



CLASSIFICATION AND COMPENSATION PLAN

**NEVADA IRRIGATION DISTRICT
FINAL REPORT**



prepared by:

Bryce Consulting, Inc.
3436 American River Drive, Suite 7A
Sacramento, California 95864
916-974-0199

August 2010

TABLE OF CONTENTS

| | |
|---|----|
| Section I - Introduction | 3 |
| Section II - Conceptual Framework | 6 |
| Section III - Classification Plan Allocations | 21 |
| Section IV – FLSA Analysis | 30 |
| Section V – Compensation Survey Parameters | 39 |
| Section VI – Compensation Survey Results | 45 |
| Section VII – Salary Setting Methodology | 60 |

Appendix

- A – Classification Specifications
- B – Position Allocation List
- C – Detailed Datasheets
- D – Miscellaneous Benefit Data
- E – Benefit Normalizing
- F – Internal Relationship Analysis

SECTION I - INTRODUCTION

The Nevada Irrigation District retained Bryce Consulting to conduct a District-wide classification and compensation study involving all District positions. This report presents the classification and compensation study results and recommendations. This report includes:

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|-------------|-------------------------------------|
| Section I | Introduction |
| Section II | Classification Conceptual Framework |
| Section III | Classification Plan Recommendations |
| Section IV | FLSA Analysis |
| Section V | Compensation Survey Parameters |
| Section VI | Compensation Survey Results |
| Section VII | Salary Setting Methodology |

STUDY OBJECTIVES

Classification Study

In conducting the classification phase of the study, Bryce Consulting, had the following major objectives:

- To systematically describe in the classification plan the kinds of work currently performed by employees and the levels of responsibility and difficulty of that work.
- To develop a classification structure that reflects the District's overall classification strategy and includes a clear definition of terms.
- To draft new or revised class specifications.
- To allocate each position to the appropriate class based on the duties and responsibilities assigned at the time the position was studied.
- To allow for a review process which permits each employee to review the draft classification recommendations and to submit concerns directly to the consultants.
- To develop a classification plan that accurately describes positions, allows for flexibility, and assists with developing recruitment and career development strategies.
- Conduct an FLSA analysis, identifying which classes are exempt from overtime.

Compensation Study

In conducting the compensation phase of the study, Bryce Consulting, had the following major objectives:

- Recommend classifications to survey.
- Collect and analyze base salary and benefit data for the selected survey classes.
- Develop a salary plan for all District classes using market data while ensuring internal equity within the organization.

STUDY METHODOLOGY

To achieve the above objectives, the following tasks occurred:

- The project consultants met with the General Manager, Assistant General Manager, and Human Resources Manager to initiate the project.
- The project consultants met with all available employees to discuss the study objectives and procedures. At that time, Position Inventory Questionnaires were distributed to employees to complete regarding their current position.
- The project consultants met with each department manager to gain an understanding of the structure and services provided within each department.
- Upon independent completion of the questionnaire by the employees, supervisory and management personnel reviewed the questionnaire for accuracy and provided additional comments. The consultants then conducted a preliminary analysis of the information provided by the employees and management.
- The consultants conducted interviews with approximately 70% of the employees, in addition to management staff. The purpose of these interviews was to gain clarification and additional information regarding each position.
- Based on the information obtained through the questionnaires and interviews, the consultants analyzed and developed a conceptual classification plan that groups classes into series and levels which are similar in the kind of work performed. The class concepts were

reviewed by the General Manager, Assistant General Manager, Human Resources Manager, and District management.

- The consultants drafted new or revised class specifications for each class. Human Resources and management staff reviewed the draft of the classification plan along with the new or revised class specifications. In addition, the employees had an opportunity to review the class specifications for their recommended classification and provide additional information and/or ask questions pertaining to the draft classification recommendation for their position. The consultants reviewed the comments and questions and made changes as appropriate. Several employees were interviewed by the consultant again to gain clarification on their comments and questions. Once the employee review process was completed, the plan was finalized.
- The consultants selected the classifications to be surveyed for compensation purposes, solicited salary and benefit information from the selected survey agencies, reviewed and analyzed the data and followed up with the survey agencies as needed to gain clarification and developed and presented the salary and benefit findings to the District.
- Once the data was collected and analyzed, the consultant presented the draft datasheets to the respective bargaining units for review and responded to their questions.
- Once the data was finalized the consultants conducted the internal alignment analysis and developed salary recommendations for each District classification ensuring the salary plan is externally competitive and internally sound.
- The Classification and Compensation Plan is contained on the following pages.

SECTION II - CONCEPTUAL FRAMEWORK

This section of the report presents a conceptual framework for the classification plan. The classification analysis as applied to positions within the District used sound principles of job evaluation and job analysis. The approach utilized classes that reflect distinct differences in levels and types of work as determined through the use of established allocation factors and class concepts.

The classifications emerging from the analysis represent a carefully designed classification structure tailored to the particular needs of the District, as classification is a reflection of how an agency is organized. Within these job classes are positions that require a full range of knowledge, skills, and abilities to successfully accomplish a wide array of administrative, managerial, professional, technical, and maintenance assignments. The class concepts as outlined on the following pages accommodate these diverse needs and requirements in a manner that encourages the highest degree of management flexibility possible. At the same time, these class concepts reflect organizational consistency within job series. Finally, the proposed classifications emphasize the duties performed and responsibility exercised as documented through the job analysis process. This section elaborates upon these and other classification concepts used to build the proposed classification plan. The concepts addressed include the following:

Classification Levels

Class Series

Flexible Staffing

Titling of Supervisory and Management Job Classes

Class Specification Format

Definitions of Levels of Supervision

Allocation Factors

CLASSIFICATION LEVELS

Position classification represents the grouping of jobs within the District into a systematic classification structure based on the interrelationship of the duties performed, nature and level of responsibilities and other work-related requirements of the jobs. Within the overall classification plan it is possible to generally categorize each classification according to the following possible levels:

Class Level

Trainee

Entry

Journey

Advanced Journey

Supervisor

Section Head

Division Head

Department Head

Within each job family, there may exist a classification at every level or only at selected levels. The levels within a job family reflect the organization and should be tailored to that organization's needs and priorities. For instance, there are areas where it is to the District's advantage to fill positions at a full working journey level. There is no need for functions to be performed at the entry level. Therefore, there would be no entry level classification in that particular job family. Furthermore it is important to note that while two given job families may both contain, for example, a journey level classification, the two journey level classes will likely be treated differently for compensation purposes. Distinctions between class levels for all types of job families may be expressed in terms of the general amount of responsibility to be assumed within each class level. The following subsections generally define the responsibilities to be assumed at each class level identified.

Trainee level classes are designed to provide employees with a short-term formal training program in either technical or professional work areas in order to prepare for advancement to the next higher level class. Once training has occurred, the employee is promoted to the entry-level class and expected to apply the aforementioned training. Trainee classes often provide employees with the necessary experience to gain the first required certification level.

Entry level classes are designed to provide an on-the-job training opportunity to an employee who has limited directly related work experience and is not yet prepared to perform the full range of work assigned to the journey level class.

Journey level classes are designed to recognize those positions which require the incumbent to perform a broad range of tasks, usually under general supervision. A journey level position is fully trained in the scope of duties associated with this level.

Advanced Journey level classes possess a specialized technical or functional expertise. They typically are assigned significant responsibilities above the journey level, possess specialized knowledge, abilities, skills, and experience, and often exercise independent judgment in the performance of their duties. Advanced journey level classes typically provide technical, functional or lead supervision over lower level positions within a series.

The **Supervisor** level class recognizes full, first-line supervisory positions that plan, assign, and evaluate the work of subordinates and are responsible for a program area within a work unit or department.

The **Section Head** level class typically performs second line supervision and provides functional management responsibility for a section within a major division.

The **Division Head** level class recognizes positions with responsibility for a division within a department.

The **Department Head** level class recognizes positions with full responsibility for the administration of a department. It should be noted that the determination of Department Head positions is typically an organizational decision rather than a classification determination.

CLASS SERIES – OFFICE SUPPORT, MAINTENANCE AND TECHNICAL

A class series is a set of two or more classes within a job family that are closely related in terms of work performed and distinguished primarily by the level of responsibility, scope of duties assumed, and in some cases, certification level. Within a class series it is possible to distinguish general categories or levels based upon factors such as the scope of responsibility assumed, the training and experience required to perform assigned duties, and the nature of supervision received and exercised. Also, common titling designations are generally used to clearly define the applicable class level. The following subsections indicate for each of the defined class levels in the office support, maintenance, and technical class series, the titling distinctions, scope of duties assumed, the general experience and training required, and the nature of supervision received and exercised.

TRAINEE AND ENTRY LEVEL -- "I" CLASSES – Trainee and entry level classes provide on-the-job training to employees with no or limited related work experience. Assignments are generally limited in scope and are performed within a procedural framework established by higher level employees. As experience is acquired, the employee performs with less immediate supervision.

JOURNEY LEVEL -- "II" OR "NO DESIGNATION" CLASSES -- Journey level classes recognize positions that require the incumbent to work under general supervision and within a framework of established procedures. Incumbents are expected to perform the full range of duties with only occasional instruction or assistance. Positions at this level frequently work outside the immediate proximity of a supervisor. A journey level position is fully trained in the scope of duties associated with this level and work is normally reviewed only on completion and for overall results.

ADVANCED JOURNEY LEVEL -- "SENIOR" CLASSES -- Advanced journey level classes recognize positions that perform a full range of duties, possess specialized technical or functional expertise, and are assigned specialized duties. They typically are assigned significant responsibilities above the journey level that requires specialized knowledge, abilities, skills, and experience, and often exercise independent judgment in the performance of their duties. Advanced journey positions often exercise technical, functional or lead supervision over lower level positions as a regular part of their assignment.

CLASS SERIES - PROFESSIONAL

As with the office support, maintenance, and technical job families, professional job families may contain classes at the entry through advanced journey class levels. Distinctions in levels in professional class series parallel those for other job families, but differ in some respects in scope of duties, supervision, and titling designations, as the subsections on the next page indicate. In addition, typically, professional classes require a Bachelor's degree.

ENTRY LEVEL -- "I" CLASSES -- Entry professional level classes are designed to provide a continuing on-the-job training opportunity to incumbents. This level recognizes the longer learning curve inherent in professional positions and provides incumbents with an opportunity to assume increasing levels of responsibility. Incumbents at this level are expected to perform the less complex work with complete independence and assume increasingly complex tasks associated with the full journey level. They may be expected to provide indirect supervision to administrative support or technical staff. Less complex work is normally reviewed only on completion while more complex tasks are performed under direct supervision.

JOURNEY LEVEL -- "II", "ASSOCIATE" OR "NO DESIGNATION" CLASSES -- Journey level professional classes pertain to positions that perform a full range of tasks and work under direction within a framework of established procedures. At this level,

incumbents work with only occasional instruction or assistance. They may be expected to provide direct supervision to subordinate administrative support or technical staff and indirect supervision to other professional staff. Work is normally reviewed only on completion and for overall results.

ADVANCED JOURNEY LEVEL -- "SENIOR" CLASSES -- Advanced journey professional classes recognize positions assigned significant responsibility above the journey level or positions possessing specialized skill and experience. Positions at this level perform work requiring significant independent judgment and typically assume responsibility for an organizational unit which includes providing direct supervision to professional, technical and office support staff.

FLEXIBLE STAFFING

Associated with the above described class series is the practice of flexible staffing. The District may choose to flexibly staff positions within a class series containing an entry and a journey level position. Flexible staffing gives the District the flexibility to hire employees at the entry level or the journey level depending upon applicant qualifications and staffing needs. Positions budgeted at the journey level and encompassing full journey level work would normally be filled at the entry level when they become vacant, unless the needs of the District require that the position be filled at the journey level. The distinction between the entry level and the journey level is typically based upon the degree of responsibility to which an incumbent is expected to perform rather than on the types of duties assigned; however, there are some instances where the difference is based on certification requirements. After gaining the experience and knowledge to perform the full range of journey level tasks and fulfilling any special requirements for the journey level, the employee could reasonably expect to progress to the journey level based upon the judgment of management. It is emphasized that flexible staffing does not preclude the District from identifying certain positions in the class that contain primarily routine and repetitive tasks and assigning those positions to the entry level permanently. In these cases, the employee at the entry level could not reasonably expect to advance to the journey level while in the assigned position.

Advancement to the advanced journey level would be achieved through competitive selection rather than the more routine promotion from the entry to the journey level under the flexible staffing concept. However, should the District choose not to flexibly staff a given class series, appointment to the journey level would also be done through the traditional competitive selection method. The classes on the following page are recommended for flexible staffing:

Assistant/Associate Engineer (Registered)
Business Services Technician I/II
Construction Inspector I/II
Electrical Systems Technician I/II
Engineering Technician I/II
Equipment Mechanic I/II
Finance Assistant I/II
Hydraulic Technician I/II
Hydro Electrical Machinist I/II
Hydroelectric Plant Operator I/II
Hydroelectric Systems Technician I/II
Hydroelectric Water Systems Operator I/II
Hydrographer I/II
Meter Reader I/II
Office Assistant I/II
Operations Technician I/II
Right of Way Agent I/II
Utility Worker I/II
Vegetation Control Worker I/II
Water Distribution Operator I/II/III
Water Treatment Operator I/II/III
Welder I/II

TITLING OF SUPERVISORY AND MANAGEMENT JOB CLASSES

To promote consistency in position titling both within the District and in relationship to other public agencies, we suggest specific titles be used to reflect organizational responsibilities and levels. The titles recommended for supervisory and management classifications are defined as follows:

SUPERVISOR -- Where the word "**Supervisor**" or "**Administrator**" appears in a job title, it identifies classes that:

- Provide full, first-line, direct supervision to assigned employees.
- Plan, assign, supervise, and review the work of subordinates.
- Assume responsibility for program development and management.

- Assume responsibility for effectively recommending a variety of personnel actions in such areas as performance evaluations, training, selections, transfers, and disciplinary measures.
- Perform the most difficult and complex work of the section or unit.
- Assist in budget development and administration.

Per the District's request, Supervisor is being used for non-degreed supervisory classifications and Administrator is being used for supervisory positions that require a Bachelor's degree.

ASSISTANT SUPERINTENDENT -- Where the word "**Assistant Superintendent**" or "**Principal**" appears in a job title, it identifies classes that:

- Typically provide second level supervision over supervisory staff.
- Assume full line and functional management responsibility for the activities of a section within a major division.
- Assume responsibility for the development and implementation of section goals, objectives, policies, and priorities.
- Assume responsibility for the preparation and administration of an assigned section budget.

SUPERINTENDENT -- Where the word "**Superintendent**" appears in a job title, it identifies classes that:

- Assume full line and functional management responsibility for the activities of a division.
- Assume responsibility for the development and implementation of division goals, objectives, policies, and priorities.
- Assume responsibility for the preparation and administration of an assigned division budget.
- Assume significant responsibility for a variety of divisional personnel activities including performance evaluations, training, selections, and disciplinary actions.

MANAGER -- Where the word "**Manager**" appears in a job title, it denotes the administrative head of a major department.

- Assume overall responsibility for an identified department.
- Assume responsibility for the development and implementation of department goals, objectives, policies and priorities.
- Assume responsibility for the preparation and administration of department budget.
- Provide supervision over departmental staff.

EXCEPTIONS TO TITLING GUIDELINES

At times, a title has been recommended that uses terminology that may appear inconsistent with the recommended titling guidelines. The recommended title in these instances conforms to titles used conventionally within the respective industry, trade or profession or past history within the District. Nothing in this report will preclude the District from using working titles in individual employees' day-to-day business activities. In some instances a recommended title may appear inconsistent with what has been described in this report, but those inconsistencies are often driven by regulatory requirements. For instance Water Distribution Operator III is the journey level within the District because the State has determined that a Water Distribution Operators Certificate, Grade III is required to perform the full scope of duties based on the complexity of the District's distribution system.

CLASS SPECIFICATIONS FORMAT

The class specifications for the proposed job classes as outlined in this report are descriptive and explanatory in defining classes. Each class specification may contain all or part of the following information:

Class Title - The class title is a brief and descriptive designation of the type of work performed. The class title on payroll, budgets, personnel reports and other official forms and reports dealing with positions or personnel will provide a common reference to the position. It should be understood that the class title is selected to serve this purpose and is not to be construed as limiting the use of working titles.

Definition - This section is a general description of the work and includes a brief, concise definition of the primary responsibilities assigned to positions in the class.

Distinguishing Characteristics - This section, when used, describes the level of work in relation to higher or lower classes in the same series.

Supervision Received and Exercised - This section describes the level of supervision received and exercised by positions in the class. A definition of the terms used to denote levels of supervision is included in the next part of this section.

Essential Function Statements - This section is intended to enable the reader to obtain a more complete concept of the actual work performed by positions allocated to this class. It lists typical tasks which are common to positions of the class. These examples show the range of duties performed by positions in the class. The list is descriptive, but not limiting. It is not intended to describe all of the work performed by all positions allocated to the class. This section merely serves to illustrate the more typical portions of the work. The statement "Performs related duties as assigned" is included in all class specifications to provide flexibility to management in assigning duties.

Qualifications - This section lists those knowledge and abilities that the duties of the class require and that applicants for positions in the class, at a minimum must possess to be qualified.

Also included are the minimum levels of experience and/or education most likely to produce the desired knowledge and abilities. It should be stressed that this section does not in any way refer to the qualifications of present employees. Personal characteristics commonly required of all employees, such as honesty, diligence, freedom from habitual use of intoxicating beverages to excess or drug addiction, should not be listed since they are to be implied as required qualifications for all classes. The experience and education guidelines are useful in the development of recruitment and selection approaches. The District may allow for additional experience to substitute for the some or all of the required education; therefore, the statement above the experience and training guidelines reads "Any combination of experience and education," rather than an absolute requirement.

License or Certificates - In certain classifications, legal or special provisions require possession of a specific license or certification issued by a Board of Licensure as a condition of employment or continued employment. These requirements will appear on the class specification under the section entitled License or Certificate.

Environmental Conditions – This section provides an idea of the typical environmental factors positions within the classification will experience.

Physical and Mental Conditions – This section is intended to enable the reader to obtain an idea of the types of physical and mental requirements for positions within the classification.

CLASSIFICATION SPECIFICATION FORMAT

NEVADA IRRIGATION DISTRICT

CLASSIFICATION TITLE

DEFINITION

DISTINGUISHING CHARACTERISTICS

SUPERVISION RECEIVED AND EXERCISED

ESSENTIAL FUNCTION STATEMENTS

Essential and other important responsibilities and duties may include, but are not limited to, the following:

Essential Functions:

QUALIFICATIONS

Knowledge of:

Ability to:

Responsibility to:

EXPERIENCE AND EDUCATION GUIDELINES

Any combination of experience and education that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Education:

License and Certificate:

WORKING CONDITIONS

Environmental Conditions:

Physical Conditions:

Mental Conditions:

DEFINITIONS OF LEVELS OF SUPERVISION

The following terms may be used to denote the levels of supervision received and exercised by positions in the various classes of work:

DIRECT SUPERVISION - The basic characteristics of direct supervision are the assignment of tasks; the observance, review, and evaluation of performance; the administration of line personnel functions (e.g. selection, discipline, grievances, privileges); and responsibility for the worker, as well as the work. The gradations of direct supervision are described below in terms of supervision received by employees.

- **Immediate Supervision** – The employee works in the presence of his/her supervisor or in a situation of close control and easy reference. Work assignments are given with explicit instructions or are so routine that few, if any, deviations from established practice are made without checking with the supervisor. This type of supervision generally is exercised over the trainee or entry levels in a series.
- **Close Supervision** – The employee may or may not work in the presence of his/her supervisor; however, if not in the presence of a supervisor, the supervisor can be reached to consult on deviations in duties. Employees have acquired a basic skill set and are able to perform the more routine duties assigned independently but are continuing to learn the full scope of the work. This level typically only applies where there is a series that includes a trainee level.
- **General Supervision** – Assigned duties require the exercise of judgment or choice among possible actions, sometimes without clear precedents and with concern for the consequences of the action. The employee may or may not work in proximity to his/her supervisor. This type of supervision typically pertains to the journey levels in a technical, administrative support, or maintenance class series and entry level of professional classes.
- **Direction** – The employee receives general instructions regarding the scope of and approach to projects or assignments, but procedures and techniques are left to the discretion of the employee. This category is usually applied to advanced journey level technical, administrative support, and maintenance classes in which employees are expected to operate with a reasonable degree of independence and journey level professional classes.
- **General Direction** – The employee is responsible for a program or function(s) and is expected to carry out necessary activities without direction except as new or unusual

circumstances require. This category is usually reserved for supervisory and section head positions.

- **Administrative Direction** – The employee has broad management responsibility for a large program or set of related functions. Administrative direction is usually received in terms of goals; review is received in terms of results. This category is usually reserved for division heads.
- **Policy Direction** – The employee has broad management responsibility for a department. Policy direction is usually received in terms of District-wide goals; review is received in terms of results. This category is usually reserved for department managers.

INDIRECT SUPERVISION -- Indirect supervision is characterized by some form of authority over the work of employees not under direct supervision. In other words, the "Supervisor" is responsible for the work but not for the worker. The descriptions above were written in relation to the employee under direct supervision; the following describes persons with responsibility for exercising indirect supervision:

- **Technical Supervision** - The "Supervisor" is responsible for prescribing procedures, methods, materials, and formats as a technical expert in a specialty. He/she may produce or approve specifications, guides, lists, or directions. He/she may give direction to employees, but usually on "how" and "why," and does not assign tasks or observe and evaluate performance. "Technical supervision" is related to an occupational specialty or function, not to specified employees.
- **Functional Supervision** - The "Supervisor" is responsible for a project or recurrent activities which involve tasks performed by persons over whom he/she has authority to give direction in regard to that project, even though they are under the direct supervision of someone else. "Functional supervision" may include "technical supervision," but goes beyond it in that the "Supervisor" schedules and assigns tasks, monitors progress, reviews results, evaluates the employee regarding area of assignment, and is the person responsible for the completed work product.

ALLOCATION FACTORS

Allocation factors are standards that are used to measure job requirements of individual positions. These factors can be compared in order to measure the similarities and differences among positions. The allocation factors used to develop the Nevada Irrigation District's Classification Plan are:

Decision Making
Scope and Complexity
Contact with Others Required by the Job
Supervision Exercised and Received
Knowledge, Skills and Abilities

These criteria are briefly defined below:

Decision Making

This standard consists of (a) the decision making responsibility and degree of independence or latitude that is inherent in the position and (b) the impact of the decisions.

Scope and Complexity

This standard defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.

Contact with Others Required by the Job

This standard measures (a) the types of contacts and (b) the purpose of the contacts.

Supervision Received and Exercised

This standard describes the level of supervision received from others and the nature of supervision provided to other workers. It relates to the independence of action inherent in a position.

Knowledge, Skills and Abilities

This standard defines the knowledge, skills and abilities necessary to perform assigned responsibilities.

These allocation factors have been carefully and consistently applied during the analysis of each position included in the scope of the study. They are then compared with the same elements in positions that involve similar kinds of work. Not all factors will be as pertinent to all positions and each factor is analyzed in accordance with the importance of that particular factor to the kind of job under study.

Consideration of these allocation factors leads to the identification of various classes. More specifically, positions are typically divided first into classification families and series that involve

the same kind of work and then subdivided into classes based on levels of responsibility within each group.

Positions are classified according to the nature and kind of duties assigned to the position. The assignment of additional duties of a similar nature to a position does not justify a higher classification. Redistributing work or adding employees, not reclassifying existing positions, properly solves problems of excessive workload.

SECTION III - CLASSIFICATION PLAN ALLOCATIONS

This section presents the classification plan and includes a proposed classification list and the allocation of positions to recommended classes.

CLASS LIST

The proposed classification plan includes the following classes:

ADMINISTRATION
General Manager
Assistant General Manager

Board Secretary

ENGINEERING
Engineering Manager

Principal Engineer (Registered)
Senior Engineer (Registered)
Assistant/Associate Engineer (Registered)

Land Surveyor

Senior Engineering Technician
Engineering Technician I/II

Construction Inspection Supervisor
Construction Inspector I/II

Senior Right of Way Agent
Right of Way Agent I/II

FINANCE
Finance Manager

Finance Technician
Senior Finance Assistant
Finance Assistant I/II

Accounting
Accounting Administrator
Accountant

Customer Service

Customer Account Administrator
Meter Reader I/II
Cashier

Purchasing

Purchasing Supervisor
Buyer

Senior Storekeeper
Storekeeper

Information Technology

Information Technology Analyst
Information Technology Technician

HUMAN RESOURCES

Human Resources Manager
Human Resources Technician

MAINTENANCE

Operations and Maintenance Manager
Maintenance Manager
Maintenance Superintendent
Assistant Maintenance Superintendent
Assistant Maintenance Superintendent – Vegetation
Maintenance Supervisor

Senior Welder

Welder I/II

Equipment Mechanic Supervisor

Equipment Mechanic I/II

Equipment Service Worker

Equipment Operator

Senior Vegetation Control Worker

Vegetation Control Worker I/II

OPERATIONS

Water Operations Manager

Business Services Technician I/II

Raw Water

Water Superintendent

Assistant Water Superintendent
Water Distribution Supervisor
Water Distribution Operator I/II/III

Operations Administrator
Senior Operations Technician
Operations Technician I/II

Treated Water

Treated Water Superintendent
Water Treatment Supervisor
Chief Water Treatment Operator
Water Treatment Operator I/II/III

Electrical Systems Supervisor
Electrical Systems Technician I/II
Hydraulic Technician I/II

HYDROELECTRIC

Hydroelectric Manager
Hydroelectric Maintenance & Operations Superintendent

Hydroelectric Maintenance Supervisor
Senior Hydro Electrical Machinist
Hydro Electrical Machinist I/II
Hydroelectric Systems Technician I/II
Hydroelectric Utility Worker

Hydroelectric Generation Supervisor
Senior Hydroelectric Plant Operator
Hydroelectric Plant Operator I/II
Hydroelectric Water Systems Operator I/II

Hydrographer I/II

RECREATION

Recreation Manager

DISTRICT-WIDE

Management Assistant
Office Assistant I/II
Senior Utility Worker
Utility Worker I/II

CLASSIFICATION RECOMMENDATIONS

Each position included in the scope of the study has been allocated to an appropriate class within the recommended classification plan. **Table 1**, on the following pages is a listing of the District's current classification title, the proposed classification title, and the type of change, if any that was made. It should be noted that changes in titles do not necessarily represent a major change in duties or responsibilities. In the same vein, the retention of a job title currently in use does not always indicate that the job specification for that class will remain unchanged. All of the District's job descriptions were revised to ensure the duties, knowledge and abilities are accurate, that the experience and education requirements are consistent with the duties and consistent across the District, that the certification requirements are accurate, and that the environmental conditions and mental and physical conditions are accurate for compliance with the Americans with Disabilities Act. The revised job descriptions have been provided in **Appendix A**.

ALLOCATION OF POSITIONS TO CLASSES

Each position included in the scope of the study has been allocated to an appropriate class within the recommended classification plan. A detailed allocation list by department and position is contained in **Appendix B**.

| Table 1 | | |
|---|---|--------------------------------------|
| Current Classification Title | Recommended Classification Title | Type of Classification Change |
| Accounting Administrator | Accounting Administrator | No Change |
| Accounting Assistant I/II | Finance Assistant I/II | Title Change |
| Administrative Assistant I/II | Management Assistant | Title Change; Series Change |
| Apprentice Hydroelectric Electrical Machinist | Hydro Electrical Machinist I/II | Title change; Series Change |
| Apprentice Hydroelectric Plant Operator | Hydroelectric Plant Operator I/II | Title Change; Series Change |
| Assistant Engineer | Assistant/Associate Engineer (Registered) | Title Change; Series Change |
| Assistant General Manager | Assistant General Manager | No Change |
| Assistant Maintenance Superintendent | Assistant Maintenance Superintendent | No Change |
| Assistant Maintenance Superintendent - Vegetation | Assistant Maintenance Superintendent - Vegetation | No Change |
| Assistant Treated Water Superintendent | Water Treatment Supervisor | Title Change |
| Assistant Water Superintendent | Assistant Water Superintendent | No Change |
| Associate Engineer I/II | Assistant/Associate Engineer (Registered) | Title Change; Series Change |
| Associate Land Surveyor | Land Surveyor | Title Change |
| Board Secretary | Board Secretary | No Change |
| Business Coordinator I/II | Business Services Technician I/II | Title Change |
| Buyer | Buyer | No Change |
| Carpenter I/II | Deleted | Deleted |
| Chief Engineer | Engineering Manager | Title Change |
| Chief Water Plant Operator | Chief Water Treatment Operator | Title Change |
| Construction Inspector I/II | Construction Inspector I/II | No Change |
| Customer Account Administrator | Customer Account Administrator | No Change |
| Customer Account Assistant I/II | Finance Assistant I/II | Title Change; Series Change |

| Table 1 | | |
|---|---|--------------------------------------|
| Current Classification Title | Recommended Classification Title | Type of Classification Change |
| Drafting Technician I/II | Engineering Technician I/II | Title Change; Merged Classes |
| Electrical Systems Technician I/II | Electrical Systems Technician I/II | No Change |
| Engineering Aide I/II | Deleted | Deleted |
| Engineering Assistant/Associate | Deleted | Deleted |
| Equipment Mechanic I/II | Equipment Mechanic I/II | No Change |
| Equipment Operator | Equipment Operator | No Change |
| Equipment Service Worker | Equipment Service Worker | No Change |
| Finance Manager | Finance Manager | No Change |
| General Manager | General Manager | No Change |
| Human Resources Manager | Human Resources Manager | No Change |
| Human Resources/Risk Management Technician | Human Resources Technician | Title Change |
| Hydraulic Technician I/II | Hydraulic Technician I/II | No Change |
| Hydro Electrical Machinist | Hydro Electrical Machinist I/II | Title Change; Series Change |
| Hydro Generation Supervisor | Hydroelectric Generation Supervisor | Title Change |
| Hydro Maintenance Supervisor | Hydroelectric Maintenance Supervisor | Title Change |
| Hydro Maintenance Working Foreman | Senior Hydro Electrical Machinist | Title Change |
| Hydro Plant Operator | Hydroelectric Plant Operator I/II | Title Change; Series Change |
| Hydro Technician | Hydroelectric Systems Technician I/II | Title Change; Series Change |
| Hydro Utility Worker | Hydroelectric Utility Worker | Title Change |
| Hydro Water Systems Operator | Hydroelectric Water Systems Operator I/II | Title Change; Series Change |
| Hydroelectric Maintenance and Operations Superintendent | Hydroelectric Maintenance and Operations Superintendent | No Change |

| Table 1 | | |
|-------------------------------------|---|--------------------------------------|
| Current Classification Title | Recommended Classification Title | Type of Classification Change |
| Hydroelectric Manager | Hydroelectric Manager | No Change |
| Hydrographer I/II | Hydrographer I/II | No Change |
| Maintenance Crew Leader | Deleted | Deleted |
| Maintenance Crew Supervisor | Maintenance Supervisor | Title Change |
| Maintenance Manager | Maintenance Manager | No Change |
| Maintenance Superintendent | Maintenance Superintendent | No Change |
| Meter Reader | Meter Reader I/II | Series Change |
| New Class | Finance Technician | New Class |
| New Class | Accountant | New Class |
| New Class | Cashier | New Class |
| Office Assistant I/II | Office Assistant I/II | No Change |
| Operations Assistant I/II | Deleted | Deleted |
| Operations Crew Supervisor | Water Distribution Supervisor | Title Change |
| Operations Supervisor | Operations Administrator | Title Change |
| Operations Technician I/II | Operations Technician I/II | No Change |
| Placer Office Administrator | Deleted | Deleted |
| Placer Service Worker | Deleted | Deleted |
| Purchasing Supervisor | Purchasing Supervisor | No Change |
| Records Clerk | Deleted | Deleted |
| Recreation Manager | Recreation Manager | No Change |
| Right of Way Agent I/II | Right of Way Agent I/II | No Change |
| Senior Accounting Assistant | Senior Finance Assistant | New Class |
| Senior Administrative Assistant | Management Assistant | Title Change; Series Change |

| Table 1 | | |
|---|---|---|
| Current Classification Title | Recommended Classification Title | Type of Classification Change |
| Senior Associate Engineer | Senior Engineer (Registered) | Title Change |
| Senior Construction Inspector | Construction Inspection Supervisor | Title Change |
| Senior Customer Account Assistant | Senior Finance Assistant | Title Change |
| Senior Drafting Technician | Senior Engineering Technician | Title Change; Merged Classes |
| Senior Facilities Maintenance Worker | Deleted | Deleted |
| Senior Hydro Plant Operator | Senior Hydroelectric Plant Operator | Title Change |
| Senior Meter Reader | Deleted | Deleted |
| Senior Operations Technician | Senior Operations Technician | No Change |
| Senior Records Clerk | Deleted | Deleted |
| Senior Right of Way Agent | Senior Right of Way Agent | No Change |
| Senior Storekeeper | Senior Storekeeper | No Change |
| Senior Systems Analyst | Deleted | Deleted |
| Senior Utility Worker | Senior Utility Worker | No Change |
| Senior Water Distribution Operator | Water Distribution Operator III | Title Change; Flexibly Staffed – I/II/III |
| Senior Water Plant Operator | Water Treatment Operator III | Title Change; Flexibly Staffed – I/II/III |
| Senior Welder | Senior Welder | No Change |
| Storekeeper | Storekeeper | No Change |
| Supervising Customer Account Assistant | Deleted | Deleted |
| Supervising Drafting Technician | Deleted | Deleted |
| Supervising Electrical Systems Technician | Electrical Systems Supervisor | Title Change |
| Supervising Engineer | Principal Engineer | Title Change |
| Supervising Equipment Mechanic | Equipment Mechanic Supervisor | Title Change |
| Survey Party Chief | Senior Engineering Technician | Title Change; Merged Classes |

| Table 1 | | |
|-------------------------------------|---|---|
| Current Classification Title | Recommended Classification Title | Type of Classification Change |
| Survey Technician II | Engineering Technician II | Title Change; Merged Classes |
| Systems Analyst | Information Technology Analyst | Title Change |
| Systems Technician | Information Technology Technician | Title Change |
| Treated Water Superintendent | Treated Water Superintendent | No Change |
| Utility Worker I/II | Utility Worker I/II | No Change |
| Vegetation Control Specialist I/II | Vegetation Control Worker I/II | Title Change |
| Water Distribution Operator I/II | Water Distribution Operator I/II | Flexibly Staffed – I/II/III |
| Water Operations Manager | Water Operations Manager | No Change |
| Water Plant Operator I/II | Water Treatment Operator I/II | Title Change; Flexibly Staffed – I/II/III |
| Water Superintendent | Water Superintendent | No Change |
| Welder | Welder I/II | Series Change |

SECTION IV – FLSA ANALYSIS

The following section outlines the Fair Labor Standards Act (FLSA) analysis and recommendations for District classification (**Table 2**). The revised Federal regulations became effective August 23, 2004. Below documents the factual analysis and the audit results.

ANALYSIS

The Fair Labor Standards Act and the corresponding Code of Federal Regulations sets forth the criteria for the determining whether an employee is exempt from the wage and hour requirements of the FLSA. The new FLSA regulations provide for three broad and a specific occupational category of exempt employees. Executive, administrative, and professional are the three broad categories and computer employees exemption is the more specific category. Also, the new regulations eliminate the two salary levels as well as the “short” and “long” tests in favor of one duties test for each exemption. Below are the interpretations for exemption by the four categories.

1. Executive Exemption

To qualify for the executive employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than \$455 per week;
- The employee’s primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and
- The employee must have the authority to hire or fire other employees, or the employee’s suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight.

Primary Duty - “Primary duty” means the principal, main, major or most important duty that the employee performs. Determination of an employee’s primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee’s job as a whole.

Management - Generally, “management” includes, but is not limited to, activities such as interviewing, selecting, and training of employees; setting and adjusting their rates of

pay and hours of work; directing the work of employees; maintaining production or sales records for use in supervision or control; appraising employees' productivity and efficiency for the purpose of recommending promotions or other changes in status; handling employee complaints and grievances; disciplining employees; planning the work; determining the techniques to be used; apportioning the work among the employees; determining the type of materials, supplies, machinery, equipment or tools to be used or merchandise to be bought, stocked and sold; controlling the flow and distribution of materials or merchandise and supplies; providing for the safety and security of the employees or the property; planning and controlling the budget; and monitoring or implementing legal compliance measures.

Department or Subdivision - The phrase "a customarily recognized department or subdivision" is intended to distinguish between a mere collection of employees assigned from time to time to a specific job or series of jobs and a unit with permanent status and function.

Customarily and Regularly - The phrase "customarily and regularly" means greater than occasional but less than constant; it includes work normally done every workweek, but does not include isolated or one-time tasks.

Two or More - The phrase "two or more other employees" means two full-time employees or their equivalent. For example, one full-time and two half-time employees are equivalent to two full-time employees. The supervision can be distributed among two, three or more employees, but each such employee must customarily and regularly direct the work of two or more other full-time employees or the equivalent. For example, a department with five full-time nonexempt workers may have up to two exempt supervisors if each supervisor directs the work of two of those workers.

Particular Weight - Factors to be considered in determining whether an employee's recommendations as to hiring, firing, advancement, promotion or any other change of status are given "particular weight" include, but are not limited to, whether it is part of the employee's job duties to make such recommendations, and the frequency with which such recommendations are made, requested, and relied upon. Generally, an executive's recommendations must pertain to employees whom the executive customarily and regularly directs. It does not include occasional suggestions. An employee's recommendations may still be deemed to have "particular weight" even if a higher level

manager's recommendation has more importance and even if the employee does not have authority to make the ultimate decision as to the employee's change in status.

2. Administrative Exemption

To qualify for the administrative employee exemption, all of the following tests must be met:

1. The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$455 per week;
2. The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and
3. The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

Primary Duty - "Primary duty" means the principal, main, major or most important duty that the employee performs. Determination of an employee's primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole.

Directly Related to Management or General Business Operations - To meet the "directly related to management or general business operations" requirement, an employee must perform work directly related to assisting with the running or servicing of the business, as distinguished, for example from working on a manufacturing production line or selling a product in a retail or service establishment. Work "directly related to management or general business operations" includes, but is not limited to, work in functional areas such as tax; finance; accounting; budgeting; auditing; insurance; quality control; purchasing; procurement; advertising; marketing; research; safety and health; personnel management; human resources; employee benefits; labor relations; public relations; government relations; computer network, Internet and database administration; legal and regulatory compliance; and similar activities.

Employer's Customers - An employee may qualify for the administrative exemption if the employee's primary duty is the performance of work directly related to the management or general business operations of the employer's customers. Thus, employees acting as advisors or consultants to their employer's clients or customers - as tax experts or financial consultants, for example - may be exempt.

Discretion and Independent Judgment - In general, the exercise of discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered. The term must be applied in the light of all the facts involved in the employee's particular employment situation, and implies that the employee has authority to make an independent choice, free from immediate direction or supervision. Factors to consider include, but are not limited to: whether the employee has authority to formulate, affect, interpret, or implement management policies or operating practices; whether the employee carries out major assignments in conducting the operations of the business; whether the employee performs work that affects business operations to a substantial degree; whether the employee has authority to commit the employer in matters that have significant financial impact; whether the employee has authority to waive or deviate from established policies and procedures without prior approval, and other factors set forth in the regulation. The fact that an employee's decisions are revised or reversed after review does not mean that the employee is not exercising discretion and independent judgment. The exercise of discretion and independent judgment must be more than the use of skill in applying well-established techniques, procedures or specific standards described in manuals or other sources.

Matters of Significance - The term "matters of significance" refers to the level of importance or consequence of the work performed. An employee does not exercise discretion and independent judgment with respect to matters of significance merely because the employer will experience financial losses if the employee fails to perform the job properly. Similarly, an employee who operates very expensive equipment does not exercise discretion and independent judgment with respect to matters of significance merely because improper performance of the employee's duties may cause serious financial loss to the employer.

3. Learned Professional Exemption

To qualify for the learned professional employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$455 per week;

- The employee's primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment;
- The advanced knowledge must be in a field of science or learning; and
- The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

Primary Duty -“Primary duty” means the principal, main, major or most important duty that the employee performs. Determination of an employee's primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole.

Work Requiring Advanced Knowledge -“Work requiring advanced knowledge” means work which is predominantly intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment. Professional work is therefore distinguished from work involving routine mental, manual, mechanical or physical work. A professional employee generally uses the advanced knowledge to analyze, interpret or make deductions from varying facts or circumstances. Advanced knowledge cannot be attained at the high school level.

Field of Science or Learning - Fields of science or learning include law, medicine, theology, accounting, actuarial computation, engineering, architecture, teaching, various types of physical, chemical and biological sciences, pharmacy and other occupations that have a recognized professional status and are distinguishable from the mechanical arts or skilled trades where the knowledge could be of a fairly advanced type, but is not in a field of science or learning.

Customarily Acquired by a Prolonged Course of Specialized Intellectual Instruction - The learned professional exemption is restricted to professions where specialized academic training is a standard prerequisite for entrance into the profession. The best evidence of meeting this requirement is having the appropriate academic degree. However, the word “customarily” means the exemption may be available to employees in such professions who have substantially the same knowledge level and perform substantially the same work as the degreed employees, but who attained the advanced knowledge through a combination of work experience and intellectual instruction. This exemption does not apply to occupations in which most employees

acquire their skill by experience rather than by advanced specialized intellectual instruction.

4. Computer Employee Exemption

To qualify for the computer employee exemption, the following tests must be met:

- The employee must be compensated *either* on a salary or fee basis at a rate not less than \$455 per week *or*, if compensated on an hourly basis, at a rate not less than \$27.63 an hour;
- The employee must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field performing the duties described below;
- The employee's primary duty must consist of:
 1. The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;
 2. The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;
 3. The design, documentation, testing, creation or modification of computer programs related to machine operating systems; or
 4. A combination of the aforementioned duties, the performance of which requires the same level of skills.

The computer employee exemption does not include employees engaged in the manufacture or repair of computer hardware and related equipment. Employees whose work is highly dependent upon, or facilitated by, the use of computers and computer software programs (e.g., engineers, drafters and others skilled in computer-aided design software), but who are not primarily engaged in computer systems analysis and programming or other similarly skilled computer-related occupations identified in the primary duties test described above, are also not exempt under the computer employee exemption.

Primary Duty - "Primary duty" means the principal, main, major or most important duty that the employee performs. Determination of an employee's primary duty must be

based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole.

| Table 2 | | |
|---|--|---------------------------|
| Recommended Classification Title | Exempt/Non Exempt | Exemption Criteria |
| Accountant | Non Exempt | --- |
| Accounting Administrator | Exempt | Executive |
| Assistant General Manager | Exempt | Executive |
| Assistant Maintenance Superintendent | Exempt | Executive |
| Assistant Maintenance Superintendent - Vegetation | Exempt | Executive |
| Assistant Water Superintendent | Exempt | Executive |
| Assistant/Associate Engineer (Registered) | Assistant – Non Exempt Associate – Exempt | --- Professional |
| Board Secretary | Exempt | Administrative |
| Business Services Technician I/II | Non Exempt | --- |
| Buyer | Non Exempt | --- |
| Cashier | Non Exempt | --- |
| Chief Water Treatment Operator | Non Exempt | --- |
| Construction Inspection Supervisor | Non Exempt | --- |
| Construction Inspector I/II | Non Exempt | --- |
| Customer Account Administrator | Exempt | Executive |
| Electrical Systems Supervisor | Non Exempt | --- |
| Electrical Systems Technician I/II | Non Exempt | --- |
| Engineering Manager | Exempt | Executive |
| Engineering Technician I/II | Non Exempt | --- |
| Equipment Mechanic I/II | Non Exempt | --- |
| Equipment Mechanic Supervisor | Non Exempt | --- |
| Equipment Operator | Non Exempt | --- |
| Equipment Service Worker | Non Exempt | --- |
| Finance Assistant I/II | Non Exempt | --- |
| Finance Manager | Exempt | Executive |
| Finance Technician | Non Exempt | --- |
| General Manager | Exempt | Executive |

| Table 2 | | |
|---|--------------------------|---------------------------|
| Recommended Classification Title | Exempt/Non Exempt | Exemption Criteria |
| Human Resources Manager | Exempt | Executive |
| Human Resources Technician | Non Exempt | --- |
| Hydraulic Technician I/II | Non Exempt | --- |
| Hydro Electrical Machinist I/II | Non Exempt | --- |
| Hydroelectric Generation Supervisor | Non Exempt | --- |
| Hydroelectric Maintenance and Operations Superintendent | Exempt | Executive |
| Hydroelectric Maintenance Supervisor | Non Exempt | --- |
| Hydroelectric Manager | Exempt | Executive |
| Hydroelectric Plant Operator I/II | Non Exempt | --- |
| Hydroelectric Systems Technician I/II | Non Exempt | --- |
| Hydroelectric Utility Worker | Non Exempt | --- |
| Hydroelectric Water Systems Operator I/II | Non Exempt | --- |
| Hydrographer I/II | Non Exempt | --- |
| Information Technology Analyst | Exempt | Professional & IT |
| Information Technology Technician | Non Exempt | --- |
| Land Surveyor | Exempt | Professional |
| Maintenance Manager | Exempt | Executive |
| Maintenance Superintendent | Exempt | Executive |
| Maintenance Supervisor | Non Exempt | --- |
| Management Assistant | Non Exempt | --- |
| Meter Reader I/II | Non Exempt | --- |
| Office Assistant I/II | Non Exempt | --- |
| Operations Administrator | Exempt | Administrative |
| Operations and Maintenance Manager | Exempt | Executive |
| Operations Technician I/II | Non Exempt | --- |
| Principal Engineer | Exempt | Executive |
| Purchasing Supervisor | Exempt | Executive |
| Recreation Manager | Exempt | Executive |
| Right of Way Agent I/II | Non Exempt | --- |
| Senior Engineer (Registered) | Exempt | Professional |

| Table 2 | | |
|---|--------------------------|---------------------------|
| Recommended Classification Title | Exempt/Non Exempt | Exemption Criteria |
| Senior Engineering Technician | Non Exempt | --- |
| Senior Finance Assistant | Non Exempt | --- |
| Senior Hydro Electrical Machinist | Non Exempt | --- |
| Senior Hydroelectric Plant Operator | Non Exempt | --- |
| Senior Operations Technician | Non Exempt | --- |
| Senior Right of Way Agent | Exempt | Professional |
| Senior Storekeeper | Non Exempt | --- |
| Senior Utility Worker | Non Exempt | --- |
| Senior Vegetation Control Worker | Non Exempt | --- |
| Senior Welder | Non Exempt | --- |
| Storekeeper | Non Exempt | --- |
| Treated Water Superintendent | Exempt | Executive |
| Utility Worker I/II | Non Exempt | --- |
| Vegetation Control Worker I/II | Non Exempt | --- |
| Water Distribution Operator I/II/III | Non Exempt | --- |
| Water Distribution Supervisor | Non Exempt | --- |
| Water Operations Manager | Exempt | Executive |
| Water Superintendent | Exempt | Executive |
| Water Treatment Operator I/II/III | Non Exempt | --- |
| Water Treatment Supervisor | Non Exempt | --- |
| Welder I/II | Non Exempt | --- |

SECTION V – COMPENSATION SURVEY PARAMETERS

This section of the report presents the compensation survey parameters and includes:

- Labor market employers and survey classes
- Survey scope
- Survey methodology

SURVEY EMPLOYERS

The overall objective in selecting survey employers is to define as accurately as possible the District's "Labor Market." A labor market consists of those employers with whom the District competes for employees. The criteria typically utilized in identifying those employers include the following:

- **EMPLOYER SIZE** - As a general rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, agencies of similar size to the District are likely to have departmental structures and organization of positions more similar to the District than organizations that are significantly larger or smaller in size.
- **GEOGRAPHIC PROXIMITY** - Geographic proximity is another factor utilized in identifying an appropriate labor market. This factor is particularly important because it identifies those employers that the District must directly compete with to recruit and retain quality staff.
- **NATURE OF SERVICES PROVIDED** - As a general rule similar organizations are selected as survey employers, because they provide similar services. This is important for the following reasons:
 - Employers who provide similar services are most likely to compete with one another for employees.
 - These employers are most likely to have comparable jobs.
 - These employers are most likely to have similar organizational characteristics.

While some survey agencies may not meet all of the criteria, it is important to have a balanced labor market.

LABOR MARKET

Below are the survey agencies selected, based on the considerations provided on the previous page.

Survey Agencies

City of Auburn

City of Folsom

City of Grass Valley

City of Roseville

City of Sacramento

County of Nevada

City of Nevada City

County of Placer

El Dorado Irrigation District

Modesto Irrigation District

Placer County Water Agency

Solano Irrigation District

South San Joaquin Irrigation District

South Tahoe Public Utility District

Tuolumne Utilities District

Dublin San Ramon Services District (for management cases only)

Merced Irrigation District (for management classes only)

San Luis and Delta Mendota (for management classes only)

Turlock Irrigation District (for management class only)

Of the 19 agencies surveyed, the City of Nevada City did not participate. In addition, Auburn was dropped as they did not provide updated benefit information. In addition, Merced Irrigation District was dropped as they were in the process of a major re-organization and did not have job descriptions available at the time the data was collected.

SURVEY CLASSES

Survey classes are a representative sample of all classes within the District's classification plan, and provide a reference point for the subsequent salary determinations of the classifications not

surveyed. The number of classifications selected to survey is somewhat dependent on the number of classifications a particular agency has within their classification plan. For instance, a smaller agency may have nearly all of the classifications selected as a survey class while a larger organization may have only one-third to one-half of the classifications within their organization surveyed, as larger organizations often have stronger internal relationships between classifications; whereas a smaller organization may face challenges in developing internal ties due to the limited number of similar classifications. Survey classifications should generally be selected utilizing the criteria outlined below.

- The survey classifications should have a significant relationship to other classes in their occupational group. This ensures that they will make good reference points in relating and establishing salaries for other classes within their occupational group.
- The survey classifications should be reasonably well known and able to be clearly and concisely described. This enables the consultant to more easily communicate with survey employers in establishing accurate comparabilities for the survey classes.
- The survey classifications should have counterparts that can readily be found in other agencies so that sufficient compensation data can be gathered.

Table 3 displays the survey classifications based on the above criteria. Because of the relatively small size of the District, nearly all of the District’s classifications were surveyed.

| SURVEY CLASSIFICATIONS TABLE 3 |
|---|
| Accountant |
| Accounting Administrator |
| Assistant General Manager |
| Associate Engineer (Registered) |
| Board Secretary |
| Business Services Technician II |
| Buyer |
| Chief Water Treatment Operator |
| Construction Inspector II |
| Customer Account Administrator |
| Electrical Systems Technician II |
| Engineering Manager |
| Engineering Technician II |
| Equipment Mechanic II |
| Equipment Operator |

| SURVEY CLASSIFICATIONS TABLE 3 |
|---|
| Finance Assistant II |
| Finance Manager |
| General Manager |
| Human Resources Manager |
| Human Resources Technician |
| Hydro Electrical Machinist II |
| Hydroelectric Maintenance and Operations Superintendent |
| Hydroelectric Manager |
| Hydroelectric Plant Operator II |
| Hydroelectric Water System Operator II |
| Hydrographer II |
| Information Technology Analyst |
| Information Technology Technician |
| Land Surveyor |
| Maintenance Manager |
| Maintenance Superintendent |
| Management Assistant |
| Meter Reader II |
| Office Assistant II |
| Operations Technician II |
| Right of Way Agent II |
| Storekeeper |
| Treated Water Superintendent |
| Utility Worker II |
| Vegetation Control Worker II |
| Water Distribution Operator III |
| Water Operations Manager |
| Water Superintendent |
| Water Treatment Operator III |
| Welder II |

SURVEY SCOPE

The scope of the survey included the labor market agencies presented in this report and the data collected for each survey classification included:

- Title of comparable class
- Maximum monthly salary
- Retirement practices (benefit, formula, plan, employer cost)
- Employer pick-up of the employee contribution for retirement

- Longevity pay
- Employer contribution towards health, dental, and vision insurance
- Employer contribution towards deferred compensation
- Employer contribution towards life insurance and long term disability
- Whether the agency participates in social security
- Cost of living information including date and amount of last and next cost of living increase
- Cost savings measures (i.e. furloughs, layoffs)
- Certification pay
- Standby/Call out pay
- Employer participation in State Disability Insurance or other Short Term Disability program
- Tuition/certification reimbursement
- Boot allowance
- Retiree health benefit information
- Paid leave benefits

It should be noted that benefit data was collected for newly hired employees.

SURVEY METHODOLOGY

The survey methodology utilized by Bryce Consulting included:

- A survey sent to the labor market employer with detailed questions for collecting the salary data.
- The consultants utilized the survey agencies' websites, where available, to collect base salary data and to collect and compare job descriptions, organization charts and position allocation lists to determine comparability.
- The consultants contacted the survey agencies as needed to gain clarification and/or collect additional information regarding the classifications and salary and benefit data.

In addition to the collection of base salary information, careful efforts were made to document the full range of duties and requirements of all job classes as comparable to the District's corresponding survey classes. The salary and benefit data was originally collected in October 2008 but updated in May 2010, after the completion of the classification study. Two of the agencies had

a cost of living increase in July 2010 and the data has been updated to reflect the increases. This included the review of:

- Reporting relationships
- Functional areas of responsibility
- The class's relationship to other classes in the series

The data was analyzed to produce the labor market median for each classification using maximum base salary, total cash, and total compensation. The District's position was then compared to the labor market, for each survey classification, which produced the percentage the District is above or below the labor market median for maximum base salary.

SECTION VI – COMPENSATION SURVEY RESULTS

This section of the report presents the compensation survey findings. **Table 4** displays the comparability for each survey classification out of 16 responding agencies. It should be noted that those classifications with fewer than 4 matches are reported as insufficient data and it is not recommended that those classifications be surveyed in the future studies due to limited comparability.

| TABLE 4 COMPARABILITY | |
|---|-------------------------------------|
| Survey Classifications | Number of Comparable Matches |
| Accountant | 9 |
| Accounting Administrator | 8 |
| Assistant General Manager | 3* |
| Associate Engineer (Registered) | 12 |
| Board Secretary | 9 |
| Business Services Technician II | 0* |
| Buyer | 7 |
| Chief Water Treatment Operator | 3* |
| Construction Inspector II | 7 |
| Customer Account Administrator | 6 |
| Electrical Systems Technician II | 8 |
| Engineering Manager | 6 |
| Engineering Technician II | 11 |
| Equipment Mechanic II | 12 |
| Equipment Operator | 5 |
| Finance Assistant II | 13 |
| Finance Manager | 8 |
| General Manager | 10 |
| Human Resources Manager | 8 |
| Human Resources Technician | 9 |
| Hydro Electrical Machinist II | 3* |
| Hydroelectric Maintenance and Operations Superintendent | 1* |
| Hydroelectric Manager | 2* |
| Hydroelectric Plant Operator II | 3* |
| Hydroelectric Water System Operator II | 0* |
| Hydrographer II | 1* |
| Information Technology Analyst | 8 |
| Information Technology Technician | 10 |
| Land Surveyor | 5 |
| Maintenance Manager | 4 |
| Maintenance Superintendent | 2* |
| Management Assistant | 10 |

| TABLE 4 COMPARABILITY | |
|----------------------------------|-------------------------------------|
| Survey Classifications | Number of Comparable Matches |
| Meter Reader II | 6 |
| Office Assistant II | 10 |
| Operations Technician II | 5 |
| Right of Way Agent II | 4 |
| Storekeeper | 9 |
| Treated Water Superintendent | 4 |
| Utility Worker II | 8 |
| Vegetation Control Worker II | 6 |
| Water Distribution Operator III | 7 |
| Water Operations Manager | 2* |
| Water Superintendent | 1* |
| Water Treatment Operator III | 9 |
| Welder II | 6 |

***Insufficient Data**

BASE SALARY SURVEY RESULTS

The data has been organized into a table that summarizes the District’s relationship to the labor market for each class. The detailed compensation survey datasheets are presented in **Appendix C** of this report. **Table 5**, on the following pages, summarizes, for each classification, how the District’s base salaries compare to the labor market. The following data is presented:

- Title of the District’s classification.
- The District’s current maximum monthly base salary for each classification.
- The labor market median maximum monthly base salary.
- Percentage the District’s maximum base salary is above or below the median of the labor market.

**TABLE 5
BASE SALARY RESULTS**

| Survey Classification | NID Maximum Base Salary | Labor Market Base Salary (Median) | % NID Is Above or Below Labor Market (Median) |
|---|--------------------------------|--|--|
| Accountant | New Class | \$5,703 | New Class |
| Accounting Administrator | \$6,507 | \$7,628 | -17.22% |
| Assistant General Manager | \$8,953 | Insuff Data | --- |
| Associate Engineer (Registered) | \$7,557 | \$7,938 | -5.04% |
| Board Secretary | \$5,094 | \$6,136 | -20.46% |
| Business Services Technician II | \$6,474 | Insuff Data | --- |
| Buyer | \$4,995 | \$5,294 | -5.99% |
| Chief Water Treatment Operator | \$5,574 | Insuff Data | --- |
| Construction Inspector II | \$5,122 | \$5,670 | -10.70% |
| Customer Account Administrator | \$5,659 | \$6,971 | -23.18% |
| Electrical Systems Technician II | \$5,772 | \$6,537 | -13.24% |
| Engineering Manager | \$11,206 | \$10,422 | 7.00% |
| Engineering Technician II | \$4,848 | \$5,610 | -15.72% |
| Equipment Mechanic II | \$4,588 | \$5,147 | -12.17% |
| Equipment Operator | \$4,453 | \$4,654 | -4.51% |
| Finance Assistant II | \$3,758 | \$4,028 | -7.18% |
| Finance Manager | \$9,410 | \$11,470 | -21.89% |
| General Manager | \$12,381 | \$15,954 | -28.86% |
| Human Resources Manager | \$6,507 | \$9,067 | -39.33% |
| Human Resources Technician | \$4,848 | \$4,771 | 1.59% |
| Hydro Electrical Machinist II | \$6,283 | Insuff Data | --- |
| Hydroelectric Maintenance and Operations Superintendent | \$9,272 | Insuff Data | --- |
| Hydroelectric Manager | \$10,244 | Insuff Data | --- |
| Hydroelectric Plant Operator II | \$6,283 | Insuff Data | --- |
| Hydroelectric Water System Operator II | \$5,463 | Insuff Data | --- |
| Hydrographer II | \$6,840 | Insuff Data | --- |
| Information Technology Analyst | \$6,668 | \$7,172 | -7.55% |
| Information Technology Technician | \$5,463 | \$5,476 | -0.23% |
| Land Surveyor | \$7,557 | \$7,625 | -0.90% |
| Maintenance Manager | \$10,142 | \$9,301 | 8.30% |
| Maintenance Superintendent | \$7,334 | Insuff Data | --- |
| Management Assistant | \$4,521 | \$4,463 | 1.29% |
| Meter Reader II | \$4,030 | \$3,849 | 4.50% |
| Office Assistant II | \$3,221 | \$3,572 | -10.88% |
| Operations Technician II | \$4,800 | \$5,445 | -13.44% |
| Right of Way Agent II | \$6,538 | \$7,457 | -14.06% |
| Storekeeper | \$3,990 | \$4,225 | -5.89% |
| Treated Water Superintendent | \$7,517 | \$9,253 | -23.09% |
| Utility Worker II | \$3,990 | \$4,613 | -15.60% |

**TABLE 5
BASE SALARY RESULTS**

| Survey Classification | NID Maximum Base Salary | Labor Market Base Salary (Median) | % NID Is Above or Below Labor Market (Median) |
|---------------------------------|-------------------------|-----------------------------------|---|
| Vegetation Control Worker II | \$3,990 | \$4,495 | -12.64% |
| Water Distribution Operator III | \$4,657 | \$5,018 | -7.75% |
| Water Operations Manager | \$10,039 | Insuff Data | --- |
| Water Superintendent | \$6,940 | Insuff Data | --- |
| Water Treatment Operator III | \$5,302 | \$5,882 | -10.94% |
| Welder II | \$4,588 | \$5,561 | -21.20% |

TOTAL CASH SURVEY RESULTS

Total cash represents the maximum base salary plus the employee’s share of retirement paid by the agency, longevity pay, and the amount the agency contributes towards deferred compensation. **Table 6**, on the following pages, displays, for each classification, how the District compares to the labor market with respect to total cash. The following data is presented:

- Title of the District’s classification
- The District’s current total cash for each classification
- The labor market median for total cash.
- Percentage the District’s total cash is above or below the median of the labor market

**TABLE 6
TOTAL CASH RESULTS**

| Survey Classification | NID Total Cash | Labor Market Total Cash (Median) | % NID is Above or Below Market (Median) |
|---|----------------|----------------------------------|---|
| Accountant | New Class | \$6,102 | New Class |
| Accounting Administrator | \$6,507 | \$7,913 | -21.60% |
| Assistant General Manager | \$8,953 | Insuff Data | --- |
| Associate Engineer (Registered) | \$7,557 | \$8,523 | -12.78% |
| Board Secretary | \$5,094 | \$6,421 | -26.04% |
| Business Services Technician II | \$6,474 | Insuff Data | --- |
| Buyer | \$4,995 | \$5,569 | -11.49% |
| Chief Water Treatment Operator | \$5,574 | Insuff Data | --- |
| Construction Inspector II | \$5,122 | \$6,133 | -19.74% |
| Customer Account Administrator | \$5,659 | \$7,333 | -29.58% |
| Electrical Systems Technician II | \$5,772 | \$6,765 | -17.21% |
| Engineering Manager | \$11,206 | \$11,206 | 0.00% |
| Engineering Technician II | \$4,848 | \$5,834 | -20.35% |
| Equipment Mechanic II | \$4,588 | \$5,504 | -19.96% |
| Equipment Operator | \$4,453 | \$4,980 | -11.83% |
| Finance Assistant II | \$3,758 | \$4,246 | -13.00% |
| Finance Manager | \$9,410 | \$12,143 | -29.04% |
| General Manager | \$12,381 | \$16,796 | -35.66% |
| Human Resources Manager | \$6,507 | \$9,546 | -46.71% |
| Human Resources Technician | \$4,848 | \$5,281 | -8.94% |
| Hydro Electrical Machinist II | \$6,283 | Insuff Data | --- |
| Hydroelectric Maintenance and Operations Superintendent | \$9,272 | Insuff Data | --- |
| Hydroelectric Manager | \$10,244 | Insuff Data | --- |
| Hydroelectric Plant Operator II | \$6,283 | Insuff Data | --- |
| Hydroelectric Water System Operator II | \$5,463 | Insuff Data | --- |
| Hydrographer II | \$6,840 | Insuff Data | --- |
| Information Technology Analyst | \$6,668 | \$7,601 | -13.99% |
| Information Technology Technician | \$5,463 | \$5,959 | -9.07% |
| Land Surveyor | \$7,557 | \$8,235 | -8.97% |
| Maintenance Manager | \$10,142 | \$9,532 | 6.01% |
| Maintenance Superintendent | \$7,334 | Insuff Data | --- |
| Management Assistant | \$4,521 | \$4,832 | -6.89% |
| Meter Reader II | \$4,030 | \$4,189 | -3.94% |
| Office Assistant II | \$3,221 | \$3,732 | -15.85% |
| Operations Technician II | \$4,800 | \$5,853 | -21.94% |
| Right of Way Agent II | \$6,538 | \$7,868 | -20.34% |

**TABLE 6
TOTAL CASH RESULTS**

| Survey Classification | NID Total Cash | Labor Market Total Cash (Median) | % NID is Above or Below Market (Median) |
|---------------------------------|----------------|----------------------------------|---|
| Storekeeper | \$3,990 | \$4,677 | -17.22% |
| Treated Water Superintendent | \$7,517 | \$9,983 | -32.80% |
| Utility Worker II | \$3,990 | \$4,885 | -22.43% |
| Vegetation Control Worker II | \$3,990 | \$4,975 | -24.70% |
| Water Distribution Operator III | \$4,657 | \$5,369 | -15.29% |
| Water Operations Manager | \$10,039 | Insuff Data | --- |
| Water Superintendent | \$6,940 | Insuff Data | --- |
| Water Treatment Operator III | \$5,302 | \$6,194 | -16.83% |
| Welder II | \$4,588 | \$5,870 | -27.95% |

TOTAL COMPENSATION SURVEY RESULTS

Total compensation represents the maximum base salary, the employee’s share of retirement paid by the agency, longevity pay, the amount the agency contributes towards deferred compensation and the agency’s contribution towards health, dental, and vision insurance, life insurance and long term disability, and social security. **Table 7**, on the following pages, displays, for each classification, how the District compares to the labor market with respect to total compensation.

The following data is presented:

- Title of the District’s classification
- The District’s current total compensation for each classification
- The labor market median for total compensation
- Percentage the District’s total compensation is above or below the median of the labor market

**TABLE 7
TOTAL COMPENSATION RESULTS**

| Survey Classification | NID Total Compensation | Labor Market Total Compensation (Median) | % NID is Above or Below Market (Median) |
|---|-------------------------------|---|--|
| Accountant | New Class | \$7,829 | New Class |
| Accounting Administrator | \$8,061 | \$10,290 | -27.64% |
| Assistant General Manager | \$10,543 | Insuff Data | --- |
| Associate Engineer (Registered) | \$9,127 | \$10,409 | -14.05% |
| Board Secretary | \$6,628 | \$8,198 | -23.68% |
| Business Services Technician II | \$8,020 | Insuff Data | --- |
| Buyer | \$6,516 | \$7,150 | -9.72% |
| Chief Water Treatment Operator | \$7,115 | Insuff Data | --- |
| Construction Inspector II | \$6,656 | \$7,918 | -18.95% |
| Customer Account Administrator | \$7,201 | \$9,548 | -32.59% |
| Electrical Systems Technician II | \$7,316 | \$8,663 | -18.41% |
| Engineering Manager | \$12,829 | \$12,894 | -0.51% |
| Engineering Technician II | \$6,367 | \$7,775 | -22.11% |
| Equipment Mechanic II | \$6,102 | \$7,113 | -16.55% |
| Equipment Operator | \$5,965 | \$6,219 | -4.25% |
| Finance Assistant II | \$5,259 | \$5,866 | -11.54% |
| Finance Manager | \$11,007 | \$14,479 | -31.55% |
| General Manager | \$14,021 | \$18,921 | -34.95% |
| Human Resources Manager | \$8,061 | \$11,848 | -46.98% |
| Human Resources Technician | \$6,367 | \$6,972 | -9.50% |
| Hydro Electrical Machinist II | \$7,834 | Insuff Data | --- |
| Hydroelectric Maintenance and Operations Superintendent | \$10,867 | Insuff Data | --- |
| Hydroelectric Manager | \$11,853 | Insuff Data | --- |
| Hydroelectric Plant Operator II | \$7,834 | Insuff Data | --- |
| Hydroelectric Water System Operator II | \$6,992 | Insuff Data | --- |
| Hydrographer II | \$8,399 | Insuff Data | --- |
| Information Technology Analyst | \$8,225 | \$9,183 | -11.66% |
| Information Technology Technician | \$7,002 | \$7,838 | -11.94% |
| Land Surveyor | \$9,127 | \$10,186 | -11.60% |
| Maintenance Manager | \$11,749 | \$11,795 | -0.39% |
| Maintenance Superintendent | \$8,900 | Insuff Data | --- |
| Management Assistant | \$6,034 | \$6,337 | -5.01% |
| Meter Reader II | \$5,535 | \$5,750 | -3.88% |
| Office Assistant II | \$4,713 | \$5,485 | -16.40% |
| Operations Technician II | \$6,318 | \$7,590 | -20.14% |
| Right of Way Agent II | \$8,093 | \$9,515 | -17.58% |
| Storekeeper | \$5,494 | \$5,861 | -6.68% |

**TABLE 7
TOTAL COMPENSATION RESULTS**

| Survey Classification | NID Total Compensation | Labor Market Total Compensation (Median) | % NID is Above or Below Market (Median) |
|---------------------------------|-------------------------------|---|--|
| Treated Water Superintendent | \$9,086 | \$12,211 | -34.39% |
| Utility Worker II | \$5,494 | \$6,760 | -23.03% |
| Vegetation Control Worker II | \$5,494 | \$6,645 | -20.94% |
| Water Distribution Operator III | \$6,173 | \$7,115 | -15.26% |
| Water Operations Manager | \$11,645 | Insuff Data | --- |
| Water Superintendent | \$8,501 | Insuff Data | --- |
| Water Treatment Operator III | \$6,828 | \$7,761 | -13.66% |
| Welder II | \$6,102 | \$7,843 | -28.53% |

RELATIONSHIP TO THE MARKET

Table 8, on the following page, summarizes the District's relationship to the labor market for each survey classification. The benefit factor is the amount the District gains or loses on the market when comparing base pay to total compensation. The benefit factor allows the agency to determine whether their benefit package is richer or poorer than the labor market. The goal is to ensure that the District is competitive with the market for total compensation, not just base pay. The table on the following pages shows for each of the survey classifications:

- The classification title of the District's class.
- The percentage difference between the District's maximum base salary and the labor market median for maximum base salary.
- The percentage difference between the District's maximum base salary and the labor market median for total cash.
- The percentage difference between the District's maximum base salary and the labor market median for total compensation.
- The benefit factor (the difference between the percentage the District is above or below the market for base pay and the percentage the District is above or below the market for total compensation).

TABLE 8
RELATIONSHIP TO THE MARKET

| Survey Class | % NID is Above or Below Market for Base Salary | % NID is Above or Below Market for Total Cash | % NID is Above or Below Market for Total Compensation | Benefit Factor |
|---|---|--|--|-----------------------|
| Accountant | New Class | New Class | New Class | --- |
| Accounting Administrator | -17.22% | -21.60% | -27.64% | -10.42% |
| Assistant General Manager | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Associate Engineer (Registered) | -5.04% | -12.78% | -14.05% | -9.02% |
| Board Secretary | -20.46% | -26.04% | -23.68% | -3.23% |
| Business Services Technician II | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Buyer | -5.99% | -11.49% | -9.72% | -3.74% |
| Chief Water Treatment Operator | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Construction Inspector II | -10.70% | -19.74% | -18.95% | -8.25% |
| Customer Account Administrator | -23.18% | -29.58% | -32.59% | -9.41% |
| Electrical Systems Technician II | -13.24% | -17.21% | -18.41% | -5.17% |
| Engineering Manager | 7.00% | 0.00% | -0.51% | -7.51% |
| Engineering Technician II | -15.72% | -20.35% | -22.11% | -6.40% |
| Equipment Mechanic II | -12.17% | -19.96% | -16.55% | -4.38% |
| Equipment Operator | -4.51% | -11.83% | -4.25% | 0.26% |
| Finance Assistant II | -7.18% | -13.00% | -11.54% | -4.36% |
| Finance Manager | -21.89% | -29.04% | -31.55% | -9.67% |
| General Manager | -28.86% | -35.66% | -34.95% | -6.09% |
| Human Resources Manager | -39.33% | -46.71% | -46.98% | -7.64% |
| Human Resources Technician | 1.59% | -8.94% | -9.50% | -11.09% |
| Hydro Electrical Machinist II | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Hydroelectric Maintenance and Operations Superintendent | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Hydroelectric Manager | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Hydroelectric Plant Operator II | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Hydroelectric Water System Operator II | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Hydrographer II | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Information Technology Analyst | -7.55% | -13.99% | -11.66% | -4.11% |
| Information Technology Technician | -0.23% | -9.07% | -11.94% | -11.71% |
| Land Surveyor | -0.90% | -8.97% | -11.60% | -10.70% |
| Maintenance Manager | 8.30% | 6.01% | -0.39% | -8.69% |
| Maintenance Superintendent | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Management Assistant | 1.29% | -6.89% | -5.01% | -6.30% |
| Meter Reader II | 4.50% | -3.94% | -3.88% | -8.38% |
| Office Assistant II | -10.88% | -15.85% | -16.40% | -5.52% |
| Operations Technician II | -13.44% | -21.94% | -20.14% | -6.70% |
| Right of Way Agent II | -14.06% | -20.34% | -17.58% | -3.52% |
| Storekeeper | -5.89% | -17.22% | -6.68% | -0.79% |

| TABLE 8 | | | | |
|-----------------------------------|---|--|--|-----------------------|
| RELATIONSHIP TO THE MARKET | | | | |
| Survey Class | % NID is Above or Below Market for Base Salary | % NID is Above or Below Market for Total Cash | % NID is Above or Below Market for Total Compensation | Benefit Factor |
| Treated Water Superintendent | -23.09% | -32.80% | -34.39% | -11.30% |
| Utility Worker II | -15.60% | -22.43% | -23.03% | -7.43% |
| Vegetation Control Worker II | -12.64% | -24.70% | -20.94% | -8.29% |
| Water Distribution Operator III | -7.75% | -15.29% | -15.26% | -7.51% |
| Water Operations Manager | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Water Superintendent | Insuff Data | Insuff Data | Insuff Data | Insuff Data |
| Water Treatment Operator III | -10.94% | -16.83% | -13.66% | -2.72% |
| Welder II | -21.20% | -27.95% | -28.53% | -7.33% |

MISCELLANEOUS BENEFIT DATA

Appendix D presents the miscellaneous benefit data that was collected. Below is a brief summary of the how the District compares to the responding agencies.

COST OF LIVING INCREASE

The District does not currently have a cost of living increase scheduled as it is in negotiations.

Four of the responding agencies have a cost of living scheduled for January 2011, three have an increase scheduled for either June or July 2011, and one has an increase scheduled for July 2012. For most of the agencies, the amount of the increase is yet to be determined as several of the agencies have contracts set to expire at the end of the calendar year.

RETIREMENT PRACTICES

The District has a retirement benefit of 2.5% @ 55 with a formula of single highest year. The District is under the CalPERS retirement plan. The District does not participate in State Disability Insurance (SDI) or provide Short Term Disability.

Two of the responding agencies have a retirement benefit of 2% @ 55, four have a benefit of 2.5% @ 55, seven have a benefit of 2.7% @ 55, one has a benefit of 2% @ 60, and one has a benefit of 2.75% @ 60. 10 of the responding agencies have a formula of single highest year and 13 are under CalPERS. 10 of the responding agencies provide SDI or Short Term Disability; however, in some instances it varies by bargaining unit.

RETIREE MEDICAL BENEFITS

The District pays up to \$508.74 for retiree health insurance and has a vesting of 5 years.

Of the responding survey agencies, one does not contribute to retiree health. Of those that do contribute the maximum amount contributed is \$1,701.58 or the same as active employees and six of the agencies have a contribution based on the employees' years of service. For several of the agencies, the amount the employee contributes depends on the plan they select.

EMPLOYEE BENEFIT COSTS

District employees currently pay the entire portion of their retirement, pay the employees' share of Medicare, and pay \$966.02 towards health, if they select the most expensive family plan. Employees do not pay any portion of dental or vision.

For the responding agencies, 10 require employees to pay a portion of the employees' share of retirement ranging from 1% - 10%. 12 of the responding agencies participate in Social Security where the employee is required to pay 6.2% towards FICA in addition to the 1.45% towards Medicare. 14 of the responding agencies require the employee to pay a portion of their health care, depending on the plan the employee selects, ranging from \$46 - \$1,220. Five of the agencies require the employee to pay a portion of dental and vision as well.

COST SAVINGS MEASURES

Agencies were also asked if they had recently reduced benefits, experienced layoffs, implemented furloughs, or plan to reduce benefits as a result of the economic slowdown. Nine of the agencies indicated that they have not reduced benefits. Of those that have, reductions include requiring employees to pay a greater portion of health, dental and vision, a reduction in retirement benefits, and suspension in employee programs such as computer loan and tuition reimbursement. Seven of the responding agencies also indicated that they have had layoffs and five have implemented furloughs. With respect to future reductions in benefits, 11 indicated that they do not plan to reduce benefits at this time and two indicated that they are uncertain.

CERTIFICATION PAY

The District pays 2.5% to employees whose job recommends, requires, or has the ability to obtain a certification higher than what is listed in their job description. Of the responding agencies, eight provide some level of certification pay as described in Appendix D.

EDUCATION REIMBURSEMENT

The District pays fees towards education once the employee has successfully completed the course with 100% being reimbursed for directly job related courses and 50% if the course is not directly related to the job.

Of the responding survey agencies, 12 have an education reimbursement program with some paying 100% of the expenses.

STAND-BY/CALL-OUT PAY RATE

Data was collected relating to stand-by and call-out pay rate. The programs vary significantly by agency with the details contained in Appendix D.

BOOT ALLOWANCE

The District provides a boot allowance of \$100 per year. Of the responding agencies, 1 does not provide a boot allowance and nine provide an allowance ranging from \$100 - \$325 per year.

LEAVE BENEFITS

Management

With respect to vacation, the District offers 10 days at year 1, 12 days after 5 years, 15 days after 10 years, 20 days after 15 years, and 25 days after 20 years of service. The District offers 12 days of sick leave per year with a maximum accrual of 122 days. The District offers 13 holidays per year and 56 hours of administrative leave.

Of the responding agencies, the average number of days offered after 1 year of service is 11, 15 days after 5 years, 19 days after 10 years, 21 days after 15 years, and 24 days after 20 years of service. It should be noted that the County of Nevada and City of Grass Valley offer annual leave which includes vacation and sick leave and the amount of vacation offered by the City of Folsom is negotiated for each department head. The majority of the agencies provide 12 days of sick leave per year and have an unlimited accrual. The average number of holidays offered by the responding agencies is 12. Most of the agencies also provide administrative leave ranging from 20 to 100 hours with the majority offering 40 hours.

Supervisory

With respect to vacation, the District offers 10 days at year 1, 12 days after 5 years, 15 days after 10 years, 20 days after 15 years, and 25 days after 20 years of service. The District offers 12 days of sick leave per year with a maximum accrual of 122 days. The District offers 13 holidays per year and no administrative leave.

Of the responding agencies, the average number of days offered after 1 year of service is 10 days, 14 days after 5 years, 20 days after 10 years, 23 days after 15 years, and 24 days after 20 years. Both the County of Nevada and City of Folsom have annual leave. The majority of the agencies offer 12 days of sick leave with an unlimited accrual. The responding agencies offer, on average, 12 holidays. Eight of the responding agencies offer administrative leave ranging from 20 – 100 hours.

General Employees

With respect to vacation, the District offers 10 days at year 1, 12 days after 5 years, 15 days after 10 years, 20 days after 15 years, and 25 days after 20 years of service. The District offers 12 days of

sick leave per year with a maximum accrual of 122 days. The District offers 13 holidays per year and no administrative leave.

Of the responding agencies, the average number of days offered after 1 year of service is 10 days, 14 days after 5 years, 18 days after 10 years, 20 days after 15 years, and 22 days after 20 years. The City of Folsom has annual leave. The majority of the agencies offer 12 days of sick leave with an unlimited accrual. The responding agencies offer, on average, 12 holidays. None of the agencies offer administrative leave for general employees.

LEAVE BUY BACK

The District allows employees to sell up to 50% of their sick leave up to 120 days and 100% of vacation. The majority of the responding agencies also have leave buy back programs with the details varying as detailed in Appendix D.

SECTION VII – SALARY SETTING METHODOLOGY

This section of the report presents the salary setting methodology and salary recommendation guidelines for District classes.

SALARY SETTING METHODOLOGY

In setting salaries for the District, Bryce Consulting has recommended consistent compensation principles and practices typically utilized in the public sector as outlined below:

1. The median maximum labor market salary is used to set the top step of the District's benchmark classification salary.
2. The labor market median for base salary is placed on the closest salary range of the District's salary schedule.
3. Classes not surveyed or where insufficient data was collected are then set to the benchmarks using internal relationship guidelines typically utilized by local government agencies:
 - Approximately 10% between entry and journey level classes in a series.
 - Approximately 10% between journey and advanced journey level classes in a series.
 - A minimum of 15% between first line supervisor and highest level supervised.
4. To ensure consistency across the District's classifications with respect to benefits, the average of the labor market agencies' benefits has been calculated as displayed in **Appendix E**. Even if the District's salaries are set to the labor market median for base salary, the District's total cash package is 10.386% behind the market. This is greatly attributed to the fact that the District does not pay any percentage of the employees' portion of retirement. **Table 9**, on the following page, displays for each survey classification, NID's total cash, the labor market median for base salary, the labor market median base salary plus 10.386%, and the amount the District is behind the market when the labor market average benefits are added to the labor market median base salary.

It should be noted that as a practical matter, there could be occasions when market data will skew internal alignments or result in compaction. In those cases internal alignments may take precedence over market data. The Internal Relationship Analysis is provided in **Appendix F**.

Table 9

| Survey Classification | NID Total Cash | Labor Market Base Salary (Median) | Labor Market Median Base Pay Plus 10.386% (benefit normalizing) | % NID is Above or Below Labor Market Median Plus Benefit |
|---|-----------------------|--|--|---|
| Accountant | New Class | \$5,703 | \$6,295 | New Class |
| Accounting Administrator | \$6,507 | \$7,628 | \$8,420 | -29.40% |
| Assistant General Manager | \$8,953 | Insuff Data | Insuff Data | Insuff Data |
| Associate Engineer (Registered) | \$7,557 | \$7,938 | \$8,762 | -15.95% |
| Board Secretary | \$5,094 | \$6,136 | \$6,773 | -32.96% |
| Business Services Technician II | \$6,474 | Insuff Data | Insuff Data | Insuff Data |
| Buyer | \$4,995 | \$5,294 | \$5,844 | -17.00% |
| Chief Water Treatment Operator | \$5,574 | Insuff Data | Insuff Data | Insuff Data |
| Construction Inspector II | \$5,122 | \$5,670 | \$6,259 | -22.20% |
| Customer Account Administrator | \$5,659 | \$6,971 | \$7,695 | -35.98% |
| Electrical Systems Technician II | \$5,772 | \$6,537 | \$7,216 | -25.02% |
| Engineering Manager | \$11,206 | \$10,422 | \$11,504 | -2.66% |
| Engineering Technician II | \$4,848 | \$5,610 | \$6,193 | -27.74% |
| Equipment Mechanic II | \$4,588 | \$5,147 | \$5,682 | -23.84% |
| Equipment Operator | \$4,453 | \$4,654 | \$5,137 | -15.36% |
| Finance Assistant II | \$3,758 | \$4,028 | \$4,446 | -18.31% |
| Finance Manager | \$9,410 | \$11,470 | \$12,661 | -34.55% |
| General Manager | \$12,381 | \$15,954 | \$17,611 | -42.24% |
| Human Resources Manager | \$6,507 | \$9,067 | \$10,009 | -53.82% |
| Human Resources Technician | \$4,848 | \$4,771 | \$5,267 | -8.64% |
| Hydro Electrical Machinist II | \$6,283 | Insuff Data | Insuff Data | Insuff Data |
| Hydroelectric Maintenance and Operations Superintendent | \$9,272 | Insuff Data | Insuff Data | Insuff Data |
| Hydroelectric Manager | \$10,244 | Insuff Data | Insuff Data | Insuff Data |
| Hydroelectric Plant Operator II | \$6,283 | Insuff Data | Insuff Data | Insuff Data |
| Hydroelectric Water System Operator II | \$5,463 | Insuff Data | Insuff Data | Insuff Data |
| Hydrographer II | \$6,840 | Insuff Data | Insuff Data | Insuff Data |
| Information Technology Analyst | \$6,668 | \$7,172 | \$7,917 | -18.73% |
| Information Technology Technician | \$5,463 | \$5,476 | \$6,045 | -10.65% |
| Land Surveyor | \$7,557 | \$7,625 | \$8,417 | -11.38% |
| Maintenance Manager | \$10,142 | \$9,301 | \$10,267 | -1.23% |
| Maintenance Superintendent | \$7,334 | Insuff Data | Insuff Data | Insuff Data |
| Management Assistant | \$4,521 | \$4,463 | \$4,927 | -8.98% |
| Meter Reader II | \$4,030 | \$3,849 | \$4,249 | -5.43% |
| Office Assistant II | \$3,221 | \$3,572 | \$3,943 | -22.42% |
| Operations Technician II | \$4,800 | \$5,445 | \$6,011 | -25.23% |
| Right of Way Agent II | \$6,538 | \$7,457 | \$8,231 | -25.89% |

| Table 9 | | | | |
|---------------------------------|-----------------------|--|--|---|
| Survey Classification | NID Total Cash | Labor Market Base Salary (Median) | Labor Market Median Base Pay Plus 10.386% (benefit normalizing) | % NID is Above or Below Labor Market Median Plus Benefit |
| Storekeeper | \$3,990 | \$4,225 | \$4,664 | -16.89% |
| Treated Water Superintendent | \$7,517 | \$9,253 | \$10,214 | -35.88% |
| Utility Worker II | \$3,990 | \$4,613 | \$5,092 | -27.62% |
| Vegetation Control Worker II | \$3,990 | \$4,495 | \$4,962 | -24.36% |
| Water Distribution Operator III | \$4,657 | \$5,018 | \$5,539 | -18.94% |
| Water Operations Manager | \$10,039 | Insuff Data | Insuff Data | Insuff Data |
| Water Superintendent | \$6,940 | Insuff Data | Insuff Data | Insuff Data |
| Water Treatment Operator III | \$5,302 | \$5,882 | \$6,493 | -22.46% |
| Welder II | \$4,588 | \$5,561 | \$6,139 | -33.81% |

APPENDIX A
CLASSIFICATION SPECIFICATIONS

APPENDIX B
POSITION ALLOCATION LIST

APPENDIX C
DETAILED DATASHEETS

APPENDIX D
MISCELLANEOUS BENEFIT DATA

APPENDIX E
BENEFIT NORMALIZING

APPENDIX F
INTERNAL ALIGNMENT ANALYSIS