



**AGENDA ITEM #10.1.A-B**

**REPORT TO CITY COUNCIL**

**Report Prepared by: Nancy Malecha**

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**Date:** February 5, 2019

**Subject:** Job Classification & Compensation Study

**Report:** In 2018, the City embarked on a Job Classification and Compensation Study of all full-time job positions. The City hired the consultation services of David Drown Associates to facilitate this Study. As a part of this process, proposed pay grades and current job descriptions were disseminated to all employees whose positions were included in this Study. This allowed employees the opportunity to review this information and bring forth appeals for our consultant and the Personnel Committee to consider. The Personnel Committee is recommending the Council approve the job description revisions for the Office Manager, Police Officer, and Police Sergeant positions as noted in the attached memo.

The Personnel Committee is also recommending the Council adopt the attached resolution establishing the JET System as the new pay plan for the City effective 1-1-19 which includes the job classifications, pay structure, and placement of current employees as noted in the attached information.

**Council Action Requested:**

- A. Council motion approving the revised job descriptions for the Office Manager, Police Officer, and Police Sergeant positions as recommended.
- B. Council motion adopting the resolution establishing the Job Evaluation Tool as the new pay plan for the City of Pequot Lakes effective January 1, 2019.



# DDA

**Human Resources, Inc.**  
*a David Drown Associates Company*

**TO: PEQUOT LAKES CITY COUNCIL**

**FROM: TESSIA MELVIN, DDA MANAGEMENT CONSULTANT**

**SUBJECT: JOB CLASSIFICATION & COMPENSATION STUDY**

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## PROJECT UPDATE

Our Classification and Compensation Study included the following:

- Market Analysis
- Wage Analysis of all positions
- Wage and Benefit Survey of all benchmark communities and benchmark positions
- Calibrate wage scale
- Provide budget analysis and preliminary report with Project Team
- Final report with recommendations and implementation
- Job Classification Appeal Process

## JOB CLASSIFICATION APPEAL PROCESS

As part of our transparency, we provide a Classification Appeal Process, to ensure that employees and managers/supervisors agree that their job description is correct and updated. This allows the Consultant to ensure Classification of Job Descriptions are accurate.

All employees and managers/supervisors received their current job description and a list of the proposed Job Classifications. The appeal form was to be filled out if there were any additions or changes to job descriptions. As a result, the Consultant received three appeal forms. The Consultant presented recommendations to the Personnel Committee.

Job Description	Reason for Appeal
Police Officer	Several changes to the job description were made; <ol style="list-style-type: none"> <li>1. Change in education required for the position to include an Associate Degree</li> <li>2. Additional Physical Requirements to include:               <ul style="list-style-type: none"> <li>• Work frequently requires walking, standing, sitting, speaking or hearing, keyboarding, and repetitive movements.</li> <li>• Work occasionally requires bending or stooping, kneeling or squatting, working with arms above shoulders, climbing or balancing, tasting or smelling, and pushing or pulling.</li> </ul> </li> </ol>

- Work continuously requires carrying of approximately 1-25 additional pounds in weight in full police uniform.
- Work occasionally requires lifting, carrying, pushing, or pulling 26+ pounds.
- Work frequently requires exposure to outdoor weather conditions, at times cold weather below freezing, wet conditions, or hot/humid weather.
- Work in conditions where exposure to toxic/caustic materials, bloodborne pathogens, fumes or airborne particles, annoying odor, sickening odor, or grease/grime is probable.
- Work may require wearing specialized personal protective equipment.
- Work occasionally with machine tools, moving mechanical parts, in high, precarious spaces, risk of electrical shock, or slippery conditions.
- Work requires close vision, distance vision, ability to adjust focus, depth perception, color perception, night vision, and peripheral vision.
- Work requires visual inspection involving small defects and/or small parts.
- Work requires using measuring devices and assembly or fabrication of parts within arm's length.
- Work continuously in a patrol vehicle and observe general surroundings and activities while operating a motor vehicle, entering and exiting vehicle frequently
- Work requires vocal communication, expressing or exchanging ideas by means of the spoken word and conveying detailed or important instructions to others accurately, loudly or quickly.

Created an addendum to job description to include additional assigned duties:

**Reserve Officer Unit Coordinator**

One Police Officer is assigned to this position is responsible for hiring, preparing work schedules, disciplining and terminating Reserve Officers, as needed. This position is responsible for at least 10 direct reports.

**Towards Zero Death**

One Police Officer is assigned to this position is responsible for managing yearly schedule for grant funded over-time special enforcement shifts, document required training, review logs, audit quarterly shifts, and attend yearly organizational meetings and conferences. Duty assigned to one officer by Police Sergeant/Chief, all officers participate in enforcement shifts. This position conducts monthly meetings and trainings, and manages equipment. This position is responsible for less than 5 direct reports.

**Predatory Offenders**

The Police Officer is assigned to this position is responsible for Conduct quarterly offender checks, maintain records, submit required paperwork to MN BCA, and assist with investigation of violations. Duty assigned to one officer by Police Sergeant/Chief, all officers conduct quarterly checks. This position is responsible for less than 5 direct reports.

Made changes to job duties to include:

- Work requires hearing to perceive information at normal spoken word levels and to receive detailed information through oral communications and/or to make fine distinctions in sound.
- Work generally in a moderately noisy location (e.g. office, light traffic).
- Work requires preparing and analyzing written or computer data.
- Work frequently requires inability to leave work station.
- Work frequently requires exposure to angry public, deadly assault, offensive language, threats, and trauma.
- Work frequently requires considerable mental effort, often working in stressful situations due to

	<p>emergencies.</p> <ul style="list-style-type: none"> <li>● Work continuously alone.</li> <li>● Work continuously with high detail, frequently with moderate/high deadlines.</li> </ul>
<p>Police Office Manager</p>	<p>Changes to job duties included:</p> <ul style="list-style-type: none"> <li>● The Police Office Manager works under the general supervision of the Police Chief and Sergeant and accepts work assignments from patrol officers. The Police Office Manager may provide support for other City administrative staff as needed.</li> <li>● Provides copies of reports for County/City attorney; Social Services, Court Services, Probation, etc.</li> <li>● <b>Prepares monthly reports reflecting police department activity and memos for the City Council.</b></li> <li>● Receives and processes permit to purchase applications.</li> <li>● Attends RMS administrative meetings on behalf of the department.</li> <li>● Creates the Police Departments Annual Reports.</li> <li>● Maintains training records for department staff.</li> <li>● Tracks cases and documents outcome in RMS.</li> <li>● Serves as Reporting Agency Coordinator (RAC) for National Incident-Based Reporting System (NIBRS).</li> <li>● Attends ongoing certification, training and testing as required (TAC, CJRS, CIBRS, NIBRS, Security and Awareness, Workplace Safety, CPR, BCA Mobile Access, DVS Access, etc.)</li> <li>● Department Forfeiture Coordinator. Duties include tracking, documenting as well as assisting Sergeant with selling forfeited vehicles.</li> <li>● Evidence Room Manager. Duties include processing, tracking and organizing in and out going evidence. Sends evidence to the BCA for testing as needed for prosecuting cases.</li> <li>● Assist with fleet management.</li> <li>● Department Liaison for the County and City Attorneys.</li> <li>● Assistant Impound Lot Coordinator.</li> <li>● Responsible for compliance and audit reviews.</li> </ul>
<p>Police Sergeant</p>	<p>Additions to job description included:</p> <ul style="list-style-type: none"> <li>● Performs difficult advanced protective services work assisting the Police Chief with managing and directing all activities of the Police Department, and related work as apparent or assigned. This position provides the supervision of police personnel, assists with preparing evaluations, and provides work schedules and direction to employees. The Police Sergeant participates in patrol activities, investigates crimes, renders aid to the public, attends public events, and maintains relations with neighboring departments and citizens.</li> <li>● Sets precedent within limits of authority delegated by the Chief of Police and City Council while assisting the Chief of Police in directing the daily work of four full-time Police Officers and eight part-time Police Officers and Office Manager.</li> <li>● Serves as a leader in times of civil defense emergencies, ensuring effective control of events within the city as well as planning; all have significant impact on community.</li> <li>● Provides informal daily and formal annual performance reviews, intervening when appropriate to guide behaviors, maintain discipline, and improve job performance.</li> <li>● Organize and participate in the process of screening, interviewing and selecting personnel.</li> <li>● Organizes and administers the training and continuing education of officers.</li> </ul>

	<ul style="list-style-type: none"> <li>• Communicates and enforces professional standards and operating procedures for all department staff and recommends policies to the Chief of Police.</li> <li>• Schedules own working time to cover hours when supervision is likely to be required and to provide additional coverage for the City as needed.</li> <li>• Supervises the retention of files within the department.</li> <li>• Comprehensive knowledge of the laws and regulations relating to law enforcement administration; budget and supervision; comprehensive knowledge of division rules and regulations; thorough knowledge of City laws and ordinances; ability to analyze complex police problems and to adopt quick and effective reasonable courses of action; critical incident management; ability to establish and maintain effective working relationships with associates, elected officials, law enforcement agency representatives and the general public.</li> <li>• Responsible to oversee, coordinate and investigate major incidences including but not limited to natural disasters, sexual assaults, death scenes, death notifications, emotionally disturbed, physical control and arrest or detainment of suspects and/or individuals.</li> <li>• Must have the ability to continuously multitask.</li> <li>• Assistant medical coroner.</li> <li>• Police Department representative at community meetings, variety of board meetings such as Adult Protection, Victim Services, Mental Health Stakeholder.</li> <li>• ISD 186 liaison for school safety, implementation of safety standards, protocols and measures. Attend policy and safety meetings and make recommendations. Responsible for assuming the role and responsibility of school administrator to include but not limited to student investigation, discipline, parent notification and meetings when no other school administrator is available and as needed.</li> </ul>
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#### **CONSULTANT RECOMMENDATION**

After review of the appeals, the Consultant would suggest the following changes to the job descriptions and classifications:

1. Police Officer:
  - a. Make the changes to the job description
  - b. Changes are significant to Change grade from 12 to 13
2. Police Office Manager
  - a. Make the changes to the job description
  - b. Changes are more duties, which were not enough to warrant a grade change
3. Police Sergeant
  - a. Make the changes to the job description
  - b. Changes are significant to Change grade from 16 to 17

**COUNCIL ACTION**

1. Council Approval of the above changes and the job classifications, listed below:

City Administrator	25
Police Chief	23
Public Works Director	21
Police Sergeant	17
City Clerk/ Treasurer	14
Police Officer	13
Zoning Specialist	12
Maintenance Worker	10
Office Manager	9
Administrative Assistant	8

2. Council Approval of the new pay structure:

Grade	1	2	3	4	5	6	7	8	9	10
1	<b>\$10.20</b>	\$10.54	\$10.88	\$11.22	\$11.56	\$11.90	\$12.24	\$12.58	\$12.92	\$13.26
2	<b>\$10.91</b>	\$11.28	\$11.64	\$12.01	\$12.37	\$12.73	\$13.10	\$13.46	\$13.82	\$14.19
3	<b>\$11.68</b>	\$12.07	\$12.46	\$12.85	\$13.24	\$13.62	\$14.01	\$14.40	\$14.79	\$15.18
4	<b>\$12.50</b>	\$12.91	\$13.33	\$13.74	\$14.16	\$14.58	\$14.99	\$15.41	\$15.83	\$16.24
5	<b>\$13.37</b>	\$13.82	\$14.26	\$14.71	\$15.15	\$15.60	\$16.04	\$16.49	\$16.94	\$17.38
6	<b>\$14.31</b>	\$14.78	\$15.26	\$15.74	\$16.21	\$16.69	\$17.17	\$17.64	\$18.12	\$18.60
7	<b>\$15.31</b>	\$15.82	\$16.33	\$16.84	\$17.35	\$17.86	\$18.37	\$18.88	\$19.39	\$19.90
8	<b>\$16.23</b>	\$16.77	\$17.31	\$17.85	\$18.39	\$18.93	\$19.47	\$20.01	\$20.55	\$21.09
9	<b>\$17.36</b>	\$17.94	\$18.52	\$19.10	\$19.68	\$20.26	\$20.83	\$21.41	\$21.99	\$22.57
10	<b>\$18.58</b>	\$19.20	\$19.82	\$20.43	\$21.05	\$21.67	\$22.29	\$22.91	\$23.53	\$24.15
11	<b>\$19.88</b>	\$20.54	\$21.20	\$21.87	\$22.53	\$23.19	\$23.85	\$24.52	\$25.18	\$25.84
12	<b>\$20.67</b>	\$21.36	\$22.05	\$22.74	\$23.43	\$24.12	\$24.81	\$25.50	\$26.19	\$26.87
13	<b>\$21.50</b>	\$22.22	\$22.93	\$23.65	\$24.37	\$25.08	\$25.80	\$26.52	\$27.23	\$27.95
14	<b>\$22.36</b>	\$23.08	\$23.80	\$24.52	\$25.24	\$25.96	\$26.68	\$27.40	\$28.12	\$28.84
15	<b>\$23.25</b>	\$23.98	\$24.70	\$25.42	\$26.15	\$26.87	\$27.59	\$28.32	\$29.04	\$29.76
16	<b>\$24.18</b>	\$24.91	\$25.63	\$26.36	\$27.09	\$27.81	\$28.54	\$29.26	\$29.99	\$30.71
17	<b>\$25.15</b>	\$25.88	\$26.60	\$27.33	\$28.06	\$28.78	\$29.51	\$30.24	\$30.96	\$31.69
18	<b>\$26.16</b>	\$26.88	\$27.61	\$28.34	\$29.06	\$29.79	\$30.52	\$31.24	\$31.97	\$32.70
19	<b>\$27.20</b>	\$27.93	\$28.65	\$29.38	\$30.11	\$30.83	\$31.56	\$32.28	\$33.01	\$33.73
20	<b>\$28.29</b>	\$29.01	\$29.74	\$30.46	\$31.18	\$31.91	\$32.63	\$33.35	\$34.08	\$34.80
21	<b>\$29.42</b>	\$30.14	\$30.86	\$31.58	\$32.30	\$33.02	\$33.74	\$34.46	\$35.18	\$35.90
22	<b>\$30.60</b>	\$31.31	\$32.03	\$32.74	\$33.46	\$34.17	\$34.88	\$35.60	\$36.31	\$37.03
23	<b>\$31.82</b>	\$32.53	\$33.24	\$33.95	\$34.65	\$35.36	\$36.07	\$36.77	\$37.48	\$38.19
24	<b>\$33.10</b>	\$33.83	\$34.57	\$35.30	\$36.04	\$36.77	\$37.51	\$38.25	\$38.98	\$39.72
25	<b>\$34.42</b>	\$35.19	\$35.95	\$36.72	\$37.48	\$38.25	\$39.01	\$39.78	\$40.54	\$41.31

**CITY OF PEQUOT LAKES  
RESOLUTION 19-\_\_\_**

**RESOLUTION ESTABLISHING THE JOB EVALUATION TOOL AS THE NEW  
PAY PLAN FOR THE CITY OF PEQUOT LAKES**

**WHEREAS**, in March of 2018 the City of Pequot Lakes hired the consultation services of David Drown Associates to perform a job classification and compensation study for internal and external equity as well as benefits;

**WHEREAS**, in May of 2018 the City Council approved utilizing the benchmark communities of Aitkin, Breezy Point, Crosby, Crosslake, Glenwood, Nisswa, Perham, Spicer, Staples, and Rockville and all current City positions as benchmark jobs for the purposes of performing this study;

**WHEREAS**, compensation and benefit information was compiled from benchmark communities and job descriptions were rated according to the Job Evaluation Tool categories which consist of qualifications, decision making, problem solving, relationships, effort, and conditions/hazards; and

**WHEREAS**, employee meetings were facilitated in October of 2018 to review the proposed job classifications and pay structure with employees which allowed for an opportunity for job classification appeals.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Pequot Lakes, Minnesota, establish the Job Evaluation Tool as the City's new pay plan effective January 1, 2019 and the job classifications, pay structure, and placement of employees be implemented retroactively as outlined on the attached Appendix A - job classifications and pay structure tables.

Adopted by the City Council of the City of Pequot Lakes this 5<sup>th</sup> day of February, 2019.

ATTEST:

\_\_\_\_\_  
James Tayloe  
Mayor

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Nancy Malecha  
City Administrator

**APPENDIX A  
CITY OF PEQUOT LAKES  
JOB EVALUATION TOOL SYSTEM**

**JOB CLASSIFICATIONS**

Job Position	Grade
City Administrator	25
Police Chief	23
Public Works Director	21
Police Sergeant	17
City Clerk/ Treasurer	14
Police Officer	13
Zoning Specialist	12
Maintenance Worker	10
Office Manager	9
Administrative Assistant	8

**PAY STRUCTURE**

Grade	1	2	3	4	5	6	7	8	9	10
1	\$10.20	\$10.54	\$10.88	\$11.22	\$11.56	\$11.90	\$12.24	\$12.58	\$12.92	\$13.26
2	\$10.91	\$11.28	\$11.64	\$12.01	\$12.37	\$12.73	\$13.10	\$13.46	\$13.82	\$14.19
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23	\$31.82	\$32.53	\$33.24	\$33.95	\$34.65	\$35.36	\$36.07	\$36.77	\$37.48	\$38.19
24	\$33.10	\$33.83	\$34.57	\$35.30	\$36.04	\$36.77	\$37.51	\$38.25	\$38.98	\$39.72
25	\$34.42	\$35.19	\$35.95	\$36.72	\$37.48	\$38.25	\$39.01	\$39.78	\$40.54	\$41.31