision, complexity and requirements of paperwork and reporting, requirements for facilitating and attending meetings, and monitoring/managing a program/organization.

Degree

1. Responsible for own work, not required to direct or supervise other personnel. Occasionally required to instruct other personnel how to perform work. Required to attend and contribute to staff meetings. No supervisory responsibility.

2. Responsible for assigning tasks or providing instruction to other personnel, but staffing and evaluation rests with the next higher supervisor, typically a team leader or one providing technical guidance and supervision. Required to attend and contribute to staff meetings.

3. Provides direct supervision for a small unit or portion of a program, interpreting and applying policies and procedures. Direct daily supervision including staffing, task direction, quality of work product, and general consultation. Required to attend and contribute to staff meetings and may stand in for supervisor on occasion in a departmental capacity.

4. Provides direct supervision for an organization program, developing, interpreting, and applying program policies and procedures. Responsibility for compliance with licensure and regulatory requirements for a program. Sets the character and agenda for program or department staff meetings. Required to attend and contribute to division team meetings and organization management meetings.

5. Provides direct supervision of a department, developing, interpreting, and applying program and organization policies and procedures. Responsibility for compliance with licensure and regulatory requirements for several programs. Sets the character and agenda for division team meetings, and contributes to the agenda for organization management meetings.

6. Provides executive guidance to a major division, developing, interpreting, approving, and applying program and organization policies and procedures. Significant contribution to organization compliance with licensure and regulatory requirements. Significant influence on organization personnel management policy. A significant contribution to the character, frequency, attendance, and agenda for organization management meetings.

7. Same as Number 6 above, with ultimate responsibility for organization compliance and setting personnel management policy. Sets the character, frequency, attendance, and agenda for organization management meetings as well as senior management meetings.

POSITION EVALUATION PLAN

Factor 7: CONFIDENTIALITY/ETHICS

This factor rates the amount of confidential information and complexity of ethical boundaries associated with a position. The degrees take into account how much information this position is privy to, the sensitivity of the information, the amount of damage that may be done if confidential/ethical boundaries are not respected, the nature of specific code of ethics governing a field, and the role in shaping and interpreting ethics for a program/organization.

Degree

1. Position has little to no access to confidential information. No professional code of ethical conduct.

2. Position has access to limited confidential information concerning clients, personnel, or organization management. Misuse of confidential information would have limited implications. Standards of ethical conduct are clear.

3. Position has access to confidential information concerning clients, personnel, or organization management. Misuse of confidential information would have negative implications. Standards of ethical conduct are generally clear.

4. Position has access to moderate confidential information concerning a substantial number of clients, personnel, or program management. Misuse of confidential information would have negative implications. Required to adhere to and interpret various codes of ethical conduct. Supervises and monitors others in the discharge of their ethical behavior.

5. Position has access to substantial confidential information that cannot be discovered via any other source (internal or external). Misuse of confidential information would have considerable negative implications to programs and organization. Required to adhere to various codes of ethical conduct. Directs or monitors programs and organization to ensure personnel, policy, and procedures are in line with professional ethical standards and practice.

6. Position has access to significant confidential information that cannot be discovered via any other source (internal or external). Misuse of confidential information would have significant negative implications to programs and organization. Required to adhere to various codes of ethical conduct and a significant contribution to the development and interpretation of these codes as they apply to programs and organization staff, policies, and procedures.

7. Position has access to substantial, confidential information that cannot be discovered via any other source (internal or external). Misuse of confidential information would have severe negative implications on programs and organization. Required to adhere to, develop, and interpret codes of ethical conduct as they pertain to programs and organization personnel, policies, and procedures. Monitors program and organization to ensure personnel, policies, and practices are in line with broad ethical standards and practice.

Human Resource Partners, LLC ◆ Donald H. Tyler, Jr. ◆ Principal & Executive Vice President
10 Serenity Drive Harpswell, ME 04079 ◆ (207) 440-0335 ◆ info@mainehrpartners.com

Page 22   February 23, 2016 Compensation & Classification Study

POSITION EVALUATION PLAN

Factor 8: SERVICE ENVIRONMENT

This factor rates the setting where an individual works. The degrees reflect physical factors such as location, work hours, and on-call requirements.

Degree

1. Work is conducted in the same location each day, regular working hours, no on-call requirements.

2. Work is normally conducted in the same location each day, occasionally required to travel to various sites to conduct business and attend or conduct meetings. Regular working hours, generally consistent daily hours, and no on-call requirements.

3. Work is generally conducted in the same location but may vary occasionally. Travel may be required to facilitate client and collateral contacts. Regular work schedule, weekly hours, no on-call requirements.

4. Work is generally conducted in the same location but may vary occasionally. Travel generally required to facilitate client and collateral contacts.

5. Some flexibility in work schedule, occasionally requiring on-call coverage, responding to emergency situations.

6. The majority of client contact and/or business is conducted away from base location, irregular working hours, regularly required to cover on-call requirements, respond to emergency situations, and participate on boards and community collaboratives.

POSITION EVALUATION PLAN

Factor 9: OCCUPATIONAL RISK & PHYSICAL EFFORT

This factor assesses the degree of physical effort required to perform the essential functions of the position, as well as the potential for exposure to situations involving personal injury.

Degree

1. Duties are performed in a typical office environment with minimal physical effort and exposure to risk. Operates computer and related office equipment for less than half a day.

2. Generally good working conditions with occasional exposure to brief periods of temperature extremes, noise, and odors, requiring minimal physical effort and risk of occupational injury. Operates computer and related office equipment for more than half a day.

3. Somewhat disagreeable working conditions where exposure to undesirable environmental conditions may be more prolonged and frequent and include contact with agitated clients posing moderate risk of personal injury.

4. Need for moderate physical effort including lifting, positioning, etc. where potential exists for falls, strains, etc. Occasional exposure to undesirable working conditions and environments.

5. Duties frequently require moderate to heavy physical exertion and are performed in generally undesirable working conditions with more frequent exposure to risk of injury.

6. Duties are performed in environments with significant risk of serious injury and with frequent exposure to extremes of temperature, loud noises, working from heights, etc.

TOWN OF RAYMOND

Point Values

Factor	1	2	3	4	5	6	6B	7
1. Knowledge/Education	30	54	78	102	126	150		174
2. Experience	30	54	78	102	126	150		174
3. Mental Activity/Complexity of Decisions	30	54	78	102	126	150	162	174
4. Responsibility/Accountability	30	54	78	102	126	150		174
5. Interrelationships & Service (A. Nature)	15	27	39	51	63	75		
Interrelationships & Service (B. Purpose)	15	27	39	51	63	75		
6. Character of Supervision & Consultation	30	54	78	102	126	150		174
7. Confidentiality/Ethics	23	41	59	77	95	113		131
8. Service Environment	15	27	39	51	63	75		
9. Occupational Risk & Physical Effort	15	27	39	51	63	75		
POINT TOTALS	233	419	605	791	977	1163	162	1001

Point Spread

Grade Level	Point Spread
1	233 – 273
2	274 – 317
3	318 – 350
4	351 – 450
5	451 – 557
6	558 – 695
7	696 – 786
8	787 – 875
9	876 – 976
10	977 – 1077
11	1078 – 1178
12	1179 – 1279
13	1280+

Position Evaluations - Proposed Grade Levels

Organization: Town of Raymond
Date: December 17, 2015 (Revised 2.4.16)
Sort: By Point Total (High to Low)

Position Evaluations

	Position Title	Department	Knowledge & Education	Experience	Mental Activity/ Complexity	Responsibility/ Accountability	Interrelationships & Service (A. Nature)	Interrelationships & Service (B. Purpose)	Character of Supervision & Consultation	Confidentiality/ Ethics	Service Environment	Occupational Risk & Physical Effort	POINT TOTAL	Proposed Grade Level
1	Town Manager	Administration	126	174	162	174	75	75	174	95	39	27	1121	11
2	Finance Director/ Treasurer	Finance	102	150	138	138	51	63	126	86	15	27	896	9
3	Fire & Rescue Chief/EMA Director/Forest Warden	Public Safety	54	126	126	126	51	51	150	77	63	51	875	8
4	Code Enforcement Officer	Code Enforcement/ Planning	54	126	126	126	51	51	126	77	39	39	815	8
5	Director of Public Works	Public Works	54	126	126	126	39	51	126	41	63	51	803	8
6	Town Clerk/Registrar	Town Clerk	54	126	90	102	39	51	126	77	15	27	707	7
7	Deputy Fire & Rescue Chief/Paramedic	Public Safety	54	78	90	102	39	39	102	77	63	51	695	6
8	Foreman	Public Works	54	78	77	78	27	27	78	41	63	51	574	6
9	Administrative Assistant/ Paramedic/Firefighter	Public Safety	54	54	78	78	27	39	30	77	63	51	551	5
10	Paramedic/Firefighter	Public Safety	54	54	78	78	27	39	30	77	63	51	551	5
11	Deputy Treasurer/ Deputy Tax Collector/Deputy Town Clerk/Human Resources Officer	Finance/ Administration	54	102	78	78	39	39	30	77	15	27	539	5
12	Tax Collector/Deputy Town Clerk//Deputy Registrar	Town Clerk	54	102	78	78	39	39	30	77	15	27	539	5
13	Deputy Town Clerk/Deputy Tax Collector/General Assistance Administrator	Town Clerk	30	78	54	54	27	27	30	59	15	27	401	4
14	Equipment Operator/ Laborer	Public Works	30	54	54	54	15	15	30	23	63	51	389	4

The above position is scored from the Town's Position Description

Analysis of Salary Survey Data

Town of Raymond
Analysis of Salary Survey Data - January 15, 2016

	Surveyed Position	Number of Survey Responses	Survey Average Actual Pay	Town Current Average Actual Pay	% Town Current Average Actual Pay to Survey Average Actual Pay	Which Roles Does Your Position Fill?
Administration						
1	Town Manager	10	$44.08	$46.82	106.2%	- 6 of 10 respondents mentioned additional roles that this position fills
2	Finance Director/Treasurer	8	$35.62	$37.70	105.8%	- 6 of 8 respondents - Finance Director, not Treasurer - 2 of 8 respondents - Town Manager
3	Town Clerk/Registrar	8	$27.50	$26.44	96.1%	- 5 of 8 respondents - Both Town Clerk & Registrar - 2 of 8 respondents - Town Clerk, but not Registrar - 1 of 8 respondents - Town Manager
4	Tax Collector/Deputy Town Clerk/Deputy Registrar	6	$19.15	$21.00	109.7%	- 2 of 6 respondents - Deputy Town Clerk & Deputy Registrar, but not Tax Collector - 2 of 6 respondents - Deputy Town Clerk, but not Deputy Registrar or Tax Collector - 1 of 6 respondents - Tax Collector, but not Deputy Town Clerk or Deputy Registrar - 1 of 6 respondents - Deputy Town Clerk, no response regarding other roles
5	Deputy Town Clerk/Deputy Tax Collector/General Assistance Administrator	6	$18.23	$17.03	93.4%	- 2 of 6 respondents - Deputy Town Clerk & Deputy Tax Collector, but not GA Administrator - 1 of 6 respondents - All three roles - 1 of 6 respondents - Deputy Town Clerk & GA Administrator, but not Deputy Tax Collector - 1 of 6 respondents - Deputy Tax Collector, but not Deputy Town Clerk or GA Administrator '- 1 of 6 respondents - Deputy Town Clerk, no response regarding other roles
6	Deputy Town Clerk/Deputy Treasurer/Deputy Tax Collector/Payroll & HR Officer	5	$23.45	$22.77	97.1%	- 1 of 5 respondents - Deputy Town Clerk & Deputy Tax Collector, but not Deputy Treasurer or Payroll/HR Officer - 1 of 5 respondents - Deputy Tax Collector, but not Deputy Town Clerk, Deputy Treasurer, or Payroll/HR Officer - 1 of 5 respondents - Payroll & HR Officer, but not Deputy Town Clerk, Deputy Treasurer, or Deputy Tax Collector - 1 of 5 respondents - Deputy Treasurer, no response regarding other roles - 1 of 5 respondents - No response
Code Enforcement						
7	Code Enforcement Officer	9	$27.59	$31.26	113.3%	N/A
Public Works						
8	Public Works Director	8	$33.31	$33.48	100.5%	N/A
9	Public Works Foreman	6	$22.35	$21.10	94.4%	N/A
10	Public Works Equipment Operator	10	$17.74	$17.88	100.8%	N/A
Fire & EMA						
11	Fire & Rescue Chief/EMA Director/Forest Warden	7	$33.47	$27.00	80.7%	- 3 of 7 respondents - All three roles - 2 of 7 respondents - Fire Chief, but not EMA Director or Forest Warden - 1 of 7 respondents - Fire Chief & EMA Director, but not Forest Warden - 1 of 7 respondents - Fire Chief, no response regarding other roles
12	Deputy Fire & Rescue Chief/Paramedic	5	$28.33	$20.03	70.7%	- 3 of 5 respondents - Both roles - 2 of 5 respondents - Deputy Fire Chief, but not Paramedic
13	Paramedic/Firefighter	6	$18.24	$16.73	91.7%	- 5 of 6 respondents - Both roles - 1 of 6 respondents - Provided multiple salaries for different positions
14	Administrative Assistant/Paramedic/Firefighter	5	$16.24	$15.51	95.5%	- 2 of 5 respondents - Administrative Assistant & Firefighter, but not Paramedic - 1 of 5 respondents - Administrative Assistant & Paramedic, but not Firefighter - 1 of 5 respondents - Administrative Assistant, but not Paramedic or Firefighter - 1 of 5 respondents - Administrative Assistant & Paramedic, no response regarding Firefighter role

	Overall Average:	96.9%	

* NOTE: Stipend positions have not been included in the above calculations.

Recommended Salary Structure

Town of Raymond
Recommended Salary Structure
January 15, 2016 (Revised 2.5.16)

DRAFT

Competitive Pay Zone + 7.5% of Midpoint

		STEP 1 (Minimum)	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8 (Midpoint)	MAXIMUM
Grade 11 30% Range Spread	*HOURLY:*	$38.32	$39.08	$39.87	$40.66	$41.48	$42.31	$43.15	$44.01	$49.86
	ANNUAL:	$79,700	$81,294	$82,920	$84,578	$86,270	$87,995	$89,755	$91,550	$103,700
	♦ Town Manager									
Grade 10 30% Range Spread	*HOURLY:*									
	ANNUAL:									
	♦ No positions currently in this grade level.									
Grade 9 30% Range Spread	*HOURLY:*	$30.96	$31.58	$32.21	$32.86	$33.51	$34.18	$34.87	$35.57	$40.29
	ANNUAL:	$64,400	$65,688	$67,002	$68,342	$69,709	$71,103	$72,525	$73,975	$83,800
	♦ Finance Director/Treasurer									
Grade 8 30% Range Spread	*HOURLY:*	$27.36	$27.90	$28.46	$29.03	$29.61	$30.20	$30.81	$31.42	$35.58
	ANNUAL:	$56,900	$58,038	$59,199	$60,383	$61,590	$62,822	$64,079	$65,360	$74,000
	♦ Code Enforcement Officer									
	♦ Director of Public Works									
	♦ Fire & Rescue Chief/EMA Director/Forest Warden									
Grade 7 30% Range Spread	*HOURLY:*	$24.23	$24.72	$25.21	$25.71	$26.23	$26.75	$27.29	$27.83	$31.54
	ANNUAL:	$50,400	$51,408	$52,436	$53,485	$54,555	$55,646	$56,759	$57,894	$65,600
	♦ Town Clerk/Registrar									
Grade 6 30% Range Spread	*HOURLY:*	$19.59	$19.98	$20.38	$20.79	$21.20	$21.63	$22.06	$22.50	$25.47
	♦ Deputy Fire & Rescue Chief/Paramedic									
	♦ Public Works Foreman									
Grade 5 30% Range Spread	*HOURLY:*	$15.87	$16.19	$16.51	$16.84	$17.18	$17.52	$17.87	$18.23	$20.63
	♦ Administrative Assistant/Paramedic/Firefighter									
	♦ Deputy Town Clerk/Deputy Treasurer/Deputy Tax Collector/Payroll & HR Officer									
	♦ Paramedic/Firefighter									
	♦ Tax Collector/Deputy Town Clerk/Deputy Registrar (6/7?)									
Grade 4 30% Range Spread	*HOURLY:*	$14.78	$15.08	$15.38	$15.68	$16.00	$16.32	$16.64	$16.98	$19.22
	♦ Deputy Town Clerk/Deputy Tax Collector/General Assistance Administrator									
	♦ Public Works Equipment Operator									

Competitive Pay Zone ± 7.5% of Midpoint

		STEP 1 (Minimum)	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8 (Midpoint)	MAXIMUM
Grade 3 **30% Range Spread**	*HOURLY:*									
	♦ No positions currently in this grade level.									
Grade 2 **30% Range Spread**	*HOURLY:*									
	♦ No positions currently in this grade level.									
Grade 1 **30% Range Spread**	*HOURLY:*									
	♦ No positions currently in this grade level.									

Human Resource Partners, LLC ▪ Donald H. Tyler, Jr. ▪ Principal and Executive Vice President
10 Serenity Dr. Harpswell, ME 04079▪ (207) 440-0335 ▪ info@mainehrpartners.com

2

<div align="center">

Town of Raymond
Analysis of Fringe Benefits Survey Data
January 15, 2016

</div>

SUMMARY OF GENERAL INFORMATION

1. Number of Hours in a Standard Work Week

    A. <u>**Town of Raymond Practice**</u>
        40 hours – Public Works, Fire Chief, and salaried employees
        42 hours – Firefighters and Paramedics
        35 hours – Deputy Finance Director
        32 hours - Collector

    B. <u>**Prevailing Practice**</u>
        40 hours per week for 5 out of 9 respondents. Other respondents reported varying hours based on department and position.

2. Most Recent Salary Increase

    A. <u>**Town of Raymond Practice**</u>
        Date: July 1, 2015
        Type: COLA
        Amount: 1.4% for department heads and managers (excluding Town Manager); 2% for hourly personnel

    B. <u>**Prevailing Practice**</u>
        Date: July 1, 2015 for all respondents
        Type: COLA was most prevalent; other types include percentage adjustment, percentage adjustment to steps, budgetary, and years of service
        Amount: Ranged from 1.7% - 3% with an average of 2.3%

3. Next Anticipated Salary Increase

    A. <u>**Town of Raymond Practice**</u>
        Not yet determined.

    B. <u>**Prevailing Practice**</u>
        Date: July 1, 2016 for 8 of 9 respondents; unknown for the remaining respondent
        Type: COLA was most prevalent; other types include merit, one-time performance bonus, percentage adjustment, percentage adjustment to steps, and years of service
        Amount: Ranged from .5% - 3% with an average of 1.9%; unknown for several respondents

4. Total Population

    A. <u>**Town of Raymond Practice**</u>
        4,436 year-round.

    B. <u>**Prevailing Practice**</u>
        Responses ranged from 3,800 – 17,001 with an average of 8,089 and a median of 6,000.

5. How much does population increase during the summer vacation period?

    A. <u>**Town of Raymond Practice**</u>
        The population increases to 12,000+.

    B. <u>**Prevailing Practice**</u>
        None: 3 of 8 respondents
        Not significantly: 1 of 8 respondents

Apx. 4,000: 1 of 8 respondents
Apx. 10,000: 1 of 8 respondents
Between 8,000 – 11,000: 1 of 8 respondents
Less than 4%: 1 of 8 respondents

6. Total Annual Payroll

A. **Town of Raymond Practice**
$1,126,239 (July 1, 2014 – June 30, 2015).

B. **Prevailing Practice**
Ranged from $872,795 - $6,409,623 with an average of $2,750,406 and a median of $1,972,194.

7. Tax or Mill Rate (per thousand dollar of valuation)

A. **Town of Raymond Practice**
$11.95

B. **Prevailing Practice**
Ranged from $13.55 – $21.56 with an average of $16.13 and a median of $15.15.

8. Number of Full-Time Employees

A. **Town of Raymond Practice**
16

B. **Prevailing Practice**
Ranged from 9 – 86 with an average of 41.

9. Number of Part-Time Employees

A. **Town of Raymond Practice**
Approximately 80 (varies).

B. **Prevailing Practice**
All responses listed below:
- 45 including Fire & Rescue
- 24 part-time/season, plus over 45 with call company firefighters
- 9
- 8
- 6 (plus approximately 25 per diem public safety)
- 38 (plus 36 per diem)
- 180 including call company
- Varies – 12 in Registrar's Office plus Summer Recreation, Fire/EMT, Ballot Clerks, etc.
- 123 including election clerks, Recreation, stipend employees, and volunteer firefighters

SUMMARY OF FRINGE BENEFITS

1. Do you have minimum service requirements before any paid vacation may be taken?

A. **Town of Raymond Practice**
The Town has a minimum service requirement of 6 months before any paid vacation may be taken.

B. **Prevailing Practice**
7 out of 8 respondents do have a minimum service requirement before paid vacation may be taken. The length of this service requirement ranged from 6 to 12 months with the majority reporting 6 months.

2. Do you negotiate vacation time during the hiring process?

    A. <u>**Town of Raymond Practice**</u>
        The Town does not negotiate vacation time during the hiring process.

    B. <u>**Prevailing Practice**</u>
        The majority of respondents do negotiate vacation time during the hiring process, but only for select employees or employee groups.

3. What is the vacation accrual schedule for your organization? Are there exceptions to this schedule?

    A. <u>**Town of Raymond Practice**</u>
        The Town offers the following accrual vacation schedule for all levels of staff. There are no exceptions to this schedule.

Years of Service	# of Vacation Days per Year
1 – 3 Years	12 days
4 – 9 Years	15 days
10 – 14 Years	18 days
15+ Years	21 days

    B. <u>**Prevailing Practice**</u>
        The majority (5 out of 9) of respondents start their annual vacation accrual at 10 days and cap it at 20 days, with the frequency and amount of accrual levels varying widely. The majority of respondents did not report a different vacation accrual schedule for salaried/management or senior management staff. The majority of respondents did report exceptions to their vacation accrual schedules, for exempt or senior management employees, or if negotiated upon hire.

4. Do you allow unused vacation time to carry over to next year? If so, how much?

    A. <u>**Town of Raymond Practice**</u>
        The Town allows all unused vacation time to carry over to the next year.

    B. <u>**Prevailing Practice**</u>
        8 of 9 respondents allow unused vacation time to carry over to the next year. All of these responses are listed below:

        - One half of the maximum accrual
        - 1.5 times the annual accrual
        - 2 times the annual accrual
        - Rolling
        - 1 week (more with Town Manager's approval)
        - 40 hours
        - 10 – 20 days depending on years of service
        - 150 hours – 260 hours depending on years of service

5. Is there a cap on how much vacation time can accrue?

    A. <u>**Town of Raymond Practice**</u>
        The Town has a cap on vacation accrual in the amount of 152 hours.

    B. <u>**Prevailing Practice**</u>
        7 out of 9 respondents have a cap on how much vacation time can accrue. All of these responses are listed below:

        - One half of the maximum accrual
        - 1.5 times the annual accrual
        - 320 hours (40 days)
        - 600 hours (75 days)
        - 40 hours plus the current year's accrual
        - 40 hours
        - 150 hours – 260 hours depending on years of service

6. Are your employees paid for any earned but unused vacation time?

    A. <u>Town of Raymond Practice</u>
    The Town does not pay employees for earned but unused vacation time.

    B. <u>Prevailing Practice</u>
    Only 4 out of 9 respondents pay their employees for unused vacation time. We received insufficient data regarding how much is paid and when.

7. Paid Holidays and Personal Days

    A. <u>Town of Raymond Practice</u>
    The Town provides 12 paid holidays: New Year's Day, MLK Day, Presidents Day, Patriots Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans Day, Thanksgiving Day, the Day after Thanksgiving, and Christmas. The Town offers 1 personal day.

    B. <u>Prevailing Practice</u>
    All respondents offer 11 – 13 paid holidays per year, with the majority offering 12 or 12.5. All respondents offer New Year's Day, MLK Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Veterans Day, Thanksgiving, and Christmas. The majority offer Patriot's Day, Columbus Day, the Day after Thanksgiving, and a half day Christmas Eve. One respondent offers Easter for one department, in exchange for Patriot's Day. One respondent also offers an additional holiday for "Town Day." The majority of respondents do not offer any personal days.

8. Paid Sick Leave (Not Short-Term Disability Insurance)

    A. <u>Town of Raymond Practice</u>
    The Town provides 12 paid sick days per year, which begin accruing after 1 month of service. The maximum amount of sick time allowed to accrue is 60 days. The Town does not compensate employees for any sick days that would otherwise be lost once the maximum is reached.

    B. <u>Prevailing Practice</u>
    All respondents offer 12 sick days per year. 5 of 9 respondents allow new employees to use their sick time immediately as accrued. The remaining respondents have a wait period ranging from 1 to 3 months. The maximum amount of sick time allowed to accrue ranged from 40 to 180 days (unlimited for one respondent) with an average of 113. (One respondent will be reducing their maximum in 2016). The majority of respondents do not compensate employees for any sick days that would otherwise be lost once the maximum is reached.

9. Are employees rewarded for not using any sick leave during the year?

    A. <u>Town of Raymond Practice</u>
    The Town does not reward employees for not using any sick leave.

    B. <u>Prevailing Practice</u>
    The majority of respondents do not reward employees for not using any sick leave during the year.

10. Do employees receive all or a portion of unused, accrued sick leave at termination or retirement?

    A. <u>Town of Raymond Practice</u>
    The Town pays employees for 50% of their unused sick leave at termination and retirement, up to 30 days.

    B. <u>Prevailing Practice</u>
    All respondents reported that they pay employees for some portion of unused sick leave at both termination and retirement. All responses are listed below:

    - 100%
    - 30% at 10 YOS, 50% at 20+ YOS
    - May be paid for 80 hrs if they have at least 75% of sick leave possible to accumulate
    - 50% of the last 5 years, up to 45 days
    - 33%
    - 25% at 6-10 YOS, 50% at 11+ YOS
    - 33% at 10 years of service

- 50%
- 0% at <5 YOS, 25% at 5-9 YOS, 50% at 10-14 YOS, 75% at 15-19 YOS, 100% at 20+ YOS and for Town Manager

11. Are employees allowed to use accrued sick leave for illnesses in the immediate family?

    A. <u>**Town of Raymond Practice**</u>
        The Town allows employees to use accrued sick leave for illnesses in the immediate family, up to 5 days per year.

    B. <u>**Prevailing Practice**</u>
        All respondents allow their employees to use accrued sick leave for illnesses in the immediate family.

12. Health Insurance

    A. <u>**Town of Raymond Practice**</u>
        The Town offers an HMO HSA 2600 plan through Harvard Pilgrim and pays for 100% of the premium for individual plans and 85% of the premium for family plans. The total monthly premium varies based on the employee's age.

    B. <u>**Prevailing Practice**</u>

        All respondents reported offering some type of health insurance.

        Family Health Plans:
        Providers offered – MMEHT, MMA, Harvard Pilgrim, Anthem BC/BS
        Plans offered – PPO, PPO-500, PPO-2500, POS-A, POS-C, POS-200, POS-1506, HMO
        Monthly premium – Average of $1,384 (ranged from $1,061 - $1,820)
        % Covered by employer – Average of 80% (ranged from 50 - 90%)

        Individual Health Plans:
        Providers offered – MMEHT, MMA, Harvard Pilgrim, Anthem BC/BS
        Plans offered – PPO, PPO-500, PPO-2500, POS-C, POS-200, High Deductible (Town pays deductible and co-pays through Group Dynamics reimbursement program)
        Monthly premium – Average of $626 (ranged from $300 - $1,211)
        % Covered by employer – Average of 87% (ranged from 80 - 100%) *(varied by union for one respondent)*

        Two-Person Health Plans:
        Providers offered – MMEHT, MMA, Harvard Pilgrim, Anthem BC/BS
        Plans offered – PPO, PPO-500, PPO-2500, POS-C, POS-200, HMO
        Monthly premium – Average of $1,230 (ranged from $771 - $1,820)
        % Covered by employer – Average of 83% (ranged from 75 - 90%)

13. Dental Insurance

    A. <u>**Town of Raymond Practice**</u>
        The Town offers dental plans through the Maine School Management Association (MSMA). The monthly premium for individual plans is $37.70 and the Town pays 100% of this premium. The monthly premium for family plans is $121.72 (or $75.40 for two-person plans) and the Town pays 75% of this premium. The maximum benefit per person per year is $1,300 for both types of plans. Orthodontics coverage is offered up to the $1,100 lifetime maximum for members under the age of 19.

    B. <u>**Prevailing Practice**</u>

        8 of 9 respondents reported offering some type of dental insurance.

        Family Dental Plans:
        Providers offered – MMEHT, MMA, Delta Dental, Anthem
        Monthly premium – Average of $132 (ranged from $120 - $135)
        % Covered by employer – 0% for 6 of 8 respondents
        Maximum Benefit per Person per Year – $1,250 for the majority of respondents
        Orthodontics Coverage – Offered by the majority of respondents; coverage was either 50% or 100% up to the lifetime max of $1,200 or $1,250

Human Resource Partners, LLC ⬩ Ellen D. Gottlieb and Donald H. Tyler, Jr. ⬩ Principals & Executive Vice Presidents
10 Serenity Drive Harpswell, ME 04079 ⬩ (207) 440-0335 ⬩ info@mainehrpartners.com

Page 34   February 23, 2016 Compensation & Classification Study

Individual Dental Plans:
Providers offered – MMEHT, MMA, Delta Dental, Anthem
Monthly premium – Average of $48 (ranged from $30 - $76)
% Covered by employer – Average of 50% (ranged from 0 – 100%)
Maximum Benefit per Person per Year – $1,250 for the majority of respondents
Orthodontics Coverage – Offered by the majority of respondents; coverage was either 50% or 100% up to the lifetime max of $1,200 or $1,250

14. Life Insurance

    A. <u>Town of Raymond Practice</u>
        The Town offers life insurance through MSMA and pays for 100% of the premium for the employee. The coverage amount is one times the employee's annual salary.

    B. <u>Prevailing Practice</u>
        All respondents reported offering some type of life insurance plan, the majority of which had a coverage amount of one times the employee's annual salary. Providers offered include MMEHT, MMA, UNUM, MPERS, The Hartford, and The Standard Insurance Company. 4 out of 6 respondents paid for 100% of the premium, and the remainder paid 0%. We received insufficient data regarding the amount of the monthly premium.

15. Long-Term Disability Insurance

    A. <u>Town of Raymond Practice</u>
        The Town offers an LTD plan for the Town Manager only.

    B. <u>Prevailing Practice</u>
        8 out of 9 respondents do not offer an LTD plan.

16. Short-Term Disability Insurance

    A. <u>Town of Raymond Practice</u>
        The Town does not offer a Short-Term Disability plan.

    B. <u>Prevailing Practice</u>
        8 out of 9 respondents offer a Short-Term Disability plan. The coverage rate for half of the respondents was 40%, 55%, or 70% at the employee's choice. All respondents pay for 0% of the premium. We received insufficient data regarding the amount of the monthly premium.

17. Retirement Plan(s)

    A. <u>Town of Raymond Practice</u>
        The Town offers a 457B (ICMA) plan. All employees are eligible for the plan, but only full-time employees are eligible for matching. The minimum and maximum employee contributions are 0% to the IRS limit. The minimum and maximum employer contributions are 0% - 5%.

    B. <u>Prevailing Practice</u>
        All respondents reported offering some type of retirement plan. All responses are listed below:

	Type of Plan	Eligibility Requirements	Minimum & maximum <u>employee</u> contributions to the plan? (% of salary)	Minimum & maximum <u>employer</u> contributions to the plan? (% of salary)
Respondent 1	403b	Full-time	IRS limits	5.5% gross
	457/Bank IRA	Full-time	IRS limits	5.5% gross
Respondent 2	405	40 hours/week	3 - 15%	3 - 6%
Respondent 3	457b	Employed 60 days	Combined - IRS related	Starts at 6%. Goes to 7.5% for 10 YOS, 8% for 15 YOS, 8.5% for 20 YOS, and 9% for 25 YOS.
Respondent 4	403b	Full-time	0% to choice	4%

Respondent 5	401a	Not enrolled in MPERS	0% - IRS limits	0 - 7%
	MPERS	ICMA 401 or MPERS	Varies by plan	Varies by plan
	457		IRS limits	0%
Respondent 6	MPERS	Only for grandfathered union employees	Set by plan	Set by plan
	457	Town match after 6 months	IRS limits	7.5%
Respondent 7	457	Vested upon hire; matching after 2 yrs	$18k - catch up $24k	Up to 6% match
Respondent 8	401k	Full-time	Must match Town at least, but can go higher.	Max 3%
Respondent 9	MPERS	Full-time and employed 6 months		
	457B	Full-time and employed 6 months	4 - 10%	4%

18. Tuition/Education Assistance Programs

    A. <u>Town of Raymond Practice</u>
        The Town does not offer a tuition/education assistance plan, but does pay for relevant workshops and trainings.

    B. <u>Prevailing Practice</u>
        5 out of 9 respondents offer a tuition/education assistance plan. Of those that do, half of these respondents pay for courses that are unrelated to the job but part of a degree program and half do not. We received insufficient data regarding the number of courses and the types of fees that are covered.

19. Do you provide paid bereavement leave for death in the employee's immediate family?

    A. <u>Town of Raymond Practice</u>
        The Town offers up to 3 days of paid bereavement leave for deaths in the employee's immediate family and 1 day of leave for deaths outside of the immediate family, at the Town Manager's discretion.

    B. <u>Prevailing Practice</u>
        All respondents offer paid bereavement leave for deaths in the employee's immediate family, ranging from 3 – 5 days. 5 out of 9 respondents also offer this benefit for deaths outside of the employee's immediate family, ranging from 1 – 3 days. We received insufficient data regarding the definition of immediate family.

20. Overall, what is the cost of all of your fringe benefits as a percentage of payroll? (Include all paid time off, employer contributions to all insurances, retirement plans, tuition, childcare, etc. Exclude social security, unemployment and worker's compensation.)

    A. <u>Town of Raymond Practice</u>
        Unknown.

    B. <u>Prevailing Practice</u>
        We received limited data on this question. Of the data we did receive, responses ranged from 23 - 40% with an average of 32%.

21. What type of work-life programs do you offer?

    A. <u>Town of Raymond Practice</u>
        The Town does not offer any work-life programs.

    B. <u>Prevailing Practice</u>
        The majority of respondents reported offering some type of work-life program, the most common of which were Wellness, Appreciation/Recognition, Employee Assistance Program, and Safety.

Human Resource Partners, LLC ⬥ Ellen D. Gottlieb and Donald H. Tyler, Jr. ⬥ Principals & Executive Vice Presidents
10 Serenity Drive Harpswell, ME 04079 ⬥ (207) 440-0335 ⬥ info@mainehrpartners.com

Page 36   February 23, 2016 Compensation & Classification Study

22. Do you offer Section 125 medical spending/reimbursement accounts?

    A. <u>**Town of Raymond Practice**</u>
        The Town does not offer this benefit.

    B. <u>**Prevailing Practice**</u>
        The majority of respondents (6 out of 8) offer this benefit.

23. Do you offer Section 125 dependent care spending/reimbursement accounts?

    A. <u>**Town of Raymond Practice**</u>
        The Town does not offer this benefit.

    B. <u>**Prevailing Practice**</u>
        The majority of respondents (6 out of 8) offer this benefit.

24. Other Benefits:

    A. <u>**Town of Raymond Practice**</u>
        Health Reimbursement Arrangement (HRA) to help defray employee out-of-pockets costs for medical expenses - $4,000 for family/spouse, $3,000 for single coverage.

    B. <u>**Prevailing Practice**</u>
        Three respondents reported offering an HRA. Other benefits reported include military service pay parity and jury duty pay differential.

<u>ANALYSIS OF FRINGE BENEFITS:</u>

Overall, the Town of Raymond offers a very competitive benefits package. For almost all of the above, the Town offers benefits that either match or exceed the average or range of benefits reported by survey participants.

Only the following benefits/practices fell below the prevailing survey practice:

1. The Town does not negotiate vacation time during the hiring process. The majority of survey respondents do so for select employees or employee groups.

2. The Town's maximum amount of sick time allowed to accrue is 60 days. The average for all survey respondents was 113 days.

3. The Town does not offer a Short-Term Disability plan. All survey respondents offer this, although none of them pay for the premium.

4. The Town does not offer a tuition/education assistance plan (but does pay for relevant workshops and trainings). The slight majority of survey respondents (5 out of 9) do offer such a plan.

5. The Town does not offer any work-life programs. The majority of survey respondents reported offering some type of work-life program(s).

6. The Town does not offer Section 125 medical or dependent care spending/reimbursement accounts The majority of survey respondents (6 out of 8) offer both of these benefits.

Town of Raymond Annual Performance Evaluation

Employee Name:	
Department:	
Job Title:	
Review Date:	
Reviewer:	

Performance Summary		
E = Exceeds Standards/ Expectations	Performance that is characterized by sustained exemplary accomplishments at the highest level throughout the rating period; providing exemplary support to the contributions of the organization. Performance that consistently exceeds and sometimes far exceeds the criteria of the job function. Typically demonstrating full mastery of: knowledge, skills, and abilities; required work; and behavioral competencies.	4-5 Points
Meets = Meets Standards/ Expectations	Performance that is characterized by achieving results at a level that meets and sometimes exceeds performance targets of core responsibilities; providing commendable support to the contributions of the organization. Typically demonstrating proficiency in: knowledge, skills, and abilities; required work; and behavioral competencies.	2-3 Points
DNM = Does Not Meet Standards/ Expectations	Performance that requires improvement to fully meet the performance targets of core responsibilities in several areas; providing minimal support to the contributions of the organization. Typically performing at or below the beginner or developmental stage of demonstration of: knowledge, skills, and abilities; required work; and behavioral competencies.	0-1 Points

MERIT PAY PROGRAM

The Town of Raymond's salary program is based on the principle of merit: top performers in the Town should be recognized as such and should be paid at a relatively higher level than others in the Town. This is easy to say, but very difficult to accomplish. It rests on the commitment of management to invest time and consideration in the effort, and on the existence of a process which will:

- Facilitate the decision-making process and
- Foster equity throughout the Town.

The following represents the process which the Town may adopt.

A. <u>Salaries in Relation to Range</u>

Salary ranges have been established for all positions based on surveys of competitive market data. In general, an employee's placement in the salary range is a reflection of his or her mastery of the job duties and the level of performance demonstrated in executing these job duties.

When an employee is hired or classified into a particular position, the decision on the appropriate salary to be paid is made in consideration of what is known about that employee's past accomplishments and experiences, and current capabilities to perform the job at the Town. Future salary increases are earned through consistently good performance.

B. <u>Frequency of Salary Review</u>

It is the policy of the Town to review each employee for a merit salary increase based on performance once each year on the employee's anniversary date.

Anniversary date is defined as the beginning date of the payroll period which is closest to one of the following:

- 12 months from the date of hire
- 12 months from the date of a promotion or transfer
- 12 months from the date of the last salary review

C. <u>Merit Increase Guide</u>

As a guide to supervisors in planning percent increases for employees, a Merit Increase Guide is prepared and distributed each year. The purpose of the merit salary increase guide is to facilitate the calculation of a salary increase amount taking into consideration the performance designation and the position of the employee's salary in the salary range (quartile). Position in salary range (as measured by quartile) is considered as well as performance in recognition of the following:

- All employees should not get the same percentage increase; there should be some differentiation based on performance and how well each employee is currently paid in relation to the targeted market position. In order to accomplish this and stay within a budget, some

Donald H. Tyler, Jr. ◆ Human Resource Partners, LLC ◆ Principal & Executive Vice President
10 Serenity Drive Harpswell, ME 04079 ◆ (207) 440-0335 ◆ info@mainehrpartners.com

February 23, 2016 Compensation & Classification Study   Page 39

employees will get less than average increases so that others may get higher than average increases.

- Those employees who are at the low end of the salary range are below the average market rate and should be eligible for larger percentage increases in order to move more quickly to the average market rate.

- Those employees in the middle of the salary range are at the average market rate and should be eligible for typical merit increases, consistent with performance.

- Those employees at the high end of the salary range are already paid well above the average market rate and should be eligible for smaller percentage increases (but often higher dollars), up to the maximum of the salary range.

- There is a maximum dollar value of any job to the Town, regardless of performance level.

Donald H. Tyler, Jr. ◆ Human Resource Partners, LLC ◆ Principal & Executive Vice President
10 Serenity Drive Harpswell, ME 04079 ◆ (207) 440-0335 ◆ info@mainehrpartners.com

Page 40   February 23, 2016 Compensation & Classification Study

<div style="border:1px solid black">

<u>Town of Raymond</u>

**Review of Goals/Projects/Special
Assignments for the Past Year
~ PART A ~**

</div>

This section measures the overall performance of each of the stated, mutually established goals/objectives developed during the previous evaluation. Provide narrative to support the employee's level of achievement of each goal/objective, and check the appropriate box.

GOAL #1: _____

_____

SUPPORTING NARRATIVE: _____

_____

_____

Goal #1 Rating (please check one)

☐ Exceeded Standards/Expectations
☐ Met Standards/Expectations
☐ Did Not Meet Standards/Expectations

GOAL #2: _____

_____

SUPPORTING NARRATIVE: _____

_____

_____

Goal #2 Rating (please check one)

☐ Exceeded Standards/Expectations
☐ Met Standards/Expectations
☐ Did Not Meet Standards/Expectations

1

```
┌─────────────────────────────────────────────┐
│              Town of Raymond                │
│      Review of Goals/Projects/Special       │
│        Assignments for the Past Year        │
│              ~ PART A ~                      │
└─────────────────────────────────────────────┘
```

GOAL #3: _____

_____

SUPPORTING NARRATIVE: _____

_____

_____


```
┌─────────────────────────────────────────┐
│ Goal #3 Rating (please check one)       │
│                                         │
│ □ Exceeded Standards/Expectations       │
│ □ Met Standards/Expectations            │
│ □ Did Not Meet Standards/Expectations   │
└─────────────────────────────────────────┘
```


```
┌────────────────────────────────────────────────────────────────────┐
│ Overall Summary of Goal Performance/Accomplishment for the Past Year │
│                                                                      │
│ Based upon your overall assessment of the level of goal attainment,  │
│ please check the appropriate box:                                    │
│                                                                      │
│ □ Exceeded Standards/Expectations:                                   │
│                                                                      │
│ □ Met Standards/Expectations                                         │
│                                                                      │
│ □ Did Not Meet Standards/Expectations                                │
└────────────────────────────────────────────────────────────────────┘
```

2

<div style="border:1px solid black; text-align:center;">

Town of Raymond
Performance Evaluation Form
Management/Professional Staff
~ PART B ~

</div>

PERFORMANCE CRITERIA

For each of the factors listed below, place a check mark in the box by the description that most closely represents your overall judgment of the individual's performance and circle the appropriate point value. Please provide commentary to support your rating.

A. Job Knowledge: Understanding of responsibilities and mastery of skills needed to perform tasks. Consider also ability to learn new and more complex tasks and assignments.

4-5 pts ☐ Exceeds Standards: Demonstrates complete and thorough mastery of more complex skills and responsibilities. Learns new job tasks and assignments quickly and effectively. Is exceptionally well informed and imparts knowledge to others.

2-3 pts ☐ Meets Standards: Demonstrates necessary skill and job knowledge to meet job requirements. Learns at a fully acceptable and reasonable pace. Clearly understands purposes, objectives, practices, and procedures of the department/organization.

0-1 pts ☐ Does Not Meet Standards: Requires additional training or experience in many aspects of job. Often cannot perform without constant assistance. Knowledge of job inadequate to meet requirements.

Supporting Commentary:

B. Quality of Work: Caliber, degree of completeness, and accuracy of work produced.

4-5 pts ☐ Exceeds Standards: Produces an exceptionally high quality of complete and accurate work. Performs at a consistently high level during periods of pressure, deadlines, etc.

2-3 pts ☐ Meets Standards: Produces quality work that consistently meets requirements.

0-1 pts ☐ Does Not Meet Standards: Quality of work does not meet requirements. Often needs to redo work.

Supporting Commentary:

1

C. Quantity of Work: Amount of work produced and promptness in completing assignments.

4-5 pts ☐ <u>Exceeds Standards:</u> Produces unusually high quantities of work on or ahead of schedule. Sustains a high achievement level and consistently produces more than expected.

2-3 pts ☐ <u>Meets Standards:</u> Produces substantial quantities of work on time and often produces beyond normal expectation.

0-1 pts ☐ <u>Does Not Meet Standards:</u> Quantity of work does not meet requirements. Frequently fails to meet time requirements.

Supporting Commentary:

D. Adaptability & Initiative: Willingness to learn and accept new ideas. Ability to adjust quickly to changes and to carry out assignments readily.

4-5 pts ☐ <u>Exceeds Standards:</u> Enthusiastically accepts new ideas, responsibilities, and assignments. Adjusts immediately to change. Demonstrates a high level of initiative.

2-3 pts ☐ <u>Meets Standards:</u> Accepts new assignments and consistently adapts to change. Effectively applies new concepts and techniques.

0-1 pts ☐ <u>Does Not Meet Standards:</u> Resistant or unwilling to accept or perform new assignments. Inflexible in adapting to change.

Supporting Commentary:

E. Interpersonal Skills: Effectiveness in relating and communicating with others.

4-5 pts ☐ <u>Exceeds Standards:</u> Relates exceptionally well with others. Possesses superior communication skills and promotes relationships of trust and respect.

2-3 pts ☐ <u>Meets Standards:</u> Relates well and is consistently effective in communicating with others. Understands and knows how to foster coworker relationships.

0-1 pts ☐ <u>Does Not Meet Standards:</u> Relates ineffectively with most people. Communication skills need improvement.

Supporting Commentary:

2

F. Teamwork & Customer Service: Consider the ability to build collaborative relationships with internal and external customers, function as a team player, accept and use constructive feedback, collaborate to improve services and solve problems, and share responsibility and accountability for team goals.

4-5 pts ☐ Exceeds Standards: Consistently works well as member of a team serving the needs of both internal and external customers, and is motivated to succeed. Seeks out and draws staff members from other areas into efforts to achieve desired results.

2-3 pts ☐ Meets Standards: Usually works well as member of a team serving both internal and external customers, and is motivated to succeed. Usually seeks out staff members from other areas in an effort to achieve desired outcomes.

0-1 pts ☐ Does Not Meet Standards: Frequently lacks motivation to complete projects as a team member. Work is performed without input from other areas and desired results are rarely achieved.

Supporting Commentary:

G. Organization, Planning, Project Management, & Delegation: Ability to organize work and to plan ahead in order to make effective use of people, time, money, and materials. Effectively delegates to ensure timely completion of projects.

4-5 pts ☐ Exceeds Standards: Exceptionally well organized and adept at planning and prioritizing work, and at delegating work to staff. Consistently proposes plans of action that are timely, realistic, and positive. Manages projects or activities to finish under time and/or budget allocated.

2-3 pts ☐ Meets Standards: Consistently effective in organizing, planning, and prioritizing work, and in delegating work to staff. Formulates strategies, tactics, and action plans to achieve results. Manages projects or activities to finish on time and within budget allocated.

0-1 pts ☐ Does Not Meet Standards: Has difficulty organizing, planning, prioritizing, and working effectively, and delegating work to staff. Often needs to reschedule work. Projects or activities frequently miss deadlines and/or come in over budget.

Supporting Commentary:

H. Supervisory Skills: (Applicable to supervisory positions only.) Ability to communicate expectations, treat employees fairly and equitably, monitor progress towards established goals, and provide timely feedback.

4-5 pts ☐ Exceeds Standards: Exceptionally effective in motivating, winning cooperation of, and achieving desired results from employees. Effectively coaches staff toward achievement of individual, department, and organization wide goals.

2-3 pts ☐ Meets Standards: Consistently effective in motivating, winning cooperation of, and achieving desired results from employees. Is readily accessible to staff and promotes a positive environment

3

0-1 pts   □   <u>Does Not Meet Standards:</u> Does not command confidence and respect. Does not get desired results from employees. Fails to develop a spirit of teamwork and to give proper recognition.

Supporting Commentary:

I. Commitment & Sense of Urgency: Consider the level of involvement and ability to perform under high-stress situations.

4-5 pts   □   <u>Exceeds Standards:</u> Meets expectations and goes above to exceed customer requirements and/or expectations. Produces excellent quality work in a timely manner and can be counted on to proactively solve issues to avoid problems.

2-3 pts   □   <u>Meets Standards:</u> Fully meets customer requirements and business objectives. Seeks involvement in projects and offers contributions. Anticipates problems and present solutions.

0-1 pts   □   <u>Does Not Meet Standards:</u> Frequently late or absent. Does not give attention to details, producing sub-quality work that may require additional work to be performed by others.

Supporting Commentary:

Total Points for Part B: _____ points

Overall Summary of Performance Criteria:

Based on the point total for Part B above, please check the appropriate box:

□ Exceeded Standards/Expectations: _____ to _____ points

□ Met Standards/Expectations: _____ to _____ points

□ Did Not Meet Standards/Expectations: _____ to _____ points

4

Town of Raymond
Performance Evaluation Form
Support Staff
~ PART B ~

PERFORMANCE CRITERIA

For each of the factors listed below, place a check mark in the box by the description that most closely represents your overall judgment of the individual's performance and circle the appropriate point value. Please provide commentary to support your rating.

A. Job Knowledge: Understanding of responsibilities and mastery of skills needed to perform tasks. Consider also ability to learn new and more complex tasks and assignments.

4-5 pts ☐ <u>Exceeds Standards:</u> Demonstrates complete and thorough mastery of more complex skills and responsibilities. Learns new job tasks and assignments quickly and effectively. Is exceptionally well informed and imparts knowledge to others.

2-3 pts ☐ <u>Meets Standards:</u> Demonstrates necessary skill and job knowledge to meet job requirements. Learns at a fully acceptable and reasonable pace. Clearly understands purposes, objectives, practices, and procedures of the department/organization.

0-1 pts ☐ <u>Does Not Meet Standards:</u> Requires additional training or experience in many aspects of job. Often cannot perform without constant assistance. Knowledge of job inadequate to meet requirements.

Supporting Commentary:

B. Quality of Work: Caliber, degree of completeness, and accuracy of work produced.

4-5 pts ☐ <u>Exceeds Standards:</u> Produces an exceptionally high quality of complete and accurate work. Performs at a consistently high level during periods of pressure, deadlines, etc.

2-3 pts ☐ <u>Meets Standards:</u> Produces quality work that consistently meets requirements.

0-1 pts ☐ <u>Does Not Meet Standards:</u> Quality of work does not meet requirements. Often needs to redo work.

Supporting Commentary:

1

C. Quantity of Work: Amount of work produced and promptness in completing assignments.

4-5 pts ☐ Exceeds Standards: Produces unusually high quantities of work on or ahead of schedule. Sustains a high achievement level and consistently produces more than expected.

2-3 pts ☐ Meets Standards: Produces substantial quantities of work on time and often produces beyond normal expectation.

0-1 pts ☐ Does Not Meet Standards: Quantity of work does not meet requirements. Frequently fails to meet time requirements.

Supporting Commentary:

D. Adaptability & Initiative: Willingness to learn and accept new ideas. Ability to adjust quickly to changes and to carry out assignments readily.

4-5 pts ☐ Exceeds Standards: Enthusiastically accepts new ideas, responsibilities, and assignments. Adjusts immediately to change. Demonstrates a high level of initiative.

2-3 pts ☐ Meets Standards: Accepts new assignments and consistently adapts to change. Effectively applies new concepts and techniques.

0-1 pts ☐ Does Not Meet Standards: Resistant or unwilling to accept or perform new assignments. Inflexible in adapting to change.

Supporting Commentary:

E. Interpersonal Skills: Effectiveness in relating and communicating with others.

4-5 pts ☐ Exceeds Standards: Relates exceptionally well with others. Possesses superior communication skills and promotes relationships of trust and respect.

2-3 pts ☐ Meets Standards: Relates well and is consistently effective in communicating with others. Understands and knows how to foster coworker relationships.

0-1 pts ☐ Does Not Meet Standards: Relates ineffectively with most people. Communication skills need improvement.

2

Supporting Commentary:

F. **Teamwork & Customer Service:** Consider the ability to build collaborative relationships with internal and external customers, function as a team player, accept and use constructive feedback, collaborate to improve services and solve problems, and share responsibility and accountability for team goals.

4-5 pts ☐ <u>Exceeds Standards:</u> Consistently works well as member of a team serving the needs of both internal and external customers, and is motivated to succeed. Seeks out and draws staff members from other areas into efforts to achieve desired results.

2-3 pts ☐ <u>Meets Standards:</u> Usually works well as member of a team serving both internal and external customers, and is motivated to succeed. Usually seeks out staff members from other areas in an effort to achieve desired outcomes.

0-1 pts ☐ <u>Does Not Meet Standards:</u> Frequently lacks motivation to complete projects as a team member. Work is performed without input from other areas and desired results are rarely achieved.

Supporting Commentary:

G. **Independent Action:** Ability to start and follow through on assigned work and to work without close supervision.

4-5 pts ☐ <u>Exceeds Standards:</u> Rarely requires supervision. Always follows through, rarely refers specific cases to supervisor.

2-3 pts ☐ <u>Meets Standards:</u> Requires minimal supervision. Will occasionally refer more significant matters to supervisor for appropriate action.

0-1 pts ☐ <u>Does Not Meet Standards:</u> Requires constant supervision for all assigned tasks. Work is subject to constant review.

Supporting Commentary:

3

Overall Summary of Performance Criteria:

Based on the point total for Part B above, please check the appropriate box:

☐ Exceeded Standards/Expectations: _____ to _____ points

☐ Met Standards/Expectations: _____ to _____ points

☐ Did Not Meet Standards/Expectations: _____ to _____ points

4

<div style="border:1px solid black; padding:10px; text-align:center;">

Town of Raymond
Overall Performance Summary Section
~ PART C ~

</div>

OVERALL EVALUATION: The overall evaluation should reflect the assessment of the employee's total performance based upon the foregoing criteria. In making the assessment, consider the criteria according to the employee's duties and responsibilities, taking care not to overemphasize or underemphasize one particular area.

Overall Rating for Part A (Accomplishment of Goals for the Past Year):
(50% weighting)

Please check one:

☐ Exceeded Standards/Expectations:

☐ Met Standards/Expectations:

☐ Did Not Meet Standards/Expectations:

Total Points for Part B (Performance Criteria): _____ points
(50% weighting)

Please check one:

☐ Exceeded Standards/Expectations:	_____ to _____ points
☐ Met Standards/Expectations:	_____ to _____ points
☐ Did Not Meet Standards/Expectations:	_____ to _____ points

MERIT GRID

☐ Exceeded Standards/Expectations:	_____ to _____ points	= _____ %
☐ Met Standards/Expectations:	_____ to _____ points	= _____ %
☐ Did Not Meet Standards/Expectations:	_____ to _____ points	= _____ %

1

REVIEWER COMMENTS:

Reviewer Signature: _____ Date: _____

EMPLOYEE COMMENTS*:

Employee's Signature: _____ Date: _____

(*Signature indicates only that the evaluation has been reviewed and does not necessarily signify concurrence. A response to the evaluation may be made on a separate sheet and attached to this evaluation.)

2

Town of Raymond
Establishment of Goals/Projects/Special
Assignments for the Coming Year
~ PART D ~

GOAL #1

Key Action Steps: _____

_____

Resources Needed: _____

_____

Measurements/Milestones: _____

_____

GOAL #2

Key Action Steps: _____

_____

Resources Needed: _____

_____

Measurements/Milestones: _____

_____

GOAL #3

Key Action Steps: _____

_____

Resources Needed: _____

_____

Measurements/Milestones: _____

_____

1

Town of Raymond
Organizational Standards for Behavior and Performance

1. Organizational Perspective:
Demonstrates an understanding of how individual job performance advances the Town's mission.

Expectation:	DNM	Meets
Understands the connection between the mission of the Town and personal performance.	☐	☐
Demonstrates a philosophy and work ethic that is consistent with Town vision and mission, and represents self in this manner with consumers and others.	☐	☐
Please provide commentary below to support your rating:		

2. Respectful Behavior and Confidentiality:
Conduct that demonstrates a commitment to respectful behavior and an understanding of confidentiality.

Expectation:	DNM	Meets
Interactions with consumers, peers, supervisors, and others are respectful, professional, and confidential.	☐	☐
Discourages and avoids criticizing colleagues and other employees to others.	☐	☐
Confidential information, whether received in the course of work or received inappropriately, is not shared with others.	☐	☐
Continuously makes an effort to squelch rumors and other disrespectful behaviors.	☐	☐
Please provide commentary below to support your rating:		

3. Teamwork:
Participates in an environment where staff creates success by working together collaboratively.

Expectation:	DNM	Meets
Builds collaborative relationships both internally and externally.	☐	☐
Is a team player.	☐	☐
Accepts and uses constructive feedback from both peers and supervisors.	☐	☐
Collaborates to improve services and processes and to solve problems.	☐	☐
Shares responsibility and accountability for team goals.	☐	☐
Please provide commentary below to support your rating:		

4. Skill and Ability

1

Takes advantage of training and educational opportunities to enhance skills, productivity, and quality of work.		
Expectation:	**DNM**	**Meets**
Seeks assistance and support when necessary.	☐	☐
Accepts guidance from supervisor and implements decisions made with supervisor.	☐	☐
Actively seeks training opportunities, through supervision and other sources, to enhance ability to perform all aspects of position.	☐	☐
Acts as a resource and support to other staff when appropriate.	☐	☐
Please provide commentary below to support your rating:		

5. Knowledge of Community Uses knowledge of current community needs to work effectively with stakeholders.		
Expectation:	**DNM**	**Meets**
Builds and maintains positive relationships with the community.	☐	☐
Articulates and accurately explains the full range of Town services and resources.	☐	☐
Listens attentively and takes the time to understand and respond to inquiries, requests, and problems.	☐	☐
Presents the Town to the community in a positive, proactive, and appropriate manner.	☐	☐
Uses consumer and community feedback to improve service delivery.	☐	☐
Please provide commentary below to support your rating:		

2