



To: Members of Dublin City Council

From: Marsha I. Grigsby, City Manager *MIG*

Date: December 6, 2012

Initiated By: David L. Harding, Director of Human Resources
Mary Kay Ruwette, Human Resources Manager

Re: Ordinance No. 74-12 - Amending the "Compensation Plan"

Summary

As Council will recall, the City implemented a market-based pay system beginning in 2007, with systematic review of market pay data at regular intervals to keep the City pay range structure competitive with the market. The overarching goal of this systematic, regular review of the City pay range structure is to continue our ability to attract and retain a talented, high-quality workforce, thus sustaining the City as an "Employer of Choice" in the central Ohio region.

Provisions within the City's Classification and Compensation system, as established by Ordinance No. 73-06, require the City's pay range structure to be reviewed biennially, based on market factors. The last scheduled review took place in late 2010, with no adjustments to the 2011 – 2012 pay range structure, based on the results of the market-based review. Ms. Solano, the City's compensation consultant, with the assistance of HR staff, recently completed the 2012 market-based analysis and has projected a revised pay range structure for a two-year policy period extending from January 2013 through December 2014. Ms. Solano's market analysis and pay range recommendations have been reviewed by senior management with the recommendation to adopt Ms. Solano's proposed pay range structure for 2013 – 2014.

Attached for your consideration is Ordinance No. 74-12, amending Ordinance No. 73-06 ("Compensation Plan" for non-union personnel). Adoption of this ordinance will accomplish three objectives:

- Implement the scheduled 2013 - 2014 biennial adjustment to the City pay range structure;
- Incorporate several new job classifications as identified in the proposed 2013 Operating Budget; and
- Delete one particular job classification as identified in the proposed 2013 Operating Budget.

The amendments contained within this legislation regarding the creation of several new job classifications are consistent with those identified in the proposed 2013 Operating Budget currently under Council consideration. Funding to support these actions has been programmed into the proposed 2013 Operating Budget. Any budget impact associated with the proposed pay range

structure adjustments will be absorbed within the 2.5% projection for wage/salary increases programmed into the proposed 2013 Operating Budget.

2013-2014 Biennial Adjustment to Pay Range Structure

Consistent with the methodology used every two years in establishing the pay range structures since 2006 when the market-based pay system was established, the proposed 2013-2014 pay range structure in the attached legislation is supported by extensive market pay data. Market pay data was gathered and analyzed for 281 different jobs in the combined Columbus market, which represented over 10,000 incumbents. The composition of this market data was one third private sector and two thirds public sector. The private sector market data was obtained from the Mercer Survey for the Columbus region, while the public sector data was obtained from the Mid-Ohio Regional Planning Commission's Salary Survey and the State of Ohio compensation structure. (These are the same sources from which market pay data was gathered in the 2006 Classification and Compensation Study and the 2008 and 2010 biennial market pay data reviews.)

Also consistent with the methodology used in the past Classification and Compensation study and subsequent market reviews, the proposed pay range structure is designed to remain competitive for a two-year period (2013-2014). The proposed adjustments to the pay ranges in the attached legislation involve an increase to the currently established minimum and maximum of the "market," "target," and "premium" range segments (last adjusted in 2009) for certain pay grades. From a specific, individual pay grade standpoint, the proposed adjustment to pay grades 1 through 3.3 is 4% above the currently established 2009 pay rates; the proposed adjustment to pay grades 4.1 and 4.2 is 5% above current rates; the proposed adjustment for pay grade 4.3 is 4%; the proposed adjustment for pay grade 5.1 is 3.4%; the proposed adjustment for pay grade 5.2 is 1.4%; and there are no proposed adjustments for pay grades 5.3 through 6.3. This will be the first adjustment to the pay range structure since the 2008 market analysis, which increased pay rates in the grade structure for 2009 and 2010. The 2010 market analysis showed no, or little, movement in the market, so no changes were proposed to the pay structure for the years 2011-2012.

For reference purposes, attached is Exhibit A labeled "*City of Dublin Pay Ranges 2013-2014*," which is a redline version of the proposed 2013-2014 pay range structure showing the adjustments to each individual pay range. One important note on the pay ranges in Exhibit A is that there is no uniform "across-the-board" percentage by which all ranges were adjusted. This is due to the fact that the market does not move in a linear fashion for all classes of jobs; it moves in differing amounts for differing job classes. Pay systems based on an "across-the-board" adjustment philosophy, unlike those supported by a market-based philosophy, are more likely to become skewed over time, given that some classes of jobs end up being over compensated while others end up being under compensated. A market-based pay system, like the City of Dublin's, more accurately compensates jobs based on the movement in the market for their respective job classes.

Also referenced in Exhibit A is a description of the "*City of Dublin Career Bands*," which provides a definition of the six (6) Career Bands associated with the pay grades in the City's pay range structure. These definitions explain the scope and nature of responsibility and level of contribution inherent in each career band. (This information is provided for background and review purposes.)

Further referenced in Exhibit A is a description of the "*City of Dublin Pay Range Segments*," which provides a definition of each of the three range segments comprising the City of Dublin pay range structure. This exhibit explains the purpose each of these range segments serve in our compensation system and the skill, knowledge, or capability level expected for each range segment. (This information is also provided for background and review purposes.)

Exhibit A concludes with a reference to the City of Dublin policy regarding adjustments to the City's Pay Range Structure. This policy requires that the pay range structure be reviewed by staff on a biennial basis and that recommendations regarding any adjustments be forwarded to Council.

Also for background purposes, attached is Exhibit B labeled "*City of Dublin Pay Adjustment Policy*," which explains the provisions governing pay adjustments within the "market," "target," and "premium" range segments of the City pay range structure. (This information is being provided for review purposes.)

New Classifications

Several new job classifications were proposed as part of the 2013 Operating Budget. The new classifications recommended relate to the need for new roles in the organization in order to accomplish important goals, administer new programs or operations, or enhance the effectiveness of existing organizational functions; the recommended job reclassifications relate to the reallocation of duties/responsibilities and/or the restructuring of functions within certain departments.

After considerable deliberation, staff is recommending that the amendments reflected in Section 2 of the attached legislation be adopted. A brief summary of each of these amendments is provided as follows:

Support Services Administrator Classification. This amendment involves the creation of a new Support Services Administrator classification within the Information Technology functional categorical area. The creation of this classification is necessary to provide overall general management of the Support Services (helpdesk) function within Information Technology. Due to the visibility and the utilization of the helpdesk operations across the City, there is a need for day-to-day management to ensure that internal customer needs are met and that trending is analyzed and evaluated. The number of applications, servers and new technologies (i.e. iPhones and iPads) has increased significantly over the last three years. The Support Services Administrator's role will include promoting the utilization of the applications and the increased training of internal customers as well as to coordinate communication between the Network and Support Services teams. Staff is recommending that the Support Services Administrator classification be assigned to pay grade 4.1 in the City pay range structure. (Please refer to attached Exhibit A labeled "*City of Dublin Pay Ranges 2013-2014*" for the range of compensation associated with Pay Grade 4.1.)

Accreditation Manager and Court Liaison Classifications. These amendments involve the creation of new Civilian Accreditation Manager and Civilian Court Liaison classifications in the Law Enforcement/Emergency Management functional categorical area. The creation of the new Accreditation Manager and Court Liaison classifications is part of a restructuring plan that would allow the creation of a new Community Impact

Unit (CIU) within the Division of Police. Currently, the court liaison and accreditation functions are accomplished with sworn officers. By civilianizing both functions, additional officers would be available to staff the new CIU. The main function of the CIU would be to conduct pro-active policing measures to enhance the ability to prevent crimes and address traffic issues. Staff is recommending that the Accreditation Manager classification be assigned to pay grade 4.1 in the City pay range structure and the Court Liaison be assigned to pay grade 5.2. (Please refer to attached Exhibit A labeled "*City of Dublin Pay Ranges 2013-2014*" for the range of compensation associated with Pay Grades 4.1 and 5.2.)

Public Art Conservation/Contract Specialist Classification. This amendment involves the creation of a new Public Art Conservation/Contract Specialist classification in the Natural Resources functional categorical area. The creation of this position will help protect the City's significant investment in public art by assisting in developing, managing and implementing maintenance and conservation activities for artwork purchased by the City. Staff is recommending that the Public Art Conservation/Contract Specialist classification be assigned to pay grade 5.2 in the City pay range structure. (Please refer to attached Exhibit A labeled "*City of Dublin Pay Ranges 2013-2014*" for the range of compensation associated with Pay Grade 5.2.)

For reference purposes, attached is Exhibit C labeled "*City of Dublin Job Classifications and Pay Grades*," which is a redline version of this section of our "Compensation Plan" showing the incorporation of the Support Services Administrator, Accreditation Manager, Court Liaison, and Public Art Conservation/Contract Specialist job classification titles and corresponding pay grades under the Information Technology, Law Enforcement/Emergency Planning, and Natural Resources functional categorical headings, respectively. (Please refer to pages 5, 6, and 7 of this Exhibit for the respective amendments.) This Exhibit is a catalogue of all job classifications and corresponding pay grades in the City Classification & Compensation system.

Classification Title Deletions

One particular job classification title deletion was proposed as part of the proposed 2013 Operating Budget. This job classification deletion involves the Sustainability Programs Administrator position within the Office of the City Manager. The Sustainability Programs Administrator position became vacant in October 2011. After careful consideration of this position, staff has determined that this position is not needed at this time. Therefore, staff is proposing that this classification, as well as the Environmental Sustainability functional categorical area be deleted from the Compensation Plan. (See page 3 of Exhibit C as referenced immediately above, which shows the deletion of the Environmental Sustainability functional categorical area and Sustainability Programs Administrator job classification.)

Recommendation

Staff recommends that Ordinance No. 74-12 be adopted at the second reading/public hearing on January 14, 2013. Ms. Solano will be in attendance at the January 14, 2013 Council meeting as the subject matter expert in the event there are questions regarding the methodology for analyzing the market pay data and recommending the proposed 2013-2014 pay range structure.

Attachments

RECORD OF ORDINANCES

Ordinance No. 74 -12

Passed _____, 20____

AN ORDINANCE AMENDING SECTION 2 (WAGE & SALARY STRUCTURE/ADMINISTRATION) OF ORDINANCE NO. 73-06 ("COMPENSATION PLAN FOR NON-UNION PERSONNEL")

WHEREAS, Council has determined, upon the recommendation of the City Manager, that certain sections of the Compensation Plan for non-union personnel should be amended; and

WHEREAS, Council has determined, that these amendments are necessary for the administrative and operational effectiveness of the City of Dublin and will enhance the City of Dublin's competitive position in the labor market, thus aiding in the recruitment and retention of a talented, high quality workforce; and

WHEREAS, Council desires that the City of Dublin remain an "Employer of Choice" in the Central Ohio region.

NOW, THEREFORE, BE IT ORDAINED By the Council of the City of Dublin, State of Ohio, _____ of the elected members concurring that:

Section 1. That Section 2 (Wage & Salary Structure/ Administration), paragraph B of Ordinance No. 73-06 be amended by deleting the wage/salary structure contained therein and replacing it with the following:

Pay Grade	Market	Target	Premium
1	\$126,700 - \$152,000	\$152,000 - \$185,800	\$185,800 - \$219,600
2	\$100,700 - \$120,900	\$120,900 - \$147,700	\$147,700 - \$174,600
3.1	\$80,600 - \$96,700	\$96,700 - \$118,100	\$118,100 - \$139,600
3.2	\$76,100 - \$91,300	\$91,300 - \$111,500	\$111,500 - \$131,800
3.3	\$72,200 - \$86,700	\$86,700 - \$105,900	\$105,900 - \$125,200
4.1	\$62,500 - \$75,000	\$75,000 - \$91,600	\$91,600 - \$104,100
4.2	\$55,200 - \$66,200	\$66,200 - \$81,000	\$81,000 - \$92,000
4.3	\$48,800 - \$58,600	\$58,600 - \$71,600	\$71,600 - \$81,400
5.1	\$43,700 - \$52,400	\$52,400 - \$64,000	\$64,000 - \$72,800
5.2	\$38,600 - \$46,300	\$46,300 - \$56,500	\$56,500 - \$64,300
5.3	\$35,000 - \$41,900	\$41,900 - \$51,300	\$51,300 - \$58,300
6.1	\$32,000 - \$38,300	\$38,300 - \$46,900	\$46,900 - \$51,100
6.2	\$29,400 - \$35,300	\$35,300 - \$43,100	\$43,100 - \$47,000
6.3	\$27,400 - \$32,900	\$32,900 - \$40,200	\$40,200 - \$43,800

RECORD OF ORDINANCES

Ordinance No. 74-12

Page 2 of 2
Passed _____, 20____

Section 2. That Section 2 (Wage & Salary Structure/Administration), paragraph A. of Ordinance No. 73-06 be amended by incorporating the following new classification titles and corresponding pay grades under the following functional categorical headings:

Information Technology	
Classification Title	Pay Grade
Support Services Administrator	4.1

Law Enforcement	
Classification Title	Pay Grade
Court Liaison	5.2
Accreditation Manager	4.1

Natural Resources	
Classification Title	Pay Grade
Public Art Conservation/Contract Specialist	5.2

Section 3. That Section 2 (Wage & Salary Structure/Administration), paragraph A of Ordinance No. 73-06 be amended by deleting the following functional categorical heading as well as job classification title and corresponding pay grade:

Environmental Sustainability	
Classification Title	Pay Grade
Sustainability Programs Administrator	4.2

Section 4. That this Ordinance shall take effect and be in force at the earliest point permitted by law.

Passed this _____ day of _____, 2013.

Mayor – Presiding Officer

ATTEST:

Clerk of Council

EXHIBIT A

**CITY OF DUBLIN
PAY RANGES
2013 - 2014**

Career Band	Pay Grade	Market	Target	Premium
Guidance	1	\$121,800 \$126,700 - \$146,200 \$152,000	\$146,200 \$152,200 - \$178,600 \$185,800	\$178,600 \$185,800 - \$211,100 \$219,600
Leadership	2	\$96,800 \$100,700 - \$116,200 \$120,900	\$116,200 \$120,900 - \$142,000 \$147,700	\$142,000 \$147,700 - \$167,800 \$174,600
Operations	3.1	\$77,500 \$80,600 - \$93,000 \$96,700	\$93,000 \$96,700 - \$113,600 \$118,100	\$113,600 \$118,100 - \$134,300 \$139,600
Operations	3.2	\$73,100 \$76,100 - \$87,800 \$91,300	\$87,800 \$91,300 - \$107,300 \$111,500	\$107,300 \$111,500 - \$126,800 \$131,800
Operations	3.3	\$69,500 \$72,200 - \$83,300 \$86,700	\$83,300 \$86,700 - \$101,900 \$105,900	\$101,900 \$105,900 - \$120,400 \$125,200
Implementation	4.1	\$59,500 \$62,600 - \$71,400 \$75,000	\$71,400 \$75,000 - \$87,200 \$91,600	\$87,200 \$91,600 - \$99,100 \$104,100
Implementation	4.2	\$52,600 \$55,200 - \$63,100 \$66,200	\$63,100 \$66,200 - \$77,100 \$81,000	\$77,100 \$81,000 - \$87,600 \$92,000
Implementation	4.3	\$47,000 \$48,800 - \$56,300 \$58,600	\$56,300 \$58,600 - \$68,900 \$71,600	\$68,900 \$71,600 - \$78,300 \$81,400
Implementation Services	5.1	\$42,200 \$43,700 - \$50,700 \$52,400	\$50,700 \$52,400 - \$61,900 \$64,000	\$61,900 \$64,000 - \$70,400 \$72,800
Implementation Services	5.2	\$38,000 \$38,600 - \$45,600 \$46,300	\$45,600 \$46,300 - \$55,800 \$56,500	\$55,800 \$56,500 - \$63,400 \$64,300
Implementation Services	5.3	\$35,000 \$35,000 - \$41,900 \$41,900	\$41,900 \$41,900 - \$51,300 \$51,300	\$51,300 \$51,300 - \$58,300 \$58,300
Specialized Services	6.1	\$32,000 \$32,000 - \$38,300 \$38,300	\$38,300 \$38,300 - \$46,900 \$46,900	\$46,900 \$46,900 - \$51,100 \$51,100
Specialized Services	6.2	\$29,400 \$29,400 - \$35,300 \$35,300	\$35,300 \$35,300 - \$43,100 \$43,100	\$43,100 \$43,100 - \$47,000 \$47,000
Specialized Services	6.3	\$27,400 \$27,400 - \$32,900 \$32,900	\$32,900 \$32,900 - \$40,200 \$40,200	\$40,200 \$40,200 - \$43,800 \$43,800

Source: The City pay range structure is identified in Section 2 (Wage & Salary Structure/ Administration), subsection B. of Ordinance No. 73-06 as amended by Ordinance No. 97-08.

CITY OF DUBLIN CAREER BAND DESCRIPTIONS

Band 1 - Guidance

The top position in the City responsible for the long-term guidance, direction, and success of City operations and services. The incumbent is responsible for defining the mission, vision, values, and priorities for the City consistent with the needs and goals of various constituencies, officials, and citizens in the development of a strategic plan for the City and is accountable for achieving the established goals within the financial resources available. The focus of this position is on the long term viability and success of city operations and services.

Band 2 - Leadership

Heads of major City service areas (e.g. Public Safety, Public Services, Community Services, Business Administration) which have a substantial impact on the total City operations. Incumbents may have line responsibilities for an area offering complex services with direct and primary responsibility for substantial financial resources; or they may be responsible for an area that has significant and strategic impact on the entire City's current and future success. Reporting directly to the City Manager, individuals at this level are members of his/her executive team and collaborate on developing tactics for implementing the city's strategic plan within their service area. In that capacity, they must maintain an appropriate balance between vision for the future of the City and the actual successful implementation of strategic and tactical plans within their assigned function or discipline.

Band 3 - Operations

Heads of important City functions who focus on translating the strategic and tactical plans for the City to operational plans for their specific function. Incumbents may report either to the City Manager or to another member of the executive team. In their leadership role, they may be responsible for a function that provides important City services (e.g. Engineering, Parks, Recreation, and the like) including the direct management of human and capital resources; or they may lead critical support functions (e.g. Human Resources, Information Technology, City Planning, and the like) that impact the entire City. They maintain an appropriate balance between vision for the future of their function and the actual successful implementation of strategic and tactical plans for their assigned function or discipline.

Band 4 - Implementation

Core professional, technical, or service roles that provide ongoing services and support for City residents, colleagues, and/or other constituents with a focus on the implementation of specific plans, programs, and objectives. Incumbents may be individual contributors with a solid foundation in a specific function or discipline; or supervisors of staff in support or service functions. They apply their understanding of policies, theories, and complex procedures to make judgments regarding the most appropriate method or process to use in a variety of situations and work with a high degree of independence in accomplishing their assignments. Their focus is on the successful implementation of defined strategies, tactics, and programs consistent with City standards of performance, quality, and service.

Band 5 - Implementation Services

Critical roles in office, clerical, technical, skilled craft, or administrative functions that enable others in the organization to focus on their specific goals and objectives. Incumbents may be individual contributors or team members with in-depth and highly specialized knowledge of the practices and procedures in their area or craft; or supervisors/work leaders with responsibility for providing work direction to others in support or service roles. Their focus is on the completion of multiple assigned activities, balancing time and priorities appropriately and maintaining consistency with their work group's or team's objectives.

Band 6 - Specialized Services

Important support roles in clerical, technical or service functions that provide routine and standardized services in their assigned work group or service area. Incumbents are typically members of a work group or team with responsibilities for performing well-defined and specific work assignments. Alternatively, incumbents at this level may be involved in a formal apprenticeship or training program in a skilled craft or technical job family. Their focus is on the immediate achievement of defined activities consistent with City standards and procedures.

Source: 2006 City of Dublin Classification & Compensation Study, BSMC Consulting; City of Dublin Administrative Order 2.64.

**CITY OF DUBLIN
PAY RANGE SEGMENTS**

Each pay range in the wage & salary structure is sub-divided into three range segments, "Market", "Target", and "Premium". Each of these range segments is defined as follows:

"Market" - a range of compensation associated with the ordinary knowledge, skills, and capabilities commonly found in the labor market or the performance of all job responsibilities consistent with general market expectations.

"Target" - a range of compensation associated with extensive knowledge, expertise, skills, or capabilities or the performance of all job responsibilities that fully and consistently meets the high performance standards and core values of the City of Dublin.

"Premium" - a range of compensation associated with unique or special knowledge, skills, or expertise, which may be in short supply due to unusual market forces, or performance that meets defined criteria of exceptional and premium value and which is widely recognized throughout the organization because of the value-added contribution it represents.

Source: Section 2 (Wage & Salary Structure/Administration), subsection C. of Ordinance No. 73-06.

**CITY OF DUBLIN
ADJUSTMENTS TO WAGE & SALARY STRUCTURE**

The pay ranges in the City's wage and salary structure will be reviewed on a biennial basis by the staff classification & compensation committee and any adjustment deemed necessary shall be proposed to Council in the form of an Ordinance. If adopted by Council, these pay ranges shall become effective January 1 of the following year.

Source: Section 2 (Wage & Salary Structure/Administration), subsection G. of Ordinance No. 73-06

EXHIBIT B

CITY OF DUBLIN PAY ADJUSTMENT POLICY

The City Manager shall have the authority to approve pay adjustments for employees within the established pay range structure. These pay adjustments shall be based on each individual employee's performance, conduct and position in his/her pay range, as described below:

"Market" Segment

Employees in the "market" segment of their pay range, whose performance meets the City's standards and who consistently demonstrate the core values of the organization, shall be eligible for larger and, if warranted by performance, more frequent pay adjustments to move them into the "target" segment of their ranges within a reasonable period of time.

"Target" Segment

Employees in the "target" segment of their pay ranges shall be eligible for normal adjustments to remain competitive with the market, provided their performance meets the City's standards and they consistently demonstrate the core values of the organization. Once an employee reaches the maximum of his/her "target" segment, the employee shall no longer be eligible for pay adjustments unless he/she is approved for entrance into the "Premium" segment.

"Premium" Segment

Employees who are approved for entrance into the "premium" segment of their pay range will be eligible for normal pay adjustments, provided they continue to meet defined criteria, continue to demonstrate a premium/value added contribution, and continue to demonstrate the core values of the organization. Gaining access to the "premium" segment shall be a rare occurrence and only a small percentage of the workforce shall be approved for entrance into the "premium" segment. Gaining access to the "premium" segment shall be based on defined criteria and shall require the approval of the Classification & Compensation Committee. Approval by the Classification & Compensation Committee shall be based on substantial justification.

All pay adjustments within the wage & salary structure shall be subject to the funding levels authorized by Council within the adopted Annual Operating Budget and Appropriations.

Source: Section 2 (Wage & Salary Structure/Administration, subsection D. of Ordinance No. 73-06.

Timing of Pay Adjustments

All Pay adjustments will be effective March 1 of each year; however, employees in the "Market" segment of their range may receive additional adjustments on a more frequent basis, provided their performance warrants such adjustments. All Directors/Managers should develop a written plan for each employee in the "market" segment, identifying the planned increase dates and time frame for moving the employee into the "target" segment.

Source: Section II (Salary Structure/Administration), paragraph B (Pay Adjustments) of City of Dublin Administrative Order 2.30.

"Premium Range Segment" – Defined Criteria

Access into the "Premium" segment, as well as the award of future pay adjustments while in the "Premium" segment, shall be based on satisfaction of multiple elements in the following criteria:

- 1. Sustained and consistent high job performance** that is measurably and noticeably exceptional on a consistent year-to-year basis. Performance is distinguishable from peers. Incumbent of the job requires minimal guidance, direction, and/or supervision, and is so efficient that he/she is able to complete a higher level of work and/or outcomes as compared to other peers.
- 2. Informal leadership role** in a work group, unit, or team. Incumbent is the go-to person for new or less experienced staff and is responsible for providing formal and informal training.
- 3. Organization knowledge** that is unique and adds measurable value to work product. Incumbent has extensive and specific knowledge of organization systems, procedures, people, and/or services that allows him/her to complete work significantly more efficiently than normal, provide guidance and direction to others, and/or identify potential issues that might not be obvious to others. Premium value may diminish significantly if the systems or procedures are changed.
- 4. Strategic impact** on the organization's future. Incumbent has a combination of capabilities and proven results in an area that is of significant strategic importance to the long-term success of the organization. The incumbent (or candidate) is expected to capitalize on those capabilities and experiences by starting up a new program or service area, bringing in new customers, facilitating complex negotiations, and the like.
- 5. Behavior** that models the City's Core Values. Incumbent performs his/her job in such a way that he/she consistently exhibits behaviors emulating the core values. The incumbent treats others with a high level of respect, upholds integrity, encourages and creates an environment of open communication; accepts responsibility, maintains a positive attitude, is dedicated to being a public servant, and consistently demonstrates his/her ability to work on and with a team.
- 6. Market Premiums** for transportable and specialized capabilities. Incumbents are fully qualified to work in jobs that are paid a premium in the market. The actual premium may vary based on the type of job, the market supply and demand condition, and/or an incumbent's specific skill set. The key here is whether the incumbent's capabilities are, in fact, transportable and of value to other organizations.
- 7. Unique Capabilities** in a discipline, function, or service area that is not readily available in the relevant employment market. Incumbents may be one of a few people in the region or country with the specific capabilities required where it is necessary to pay a premium to attract and retain them. Care should be taken in these areas that the organization will, in fact, receive a return on these premium capabilities and that hiring a consultant or contract person will not be sufficient.

Source: Section III ("Premium Range Segment" – Defined Criteria) of City of Dublin Administrative Order 2.30.

EXHIBIT C

CITY OF DUBLIN LISTING OF JOB CLASSIFICATIONS & PAY GRADES

The following is a listing of City job classifications and corresponding pay grades grouped categorically:

Administrative Support	
Classification	Pay Grade
Staff Assistant	5.3
Administrative Assistant	5.2
Administrative Specialist	5.1
Executive Assistant	5.1

Building Regulation	
Classification	Pay Grade
Development Review Specialist I	5.2
Development Review Specialist II	5.1
Residential Plans Examiner	4.3
Building Inspector	4.3
Electrical Inspector	4.3
Review Services Analyst	4.3
Senior Building Inspector	4.2
Commercial Plans Examiner	4.2
Director of Building Standards/Chief Building Official	3.2

Clerical Support	
Classification	Pay Grade
Office Assistant I	6.2
Office Assistant II	6.1

Criminal Justice	
Classification	Pay Grade
Court Clerk	5.2
Community Justice Officer	5.1
Court Administrator	4.1

Community Relations/Public Information	
Classification	Pay Grade
Web Developer	4.3
Public Information Officer	4.3
Senior Public Information Officer	4.2
Public Affairs Officer	4.1
Web Administrator	4.1
Director of Community Relations	3.1

Economic Development	
Classification	Pay Grade
Economic Development Administrator	4.2
Economic Development Manager	3.3
Deputy City Manager/Director of Economic Development	2

Engineering/Electrical	
Classification	Pay Grade
Electrical Worker	5.3
Engineering Assistant	5.3
Engineering Project Inspector	5.1
Engineering Project Coordinator	4.3
Civil Engineer I	4.3
Civil Engineer II	4.2
Senior Civil Engineer	4.1
Engineering Manager	3.3
Director of Engineering	3.1

Events Administration	
Classification	Pay Grade
Events Assistant	5.3
Event Administrator	4.2
Events Manager	3.3

Environmental Sustainability	
Classification	Pay Grade
Sustainability Programs Administrator	4.2

Finance/Accounting/Procurement	
Classification	Pay Grade
Procurement Assistant	6.1
Accounting Assistant	5.3
Accounting Specialist	5.2
Payroll Specialist	4.3
Accountant	4.3
Financial Analyst	4.2
Budget Manager	3.3
Director of Taxation	3.2
Director of Accounting & Auditing	3.2
Deputy Director of Finance	3.2
Deputy City Manager/Director of Finance	2

General Management/Administration	
Classification	Pay Grade
Management Assistant	4.3
Volunteer Administrator	4.2
Senior Project Manager	3.3
Director of Administrative Services	3.1
Director of Strategic Initiatives/Special Projects	2

Human Resources	
Classification	Pay Grade
Human Resource Assistant	5.3
Risk Management Assistant	5.2
Human Resource Coordinator	5.1
Human Resource Specialist	4.3
Safety Administrator/Risk Manager	4.1
Human Resource Manager	3.3
Director of Human Resources	3.1

Information Technology	
Classification	Pay Grade
Support Services Analyst	5.1
GIS Analyst	5.1
Software Application Specialist	4.3
Senior Support Services Analyst	4.3
Senior GIS Analyst	4.3
Network Administrator	4.2
Information Technology Project Leader	4.1
GIS Administrator	4.1
Support Services Administrator	4.1
Network Operations Manager	3.3
Director of Information Technology	3.2

Landscape Architecture	
Classification	Pay Grade
Landscape Architect	4.2

Land Use Planning/Zoning	
Classification	Pay Grade
Landscape Inspector	5.2
Zoning Inspector	5.2
Code Enforcement Officer	5.2
Code Enforcement Supervisor	5.1
Planner I	4.3
Planner II	4.2
Senior Planner	4.1
Planning Manager	3.3
Director of Land Use and Long Range Planning	3.1

Law Enforcement/Emergency Management	
Classification	Pay Grade
Police Property Technician	5.2
Court Liaison	5.2
Communications Supervisor	4.3
Accreditation Manager	4.1
Emergency Mgmt. Coord. /Law Enforcement Planner	4.2
Technical Services Bureau Commander	3.2
Police Lieutenant	3.2
Chief of Police	3.1

Legislative Affairs	
Classification	Pay Grade
Deputy Clerk of Council	5.1

Natural Resources	
Classification	Pay Grade
Assistant Forester	5.2
Assistant Horticulturist	5.2
Contract Specialist	5.2
Public Art Conservation/Contract Specialist	5.2
Nature Education Coordinator	5.1
City Forester	4.3
City Horticulturist	4.3
Parks Operations Specialist	4.3
Parks Administrator	4.1
Director of Parks & Open Space	3.1

Recreation	
Classification	Pay Grade
Recreation Operations Specialist	5.2
Recreation Program Coordinator	5.2
Membership Services Supervisor	5.1
Parks & Recreation Operations Supervisor	5.1
Recreation Program Supervisor	5.1
Theater Supervisor	5.1
Recreation Administrator	4.2
Director of Recreation Services	3.2

Service/Maintenance/Utilities/Facilities	
Classification	Pay Grade
Crew Supervisor	5.1
Operations Administrator	4.2
Fleet Administrator	4.2
Fleet Manager	3.3
Facilities Manager	3.3
Director of Streets & Utilities	3.2