ORDINANCE No. 114529

COUNCIL BILL No. 107328

AN ORDINANCE relating to various positions of City employment; amending SMC 4.20.010 to adopt the 1988 Salary Schedule and Compensation Plan; adding new sections to the Seattle Municipal Code to implement the Management Compensation Study; and creating, establishing and adjusting various employment positions, payroll titles, and salary levels.

COMPTROLLER FILE No.

Introduced: MAY 15 1989	By: Galle
Referred: MAY 15 1989	To: Finance + Personnel
Referred:	To:
Referred:	To:
Reported: MAY 22 1989	Second Reading: MAY 22 1989
Third Reading: MAY 22 1989	Signed: MAY 22 1989
Presented to Mayor: MAY 23 1989	Approved: MAY 24 1989
Returned to City Clerk: MAY 24 1989	Published:
Vetoed by Mayor:	Veto Published:
Passed over Veto:	Veto Sustained:

Law Department

The City of Seattle--Legislativ

REPORT OF COMMITTEE

Honorable President:

Your Committee on Finance & Perso

to which was referred the within Council Bill No. 1073

report that we have considered the same and respectfully recomm

Pass 5/18/89

Virginia Galle

Committee Chair

FIN

Law Department

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The City of Seattle--Legislative Department

Date Reported and Adopted

REPORT OF COMMITTEE

Honorable President:

Your Committee on Finance & Personnel

to which was referred the within Council Bill No. 107328

report that we have considered the same and respectfully recommend that the same:

Pass 5/18/89

OK

Virginia Galle

Committee Chair

ORDINANCE 114529

AN ORDINANCE relating to various positions of City employment; amending SMC 4.20.010 to adopt the 1988 Salary Schedule and Compensation Plan; adding new sections to the Seattle Municipal Code to implement the Management Compensation Study; and creating, establishing and adjusting various employment positions, payroll titles, and salary levels.

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. Effective January 1, 1989, SMC 4.20.010 is amended as follows:

4.20.010 Positions and compensation generally

From and after the first day of January 1989, except as otherwise specified in Section 3 hereof, the positions of the officers and employees ((~~of~~)) in the various ((~~departments~~)) employing units of the City government, hereinafter named, ((~~from and after the first day of January 1969,~~)) shall be defined and designated as set forth in ((~~Sections 2 through 45 of Ordinance 97330~~)) the "Salary Schedule and Compensation Plan - September 1988", attached hereto as Exhibit A, as modified by the Management Compensation Study payroll title and salary level actions described in the attached Exhibit B, and the compensation to be paid said officers and employees, under authority of this chapter shall not exceed the amounts indicated in such modified schedule and plan; provided, that nothing herein contained shall be construed as requiring the continued employment of any officer or employee. The "1988 Salary Range Table" included in Exhibit A, as modified by Exhibit B, shall be used to determine the salary rates applicable to various positions of employment with the City where such salary is identified by reference to a particular salary range.

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE IT IS DUE TO THE QUALITY OF THE DOCUMENT.

Section 2. Effective January 1, 1989, there is added to the Seattle Municipal Code a new section, Section 4.20.082, as follows:

4.20.082 Definitions for Implementation of Management Compensation Study

For purposes of implementing the Management Compensation Study, clarifying the timing and impacts of the salary changes effected by this ordinance, and identifying the salary rates established for the positions of employment listed in the attached Exhibit B, which is a complete list, by employing unit, of all positions of employment included in the Management Compensation Study, the following phrases have the meanings set forth below:

A. "Salary range" means all of the salary steps applicable to a particular payroll title.

B. "Salary Range Table" means the chart included in Exhibit A of this ordinance, in which various salary steps are individually identified by a combined number and letter designation, and are grouped together into various series, each of which is identified by another combined number and letter designation.

C. "Former salary range" means the salary range for the particular payroll title assigned to a given position of employment as of December 31, 1988, for upgrades, and as of the day immediately preceding the effective date of this ordinance for downgrades.

D. "New salary range" means the salary range for the particular payroll title assigned to a given position of employment as of January 1, 1989, for upgrades, and as of the effective date of this ordinance for downgrades.

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E. "Upgrade" means the establishment, with respect to a particular position of employment, of a new salary range that has a higher top step than the top step established with respect to such employment position's former salary range, regardless of either the creation of a new title for, or any change in the particular payroll title assigned to, a given position of employment as of January 1, 1989.

F. "Downgrade" means the establishment, with respect to a particular position of employment, of a new salary range that has a lower top step than the top step established with respect to such employment position's former salary range, regardless of either the creation of a new title for, or any change in the particular payroll title assigned to, a given position of employment as of the effective date of this ordinance.

G. "Anniversary date" means the date on which an employee who was not at the top step of the former salary range would have been eligible for a step increase had this legislation not been adopted.

H. "Actual service" means and includes all regular straight-time hours of work as well as paid time off such as vacation time, holiday time off, and sick leave. "Actual service" does not mean or include hours of work outside of regular straight-time hours for overtime pay. Except as limited herein, "actual service" shall be calculated as provided in SMC 4.20.060, but the rates stated therein for crediting unpaid absences for purposes of advancement in salary step shall be treated as being applicable to full-time employment and shall be adjusted proportionately for service in a part-time position as defined in the Personnel Ordinance.

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Section 3. In implementation of the Management Compensation Study and the modifications of the Salary Schedule and Compensation Plan-September 1988 contemplated by Section 1, hereof, employment positions, payroll titles for employment positions, and salary levels associated with such payroll titles, all as listed on the attached Exhibit B, are created, established, and otherwise adjusted as follows, provided, that the effective date for all upgrades effected by this ordinance shall be January 1, 1989, and for all downgrades effected by this ordinance shall be the effective date of this ordinance.

A. Only Salary Changed: Each position of employment identified in Columns "A" and "B" of Exhibit B and having the indication "S" in Column "F" ("Salary Change Only") thereof shall have no change in payroll title, but the salary level for each such position is hereby changed to the respective new salary range shown in Column "E" ("Salary Range") of such exhibit.

B. Only Title Changed: Each position of employment identified in Columns "A" and "B" of Exhibit B and having the indication "T" in Column "G" ("Title Change Only") thereof shall have no change in salary level, but the payroll title for each such position is hereby changed from the respective payroll title shown in Column "C" ("Former Payroll Title") to the respective payroll title shown in Column "D" ("New Payroll Title") of such exhibit.

C. Both Title and Salary Changed: Each position of employment identified in Columns "A" and "B" of Exhibit B and having the indication "T&S" in Column "H" ("Title and Salary Change") thereof is hereby retitled from the respective payroll title shown in Column "C" ("Former Payroll Title") to the respective payroll title shown in Column "D" ("New Payroll Title") of that exhibit, and the salary for each such position and title is hereby changed to the respective salary range shown in Column "E" ("Salary Range") of such exhibit.

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D. New Titles Created and Salary Ranges Established: For each position of employment identified in Columns "A" and "B" of Exhibit B and having the indication "N" in Column "I" ("Create New Title and Salary") of such exhibit, the payroll title in Column "D" ("New Payroll Title") is hereby created, and the salary for such new payroll title is hereby established at the salary range shown in Column "E" ("Salary Range") of such exhibit.

Section 4. Effective January 1, 1989, there is added to the Seattle Municipal Code a new section, Section 4.20.085, as follows:

4.20.085 Step increases for employees included in the Management Compensation Study

In the event of any inconsistency with any other provision in this chapter, the following subsections shall govern the providing of step increases in salary to employees occupying, both immediately prior to and on the effective date of this Ordinance, a position of employment listed in Exhibit B:

A. Study implementation resulting in an upgrade in salary:

(1) Where the dollar amount specified for the salary step attained, on or by December 31, 1988, by any such employee is the same as any salary step of the new salary range associated with the position of employment held by such employee as of January 1, 1989, such employee shall be placed at, and treated as having attained, that equal dollar amount-salary step in the new salary range. Any such employee who had not attained, on or by December 31, 1988, the top step of such employee's former salary range shall be provided, as of such employee's next anniversary date, a step increase within such

employee's new salary range so long as one or more additional salary steps within the new salary range can be attained. Any such employee who had attained, on or by December 31, 1988, the top step of such employee's former salary range shall be provided a step increase within such employee's new salary range (a) after six months of actual service, if the top step of the former salary range is equal to the first step of the new salary range; or (b) after one additional year of actual service, if the top step of the former salary range is equal to any step other than either the first or top step of the new salary range.

(2) Where the dollar amount specified for the salary step attained, on or by December 31, 1988, by any such employee is not the same as that for any salary step of the new salary range associated with the position of employment held by such employee as of January 1, 1989, such employee shall be placed at, and treated as having attained, the step of the new salary range that increases such employee's salary by the smallest amount over the salary step attained by such employee on or by December 31, 1988. Each such employee shall be provided a step increase (a) after six months of actual service, where such employee is placed at the first step of the new salary range; or (b) after one additional year of actual service, where such employee is placed at any step other than either the first or top step of the new salary range; Provided, that any employee who will receive a smaller total 1989 salary increase through implementation of this ordinance than he/she would have received without the upgrade provided hereby, shall be provided an additional step increase on his/her 1989 anniversary date.

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B. Study implementation resulting in a downgrade in salary:

(1) Where the dollar amount specified for the salary step attained, on or by the day immediately preceding the effective date of this ordinance, by any such employee is within the new salary range associated with the position of employment held by such employee as of the effective date of this ordinance, such employee's salary shall remain unchanged (except for any 1989 general increase in salary that may be provided) until his/her next anniversary date, as of which date, such employee shall be placed at, and treated as having attained, the step of the new salary range that increases such employee's salary by the smallest amount over the salary provided to such employee immediately prior to such anniversary date.

(2) Where the dollar amount specified for the salary step attained, on or by the day immediately preceding the effective date of this ordinance, by any such employee is greater than the top step of the new salary range associated with the position of employment held by such employee as of the effective date of this ordinance, such employee shall continue to receive such higher salary as an "incumbent" for so long as he/she remains in such position or until the regular salary for such position exceeds the "incumbent" rate of pay; and each such employee shall also receive whatever 1989 general increase in salary is provided to other employees listed in Exhibit B.

C. Step placement for Police Chief and Assistant Police Chiefs: Because of the salary compression between the position of major and the positions of Assistant Police Chief and Police Chief created through the April 22, 1988 arbitration between the Seattle Police Management Association and The City of Seattle, all employees wh[illegible]id

attained the third step of the former salary range for Assistant Chief on or by December 31, 1988, shall be placed at, and treated as having attained, the fourth step of the new salary range for Assistant Police Chief, and the Police Chief shall be placed at, and treated as having attained, the third step of the new salary range for Police Chief.

Section 5. To provide the compensation contemplated and authorized by this ordinance, the respective heads of employing units of City government are hereby authorized to use unexpended and unencumbered funds in the 1989 Budgets of their respective employing units.

Section 6. This ordinance shall take effect and be in force thirty days from and after its passage and approval, if approved by the Mayor; otherwise it shall take effect at the time it shall become a law under the provisions of the city charter.

Passed by the City Council the 22nd **day of** May **, 1989, and signed by me in open session in authentication of its passage this** 22nd **day of** May **, 1989.**

President of the City Council.

Approved by me this 24th **day of** May **, 1989.**

Mayor.

Filed by me this 24th **day of** May **, 1989.**

Attest: Norward J. Brooks

City Comptroller and City Clerk.

(SEAL)

Published

By Theresa Dunbar

Deputy Clerk.

CSS 8.1.6

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EXHIBIT A
To proposed Management Compensation
Study Ordinance

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Seattle
Personnel Department

SALARY SCHEDULE AND COMPENSATION PLAN

September 1988

EXHIBIT A
To proposed Management Compensation
Study Ordinance

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Seattle
Personnel Department

SALARY SCHEDULE AND COMPENSATION PLAN

September 1988

EXHIBIT A
To proposed Management Compensation
dy Ordinance

City of Seattle
Personnel Department

Everett S. Rosmith, Personnel Director
Charles Royer, Mayor

September 20, 1988

TO: All Departments and Offices

ATTN: PERSONNEL AND PAYROLL UNITS

FROM: CF Curt Funk
Compensation Supervisor

SUBJECT: SEPTEMBER 1988 SALARY SCHEDULE AND COMPENSATION PLAN

The accompanying Salary Schedule reflects an increase in the base wage rates of most City payroll titles. The majority of non-uniformed bargaining units, and non-represented (BU 030) payroll titles received a 3.0% increase, effective September 1, 1988. Employee groups eligible to receive the September 1, 1988 general increase, and groups excluded from the increase, are identified on the attached list. Authorizing ordinance numbers for the salary rates included in the Salary Schedule are provided in Section B of the Schedule.

The new salary rates were added to the Salary Title (SALT) file on Monday September 19. Implementation is scheduled to occur for the pay period ending September 20 at City Light, and September 27 in other City departments. It will not be necessary for you to submit new ESR's reflecting the salary increase. However, if the worksheets issued by the Comptroller's Office are inconsistent with rates in the Salary Schedule, you will need to process a revised ESR.

If you have any questions about this Salary Schedule, please call Liz Sage at 684-7922.

CF:lsg

Enclosure

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ATTACHMENT

BARGAINING UNIT INCLUSIONS IN CITY OF SEATTLE SALARY INCREASES EFFECTIVE SEPTEMBER 1, 1988

A. Formula: 90% of percentage increase in Seattle-Tacoma CPI-W from first half of 1987 to first half of 1988; minimum 1.5%, maximum 6%.

Salary Increase: 3.0 %

BU CODE	CONTRACT/BARGAINING UNIT	AUTHORITY
030	Nonrepresented	Ord. 113583
009	Machinists, Local 289	Ord. 113919
035	I.F.P.T.E., Local 17 Administrative Support	Ord. 113582
037	P.S.I.E., Local 1239 Security Officers	Ord. 113854
038	Police Dispatchers	Ord. 113724
018	S.E.I.U., Local 6 Admissions	Ord. 113687
021	S.E.I.U., Local 6 Parking Enforcers	Ord. 113691
029	S.E.I.U., Local 6 Meter Repairers	Ord. 113688
040	Teamsters, Local 763 Muni Court	Ord. 113940
008	Plumbers, Local 32	Ord. 113943
	I.F.P.T.E., Local 17	
A 034	Professional Unit	Ord. 113581
B 004	Technical Unit	" "
C 031	Senior Business Unit	" "
D 032	Senior Prof. Unit	" "
E 041	Recreation Spec. Unit	" "
F 042	Human Rights Unit	" "

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BU CODE	CONTRACT/BARGAINING UNIT	AUTHORITY
	Joint Crafts Council	
A 017	Carpenters District Council	Ord. 113631
B 002	H.E.R.E., Local 8	" "
C 016	Inlandboatmen	" "
D 015	I.A.T.S.E., Local 15	" "
E 012	Machinists, Lodge 79	" "
F 013	I.B.E.W., Local 46	" "
G 022	Teamsters, Local 763	" "
H 007	Teamsters, Local 882	" "
I 023	Operating Engineers, Local 286	" "
J 010	Painters, District Council #5	" "
K 019	P.S.I.E., Local 1239	" "
L 024	Sheet Metal Workers, Local 99	" "
M 014	Boilermakers, Local 104	" "
N 011	Operating Engineers, Local 302	" "
	W.S.C. of County & City Employees, Local 21	
A 006	Truck Drivers & Dispatchers Unit	Ord. 113963
B 036	Medical & Janitorial Unit	" "
	W.S.C.C.E., Council 2 Library	
A 026	Local 2083, Prof. Unit	Library Board Executed
B 025	Local 2083c, Clerical Unit	" "

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BARGAINING UNIT INCLUSIONS IN CITY OF SEATTLE
SALARY INCREASES EFFECTIVE SEPTEMBER 1, 1988
(continued)

B. Formula: 100% of percentage increase in U.S. CPI-W from July 1987 to July 1988; minimum 1.5%, maximum 6%.

Salary Increase: 4.0 %

BU CODE	CONTRACT/BARGAINING UNIT	AUTHORITY
003	Seattle Police Officers' Guild	Ord. 113723

C. Formula: 90% of percentage increase in U.S. CPI-W from July 1987 to July 1988; minimum 3%, maximum 7%.

Salary Increase: 3.6 %

BU CODE	CONTRACT/BARGAINING UNIT	AUTHORITY
033	Seattle Police Management	Ord. 114025

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BARGAINING UNIT EXCLUSIONS IN CITY OF SEATTLE
SALARY INCREASES EFFECTIVE SEPTEMBER 1, 1988

BU CODE	CONTRACT/BARGAINING UNIT	AUTHORITY
076	Nonrep Supervisors of I.B.E.W., Local 77	Ord. 105676 as last amended by Ord. 110200 established January 23 as customary effective date for salary increases; last such increase was effective 1/23/87 per Ord. 112535.
077	I.B.E.W., Local 77 (City Light)	In mediation; last increase effective 1/23/87.
078	I.B.E.W., Local 77 (Engineering)	Contract not settled; last increase effective 1/23/87.
043	Fire Chiefs, I.A.F.F., Local 2898	Contract not settled; last increase effective 9/1/87.
005	Fire Fighters, I.A.F.F., Local 27	" "
020	W.S.N.A., Staff Nurses	CB 106813 approves salary increases effective January 1 of each year 1988 - 1990.
039	W.S.N.A., Supervisors	Next increase effective 1/1/89 per Ord. 113630.

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BU CODE	CONTRACT/BARGAINING UNIT	AUTHORITY
044	G.C.I.U., Local 767	Still negotiating first contract; last increase effective 9/1/87.

Labor Relations
PD:rg
8/3/88

m/bu

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE

City of Seattle
Personnel Department
Everett S. Rosmitn Personnel Director
Charles Royer Mayor

March 7, 1989

TO: All Departments and Offices
ATTN: PERSONNEL AND PAYROLL UNITS

FROM: Liz Sage L. Sage
Acting Compensation Supervisor

SUBJECT: SEPTEMBER 1988 SALARY SCHEDULE AND COMPENSATION PLAN - UPDATE #5

Attached is an update to the September 1988 Salary Schedule and Compensation Plan. The update contains new titles and salaries, and salary changes, authorized by the 1989 Budget, Ordinance #114300. Please incorporate these changes into your Salary Schedule. These changes will be made to the Salary Schedule file on March 9, 1989.

Some Salary Schedule changes require ESR submittals to change the employee masterfile records. If employees in your department are affected by the changes, and you have questions about ESR requirements, please contact the Personnel Department Records Unit. Questions about this update may be directed to Kathy Steinmeyer, 684-0840.

LS:ksb

Attachment

cc: Payroll Clerks - All Departments via John Updegraff
Martin Pool - Personnel Records
Margaret Rommel - DAS/IOS
John Updegraff - Comptroller's Office
Personnel Department - All Divisions

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PERSONNEL DEPARTMENT
SALARY SCHEDULE UPDATE #5
SEPTEMBER 1988 SALARY SCHEDULE
March 7, 1989

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	SALARY RANGE	BU	EEO CAT	II CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
		1. NEW TITLES & SALARIES								
9505.6	8	Monorail Attendant - Int	7.56 (H)	11.0E	030	6	2	N	1/1/89	1989 Budget Ordinance 114300
9880.0		Charitable Campaigns Coordinator	15.06-15.67-16.30-16.91-17.57 (H)	33.0A	030	2	5	A		
		2. NEW SALARY								
0420.0		Municipal Judge	71,000 (Y)							
		3. CORRECTION TO SALARY SCHEDULE UPDATE #3, Pg 4								
9760.8	5	Overhead Elect Supplier - Asg Pole Haul	16.46 (H)		078				1/23/89	Ordinance 114346

City of Seattle
Personnel Department

Everett S. Rosmith, Personnel Director
Charles Royer, Mayor

April 21, 1989

TO: All Departments and Offices
ATTN: Personnel and Payroll Units

FROM: Mike Zimmerman Michael L. Zimmerman
Acting Compensation Supervisor

SUBJECT: SEPTEMBER 1988 SALARY SCHEDULE
AND COMPENSATION PLAN - UPDATE #6

The attached update to the 1988 Salary Schedule and Compensation Plan includes the following changes:

- New titles and salaries effective 3-1-85, in BU 019, Public Service Employees, Local 1239, authorized by Ordinance #114447

- Salary increases effective 9-1-88 for BU 044, Graphic Communications International Union, Local 767-M, authorized by Ordinance #114448

- New titles and salaries effective 1-1-89 in BU 020, Washington State Nurses Assn, authorized by Ordinance #114078

- New titles and salaries and salary increases effective 1-1-89 in Local 39, Washington State Nurses Assn, Supervisory Unit, authorized by Ordinance #114437

- New title and salary effective 1-1-89 authorized by the 1989 Budget, Ordinance #114300

The update shows current salary rates. Some of the changes require retroactive pay adjustments based on different salary rates. Please refer to the authorizing ordinance for guidance on the appropriate salary rates for such adjustments.

The Changes on this update will be made to the Salary Schedule file on April 27, 1989 for pay period ending April 25, 1989. If employees in your department are affected by the changes and you have questions about ESR requirements, please contact the Personnel Department Records Unit. Questions about this update may be directed to Kathy Steinmeyer, 684-0840.

MZ:ksb

Attachment

cc: Payroll Clerks - All Departments via John Updegraff
Martin Pool - Personnel Records
Margaret Rommel - DAS/IOS
John Updegraff - Comptroller's Office
Personnel Department - All Divisions

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1988 SALARY SCHEDULE UPDATE #6
APRIL 21, 1989

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS						SALARY RANGE	BU	EEO CAT	II CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
		1. TITLE DELETIONS													
9764.7		General Equipment Maintenance Worker												3/01/85	Ordinance No. 114447
9764.8		General Equipment Maint Worker, Sr												3/01/85	Ordinance No. 114447
9764.6	8	General Equipment Maint Wkr-Int												3/01/85	Ordinance No. 114447
		2. NEW TITLES AND SALARIES													
9764.7		Grounds Equipment Mechanic			12.43	12.93	13.41	(H)	26.0C	19	7	2	N	3/01/85	Ordinance No. 114447
9764.8		Grounds Equipment Mechanic, Sr			13.41	13.93	14.49	(H)	28.0C	19	7	2	N	3/01/85	Ordinance No. 114447
9764.6	8	Grounds Equipment Mechanic-Int					12.43	(H)		19	7	2	N	3/01/85	Ordinance No. 114447
5717.0		Permit System Project Coordinator	17.91	18.63	19.36	20.12	20.90	(H)	37.5A	30	2	5	A	1/01/09	Ordinance No. 114300
8025.1		Personal Health Svcs Supervisor-Jail	16.17	16.78	17.42	18.07	18.76								
					19.49	19.87	20.26	(H)		39	2	5	E	1/01/89	Ordinance No. 114437
8025.3		Personal Health Svcs Sup, Asst-Jail	*15.00	15.58	16.18	16.80	17.46								
				17.80	18.14	18.49	18.84	(H)		39	2	5	A	1/01/89	Ordinance No. 114078
8020.4	8	Registered Nurse-Jail-Int					13.32	(H)		20	2	5	P	1/01/89	Ordinance No. 114078
8022.5	8	Public Health Nurse-Jail-Int					15.50	(H)		20	2	5	P	1/01/89	Ordinance No. 114078
8022.9	8	Nurse Practitioner-Jail-Int					16.28	(H)		20	2	5	P	1/01/89	Ordinance No. 114437
		3. SALARY CHANGES													
2302.0		Duplicating Equipment Operator	10.49	10.87	11.28	11.74	12.21	(H)	23.5A					9/01/88	Ordinance No. 114448
2302.1	8	Duplicating Equipment Operator-Int					10.49	(H)						9/01/88	Ordinance No. 114448
2304.0		Duplicating Equipment Operator, Sr	11.28	11.74	12.21	12.67	13.16	(H)	25.5A					9/01/88	Ordinance No. 114448
2310.0		Bindery Worker		10.08	10.49	10.87	11.28	(H)	21.5B					9/01/88	Ordinance No. 114448
2310.1		Bindery Worker, Sr		11.28	11.74	12.21	12.67	(H)	24.5B					9/01/88	Ordinance No. 114448
8025.0		Personal Health Svcs Supervisor	15.67	16.28	16.92	17.57	18.26								
					18.99	19.37	19.76	(H)		39	2	5	E	1/01/89	Ordinance No. 114437
8025.2		Personal Health Svcs Supvsr, Asst	*14.50	15.08	15.68	16.30	16.96								
				17.30	17.64	17.99	18.34	(H)		39	2	5	A	1/01/89	Ordinance No. 114437

*Because of format restrictions, the Salary Schedule will only show the first 8 steps of ranges with more than 8 steps.

City of Seattle
Personnel Department

February 14, 1989

TO: All Departments and Offices
ATTN: PERSONNEL AND PAYROLL UNITS

FROM: Liz Sage
Acting Compensation Supervisor

SUBJECT: SEPTEMBER 1988 SALARY SCHEDULE AND COMPENSATION PLAN - UPDATE #4

Attached is an update to the September 1988 Salary Schedule and Compensation Plan. The update contains new titles and salaries, and salary changes, authorized by the 1989 Budget, Ordinance # 114300. Please incorporate these changes into your Salary Schedule. These changes will be made to the Salary Schedule file on February 23, 1989.

Some Salary Schedule changes require ESR submittals to change the employee masterfile records. If employees in your department are affected by the changes, and you have questions about ESR requirements, please contact the Personnal Department Records Unit. Questions about this update may be directed to Kathy Steinmeyer, 684-0840.

LS:ksb

Attachment

cc: Payroll Clerks - All Departments via John Updegraff
Martin Pool - Personnel Records
Margaret Rommel - DAS/IOS
John Updegraff - Comptroller's Office
Personnel Department - All Divisions

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE IT IS DUE TO THE QUALITY OF THE DOCUMENT.

PERSONNEL DEPARTMENT
SALARY SCHEDULE UPDATE #4
SEPTEMBER 1988 SALARY SCHEDULE
February 14, 1989

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					SALARY RANGE	BU	EEO CAT	II CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
		1. NEW TITLES AND SALARIES PER 1989 BUDGET												
4455.2		Elevator Inspector, Asst			12.43	12.93	13.41 (H)	26.0C	030	3	02	N	1/1/89	Ordinance 114300
9841.9		Housing Ordinance Specialist	12.93	13.41	13.93	14.49	15.06 (H)	29.0A	030	3	05	A		
9979.6		Jail Medical Officer					33.41 (H)	50.0E	030	2	05	P		
9505.2		Monorail Attendant	7.56	7.87	8.17	8.49	8.83 (H)	15.0A	030	6	02	N		
9505.4		Monorail Attendant, Sr		8.49	8.83	9.17	9.52 (H)	17.0B	030	6	02	N		
3432.0		Naturalist, Supervisor	16.01	16.61	17.23	17.91	18.63 (H)	34.5A	030	2	02	E		
		2. NEW SALARIES PER 1989 BUDGET												
0425.5		Commissioner	22.38	23.28	24.21	25.18	26.18 (H)						1/1/89	Ordinance 114300
2065.0		Exec Director, Asst - Bd of Public Works	16.30	16.91	17.57	18.26	19.00 (H)	35.0A						
5390.5		Geo-Technical Engineer	18.26	19.00	19.73	20.50	21.28 (H)	38.0A						
9869.8		Magistrate	22.38	23.28	24.21	25.18	26.18 (H)							
9829.5		Magistrate, Supervisor	23.83	24.79	25.78	26.81	27.88 (H)							

City of Seattle
Personnel Department

February 10, 1989

TO: All Departments and Offices

ATTN: PERSONNEL AND PAYROLL UNITS

FROM: Liz Sage L. Sage
Acting Compensation Supervisor

SUBJECT: SEPTEMBER 1988 SALARY SCHEDULE AND COMPENSATION PLAN - UPDATE #3

The attached update to the 1988 Salary Schedule and Compensation Plan includes the following changes:

- Salary increases effective 1-23-89 for bargaining unit 076, non-represented supervisors of Local 77 employees, authorized by Ordinance 114224.

- Salary increases effective 1-23-89 for bargaining unit 077, International Brotherhood of Electrical Workers Local 77 - City Light, authorized by Ordinance 114223.

- Salary increases effective 1-23-89 for bargaining unit 078, International Brotherhood of Electrical Workers Local 77 - Engineering, authorized by Ordinance 114346.

- Salary increases effective 1-1-89 for bargaining unit 020, Washington State Nurses Association, authorized by Ordinance 114078.

The update shows current salary rates. Some of the ordinances require retroactive pay adjustments based on different salary rates. If you have questions regarding the appropriate salary rates for retroactive pay calculations, please refer to the authorizing ordinance for guidance.

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE IT IS DUE TO THE QUALITY OF THE DOCUMENT.

The changes on this update were made to the Salary Schedule file yesterday. It is not necessary for City Light or the Engineering Department to submit ESR's as a result of the salary increases. If employees in your department are affected by the changes, and you have questions about ESR requirements, please contact the Personnel Department Records Unit. Questions about this update may be directed to Kathy Steinmeyer, 684-0840.

LS:ksg

Attachment

cc: Payroll Clerks - All Departments, via John Updegraff
Martin Pool, Personnel Records
Margaret Rommel - DAS/IOS
John Updegraff - Comptroller's Office
Personnel Department - All Divisions

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE

PERSONNEL DEPARTMENT
SALARY SCHEDULE UPDATE #3

1988 SALARY SCHEDULE
February 10, 1989

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					SALARY RANGE	BU	EEO CAT	II CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
		1. SALARY CHANGES FOR BU 076												
6781.0		Distribution Supervisor			21.32	22.15	23.02 (H)		076				1/23/89	Ordinance 114224
6782.0		Distribution Supervisor, Sr			22.57	23.48	24.39 (H)		076					
6215.0		Generation Supervisor	20.71	21.54	22.41	23.27	24.23 (H)		076					
6456.0		Landscape/Structure Maintenance Supervisor	17.94	18.65	19.37	20.15	20.94 (H)		076					
6780.0		Mechanical Crew Chief - Skagit			17.33	18.03	18.77 (H)		076					
6228.0		Power Dispatching Supervisor	23.54	24.50	25.46	26.46	27.53 (H)		076					
5597.0		Power Supply Engineer	23.54	24.50	25.46	26.46	27.53 (H)		076					
9738.8		Power Supply Engineer, Asst				25.18	26.20 (H)		076					
6390.5		Station Constr & Maint Supervisor I	19.89	20.67	21.51	22.34	23.26 (H)		076					
6390.0		Station Constr & Maint Supervisor II	20.71	21.54	22.41	23.27	24.23 (H)		076					
6326.0		Street Light Service Supervisor					21.88 (H)		076					
6204.0		Substation Operators Supervisor	20.71	21.54	22.41	23.27	24.23 (H)		076					
9865.6		Traffic Control Supervisor, Asst				21.64	22.48 (H)		076					
9855.7		Underground System Constr Supervisor	19.18	19.94	20.71	21.54	22.41 (H)		076					
6252.0		Underground System Supervisor			22.92	23.80	24.77 (H)		076					
		2. SALARY CHANGES FOR BU 077												
6670.0		Appliance Electrician			15.99	16.93	17.87 (H)		077				1/23/89	Ordinance 114223
9733.7		Cable Splicer Crew Chief - Network					22.43 (H)		077					
9733.6	4	Cable Splicer Crew Chief - Non Net - Term					21.92 (H)		077					
9731.6		Cable Splicer Helper - Network Area			13.76	14.36	14.95 (H)		077					
9730.9	4	Cable Splicer Helper - Non-Network - Term			13.54	14.11	14.67 (H)		077					
9731.8	5	Cable Splicer Helper - Winch/Derk-Oil					15.52 (H)		077					
9730.6	5	Cable Splicer - Crew Coordinator					21.16 (H)		077					
9729.9		Cable Splicer - Network					19.94 (H)		077					
9730.8	5	Cable Splicer-Network-In Temp Chg					21.00 (H)		077					
9730.7	5	Cable Splicer - Non-Network - In Temp Chg					20.53 (H)		077					
9729.8	4	Cable Splicer - Non-Network - Term					19.49 (H)		077					
9779.7	5	Communications Elect II-In Temp Chg					21.40 (H)		077					

PERSONNEL DEPARTMENT
SALARY SCHEDULE UPDATE
1988 SALARY SCHEDULE
February 10, 1989

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					SALARY RANGE	BU	EEO CAT	II CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
6384.1		Communications Elect Jnywrk - In Chg - Skt					21.40 (H)		077				1/23/89	Ordinance 114223
6386.0		Communications Electrician Crew Chief					22.85 (H)		077					
9778.8		Communications Electrician I					18.81 (H)		077					
9778.9		Communications Electrician II			19.37	19.84	20.31 (H)		077					
6672.0		Electrical Appliance Crew Chief					20.10 (H)		077					
6671.0		Electrical Appliance Crew Chief, Asst					19.00 (H)		077					
6670.1		Electrical Appliance Svc Dispatcher					18.76 (H)		077					
6310.0		Electrical Helper			12.98	13.54	14.11 (H)		077					
9774.9	5	Electrical Helper-Asg Hydr Boom Oper			13.85	14.42	14.98 (H)		077					
9761.7		Electrical Helper - Boundary			12.98	13.54	14.11 (H)		077					
9761.8	5	Electrical Helper-Boundary/Hvy Equip					14.98 (H)		077					
6311.8	5	Electrician-Const-Asg Test Repair					19.68 (H)		077					
6311.0		Electrician - Constructor					18.81 (H)		077					
6300.0		Electrician - Constructor	12.60	13.36	14.48	14.86	15.61		077					
		Apprentice			16.36	17.12	17.87 (H)							
6315.0		Electrician - Constructor Crew Chief					21.16 (H)		077					
9732.9	5	Electrician - Constructor - Asg Crew Coord					21.16 (H)		077					
6311.9	5	Electrician - Constructor - In Temp Chg					19.86 (H)		077					
9763.7		Hydro Maint Worker I - Boundary			10.91	11.47	12.04 (H)		077					
9763.8		Hydro Maint Worker II - Boundary					12.60 (H)		077					
9763.9	5	Hydro Maint Worker II - Boundary/Hvy Equip					14.98 (H)		077					
9786.8		Hydrocrane Operator					16.93 (H)		077					
6210.0		Hydroelectric Operator I				15.61	16.55 (H)		077					
6211.0		Hydroelectric Operator II					18.81 (H)		077					
9732.1		Journeyworker In Charge - Powerhouse					21.16 (H)		077					
9641.8		Line Crew Chief					21.16 (H)		077					
9774.0		Line Helper			12.98	13.54	14.11 (H)		077					
9775.9	5	Line Helper - Asg Chipper Truck			13.85	14.42	14.98 (H)		077					
9774.1	5	Line Helper - Asg Hydr Boom Oper			13.85	14.42	14.98 (H)		077					
9761.9	5	Line Helper - Asg Line Svc Crew			13.50	14.06	14.63 (H)		077					
9757.8		Lineworker					18.81 (H)		077					

PERSONNEL DEPARTMENT
SALARY SCHEDULE UPDATE
1988 SALARY SCHEDULE
February 10, 1989

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	SALARY RANGE	BU	EEO CAT	II CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
9760.9		Lineworker Apprentice	12.60 13.36 14.48 14.86 15.61 16.36 17.12 17.87 (H)		077				1/23/89	Ordinance 114223
9761.0		Lineworker Pre-Apprentice	12.23 (H)		077					
9757.9	5	Lineworker - Asg Chg 3 - Memb Service Crew	19.68 (H)		077					
9665.6	5	Lineworker - Asg Chg 4 - Memb Service Crew	21.16 (H)		077					
9733.9	5	Lineworker - Asg Crew Coord	21.16 (H)		077					
9757.7	5	Lineworker - Asg Insulator Testing	21.16 (H)		077					
9756.8	5	Lineworker - Asg Patrol	15.42 (H)		077					
9758.7	5	Lineworker - Asg Transmission	20.13 (H)		077					
9758.8	5	Lineworker - Asg Tree Trimming Crew	20.13 (H)		077					
9756.7	5	Lineworker - Asg Warehouse	15.42 (H)		077					
9732.8	5	Material Supplier - Asg Elect Equip Cust	15.42 16.18 16.93 (H)		077					
9768.7	5	Material Supplier - Asg OH	15.05 (H)		077					
9768.9	5	Material Supplier - Asg OH Test	17.87 (H)		077					
9767.9	5	Material Supplier - Asg Pole Haul	16.46 (H)		077					
9767.8	5	Material Supplier - Winch/Derk Oil	15.52 (H)		077					
9975.6		Meter Electrician	16.93 17.68 18.43 (H)		077					
9975.8		Meter Electrician Crew Chief	20.88 (H)		077					
9975.7		Meter Electrician Crew Chief, Asst	19.56 (H)		077					
9766.7		Operators Helper	12.98 13.54 14.11 (H)		077					
9770.9		Pole Digging Machine Operator	16.93 (H)		077					
9769.9		Pole Peeler Machine Operator	16.93 (H)		077					
2230.0		Pole Yard Crew Chief	18.52 (H)		077					
9732.6		Power Dispatcher	21.07 21.82 22.57 (H)		077					
9731.9		Power Dispatcher, Asst	18.81 19.56 20.31 (H)		077					
9732.7		Power Dispatcher, Sr	24.83 (H)		077					
9765.9		Power Structures Mechanic	16.72 (H)		077					
9603.8		Power Structures Mechanic Crew Chief	18.81 (H)		077					
9779.9		Radio Telephone Technician 1	16.11 16.88 17.54 (H)		077					
6340.0		Relay Electrician	19.37 19.84 20.31 (H)		077					
6345.0		Relay Electrician Crew Chief	22.85 (H)		077					
6340.9		Relay Electrician - In Temp Chg	21.40 (H)		077					
9609.8		Structural Iron Worker	16.93 17.87 18.81 (H)		077					

PERSONNEL DEPARTMENT
SALARY SCHEDULE UPDATE
1988 SALARY SCHEDULE
February 10, 1989

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	SALARY RANGE	BU	EEO CAT	II CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
9609.9		Structural Iron Worker Crew Chief	21.16 (H)		077				1-23-89	Ordinance 114223
9609.7	5	Structural Iron Worker-In Temp Chg	19.86 (H)		077					
6201.0		Substation Operator I	15.61 16.55 (H)		077					
6202.0		Substation Operator II	18.81 (H)		077					
6202.1		Substation Operator-Crew Coordinator	21.16 (H)		077					
9641.7	5	URD Work - Journeyworker In Chg	21.16 (H)		077					
		3. SALARY CHANGES FOR BU 078								
9760.6		Overhead Electrical Supplier	15.05 (H)		078				1-23-89	Ordinance 114346
9760.8	5	Overhead Elect Supplier - Asg Pole Haul	15.64 (H)		078					
6680.0		Signal Electrician	18.81 (H)		078					
6681.0		Signal Electrician Crew Chief	21.16 (H)		078					
9780.7	5	Signal Electrician-In Chg 3-Man Crew	19.68 (H)		078					
		4. SALARY CHANGES FOR BU 020								
8021.1		Nurse Practitioner	*14.23 14.74 15.26 15.78 16.30 16.56 16.81 17.07 17.37 (H)		020				1/1/89	Ordinance 114078
8022.8		Nurse Practitioner - Jail	*14.73 15.24 15.76 16.28 16.80 17.06 17.31 17.57 17.87 (H)		020					
8021.0		Public Health Nurse	*13.45 13.97 14.49 15.00 15.52 15.78 16.04 16.30 16.56 (H)		020					
8022.3		Public Health Nurse - Jail	*13.95 14.47 14.99 15.50 16.02 16.28 16.54 16.80 17.06 (H)		020					
8019.0		Registered Nurse	*11.50 11.94 12.36 12.82 13.33 13.84 14.33 14.77 15.27 15.77 16.00 (H)		020					
8020.2		Registered Nurse - Jail	*12.00 12.44 12.86 13.32 13.83 14.34 14.83 15.27 15.77 16.27 16.50 (H)		020					

*Because of format restrictions, the Salary Schedule will only show the first 8 steps of ranges with more than 8 steps

City of Seattle
Personnel Department

Everett S. Rosmith, Personnel Director
Charles Royer, Mayor

December 1, 1988

TO: All Departments and Offices

ATTN: PERSONNEL AND PAYROLL UNITS

FROM: CF Curt Funk
Compensation Supervisor

SUBJECT: SEPTEMBER 1988 SALARY SCHEDULE AND COMPENSATION PLAN - UPDATE #1

Attached is the first update to the September 1988 Salary Schedule and Compensation Plan, which includes the following changes:

- Salary increases, effective January 23, 1988, for employees represented by the International Brotherhood of Electrical Workers, Local 77-City Light (BU 077).
- Salary increases, effective January 23, 1988, for non-represented supervisors of Local 77 employees (BU 076).
- New titles and salaries for the City Light Upward Mobility Training Program.

Please incorporate these and the other listed miscellaneous changes into your September 1988 Salary Schedule. It is anticipated that the changes will be made to the Salary Schedule file by Thursday December 1.

It will not be necessary to submit ESR's reflecting the BU 076 and 077 salary changes. If you have questions concerning ESR requirements for other salary schedule actions, please contact the Personnel Department Records Unit. Questions concerning this update may be directed to Liz Sage at 684-7922.

CF:lsg

Attachment

cc: Payroll Clerks - All Departments via John Updegraff
Martin Pool - Personnel Records
Margaret Rommel - DAS/IOS
John Updegraff - Comptroller's Office
Personnel Department - All Divisions

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PERSONNEL DEPARTMENT
SALARY SCHEDULE UPDATE #1
1988 SALARY SCHEDULE
December 1, 1988

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	SALARY RANGE	BU CODE	EEOC CODE	II CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
		1. NEW TITLES & SALARIES								
2010.0		Accounting Technician I Trainee-CL	8.08 8.78 9.54 10.32 (H)	35	6	5	IN		11/26/88	Ordinance No. 114183
9756.4		Customer Service Rep Trainee-CL	8.53 9.30 10.06 10.93 (H)	35	6	5	IN		" "	" " "
9740.3		Elect Safety Spec, Asst Trainee-CL	10.32 11.25 12.21 13.23 14.20 (H)	30	5	3	IN		" "	" " "
9653.0		Electrical Service Rep Trainee-CL	10.52 11.45 12.44 13.50 14.47 (H)	4	5	3	IN		" "	" " "
9629.9		Energy Conservation Rep Trainee-CL	10.03 10.92 11.85 12.85 13.77 (H)	4	5	3	IN		" "	" " "
9801.2		Environmental Analyst, Asst Trainee-CL	10.32 11.25 12.21 13.23 14.20 (H)	34	5	5	IN		" "	" " "
1239.8		Meter Reader Trainee-CL	7.03 7.68 8.34 9.04 9.72 (H)	4	6	3	IN		" "	" " "
1121.4		Personnel Specialist, Asst Trainee-CL	10.32 11.25 12.21 13.23 14.20 (H)	30	5	5	IN		" "	" " "
9633.1		Public Info Spec, Asst Trainee-CL	10.32 11.25 12.21 13.23 14.20 (H)	30	5	5	IN		" "	" " "
9814.3		Research & Eval Asst Trainee-CL	10.14 11.02 11.98 13.00 13.93 (H)	30	5	5	IN		" "	" " "
9844.3		Research & Evaluation Aide Trainee-CL	8.53 9.30 10.06 (H)	30	5	5	IN		" "	" " "
1158.4		Training & Ed Coord, Asst Trainee-CL	10.32 11.25 12.21 13.23 14.20 (H)	30	5	5	IN		" "	" " "
9631.8		Utility Credit Rep Trainee-CL	9.12 9.92 10.78 11.69 12.52 (H)	4	6	3	IN		" "	" " "
2334.7		Video Production Specialist Trainee-CL	10.32 11.25 12.21 13.23 14.20 (H)	30	5	3	IN		" "	" " "
		2. SALARY CHANGES								
		International Brotherhood of Electrical Workers, Local 77-City Light	Please refer to Attachment A.	77					11/23/88	Ordinance No. 114224
		Non-rep. Superv'rs of Local 77 Employees	Please refer to Attachment B.	76					11/23/88	Ordinance No. 114223

PERSONNEL DEPARTMENT
SALARY SCHEDULE UPDATE #1
1988 SALARY SCHEDULE
December 1, 1988

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	SALARY RANGE	BU CODE	EEOC CODE	II CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
8021.0		Public Health Nurse	13.00 13.50 14.00 14.50 15.00 15.25 15.50 15.75 (H) 16.00 (H)		20				11/1/88	Correction to show all rates.
8022.3		Public Health Nurse-Jail	13.50 14.00 14.50 15.00 15.50 15.75 16.00 16.25 (H) 16.50 (H)		20				15/1/88	Correction to show all rates.
8019.0		Registered Nurse	11.38 11.77 12.12 12.57 13.07 13.29 13.58 13.84 (H) 14.17 14.52 14.88 (H)		20				11/1/88	Correction to show all rates.
8020.2		Registered Nurse-Jail	11.88 12.27 12.62 13.07 13.57 13.79 14.08 14.34 (H) 14.67 15.02 15.38 (H)		20				15/1/88	Correction to show all rates.
		13. TITLE CHANGE								
6215.0		Generation Supervisor			76				11/30/87	Former title: Powerhouse Supervisor
		14. TITLE DELETIONS								
6785.0		Mechanical Supervisor-Skagit							12/1/88	Obsolete
6470.0		Parks Landscape Supervisor							12/1/88	Obsolete
9758.9		Sewer Maintenance Worker							12/1/88	Obsolete
		15. BARGAINING UNIT CODE CHANGES								
8445.0		Hydroelectric Maint Machinist Apprentice			30				12/1/88	Change from 012; correction

PERSONNEL DEPARTMENT
SALARY SCHEDULE UPDATE #1
1988 SALARY SCHEDULE
December 1, 1988

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	SALARY RANGE	BU CODE	EEOC CODE	II CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
9640.1		Parks Special Events Scheduler			35				12/1/88	Change from 004; correction
6650.5		Riser Maintenance Specialist			14				12/1/88	Change from 024; correction
1601.5		Technical Services Supervisor			30				12/1/88	Change from 004; correction

CITY OF SEATTLE
PERSONNEL PAYROLL SYSTEM

ATTACHMENT A
LOCAL 77 - CITY LIGHT
EFF. 1/23/88

REPORT NUMBER PPS7042-C

SALARY SCHEDULE BY BARG UNIT

PROCESSING DATE 11/28/88

BARGAINING UNIT - 077

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS			PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
6670.0		APPLIANCE ELECTRICIAN	15.52 2,700 32,405	16.43 2,858 34,305	17.35 3,018 36,226		H-3	077	70	N	3
9733.7		CABLE SPLICER CREW CHIEF-NETWORK			21.78 3,789 45,476		H-1	077	70	E	3
9733.6	-4-	CABLE SPLICER CREW CHIEF-NON NET-TERM			21.27 3,700 44,411		H-1	077	70	E	3
9731.6		CABLE SPLICER HELPER-NETWORK AREA	13.36 2,324 27,895	13.94 2,425 29,106	14.52 2,526 30,317		H-3	077	80	N	3
9730.9	-4-	CABLE SPLICER HELPER-NON-NETWORK-TERM	13.15 2,288 27,457	13.70 2,383 28,605	14.24 2,477 29,733		H-3	077	80	N	3
9731.8	-5-	CABLE SPLICER HELPER-WINCH/DERK-OIL			15.06 2,620 31,445		H-1	077	80	N	3
9730.6	-5-	CABLE SPLICER-CREW COORDINATOR			20.51 3,573 42,887		H-1	077	70	N	3
9729.9		CABLE SPLICER-NETWORK			19.36 3,368 40,423		H-1	077	70	N	3
9730.8	-5-	CABLE SPLICER-NETWORK-IN TEMP CHG			20.39 3,547 42,574		H-1	077	70	E	3
9730.7	-5-	CABLE SPLICER-NON-NETWORK-IN TEMP CHG			19.93 3,467 41,613		H-1	077	70	E	3
9729.8	-4-	CABLE SPLICER-NON-NETWORK-TERM			18.92 3,292 39,504		H-1	077	70	N	3

CITY OF SEATTLE
PERSONNEL PAYROLL SYSTEM

SALARY SCHEDULE BY BARG UNIT

ATTACHMENT A
LOCAL 77 - CITY LIGHT
EFF. 1/23/88

PROCESSING DATE 11/28/88

REPORT NUMBER PPS7042-C

BARGAINING UNIT - 077

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9779.7	-5-	COMMUNICATIONS ELECT II-IN TEMP CHG		20.77 3,613 43,367	H-1	077	30	N	3
6384.1		COMMUNICATIONS ELECT JNYWRK-IN CHG-SKT		20.77 3,613 43,367	H-1	077	30	N	3
6386.0		COMMUNICATIONS ELECTRICIAN CREW CHIEF		22.19 3,861 46,332	H-1	077	30	E	3
9778.8		COMMUNICATIONS ELECTRICIAN I		18.26 3,177 38,126	H-1	077	30	N	3
9778.9		COMMUNICATIONS ELECTRICIAN II.	18.81 3,272 39,275	19.26 3,351 40,214	19.72 3,431 41,175 H-3	077	30	N	3
6672.0		ELECTRICAL APPLIANCE CREW CHIEF		19.52 3,396 40,757	H-1	077	70	E	3
6671.0		ELECTRICAL APPLIANCE CREW CHIEF, ASST		18.44 3,208 38,502	H-1	077	70	N	3
6670.1		ELECTRICAL APPLIANCE SVC DISPATCHER		18.21 3,168 38,022	H-1	077	70	N	5
6310.0		ELECTRICAL HELPER	12.60 2,192 26,308	13.15 2,288 27,457	13.70 2,383 28,605 H-3	077	80	N	3
9774.9	-5-	ELECTRICAL HELPER-ASG HYDR BOOM OPER	13.45 2,340 28,083	13.99 2,434 29,211	14.54 2,529 30,359 H-3	077	80	N	3
9761.7		ELECTRICAL HELPER-BOUNDARY	12.60 2,192 26,308	13.15 2,288 27,457	13.70 2,383 28,605 H-3	077	80	N	3

BARGAINING UNIT - 077

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9761.8	-5-	ELECTRICAL HELPER-BOUNDARY/HVY EQUIP	14.54 2,529 30,359		H-1	077	80	N	3
6311.8	-5-	ELECTRICIAN-CONST-ASG TEST REPAIR	19.10 3,323 39,880		H-1	077	70	N	3
6311.0		ELECTRICIAN-CONSTRUCTOR	18.26 3,177 38,126		H-1	077	70	N	3
6300.0		ELECTRICIAN-CONSTRUCTOR APPRENTICE	12.23 2,128 25,536	12.96 2,255 27,060	H-8	077	70	N	3
			14.06 2,446 29,357	14.43 2,510 30,129					
			15.16 2,637 31,654	15.89 2,764 33,178					
			16.62 2,891 34,702	17.35 3,018 36,226					
6315.0		ELECTRICIAN-CONSTRUCTOR CREW CHIEF	20.54 3,573 42,887		H-1	077	70	E	3
9732.9	-5-	ELECTRICIAN-CONSTRUCTOR-ASG CREW COORD	20.54 3,573 42,887		H-1	077	70	N	3
6311.9	-5-	ELECTRICIAN-CONSTRUCTOR-IN TEMP CHG	19.28 3,354 40,256		H-1	077	70	N	3
9763.7		HYDRO MAINT WORKER I-BOUNDARY	10.59 1,842 22,111	11.14 1,938 23,260	H-3	077	80	N	3
			11.69 2,034 24,408						
9763.8		HYDRO MAINT WORKER II-BOUNDARY	12.23 2,128 25,536		H-1	077	80	N	3
9763.9	-5-	HYDRO MAINT WRK II-BOUNDARY/HVY EQUIP	14.54 2,529 30,359		H-1	077	70	N	3
9786.8		HYDROCRANE OPERATOR	16.43 2,858 34,305		H-1	077	70	N	3

CITY OF SEATTLE
PERSONNEL PAYROLL SYSTEM

SALARY SCHEDULE BY BARG UNIT

ATTACHMENT A
LOCAL 77 - CITY LIGHT
EFF. 1/23/88

PROCESSING DATE 11/28/88

REPORT NUMBER PPS7042-C

BARGAINING UNIT - 077

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
6210.0		HYDROELECTRIC OPERATOR I	15.16 2,637 31,654	16.07 2,796 33,554	H-2	077	30	N	3
6211.0		HYDROELECTRIC OPERATOR II		18.26 3,177 38,126	H-1	077	30	N	3
9732.1	-5-	JOURNEYWORKER IN CHARGE-POWERHOUSE		20.54 3,573 42,887	H-1	077	70	E	2
9641.8		LINE CREW CHIEF		20.54 3,573 42,887	H-1	077	70	E	3
9774.0		LINE HELPER	12.60 2,192 26,308	13.15 2,288 27,457	13.70 2,383 28,605 H-3	077	80	N	3
9775.9	-5-	LINE HELPER-ASG CHIPPER TRUCK	13.45 2,340 28,083	13.99 2,434 29,211	14.54 2,529 30,359 H-3	077	80	N	3
9774.1	-5-	LINE HELPER-ASG HYDR BOOM OPER	13.45 2,340 28,083	13.99 2,434 29,211	14.54 2,529 30,359 H-3	077	80	N	3
9761.9	-5-	LINE HELPER-ASG LINE SVC CREW	13.11 2,281 27,373	13.65 2,375 28,501	14.20 2,470 29,649 H-3	077	80	N	3
9757.8		LINEWORKER		18.26 3,177 38,126	H-1	077	70	N	3
9760.9		LINEWORKER APPRENTICE	12.23 2,128 25,536	12.96 2,255 27,060	14.06 2,446 29,357	14.43 2,510 30,129	15.16 2,637 31,654	15.89 2,764 33,178	16.62 2,891 34,702	17.35 3,018 36,226 H-8	077	70	N	3
9761.0		LINEWORKER PRE-APPRENTICE		11.87 2,065 24,784	H-1	077	80	N	3

REPORT NUMBER PPS7042-C

PROCESSING DATE 11/23/88

BARGAINING UNIT - 077

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9757.9	-5-	LINEWORKER-ASG CHG 3-MEMB SERVICE CREW			19.10 3,323 39,880 H-1	077	70	N	3
9665.6	-5-	LINEWORKER-ASG CHG 4-MEMB SERVICE CREW			20.54 3,573 42,887 H-1	077	70	N	3
9733.9	-5-	LINEWORKER-ASG CREW COORD			20.54 3,573 42,887 H-1	077	70	N	3
9757.7	-5-	LINEWORKER-ASG INSULATOR TESTING			20.54 3,573 42,887 H-1	077	70	N	3
9756.8	-5-	LINEWORKER-ASG PATROL			14.97 2,604 31,257 H-1	077	70	N	3
9758.7	-5-	LINEWORKER-ASG TRANSMISSION			19.54 3,399 40,799 H-1	077	70	N	3
9758.8	-5-	LINEWORKER-ASG TREE TRIMMING CREW			19.54 3,399 40,799 H-1	077	70	N	3
9756.7	-5-	LINEWORKER-ASG WAREHOUSE			14.97 2,604 31,257 H-1	077	70	N	3
9732.8	-5-	MATERIAL SUPPLIER-ASG ELECT EQUIP CUST	14.97 2,604 31,257	15.70 2,731 32,781	16.43 2,858 34,305 H-3	077	80	N	3
9768.7	-5-	MATERIAL SUPPLIER-ASG OH			14.61 2,542 30,505 H-1	077	80	N	3
9768.9	-5-	MATERIAL SUPPLIER-ASG OH TEST			17.35 3,018 36,226 H-1	077	80	N	3

REPORT NUMBER PPS7042-C

PROCESSING DATE 11/28/88

BARGAINING UNIT - 077

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9767.9	-5-	MATERIAL SUPPLIER-ASG POLE HAUL	15.98 2,780 33,366		H-1	077	80	N	3
9767.8	-5-	MATERIAL SUPPLIER-WINCH /DERK OIL	15.06 2,620 31,445		H-1	077	80	N	2
9975.6		METER ELECTRICIAN	16.43 2,858 34,305	17.16 2,985 35,830	17.89 3,112 37,354 H-3	077	70	N	3
9975.8		METER ELECTRICIAN CREW CHIEF	20.27 3,526 42,323		H-1	077	70	E	3
9975.7		METER ELECTRICIAN CREW CHIEF, ASST	18.99 3,304 39,651		H-1	077	70	N	3
9766.7		OPERATORS HELPER	12.60 2,192 26,308	13.15 2,288 27,457	13.70 2,383 28,605 H-3	077	80	N	2
9770.9		POLE DIGGING MACHINE OPERATOR	16.43 2,858 34,305		H-1	077	80	N	2
9769.9		POLE PEELER MACHINE OPERATOR	16.43 2,858 34,305		H-1	077	80	N	2
2230.0		POLE YARD CREW CHIEF	17.98 3,128 37,542		H-1	077	80	E	2
9732.6		POWER DISPATCHER	20.45 3,558 42,699	21.18 3,685 44,223	21.91 3,812 45,748 H-3	077	30	N	5
9731.9		POWER DISPATCHER, ASST	18.26 3,177 38,126	18.99 3,304 39,651	19.72 3,431 41,175 H-3	077	30	N	5

REPORT NUMBER PPS7042-C

PROCESSING DATE 11/28/88

BARGAINING UNIT - 077

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS			PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9732.7		POWER DISPATCHER, SR			24.10 4,193 50,320		H-1	077	30	N	5
9765.9		POWER STRUCTURES MECHANIC			16.23 2,824 33,888		H-1	077	70	N	3
9603.8		POWER STRUCTURES MECHANIC CREW CHIEF			18.26 3,177 38,126		H-1	077	70	E	2
9779.9		RADIO TELEPHONE TECHNICIAN I	15.63 2,719 32,635	16.38 2,850 34,201	17.03 2,963 35,558		H-3	077	30	N	3
6340.0		RELAY ELECTRICIAN	18.81 3,272 39,275	19.26 3,351 40,214	19.72 3,431 41,175		H-3	077	70	N	3
6345.0		RELAY ELECTRICIAN CREW CHIEF			22.19 3,861 46,332		H-1	077	70	E	3
6340.9	-5-	RELAY ELECTRICIAN-IN TEMP CHG			20.77 3,613 43,367		H-1	077	70	E	3
9609.8		STRUCTURAL IRON WORKER	16.43 2,858 34,305	17.35 3,018 36,226	18.26 3,177 38,126		H-3	077	70	N	2
9609.9		STRUCTURAL IRON WORKER CREW CHIEF			20.54 3,573 42,887		H-1	077	70	E	2
9609.7	-5-	STRUCTURAL IRON WORKER-IN TEMP CHG			19.28 3,354 40,256		H-1	077	70	E	2
6201.0		SUBSTATION OPERATOR I		15.16 2,637 31,654	16.07 2,796 33,554		H-2	077	30	N	3

CITY OF SEATTLE
PERSONNEL PAYROLL SYSTEM

SALARY SCHEDULE BY BARG UNIT

ATTACHMENT A
LOCAL 77 - CITY LIGHT
EFF. 1/23/88

PROCESSING DATE 11/28/88

REPORT NUMBER PPS7042-C

BARGAINING UNIT - 077

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
6202.0		SUBSTATION OPERATOR II	18.26 3,177 38,126	H-1		077	30	N	3
6202.1		SUBSTATION OPERATOR-CREW COORDINATOR	20.54 3,573 42,887	H-1		077	30	N	3
9641.7	-5-	URD WORK-JOURNEYWORKER IN CHG	20.54 3,573 42,887	H-1		077	70	E	2

CITY OF SEATTLE
PERSONNEL PAYROLL SYSTEM

ATTACHMENT B
SUPERVISORS OF LOCAL 77
EFF. 1/23/88

REPORT NUMBER PPS7042-C

SALARY SCHEDULE BY BARG UNIT

PROCESSING DATE 11/28/88

BARGAINING UNIT - 076

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
6781.0		DISTRIBUTION SUPERVISOR			20.70 3,601 43,221	21.50 3,741 44,892	22.35 3,888 46,666		H-3	076	70	E	2
6782.0		DISTRIBUTION SUPERVISOR, SR			21.91 3,812 45,748	22.80 3,967 47,606	23.68 4,120 49,443		H-3	076	70	E	2
6215.0		GENERATION SUPERVISOR	20.11 3,499 41,989	20.91 3,638 43,660	21.76 3,786 45,434	22.59 3,930 47,167	23.52 4,092 49,109		H-5	076	30	E	3
6456.0		LANDSCAPE/STRUCTURE MAINT SUPERVISOR	17.42 3,031 36,372	18.11 3,151 37,813	18.81 3,272 39,275	19.56 3,403 40,841	20.33 3,537 42,449		H-5	076	80	E	2
6780.0		MECHANICAL CREW CHIEF-SKAGIT			16.83 2,928 35,141	17.50 3,045 36,540	18.22 3,170 38,043		H-3	076	70	E	2
6228.0		POWER DISPATCHING SUPERVISOR	22.85 3,975 47,710	23.79 4,139 49,673	24.72 4,301 51,615	25.69 4,470 53,640	26.73 4,651 55,812		H-5	076	30	E	5
5597.0		POWER SUPPLY ENGINEER	22.85 3,975 47,710	23.79 4,139 49,673	24.72 4,301 51,615	25.69 4,470 53,640	26.73 4,651 55,812		H-5	076	20	P	5
9738.8		POWER SUPPLY ENGINEER, ASST				24.45 4,254 51,051	25.44 4,426 53,118		H-2	076	20	P	5
6390.5		STATION CONSTR & MAINT SUPERVISOR I	19.31 3,359 40,319	20.07 3,492 41,906	20.88 3,633 43,597	21.69 3,774 45,288	22.58 3,928 47,147		H-5	076	70	E	2
6390.0		STATION CONSTR & MAINT SUPERVISOR II	20.11 3,499 41,989	20.91 3,638 43,660	21.76 3,786 45,434	22.59 3,930 47,167	23.52 4,092 49,109		H-5	076	70	E	2
6326.0		STREET LIGHT SERVICE SUPERVISOR					21.24 3,695 44,349		H-1	076	70	E	2

CITY OF SEATTLE
PERSONNEL PAYROLL SYSTEM

ATTACHMENT B
SUPERVISORS OF LOCAL 77
EFF. 1/23/88

SALARY SCHEDULE BY BARG UNIT

PROCESSING DATE 11/28/88

REPORT NUMBER PPS7042-C

BARGAINING UNIT - 076

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PDA STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
6204.0		SUBSTATION OPERATORS SUPERVISOR	20.11 3,499 41,989	20.91 3,638 43,660	21.76 3,786 45,434	22.59 3,930 47,167	23.52 4,092 49,109	H-5		076	30	E	3
9865.6		TRAFFIC CONTROL SUPERVISOR, ASST				21.01 3,655 43,868	21.83 3,798 45,581	H-2		076	70	E	2
9855.7		UNDERGROUND SYSTEM CONSTR SUPERVISOR	18.62 3,239 38,878	19.36 3,368 40,423	20.11 3,499 41,989	20.91 3,638 43,660	21.76 3,786 45,434	H-5		076	70	E	2
6252.0		UNDERGROUND SYSTEM SUPERVISOR			22.25 3,871 46,458	23.11 4,021 48,253	24.05 4,184 50,216	H-3		076	70	E	3

City of Seattle
Personnel Department

Everett S. Rosmith, Personnel Director
Charles Royer, Mayor

December 29, 1988

TO: All Departments and Offices

ATTN: PERSONNEL AND PAYROLL UNITS

FROM: Liz Sage L. Sage
Acting Compensation Supervisor

SUBJECT: SEPTEMBER 1988 SALARY SCHEDULE AND COMPENSATION PLAN - UPDATE #2

The attached update to the 1988 Salary Schedule and Compensation Plan includes several Salary Schedule actions resulting from the adoption of the following ordinances:

- Ordinance 114274: the 2nd Quarter 1988 Classification Ordinance
- Ordinance 114253: new title and salary in bargaining unit 006, Washington State Council of County and City Employees, Local 21.

The update shows current salary rates for the new titles and salaries, and salary changes. All of the actions have effective dates prior to 09/01/88, when the most recent general increase for most bargaining units became effective. If you have questions concerning the appropriate salary rates for retroactive pay calculations, please refer to the authorizing ordinance for guidance.

The changes on this update will be made to the Salary Schedule file today. Certain Salary Schedule changes require submittal of ESR's to effect changes to the employee masterfile records. If employees in your department are affected by the changes, and you have questions about ESR requirements, please contact the Personnel Department Records Unit. Questions about this update may be directed to Kathy Steinmeyer, 684-7920.

LS:kss

Attachment

cc: Payroll Clerks - All Departments via John Updegraff
Martin Pool - Personnel Records
Margaret Rommel - DAS/IOS
John Updegraff - Comptroller's Office
Personnel Department - All Divisions

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE IT IS DUE TO THE QUALITY OF THE DOCUMENT.

PERSONNEL DEPARTMENT
SALARY SCHEDULE UPDATE
1988 SALARY SCHEDULE

DECEMBER 29, 1988

PAYROLL TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	SALARY RANGE	BU	EEO CAT	JI CODE	FLSA CODE	EFFECTIVE DATE	AUTHORIZATION/REMARKS
		1. New Titles & Salaries - 2nd Qtr 1988 Classification Ordinance								
6572.0		Bridge Electrical Crew Chief	14.49 15.67 (H)		013	7	2	E	1-1-83	Ordinance 114274
6573.0		Bridge Operations Crew Chief	14.49 15.67 (H)		004	8	2	E	1-1-83	Ordinance 114274
		2. New Titles & Salaries - Other								
9743.1		Radio Communications Specialist	11.28 11.74 12.21 12.67 13.16 (H)	25.5A	006	6	2	N	4-11-86	Ordinance 114253
		3. Salary Changes								
9771.5	8	Painter, Asst - Sign Shop	11.28 (H)		010	8	2	N	7-29-88	Ordinance 114274

CITY OF SEATTLE

SALARY SCHEDULE AND COMPENSATION PLAN

SEPTEMBER 1988

TABLE OF CONTENTS

	Section
Compensation Plan Administration	A
Bargaining Unit Code Descriptions and Authorizing Ordinances	B
Note Codes	C
Abbreviations	D
Fair Labor Standards Act (FLSA) Exemption Status Codes	E
EEO Categories	F
Industrial Insurance Categories	G
Payroll Titles for Department Heads	H
Holidays	I
How to Use the "Payroll Titles and Salary Rates" Section	J
Salary Range Table	K
Payroll Titles and Salary Rates	L

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COMPENSATION PLAN ADMINISTRATION

Compensation policy is established by a variety of ordinances, personnel rules and regulations. The information provided below is intended to be a general summary. Specific questions concerning the application of specific ordinances, personnel rules and regulations or other compensation issues should be directed to the Compensation Unit of the Personnel Department.

Actual Service

In determining "actual service" for advancement in salary step, unpaid absence due to sickness or injury may be credited up to 30 calendar days per year. Unpaid absences due to other causes may be credited up to 15 calendar days per year. Time lost due to disability for which an employee is compensated by Industrial Insurance or Charter disability provisions is not considered absence. An employee who returns after layoff, or who is reduced in rank, may be given credit for such prior service.

Any increase in salary based on service is effective on the first day immediately following completion of the applicable period of service.

Changes in Incumbent Status

(A) Demotions: An employee demoted for cause from a regular full-time position to a position with a lower salary range will be paid the salary step in the lower range as follows:

1. If the salary step received in the higher class is above the top salary step for the lower class, the employee will receive the maximum salary of the lower range;

2. If the salary step received in the higher class is within the salary range for the lower class, the employee will receive that salary step for the lower class which, without increase, is nearest to the salary received in the higher class; provided that the employee receives not less than the first step of the lower range.

An employee reduced because of organizational change or reduction in force from a regular full-time position to a position with a lower salary range will be paid the salary step of the lower range which is nearest to the salary step held in the former position, without reduction; provided that that salary may not exceed the top step of the lower range.

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(B) Promotions: An employee appointed to a position in a class having a higher maximum salary shall be paid at the step in the higher range which shall result in an increase in pay equivalent to at least one salary step; provided that such increase shall not exceed the maximum step established for the higher paying position; provided further that this provision shall apply only to appointments of employees from regular full-time positions and shall not apply to appointments from positions designated as "intermittent" or "as needed", nor to temporary assignments providing pay "over regular salary while so assigned".

(C) Reclassifications and Incumbents: When a position is reclassified by ordinance to a new or different class with a higher salary range, the incumbent receives the salary step as in a promotion. If the employee's salary prior to reclassification is higher than the top step of the range for the new or different class, he continues to receive the higher salary as an "incumbent" as long as he remains in the position or until the regular salary for the classification exceeds the "incumbent" rate of pay.

(D) Transfers: An employee transferred to another position in the same class or with an identical salary range will be compensated at the same rate of pay until the combined service requirement is fulfilled for a step increase, and will then receive step increases as usual.

Fire Fighter Hours

Fire Fighters who work, or are otherwise entitled to pay, for all scheduled shifts in a work schedule that averages 45.2 hours per week on an annual basis will be paid for 90.46 hours a pay period regardless of the number of hours actually worked.

Holidays

Employees, except Police Officers and Fire Fighters and supervisory and administrative employees, receive legal holidays as defined by RCW 1.16050 or days off in lieu occurring Monday to Friday, inclusive, without salary deduction. Those holidays falling on a Saturday are observed on the preceding Friday; employees hired for employment of 30 days or less are not qualified for paid holidays falling during their term of employment. Fire Fighters are granted time off in lieu of holidays at the rate of 3 working shifts per year. An employee must be on pay status on the regularly scheduled work day immediately preceding or immediately following a holiday to be entitled to holiday pay. New employees and employees returning from non-pay leave starting work the day after a holiday are not entitled to pay for the holiday preceding their first day of work; except, short authorized absences not to exceed four days' duration do not apply to the above rule. No combination of circumstances where 2 holidays are affected by the above rule

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may result in payment for more than one such holiday.

Employees who work less than a full calendar year are entitled only to those holidays Monday to Friday inclusive, which fall within their work period. Employees quitting work or discharged for cause are not entitled to pay for holidays following their last day of work.

(A) Personal Holiday Provisions: Employees, except Police Officers, Police Recruits, Fire Fighters and supervisory and administrative employees, regularly scheduled to work on any recognized paid holiday, are paid for the holiday at their straight-time rate of pay, and in addition shall be paid at the rate of one-and-one-half times their straight-time rate of pay for hours worked during the scheduled shift.

(B) Employees, except Police Officers, Police Recruits, and Fire Fighters, whose work assignments do not normally require holiday work but who are specifically called for emergency work on any recognized paid holiday, are paid at the double-time rate for the actual hours worked, in addition to the straight-time holiday pay. This extra pay is paid in cash unless the department head and the employee mutually agree to payment in the form of paid time off.

"In-lieu-of" Positions

A department head with approval of the Budget Director and the Personnel Director may, when a position is budgeted, temporarily substitute a position in a lower related class; the department head may then terminate this substitution and reinstate the higher position (after no more than 1040 hours).

The Budget Director may, within the salary budget, authorize filling positions for limited periods in excess of those established in the current budget and may authorize using unencumbered salary funds as reimbursement for budgeted trainee positions.

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Allowances for vacation and sick leave may be used to replace employees on the payroll as being on vacation, sick, or other leave, and for other employment authorized by the Budget Director.

Jury Duty

An employee working on other than an intermittent basis has no pay deducted while on jury duty or while under subpoena on behalf of the State or any political subdivision to appear as a witness in court. The amount of compensation derived from jury duty and the amount of any witness fees received for appearing in court, except for transportation allowance, during the employee's normal work schedule must be turned over to the City Treasurer to qualify for pay under this provision. An employee excused as a juror or a witness by the court on any day falling within his normal schedule will notify his supervisor and, if directed, report for the balance of the normal work schedule.

Lump Sum Payment

When leaving the City's service for any reason, an employee may receive a lump sum payment of all monies due, including payment in lieu of "compensatory" time.

Meal Purchase During Overtime

Full-time City officers and employees who are authorized to work for a total of two or more consecutive overtime hours beyond either (1) their normal working hours, or (2) a reasonably continuous period of overtime equal to the length of their normal shift, are eligible for meal reimbursement as follows:

A. If the worker provides to his/her supervisor, no later than the beginning of his/her next regular shift, the purchased meal receipt, the worker is eligible for the reimbursement of the actual cost of the meal(s), but not more than the average cost of the meal(s) as reflected in a national comparative cost index such as the Runzheimer Meal - Lodging Cost Index.

B. If the worker does not provide the purchased meal receipt, he/she is eligible only for meal compensation in the sum of $5.00 per meal.

If you have questions regarding applicability of these provisions to employees who are members of a recognized bargaining unit, please refer to Ordinance 111768.

If you have questions regarding reimbursement and payment procedures, please contact the City Comptroller's Office.

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Pay Periods

Biweekly pay periods for employees (including Library employees) are authorized on the following basis:

1. Each biweekly pay period ends on a Tuesday and, except for advances specifically authorized by ordinance, warrants are delivered after 3 p.m. on the day before the payday (one week from the Friday following said Tuesday); that payday may be advanced when legal holidays fall on Fridays, or to accommodate payment before the Christmas holiday.

2. All payrolls are approved by the Auditing Committee which reports to the City Council at its regular meeting on the following Monday for ratification and appropriation by ordinance of funds required.

Payroll Audit

Payroll audit functions are performed by the City Comptroller.

Rates of Less than Full Time

An employee on a forty-hour work week schedule whose pay is established on a monthly or annual rate and who works less than full time is paid for actual hours worked at an hourly rate of pay equal to the established salary for a 12 month period divided by the number of regularly scheduled paid hours determined as the number of 8-hour work days Monday through Friday within the 12 month period.

Salary Step Exceptions

Every employee, on first appointment or assignment, will receive the first step of the salary range for the position, except:

1. When this results in an inequity;

2. When payment of other than the first step becomes necessary because of difficulties in recruiting.

Then payment of other than the first step may be authorized by joint approval of the Mayor (or an official designated by him) and the Chair of the Council Finance Committee, upon recommendation by the Personnel Director.

For employees assigned salary steps other than the first step of the range, subsequent increases within the range will be granted after 12 months of "actual service" from the appointment or increase, then at succeeding 12 month intervals to the maximum of the salary range established.

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Step Increases

An employee is granted the first automatic salary step increase on completion of 6 months of service when hired at the first step of the salary range. Succeeding automatic step increases are granted after 12 months of "actual service" from the date of the last step increase to the maximum of the range. However, employees in certain position classes are paid on the basis of the applicable criteria designated by Ordinance 97330, Section 46.3.

Taking of Exams

No compensation deduction will be made of any employee for absence during the taking of a City of Seattle exam.

Unpaid Leave of Absence

An employee must use all vacation or compensatory time earned before being granted unpaid leave. Sick leave earned must be used before being granted unpaid leave of absence due to illness.

Work Week

Eight hours constitutes a day's work and five days a week's work for all except supervisory and administrative employees of the City. Work schedules may be promulgated for other than an eight-hour day or a five-day week, with corresponding change in time off.

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BARGAINING UNIT CODES & AUTHORIZING ORDINANCES FOR TITLES AND SALARIES LISTED HEREIN

BU Code	Title	Current Authorization
*02	Hotel, Motel & Restaurant Employees, Local 8	Ord. 113631
03	Seattle Police Officers' Guild	Ord. 113723
04	Professional & Technical Engineers, Local 17 - Technical Unit	Ord. 113581
05	International Association of Firefighters, Local 27	Ord. 113942
06	WSC Of County & City Employees, Local 21 - Truck Drivers & Dispatchers Unit	Ord. 113963
*07	Teamsters Union, Local 882 - Automotive, Clerical & Municipal Employees	Ord. 113631
08	United Association of the Plumbing & Pipefitting Industry, Local 32	Ord. 113943
09	Automotive Machinists, Local 289	Ord. 113919
*10	Painters District Council, Local 5	Ord. 113631
*11	Operating Engineers, Local 302	Ord. 113631
*12	Machinists, Local 79	Ord. 113631
*13	International Brotherhood of Electrical Workers, Local 46	Ord. 113631
*14	Boilermakers Union, Local 104	Ord. 113631
*15	International Alliance of Theatrical Stage Employees, Local 15	Ord. 113631
*16	Inlandboatmen's Union of the Pacific	Ord. 113631
*17	Carpenters District Council	Ord. 113631
18	Public Service Employees, Local 6 - Admissions Unit	Ord. 113687
*19	Public Service Employees, Local 1239 - Laborers	Ord. 113631
20	Washington State Nurses Association	Ord. 114078
21	Public Service Employees, Local 6 - Parking Enforcers	Ord. 113691

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*22	Teamsters Union, Local 763 - Inspectors	Ord. 113631
*23	International Union of Operating Engineers, Local 286	Ord. 113631
*24	Automotive Sheet Metal Workers, Local 99	Ord. 113631
29	Public Service Employees, Local 6 - Parking Meter Repairers	Ord. 113688
30	Non-Represented Employees	Ord. 113583
31	Professional & Technical Engineers, Local 17 - Senior Business Unit	Ord. 113581
32	Professional & Technical Engineers, Local 17 - Senior Professional Unit	Ord. 113581
33	Seattle Police Management Association	Ord. 114025
34	Professional & Technical Engineers, Local 17 - Professional Unit	Ord. 113581
35	Professional & Technical Engineers, Local 17 - Clerical Unit	Ord. 113582
36	WSC of County & City Employees, Local 21 - Medical & Janitorial	Ord. 113963
37	Public Service Employees, Local 1239 - Security Officers	Ord. 113854
38	Seattle Police Dispatchers Guild	Ord. 113724
39	Washington State Nurses Association - Supervisory Unit	Ord. 113630
40	Teamsters Union, Local 763 - Municipal Court Services Employees	Ord. 113940
41	Professional & Technical Engineers, Local 17 - Recreation Specialist Unit	Ord. 113581
42	Professional & Technical Engineers, Local 17 - Human Relations Rep Unit	Ord. 113581
43	Seattle Fire Chiefs Association, IAFF, Local 2898	Ord. 113934
76	Non-Represented Electrical Staff Supervision	Ord. 112535
77	International Brotherhood of Electrical Workers, Local 77 - City Light	Ord. 112352
78	International Brotherhood of Electrical Workers, Local 77 - Engineering	Ord. 112534

*The bargaining unit is a member of the Joint Crafts Council, an organization consisting of various unions which have been recognized as collective bargaining representatives of the City.

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NOTE CODES

-1- NO PAID TIME OFF OR OTHER FRINGE BENEFITS

-2- PREMIUM RATE (Over Regular Salary While so Assigned)

-3- ROOM AND BOARD PROVIDED

-4- TERMINAL PAYROLL TITLE: This payroll title is no longer used for new hires and will be deleted from the salary schedule when the incumbents vacate the positions.

-5- WHILE SO ASSIGNED: While assigned to the specific task, the employee receives the amount shown.

-6- This is an intermittent position limited to 1040 hours. In lieu of vacation time off, the worker receives vacation pay. The vacation premium is computed from the first day of employment, and payable upon six months of service or 1040 hours of work (whichever occurs first), or upon separation from temporary employment. In addition, the worker receives 5.2% above the hourly rate of pay for all hours worked in excess of 174 straight-time hours within the previous 12-month period. Payment of the vacation premium and the 5.2% premium is in lieu of vacation time off and other fringe benefits. The title is ineligible for other fringe benefits.

-7- This is an intermittent position limited to 1040 hours; in lieu of benefits, an additional 5% of the gross pay over the negotiated rate is paid directly by the union. This amount is not considered part of the base wage.

-8- This is an intermittent position limited to 1040 hours. In lieu of vacation time off, the worker receives vacation pay. The vacation premium is computed from the first day of employment, and payable upon six months of service or 1040 hours of work (whichever comes first), or upon separation from temporary employment. The title is ineligible for other fringe benefits.

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ABBREVIATIONS

Asg	ASSIGNED
Asst	ASSISTANT
Assoc	ASSOCIATE
BU	BARGAINING UNIT
DCD	DEPARTMENT OF COMMUNITY DEVELOPMENT
Dir	DIRECTOR
CL	CITY LIGHT
Int	INTERMITTENT
MC	MUNICIPAL COURT
MIS	MANAGEMENT INFORMATION SERVICES
PubHlth	PUBLIC HEALTH DEPARTMENT
Sr	SENIOR
Superv	SUPERVISING
Svcs	SERVICES

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FLSA EXEMPTION STATUS CODES

This section gives a brief description of the codes used in the Salary Schedule which pertain to the federal Fair Labor Standards Act (FLSA). This section is not intended to be a guide to FLSA interpretation nor a summary of its provisions. The code explanations shown below indicate how certain types of City jobs fit into certain categories, but they are by no means formal definitions. All City departments and offices have received copies of federally-published FLSA regulations, plus a number of interpretative FLSA Bulletins issued by the Personnel Department. These documents should be on file with each department's personnel representative or designee, and they must be referred to for a complete understanding of the FLSA and its intricacies. The information given below does not represent any changes or new developments from the information that has already been sent out.

The FLSA requires the payment of overtime at time-and-a-half for hours worked in excess of forty per week for all jobs which are not specifically exempt from or not covered by the Act. The Salary Schedule contains a column which indicates whether or not a title is exempt from the overtime provisions of the FLSA. The codes are:

CODE	FLSA CATEGORY	TYPES OF POSITIONS
E	Executive (Exempt)	The FLSA definition of this term is such that most City jobs that have full supervisory responsibilities are included. The Executive category typically includes jobs from first-line supervisors through department heads.
A	Administrative (Exempt)	The FLSA definition of this term is such that most City jobs that are commonly called "professional" and do not have supervisory responsibilities are included.
P	Professional (Exempt)	The FLSA definition of this term is narrower in scope than the common usage of the term "professional", typically including only jobs requiring a specialized degree. Most City jobs that are commonly thought of as "professional", or which are in the Professional EEO category, actually fall under the FLSA's definition of Administrative (see above.).
O	Not covered	Most elected officials and certain of their appointees are not covered by any of the provisions of the FLSA.
N	Non-exempt	Any job not falling into one of the above categories is non-exempt; that is, it is covered by all the provisions of the FLSA.

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The categories E, A and P are the three "exempt" categories, meaning they are exempt from the minimum wage and overtime provisions of the Act. In general practical terms, there is no difference among the E, A, P, and O categories as far as FLSA overtime is concerned. E, A, P, and O jobs may or may not be covered by other overtime provisions such as the Salary Ordinance or a collective bargaining agreement, but that does not matter as far as the FLSA is concerned.

The FLSA is concerned that all jobs in category N receive time-and-a-half overtime for all hours worked in excess of forty per week. This is a minimum requirement, and an employer may have additional overtime provisions for non-exempt (covered by the FLSA) jobs which are more generous than the FLSA's minimum requirements. In many cases the City does have provisions that are more generous than the FLSA minimums (such as double-time, or overtime after eight hours in a day).

The FLSA codes shown in the Salary Schedule represent the Personnel Department's determination of the exemption status for the payroll title as it is generally used City-wide. It is possible that individual positions may have a different exemption status from that which is assigned to the title, but in practice it appears that such cases are rare. A department may assign a different exemption status to a position, but the department is advised to consult first with the Compensation Unit of the Personnel Department. A liability and possible federal penalty could occur if the City erroneously assigns a non-exempt job to one of the exempt categories and thereby denies the FLSA's minimum overtime payment to the incumbent. The case to be most cautious about is overriding a determination of N (non-exempt).

Again, for complete details, the reader is referred to the federal publications and the Personnel Department FLSA Bulletins which have been sent to all departments.

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Descriptions of EEO Job Categories

All City ordinance titles are assigned to one of the eight EEO job categories listed below for affirmative action reporting purposes.

Code	Category
1	- Official and Administrators

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, examiners, wardens, superintendents, sheriffs, police and fire chief and inspectors and kindred workers.

2 - Professionals

Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants and kindred workers.

3 - Technicians

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers and operators, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), assessors, inspectors, police and fire sergeants and kindred workers.

4 - Protective Service Workers

Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers and kindred workers.

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Code	Category
5	- Paraprofessionals

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience than normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: library assistants, research assistants, medical aides, child support workers, policy auxiliary, welfare service aides, recreation assistants, homemaker's aides, home health aides, and kindred workers.

6 - Office & Clerical Workers

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, office machine operators, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks and kindred workers.

7 - Skilled Craft Workers

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters and kindred workers.

8 - Service/Maintenance Workers

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundkeepers, refuse collectors, construction laborers.

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DESCRI' TIONS OF INDUSTRIAL INSURANCE CATEGORIES

The numbers shown in the column headed "I I Code" represent codes for Industrial Insurance classifications, each of which has a separate rate of contribution to the City's Industrial Insurance Fund. The Industrial Insurance code refers to occupational types that are grouped together because of their relatively equal exposure to work-related illness or injury. The values of the numbers are described below.

Value	Meaning
0	No Industrial Insurance deduction. Includes LEOFF I Police and Fire, and employees not included in one of the categories listed below.
1	Public Assistance Employees - Summer Youth
2	Field Employees. Those employees not working in an office who are not electrical workers, Summer Youth, nor Police and Fire employees.
3	Electrical Workers
4	Sworn Fire Fighters (LEOFF II)
5	Office Workers. Employees spending a majority of their time in the office.
6	Sworn Police Officers (LEOFF II)

PAYROLL TITLES FOR HEADS OF DEPARTMENTS, BOARDS & COMMISSIONS

Payroll titles for heads of City of Seattle departments, boards and commissions are listed below.

Employing Unit	Payroll Title of Head
Administrative Services	Administrative Services Director
Arts Commission	Executive Director-Arts Commission
Board of Public Works	Executive Director-Board of Public Works
Bumbershoot Festival Commission	Bumbershoot Festival Comm. Coordinator
Citizens Service Bureau	Citizens Service Bureau Director
City Council/Legislative	Executive Director-Legislative Department
City Light	Superintendent of City Light
Civil Service Commission	Staff Assistant to Civil Service Commission
Community Development	Community Development Director
Comptroller	Comptroller & City Clerk
Contruction and Land Use	Construction and Land Use Director
Engineering	Engineering Director
Fire Department	Fire Chief
Hearing Examiner	Hearing Examiner
Human Resources	Human Resources Director
Human Rights	Human Rights Director
Human Services Strategic Planning Office	Strategic Human Svcs Planning Director
Intergovernmental Relations	Intergovernmental Relations Director
International Affairs, Office of	International Affairs Director
Law	City Attorney
Licenses & Consumer Affairs	Licenses & Consumer Affairs Director
Long-Range Planning, Office for	Long-Range Planning Director

Employing Unit	Payroll Title of Department Head
Management & Budget	Budget Director
Mayor's Office	Mayor
Municipal Court	Municipal Judge, Municipal Court Administrator
Neighborhoods, Office of	Neighborhoods Director
Parks and Recreation	Superintendent of Parks
Personnel	Personnel Director
Planning Commission	Planning Administrative Officer
Police Department	Police Chief
Public Health Department	Public Health Director
Public Safety Civil Service Commission	Secretary & Chief Examiner
Purchasing	Purchasing Agent
Retirement System	Executive Director-Retirement System
Seattle Center	Seattle Center Director
Treasurer	City Treasurer
Water	Superintendent of Water
Women's Rights, Office for	Women's Rights Director

PAYTITLE

City of Seattle
Personnel Department

Everett S. Rosmith, Personnel Director
Charles Royer, Mayor

August 3, 1988

TO: All Department Heads

FROM: Everett S. Rosmith
Personnel Director ESR

SUBJECT: 1989 Holiday Schedule

In accordance with Salary Ordinance 97330, as amended, City holidays for 1989 are established as follows:

New Year's Day	Monday	January 2, 1989
Martin Luther King, Jr.'s Birthday	Monday	January 16, 1989
Lincoln's Birthday	Monday	February 13, 1989
Washington's Birthday	Monday	February 20, 1989
Memorial Day	Monday	May 29, 1989
Independence Day	Tuesday	July 4, 1989
Labor Day	Monday	September 4, 1989
Veterans' Day	Friday	November 10, 1989
Thanksgiving Day	Thursday	November 23, 1989
Day Following Thanksgiving	Friday	November 24, 1989
Christmas	Monday	December 25, 1989
One Floating Holiday		

This holiday information should be distributed to your employees.

ESR:rp

cc: Departmental Personnel Representatives
Personnel Department Administrators

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HOW TO USE THE "PAYROLL TITLES AND SALARY RATES" SECTION

To determine how salaries are converted for each payroll title, refer to the Period and Steps column of the salary schedule. The "period" indicator is a letter in that column which refers to the salary period for the associated payroll title. For example, "H" indicates that the salary for the payroll title is converted on an hourly base. Definitions of the various periods used for payroll are as follows:

H = hourly
M = monthly
Y = yearly
D = daily
S = session

The number of steps in the salary range is indicated by a number in the Period and Steps column. In the example below, the salary is calculated on an hourly base, and there are three steps in the salary range.

PAYROLL TITLE	SALARY STEPS*			PD & STEPS
Data Entry Operator	7.31	7.59	7.88	H 3
	1,271	1,320	1,371	
	15,263	15,847	16,453	

Use the appropriate base, as indicated by the "Period" to enter changes to ESR's and MPTA's.

The salary rates of most payroll titles show hourly, monthly and annual conversions. The base wage, as explained earlier, is used for payroll purposes. The other two rates displayed are informational only.

The formulas used for the rate conversions are as follows:

1. <u>Conversions from an hourly base.</u>

Example	SALARY STEPS*			PD & STEPS
Data Entry Operator	7.31	7.59	7.88	H 3
	1,271	1,320	1,371	
	15,263	15,847	16,453	

- Monthly conversion: hourly rate x 174 = monthly (7.31 x 174 = 1,271) The monthly rate is truncated to the whole dollar.

* Note: The salaries shown in the examples on this page are for illustration only and do not reflect current salary rates for the title.

- Annual conversion: hourly rate x 2088 = annual (7.31 x 2088 = 15,263). The annual rate is truncated to the whole dollar.

2. Conversions from monthly base

Example*

Police Sergeant	14.95	15.64	
	2,602	2,722	M 2
	31,224	32,664	

- Hourly conversion: monthly rate ÷ 174 = hourly (2,602 ÷ 174 = 14.95) The hourly rate is rounded to two decimal positions.

- Annual conversion: monthly x 12 = annual (2602 x 12 = 31,224). The annual rate is truncated to the whole dollar.

3. Conversions from a yearly base

Example*

Municipal Judge	21.41	
	3,725	
	44,700	Y 1

- Hourly conversion: annual ÷ 2088 = hourly (44,700 ÷ 2088 = 21.41) The hourly rate is rounded to two decimal positions.

- Monthly conversion: annual ÷ 12 = monthly (44,700 ÷ 12 ≐ 3725) The monthly rate is truncated to the whole dollar.

* Note: The salaries shown in the examples on this page are for illustration purposes only and do not reflect current salary rates for the title.

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C I T Y O F S E A T T L E
PERSONNEL PAYROLL SYSTEM

REPORT NUMBER PPS7040-A

SALARY RANGE TABLE--HOURLY RATES WITH MONTHLY CONVERSIONS

PROCESSING DATE 09/16/88

RANGE	A	B	C	D	E
1.0	4.46 776	4.67 8[illegible]	4.80 835	5.00 870	5.18 901
1.5	4.56 793	4.74 824	4.90 852	5.09 885	5.28 918
2.0	4.67 812	4.80 835	5.00 870	5.18 901	5.39 937
2.5	4.74 824	4.90 852	5.09 885	5.28 918	5.50 957
3.0	4.80 835	5.00 870	5.18 901	5.39 937	5.59 972
3.5	4.90 852	5.09 885	5.28 918	5.50 957	5.70 991
4.0	5.00 870	5.18 901	5.39 937	5.59 972	5.81 1,010
4.5	5.09 885	5.28 918	5.50 957	5.70 991	5.91 1,028
5.0	5.18 901	5.39 937	5.59 972	5.81 1,010	6.06 1,054
5.5	5.28 918	5.50 957	5.70 991	5.91 1,028	6.19 1,077
6.0	5.39 937	5.59 972	5.81 1,010	6.06 1,054	6.29 1,094
6.5	5.50 957	5.70 991	5.91 1,028	6.19 1,077	6.41 1,115
7.0	5.59 972	5.81 1,010	6.06 1,054	6.29 1,094	6.53 1,136
7.5	5.70 991	5.91 1,028	6.19 1,077	6.41 1,115	6.64 1,155
8.0	5.81 1,010	6.06 1,054	6.29 1,094	6.53 1,136	6.78 1,179
8.5	5.91 1,028	6.19 1,077	6.41 1,115	6.64 1,155	6.91 1,202
9.0	6.06 1,054	6.29 1,094	6.53 1,136	6.78 1,179	7.02 1,221

CITY OF SEATTLE
PERSONNEL PAYROLL SYSTEM

REPORT NUMBER PPS7040-A

SALARY RANGE TABLE--HOURLY RATES WITH MONTHLY CONVERSIONS

PROCESSING DATE 09/16/88

RANGE	A	B	C	D	E
9.5	6.19 1,077	6.41 1,115	6.64 1,155	6.91 1,202	7.14 1,242
10.0	6.29 1,094	6.53 1,136	6.78 1,179	7.02 1,221	7.27 1,264
10.5	6.41 1,115	6.64 1,155	6.91 1,202	7.14 1,242	7.41 1,289
11.0	6.53 1,136	6.78 1,179	7.02 1,221	7.27 1,264	7.56 1,315
11.5	6.64 1,155	6.91 1,202	7.14 1,242	7.41 1,289	7.73 1,345
12.0	6.78 1,179	7.02 1,221	7.27 1,264	7.56 1,315	7.87 1,369
12.5	6.91 1,202	7.14 1,242	7.41 1,289	7.73 1,345	8.02 1,395
13.0	7.02 1,221	7.27 1,264	7.56 1,315	7.87 1,369	8.17 1,421
13.5	7.14 1,242	7.41 1,289	7.73 1,345	8.02 1,395	8.33 1,449
14.0	7.27 1,264	7.56 1,315	7.87 1,369	8.17 1,421	8.49 1,477
14.5	7.41 1,289	7.73 1,345	8.02 1,395	8.33 1,449	8.65 1,505
15.0	7.56 1,315	7.87 1,369	8.17 1,421	8.49 1,477	8.83 1,536
15.5	7.73 1,345	8.02 1,395	8.33 1,449	8.65 1,505	9.00 1,566
16.0	7.87 1,369	8.17 1,421	8.49 1,477	8.83 1,536	9.17 1,595
16.5	8.02 1,395	8.33 1,449	8.65 1,505	9.00 1,566	9.33 1,623
17.0	8.17 1,421	8.49 1,477	8.83 1,536	9.17 1,595	9.52 1,656
17.5	8.33 1,449	8.65 1,505	9.00 1,566	9.33 1,623	9.72 1,691

REPORT NUMBER PPS7040-A

SALARY RANGE TABLE--HOURLY RATES WITH MONTHLY CONVERSIONS

PROCESSING DATE 09/16/88

RANGE	A	B	C	D	E
18.	8.49 1,477	8.83 1,536	9.17 1,595	9.52 1,656	9.92 1,726
18.5	8.65 1,505	9.00 1,566	9.33 1,623	9.72 1,691	10.08 1,753
19.0	8.83 1,536	9.17 1,595	9.52 1,656	9.92 1,726	10.28 1,788
19.5	9.00 1,566	9.33 1,623	9.72 1,691	10.08 1,753	10.49 1,825
20.0	9.17 1,595	9.52 1,656	9.92 1,726	10.28 1,788	10.69 1,860
20.5	9.33 1,623	9.72 1,691	10.08 1,753	10.49 1,825	10.87 1,891
21.0	9.52 1,656	9.92 1,726	10.28 1,788	10.69 1,860	11.06 1,924
21.5	9.72 1,691	10.08 1,753	10.49 1,825	10.87 1,891	11.28 1,962
22.0	9.92 1,726	10.28 1,788	10.69 1,860	11.06 1,924	11.51 2,002
22.5	10.08 1,753	10.49 1,825	10.87 1,891	11.28 1,962	11.74 2,042
23.0	10.28 1,788	10.69 1,860	11.06 1,924	11.51 2,002	11.96 2,081
23.5	10.49 1,825	10.87 1,891	11.28 1,962	11.74 2,042	12.21 2,124
24.0	10.69 1,860	11.06 1,924	11.51 2,002	11.96 2,081	12.43 2,162
24.5	10.87 1,891	11.28 1,962	11.74 2,042	12.21 2,124	12.67 2,204
25.0	11.06 1,924	11.51 2,002	11.96 2,081	12.43 2,162	12.93 2,249
25.5	11.28 1,962	11.74 2,042	12.21 2,124	12.67 2,204	13.16 2,289
26.0	11.51 2,002	11.96 2,081	12.43 2,162	12.93 2,249	13.41 2,333

REPORT NUMBER PPS7040-A

SALARY RANGE TABLE--HOURLY RATES WITH MONTHLY CONVERSIONS

PROCESSING DATE 09/16/88

RANGE	A	B	C	D	E
26.5	11.74 2,042	12.21 2,124	12.67 2,204	13.16 2,289	13.68 2,380
27.0	11.96 2,081	12.43 2,162	12.93 2,249	13.41 2,333	13.93 2,423
27.5	12.21 2,124	12.67 2,204	13.16 2,289	13.68 2,380	14.21 2,472
28.0	12.43 2,162	12.93 2,249	13.41 2,333	13.93 2,423	14.49 2,521
28.5	12.67 2,204	13.16 2,289	13.68 2,380	14.21 2,472	14.77 2,569
29.0	12.93 2,249	13.41 2,333	13.93 2,423	14.49 2,521	15.06 2,620
29.5	13.16 2,289	13.68 2,380	14.21 2,472	14.77 2,569	15.36 2,672
30.0	13.41 2,333	13.93 2,423	14.49 2,521	15.06 2,620	15.67 2,726
30.5	13.68 2,380	14.21 2,472	14.77 2,569	15.36 2,672	16.01 2,785
31.0	13.93 2,423	14.49 2,521	15.06 2,620	15.67 2,726	16.30 2,836
31.5	14.21 2,472	14.77 2,569	15.36 2,672	16.01 2,785	16.61 2,890
32.0	14.49 2,521	15.06 2,620	15.67 2,726	16.30 2,836	16.91 2,942
32.5	14.77 2,569	15.36 2,672	16.01 2,785	16.61 2,890	17.23 2,998
33.0	15.06 2,620	15.67 2,726	16.30 2,836	16.91 2,942	17.57 3,057
33.5	15.36 2,672	16.01 2,785	16.61 2,890	17.23 2,998	17.91 3,116
34.0	15.67 2,726	16.30 2,836	16.91 2,942	17.57 3,057	18.26 3,177
34.5	16.01 2,785	16.61 2,890	17.23 2,998	17.91 3,116	18.63 3,241

REPORT NUMBER PPS7040-A

SALARY RANGE TABLE--HOURLY RATES WITH MONTHLY CONVERSIONS

PROCESSING DATE 09/16/88

RANGE	A	B	C	D	E
35.0	16.30 2,836	16.91 2,942	17.57 3,057	18.26 3,177	19.00 3,306
35.5	16.61 2,890	17.23 2,998	17.91 3,116	18.63 3,241	19.36 3,368
36.0	16.91 2,942	17.57 3,057	18.26 3,177	19.00 3,306	19.73 3,433
36.5	17.23 2,998	17.91 3,116	18.63 3,241	19.36 3,368	20.12 3,500
37.0	17.57 3,057	18.26 3,177	19.00 3,306	19.73 3,433	20.50 3,567
37.5	17.91 3,116	18.63 3,241	19.36 3,368	20.12 3,500	20.90 3,636
38.0	18.26 3,177	19.00 3,306	19.73 3,433	20.50 3,567	21.28 3,702
38.5	18.63 3,241	19.36 3,368	20.12 3,500	20.90 3,636	21.67 3,770
39.0	19.00 3,306	19.73 3,433	20.50 3,567	21.28 3,702	22.06 3,838
39.5	19.36 3,368	20.12 3,500	20.90 3,636	21.67 3,770	22.50 3,915
40.0	19.73 3,433	20.50 3,567	21.28 3,702	22.06 3,838	22.93 3,989
40.5	20.12 3,500	20.90 3,636	21.67 3,770	22.50 3,915	23.36 4,064
41.0	20.50 3,567	21.28 3,702	22.06 3,838	22.93 3,989	23.78 4,137
41.5	20.90 3,636	21.67 3,770	22.50 3,915	23.36 4,064	24.25 4,219
42.0	21.28 3,702	22.06 3,838	22.93 3,989	23.78 4,137	24.69 4,296
42[illegible]	21.67 3,770	22.50 3,915	23.36 4,064	24.25 4,219	25.18 4,381
43.0	22.06 [illegible]3	22.93 3,989	23.78 4,137	24.69 4,296	25.66 4,464

REPORT NUMBER PPS7040-A

SALARY RANGE TABLE--HOURLY RATES WITH MONTHLY CONVERSIONS

PROCESSING DATE 09/16/88

RANGE	A	B	C	D	E
43.5	22.50 3,915	23.36 4,064	24.25 4,219	25.18 4,381	26.14 4,548
44.0	22.93 3,989	23.78 4,137	24.69 4,296	25.66 4,464	26.65 4,637
44.5	23.36 4,064	24.25 4,219	25.18 4,381	26.14 4,548	27.16 4,725
45.0	23.78 4,137	24.69 4,296	25.66 4,464	26.65 4,637	27.66 4,812
45.5	24.25 4,219	25.18 4,381	26.14 4,548	27.16 4,725	28.18 4,903
46.0	24.69 4,296	25.66 4,464	26.65 4,637	27.66 4,812	28.71 4,995
46.5	25.18 4,381	26.14 4,548	27.16 4,725	28.18 4,903	29.26 5,091
47.0	25.66 4,464	26.65 4,637	27.66 4,812	28.71 4,995	29.81 5,186
47.5	26.14 4,548	27.16 4,725	28.18 4,903	29.26 5,091	30.39 5,287
48.0	26.65 4,637	27.66 4,812	28.71 4,995	29.81 5,186	30.96 5,387
48.5	27.16 4,725	28.18 4,903	29.26 5,091	30.39 5,287	31.57 5,493
49.0	27.66 4,812	28.71 4,995	29.81 5,186	30.96 5,387	32.18 5,599
49.5	28.18 4,903	29.26 5,091	30.39 5,287	31.57 5,493	32.78 5,703
50.0	28.71 4,995	29.81 5,186	30.96 5,387	32.18 5,599	33.41 5,813
50.5	29.26 5,091	30.39 5,287	31.57 5,493	32.78 5,703	34.05 5,924
51.0	29.81 5,186	30.96 5,387	32.18 5,599	33.41 5,813	34.69 6,036
51.5	30.39 5,287	31.57 5,493	32.78 5,703	34.05 5,924	35.38 6,156

REPORT NUMBER PPS7040-A SALARY RANGE TABLE--HOURLY RATES WITH MONTHLY CONVERSIONS PROCESSING DATE 09/16/88

RANGE	A	B	C	D	E
52.0	30.96 5,387	32.18 5,599	33.41 5,813	34.69 6,036	36.05 6,272
52.5	31.57 5,493	32.78 5,703	34.05 5,924	35.38 6,156	36.74 6,392
53.0	32.18 5,599	33.41 5,813	34.69 6,036	36.05 6,272	37.44 6,514
53.5	32.78 5,703	34.05 5,924	35.38 6,156	36.74 6,392	38.17 6,641
54.0	33.41 5,813	34.69 6,036	36.05 6,272	37.44 6,514	38.90 6,768
54.5	34.05 5,924	35.38 6,156	36.74 6,392	38.17 6,641	39.66 6,900
55.0	34.69 6,036	36.05 6,272	37.44 6,514	38.90 6,768	40.39 7,027
55.5	35.38 6,156	36.74 6,392	38.17 6,641	39.66 6,900	41.17 7,163
56.0	36.05 6,272	37.44 6,514	38.90 6,768	40.39 7,027	41.96 7,301
56.5	36.74 6,392	38.17 6,641	39.66 6,900	41.17 7,163	42.78 7,443
57.0	37.44 6,514	38.90 6,768	40.39 7,027	41.96 7,301	43.60 7,586
57.5	38.17 6,641	39.66 6,900	41.17 7,163	42.78 7,443	44.49 7,741
58.0	38.90 6,768	40.39 7,027	41.96 7,301	43.60 7,586	45.32 7,885
58.5	39.66 6,900	41.17 7,163	42.78 7,443	44.49 7,741	46.20 8,038
59.0	40.39 7,027	41.96 7,301	43.60 7,586	45.32 7,885	47.09 8,193
59.5	41.17 7,163	42.78 7,443	44.49 7,741	46.20 8,038	47.98 8,348
60.0	41.96 7,301	43.60 7,586	45.32 7,885	47.09 8,193	48.89 8,506

CITY OF SEATTLE
PERSONNEL PAYROLL SYSTEM

REPORT NUMBER PPS7040-A

SALARY RANGE TABLE--HOURLY RATES WITH MONTHLY CONVERSIONS

PROCESSING DATE 09/16/88

RANGE	A	B	C	D	E
60.5	42.78 7,443	44.49 7,741	46.20 8,038	47.98 8,348	49.86 8,675
61.0	43.60 7,586	45.32 7,885	47.09 8,193	48.89 8,506	50.84 8,846
61.5	44.49 7,741	46.20 8,038	47.98 8,348	49.86 8,675	51.82 9,016
62.0	45.32 7,885	47.09 8,193	48.89 8,506	50.84 8,846	52.84 9,194
62.5	46.20 8,038	47.98 8,348	49.86 8,675	51.82 9,016	53.80 9,361
63.0	47.09 8,193	48.89 8,506	50.84 8,846	52.84 9,194	54.89 9,550
63.5	47.98 8,348	49.86 8,675	51.82 9,016	53.80 9,361	55.98 9,740
64.0	48.89 8,506	50.84 8,846	52.84 9,194	54.89 9,550	57.08 9,931
64.5	49.86 8,675	51.82 9,016	53.80 9,361	55.98 9,740	58.18 10,123
65.0	50.84 8,846	52.84 9,194	54.89 9,550	57.08 9,931	59.29 10,316
65.5	51.82 9,016	53.80 9,361	55.98 9,740	58.18 10,123	60.45 10,518

CITY OF SEATTLE
PERSONNEL PAYROLL SYSTEM

REPORT NUMBER PPS7040-C

SALARY SCHEDULE

PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-											
9988.7		ACCOUNT SERVICES SUPERVISOR	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	19.73 3,433 41,196	H 5	36.0A	030	20	E	5
1210.0		ACCOUNTANT	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 5	28.0A	030	20	P	5
1205.9	-8-	ACCOUNTANT-INT					12.43 2,162 25,953	H 1		030	20	P	5
1220.0		ACCOUNTANT, PRINCIPAL	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126		H 4	34.0B	030	20	E	5
1215.0		ACCOUNTANT, SR	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034		H 4	31.0B	030	20	P	5
1215.1	-8-	ACCOUNTANT, SR-INT					14.49 2,521 30,255	H 1		030	20	P	5
2007.1		ACCOUNTING SUPPORT ASSISTANT	8.83 1,536 18,437	9.17 1,595 19,146	9.52 1,656 19,877	9.92 1,726 20,712		H 4	18.0B	030	60	N	5
9753.8		ACCOUNTING SUPPORT ASSISTANT-BU	8.83 1,536 18,437	9.17 1,595 19,146	9.52 1,656 19,877	9.92 1,726 20,712		H 4	18.0B	035	60	N	5
9706.8	-6-	ACCOUNTING SUPPORT ASSISTANT-BU-INT					8.83 1,536 18,437	H 1		035	60	N	5
9706.9	-6-	ACCOUNTING SUPPORT ASSISTANT-INT					8.83 1,536 18,437	H 1		030	60	N	5
2008.1		ACCOUNTING SUPPORT ASSISTANT-MC	8.83 1,536 18,437	9.17 1,595 19,146	9.52 1,656 19,877	9.92 1,726 20,712		H 4	18.0B	040	60	N	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS				PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-										
9707.0	-6-	ACCOUNTING SUPPORT ASSISTANT-MC-INT				8.83 1,536 18,437	H 1		040	60	N	5
2007.3		ACCOUNTING TECHNICIAN I	9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	10.87 1,891 22,696	H 4	20.5B	030	60	N	5
9754.6		ACCOUNTING TECHNICIAN I-BU	9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	10.87 1,891 22,696	H 4	20.5B	035	60	N	5
9740.9	-6-	ACCOUNTING TECHNICIAN I-BU-INT				9.72 1,691 20,295	H 1		035	60	N	5
9741.0	-6-	ACCOUNTING TECHNICIAN I-INT				9.72 1,691 20,295	H 1		030	60	N	5
2008.3		ACCOUNTING TECHNICIAN I-MC	9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	10.87 1,891 22,696	H 4	20.5B	040	60	N	5
9741.1	-6-	ACCOUNTING TECHNICIAN I-MC-INT				9.72 1,691 20,295	H 1		040	60	N	5
2007.5		ACCOUNTING TECHNICIAN II	10.28 1,788 21,464	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032	H 4	22.0B	030	60	N	5
9754.7		ACCOUNTING TECHNICIAN II-BU	10.28 1,788 21,464	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032	H 4	22.0B	035	60	N	5
1206.0	-6-	ACCOUNTING TECHNICIAN II-BU-INT				10.28 1,788 21,464	H 1		035	60	N	5
1206.1	-6-	ACCOUNTING TECHNICIAN II-INT				10.28 1,788 21,464	H 1		030	60	N	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-											
2008.4		ACCOUNTING TECHNICIAN II-MC	10.28 1,788 21,464	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032		H 4	22.0B	040	60	N	5
1206.2	-6-	ACCOUNTING TECHNICIAN II-MC-INT				10.28 1,788 21,464		H 1		040	60	N	5
2007.7		ACCOUNTING TECHNICIAN III	11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953	12.93 2,249 26,997		H 4	25.0B	030	60	E	5
9754.8		ACCOUNTING TECHNICIAN III-BU	11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953	12.93 2,249 26,997		H 4	25.0B	035	60	E	5
9754.9	-6-	ACCOUNTING TECHNICIAN III-BU-INT				11.51 2,002 24,032		H 1		035	60	E	5
9755.0	-6-	ACCOUNTING TECHNICIAN III-INT				11.51 2,002 24,032		H 1		030	60	E	5
2008.5		ACCOUNTING TECHNICIAN III-MC	11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953	12.93 2,249 26,997		H 4	25.0B	040	60	E	5
9755.1	-6-	ACCOUNTING TECHNICIAN III-MC-INT				11.51 2,002 24,032		H 1		040	60	E	5
6120.0		ADJUSTER, ASST	10.28 1,788 21,464	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032		H 4	22.0B	030	60	N	5
9900.7		ADMINISTRATIVE ANALYST I	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	H 5	29.0A	030	20	N	5
9641.9		ADMINISTRATIVE ANALYST II	14.62 2,543 30,526	15.18 2,641 31,695	15.83 2,754 33,053	16.44 2,860 34,326	17.07 2,970 35,642	H 5		034	20	N	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-											
1020.0		ADMINISTRATIVE ASSISTANT	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
9912.9		ADMINISTRATIVE ASSISTANT-CITY LIGHT	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	H 5	37.0A	030	20	A	5
9706.0		ADMINISTRATIVE ASSISTANT-CONTRACTS	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
0136.0		ADMINISTRATIVE ASSISTANT-LAW	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	O	5
2765.0		ADMINISTRATIVE ASSISTANT-MAYORS OFFICE	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	H 5	29.5A	030	20	A	5
9706.7		ADMINISTRATIVE ASSISTANT-PUBLIC HEALTH	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	H 5	31.0A	030	20	A	5
9628.8		ADMINISTRATIVE ASSISTANT-WATER	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
1021.0		ADMINISTRATIVE ASSISTANT, SR	16.01 2,785 33,428	16.61 2,890 34,681	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	H 5	34.5A	030	20	A	5
1021.5	-8-	ADMINISTRATIVE ASSISTANT, SR-INT					16.01 2,785 33,428	H 1		030	20	A	5
9706.6		ADMINISTRATIVE ASSISTANT, SR-PUB HLTH	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	H 5	37.0A	030	20	A	5
9720.7		ADMINISTRATIVE ASST TO CHIEF OF POLICE			25.40 4,419 53,028	26.44 4,601 55,212	27.54 4,792 57,504	M 3		030	20	A	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS				PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-										
2021.3		ADMINISTRATIVE SECRETARY	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000		H 3	26.0C	030	60	N	5
2021.4	-8-	ADMINISTRATIVE SECRETARY-INT			12.43 2,162 25,953		H 1		030	60	N	5
0701.0		ADMINISTRATIVE SERVICES DIRECTOR			32.20 5,602 67,233		H 1		030	10	E	5
2007.4		ADMINISTRATIVE SPECIALIST I	9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	10.87 1,891 22,696	H 4	20.5B	030	60	N	5
9755.6		ADMINISTRATIVE SPECIALIST I-BU	9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	10.87 1,891 22,696	H 4	20.5B	035	60	N	5
1207.0	-6-	ADMINISTRATIVE SPECIALIST I-BU-INT			9.72 1,691 20,295		H 1		035	60	N	5
1207.1	-6-	ADMINISTRATIVE SPECIALIST I-INT			9.72 1,691 20,295		H 1		030	60	N	5
2008.6		ADMINISTRATIVE SPECIALIST I-MC	9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	10.87 1,891 22,696	H 4	20.5B	040	60	N	5
1207.2	-6-	ADMINISTRATIVE SPECIALIST I-MC-INT			9.72 1,691 20,295		H 1		040	60	N	5
2007.6		ADMINISTRATIVE SPECIALIST II	10.28 1,788 21,464	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032	H 4	22.0B	030	60	N	5
9755.7		ADMINISTRATIVE SPECIALIST II-BU	10.28 1,788 21,464	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032	H 4	22.0B	035	60	N	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-											
1208.0	-6-	ADMINISTRATIVE SPECIALIST II-BU-INT				10.28 1,788 21,464		H 1		035	60	N	5
1208.1	-6-	ADMINISTRATIVE SPECIALIST II-INT				10.28 1,788 21,464		H 1		030	60	N	5
2008.7		ADMINISTRATIVE SPECIALIST II-MC	10.28 1,788 21,464	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032		H 4	22.0B	040	60	N	5
1208.2	-6-	ADMINISTRATIVE SPECIALIST II-MC-INT				10.28 1,788 21,464		H 1		040	60	N	5
2007.8		ADMINISTRATIVE SPECIALIST III	11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953		H 4	24.0B	030	60	E	5
9755.8		ADMINISTRATIVE SPECIALIST III-BU	11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953		H 4	24.0B	035	60	E	5
1209.0	-6-	ADMINISTRATIVE SPECIALIST III-BU-INT				11.06 1,924 23,093		H 1		035	60	E	5
1209.1	-6-	ADMINISTRATIVE SPECIALIST III-INT				11.06 1,924 23,093		H 1		030	60	E	5
2008.8		ADMINISTRATIVE SPECIALIST III-MC	11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953		H 4	24.0B	040	60	E	5
1209.2	-6-	ADMINISTRATIVE SPECIALIST III-MC-INT				11.06 1,924 23,093		H 1		040	60	E	5
1022.1		ADMINISTRATIVE STAFF ANALYST	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-											
1001.3		ADMINISTRATIVE STAFF ASSISTANT	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	20	A	5
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
2007.2		ADMINISTRATIVE SUPPORT ASSISTANT	8.83	9.17	9.52	9.92		H 4	18.0B	030	60	N	5
			1,536	1,595	1,656	1,726							
			18,437	19,146	19,877	20,712							
9753.9		ADMINISTRATIVE SUPPORT ASSISTANT-BU	8.83	9.17	9.52	9.92		H 4	18.0B	035	60	N	5
			1,536	1,595	1,656	1,726							
			18,437	19,146	19,877	20,712							
2008.2		ADMINISTRATIVE SUPPORT ASSISTANT-MC	8.83	9.17	9.52	9.92		H 4	18.0B	040	60	N	5
			1,536	1,595	1,656	1,726							
			18,437	19,146	19,877	20,712							
1211.0	-6-	ADMINISTRATIVE SUPPORT ASST-BU-INT					8.83	H 1		035	60	N	5
							1,536						
							18,437						
1211.1	-6-	ADMINISTRATIVE SUPPORT ASST-INT					8.83	H 1		030	60	N	5
							1,536						
							18,437						
1211.2	-6-	ADMINISTRATIVE SUPPORT ASST-MC-INT					8.83	H 1		040	60	N	5
							1,536						
							18,437						
0891.0		ADMINISTRATIVE SVCS DIRECTOR-CL	24.25	25.18	26.14	27.16	28.18	H 5	45.5A	030	10	E	5
			4,219	4,381	4,548	4,725	4,903						
			50,634	52,575	54,580	56,710	58,839						
9932.9		ADMINISTRATIVE TRAINEE	9.17	9.52	9.92	10.28	10.69	H 5	20.0A	030	60	N	5
			1,595	1,656	1,726	1,788	1,860						
			19,146	19,877	20,712	21,464	22,320						
1353.0		ADMINISTRATOR	23.36	24.25	25.18	26.14	27.16	H 5	44.5A	030	10	E	5
			4,064	4,219	4,381	4,548	4,725						
			48,775	50,634	52,575	54,580	56,710						
9751.6		ADMINISTRATOR-LAW DEPT	21.67	22.50	23.36	24.25	25.18	H 5	42.5A	030	10	O	5
			3,770	3,915	4,064	4,219	4,381						
			45,246	46,980	48,775	50,634	52,575						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-											
3559.9		ADMISSION SUPPORT COORDINATOR	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 5	28.0A	030	20	N	2
3560.1	-8-	ADMISSIONS GUARD-INT					7.17 1,247 14,970	H 1		018	80	N	2
3559.5		ADMISSIONS PERSONNEL DISPATCHER	8.65 1,505 18,061	9.00 1,566 18,792	9.33 1,623 19,481	9.72 1,691 20,295	10.08 1,753 21,047	H 5		035	60	N	5
1105.5		AFFIRMATIVE ACTION MANAGER	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	030	20	E	5
9646.9		ANIMAL CONTROL OFFICER I			10.67 1,856 22,278	11.05 1,922 23,072	11.51 2,002 24,032	H 3		006	80	N	2
9647.0	-6-	ANIMAL CONTROL OFFICER I-INT					10.67 1,856 22,278	H 1		006	80	N	2
9681.9		ANIMAL CONTROL OFFICER II			11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 26,454	H 3	24.5C	006	80	N	2
5403.0		ANIMAL CONTROL SUPERVISOR	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	16.01 2,785 33,428	H 5	30.5A	030	80	E	2
6670.0		APPLIANCE ELECTRICIAN			15.22 2,648 31,779	16.11 2,803 33,637	17.01 2,959 35,516	H 3		077	70	N	3
1620.0		APPRAISER	16.75 2,914 34,974	17.41 3,029 36,35[illegible]	18.10 3,149 37,792	18.81 3,272 39,275	19.56 3,403 40,841	H 5		004	20	A	5
1620.1		APPRAISER, SR	18.26 3,177 38,126	19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	H 5		004	20	A	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-											
9886.5		APPRENTICESHIP COORDINATOR	13.93	14.49	15.06	15.67	16.30	H 5	31.0A	030	20	A	5
			2,423	2,521	2,620	2,726	2,836						
			29,085	30,255	31,445	32,718	34,034						
9886.6		APPRENTICESHIP PROGRAM SUPERVISOR	19.00	19.73	20.50	21.28	22.06	H 5	39.0A	030	20	E	5
			3,306	3,433	3,567	3,702	3,838						
			39,672	41,196	42,804	44,432	46,061						
9668.6		AQUARIUM BIOLOGIST	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	20	P	2
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
0370.0		AQUARIUM DIRECTOR	22.06	22.93	23.78	24.69	25.66	H 5	43.0A	030	10	E	5
			3,838	3,989	4,137	4,296	4,464						
			46,061	47,877	49,652	51,552	53,578						
9715.0		AQUARIUM EXHIBITS DESIGNER	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	20	N	2
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
9716.7	-8-	AQUARIUM GUIDE-INT					7.17	H 1		030	80	N	2
							1,247						
							14,970						
9714.8		AQUARIUM SYSTEMS ENGINEER	15.67	16.30	16.91	17.57	18.26	H 5	34.0A	030	20	N	2
			2,726	2,836	2,942	3,057	3,177						
			32,718	34,034	35,308	36,686	38,126						
9714.9		AQUARIUM SYSTEMS ENGINEER, ASST	12.67	13.16	13.68	14.21	14.77	H 5		023	20	N	2
			2,204	2,289	2,380	2,472	2,569						
			26,454	27,478	28,563	29,670	30,839						
6475.0		ARBORICULTURIST	13.68	14.21	14.77	15.36	16.01	H 5	30.5A	030	20	N	2
			2,380	2,472	2,569	2,672	2,785						
			28,563	29,670	30,839	32,071	33,428						
9744.6		ARBORIST	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	N	2
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						
5012.0		ARCHITECT, SR	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	P	5
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-											
4489.0		ARCHITECTURAL PROJECT COORDINATOR	16.61	17.23	17.91	18.63	19.36	H 5	35.5A	030	20	A	2
			2,890	2,998	3,116	3,241	3,368						
			34,681	35,976	37,396	38,899	40,423						
9999.0		ARCHIVIST	12.21	12.67	13.16	13.68	14.21	H 5	27.5A	030	20	A	5
			2,124	2,204	2,289	2,380	2,472						
			25,494	26,454	27,478	28,563	29,670						
9747.9		ARTS PROGRAM SPECIALIST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9747.8	-8-	ARTS PROGRAM SPECIALIST-INT					15.06	H 1		030	20	A	5
							2,620						
							31,445						
9748.0		ARTS PROGRAM SPECIALIST, ASSISTANT	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	20	N	5
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
9642.8		ASPHALT PAVING CREW CHIEF		16.14	16.75	17.41	18.10	H 4		011	70	E	2
				2,808	2,914	3,029	3,149						
				33,700	34,974	36,352	37,792						
9642.7		ASPHALT PAVING CREW CHIEF, ASST			15.18	15.82	16.43	H 3		011	70	E	2
					2,641	2,752	2,858						
					31,695	33,032	34,305						
9620.9	-2-	ASPHALT PLANER/BURNER OPERATOR-DAY					2.15	D 1		011	70	N	2
6505.0		ASPHALT RAKER			11.74	12.21	12.67	H 3	24.5C	019	70	N	2
					2,042	2,124	2,204						
					24,513	25,494	26,454						
6504.9	-6-	ASPHALT RAKER-INT					11.74	H 1		019	70	N	2
							2,042						
							24,513						
6505.1		ASPHALT RAKER, SR				12.67	13.16	H 2	25.5D	019	70	N	2
						2,204	2,289						
						26,454	27,478						
9887.9		ASSISTANT TO THE SUPERINTENDENT-CL	19.36	20.12	20.90	21.67	22.50	H 5	39.5A	030	20	A	5
			3,368	3,500	3,636	3,770	3,915						
			40,423	42,010	43,639	45,246	46,980						

REPORT NUMBER PPS7040-G

SALARY SCHEDULE

PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS								PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-														
1281.0		AUDITOR				14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034		H 4	31.0B	030	20	P	5
1282.0		AUDITOR, SUPERV				16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126		H 4	34.0B	030	20	E	5
6740.5		AUTOMOTIVE BODY WORKER/PAINTER						13.84 2,408 28,897	14.39 2,503 30,046		H 2		010	70	N	2
1470.0		AUTOMOTIVE ENGINEER			16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672		H 5	35.0A	030	20	P	5
9817.5		AUTOMOTIVE ENGINEER, SR			16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	19.73 3,433 41,196		H 5	36.0A	030	20	P	5
5302.5		AUTOMOTIVE ENGINEERING AIDE			10.87 1,891 22,696	11.28 1,962 23,552	11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 26,454		H 5	24.5A	030	30	N	5
6740.0		AUTOMOTIVE EQUIPMENT PAINTER						13.84 2,408 28,897	14.39 2,503 30,046		H 2		010	70	N	2
6722.0		AUTOMOTIVE MACHINIST							14.62 2,543 30,526		H 1		009	70	N	2
6721.0		AUTOMOTIVE MACHINIST APPRENTICE	9.80 1,705 20,462	10.38 1,806 21,673	10.97 1,908 22,905	11.55 2,009 24,116	12.13 2,110 25,327	12.72 2,213 26,559	13.30 2,314 27,770	13.89 2,416 29,002	H 8		009	70	N	2
1212.0	-6-	AUTOMOTIVE MACHINIST-INT								14.62 2,543 30,526	H 1		009	70	N	2
8434.0		AUTOMOTIVE MACHINIST, PRE-APPRENTICE								7.49 1,303 15,639	H 1		030	70	N	2

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-A-							
6722.1		AUTOMOTIVE MACHINIST, SR	15.19 2,643 31,716	H 1		009	70	E	2
6715.0		AUTOMOTIVE SHEET METAL WORKER	13.84 2,408 28,897	14.39 2,503 30,046	H 2	024	70	N	2
6715.1	-6-	AUTOMOTIVE SHEET METAL WORKER-INT	13.84 2,408 28,897	H 1		024	70	N	2
		-B-							
0430.0		BAILIFF	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972	H 4	23.0B	030	40	N	5
0431.0		BAILIFF, CHIEF	11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953	H 4	24.0B	030	40	N	2
3450.0	-8-	BALLFIELD ATTENDANT-INT	4.67 812 9,750	H 1		030	80	N	2
9650.8	-8-	BEACH & POOL MANAGER-INT	8.58 1,492 17,915	9.04 1,572 18,875	9.33 1,623 19,481	9.82 1,708 20,504	10.28 1,788 21,464	H 5	030	80	E	2
1111.5		BENEFITS SUPERVISOR	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 3	33.0C	030	20	E	5
2310.0		BINDERY WORKER	9.79 1,703 20,441	10.18 1,771 21,255	10.55 1,835 22,028	10.95 1,905 22,863	H 4		044	70	N	2
2310.1		BINDERY WORKER, SR	10.95 1,905 22,863	11.40 1,983 23,803	11.85 2,061 24,742	12.30 2,140 25,682	H 4		044	70	N	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-B-											
9848.5		BIO-TECHNICIAN	9.52	9.92	10.28	10.69	11.06	H 5	21.0A	030	30	N	2
			1,656	1,726	1,788	1,860	1,924						
			19,877	20,712	21,464	22,320	23,093						
9848.6	-8-	BIO-TECHNICIAN-INT					9.52	H 1		030	30	N	2
							1,656						
							19,877						
9815.0		BIOMASS RESEARCH COORDINATOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
4460.0		BOILER INSPECTOR			14.78	15.36	15.98	H 3		030	30	N	2
					2,571	2,672	2,780						
					30,860	32,071	33,366						
5722.1		BOILER INSPECTOR, CHIEF	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	30	E	2
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
6575.0		BRIDGE & SUBWAY FOREMAN			14.49	15.06	15.67	H 3		004	80	E	3
					2,521	2,620	2,726						
					30,255	31,445	32,718						
6576.0		BRIDGE & SUBWAY FOREMAN, SR			16.01	16.61	17.25	H 3		004	80	E	3
					2,785	2,890	3,001						
					33,428	34,681	36,018						
9759.8		BRIDGE MAINTENANCE HELPER				10.89	11.28	H 2		014	80	N	2
						1,894	1,962						
						22,738	23,552						
9759.9	-6-	BRIDGE MAINTENANCE HELPER-INT					10.89	H 1		014	80	N	2
							1,894						
							22,738						
6570.0		BRIDGE MAINTENANCE LEAD WORKER			13.16	13.68	14.21	H 3	27.5C	017	80	N	2
					2,289	2,380	2,472						
					27,478	28,563	29,670						
9608.8		BRIDGE MAINTENANCE MECHANIC				14.36	14.75	H 2		014	70	N	2
						2,498	2,566						
						29,983	30,798						

-B-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9608.7	-6-	BRIDGE MAINTENANCE MECHANIC-INT				14.36 2,498 29,983		H 1		014	70	N	2
9608.9		BRIDGE MAINTENANCE MECHANIC, SR			15.49 2,695 32,343	16.14 2,808 33,700		H 2		014	70	N	2
6553.0		BRIDGE MECHANICAL MAINTENANCE FOREMAN		16.01 2,785 33,428	16.61 2,890 34,681	17.23 2,998 35,976		H 3	32.5C	030	70	E	2
6560.0		BRIDGE OPERATOR		11.64 2,025 24,304	12.10 2,105 25,264	12.57 2,187 26,246		H 3		004	80	N	2
1213.0	-8-	BRIDGE OPERATOR-INT				11.64 2,025 24,304		H 1		004	80	N	2
6561.0		BRIDGE OPERATOR, SR		12.30 2,140 25,682	12.76 2,220 26,642	13.26 2,307 27,686		H 3		004	80	N	2
9992.0		BUDGET ANALYST	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
9990.9		BUDGET ANALYST TRAINEE	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	H 5	29.5A	030	20	A	5
9992.3		BUDGET ANALYST, SR	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	030	20	A	5
9992.5		BUDGET ANALYST, SUPERVISOR	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	22.93 3,989 47,877	H 5	40.0A	030	20	E	5
0260.0		BUDGET DIRECTOR				29.98 5,216 62,598		H 1		030	10	E	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS							PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-B-													
9927.8		BUDGET DIRECTOR, ASST			24.25	25.18	26.14	27.16	28.18	H 5	45.5A	030	10	E	5
					4,219	4,381	4,548	4,725	4,903						
					50,634	52,575	54,580	56,710	58,839						
5011.0		BUILDING ARCHITECT, ASSOC			16.61	17.23	17.91	18.63	19.36	H 5	35.5A	030	20	P	5
					2,890	2,998	3,116	3,241	3,368						
					34,681	35,976	37,396	38,899	40,423						
5011.1	-8-	BUILDING ARCHITECT, ASSOCIATE-INT							16.61	H 1		030	20	P	5
									2,890						
									34,681						
4440.0		BUILDING INSPECTOR					14.90	15.49	16.14	H 3		017	30	N	2
							2,592	2,695	2,808						
							31,111	32,343	33,700						
9809.5		BUILDING INSPECTOR TRAINEE	10.07	10.66	11.24	11.83	12.43	13.01	13.60	14.17	H 8		030	50	N	2
			1,752	1,854	1,955	2,058	2,162	2,263	2,366	2,465						
			21,026	22,258	23,469	24,701	25,953	27,164	28,396	29,586						
4443.0		BUILDING INSPECTOR, CHIEF			17.23	17.91	18.63	19.36	20.12	H 5	36.5A	030	30	E	2
					2,998	3,116	3,241	3,368	3,500						
					35,976	37,396	38,899	40,423	42,010						
4443.1		BUILDING INSPECTOR, MECHANICAL					15.82	16.43	17.07	H 3		030	30	N	2
							2,752	2,858	2,970						
							33,032	34,305	35,642						
4443.3		BUILDING INSPECTOR, MECHANICAL, SR							17.57	H 1		030	30	N	2
									3,057						
									36,686						
9710.8		BUILDING INSPECTOR, SPECIAL					16.61	17.23	17.91	H 3	33.5C	030	30	N	2
							2,890	2,998	3,116						
							34,681	35,976	37,396						
4440.1		BUILDING INSPECTOR, SR					16.28	16.91	17.57	H 3		017	30	N	2
							2,832	2,942	3,057						
							33,992	35,308	36,686						
4442.0		BUILDING INSPECTOR, STRUCTURAL					15.82	16.43	17.07	H 3		017	30	N	2
							2,752	2,858	2,970						
							33,032	34,305	35,642						

-B-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY	STEPS	STEPS	STEPS	STEPS	RANGE	PD& UNIT	BARG CAT	EEO SA	FL CODE	II
6819.0		BUILDING OPERATING ENGINEER			13.30 2,314 27,770	13.82 2,404 28,856	14.37 2,500 30,004	H 3	023	70	N		2
8604.0		BUILDING OPERATING ENGINEER TRAINEE	10.87 1,891 22,696	11.28 1,962 23,552	11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 26,454	H 5	24.5A 023	70	N		2
8605.1	-2-	BUILDING OPERATING ENGINEER-GRADE II					0.20 34 417	H 1	023	70	N		2
6820.0		BUILDING OPERATING ENGINEER, CHIEF	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	16.01 2,785 33,428	16.61 2,890 34,681	H 5	31.5A 030	70	E		2
5061.0		BUILDING PLANS EXAMINER, ASSOC	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	H 5	35.0A 030	30	A		5
9958.6		BUILDING PLANS EXAMINER, ASST	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	H 5	29.0A 030	30	A		5
5062.0		BUILDING PLANS EXAMINER, SR	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	H 5	38.5A 030	30	A		5
9748.5		BUMBERSHOOT FESTIVAL COMM COORDINATOR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A 030	20	A		5
9743.7		BUSINESS MANAGER-PARKS	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	H 5	36.5A 030	20	E		5
1303.0		BUYER	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	H 5	29.5A 030	20	A		5
1301.0		BUYER, ASST		11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 26,454	13.16 2,289 27,478	H 4	25.5B 030	20	N		5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-B-											
1303.2		BUYER, PRINCIPAL	20.50	21.28	22.06	22.93	23.78	H 5	41.0A	030	20	E	5
			3,567	3,702	3,838	3,989	4,137						
			42,804	44,432	46,061	47,877	49,652						
1303.1		BUYER, SR	15.36	16.01	16.61	17.23	17.91	H 5	33.5A	030	20	E	5
			2,672	2,785	2,890	2,998	3,116						
			32,071	33,428	34,681	35,976	37,396						
		-C-											
1725.5		CABLE COMMUNICATIONS COORDINATOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9733.7		CABLE SPLICER CREW CHIEF-NETWORK					21.35	H 1		077	70	E	3
							3,714						
							44,578						
9733.6	-4-	CABLE SPLICER CREW CHIEF-NON NET-TERM					20.86	H 1		077	70	E	3
							3,629						
							43,555						
9731.6		CABLE SPLICER HELPER-NETWORK AREA			13.09	13.66	14.23	H 3		077	80	N	3
					2,277	2,376	2,476						
					27,331	28,522	29,712						
9730.9	-4-	CABLE SPLICER HELPER-NON-NETWORK-TERM			12.89	13.43	13.96	H 3		077	80	N	3
					2,242	2,336	2,429						
					26,914	28,041	29,148						
9731.8	-5-	CABLE SPLICER HELPER-WINCH/DERK-OIL					14.77	H 1		077	80	N	3
							2,569						
							30,839						
9730.6	-5-	CABLE SPLICER-CREW COORDINATOR					20.14	H 1		077	70	N	3
							3,504						
							42,052						
9729.9		CABLE SPLICER-NETWORK					18.97	H 1		077	70	N	3
							3,300						
							39,609						

-C-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9730.8	-5-	CABLE SPLICER-NETWORK-IN TEMP CHG					19.99 3,478 41,739	H 1		077	70	E	3
9730.7	-5-	CABLE SPLICER-NON-NETWORK-IN TEMP CHG					19.53 3,398 40,778	H 1		077	70	E	3
9729.8	-4-	CABLE SPLICER-NON-NETWORK-TERM					18.54 3,225 38,711	H 1		077	70	N	3
7110.0		CAMP SERVICE AIDE			8.02 1,395 16,745	8.33 1,449 17,393	8.65 1,505 18,061	H 3	14.5C	030	80	N	2
7110.1		CAMP SERVICE AIDE, SR			8.83 1,536 18,437	9.17 1,595 19,146	9.52 1,656 19,877	H 3	17.0C	030	80	N	2
9873.6		CAPITAL PROJECT COORDINATOR I	15.99 2,782 33,387	16.60 2,888 34,660	17.23 2,998 35,976	17.91 3,116 37,396	18.64 3,243 38,920	H 5		034	20	A	5
9874.6		CAPITAL PROJECT COORDINATOR II	17.23 2,998 35,976	17.91 3,116 37,396	18.64 3,243 38,920	19.37 3,370 40,444	20.13 3,502 42,031	H 5		034	20	A	5
9875.6		CAPITAL PROJECTS COORDINATOR III	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	034	20	A	5
9665.7		CAPITAL PROJECTS MANAGER-BOND ISSUE	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	22.93 3,989 47,877	23.78 4,137 49,652	H 5	41.0A	030	20	E	5
2504.0		CAPITOL PROJECTS COORDINATOR, CHIEF	19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	H 5	39.0A	030	20	E	5
6640.0		CARPENTER					14.64 2,547 30,568	H 1		017	70	N	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS								PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-C-														
6635.0		CARPENTER APPRENTICE	9.33	9.89	10.45	11.02	11.59	12.15	12.72	13.29	H 8		030	70	N	2
			1,623	1,720	1,818	1,917	2,016	2,114	2,213	2,312						
			19,481	20,650	21,819	23,009	24,199	25,369	26,559	27,749						
6642.0		CARPENTER CREW CHIEF						15.54	16.15	16.81	H 3		017	70	E	2
								2,703	2,810	2,924						
								32,447	33,721	35,099						
1214.0	-6-	CARPENTER-INT								14.64	H 1		017	70	N	2
										2,547						
										30,568						
6640.1		CARPENTER, SR							14.64	15.25	H 2		017	70	N	2
									2,547	2,653						
									30,568	31,842						
5220.1		CARTOGRAPHER, ASSOC				13.50	14.05	14.56	15.15	15.73	H 5		004	30	N	5
						2,349	2,444	2,533	2,636	2,737						
						28,188	29,336	30,401	31,633	32,844						
5220.0		CARTOGRAPHER, ASST				12.09	12.55	13.02	13.53	14.05	H 5		004	30	N	5
						2,103	2,183	2,265	2,354	2,444						
						25,243	26,204	27,185	28,250	29,336						
5222.0		CARTOGRAPHER, SR				14.62	15.18	15.83	16.44	17.07	H 5		004	30	N	5
						2,543	2,641	2,754	2,860	2,970						
						30,526	31,695	33,053	34,326	35,642						
9515.0		CASHIER				6.91	7.14	7.41	7.73	8.02	H 5	12.5A	030	60	N	5
						1,202	1,242	1,289	1,345	1,395						
						14,428	14,908	15,472	16,140	16,745						
9515.2	-8-	CASHIER-INT								6.91	H 1		030	60	N	5
										1,202						
										14,428						
9515.1		CASHIER, SR				8.02	8.33	8.65	9.00	9.33	H 5	16.5A	030	60	N	5
						1,395	1,449	1,505	1,566	1,623						
						16,745	17,393	18,061	18,792	19,481						
6501.0		CEMENT FINISHER							12.82	13.32	H 2		019	70	N	2
									2,230	2,317						
									26,768	27,812						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-C-											
6501.1		CEMENT FINISHER, SR				13.57	14.10	H 2		019	70	N	2
						2,361	2,453						
						28,334	29,440						
1810.0		CENTRAL ANSWERING SVC SUPERVISOR-ASST	11.28	11.74	12.21	12.67	13.16	H 5	25.5A	033	60	N	5
			1,962	2,042	2,124	2,204	2,289						
			23,552	24,513	25,494	26,454	27,478						
0801.3		CHIEF ADMINISTRATIVE OFFICER					30.23	H 1		030	10	A	5
							5,260						
							63,120						
5525.3		CHIEF ENGINEER-CITY LIGHT	27.16	28.18	29.26	30.39	31.57	H 5	48.5A	030	10	E	5
			4,725	4,903	5,091	5,287	5,493						
			56,710	58,839	61,094	63,454	65,918						
9711.8		CITIZENS SERVICE BUREAU DIRECTOR	15.63	16.25	16.87	17.56	18.25	H 5		030	10	E	5
			2,719	2,827	2,935	3,055	3,175						
			32,635	33,930	35,224	36,665	38,106						
9937.8		CITY ARCHITECT	22.93	23.78	24.69	25.66	26.65	H 5	44.0A	030	20	P	5
			3,989	4,137	4,296	4,464	4,637						
			47,877	49,652	51,552	53,578	55,645						
0401.0		CITY ATTORNEY					34.56						
							6,013						
							72,161	Y 1		030	10	O	5
0403.0		CITY ATTORNEY, ASSISTANT I	14.21	14.77	15.36	16.01	16.61	H 5	31.5A	030	20	P	5
			2,472	2,569	2,672	2,785	2,890						
			29,670	30,839	32,071	33,428	34,681						
0404.0		CITY ATTORNEY, ASSISTANT II	17.23	17.91	18.63	19.36	20.12	H 5	36.5A	030	20	P	5
			2,998	3,116	3,241	3,368	3,500						
			35,976	37,396	38,899	40,423	42,010						
0405.0		CITY ATTORNEY, ASSISTANT III	20.50	21.28	22.06	22.93	23.78	H 5	41.0A	030	20	P	5
			3,567	3,702	3,838	3,989	4,137						
			42,804	44,432	46,061	47,877	49,652						
0406.0		CITY ATTORNEY, ASSISTANT IV	23.36	24.25	25.18	26.14	27.16	H 5	44.5A	030	20	E	5
			4,064	4,219	4,381	4,548	4,725						
			48,775	50,634	52,575	54,580	56,710						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-C-											
0407.0		CITY ATTORNEY, ASSISTANT V	26.65	27.66	28.71	29.81	30.96	H 5	48.0A	030	20	O	5
			4,637	4,812	4,995	5,186	5,387						
			55,645	57,754	59,946	62,243	64,644						
2045.0		CITY CLERK, ASST	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	60	O	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
1215.5		CITY PAYROLL SUPERVISOR		16.30	16.91	17.57	18.26	H 4	34.0B	030	20	E	5
				2,836	2,942	3,057	3,177						
				34,034	35,308	36,686	38,126						
0220.0		CITY TREASURER					29.99						
							5,218						
							62,623	Y 1		030	10	O	5
0221.0		CITY TREASURER, ASST	22.93	23.78	24.69	25.66	26.65	H 5	44.0A	030	10	O	5
			3,989	4,137	4,296	4,464	4,637						
			47,877	49,652	51,552	53,578	55,645						
5341.0		CIVIL ENGINEER, ASSOC	16.75	17.41	18.10	18.82	19.56	H 5		034	20	P	2
			2,914	3,029	3,149	3,274	3,403						
			34,974	36,352	37,792	39,296	40,841						
5341.1	-8-	CIVIL ENGINEER, ASSOC-INT					16.75	H 1		034	20	P	2
							2,914						
							34,974						
9776.7		CIVIL ENGINEER, ASST I			13.80	14.36	14.90	H 3		034	20	P	2
					2,401	2,498	2,592						
					28,814	29,983	31,111						
9777.0	-8-	CIVIL ENGINEER, ASST I-INT					13.80	H 1		034	20	P	2
							2,401						
							28,814						
9776.8		CIVIL ENGINEER, ASST II	14.36	14.90	15.49	16.11	16.75	H 5		034	20	P	2
			2,498	2,592	2,695	2,803	2,914						
			29,983	31,111	32,343	33,637	34,974						
9777.1	-8-	CIVIL ENGINEER, ASST II-INT					14.36	H 1		034	20	P	2
							2,498						
							29,983						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-C-											
9776.9		CIVIL ENGINEER, ASST III	15.49	16.11	16.75	17.41	18.10	H 5		034	20	P	2
			2,695	2,803	2,914	3,029	3,149						
			32,343	33,637	34,974	36,352	37,792						
9777.2	-8-	CIVIL ENGINEER, ASST III-INT					15.49	H 1		034	20	P	2
							2,695						
							32,343						
9709.8		CIVIL ENGINEER, CHIEF	24.69	25.66	26.65	27.66	28.71	H 5	46.0A	030	10	E	5
			4,296	4,464	4,637	4,812	4,995						
			51,552	53,578	55,645	57,754	59,946						
5342.0		CIVIL ENGINEER, SR	18.82	19.56	20.32	21.12	21.93	H 5		032	20	E	2
			3,274	3,403	3,535	3,674	3,815						
			39,296	40,841	42,428	44,098	45,789						
5331.1	-8-	CIVIL ENGINEERING SPEC, ASSOC-INT					15.83	H 1		004	30	P	2
							2,754						
							33,053						
5330.1	-8-	CIVIL ENGINEERING SPEC, ASST I-INT					12.09	H 1		004	30	N	2
							2,103						
							25,243						
5330.6	-8-	CIVIL ENGINEERING SPEC, ASST II-INT					13.50	H 1		004	30	N	2
							2,349						
							28,188						
5330.7	-8-	CIVIL ENGINEERING SPEC, ASST III-INT					14.62	H 1		004	30	P	2
							2,543						
							30,526						
5331.0		CIVIL ENGINEERING SPECIALIST, ASSOC	15.83	16.44	17.07	17.74	18.45	H 5		004	30	P	2
			2,754	2,860	2,970	3,086	3,210						
			33,053	34,326	35,642	37,041	38,523						
5330.0		CIVIL ENGINEERING SPECIALIST, ASST I	12.09	12.55	13.02	13.53	14.05	H 5		004	30	N	2
			2,103	2,183	2,265	2,354	2,444						
			25,243	26,204	27,185	28,250	29,336						
5330.8		CIVIL ENGINEERING SPECIALIST, ASST II	13.50	14.05	14.56	15.15	15.73	H 5		004	30	N	2
			2,349	2,444	2,533	2,636	2,737						
			28,188	29,336	30,401	31,633	32,844						

-C-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
5330.9		CIVIL ENGINEERING SPECIALIST, ASST III	14.62	15.18	15.83	16.44	17.07	H 5		004	30	P	2
			2,543	2,641	2,754	2,860	2,970						
			30,526	31,695	33,053	34,326	35,642						
5332.0		CIVIL ENGINEERING SPECIALIST, SR		18.45	19.20	19.92	20.71	H 4		032	30	E	2
				3,210	3,340	3,466	3,603						
				38,523	40,089	41,592	43,242						
5305.0		CIVIL ENGINEERING TECHNICIAN	10.36	10.77	11.17	11.61	12.09	H 5		004	30	N	5
			1,802	1,873	1,943	2,020	2,103						
			21,631	22,487	23,322	24,241	25,243						
0201.0		CIVIL SERVICE COMMISSIONER					375	M 1		030	10	E	5
6125.0		CLAIMS MANAGER	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	A	5
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						
0829.0		CLINICAL PSYCHOLOGIST-POLICE	20.50	21.28	22.06	22.93	23.78	H 5	41.0A	030	20	P	5
			3,567	3,702	3,838	3,989	4,137						
			42,804	44,432	46,061	47,877	49,652						
4433.0		CODE COMPLIANCE ASSISTANT	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
4430.5		CODE COMPLIANCE COORDINATOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
4436.0		CODE RESEARCH ANALYST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
4435.0		CODE RESEARCH COORDINATOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
4401.0		COMMERCIAL VEHICLE ENFORCEMENT OFFICER	12.55	13.02	13.53	14.05	14.62	H 5		004	30	N	2
			2,183	2,265	2,354	2,444	2,543						
			26,204	27,185	28,250	29,336	30,526						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-C-											
2201.0		COMMISSARY CLERK	8.74	9.08	9.41	9.83	10.18	H 5		019	80	N	2
			1,520	1,579	1,637	1,710	1,771						
			18,249	18,959	19,648	20,525	21,255						
0425.5		COMMISSIONER	20.90	21.67	22.50	23.36	24.25	H 5	41.5A	030	20	A	2
			3,636	3,770	3,915	4,064	4,219						
			43,639	45,246	46,980	48,775	50,634						
9745.6		COMMUNICABLE DISEASE CONTROL OFFICER			32.18	33.41	34.69	H 3	51.0C	030	20	P	5
					5,599	5,813	6,036						
					67,191	69,760	72,432						
8050.0		COMMUNICABLE DISEASE INVESTIGATOR		10.60	10.98	11.40	11.85	H 4		036	50	N	2
				1,844	1,910	1,983	2,061						
				22,132	22,926	23,803	24,742						
8050.1		COMMUNICABLE DISEASE INVESTIGATOR, SR		11.40	11.83	12.30	12.78	H 4		036	50	N	2
				1,983	2,058	2,140	2,223						
				23,803	24,701	25,682	26,684						
9779.7	-5-	COMMUNICATIONS ELECT II-IN TEMP CHG					20.36	H 1		077	30	N	3
							3,542						
							42,511						
6384.1		COMMUNICATIONS ELECT JNYWRK-IN CHG-SKT					20.36	H 1		077	30	N	3
							3,542						
							42,511						
6386.0		COMMUNICATIONS ELECTRICIAN CREW CHIEF					21.75	H 1		077	30	E	3
							3,784						
							45,414						
9778.8		COMMUNICATIONS ELECTRICIAN I					17.90	H 1		077	30	N	3
							3,114						
							37,375						
9778.9		COMMUNICATIONS ELECTRICIAN II			18.44	18.88	19.33	H 3		077	30	N	3
					3,208	3,285	3,363						
					38,502	39,421	40,361						
5540.0		COMMUNICATIONS ENGINEER, ASSOC	16.75	17.41	18.10	18.82	19.56	H 5		034	20	P	5
			2,914	3,029	3,149	3,274	3,403						
			34,974	36,352	37,792	39,296	40,841						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-C-											
9779.8		COMMUNICATIONS TECHNICIAN			15.36 2,672 32,071	16.01 2,785 33,428	16.61 2,890 34,681	H 3	31.5C	030	30	N	3
9717.7		COMMUNICATIONS TECHNICIAN, SR			16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 3	33.0C	030	30	N	5
9716.8		COMMUNICATIONS/SHOP OP SUPERVISOR		19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	H 4	38.5B	030	30	E	2
9812.8		COMMUNITY CRIME PREVENTION DIRECTOR		18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 4	37.5B	030	20	E	5
9812.0		COMMUNITY CRIME PREVENTION ORGANIZER	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 5	28.0A	030	20	A	2
9812.4		COMMUNITY CRIME PREVENTION SUPERVISOR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	E	5
1161.5		COMMUNITY DEV PROGRAM SPEC, ASST	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	H 5	28.5A	030	20	A	5
1162.2		COMMUNITY DEV PROGRAM SUPERVISOR	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	22.93 3,989 47,877	H 5	40.0A	030	20	E	5
1159.0		COMMUNITY DEVELOPMENT COORDINATOR	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	H 5	36.5A	030	20	A	5
0301.0		COMMUNITY DEVELOPMENT DIRECTOR					29.98 5,216 62,598	H 1		030	10	E	5
1160.7		COMMUNITY DEVELOPMENT PLANNER	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5

-C-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
1160.9		COMMUNITY DEVELOPMENT PLANNER, SUPERV	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
1161.7		COMMUNITY DEVELOPMENT PROGRAM SPEC	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
1161.9		COMMUNITY DEVELOPMENT PROGRAM SPEC, SR	17.23	17.91	18.63	19.36	20.12	H 5	36.5A	030	20	A	5
			2,998	3,116	3,241	3,368	3,500						
			35,976	37,396	38,899	40,423	42,010						
1160.2		COMMUNITY DEVELOPMENT SPECIALIST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
8002.0		COMMUNITY HEALTH SERVICES ASSISTANT	9.73	10.08	10.50	10.87	11.29	H 5		030	20	N	2
			1,693	1,753	1,827	1,891	1,964						
			20,316	21,047	21,924	22,696	23,573						
9848.8		COMMUNITY SERVICE AIDE				7.87	8.17	H 2		030	50	N	2
						1,369	1,421						
						16,432	17,058						
9849.0	-8-	COMMUNITY SERVICE AIDE-INT					7.87	H 1		030	50	N	2
							1,369						
							16,432						
9848.9		COMMUNITY SERVICE AIDE-MC				7.87	8.17	H 2		040	50	N	2
						1,369	1,421						
						16,432	17,058						
1819.3		COMMUNITY SERVICE CENTER COORDINATOR	13.16	13.68	14.21	14.77	15.36	H 5		004	20	A	2
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
1819.5		COMMUNITY SERVICE CENTER SUPERVISOR	15.06	15.67	16.30	16.91	17.57	H 5		004	20	E	2
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
4225.0		COMMUNITY SERVICE OFFICER	11.28	11.74	12.21	12.67	13.16	H 5	25.5A	030	50	N	2
			1,962	2,042	2,124	2,204	2,289						
			23,552	24,513	25,494	26,454	27,478						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-C-											
9665.8		COMMUNITY SERVICE OFFICER, SR		13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	H 4	29.0B	030	50	N	2
1820.0		COMMUNITY SERVICE REPRESENTATIVE-BU	12.21 2,124 25,494	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	H 5		004	20	N	2
1820.2	-8-	COMMUNITY SERVICE REPRESENTATIVE-INT					12.21 2,124 25,494	H 1		004	20	N	2
4230.0		COMMUNITY SVC OFFICER PROGRAM DIRECTOR			20.09 3,495 41,947	20.91 3,638 43,660	21.79 3,791 45,497	H 3		030	20	E	2
1820.3		COMMUNITY SVC REPRESENTATIVE, SUPERV	12.21 2,124 25,494	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	H 5	27.5A	030	20	E	2
9728.7		COMPLAINT INVESTIGATOR	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	H 5	29.5A	030	20	A	5
0230.0		COMPTROLLER & CITY CLERK					29.99 5,218 62,623	Y 1		030	10	O	5
2411.0		COMPUTER OPERATIONS SHIFT SUPERVISOR	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	H 5	31.0A	030	30	E	5
9663.6		COMPUTER SERVICES TECHNICIAN				18.26 3,177 38,126	19.00 3,306 39,672	H 2	35.0D	030	30	N	5
0130.0		CONFIDENTIAL SECRETARY	12.21 2,124 25,494	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	H 5	27.5A	030	60	O	5
0131.0	-8-	CONFIDENTIAL SECRETARY-INT					12.21 2,124 25,494	H 1		030	60	O	5

-C-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9629.0		CONSERVATION FIELD OPERATIONS MANAGER	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9629.4		CONSERVATION FINANCIAL PGMS SUPERVISOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	E	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9629.2		CONSERVATION FINANCIAL PROGRAM SPEC	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	20	A	5
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
9747.0		CONSERVATION POLICY ANALYST	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
6530.0		CONSTR & MAINT EQUIPMENT OPERATOR				14.15	14.72	H 2		011	70	N	2
						2,462	2,561						
						29,545	30,735						
6530.1	-6-	CONSTR & MAINT EQUIPMENT OPERATOR-INT					14.15	H 1		011	70	N	2
							2,462						
							29,545						
6531.0		CONSTR & MAINT EQUIPMENT OPERATOR, SR					15.49	H 1		011	70	N	2
							2,695						
							32,343						
0630.0		CONSTRUCTION & LAND USE DIRECTOR					32.20	H 1		030	10	E	5
							5,602						
							67,233						
6752.0		CONSTRUCTION & REPAIR CREW CHIEF			14.90	15.49	16.14	H 3		011	70	E	2
					2,592	2,695	2,808						
					31,111	32,343	33,700						
1658.5		CONSTRUCTION COMPLAINT SPECIALIST	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	20	A	5
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
1659.0		CONSTRUCTION MANAGEMENT SPECIALIST			16.30	16.91	17.57	H 3	33.0C	030	30	A	2
					2,836	2,942	3,057						
					34,034	35,308	36,686						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-C-											
1659.5		CONSTRUCTION MANAGEMENT SUPERVISOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	2
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9756.6		CONSUMER RELATIONS OFFICER	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
1440.0		CONTRACT PAYMENTS SUPERVISOR	18.82	19.56	20.32	21.12	21.93	H 5		032	30	E	5
			3,274	3,403	3,535	3,674	3,815						
			39,296	40,841	42,428	44,098	45,789						
9721.8		CONTRACTS AND CONCESSION OFFICER	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9721.6		CONTRACTS AND CONCESSIONS ASSISTANT	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	50	A	5
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
6806.0		CONTROL TECHNICIAN				14.90	15.49	H 2		030	70	N	2
						2,592	2,695						
						31,111	32,343						
7102.0		COOK				11.61	12.07	H 2		002	80	N	2
						2,020	2,100						
						24,241	25,202						
7102.1		COOK, SUPERV				13.28	13.78	H 2		002	80	E	2
						2,310	2,397						
						27,728	28,772						
0102.5		COUNCIL ASSISTANT	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	20	A	5
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
0101.0		COUNCILMEMBER					28.00						
							4,871						
							58,457	Y 1		030	10	O	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-C-											
9885.6		COUNSELOR	11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	H 5	26.5A	030	20	A	5
9746.8	-8-	COUNSELOR-INT					11.74 2,042 24,513	H 1		030	20	A	2
9712.9		COUNSELOR, ASSISTANT	9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	10.87 1,891 22,696	11.28 1,962 23,552	H 5	21.5A	030	50	A	5
9746.7	-8-	COUNSELOR, ASSISTANT-INT					9.72 1,691 20,295	H 1		030	50	A	5
9821.9		COUNSELOR, SR	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	H 5	30.0A	030	20	A	5
1378.0		COUNTY DIVISION DIRECTOR-PUB HLTH	24.25 4,219 50,634	25.18 4,381 52,575	26.14 4,548 54,580	27.16 4,725 56,710	28.18 4,903 58,839	H 5	45.5A	030	10	E	5
4039.0		COURT UNIT SUPERVISOR	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	H 5	29.0A	030	60	E	5
1262.0		CREDIT/COLLECTION SUPERVISOR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	60	E	5
1261.0		CREDIT/COLLECTION SUPERVISOR, ASST	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	H 5	30.0A	031	60	E	5
9812.2		CRIME PREVENTION COORDINATOR	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 5	28.0A	030	20	A	2
9653.5		CURRENT DIVERSION COORDINATOR		15.18 2,641 31,695	15.[illegible] 2,754 33,053	16.44 2,860 34,326	17.07 2,970 35,642	H 4		004	20	A	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-C-											
9640.9		CUSTODIAL ENGINEER II		12.07 2,100 25,202	12.55 2,183 26,204	13.02 2,265 27,185		H 3		023	70	N	2
9755.9		CUSTOMER SERVICE REPRESENTATIVE		10.28 1,788 21,464	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032	H 4		035	60	N	5
9756.2	-6-	CUSTOMER SERVICE REPRESENTATIVE-INT					10.28 1,788 21,464	H 1		035	60	N	5
9756.1		CUSTOMER SERVICE REPRESENTATIVE, SR		11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953	H 4		035	60	N	5
9657.6		CUSTOMER SERVICES SUPERVISOR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	60	E	5
9756.0		CUSTOMER SVC REPRESENTATIVE/TRAINER		10.87 1,891 22,696	11.28 1,962 23,552	11.74 2,042 24,513	12.21 2,124 25,494	H 4	23.5B	035	60	A	5
9756.3	-6-	CUSTOMER SVC REPRESENTATIVE, SR-INT					11.06 1,924 23,093	H 1		035	60	N	5
9658.0		CUSTOMER TELE ASSISTANCE SUPERVISOR	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	H 5	32.0A	030	60	E	5
		-D-											
9963.8		DATA ASSISTANT		11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972		H 3	23.0C	030	60	N	5
1216.0	-8-	DATA ASSISTANT-INT					11.06 1,924 23,093	H 1		030	60	N	5

-D-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9665.0		DATA CENTER SUPERVISOR	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	60	E	5
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
2410.5		DATA CONTROL TECHNICIAN	9.52	9.92	10.28	10.69	11.06	H 5	21.0A	035	30	N	5
			1,656	1,726	1,788	1,860	1,924						
			19,877	20,712	21,464	22,320	23,093						
2410.7		DATA CONTROL TECHNICIAN, SR	10.69	11.06	11.51	11.96	12.43	H 5	24.0A	035	30	N	5
			1,860	1,924	2,002	2,081	2,162						
			22,320	23,093	24,032	24,972	25,953						
9665.9		DATA ENTRY OPERATOR			8.83	9.17	9.52	H 3		004	60	N	5
					1,536	1,595	1,656						
					18,437	19,146	19,877						
2401.9	-8-	DATA ENTRY OPERATOR-INT					8.83	H 1		004	60	N	5
							1,536						
							18,437						
9666.7		DATA ENTRY OPERATOR, PRINCIPAL			9.92	10.28	10.69	H 3	20.0C	030	60	E	5
					1,726	1,788	1,860						
					20,712	21,464	22,320						
9666.6		DATA ENTRY OPERATOR, SR			9.72	10.08	10.49	H 3		004	60	N	5
					1,691	1,753	1,825						
					20,295	21,047	21,903						
2402.0		DATA ENTRY SUPERVISOR	10.28	10.69	11.06	11.51	11.96	H 5	23.0A	030	60	E	5
			1,788	1,860	1,924	2,002	2,081						
			21,464	22,320	23,093	24,032	24,972						
2412.0		DATA PROCESSING SUPERVISOR	11.28	11.74	12.21	12.67	13.16	H 5	25.5A	030	30	E	5
			1,962	2,042	2,124	2,204	2,289						
			23,552	24,513	25,494	26,454	27,478						
2441.1	-8-	DATA PROCESSING SYST ANALYST, SR-INT					17.91	H 1		030	20	A	5
							3,116						
							37,396						
2440.0		DATA PROCESSING SYSTEMS ANALYST	15.18	15.83	16.44	17.07	17.74	H 5		034	20	A	5
			2,641	2,754	2,860	2,970	3,086						
			31,695	33,053	34,326	35,642	37,041						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-D-											
2440.1	-8-	DATA PROCESSING SYSTEMS ANALYST-INT					15.18 2,641 31,695	H 1		034	20	A	5
2441.0		DATA PROCESSING SYSTEMS ANALYST, SR	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	030	20	A	5
2442.0		DATA PROCESSING SYSTEMS MANAGER	21.28 3,702 44,432	22.06 3,838 46,061	22.93 3,989 47,877	23.78 4,137 49,652	24.69 4,296 51,552	H 5	42.0A	030	20	E	5
9668.7		DELIVERY WORKER	8.83 1,536 18,437	9.17 1,595 19,146	9.52 1,656 19,877	9.92 1,726 20,712	10.28 1,788 21,464	H 5	19.0A	030	80	N	2
8070.9	-8-	DELIVERY WORKER-INT					9.52 1,656 19,877	H 1		030	80	N	2
8105.0		DENTAL ASSISTANT	8.02 1,395 16,745	8.33 1,449 17,393	8.65 1,505 18,061	9.00 1,566 18,792	9.33 1,623 19,481	H 5	16.5A	030	30	N	5
8105.9	-8-	DENTAL ASSISTANT-INT					8.02 1,395 16,745	H 1		030	30	N	5
8105.1		DENTAL ASSISTANT, SR	8.65 1,505 18,061	9.00 1,566 18,792	9.33 1,623 19,481	9.72 1,691 20,295	10.08 1,753 21,047	H 5	18.5A	030	30	N	5
9925.6		DENTAL SERVICES CHIEF	26.14 4,548 54,580	27.16 4,725 56,710	28.18 4,903 58,839	29.26 5,091 61,094	30.39 5,287 63,454	H 5	47.5A	030	10	E	5
0850.0		DENTIST	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	22.93 3,989 47,877	H 5	40.0A	030	20	P	5
0850.9	-8-	DENTIST-HOURLY					19.73 3,433 41,196	H 1		030	20	P	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-D-											
0340.5		DEPUTY DIRECTOR-SEA CTR	25.18	26.14	27.16	28.18	29.26	H 5	46.5A	030	10	E	5
			4,381	4,548	4,725	4,903	5,091						
			52,575	54,580	56,710	58,839	61,094						
0010.0		DEPUTY MAYOR	25.35	26.32	27.33	28.38	29.49	H 5		030	10	O	5
			4,410	4,579	4,755	4,938	5,131						
			52,930	54,956	57,065	59,257	61,575						
5013.0		DESIGN COMMISSION COORDINATOR	17.23	17.91	18.63	19.36	20.12	H 5	36.5A	030	20	A	5
			2,998	3,116	3,241	3,368	3,500						
			35,976	37,396	38,899	40,423	42,010						
1163.0		DEVELOPMENT FINANCE SPECIALIST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
1163.2		DEVELOPMENT FINANCE SPECIALIST, SR	17.23	17.91	18.63	19.36	20.12	H 5	36.5A	030	20	A	5
			2,998	3,116	3,241	3,368	3,500						
			35,976	37,396	38,899	40,423	42,010						
9557.0		DINING ROOM ATTENDANT	6.64	6.91	7.14	7.41	7.73	H 5	11.5A	004	80	N	2
			1,155	1,202	1,242	1,289	1,345						
			13,864	14,428	14,908	15,472	16,140						
9920.6	-6-	DINING ROOM ATTENDANT-INT					6.64	H 1		004	80	N	2
							1,155						
							13,864						
9558.0		DINING ROOM ATTENDANT, SR	7.27	7.56	7.87	8.17	8.49	H 5	14.0A	004	80	N	2
			1,264	1,315	1,369	1,421	1,477						
			15,179	15,785	16,432	17,058	17,727						
0140.0		DIRECTOR I	19.73	20.50	21.28	22.06	22.93	H 5	40.0A	030	10	E	5
			3,433	3,567	3,702	3,838	3,989						
			41,196	42,804	44,432	46,061	47,877						
0141.0		DIRECTOR II	20.12	20.90	21.67	22.50	23.36	H 5	40.5A	030	10	E	5
			3,500	3,636	3,770	3,915	4,064						
			42,010	43,639	45,246	46,980	48,775						
0142.0		DIRECTOR III	20.50	21.28	22.06	22.93	23.78	H 5	41.0A	030	10	E	5
			3,567	3,702	3,838	3,989	4,137						
			42,804	44,432	46,061	47,877	49,652						

-D-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
0143.0		DIRECTOR IV	20.90	21.67	22.50	23.36	24.25	H 5	41.5A	030	10	E	5
			3,636	3,770	3,915	4,064	4,219						
			43,639	45,246	46,980	48,775	50,634						
0144.0		DIRECTOR V	21.28	22.06	22.93	23.78	24.69	H 5	42.0A	030	10	E	5
			3,702	3,838	3,989	4,137	4,296						
			44,432	46,061	47,877	49,652	51,552						
0145.0		DIRECTOR VI	21.67	22.50	23.36	24.25	25.18	H 5	42.5A	030	10	E	5
			3,770	3,915	4,064	4,219	4,381						
			45,246	46,980	48,775	50,634	52,575						
0146.0		DIRECTOR VII	22.06	22.93	23.78	24.69	25.66	H 5	43.0A	030	10	E	5
			3,838	3,989	4,137	4,296	4,464						
			46,061	47,877	49,652	51,552	53,578						
0147.0		DIRECTOR VIII	22.50	23.36	24.25	25.18	26.14	H 5	43.5A	030	10	E	5
			3,915	4,064	4,219	4,381	4,548						
			46,980	48,775	50,634	52,575	54,580						
0148.0		DIRECTOR IX	22.93	23.78	24.69	25.66	26.65	H 5	44.0A	030	10	E	5
			3,989	4,137	4,296	4,464	4,637						
			47,877	49,652	51,552	53,578	55,645						
0149.0		DIRECTOR X	23.36	24.25	25.18	26.14	27.16	H 5	44.5A	030	10	E	5
			4,064	4,219	4,381	4,548	4,725						
			48,775	50,634	52,575	54,580	56,710						
0150.0		DIRECTOR XI	23.78	24.69	25.66	26.65	27.66	H 5	45.0A	030	10	E	5
			4,137	4,296	4,464	4,637	4,812						
			49,652	51,552	53,578	55,645	57,754						
0151.0		DIRECTOR XII	24.25	25.18	26.14	27.16	28.18	H 5	45.5A	030	10	E	5
			4,219	4,381	4,548	4,725	4,903						
			50,634	52,575	54,580	56,710	58,839						
6471.0		DISCOVERY PARK SUPERVISOR	14.49	15.06	15.67	16.30	16.91	H 5	32.0A	030	20	E	2
			2,521	2,620	2,726	2,836	2,942						
			30,255	31,445	32,718	34,034	35,308						
3560.9	-8-	DISPATCHER-INT					7.65	H 1		035	80	N	5
							1,331						
							15,973						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY	STEPS				PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-D-											
9600.8		DISPOSAL CREW CHIEF I			15.18	15.82	16.43	H 3		011	70	E	2
					2,641	2,752	2,858						
					31,695	33,032	34,305						
9600.9		DISPOSAL CREW CHIEF II			16.30	16.91	17.57	H 3	33.0C	011	70	E	2
					2,836	2,942	3,057						
					34,034	35,308	36,686						
9902.6		DISTRIBUTION DIRECTOR	26.14	27.16	28.18	29.26	30.39	H 5	47.5A	030	10	E	5
			4,548	4,725	4,903	5,091	5,287						
			54,580	56,710	58,839	61,094	63,454						
9723.9		DISTRIBUTION PROGRAM COORDINATOR	16.75	17.41	18.10	18.81	19.56	H 5		031	20	A	5
			2,914	3,029	3,149	3,272	3,403						
			34,974	36,352	37,792	39,275	40,841						
6781.0		DISTRIBUTION SUPERVISOR			20.29	21.08	21.91	H 3		076	70	E	2
					3,530	3,667	3,812						
					42,365	44,015	45,748						
6782.0		DISTRIBUTION SUPERVISOR, SR			21.48	22.35	23.22	H 3		076	70	E	2
					3,737	3,888	4,040						
					44,850	46,666	48,483						
9951.6		DISTRICT CUST ADVISORY SVCS SUPERVISOR	17.57	18.26	19.00	19.73	20.50	H 5	37.0A	030	20	E	5
			3,057	3,177	3,306	3,433	3,567						
			36,686	38,126	39,672	41,196	42,804						
3560.5	-8-	DOOR ATTENDANT-INT					6.29	H 1		018	80	N	2
							1,094						
							13,133						
2302.0		DUPLICATING EQUIPMENT OPERATOR	10.18	10.55	10.95	11.40	11.85	H 5		044	70	N	5
			1,771	1,835	1,905	1,983	2,061						
			21,255	22,028	22,863	23,803	24,742						
2302.1	-8-	DUPLICATING EQUIPMENT OPERATOR-INT					10.18	H 1		044	70	N	5
							1,771						
							21,255						
2304.0		DUPLICATING EQUIPMENT OPERATOR, SR		10.95	11.40	11.85	12.30	H 4		044	70	N	5
				1,905	1,983	2,061	2,140						
				22,863	23,803	24,742	25,682						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-D-											
2305.1		DUPLICATING OPERATIONS SUPERVISOR	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	70	E	5
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
		-E-											
1164.0		ECONOMIC DEV PROJECT COORDINATOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
1164.2		ECONOMIC DEV PROJECT COORDINATOR, SR	19.36	20.12	20.90	21.67	22.50	H 5	39.5A	030	20	A	5
			3,368	3,500	3,636	3,770	3,915						
			40,423	42,010	43,639	45,246	46,980						
1164.4		ECONOMIC DEV PROJECT SUPERVISOR	20.90	21.67	22.50	23.36	24.25	H 5	41.5A	030	20	E	5
			3,636	3,770	3,915	4,064	4,219						
			43,639	45,246	46,980	48,775	50,634						
2410.0		EDP EQUIPMENT OPERATOR	9.17	9.52	9.92	10.28	10.69	H 5	20.0A	030	30	N	5
			1,595	1,656	1,726	1,788	1,860						
			19,146	19,877	20,712	21,464	22,320						
2410.4	-8-	EDP EQUIPMENT OPERATOR-INT					9.17	H 1		030	30	N	5
							1,595						
							19,146						
2410.2		EDP EQUIPMENT OPERATOR-MC	9.17	9.52	9.92	10.28	10.69	H 5	20.0A	040	30	N	5
			1,595	1,656	1,726	1,788	1,860						
			19,146	19,877	20,712	21,464	22,320						
9853.6		EDP EQUIPMENT OPERATOR, LEAD	11.28	11.74	12.21	12.67	13.16	H 5	25.5A	030	30	N	5
			1,962	2,042	2,124	2,204	2,289						
			23,552	24,513	25,494	26,454	27,478						
2410.1		EDP EQUIPMENT OPERATOR, SR		10.69	11.06	11.51	11.96	H 4	23.0B	030	30	N	5
				1,860	1,924	2,002	2,081						
				22,320	23,093	24,032	24,972						
2410.3		EDP EQUIPMENT OPERATOR, SR-MC		10.69	11.06	11.51	11.96	H 4	23.0B	040	30	N	5
				1,860	1,924	2,002	2,081						
				22,320	23,093	24,032	24,972						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-E-											
9933.8		EDUCATION AIDE		5.19	5.51	6.10	6.56	H 4		030	80	N	5
				903	958	1,061	1,141						
				10,836	11,504	12,736	13,697						
9933.9	-8-	EDUCATION AIDE-INT					5.19	H 1		030	80	N	5
							903						
							10,836						
9714.6		EDUCATION PROGRAMS CURATOR	14.77	15.36	16.01	16.61	17.23	H 5	32.5A	030	20	E	5
			2,569	2,672	2,785	2,890	2,998						
			30,839	32,071	33,428	34,681	35,976						
1105.3		EEO ASSISTANT	10.87	11.28	11.74	12.21	12.67	H 5	24.5A	030	20	A	5
			1,891	1,962	2,042	2,124	2,204						
			22,696	23,552	24,513	25,494	26,454						
9668.9		ELECTION ADMINISTRATOR					21.28	H 1	38.0E	030	10	A	5
							3,702						
							44,432						
6672.0		ELECTRICAL APPLIANCE CREW CHIEF					19.13	H 1		077	70	E	3
							3,328						
							39,943						
6671.0		ELECTRICAL APPLIANCE CREW CHIEF, ASST					18.08	H 1		077	70	N	3
							3,145						
							37,751						
6670.1		ELECTRICAL APPLIANCE SVC DISPATCHER					17.86	H 1		077	70	N	5
							3,107						
							37,291						
5524.0		ELECTRICAL ENGINEER, ASSOC	16.75	17.41	18.10	18.82	19.56	H 5		034	20	P	5
			2,914	3,029	3,149	3,274	3,403						
			34,974	36,352	37,792	39,296	40,841						
9693.8		ELECTRICAL ENGINEER, ASST I			13.80	14.36	14.90	H 3		034	20	P	5
					2,401	2,498	2,592						
					28,814	29,983	31,111						
9693.9		ELECTRICAL ENGINEER, ASST II	14.36	14.90	15.49	16.11	16.75	H 5		034	20	P	5
			2,498	2,592	2,695	2,803	2,914						
			29,983	31,111	32,343	33,637	34,974						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-E-											
9694.7		ELECTRICAL ENGINEER, ASST III	15.49	16.11	16.75	17.41	18.10	H 5		034	20	P	5
			2,695	2,803	2,914	3,029	3,149						
			32,343	33,637	34,974	36,352	37,792						
9709.9		ELECTRICAL ENGINEER, CHIEF	24.69	25.66	26.65	27.66	28.71	H 5	46.0A	030	10	E	5
			4,296	4,464	4,637	4,812	4,995						
			51,552	53,578	55,645	57,754	59,946						
5525.0		ELECTRICAL ENGINEER, SR	18.82	19.56	20.32	21.12	21.93	H 5		032	20	E	5
			3,274	3,403	3,535	3,674	3,815						
			39,296	40,841	42,428	44,098	45,789						
5511.0		ELECTRICAL ENGRNG SPECIALIST, ASSOC	15.83	16.44	17.07	17.74	18.45	H 5		004	30	P	5
			2,754	2,860	2,970	3,086	3,210						
			33,053	34,326	35,642	37,041	38,523						
5510.0		ELECTRICAL ENGRNG SPECIALIST, ASST I	12.09	12.55	13.02	13.53	14.05	H 5		004	30	N	5
			2,103	2,183	2,265	2,354	2,444						
			25,243	26,204	27,185	28,250	29,336						
5510.8		ELECTRICAL ENGRNG SPECIALIST, ASST II	13.50	14.05	14.56	15.15	15.73	H 5		004	30	N	5
			2,349	2,444	2,533	2,636	2,737						
			28,188	29,336	30,401	31,633	32,844						
5510.9		ELECTRICAL ENGRNG SPECIALIST, ASST III	14.62	15.18	15.83	16.44	17.07	H 5		004	30	P	5
			2,543	2,641	2,754	2,860	2,970						
			30,526	31,695	33,053	34,326	35,642						
5512.0		ELECTRICAL ENGRNG SPECIALIST, SR		18.45	19.20	19.92	20.71	H 4		032	30	E	5
				3,210	3,340	3,466	3,603						
				38,523	40,089	41,592	43,242						
6310.0		ELECTRICAL HELPER			12.35	12.89	13.43	H 3		077	80	N	3
					2,148	2,242	2,336						
					25,786	26,914	28,041						
9774.9	-5-	ELECTRICAL HELPER-ASG HYDR BOOM OPER			13.18	13.72	14.25	H 3		077	80	N	3
					2,293	2,387	2,479						
					27,519	28,647	29,754						
9761.7		ELECTRICAL HELPER-BOUNDARY			12.35	12.89	13.43	H 3		077	80	N	3
					2,148	2,242	2,336						
					25,786	26,914	28,041						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-E-											
9761.8	-5-	ELECTRICAL HELPER-BOUNDARY/HVY EQUIP					14.25 2,479 29,754	H 1		077	80	N	3
4445.0		ELECTRICAL INSPECTOR			14.90 2,592 31,111	15.49 2,695 32,343	16.14 2,808 33,700	H 3		013	30	N	2
4446.0		ELECTRICAL INSPECTOR, CHIEF	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	H 5	36.5A	030	30	E	2
4445.1		ELECTRICAL INSPECTOR, SR				16.91 2,942 35,308	17.57 3,057 36,686	H 2		013	30	N	2
9605.9		ELECTRICAL MAINTENANCE HELPER				10.98 1,910 22,926	11.40 1,983 23,803	H 2		013	80	N	3
9606.0	-6-	ELECTRICAL MAINTENANCE HELPER-INT					10.98 1,910 22,926	H 1		013	80	N	3
5070.0		ELECTRICAL PLANS EXAMINER	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	H 5		013	30	A	5
9740.6		ELECTRICAL SAFETY SPECIALIST	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	H 5	34.0A	030	30	A	3
9658.8		ELECTRICAL SAFETY SUPERVISOR	19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	H 5	39.0A	030	30	E	2
9653.1		ELECTRICAL SALES ORDER PROCESSOR		9.52 1,656 19,877	9.92 1,726 20,712	10.28 1,788 21,464	10.69 1,860 22,320	H 4		035	60	N	5
1425.0		ELECTRICAL SERVICE ENGINEER	18.82 3,274 39,296	19.56 3,403 40,841	20.32 3,535 42,428	21.12 3,674 44,098	21.93 3,815 45,789	H 5		032	20	P	5

-E-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS							PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
1421.0		ELECTRICAL SERVICE REP, SUPERV	15.36 2,672 32,071	16.01 2,785 33,428	16.61 2,890 34,681	17.23 2,998 35,976	17.91 3,116 37,396	H	5	33.5A	031	20	E		5
9652.9		ELECTRICAL SERVICE REPRESENTATIVE	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	H	5	28.5A	004	50	N		2
9653.7		ELECTRICAL SERVICE REPRESENTATIVE, SR	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	16.01 2,785 33,428	H	5	30.5A	004	50	N		2
6661.0		ELECTRICIAN					14.62 2,543 30,526	H	1		013	70	N		3
6661.2		ELECTRICIAN CREW CHIEF			15.54 2,703 32,447	16.15 2,810 33,721	16.81 2,924 35,099	H	3		013	70	E		3
6311.8	-5-	ELECTRICIAN-CONST-ASG TEST REPAIR					18.72 3,257 39,087	H	1		077	70	N		3
6311.0		ELECTRICIAN-CONSTRUCTOR					17.90 3,114 37,375	H	1		077	70	N		3
6300.0		ELECTRICIAN-CONSTRUCTOR APPRENTICE	11.99 2,086 25,035	12.71 2,211 26,538	13.78 2,397 28,772	14.14 2,460 29,524	14.86 2,585 31,027	15.57 2,709 32,510	16.29 2,834 34,013	17.01 2,959 35,516	H	8	077	70	N		3
6315.0		ELECTRICIAN-CONSTRUCTOR CREW CHIEF								20.14 3,504 42,052	H	1	077	70	E		3
9732.9	-5-	ELECTRICIAN-CONSTRUCTOR-ASG CREW COORD								20.14 3,504 42,052	H	1	077	70	N		3
6311.9	-5-	ELECTRICIAN-CONSTRUCTOR-IN TEMP CHG								18.90 3,288 39,463	H	1	077	70	N		3

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-E-							
1217.0	-6-	ELECTRICIAN-INT	14.62 2,543 30,526	H 1		013	70	N	3
6661.1		ELECTRICIAN, SR	14.90 15.49 2,592 2,695 31,111 32,343	H 2		013	70	N	3
6661.3	-6-	ELECTRICIAN, SR-INT	14.90 2,592 31,111	H 1		013	70	N	3
4455.0		ELEVATOR INSPECTOR	14.77 15.36 16.01 2,569 2,672 2,785 30,839 32,071 33,428	H 3	30.5C	030	30	N	2
5781.9		ELEVATOR INSPECTOR, CHIEF	16.30 16.91 17.57 18.26 19.00 2,836 2,942 3,057 3,177 3,306 34,034 35,308 36,686 38,126 39,672	H 5	35.0A	030	30	E	2
5782.0		ELEVATOR INSPECTOR, SR	15.06 15.67 16.30 16.91 17.57 2,620 2,726 2,836 2,942 3,057 31,445 32,718 34,034 35,308 36,686	H 5	33.0A	030	30	N	2
9882.6		EMERGENCY PREPAREDNESS OFFICER	16.30 16.91 17.57 2,836 2,942 3,057 34,034 35,308 36,686	H 3	33.0C	030	20	A	5
1110.2		EMPLOYMENT PRACTICES SPECIALIST	13.93 14.49 15.06 15.67 16.30 2,423 2,521 2,620 2,726 2,836 29,085 30,255 31,445 32,718 34,034	H 5	31.0A	030	20	A	5
1104.1		EMPLOYMENT SERVICES MANAGER	17.91 18.63 19.36 20.12 20.90 3,116 3,241 3,368 3,500 3,636 37,396 38,899 40,423 42,010 43,639	H 5	37.5A	030	20	E	5
1105.0		EMPLOYMENT SPECIALIST	12.21 12.67 13.16 13.68 14.21 2,124 2,204 2,289 2,380 2,472 25,494 26,454 27,478 28,563 29,670	H 5	27.5A	030	20	A	5
1105.1		EMPLOYMENT SPECIALIST,SUPERV	14.21 14.77 15.36 16.01 16.61 2,472 2,569 2,672 2,785 2,890 29,670 30,839 32,071 33,428 34,681	H 5	31.5A	030	20	E	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-E-											
9739.6		EMPLOYMENT SVC DEVELOPMENT SPECIALIST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9747.6		ENERGY CONSERVATION REP, SUPERV	14.49	15.06	15.67	16.30	16.91	H 5	32.0A	030	30	E	2
			2,521	2,620	2,726	2,836	2,942						
			30,255	31,445	32,718	34,034	35,308						
9630.0		ENERGY CONSERVATION REPRESENTATIVE	12.09	12.55	13.02	13.53	14.05	H 5		004	50	N	2
			2,103	2,183	2,265	2,354	2,444						
			25,243	26,204	27,185	28,250	29,336						
9630.1		ENERGY CONSERVATION REPRESENTATIVE, SR	13.02	13.53	14.05	14.62	15.18	H 5		004	50	N	2
			2,265	2,354	2,444	2,543	2,641						
			27,185	28,250	29,336	30,526	31,695						
9630.2		ENERGY MANAGEMENT ANALYST	15.49	16.11	16.75	17.41	18.10	H 5		030	20	P	5
			2,695	2,803	2,914	3,029	3,149						
			32,343	33,637	34,974	36,352	37,792						
9630.4		ENERGY MANAGEMENT ANALYST, ASSOC	16.75	17.41	18.10	18.82	19.56	H 5		030	20	P	5
			2,914	3,029	3,149	3,274	3,403						
			34,974	36,352	37,792	39,296	40,841						
9630.3		ENERGY MANAGEMENT ANALYST, ASST	13.50	14.05	14.56	15.15	15.75	H 5		030	50	P	5
			2,349	2,444	2,533	2,636	2,740						
			28,188	29,336	30,401	31,633	32,886						
9630.5		ENERGY MANAGEMENT ANALYST, SR	18.82	19.56	20.31	21.07	21.86	H 5		030	20	E	5
			3,274	3,403	3,533	3,666	3,803						
			39,296	40,841	42,407	43,994	45,643						
9629.7		ENERGY PLANNING ANALYST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9747.2		ENERGY PLANNING SUPERVISOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9813.2		ENERGY RES & EVALUATION SUPERVISOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-E-											
9813.5		ENERGY RES & TECH DOCMTS COORDINATOR	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	20	A	5
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
9813.0		ENERGY RESEARCH & EVALUATION ANALYST	16.61	17.23	17.91	18.63	19.36	H 5	35.5A	030	20	A	5
			2,890	2,998	3,116	3,241	3,368						
			34,681	35,976	37,396	38,899	40,423						
5302.0		ENGINEERING AIDE	10.77	11.17	11.61	12.09	12.55	H 5		004	50	N	5
			1,873	1,943	2,020	2,103	2,183						
			22,487	23,322	24,241	25,243	26,204						
5302.1	-8-	ENGINEERING AIDE-INT					10.77	H 1		004	50	N	5
							1,873						
							22,487						
0520.0		ENGINEERING DIRECTOR					34.56	H 1		030	10	E	5
							6,013						
							72,161						
0522.1		ENGINEERING DIRECTOR, ASST-MGMT/SPT	23.82	24.93	25.99	27.09	28.16	H 5		030	10	E	5
			4,144	4,337	4,522	4,713	4,899						
			49,736	52,053	54,267	[illegible]	58,798						
5342.3		ENGINEERING DIRECTOR, PRIN ASST-ENGR	25.18	26.14	27.16	28.18	29.26	H 5	46.5A	030	10	E	5
			4,381	4,548	4,725	4,903	5,091						
			52,575	54,580	56,710	58,839	61,094						
9832.9		ENGINEERING DIRECTOR, PRIN ASST-OPRNS	25.18	26.14	27.16	28.18	29.26	H 5	46.5A	030	10	E	5
			4,381	4,548	4,725	4,903	5,091						
			52,575	54,580	56,710	58,839	61,094						
5342.5		ENGINEERING DIRECTOR, PRIN ASST-S W	25.18	26.14	27.16	28.18	29.26	H 5	46.5A	030	10	E	5
			4,381	4,548	4,725	4,903	5,091						
			52,575	54,580	56,710	58,839	61,094						
0522.3		ENGINEERING DIRECTOR, PRIN ASST-TRAFF	25.18	26.14	27.16	28.18	29.26	H 5	46.5A	030	10	E	5
			4,381	4,548	4,725	4,903	5,091						
			52,575	54,580	56,710	58,839	61,094						
9947.7		ENGINEERING ECONOMIST	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	A	5
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-E-											
9947.8		ENGINEERING ECONOMIST, SR	19.73	20.50	21.28	22.06	22.93	H 5	40.0A	030	20	A	5
			3,433	3,567	3,702	3,838	3,989						
			41,196	42,804	44,432	46,061	47,877						
7054.1		ENGINEERING EMERGENCY LABORER					12.27	H 1		019	80	N	2
							2,134						
							25,619						
9861.9	-2-	ENGINEERING INTERPRETER					3.00	H 1		030	20	N	5
							522						
							6,264						
5395.0		ENGINEERING OPERATIONS PLANNER	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	A	5
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						
8057.0		ENTOMOLOGIST	15.18	15.83	16.44	17.07	17.74	H 5		034	20	P	2
			2,641	2,754	2,860	2,970	3,086						
			31,695	33,053	34,326	35,642	37,041						
9800.9		ENVIRONMENTAL ANALYST, ASSOC		15.18	15.83	16.44	17.07	H 4		034	20	A	2
				2,641	2,754	2,860	2,970						
				31,695	33,053	34,326	35,642						
9801.7		ENVIRONMENTAL ANALYST, SR		17.07	17.74	18.45	19.20	H 4		034	20	E	5
				2,970	3,086	3,210	3,340						
				35,642	37,041	38,523	40,089						
8060.0		ENVIRONMENTAL EPIDEMIOLOGIST	14.62	15.18	15.82	16.43	17.07	H 5		036	20	P	2
			2,543	2,641	2,752	2,858	2,970						
			30,526	31,695	33,032	34,305	35,642						
8042.0		ENVIRONMENTAL FIELD SPECIALIST	11.96	12.43	12.93	13.41	13.93	H 5	27.0A	004	30	N	2
			2,081	2,162	2,249	2,333	2,423						
			24,972	25,953	26,997	28,000	29,085						
8041.1		ENVIRONMENTAL HEALTH INSPECTOR	11.96	12.43	12.93	13.41	13.93	H 5	27.0A	004	30	N	2
			2,081	2,162	2,249	2,333	2,423						
			24,972	25,953	26,997	28,000	29,085						
9925.8		ENVIRONMENTAL HEALTH SERVICES CHIEF	23.78	24.69	25.66	26.65	27.66	H 5	45.0A	030	10	E	5
			4,137	4,296	4,464	4,637	4,812						
			49,652	51,552	53,578	55,645	57,754						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-E-											
8045.2		ENVIRONMENTAL HEALTH SPEC, PRINCIPAL	19.00	19.73	20.50	21.28	22.06	H 5	39.0A	030	20	P	2
			3,306	3,433	3,567	3,702	3,838						
			39,672	41,196	42,804	44,432	46,061						
8045.0		ENVIRONMENTAL HEALTH SPECIALIST	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	034	20	P	2
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
8045.1		ENVIRONMENTAL HEALTH SPECIALIST, SR	14.21	14.77	15.36	16.01	16.61	H 5	31.5A	034	20	P	2
			2,472	2,569	2,672	2,785	2,890						
			29,670	30,839	32,071	33,428	34,681						
8047.0		ENVIRONMENTAL HEALTH SVCS SUPERVISOR			16.44	17.07	17.74	H 3		032	20	E	2
					2,860	2,970	3,086						
					34,326	35,642	37,041						
1105.2		EQUAL EMPLOYMENT OFFICER	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	20	A	5
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
6724.0		EQUIPMENT MAINTENANCE CREW CHIEF			15.81	16.44	17.11	H 3		009	70	E	2
					2,750	2,860	2,977						
					33,011	34,326	35,725						
6751.0		EQUIPMENT MAINTENANCE SUPERVISOR	17.57	18.26	19.00	19.73	20.50	H 5	37.0A	030	70	E	2
			3,057	3,177	3,306	3,433	3,567						
			36,686	38,126	39,672	41,196	42,804						
6705.0		EQUIPMENT SERVICER			10.58	10.98	11.40	H 3		007	80	N	2
					1,840	1,910	1,983						
					22,091	22,926	23,803						
3545.0		EVENTS BOOKING REPRESENTATIVE	13.41	13.93	14.49	15.06	15.67	H 5	30.0A	030	20	N	5
			2,333	2,423	2,521	2,620	2,726						
			28,000	29,085	30,255	31,445	32,718						
3546.0		EVENTS BOOKING REPRESENTATIVE,SR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	N	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
3535.0		EVENTS SERVICE REPRESENTATIVE	13.41	13.93	14.49	15.06	15.67	H 5	30.0A	030	20	N	5
			2,333	2,423	2,521	2,620	2,726						
			28,000	29,085	30,255	31,445	32,718						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EL O C/ T	FL SA	II CODE
		-E-											
3535.5	-8-	EVENTS SERVICE REPRESENTATIVE-INT					13.41 2,333 28,000	H 1		030	2:	N	5
3536.0		EVENTS SVC REPRESENTATIVE, SR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	N	2
2065.0		EXEC DIRECTOR, ASST-BD OF PUBLIC WKS	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	H 5	30.0A	030	20	E	5
9803.1		EXECUTIVE ASSISTANT	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	030	20	A	5
9803.7		EXECUTIVE ASSISTANT/SECRETARY	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	16.01 2,785 33,428	H 5	30.5A	030	50	N	5
9803.3		EXECUTIVE ASSISTANT, SR	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	H 5	38.5A	030	20	A	5
0345.0		EXECUTIVE DIRECTOR-ARTS COMMISSION	24.23 4,216 50,592	25.16 4,377 52,534	26.07 4,536 54,434	27.00 4,698 56,376	27.95 4,863 58,359	H 5		030	10	E	5
0601.0		EXECUTIVE DIRECTOR-BD OF PUBLIC WORKS	19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	H 5	39.0A	030	10	E	5
9916.9		EXECUTIVE DIRECTOR-LEGISLATIVE DEPT	24.23 4,216 50,592	25.16 4,377 52,534	26.07 4,536 54,434	27.00 4,698 56,376	27.95 4,863 58,359	H 5		030	10	O	5
0215.0		EXECUTIVE DIRECTOR-RETIREMENT SYSTEM	23.78 4,137 49,652	24.69 4,296 51,552	25.66 4,464 53,578	26.65 4,637 55,645	27.66 4,812 57,754	H 5	45.0A	030	10	E	5
		-F-											

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-F-											
9722.0		FACILITIES MANAGER	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	2
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9664.7		FACILITIES SUPPORT COORDINATOR	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	80	A	2
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
9923.6		FACILITY MAINTENANCE CREW CHIEF	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	80	E	2
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
9995.6		FACILITY MAINTENANCE SUPERVISOR, ASST	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	70	A	2
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
3200.0		FAIR HOUSING COORDINATOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
6121.0		FIELD ADJUSTER I	12.21	12.67	13.16	13.68	14.21	H 5	27.5A	030	60	A	2
			2,124	2,204	2,289	2,380	2,472						
			25,494	26,454	27,478	28,563	29,670						
6122.0		FIELD ADJUSTER II	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	60	A	2
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
5320.1	-8-	FIELD ENGINEERING SPEC, ASST I-INT	12.21					H 1		004	30	N	2
			2,124										
			25,494										
5320.6	-8-	FIELD ENGINEERING SPEC, ASST II-INT	13.50					H 1		004	30	N	2
			2,349										
			28,188										
5320.7	-8-	FIELD ENGINEERING SPEC, ASST III-INT	14.62					H 1		004	30	N	2
			2,543										
			30,526										
5322.1	-8-	FIELD ENGINEERING SPEC, SR-INT	18.45					H 1		032	30	E	2
			3,210										
			38,523										

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-F-											
5321.0		FIELD ENGINEERING SPECIALIST, ASSOC	15.83	16.44	17.07	17.74	18.45	H 5		004	30	N	2
			2,754	2,860	2,970	3,086	3,210						
			33,053	34,326	35,642	37,041	38,523						
5320.0		FIELD ENGINEERING SPECIALIST, ASST I	12.21	12.67	13.16	13.68	14.21	H 5	27.5A	004	30	N	2
			2,124	2,204	2,289	2,380	2,472						
			25,494	26,454	27,478	28,563	29,670						
5320.8		FIELD ENGINEERING SPECIALIST, ASST II	13.50	14.05	14.56	15.15	15.73	H 5		004	30	N	2
			2,349	2,444	2,533	2,636	2,737						
			28,188	29,336	30,401	31,633	32,844						
5320.9		FIELD ENGINEERING SPECIALIST, ASST III	14.62	15.18	15.83	16.44	17.07	H 5		004	30	N	2
			2,543	2,641	2,754	2,860	2,970						
			30,526	31,695	33,053	34,326	35,642						
5322.0		FIELD ENGINEERING SPECIALIST, SR		18.45	19.20	19.92	20.71	H 4		032	30	E	2
				3,210	3,340	3,466	3,603						
				38,523	40,089	41,592	43,242						
5311.0		FIELD ENGINEERING TECHNICIAN			11.17	11.61	12.09	H 3		004	30	N	2
					1,943	2,020	2,103						
					23,322	24,241	25,243						
9808.9		FINANCE & ACCOUNTS DIRECTOR-CITY LIGHT	24.25	25.18	26.14	27.16	28.18	H 5	45.5A	030	10	E	5
			4,219	4,381	4,548	4,725	4,903						
			50,634	52,575	54,580	56,710	58,839						
9630.6		FINANCE ANALYST	15.06	15.67	16.30	16.95	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9632.0	-8-	FINANCE ANALYST-INT					15.06	H 1		030	20	A	5
							2,620						
							31,445						
9632.3		FINANCE ANALYST, SR	16.61	17.23	17.91	18.63	19.36	H 5	35.5A	030	20	A	5
			2,889	2,998	3,116	3,241	3,368						
			34,681	35,976	37,396	38,899	40,423						
9632.2		FINANCE ANALYST, SUPERV	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FI. SA	11 CODE
		-F-											
9802.7		FINANCIAL ECONOMIST	20.90	21.67	22.50	23.36	24.25	H 5	41.5A	030	20	A	5
			3,636	3,770	3,915	4,064	4,219						
			43,639	45,246	46,980	48,775	50,634						
9842.7		FINANCIAL RESOURCES SPECIALIST	15.67	16.30	16.91	17.57	18.26	H 5	34.0A	030	20	A	5
			2,726	2,836	2,942	3,057	3,177						
			32,718	34,034	35,308	36,686	38,126						
9842.8	-8-	FINANCIAL RESOURCES SPECIALIST-INT					15.67	H 1		030	20	A	5
							2,726						
							32,718						
4112.9		FIRE BATTALION CHIEF-80 HRS			23.80	24.65	25.56						
					4,140	4,287	4,445	M 3		043	20	E	4
					49,680	51,444	53,340						
4113.0		FIRE BATTALION CHIEF-91.4 HRS			20.86	21.60	22.39						
					4,140	4,287	4,445	M 3		043	20	E	4
					49,680	51,444	53,340						
9613.7	-2-	FIRE CAPTAIN-DISPATCHER					0.48						
							83	M 1		005	20	E	4
							996						
4112.4	-2-	FIRE CAPTAIN-PARAMEDIC-80 HRS					2.37						
							413	M 1		005	20	E	4
							4,956						
4112.5	-2-	FIRE CAPTAIN-PARAMEDIC-90.46 HRS					2.10						
							413	M 1		005	20	E	4
							4,956						
9613.9	-2-	FIRE CAPTAIN-PREV INSPECTOR I					0.63						
							110	M 1		005	20	E	4
							1,320						
4112.1		FIRE CAPTAIN-80 HRS				20.03	20.95						
						3,483	3,644	M 2		005	20	E	4
						41,796	43,728						
4112.0		FIRE CAPTAIN-90.46 HRS				17.71	18.53						
						3,483	3,644	M 2		005	20	E	4
						41,796	43,728						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

-F-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS								PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
0470.0		FIRE CHIEF								34.97 6,084 73,017	H	1	030	10	E	4
4113.4		FIRE CHIEF, ASST						29.89 5,200 62,410	30.96 5,387 64,644	32.02 5,571 66,857	H	3	030	10	E	4
4113.2		FIRE CHIEF, DEPUTY-80 HRS						27.16 4,724 56,688	28.17 4,900 58,800	29.39 5,112 61,344	M	3	030	10	E	4
4113.1		FIRE CHIEF, DEPUTY-91.4 HRS						23.80 4,724 56,688	24.69 4,900 58,800	25.75 5,112 61,344	M	3	043	10	E	4
4101.0		FIRE FIGHTER PRE-RECRUIT	8.49 1,477 17,727	8.97 1,560 18,729	9.46 1,646 19,752	9.96 1,733 20,796	10.43 1,814 21,777	10.94 1,903 22,842	11.41 1,985 23,824	11.92 2,074 24,888	H	8	030	50	N	4
9613.5	-2-	FIRE FIGHTER-AID CAR								0.20 34 417	H	1	005	40	N	4
9685.9	-2-	FIRE FIGHTER-DISPATCHER								0.48 83 996	M	1	005	40	N	4
4110.3	-2-	FIRE FIGHTER-PARAMEDIC TECH-80 HRS								2.37 413 4,956	M	1	005	30	P	4
4110.2	-2-	FIRE FIGHTER-PARAMEDIC TECH-90.46 HRS								2.10 413 4,956	M	1	005	30	P	4
4110.1	-2-	FIRE FIGHTER-PREVENTION INSP I								0.63 110 1,320	M	1	005	40	N	4
4109.9		FIRE FIGHTER-80 HRS				12.82 2,230 26,760	13.81 2,402 28,824	14.46 2,515 30,180	15.05 2,618 31,416	15.85 2,756 33,072	M	5	005	40	N	4

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-F-											
4110.0		FIRE FIGHTER-90.46 HRS	11.34	12.21	12.79	13.31	14.01						
			2,230	2,402	2,515	2,618	2,756	M 5		005	40	N	4
			26,760	28,824	30,180	31,416	33,072						
9613.6	-2-	FIRE LIEUTENANT-DISPATCHER					0.48						
							83	M 1		005	30	E	4
							996						
4111.2	-2-	FIRE LIEUTENANT-PARAMEDIC-80 HRS					2.37						
							413	M 1		005	30	E	4
							4,956						
4111.3	-2-	FIRE LIEUTENANT-PARAMEDIC-90.46 HRS					2.10						
							413	M 1		005	30	E	4
							4,956						
9613.8	-2-	FIRE LIEUTENANT-PREV INSPECTOR I					0.63						
							110	M 1		005	30	E	4
							1,320						
4111.1		FIRE LIEUTENANT-80 HRS				17.44	18.22						
						3,033	3,169	M 2		005	30	E	4
						36,396	38,028						
4111.0		FIRE LIEUTENANT-90.46 HRS				15.42	16.11						
						3,033	3,169	M 2		005	30	E	4
						36,396	38,028						
4113.3		FIRE MARSHAL			29.89	30.96	32.02	H 3		030	10	E	4
					5,200	5,387	5,571						
					62,410	64,644	66,857						
9800.6		FIRE PREVENTION TECHNICIAN	16.61	17.23	17.91	18.63	19.36	H 5	35.5A	030	30	E	5
			2,890	2,998	3,116	3,241	3,368						
			34,681	35,976	37,396	38,899	40,423						
5760.0		FIRE PROTECTION ENGINEER	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	20	P	5
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
5760.1		FIRE PROTECTION ENGINEER, SR	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	P	5
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-F-											
5439.0		FIRE SERVICES ANALYST			16.49 2,869 34,431	17.23 2,998 35,976		H 2		030	20	A	5
9907.5		FIRE SERVICES SPECIALIST		12.21 2,124 25,494	12.67 2,204 26,454	13.16 2,289 27,478		H 3	25.5C	030	30	N	5
6728.1		FIREBOAT ENGINEER-80 HRS			20.03 3,483 41,796	20.95 3,644 43,728		M 2		005	70	N	4
6728.0		FIREBOAT ENGINEER-90.46 HRS			17.71 3,483 41,796	18.53 3,644 43,728		M 2		005	70	N	4
4130.1		FIREBOAT PILOT-80 HRS			20.03 3,483 41,796	20.95 3,644 43,728		M 2		005	30	N	4
4130.0		FIREBOAT PILOT-90.46 HRS			17.71 3,483 41,796	18.53 3,644 43,728		M 2		005	30	N	4
9809.9		FISCAL CONTROL MANAGER, ASST	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	030	20	E	5
9810.0		FISCAL CONTROL OFFICER	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	H 5	36.5A	030	20	A	5
1465.0		FLEET MANAGEMENT ANALYST	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
9560.0		FOOD SERVICE SUPERVISOR					14.77 2,569 30,839	H 1	28.5E	030	80	E	2
6000.0		FOREST GUARD		8.83 1,536 18,437	9.17 1,595 19,146	9.52 1,656 19,877		H 3	17.0C	030	80	N	2

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-F-							
6000.1		FOREST GUARD, SR	9.52 9.92 10.28 1,656 1,726 1,788 19,877 20,712 21,464	H 3	19.0C	030	80	N	2
9644.7		FOREST MAINTENANCE CREW CHIEF	15.18 15.82 16.43 2,641 2,752 2,858 31,695 33,032 34,305	H 3		019	80	E	2
9648.9		FOREST MAINTENANCE WORKER	12.33 12.82 13.32 2,145 2,230 2,317 25,745 26,768 27,812	H 3		019	80	N	2
96[illegible].0	-6-	FOREST MAINTENANCE WORKER-INT	12.33 2,145 25,745	H 1		019	80	N	2
9649.7		FOREST MAINTENANCE WORKER, SR	13.16 13.68 14.21 2,289 2,380 2,472 27,478 28,563 29,670	H 3	27.5C	019	80	N	2
6000.2		FOREST TECHNICIAN	12.09 12.55 13.02 13.53 14.05 2,103 2,183 2,265 2,354 2,444 25,243 26,204 27,185 28,250 29,336	H 5		004	30	N	2
		-G-							
6450.0		GARDENER I	9.72 10.08 10.49 1,691 1,753 1,825 20,295 21,047 21,903	H 3	19.5C	019	80	N	2
6450.1	-6-	GARDENER I-INT	9.72 1,691 20,295	H 1		019	80	N	2
6451.0		GARDENER II	10.87 11.28 11.74 1,891 1,962 2,042 22,696 23,552 24,513	H 3	22.5C	019	80	N	2
6451.1	-6-	GARDENER II-INT	10.87 1,891 22,696	H 1		019	80	N	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY	STEPS				PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-G-											
6452.0		GARDENER III	12.21	12.67	13.16			H 3	25.5C	019	80	N	2
			2,124	2,204	2,289								
			25,494	26,454	27,478								
9751.8	-6-	GARDENER-SEASONAL-PARKS					9.61	H 1		019	80	N	2
							1,672						
							20,065						
8377.1		GARDENER, PRINCIPAL				13.16	13.68	H 2	26.5D	019	80	N	2
						2,289	2,380						
						27,478	28,563						
9764.6	-6-	GENERAL EQUIPMENT MAINT WORKER-INT					11.28	H 1		019	70	N	2
							1,962						
							23,552						
9764.8		GENERAL EQUIPMENT MAINT WORKER, SR				11.96	12.43	H 2	24.0D	019	70	N	2
						2,081	2,162						
						24,972	25,953						
9764.7		GENERAL EQUIPMENT MAINTENANCE WORKER				11.28	11.74	H 2	22.5D	019	70	N	2
						1,962	2,042						
						23,552	24,513						
5390.5		GEO-TECHNICAL ENGINEER	17.23	17.91	18.63	19.36	20.12	H 5	36.5A	030	20	P	2
			2,998	3,116	3,241	3,368	3,500						
			35,976	37,396	38,899	40,423	42,010						
6445.0		GOLF COURSE MAINTENANCE CREW CHIEF			14.62	15.18	15.82	H 3		019	80	E	2
					2,543	2,641	2,752						
					30,526	31,695	33,032						
9905.3		GRANTS & CONTRACTS SUPERVISOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	E	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9905.5		GRANTS & CONTRACTS SUPERVISOR, SR	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	20	E	5
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
9904.9		GRANTS AND CONTRACTS SPECIALIST	12.67	13.16	13.68	14.21	14.77	H 5	28.5A	030	20	A	5
			2,204	2,289	2,380	2,472	2,569						
			26,454	27,478	28,563	29,670	30,839						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-G-											
9905.0		GRANTS AND CONTRACTS SPECIALIST, SR	13.68	14.21	14.77	15.36	16.01	H 5	30.5A	030	20	A	5
			2.380	2,472	2,569	2,672	2,785						
			28,563	29,670	30,839	32,071	33,428						
9749.6		GRAPHIC AIDE	8.83	9.17	9.52	9.92	10.28	H 5	19.0A	030	50	N	5
			1,536	1,595	1,656	1,726	1,788						
			18,437	19,146	19,877	20,712	21,464						
9749.5	-8-	GRAPHIC AIDE-INT					8.83	H 1		030	50	N	5
							1,536						
							18,437						
2350.0		GRAPHIC ARTS DESIGNER	12.55	13.02	13.53	14.05	14.62	H 5		004	30	N	5
			2,183	2,265	2,354	2,444	2,543						
			26,204	27,185	28,250	29,336	30,526						
2350.1	-8-	GRAPHIC ARTS DESIGNER-INT					12.55	H 1		004	30	N	5
							2,183						
							26,204						
2350.5		GRAPHIC ARTS SUPERVISOR	13.53	14.05	14.62	15.18	15.83	H 5		034	30	E	5
			2,354	2,444	2,543	2,641	2,754						
			28,250	29,336	30,526	31,695	33,053						
7041.0		GROUNDS & FACILITIES SUPERVISOR		15.67	16.30	16.91	17.57	H 4	33.0B	030	80	E	2
				2,726	2,836	2,942	3,057						
				32,718	34,034	35,308	36,686						
7040.0		GROUNDS MAINTENANCE LEAD WORKER			11.85	12.31	12.79	H 3		019	80	N	2
					2,061	2,141	2,225						
					24,742	25,703	26,705						
		-H-											
5341.6		HAZARDOUS MATERIALS CHEMIST	16.61	17.23	17.91	18.63	19.36	H 5	35.5A	030	20	P	2
			2,890	2,998	3,116	3,241	3,368						
			34,681	35,976	37,396	38,899	40,423						
6030.0		HEADWORKS CREW CHIEF			14.92	15.53	16.14	H 3		008	70	E	2
					2,596	2,702	2,808						
					31,152	32,426	33,700						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-H-											
9856.9		HEALTH PLANNING SPECIALIST	15.36	16.01	16.61	17.23	17.91	H 5	33.5A	030	20	A	5
			2,672	2,785	2,890	2,998	3,116						
			32,071	33,428	34,681	35,976	37,396						
8140.5		HEALTH PROGRAM COORDINATOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	2
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
8001.0		HEALTH SERVICES ASSISTANT	6.19	6.41	6.64	6.91	7.14	H 5	9.5A	030	50	N	2
			1,077	1,115	1,155	1,202	1,242						
			12,924	13,384	13,864	14,428	14,908						
8001.9	-8-	HEALTH SERVICES ASSISTANT-INT					6.64	H 1		030	50	N	2
							1,155						
							13,864						
8001.1		HEALTH SERVICES ASSISTANT, SR	8.02	8.33	8.65	9.00	9.33	H 5	16.5A	030	50	N	2
			1,395	1,449	1,505	1,566	1,623						
			16,745	17,393	18,061	18,792	19,481						
9630.7	-8-	HEALTH SERVICES ASSISTANT, SR-INT					8.65	H 1		030	50	N	5
							1,505						
							18,061						
0104.0		HEARING EXAMINER	23.36	24.25	25.18	26.14	27.16	H 5	44.5[illegible]	[illegible]	1[illegible]	E	5
			4,064	4,219	4,381	4,548	4,725						
			48,775	50,634	52,575	54,580	56,710						
0104.9	-8-	HEARING EXAMINER-PRO TEMPORE					30.00	H 1		030	20	E	5
							5,220						
							62,640						
9821.5		HEARING EXAMINER, DEPUTY	20.50	21.28	22.06	22.93	23.78	H 5	41.0A	030	20	P	5
			3,567	3,702	3,838	3,989	4,137						
			42,804	44,432	46,061	47,877	49,652						
6805.0		HEATING PLANT TECHNICIAN				12.43	12.93	H 2	25.0D	030	70	N	2
						2,162	2,249						
						25,953	26,997						
9900.2	-8-	HIGH SCHOOL INTERN-INT					3.35	H 1		030	50	N	1
							582						
							6,994						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-H-											
9824.6		HISTORIC PRESERVATION OFFICER	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9842.2		HOUSING DEVELOPMENT SPECIALIST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	2
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9842.4		HOUSING DEVELOPMENT SPECIALIST, SR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	2
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9842.6		HOUSING DEVELOPMENT SUPERVISOR	19.36	20.12	20.90	21.67	22.50	H 5	39.5A	030	20	E	5
			3,368	3,500	3,636	3,770	3,915						
			40,423	42,010	43,639	45,246	46,980						
9842.0		HOUSING FINANCE SUPERVISOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
4482.5		HOUSING/ZONING INSPECTOR	13.70	14.23	14.76	15.35	15.97	H 5		004	30	N	2
			2,383	2,476	2,568	2,670	2,778						
			28,605	29,712	30,818	32,050	33,345						
4482.6		HOUSING/ZONING INSPECTOR, SR	14.77	15.35	15.97	16.60	17.30	H 5		004	30	N	2
			2,569	2,670	2,778	2,888	3,010						
			30,839	32,050	33,345	34,660	36,122						
4482.8		HOUSING/ZONING TECHNICIAN	10.87	11.28	11.74	12.21	12.67	H 5	24.5A	004	30	N	5
			1,891	1,962	2,042	2,124	2,204						
			22,696	23,552	24,513	25,494	26,454						
3201.1		HUMAN RELATIONS COORDINATOR	13.18	13.70	14.21	14.77	15.36	H 5		034	20	A	5
			2,293	2,383	2,472	2,569	2,672						
			27,519	28,605	29,670	30,839	32,071						
3201.5		HUMAN RELATIONS COORDINATOR, SR	14.22	14.78	15.36	15.98	16.64	H 5	30.5A	034	20	A	5
			2,474	2,571	2,672	2,780	2,895						
			29,691	30,860	32,071	33,366	34,744						
9973.9		HUMAN RELATIONS REPRESENTATIVE III	14.77	15.36	16.01	16.61	17.23	H 5	32.5A	030	20	A	5
			2,569	2,672	2,785	2,890	2,998						
			30,839	32,071	33,428	34,681	35,976						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-H-											
0323.0		HUMAN RESOURCES DIRECTOR					29.98 5,216 62,598	H 1		030	10	E	5
0310.0		HUMAN RIGHTS DIRECTOR					26.07 4,536 54,434	H 1		030	10	E	5
9973.8		HUMAN RIGHTS FIELD REPRESENTATIVE	12.68 2,206 26,475	13.17 2,291 27,498	13.67 2,378 28,542	14.20 2,470 29,649	14.77 2,569 30,839	H 5		042	20	N	5
9974.0	-8-	HUMAN RIGHTS FIELD REPRESENTATIVE-INT					12.68 2,206 26,475	H 1		042	20	N	5
3100.1		HUMAN SERVICES ANALYST	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
3100.5		HUMAN SERVICES COORDINATOR	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 5	28.0A	030	20	A	5
3100.7		HUMAN SERVICES PROGRAM SUPERVISOR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	E	5
3100.9		HUMAN SERVICES PROGRAM SUPERVISOR, SR	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	H 5	35.0A	030	20	E	5
9763.7		HYDRO MAINT WORKER I-BOUNDARY			10.38 1,806 21,673	10.92 1,900 22,800	11.46 1,994 23,928	H 3		077	80	N	3
9763.8		HYDRO MAINT WORKER II-BOUNDARY					11.99 2,086 25,035	H 1		077	80	N	3
9763.9	-5-	HYDRO MAINT WRK II-BOUNDARY/HVY EQUIP					14.25 2,479 29,754	H 1		077	70	N	3

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS								PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-H-														
9786.8		HYDROCRANE OPERATOR								16.11 2,803 33,637	H 1		077	70	N	3
8445.0		HYDROELECTRIC MAINT MACH APPRENTICE	9.68 1,684 20,211	10.25 1,783 21,402	10.82 1,882 22,592	11.39 1,981 23,782	11.96 2,081 24,972	12.52 2,178 26,141	13.09 2,277 27,331	13.67 2,378 28,542	H 8		012	70	N	3
8446.3	-5-	HYDROELECTRIC MAINT MACHINIST IN CHG					15.33 2,667 32,009	16.00 2,784 33,408	16.49 2,869 34,431	17.00 2,958 35,496	H 4		012	70	E	3
8446.2		HYDROELECTRIC MAINTENANCE MACHINIST					14.74 2,564 30,777	15.38 2,676 32,113	15.86 2,759 33,115	16.35 2,844 34,138	H 4		012	70	N	3
8448.0		HYDROELECTRIC MANAGER					23.36 4,064 48,775	24.25 4,219 50,634	25.18 4,381 52,575	26.14 4,548 54,580	H 4	43.5B	030	10	E	5
6210.0		HYDROELECTRIC OPERATOR I							14.86 2,585 31,027	15.75 2,740 32,886	H 2		077	30	N	3
6211.0		HYDROELECTRIC OPERATOR II								17.90 3,114 37,375	H 1		077	30	N	3
		-I-														
9654.8		ICE RINK SPECIALIST							11.85 2,061 24,742	12.31 2,143 25,703	H 2		019	80	N	2
4306.0		IDENTIFICATION SUPERVISOR				14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	16.01 2,785 33,428	16.61 2,890 34,681	H 5	31.5A	030	30	E	5
4305.0		IDENTIFICATION TECHNICIAN				10.87 1,891 22,696	11.28 1,962 23,552	11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 26,454	H 5	24.5A	030	30	N	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-1-											
4305.1		IDENTIFICATION TECHNICIAN, SR	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	30	N	5
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
6123.0		IN-HOUSE ADJUSTER	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	60	A	5
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
9834.7		IN-SERVICE TRAINING INSTRUCTOR			13.93	14.49	15.06	H 3	29.0C	030	20	A	5
					2,423	2,521	2,620						
					29,085	30,255	31,445						
5612.0		INDUSTRIAL ENGINEER, SR	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	P	5
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						
9659.5		INDUSTRIAL HYGIENIST, CERTIFIED	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	2
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
6110.1		INDUSTRIAL INSURANCE CLAIMS SPEC, SR	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	20	A	5
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
6110.0		INDUSTRIAL INSURANCE CLAIMS SPECIALIST	11.51	11.96	12.43	12.93	13.41	H 5	26.0A	030	50	A	5
			2,002	2,081	2,162	2,249	2,333						
			24,032	24,972	25,953	26,997	28,000						
6110.2		INDUSTRIAL INSURANCE CLAIMS SUPERVISOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9838.7		INFORMATION COORDINATOR	9.72	10.08	10.49	10.87	11.28	H 5	21.5A	030	50	A	5
			1,691	1,753	1,825	1,891	1,962						
			20,295	21,047	21,903	22,696	23,552						
1846.0		INFORMATION SERVICES SPECIALIST	11.74	12.21	12.67	13.16	13.68	H 5	26.5A	030	20	A	5
			2,042	2,124	2,204	2,289	2,380						
			24,513	25,494	26,454	27,478	28,563						
1846.1	-8-	INFORMATION SERVICES SPECIALIST-INT					11.74	H 1		030	20	A	5
							2,042						
							24,513						

TITLE NUMBER	NOTE CODE	FAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-I-											
1657.0		INSPECTION SUPPORT ANALYST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
6650.0		INSTALLATION MAINTENANCE WORKER				11.85	12.31	H 2		019	80	N	3
						2,061	2,141						
						24,742	25,703						
9809.7		INTERGOVERNMENTAL AFFAIRS COORDINATOR	20.12	20.90	21.67	22.50	23.36	H 5	40.5A	030	20	A	5
			3,500	3,636	3,770	3,915	4,064						
			42,010	43,639	45,246	46,980	48,775						
2724.0		INTERGOVERNMENTAL REL COORDINATOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
2726.0		INTERGOVERNMENTAL RELATIONS DIRECTOR					26.10	H 1		030	10	E	5
							4,541						
							54,496						
2727.0		INTERGOVERNMENTAL RELATIONS SUPERVISOR	19.73	20.50	21.28	22.06	22.93	H 5	40.0A	030	20	E	5
			3,433	3,567	3,702	3,838	3,989						
			41,196	42,804	44,432	46,061	47,877						
2728.0		INTERNATIONAL AFFAIRS DIRECTOR					21.28	H 1	38.0E	030	10	E	5
							3,702						
							44,432						
2810.0		INTERNATL COMMUNITY PRGMS COORDINATOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
2811.1		INTERNATL ECONOMIC PRGMS COORDINATOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9809.8		INVESTMENT OFFICER	19.73	20.50	21.28	22.06	22.93	H 5	40.0A	030	20	A	5
			3,433	3,567	3,702	3,838	3,989						
			41,196	42,804	44,432	46,061	47,877						
9810.1		INVESTMENT OFFICER-COMPTROLLER	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						

-J-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS			PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-J-									
7012.0		JANITOR CREW CHIEF	10.69	11.06	11.51	H 3	22.0C	030	80	E	2
			1,860	1,924	2,002						
			22,320	23,093	24,032						
7011.0		JANITOR-DAS/CITY LIGHT	8.65	9.00	9.33	H 3	16.5C	036	80	N	2
			1,505	1,566	1,623						
			18,061	18,792	19,481						
7011.9	-6-	JANITOR-DAS/CITY LIGHT-INT			8.65	H 1		036	80	N	2
					1,505						
					18,061						
9738.6	-5-	JANITOR-POWER WASHER-PARKS	9.17	9.52	9.92	H 3	18.0C	019	80	N	2
			1,595	1,656	1,726						
			19,146	19,877	20,712						
9131.5	-6-	JANITOR-POWER WASHER-PARKS-INT			9.17	H 1		019	80	N	2
					1,595						
					19,146						
9794.8		JANITOR-SEATTLE CENTER/PARKS/WATER	8.65	9.00	9.33	H 3	16.5C	019	80	N	2
			1,505	1,566	1,623						
			18,061	18,792	19,481						
9794.9	-6-	JANITOR-SEATTLE CENTER/PARKS/WTR-INT			8.65	H 1		019	80	N	2
					1,505						
					18,061						
7011.1		JANITOR, SR-DAS/CITY LIGHT	9.33	9.72	10.08	H 3	18.5C	036	80	N	2
			1,623	1,691	1,753						
			19,481	20,295	21,047						
9912.6		JANITOR, SR-SEA CTR/PARKS/WATER	9.33	9.72	10.08	H 3	18.5C	019	80	N	2
			1,623	1,691	1,753						
			19,481	20,295	21,047						
7015.9		JANITORIAL SERVICES SUPERVISOR-BLDG	11.74	12.21	12.67	H 3	24.5C	030	80	E	5
			2,042	2,124	2,204						
			24,513	25,494	26,454						
7015.0		JANITORIAL SERVICES SUPERVISOR-CL	10.87	11.28	11.74	H 3	22.5C	030	80	E	2
			1,891	1,962	2,042						
			22,696	23,552	24,513						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-J-											
9732.1	-5-	JOURNEYWORKER IN CHARGE-POWERHOUSE					20.14	H 1		077	70	E	2
							3,504						
							42,052						
		-L-											
1140.0		LABOR NEGOTIATOR	19.00	19.73	20.50	21.28	22.06	H 5	39.0A	030	20	A	5
			3,306	3,433	3,567	3,702	3,838						
			39,672	41,196	42,804	44,432	46,061						
9823.5		LABOR RELATIONS ANALYST	14.21	14.77	15.36	16.01	16.61	H 5	31.5A	030	20	A	5
			2,472	2,569	2,672	2,785	2,890						
			29,670	30,839	32,071	33,428	34,681						
9823.6		LABOR RELATIONS ANALYST SUPERVISOR			16.30	16.91	17.57	H 3	33.0C	030	20	E	5
					2,836	2,942	3,057						
					34,034	35,308	36,686						
9738.7		LABOR RELATIONS COORDINATOR	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	A	5
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						
9823.7		LABOR RELATIONS SPECIALIST	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	20	A	5
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
9822.5		LABOR STANDARDS TECHNICIAN	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	20	A	2
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
9716.6		LABORATORY TECHNICIAN	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	30	N	2
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
7054.0		LABORER				9.83	10.18	H 2		019	80	N	2
						1,710	1,771						
						20,525	21,255						
7052.0		LABORER-INSERTING MACHINE OPERATOR				9.83	10.18	H 2		019	80	N	2
						1,710	1,771						
						20,525	21,255						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-L-											
7054.9	-6-	LABORER-INT					9.83 1,710 20,525	H 1		019	80	N	2
9301.4	-5-	LABORER-PUMP STATION MAINT HELPER					11.17 1,943 23,322	H 1		019	80	N	2
9301.0	-5-	LABORER-PUMP STATION MAINT HELPER CI					11.39 1,981 23,782	H 1		019	80	N	2
9301.5	-5-	LABORER-PUMP STATION MAINTENANCE			11.86 2,063 24,763	12.31 2,141 25,703	12.79 2,225 26,705	H 3		019	80	N	2
9301.2	-5-	LABORER-PUMP STATION MAINTENANCE CI			12.12 2,108 25,306	12.57 2,187 26,246	13.05 2,270 27,248	H 3		019	80	N	2
9903.5	-5-	LABORER-ROTO MIST SPRAYER					11.86 2,063 24,763	H 1		019	80	N	2
7054.8	-6-	LABORER-SEASONAL-PARKS					9.83 1,710 20,525	H 1		019	80	N	2
9983.9	-5-	LABORER-SEWER REPAIR			11.86 2,063 24,763	12.31 2,141 25,703	12.79 2,225 26,705	H 3		019	80	N	2
7053.0		LABORER-WASTE WATER COLLECTION			11.17 1,943 23,322	11.61 2,020 24,241	12.08 2,101 25,223	H 3		019	80	N	2
7053.2	-5-	LABORER-WASTE WATER COLLECTION CI				11.85 2,061 24,742	12.32 2,143 25,724	H 2		019	80	N	2
5701.0		LAND USE APPLICATION MANAGER	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	H 5	36.5A	030	20	E	5

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-L-											
9664.2		LAND USE SPECIALIST	12.43	12.93	13.41	13.93	14.49	H 5		004	20	N	2
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
9664.3		LAND USE SPECIALIST, ASSOC	15.06	15.67	16.30	16.91	17.57	H 5		004	20	N	2
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9664.4		LAND USE SPECIALIST, SR	17.91	18.63	19.36	20.12	20.90	H 5		004	20	A	2
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9663.7		LAND USE TECHNICIAN I	12.39	12.89	13.40	13.95	14.49	H 5		004	30	N	5
			2,155	2,242	2,331	2,427	2,521						
			25,870	26,914	27,979	29,127	30,255						
9664.0		LAND USE TECHNICIAN II	13.40	13.95	14.49	15.09	15.72	H 5		004	30	N	5
			2,331	2,427	2,521	2,625	2,735						
			27,979	29,127	30,255	31,507	32,823						
5709.0		LAND USE TECHNICIAN, SR	14.21	14.77	15.39	16.03	16.64	H 5		004	30	N	5
			2,472	2,569	2,677	2,789	2,895						
			29,670	30,839	32,134	33,470	34,744						
9664.1		LAND USE TECHNICIAN, SUPERV	15.36	16.01	16.61	17.23	17.91	H 5	33.5A	030	30	E	5
			2,672	2,785	2,890	2,998	3,116						
			32,071	33,428	34,681	35,976	37,396						
5021.0		LANDSCAPE ARCHITECT	15.49	16.11	16.75	17.41	18.10	H 5		034	20	P	5
			2,695	2,803	2,914	3,029	3,149						
			32,343	33,637	34,974	36,352	37,792						
5021.2		LANDSCAPE ARCHITECT, CHIEF	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	E	5
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						
5021.1		LANDSCAPE ARCHITECT, SR	16.61	17.23	17.91	18.63	19.36	H 5	35.5A	030	20	P	5
			2,890	2,998	3,116	3,241	3,368						
			34,681	35,976	37,396	38,899	40,423						
5020.0		LANDSCAPE DESIGNER			13.80	14.36	14.90	H 3		004	20	P	5
					2,401	2,498	2,592						
					28,814	29,983	31,111						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-L-											
9749.2		LANDSCAPE SUPERVISOR			15.19	15.80	16.43	H 3		019	20	E	2
					2,643	2,749	2,858						
					31,716	32,990	34,305						
6456.0		LANDSCAPE/STRUCTURE MAINT SUPERVISOR	17.08	17.75	18.44	19.18	19.93	H 5		076	80	E	2
			2,971	3,088	3,208	3,337	3,467						
			35,663	37,062	38,502	40,047	41,613						
9800.7		LEGAL ADVISOR	20.50	21.28	22.06	22.93	23.78	H 5	41.0A	030	20	P	5
			3,567	3,702	3,838	3,989	4,137						
			42,804	44,432	46,061	47,877	49,652						
9949.7	-8-	LEGAL INTERN-INT					9.50	H 1		030	50	N	5
							1,653						
							19,836						
9722.5		LEGISLATIVE ADVOCATE, ASSISTANT	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	O	2
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9723.1		LEGISLATIVE ANALYST	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	O	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9723.2		LEGISLATIVE ANALYST SUPERVISOR	19.73	20.50	21.28	22.06	22.93	H 5	40.0A	030	20	O	5
			3,433	3,567	3,702	3,838	3,989						
			41,196	42,804	44,432	46,061	47,877						
9815.9		LEGISLATIVE COMMITTEE ASSISTANT			14.21	14.77	15.36	H 3	29.5C	030	50	O	5
					2,472	2,569	2,672						
					29,670	30,839	32,071						
1700.0		LEGISLATIVE INTERN				9.33	9.72	H 2	17.5D	030	50	O	5
						1,623	1,691						
						19,481	20,295						
1700.3	-8-	LEGISLATIVE INTERN-INT				9.33	9.72	H 2	17.5D	030	50	O	5
						1,623	1,691						
						19,481	20,295						
8015.0		LICENSED PRACTICAL NURSE	8.02	8.33	8.65	9.00	9.33	H 5	16.5A	030	30	N	2
			1,395	1,449	1,505	1,566	1,623						
			16,745	17,393	18,061	18,792	19,481						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-L-											
8015.9	-8-	LICENSED PRACTICAL NURSE-INT					8.02	H 1		030	30	N	2
							1,395						
							16,745						
0234.0		LICENSES & CONSUMER AFFAIRS DIRECTOR					27.47	H 1		030	10	E	5
							4,779						
							57,357						
4420.0		LICENSES & STANDARDS INSPECTOR	13.16	13.68	14.20	14.7[illegible]	15.36	H 5		022	30	N	2
			2,289	2,380	2,470	2,571	2,672						
			27,478	28,563	29,649	30,860	32,071						
4421.0		LICENSES & STANDARDS SUPERVISOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	30	E	2
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9895.7		LICENSES DIRECTOR, ASST	20.12	20.90	21.67	22.50	23.36	H 5	40.5A	030	10	E	5
			3,500	3,636	3,770	3,915	4,064						
			42,010	43,639	45,246	46,980	48,775						
9723.6		LICENSING OPERATIONS SUPERVISOR	13.93	14.49	15.06	15.67	16.30	H 5	31.0A	030	60	E	5
			2,423	2,521	2,620	2,726	2,836						
			29,085	30,255	31,445	32,718	34,034						
7804.0		LIFE SCIENCE CURATOR	14.49	15.06	15.67	16.30	16.91	H 5	32.0A	030	20	E	2
			2,521	2,620	2,726	2,836	2,942						
			30,255	31,445	32,718	34,034	35,308						
9577.0		LIFEGUARD	7.27	7.56	7.87	8.17	8.49	8.83	H 6	030	80	N	2
			1,264	1,315	1,369	1,421	1,477	1,536					
			15,179	15,785	16,432	17,058	17,727	18,437					
3460.9	-8-	LIFEGUARD-INT	7.27	7.56	7.87	8.17	8.49	8.83	H 6	030	80	N	2
			1,264	1,315	1,369	1,421	1,477	1,536					
			15,179	15,785	16,432	17,058	17,727	18,437					
3461.1	-8-	LIFEGUARD, SR-BEACH AND POOL-INT					7.97	H 1		030	80	N	2
							1,386						
							16,641						
3461.0		LIFEGUARD, SR-INDOOR POOL	10.87	11.28	11.74	12.21	12.67	H 5	24.5A	004	80	N	2
			1,891	1,962	2,042	2,124	2,204						
			22,696	23,552	24,513	25,494	26,454						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS								PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-L-														
9641.8		LINE CREW CHIEF								20.14 3,504 42,052	H	1	077	70	E	3
9774.0		LINE HELPER						12.35 2,148 25,786	12.89 2,242 26,914	13.43 2,336 28,041	H	3	077	80	N	3
9775.9	-5-	LINE HELPER-ASG CHIPPER TRUCK						13.18 2,293 27,519	13.72 2,387 28,647	14.25 2,479 29,754	H	3	077	80	N	3
9774.1	-5-	LINE HELPER-ASG HYDR BOOM OPER						13.18 2,293 27,519	13.72 2,387 28,647	14.25 2,479 29,754	H	3	077	80	N	3
9761.9	-5-	LINE HELPER-ASG LINE SVC CREW						12.85 2,235 26,830	13.38 2,328 27,937	13.92 2,422 29,064	H	3	077	80	N	3
9757.8		LINEWORKER								17.90 3,114 37,375	H	1	077	70	N	3
9760.9		LINEWORKER APPRENTICE	11.99 2,086 25,035	12.71 2,211 26,538	13.78 2,397 28,772	14.14 2,460 29,524	14.86 2,585 31,027	15.57 2,709 32,510	16.29 2,834 34,013	17.01 2,959 35,516	H	8	077	70	N	3
9761.0		LINEWORKER PRE-APPRENTICE								11.64 2,025 24,304	H	1	077	80	N	3
9757.9	-5-	LINEWORKER-ASG CHG 3-MEMB SERVICE CREW								18.72 3,257 39,087	H	1	077	70	N	3
9665.6	-5-	LINEWORKER-ASG CHG 4-MEMB SERVICE CREW								20.14 3,504 42,052	H	1	077	70	N	3
9733.9	-5-	LINEWORKER-ASG CREW COORD								20.14 3,504 42,052	H	1	077	70	N	3

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-L-											
9757.7	-5-	LINEWORKER-ASG INSULATOR TESTING					20.14 3,504 42,052	H 1		077	70	N	3
9756.8	-5-	LINEWORKER-ASG PATROL					14.68 2,554 30,651	H 1		077	70	N	3
9758.7	-5-	LINEWORKER-ASG TRANSMISSION					19.15 3,332 39,985	H 1		077	70	N	3
9758.8	-5-	LINEWORKER-ASG TREE TRIMMING CREW					19.15 3,332 39,985	H 1		077	70	N	3
9756.7	-5-	LINEWORKER-ASG WAREHOUSE					14.68 2,554 30,651	H 1		077	70	N	3
9983.7		LITIGATION COORDINATOR	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 5	28.0A	030	20	A	5
9974.5		LONG TERM CARE ADVOCATE	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
9940.0		LONG-RANGE PLANNING DIRECTOR					26.10 4,541 54,496	H 1		030	10	E	5
		-M-											
9772.9		MACHINIST SPECIALIST				11.17 1,943 23,322	11.61 2,020 24,241	H 2		012	80	N	2
9772.8	-5-	MACHINIST-ASG CRANE OPERATION					16.35 2,844 34,138	H 1		012	70	N	3

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-M-											
9869.8		MAGISTRATE	20.90	21.67	22.50	23.36	24.25	H 5	41.5A	030	20	A	5
			3,636	3,770	3,915	4,064	4,219						
			43,639	45,246	46,980	48,775	50,634						
9740.8	-8-	MAGISTRATE-PRO TEMPORE-DAY					100.00	D 1		030	20	A	5
9829.5		MAGISTRATE, SUPERV	22.06	22.93	23.78	24.69	25.66	H 5	43.0A	030	20	E	5
			3,838	3,989	4,137	4,296	4,464						
			46,061	47,877	49,652	51,552	53,578						
9902.5	-5-	MAINT LABORER-SWR TRTMT PLANT OP					12.07	H 1		019	80	N	2
							2,100						
							25,202						
9901.5	-5-	MAINT LABORER-SWR TRTMT PLANT OP, ASST					11.61	H 1		019	80	N	2
							2,020						
							24,241						
9668.8		MAINTENANCE CREW CHIEF, GENERAL-SKAGIT				16.14	16.77	H 2		019	80	E	2
						2,808	2,917						
						33,700	35,015						
9771.8		MAINTENANCE LABORER					11.28	H 1	21.5E	019	80	N	2
							1,962						
							23,552						
1218.0	-6-	MAINTENANCE LABORER-INT					11.28	H 1		019	80	N	2
							1,962						
							23,552						
9623.8		MAINTENANCE LABORER, SR-TRAFFIC				11.61	12.07	H 2		019	80	N	2
						2,020	2,100						
						24,241	25,202						
9606.9		MANAGEMENT DIRECTOR	20.50	21.28	22.06	22.93	23.78	H 5	41.0A	030	10	E	5
			3,567	3,702	3,838	3,989	4,137						
			42,804	44,432	46,061	47,877	49,652						
9971.6		MANAGEMENT PLANNING & EVAL DIRECTOR	24.25	25.18	26.14	27.16	28.18	H 5	45.5A	030	10	E	5
			4,219	4,381	4,548	4,725	4,903						
			50,634	52,575	54,580	56,710	58,839						
1785.0		MANAGEMENT SYSTEMS ANALYST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						

REPORT NUMBER PPS7040-C SALARY SCHEDULE

-M-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
1785.3	-8-	MANAGEMENT SYSTEMS ANALYST-INT					15.06 2,620 31,445	H 1		030	20	A	5
1785.1		MANAGEMENT SYSTEMS ANALYST, SR	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	030	20	A	5
1785.4	-8-	MANAGEMENT SYSTEMS ANALYST, SR-INT					17.91 3,116 37,396	H 1		030	20	A	5
9908.6		MANAGEMENT SYSTEMS COORDINATOR	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	H 5	34.0A	030	20	E	5
9908.7	-8-	MANAGEMENT SYSTEMS COORDINATOR-INT					15.67 2,726 32,718	H 1		030	20	E	5
0160.0		MANAGER I	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	H 5	36.5A	030	20	E	5
0161.0		MANAGER II	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	H 5	37.0A	030	20	E	5
0162.0		MANAGER III	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	030	20	E	5
0163.0		MANAGER IV	18.26 3,177 38,126	19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	H 5	38.0A	030	20	E	5
0164.0		MANAGER V	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	H 5	38.5A	030	20	E	5
0165.0		MANAGER VI	19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	H 5	39.0A	030	20	E	5

REPORT NUMBER PPS7040-C

SALARY SCHEDULE

PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-M-											
0166.0		MANAGER VII	19.36	20.12	20.90	21.67	22.50	H 5	39.5A	030	20	E	5
			3,368	3,500	3,636	3,770	3,915						
			40,423	42,010	43,639	45,246	46,980						
0167.0		MANAGER VIII	19.73	20.50	21.28	22.06	22.93	H 5	40.0A	030	20	E	5
			3,433	3,567	3,702	3,838	3,989						
			41,196	42,804	44,432	46,061	47,877						
0168.0		MANAGER IX	20.12	20.90	21.67	22.50	23.36	H 5	40.5A	030	20	E	5
			3,500	3,636	3,770	3,915	4,064						
			42,010	43,639	45,246	46,980	48,775						
0169.0		MANAGER X	20.50	21.28	22.06	22.93	23.78	H 5	41.0A	030	20	E	5
			3,567	3,702	3,838	3,989	4,137						
			42,804	44,432	46,061	47,877	49,652						
0170.0		MANAGER XI	20.90	21.67	22.50	23.36	24.25	H 5	41.5A	030	20	E	5
			3,636	3,770	3,915	4,064	4,219						
			43,639	45,246	46,980	48,775	50,634						
0171.0		MANAGER XII	21.28	22.06	22.93	23.78	24.69	H 5	42.0A	030	20	E	5
			3,702	3,838	3,989	4,137	4,296						
			44,432	46,061	47,877	49,652	51,552						
5250.0		MAPPING SUPERVISOR	18.82	19.56	20.32	21.12	21.93	H 5		032	30	E	5
			3,274	3,403	3,535	3,674	3,815						
			39,296	40,841	42,428	44,098	45,789						
7803.0		MARINE EDUCATION SPECIALIST	11.28	11.74	12.21	12.67	13.16	H 5	25.5A	030	20	N	2
			1,962	2,042	2,124	2,204	2,289						
			23,552	24,513	25,494	26,454	27,478						
5260.0		MARINE EQUIPMENT SERVICER				14.49	15.06	H 2	29.0D	030	30	N	2
						2,521	2,620						
						30,255	31,445						
1429.5		MARKETING MANAGER-SEATTLE CENTER	20.12	20.90	21.67	22.50	23.36	H 5	40.5A	030	20	E	5
			3,500	3,636	3,770	3,915	4,064						
			42,010	43,639	45,246	46,980	48,775						
1429.0		MARKETING/COMM ACTIVITIES DIRECTOR	24.25	25.18	26.14	27.16	28.18	H 5	45.5A	030	10	E	5
			4,219	4,381	4,548	4,725	4,903						
			50,634	52,575	54,580	56,710	58,839						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-M-											
9910.6		MATERIAL CONTROL SUPERVISOR	15.36	16.01	16.61	17.23	17.91	H 5	33.5A	030	20	E	2
			2,672	2,785	2,890	2,998	3,116						
			32,071	33,428	34,681	35,976	37,396						
9912.7		MATERIAL CONTROLLER	10.69	11.06	11.51	11.96	12.43	H 5	24.0A	030	20	N	2
			1,860	1,924	2,002	2,081	2,162						
			22,320	23,093	24,032	24,972	25,953						
9911.6		MATERIAL CONTROLLER, SR	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	20	N	2
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
9911.7	-8-	MATERIAL CONTROLLER, SR-INT					12.93	H 1		030	20	N	2
							2,249						
							26,997						
5802.0		MATERIAL STANDARDS SPECIALIST, SR	14.90	15.49	16.11	16.75	17.41	H 5		004	30	N	2
			2,592	2,695	2,803	2,914	3,029						
			31,111	32,343	33,637	34,974	36,352						
9732.8	-5-	MATERIAL SUPPLIER-ASG ELECT EQUIP CUST			14.68	15.39	16.11	H 3		077	80	N	3
					2,554	2,677	2,803						
					30,651	32,134	33,637						
9768.7	-5-	MATERIAL SUPPLIER-ASG OH					14.32	H 1		077	80	N	3
							2,491						
							29,900						
9768.9	-5-	MATERIAL SUPPLIER-ASG OH TEST					17.01	H 1		077	80	N	3
							2,959						
							35,516						
9767.9	-5-	MATERIAL SUPPLIER-ASG POLE HAUL					15.66	H 1		077	80	N	3
							2,724						
							32,698						
9767.8	-5-	MATERIAL SUPPLIER-WINCH /DERK OIL					14.77	H 1		077	80	N	2
							2,569						
							30,839						
5810.0		MATERIALS ENGINEER, ASSOC	16.75	17.41	18.10	18.82	19.56	H 5		034	20	P	5
			2,914	3,029	3,149	3,274	3,403						
			34,974	36,352	37,792	39,296	40,841						

-M-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
5811.0		MATERIALS ENGINEER, SR	18.82	19.56	20.32	21.12	21.93	H 5		032	20	E	5
			3,274	3,403	3,535	3,674	3,815						
			39,296	40,841	42,428	44,098	45,789						
0863.0		MAYOR					41.87						
							7,284						
							87,419	Y 1		030	10	O	5
8063.0		MEAT INSPECTOR	12.78	13.28	13.80	14.36	14.90	H 5		004	30	N	2
			2,223	2,310	2,401	2,498	2,592						
			26,684	27,728	28,814	29,983	31,111						
8063.1		MEAT INSPECTOR, SR	13.93	14.49	15.06	15.67	16.30	H 5	31.0A	030	30	N	5
			2,423	2,521	2,620	2,726	2,836						
			29,085	30,255	31,445	32,718	34,034						
6780.0		MECHANICAL CREW CHIEF-SKAGIT			16.50	17.16	17.86	H 3		076	70	E	2
					2,871	2,985	3,107						
					34,452	35,830	37,291						
5412.0		MECHANICAL ENGINEER, ASSOC	16.75	17.41	18.10	18.82	19.56	H 5		034	20	P	5
			2,914	3,029	3,149	3,274	3,403						
			34,974	36,352	37,792	39,296	40,841						
5411.0		MECHANICAL ENGINEER, ASST I			13.80	14.36	14.90	H 3		034	20	P	5
					2,401	2,498	2,592						
					28,814	29,983	31,111						
9695.9		MECHANICAL ENGINEER, ASST II	14.36	14.90	15.49	16.11	16.75	H 5		034	20	P	5
			2,498	2,592	2,695	2,803	2,914						
			29,983	31,111	32,343	33,637	34,974						
9861.7		MECHANICAL ENGINEER, ASST III	15.49	16.11	16.75	17.41	18.10	H 5		034	20	P	5
			2,695	2,803	2,914	3,029	3,149						
			32,343	33,637	34,974	36,352	37,792						
5413.0		MECHANICAL ENGINEER, SR	18.82	19.56	20.32	21.12	21.93	H 5		032	20	E	5
			3,274	3,403	3,535	3,674	3,815						
			39,296	40,841	42,428	44,098	45,789						
5405.7		MECHANICAL ENGRNG SPECIALIST, ASST I	12.09	12.55	13.02	13.53	14.05	H 5		004	30	N	5
			2,103	2,183	2,265	2,354	2,444						
			25,243	26,204	27,185	28,250	29,336						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-M-											
5405.8		MECHANICAL ENGRNG SPECIALIST, ASST II	13.50 2,349 28,188	14.05 2,444 29,336	14.56 2,533 30,401	15.15 2,636 31,633	15.73 2,737 32,844	H 5	004	30	N		5
5405.9		MECHANICAL ENGRNG SPECIALIST, ASST III	14.62 2,543 30,526	15.18 2,641 31,695	15.83 2,754 33,053	16.44 2,860 34,326	17.07 2,970 35,642	H 5	004	30	P		5
7163.0		MECHANICAL PLANS ENGINEER, ASSOC	16.75 2,914 34,974	17.41 3,029 36,352	18.10 3,149 37,792	18.82 3,274 39,296	19.56 3,403 40,841	H 5	034	20	P		5
7164.0		MECHANICAL PLANS ENGINEER, SR	18.82 3,274 39,296	19.56 3,403 40,841	20.32 3,535 42,428	21.12 3,674 44,098	21.93 3,815 45,789	H 5	032	20	E		5
6785.0		MECHANICAL SUPERVISOR-SKAGIT	17.92 3,118 37,416	18.63 3,241 38,899	19.36 3,368 40,423	20.11 3,499 41,989	20.91 3,638 43,660	H 5	076	70	E		2
9610.8		METAL FABRICATOR				14.36 2,498 29,983	14.75 2,566 30,798	H 2	014	70	N		2
9610.9		METAL FABRICATOR CREW CHIEF				15.49 2,695 32,343	16.14 2,808 33,700	H 2	014	70	E		2
9610.7	-6-	METAL FABRICATOR-INT					14.36 2,498 29,983	H 1	014	70	N		2
9975.6		METER ELECTRICIAN			16.11 2,803 33,637	16.83 2,928 35,141	17.54 3,051 36,623	H 3	077	70	N		3
9975.8		METER ELECTRICIAN CREW CHIEF					19.87 3,457 41,488	H 1	077	70	E		3
9975.7		METER ELECTRICIAN CREW CHIEF, ASST					18.62 3,239 38,878	H 1	077	70	N		3

-M-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
1240.0		METER READER	8.49	8.83	9.17	9.52	9.92	H 5	18.0A	004	60	N	2
			1,477	1,536	1,595	1,656	1,726						
			17,727	18,437	19,146	19,877	20,712						
1241.0		METER READER SUPERVISOR	11.06	11.51	11.96	12.43	12.93	H 5	25.0A	031	60	E	2
			1,924	2,002	2,081	2,162	2,249						
			23,093	24,032	24,972	25,953	26,997						
1240.9	-8-	METER READER-INT					8.49	H 1		004	60	N	2
							1,477						
							17,727						
1240.1		METER READER, SR	9.92	10.28	10.69	11.06	11.51	H 5	22.0A	004	60	N	2
			1,726	1,788	1,860	1,924	2,002						
			20,712	21,464	22,320	23,093	24,032						
9658.6		METER SHOP SUPERVISOR	15.36	16.01	16.61	17.23	17.91	H 5	33.5A	030	70	E	5
			2,672	2,785	2,890	2,998	3,116						
			32,071	33,428	34,681	35,976	37,396						
1781.0		METHODS ANALYST, ASSOC	14.90	15.49	16.11	16.75	17.41	H 5		034	20	A	5
			2,592	2,695	2,803	2,914	3,029						
			31,111	32,343	33,637	34,974	36,352						
1780.0		METHODS ANALYST, ASST	12.78	13.28	13.80	14.36	14.90	H 5		034	20	N	5
			2,223	2,310	2,401	2,498	2,592						
			26,684	27,728	28,814	29,983	31,111						
8075.0		MICROBIOLOGIST	11.51	11.96	12.43	12.93	13.41	H 5	26.0A	034	20	P	5
			2,002	2,081	2,162	2,249	2,333						
			24,032	24,972	25,953	26,997	28,000						
8076.0		MICROBIOLOGIST, SR	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	034	20	P	5
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
8077.0		MICROBIOLOGIST, SUPERV		14.49	15.06	15.67	16.30	H 4	31.0B	030	20	E	5
				2,521	2,620	2,726	2,836						
				30,255	31,445	32,718	34,034						
2040.0		MINUTE CLERK	11.74	12.21	12.67	13.16	13.68	H 5	26.5A	030	60	N	5
			2,042	2,124	2,204	2,289	2,380						
			24,513	25,494	26,454	27,478	28,563						

REPORT NUMBER PPS7040-C

SALARY SCHEDULE

PROCESSING DATE 09/16/88

-M-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
2040.1	-8-	MINUTE CLERK-INT					11.74	H 1		030	60	N	5
							2,042						
							24,513						
9505.0		MONORAIL CASHIER	7.56	7.87	8.17	8.49	8.83	H 5	15.0A	030	60	N	5
			1,315	1,369	1,421	1,477	1,536						
			15,785	16,432	17,058	17,727	18,437						
2245.0	-8-	MONORAIL CASHIER-INT					8.17	H 1		030	60	N	5
							1,421						
							17,058						
9506.5		MONORAIL SUPERVISOR	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	80	E	2
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
6540.0		MOTORBOAT OPERATOR		12.29	12.77	13.28	13.80	H 4		016	80	N	2
				2,138	2,221	2,310	2,401						
				25,661	26,663	27,728	28,814						
6540.1		MOTORBOAT OPERATOR, SR		13.80	14.36	14.61	15.19	H 4		016	80	N	2
				2,401	2,498	2,542	2,643						
				28,814	29,983	30,505	31,716						
0425.0		MUNICIPAL COURT ADMINISTRATOR	23.36	24.25	25.18	26.14	27.16	H 5	44.5A	030	10	E	5
			4,064	4,219	4,381	4,548	4,725						
			48,775	50,634	52,575	54,580	56,710						
9825.7		MUNICIPAL COURT INTERVIEWER			9.92	10.27	10.67	H 3		040	60	N	5
					1,726	1,786	1,856						
					20,712	21,443	22,278						
9816.5		MUNICIPAL COURT INTERVIEWER, SR			10.88	11.28	11.74	H 3		040	60	N	5
					1,893	1,962	2,042						
					22,717	23,552	24,513						
9762.8		MUNICIPAL COURT SERVICES SUPERVISOR	14.49	15.06	15.67	16.30	16.91	H 5	32.0A	030	60	A	5
			2,521	2,620	2,726	2,836	2,942						
			30,255	31,445	32,718	34,034	35,308						
1090.0		MUNICIPAL FACILITIES ADMINISTRATOR	24.69	25.66	26.65	27.66	28.71	H 5	46.0A	030	10	E	5
			4,296	4,464	4,637	4,812	4,995						
			51,552	53,578	55,645	57,754	59,946						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-M-											
1080.0		MUNICIPAL FACILITIES RESEARCH ANALYST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
1701.0	-8-	MUNICIPAL GOVERNMENT INTERN					9.01	H 1		030	50	N	5
							1,567						
							18,812						
0420.0		MUNICIPAL JUDGE					31.37						
							5,458						
							65,500	Y 1		030	10	O	5
0421.0	-8-	MUNICIPAL JUDGE-PRO TEMPORE-DAY					100.00	D 1		030	20	O	5
0422.0	-8-	MUNICIPAL JUDGE-PRO TEMPORE-NIGHT					125.00	D 1		030	20	O	5
2203.0		MUNICIPAL STORES SUPERVISOR	12.67	13.16	13.68	14.21	14.77	H 5	28.5A	030	20	N	5
			2,204	2,289	2,380	2,472	2,569						
			26,454	27,478	28,563	29,670	30,839						
9632.9		MUSEUM CUSTODIAN, SR	11.51	11.96	12.43	12.93	13.41	H 5		019	80	N	2
			2,002	2,081	2,162	2,249	2,333						
			24,032	24,972	25,953	26,997	28,000						
		-N-											
3431.0		NATURALIST	11.51	11.96	12.43	12.93	13.41	H 5	26.0A	030	20	N	2
			2,002	2,081	2,162	2,249	2,333						
			24,032	24,972	25,953	26,997	28,000						
3431.2	-8-	NATURALIST-INT					11.51	H 1		030	20	N	2
							2,002						
							24,032						
3431.1		NATURALIST, SR	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	20	N	2
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
8041.0		NEIGHBORHOOD HEALTH INSPECTOR	11.28	11.74	12.21	12.67	13.16	H 5	25.5A	004	30	N	2
			1,962	2,042	2,124	2,204	2,289						
			23,552	24,513	25,494	26,454	27,478						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS								PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-N-														
9886.0		NEIGHBORHOOD USE COORDINATOR				15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	2
						2,620	2,726	2,836	2,942	3,057						
						31,445	32,718	34,034	35,308	36,686						
9886.1	-8-	NEIGHBORHOOD USE COORDINATOR-INT								15.06	H 1		030	20	A	2
										2,620						
										31,445						
9885.9		NEIGHBORHOODS DIRECTOR				20.12	20.90	21.67	22.50	23.36	H 5	40.5A	030	10	E	5
						3,500	3,636	3,770	3,915	4,064						
						42,010	43,639	45,246	46,980	48,775						
8021.1		NURSE PRACTITIONER	13.75	14.25	14.75	15.25	15.75	16.00	16.25	16.50	H 8		020	20	P	2
			2,392	2,479	2,566	2,653	2,740	2,784	2,827	2,871						
			28,710	29,754	30,798	31,842	32,886	33,408	33,930	34,452						
8021.8	-8-	NURSE PRACTITIONER-INT								15.25	H 1		020	20	P	2
										2,653						
										31,842						
8022.8		NURSE PRACTITIONER-JAIL	14.25	14.75	15.25	15.75	16.25	16.50	16.75	17.00	H 8		020	20	P	2
			2,479	2,566	2,653	2,740	2,827	2,871	2,914	2,958						
			29,754	30,798	31,842	32,886	33,930	34,452	34,974	35,496						
9926.6		NURSING SERVICES CHIEF				23.78	24.69	25.66	26.65	27.66	H 5	45.0A	030	10	E	5
						4,137	4,296	4,464	4,637	4,812						
						49,652	51,552	53,578	55,645	57,754						
9926.7		NURSING SERVICES CHIEF, ASSISTANT				17.57	18.26	19.00	19.73	20.50	H 5	37.0A	030	20	A	5
						3,057	3,177	3,306	3,433	3,567						
						36,686	38,126	39,672	41,196	42,804						
8140.0		NUTRITIONIST				13.41	13.93	14.49	15.06	15.67	H 5	30.0A	030	20	P	5
						2,333	2,423	2,521	2,620	2,726						
						28,000	29,085	30,255	31,445	32,718						
		-O-														
8030.0		OCCUPATIONAL HEALTH SPECIALIST				13.41	13.93	14.49	15.06	15.67	H 5	30.0A	030	20	A	2
						2,333	2,423	2,521	2,620	2,726						
						28,000	29,085	30,255	31,445	32,718						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-0-											
2004.0		OFFICE AIDE			7.14 1,242 14,908	7.41 1,289 15,472	7.73 1,345 16,140	H 3	11.5C	030	60	N	5
9753.6		OFFICE AIDE-BU			7.14 1,242 14,908	7.41 1,289 15,472	7.73 1,345 16,140	H 3	11.5C	035	60	N	5
2004.9	-6-	OFFICE AIDE-BU-INT					7.14 1,242 14,908	H 1		035	60	N	5
2005.0	-6-	OFFICE AIDE-INT					7.14 1,242 14,908	H 1		030	60	N	5
2007.0		OFFICE ASSISTANT	7.41 1,289 15,472	7.73 1,345 16,140	8.02 1,395 16,745	8.33 1,449 17,393	8.65 1,505 18,061	H 5	14.5A	030	60	N	5
9753.7		OFFICE ASSISTANT-BU	7.41 1,289 15,472	7.73 1,345 16,140	8.02 1,395 16,745	8.33 1,449 17,393	8.65 1,505 18,061	H 5	14.5A	035	60	N	5
2007.9	-6-	OFFICE ASSISTANT-BU-INT					7.41 1,289 15,472	H 1		035	60	N	5
2006.9	-6-	OFFICE ASSISTANT-INT					7.41 1,289 15,472	H 1		030	60	N	5
2008.0		OFFICE ASSISTANT-MC	7.41 1,289 15,472	7.73 1,345 16,140	8.02 1,395 16,745	8.33 1,449 17,393	8.65 1,505 18,061	H 5	14.5A	040	60	N	5
2006.8	-6-	OFFICE ASSISTANT-MC-INT					7.41 1,289 15,472	H 1		040	60	N	5
1050.0		OFFICE BUILDING MANAGER, ASST	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	H 5	30.0A	030	80	N	5

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD% STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-0-											
2019.0		OFFICE SERVICES MANAGER	15.67	16.30	16.91	17.57	18.26	H 5	34.0A	030	60	E	5
			2,726	2,836	2,942	3,057	3,177						
			32,718	34,034	35,308	36,686	38,126						
2075.0		OFFICE SUPERVISOR-SKAGIT	11.28	11.74	12.21	12.67	13.16	H 5	25.5A	030	60	E	5
			1,962	2,042	2,124	2,204	2,289						
			23,552	24,513	25,494	26,454	27,478						
9688.9		OILER				10.98	11.40	H 2		011	80	N	2
						1,910	1,983						
						22,926	23,803						
7070.0		OPERATIONS CREW CHIEF-SEATTLE CENTER			14.04	14.62	15.18	H 3		019	80	E	2
					2,442	2,543	2,641						
					29,315	30,526	31,695						
9736.0		OPERATIONS DIRECTOR-ADMIN SERVICES	26.14	27.16	28.18	29.26	30.39	H 5	47.5A	030	10	E	5
			4,548	4,725	4,903	5,091	5,287						
			54,580	56,710	58,839	61,094	63,454						
5530.0		OPERATIONS DIRECTOR-CITY LIGHT	26.14	27.16	28.18	29.26	30.39	H 5	47.5A	030	10	E	5
			4,548	4,725	4,903	5,091	5,287						
			54,580	56,710	58,839	61,094	63,454						
9939.0		OPERATIONS DIRECTOR-PARKS	26.14	27.16	28.18	29.26	30.39	H 5	47.5A	030	10	E	5
			4,548	4,725	4,903	5,091	5,287						
			54,580	56,710	58,839	61,094	63,454						
9766.7		OPERATORS HELPER			12.35	12.89	13.43	H 3		077	80	N	2
					2,148	2,242	2,336						
					25,786	26,914	28,041						
8104.0		ORAL HEALTH ASSISTANT	8.02	8.33	8.65	9.00	9.33	H 5	16.5A	030	50	N	5
			1,395	1,449	1,505	1,566	1,623						
			16,745	17,393	18,061	18,792	19,481						
8104.9	-8-	ORAL HEALTH ASSISTANT-INT					8.02	H 1		030	50	N	5
							1,395						
							16,745						
9726.8		ORDINANCE VIOLATIONS DIRECTOR	22.06	22.93	23.78	24.69	25.66	H 5	43.0A	030	10	E	5
			3,838	3,989	4,137	4,296	4,464						
			46,061	47,877	49,652	51,552	53,578						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-O-											
9760.8	-5-	OVERHEAD ELECT SUPPLIER-ASG POLE HAUL					15.66 2,724 32,698	H 1		078	80	N	3
9760.6		OVERHEAD ELECTRICAL SUPPLIER					14.32 2,491 29,900	H 1		078	80	N	3
9824.9		OWNER/TENANT ASSISTANCE SUPERVISOR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
		-P-											
6741.0		PAINT & BODY CREW CHIEF			15.54 2,703 32,447	16.15 2,810 33,721	16.81 2,924 35,099	H 3		010	70	E	2
6601.0		PAINTER					14.64 2,547 30,568	H 1		010	70	N	2
6605.0		PAINTER CREW CHIEF			15.54 2,703 32,447	16.15 2,810 33,721	16.81 2,924 35,099	H 3		010	70	E	2
9741.6	-2-	PAINTER-ASG SPRAY PAINTER					0.25 43 522	H 1		010	70	N	2
1219.0	-6-	PAINTER-INT					14.64 2,547 30,568	H 1		010	70	N	2
9771.5	-5-	PAINTER, ASST-SIGN SHOP					11.17 1,943 23,322	H 1		010	80	N	2
9771.6	-5-	PAINTER, ASST-SPRAY BOOTH				11.61 2,020 24,241	12.07 2,100 25,202	H 2		010	80	N	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
6601.1		PAINTER, SR				14.72	15.32	H 2		010	70	N	2
						2,561	2,665						
						30,735	31,988						
9741.7	-2-	PAINTER, SR-ASG SPRAY PAINTER					0.25	H 1		010	70	N	2
							43						
							522						
9949.9		PARALEGAL	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	50	N	5
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
9950.2		PARALEGAL, SR	17.23	17.91	18.63	19.36	20.12	H 5	38.5A	030	30	A	5
			2,998	3,116	3,241	3,368	3,500						
			35,976	37,396	38,899	40,423	42,010						
9749.0		PARK HORTICULTURIST	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	E	2
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						
9874.5		PARKING & MONORAIL OFFICER	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	E	5
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						
7170.5		PARKING ATTENDANT	7.81	8.12	8.44	8.76	9.11	H 5		007	80	N	2
			1,358	1,412	1,468	1,524	1,585						
			16,307	16,954	17,622	18,290	19,021						
7170.0	-6-	PARKING ATTENDANT-INT					7.81	H 1		007	80	N	2
							1,358						
							16,307						
9511.0		PARKING ATTENDANT, SR	8.76	9.11	9.46	9.83	10.19	H 5		007	80	N	2
			1,524	1,585	1,646	1,710	1,773						
			18,290	19,021	19,752	20,525	21,276						
9511.1	-6-	PARKING ATTENDANT, SR-INT					8.76	H 1		007	80	N	2
							1,524						
							18,290						
9873.9		PARKING COORDINATOR	9.63	10.03	10.37	10.79	11.21	H 5		007	80	N	2
			1,675	1,745	1,804	1,877	1,950						
			20,107	20,942	21,652	22,529	23,406						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
						-P-							
4270.0		PARKING ENFORCEMENT OFFICER	9.33	9.72	10.08	10.49	10.87	H 5	20.5A	021	50	N	2
			1,623	1,691	1,753	1,825	1,891						
			19,481	20,295	21,047	21,903	22,696						
4270.1		PARKING ENFORCEMENT OFFICER, SR	11.74	12.21	12.68	13.16	13.68	H 5		030	50	N	2
			2,042	2,124	2,206	2,289	2,380						
			24,513	25,494	26,475	27,478	28,563						
9874.2		PARKING FACILITIES COORDINATOR	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	80	E	2
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
2261.0		PARKING METER COLLECTION SUPERVISOR	12.21	12.67	13.16	13.68	14.21	H 5	27.5A	030	60	E	2
			2,124	2,204	2,289	2,380	2,472						
			25,494	26,454	27,478	28,563	29,670						
2260.0		PARKING METER COLLECTOR	8.49	8.83	9.17	9.52	9.92	H 5	18.0A	030	60	N	2
			1,477	1,536	1,595	1,656	1,726						
			17,727	18,437	19,146	19,877	20,712						
2260.2	-8-	PARKING METER COLLECTOR-INT					8.49	H 1		030	60	N	2
							1,477						
							17,727						
2260.1		PARKING METER COLLECTOR, SR			10.28	10.69	11.06	H 3	21.0C	030	60	N	2
					1,788	1,860	1,924						
					21,464	22,320	23,093						
6851.0		PARKING METER REPAIR CREW CHIEF			13.16	13.68	14.20	H 3		029	70	E	2
					2,289	2,380	2,470						
					27,478	28,563	29,649						
6850.0		PARKING METER REPAIRER			11.06	11.52	11.96	H 3		029	70	N	2
					1,924	2,004	2,081						
					23,093	24,053	24,972						
6850.1		PARKING METER REPAIRER, SR			11.96	12.43	12.93	H 3	25.0C	029	70	N	2
					2,081	2,162	2,249						
					24,972	25,953	26,997						
9904.5		PARKING SUPERVISOR	10.69	11.06	11.51	11.96	12.43	H 5	24.0A	004	80	E	2
			1,860	1,924	2,002	2,081	2,162						
			22,320	23,093	24,032	24,972	25,953						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
9639.9		PARKS CONCESSIONS COORDINATOR	15.36	16.01	16.61	17.23	17.91	H 5	33.5A	030	20	A	5
			2,672	2,785	2,890	2,998	3,116						
			32,071	33,428	34,681	35,976	37,396						
6460.0		PARKS CUSTODIAL CREW CHIEF			14.62	15.18	15.82	H 3		019	80	E	2
					2,543	2,641	2,752						
					30,526	31,695	33,032						
6104.0		PARKS EQUIPMENT OPERATOR			10.98	11.40	11.85	H 3		019	80	N	2
					1,910	1,983	2,061						
					22,926	23,803	24,742						
9904.7		PARKS GRANTS & CONTRACTS COORDINATOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
6470.0		PARKS LANDSCAPE SUPERVISOR			15.19	15.80	16.43	H 3		019	80	E	2
					2,643	2,749	2,858						
					31,716	32,990	34,305						
6465.0		PARKS MAINTENANCE CREW CHIEF			14.62	15.18	15.82	H 3		019	80	E	2
					2,543	2,641	2,752						
					30,526	31,695	33,032						
9640.1		PARKS SPECIAL EVENTS SCHEDULER	10.87	11.28	11.74	12.21	12.67	H 5	24.5A	004	30	N	5
			1,891	1,962	2,042	2,124	2,204						
			22,696	23,552	24,513	25,494	26,454						
4410.0		PERMIT COUNTER SUPERVISOR	15.36	16.01	16.61	17.23	17.91	H 5	33.5A	030	30	E	5
			2,672	2,785	2,890	2,998	3,116						
			32,071	33,428	34,681	35,976	37,396						
9654.0		PERMIT SPECIALIST I	12.67	13.16	13.68	14.21	14.77	H 5	28.5A	030	30	N	5
			2,204	2,289	2,380	2,472	2,569						
			26,454	27,478	28,563	29,670	30,839						
9654.9		PERMIT SPECIALIST II	14.21	14.77	15.36	16.01	16.61	H 5	31.5A	030	30	N	5
			2,472	2,569	2,672	2,785	2,890						
			29,670	30,839	32,071	33,428	34,681						
5714.0		PERMIT SPECIALIST TRAINEE	10.07	10.66	11.24	11.82	12.43	13.01	13.60	14.17	H 8	030	50	N	5
			1,752	1,854	1,955	2,056	2,162	2,263	2,366	2,465					
			21,026	22,258	23,469	24,680	25,953	27,164	28,396	29,586					

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	-P-	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
5715.0		PERMIT TECHNICIAN		10.87	11.28	11.74	12.21	12.67	H 5	24.5A	030	30	N	5
				1,891	1,962	2,042	2,124	2,204						
				22,696	23,552	24,513	25,494	26,454						
5715.3		PERMIT TECHNICIAN SUPERVISOR		13.93	14.49	15.06	15.67	16.30	H 5	31.0A	030	30	E	5
				2,423	2,521	2,620	2,726	2,836						
				29,085	30,255	31,445	32,718	34,0[illegible]						
8025.0		PERSONAL HEALTH SERVICES SUPERVISOR	15.21	15.81	16.43	17.06	17.73	18.44	H 6		039	20	E	5
			2,646	2,750	2,858	2,968	3,085	3,208						
			31,758	33,011	34,305	35,621	37,020	38,502						
8025.2		PERSONAL HEALTH SVCS SUPERVISOR, ASST		14.08	14.64	15.22	15.83	16.47	H 5		039	20	A	5
				2,449	2,547	2,648	2,754	2,865						
				29,399	30,568	31,779	33,053	34,389						
1110.0		PERSONNEL ANALYST		13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	20	A	5
				2,289	2,380	2,472	2,569	2,672						
				27,478	28,563	29,670	30,839	32,071						
1109.9	-8-	PERSONNEL ANALYST-INT						13.16	H 1		030	20	A	5
								2,289						
								27,478						
1108.0		PERSONNEL ANALYST, ASST		11.28	11.74	12.21	12.67	13.16	H 5	25.5A	030	50	N	5
				1,962	2,042	2,124	2,204	2,289						
				23,552	24,513	25,494	26,454	27,478						
1110.1		PERSONNEL ANALYST, SR			14.49	15.06	15.67	16.30	H 4	31.0B	030	20	A	5
					2,521	2,620	2,726	2,836						
					30,255	31,445	32,718	34,034						
1111.0		PERSONNEL ANALYST, SUPERV				16.30	16.91	17.57	H 3	33.0C	030	20	E	5
						2,836	2,942	3,057						
						34,034	35,308	36,686						
0210.0		PERSONNEL DIRECTOR						29.98	H 1		030	10	E	5
								5,216						
								62,598						
9699.6		PERSONNEL OFFICER		14.49	15.06	15.67	16.30	16.91	H 5	32.0A	030	20	A	5
				2,521	2,620	2,726	2,836	2,942						
				30,255	31,445	32,718	34,034	35,308						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
1121.0		PERSONNEL SPECIALIST	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	20	A	5
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
9647.5	-8-	PET LICENSE CANVASSER-INT					8.33	H 1		030	60	N	2
							1,449						
							17,393						
8160.0		PHARMACIST					16.30	H 1	31.0E	030	20	P	5
							2,836						
							34,034						
8160.9	-8-	PHARMACIST-HOURLY					16.[illegible]	H 1		030	20	P	5
							2,836						
							34,034						
9806.5		PHARMACIST, SR			16.30	16.91	17.57	H 3	33.0C	030	20	P	5
					2,836	2,942	3,057						
					34,034	35,308	36,686						
2330.0		PHOTOGRAPHER	11.06	11.51	11.96	12.43	12.93	H 5	25.0A	004	30	N	2
			1,924	2,002	2,081	2,162	2,249						
			23,093	24,032	24,972	25,953	26,997						
2330.1		PHOTOGRAPHER II	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	004	30	N	5
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
2332.0		PHOTOGRAPHY/REPROGRAPHICS SUPERVISOR	13.41	13.93	14.49	15.06	15.67	H 5	30.0A	030	30	E	5
			2,333	2,423	2,521	2,620	2,726						
			28,000	29,085	30,255	31,445	32,718						
0828.3		PHYSICIAN-NATIONAL HEALTH SVCS CORPS					20.96	H 1		030	20	P	2
							3,647						
							43,764						
6676.0		PIPELINE MAINTENANCE CREW CHIEF			14.92	15.53	16.14	H 3		008	70	E	2
					2,596	2,702	2,808						
					31,152	32,426	33,700						
5151.0		PLANNER, ASSOC	16.75	17.41	18.10	18.82	19.56	H 5		034	20	A	5
			2,914	3,029	3,149	3,274	3,403						
			34,974	36,352	37,792	39,296	40,841						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
5150.0		PLANNER, ASST I	12.78	13.28	13.80	14.36	14.90	H 5		034	20	A	5
			2,223	2,310	2,401	2,498	2,592						
			26,684	27,728	28,814	29,983	31,111						
9652.8		PLANNER, ASST II	14.05	14.62	15.18	15.83	16.44	H 5		034	20	A	5
			2,444	2,543	2,641	2,754	2,860						
			29,336	30,526	31,695	33,053	34,326						
5152.0		PLANNER, SR	18.63	19.36	20.12	20.90	21.67	H 5	38.5A	030	20	A	5
			3,241	3,368	3,500	3,636	3,770						
			38,899	40,423	42,010	43,639	45,246						
9718.9		PLANNING & DEVELOPMENT MANAGER	19.36	20.12	20.90	21.67	22.50	H 5	39.5A	030	20	E	5
			3,368	3,500	3,636	3,770	3,915						
			40,423	42,010	43,639	45,246	46,980						
9668.1	-8-	PLANNING & DEVELOPMENT SPEC I-INT					14.49	H 1		030	20	A	5
							2,521						
							30,255						
9668.0		PLANNING & DEVELOPMENT SPEC-SUPERV	19.36	20.12	20.90	21.67	22.50	H 5	39.5A	030	20	E	5
			3,368	3,500	3,636	3,770	3,915						
			40,423	42,010	43,639	45,246	46,980						
9667.7		PLANNING & DEVELOPMENT SPECIALIST I	14.49	15.06	15.67	16.30	16.91	H 5	32.0A	030	20	A	5
			2,521	2,620	2,726	2,836	2,942						
			30,255	31,445	32,718	34,034	35,308						
9667.8		PLANNING & DEVELOPMENT SPECIALIST II	15.67	16.30	16.91	17.57	18.26	H 5	34.0A	030	20	A	5
			2,726	2,836	2,942	3,057	3,177						
			32,718	34,034	35,308	36,686	38,126						
9667.9		PLANNING & DEVELOPMENT SPECIALIST, SR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9862.6		PLANNING & SCHEDULING SUPERVISOR			19.00	19.73	20.50	H 3	37.0C	030	20	E	5
					3,306	3,433	3,567						
					39,672	41,196	42,804						
5110.0		PLANNING ADMINISTRATIVE OFFICER	17.23	17.91	18.63	19.36	20.12	H 5	36.5A	030	20	A	5
			2,998	3,116	3,241	3,368	3,500						
			35,976	37,396	38,899	40,423	42,010						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
5136.0		PLANNING ANALYST, ASSOC	16.61 2,890 34,681	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	H 5	35.5A	030	20	A	5
5135.0		PLANNING ANALYST, ASST	12.78 2,223 26,684	13.28 2,310 27,728	13.80 2,401 28,814	14.36 2,498 29,983	14.90 2,592 31,111	H 5		034	20	A	5
9750.8		PLANNING INTERN				9.26 1,611 19,334	9.58 1,666 20,003	H 2		030	50	N	5
9855.8	-8-	PLANNING INTERN I-INT					6.90 1,200 14,407	H 1		030	50	N	5
5130.0	-8-	PLANNING INTERN II-INT				8.57 1,491 17,894	8.87 1,543 18,520	H 2		030	50	N	5
9750.9	-8-	PLANNING INTERN-INT					9.26 1,611 19,334	H 1		030	50	N	5
6610.0		PLUMBER					15.16 2,637 31,654	H 1		008	70	N	2
9648.0		PLUMBER CREW CHIEF			15.54 2,703 32,447	16.15 2,810 33,721	16.81 2,924 35,099	H 3		008	70	E	2
6610.3	-2-	PLUMBER-ASG BACKFLOW					0.52 90 1,085	H 1		008	70	N	2
1221.0	-6-	PLUMBER-INT					15.16 2,637 31,654	H 1		008	70	N	2
6607.0		PLUMBER, SR				15.36 2,672 32,071	16.01 2,785 33,428	H 2		008	70	N	2

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	CO CAT	FL SA	II CODE
		-P-											
4450.0		PLUMBING INSPECTOR			15.34 2,669 32,029	15.94 2,773 33,282	16.58 2,884 34,619	H 3		008	30	N	2
4451.0		PLUMBING INSPECTOR, CHIEF	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	H 5	34.0A	030	30	E	2
4450.1		PLUMBING INSPECTOR, SR			15.70 2,731 32,781	16.35 2,844 34,138	16.98 2,954 35,454	H 3		008	30	N	2
9770.9		POLE DIGGING MACHINE OPERATOR					16.11 2,803 33,637	H 1		077	80	N	2
9769.9		POLE PEELER MACHINE OPERATOR					16.11 2,803 33,637	H 1		077	80	N	2
2230.0		POLE YARD CREW CHIEF					17.62 3,065 36,790	H 1		077	80	E	2
4250.0		POLICE CAPTAIN			25.40 4,419 53,028	26.44 4,601 55,212	27.54 4,792 57,504	M 3		033	20	E	6
0480.0		POLICE CHIEF					34.97 6,084 73,017	H 1		030	10	E	6
4250.2		POLICE CHIEF, ASST			29.89 5,200 62,410	30.96 5,387 64,644	32.02 5,571 66,857	H 3		030	10	E	6
9680.6	-8-	POLICE COMM DISPATCHER II-INT					10.69 1,860 22,320	H 1		038	60	N	5
9680.3	-2-	POLICE COMM DISPATCHER II-TRAINER					0.49 85 1,023	H 1		038	60	N	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
1222.0	-8-	POLICE COMM. DISPATCHER I-INT					9.17 1,595 19,146	H 1		038	60	N	5
9971.8		POLICE COMMUNICATIONS DIRECTOR			25.40 4,419 53,028	26.44 4,601 55,212	27.54 4,792 57,504	M 3		033	20	E	5
9679.9		POLICE COMMUNICATIONS DISPATCHER I	9.17 1,595 19,146	9.52 1,656 19,877	9.92 1,726 20,712	10.28 1,788 21,464	10.69 1,860 22,320	H 5		038	60	N	5
9680.7		POLICE COMMUNICATIONS DISPATCHER II	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953	H 5		038	60	N	5
9680.8		POLICE COMMUNICATIONS DISPATCHER III	11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	H 5		038	60	N	5
4249.0		POLICE LIEUTENANT			22.09 3,843 46,116	22.99 4,000 48,000	23.94 4,166 49,992	M 3		033	20	E	6
9684.7	-2-	POLICE LIEUTENANT-BOMB SQUAD			1.10 192 2,304	1.15 200 2,400	1.20 208 2,496	M 3		033	20	E	6
4250.1		POLICE MAJOR				30.41 5,292 63,504	31.67 5,510 66,120	M 2		033	10	E	6
4250.3		POLICE MAJOR-INSPECTIONAL SERVICES				30.41 5,292 63,504	31.67 5,510 66,120	M 2		030	10	E	6
4247.0		POLICE OFFICER	13.86 2,412 28,944	14.86 2,585 31,020	15.53 2,703 32,436	16.14 2,808 33,696	16.94 2,948 35,376	M 5		003	40	N	6
9676.5	-2-	POLICE OFFICER-CANINE					0.51 88 1,056	M 1		003	40	N	6

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-							
9889.8	-2-	POLICE OFFICER-CHIEF COMM DISPATCHER	0.84 147 1,764	M 1		003	40	N	6
9676.9	-2-	POLICE OFFICER-DETECTIVE	0.51 88 1,056	M 1		003	40	N	6
9884.7	-2-	POLICE OFFICER-DETECTIVE-BOMB SQUAD	1.36 236 2,832	M 1		003	40	N	6
9676.8	-2-	POLICE OFFICER-DETECTIVE-HOMICIDE	0.84 147 1,764	M 1		003	40	N	6
9686.9	-2-	POLICE OFFICER-DIVER	0.51 88 1,056	M 1		003	40	N	6
9677.1	-2-	POLICE OFFICER-ERT	0.51 88 1,056	M 1		003	40	N	6
9675.0	-2-	POLICE OFFICER-HOSTAGE NEGOTIATOR	0.51 88 1,056	M 1		003	40	N	6
9677.9	-2-	POLICE OFFICER-MOTORCYCLE	0.51 88 1,056	M 1		003	40	N	6
9677.5	-2-	POLICE OFFICER-PATROL	0.25 44 528	M 1		003	40	N	6
9680.9	-2-	POLICE OFFICER-RADIO DISPATCHER	0.51 88 1,056	M 1		003	40	N	6
9720.8		POLICE RECORDS MANAGER	19.00 19.73 20.50 21.28 22.06 3,306 3,433 3,567 3,702 3,838 39,672 41,196 42,804 44,432 46,061	H 5	39.0A	030	60	E	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY	STEPS	PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-								
9803.9		POLICE RECRUIT		12.54 2,181 26,183		H 1	030	50	N	6
4248.0		POLICE SERGEANT	18.67 3,249 38,988		19.48 3,390 40,680	M 2	003	30	E	6
9675.5	-2-	POLICE SERGEANT-CANINE		0.51 88 1,056		M 1	003	30	E	6
9675.9	-2-	POLICE SERGEANT-CHIEF COMM DISPATCHER		0.84 147 1,764		M 1	003	30	E	6
9675.7	-2-	POLICE SERGEANT-DETECTIVE		0.51 88 1,056		M 1	003	30	E	6
9675.8	-2-	POLICE SERGEANT-DETECTIVE-BOMB SQUAD		1.36 236 2,832		M 1	003	30	E	5
9675.6	-2-	POLICE SERGEANT-DETECTIVE-HOMICIDE		0.84 147 1,764		M 1	003	30	E	6
9686.8	-2-	POLICE SERGEANT-DIVER		0.51 88 1,056		M 1	003	30	E	6
9678.0	-2-	POLICE SERGEANT-ERT		0.51 88 1,056		M 1	003	30	E	6
9675.2	-2-	POLICE SERGEANT-HOSTAGE NEGOTIATOR		0.51 88 1,056		M 1	003	30	E	6
9678.9	-2-	POLICE SERGEANT-MOTORCYCLE		0.51 88 1,056		M 1	003	30	E	6

-P-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9678.5	-2-	POLICE SERGEANT-PATROL					0.25 44 528	M	1	003	30	E	6
9903.1	-2-	POLICE SERGEANT-RADIO DISPATCHER					0.51 88 1,056	M	1	003	30	E	6
9804.0		POLICE SPECIAL RECRUIT					11.74 2,042 24,513	H	1	030	50	N	6
9664.8		POLICE SYSTEMS SUPERVISOR			20.79 3,618 43,416	21.66 3,768 45,216	22.55 3,924 47,088	M	3	030	20	E	5
9812.6		POLICE/COMMUNITY LIAISON SPECIALIST	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H	5 33.0A	030	20	A	2
6703.0	-4-	POOL CAR ATTENDANT-TERMINAL				9.70 1,687 20,253	10.08 1,753 21,047	H	2	007	80	N	2
9648.7		POOL MAINTENANCE LEAD WORKER			12.68 2,206 26,475	13.16 2,289 27,478	13.68 2,380 28,563	H	3	019	80	N	2
9648.8		POOL MAINTENANCE WORKER			11.40 1,983 23,803	11.85 2,061 24,742	12.31 2,141 25,703	H	3	019	80	N	2
9648.5	-6-	POOL MAINTENANCE WORKER-INT					11.40 1,983 23,803	H	1	019	80	N	2
5580.0		POWER ANALYST	18.82 3,274 39,296	19.56 3,403 40,841	20.32 3,535 42,428	21.12 3,674 44,098	21.93 3,815 45,789	H	5	032	30	A	5
9612.7		POWER ANALYST, ASST I	12.09 2,103 25,243	12.55 2,183 26,204	13.02 2,265 27,185	13.53 2,354 28,250	14.05 2,444 29,336	H	5	004	30	A	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
9612.8		POWER ANALYST, ASST II	13.50	14.05	14.56	15.15	15.73	H 5		004	30	A	5
			2,349	2,444	2,533	2,636	2,737						
			28,188	29,336	30,401	31,633	32,844						
9612.9		POWER ANALYST, ASST III	14.62	15.18	15.83	16.44	17.07	H 5		004	30	A	5
			2,543	2,641	2,754	2,860	2,970						
			30,526	31,695	33,053	34,326	35,642						
9732.6		POWER DISPATCHER			20.05	20.76	21.48	H 3		077	30	N	5
					3,488	3,612	3,737						
					41,864	43,346	44,850						
9731.9		POWER DISPATCHER, ASST			17.90	18.62	19.33	H 3		077	30	N	5
					3,114	3,239	3,363						
					37,375	38,878	40,361						
9732.7		POWER DISPATCHER, SR					23.63	H 1		077	30	N	5
							4,111						
							49,339						
6228.0		POWER DISPATCHING SUPERVISOR	22.40	23.32	24.24	25.19	26.21	H 5		076	30	E	5
			3,897	4,057	4,217	4,383	4,560						
			46,771	48,692	50,613	52,596	54,726						
9770.0		POWER MANAGEMENT DIRECTOR	26.14	27.16	28.18	29.26	30.39	H 5	47.5A	030	10	E	5
			4,548	4,725	4,903	5,091	5,287						
			54,580	56,710	58,839	61,094	63,454						
9947.6		POWER RESOURCE ENGINEER, SR	18.82	19.56	20.32	21.12	21.93	H 5		032	20	E	5
			3,274	3,403	3,535	3,674	3,815						
			39,296	40,841	42,428	44,098	45,789						
9765.9		POWER STRUCTURES MECHANIC					15.91	H 1		077	70	N	3
							2,768						
							33,220						
9603.8		POWER STRUCTURES MECHANIC CREW CHIEF					17.90	H 1		077	70	E	2
							3,114						
							37,375						
5597.0		POWER SUPPLY ENGINEER	22.40	23.32	24.24	25.19	26.21	H 5		076	20	P	5
			3,897	4,057	4,217	4,383	4,560						
			46,771	48,692	50,613	52,596	54,726						

REPORT NUMBER PPS7040-G SALARY SCHEDULE

PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
9738.8		POWER SUPPLY ENGINEER, ASST				23.97	24.94	H 2		076	20	P	5
						4,170	4,339						
						50,049	52,074						
6215.0		POWERHOUSE SUPERVISOR	19.72	20.50	21.33	22.15	23.06	H 5		076	30	E	3
			3,431	3,567	3,711	3,854	4,012						
			41,175	42,804	44,537	46,249	48,149						
2305.5		PRINTING & PHOTOCOPYING SUPERVISOR	13.93	14.49	15.06	15.67	16.30	H 5	31.0A	030	70	E	5
			2,423	2,521	2,620	2,726	2,836						
			29,085	30,255	31,445	32,718	34,034						
0445.0		PROBATION COUNSELOR I	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	20	A	5
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
0445.1	-8-	PROBATION COUNSELOR I-INT					12.43	H 1		030	20	A	5
							2,162						
							25,953						
0446.0		PROBATION COUNSELOR II	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	20	A	5
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
0440.0		PROBATION SERVICE DIRECTOR	22.06	22.93	23.78	24.69	25.66	H 5	43.0A	030	10	E	5
			3,838	3,989	4,137	4,296	4,464						
			46,061	47,877	49,652	51,552	53,578						
9725.9		PROBATION SUPERVISOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	E	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
4001.0		PROCESS SERVER		10.28	10.69	11.06	11.51	H 4	22.0B	030	60	N	2
				1,788	1,860	1,924	2,002						
				21,464	22,320	23,093	24,032						
4001.1	-8-	PROCESS SERVER-INT					10.28	H 1		030	60	N	2
							1,788						
							21,464						
9870.5		PROGRAM AIDE		5.08	6.17	7.78	8.84	H 4		030	60	N	5
				883	1,073	1,353	1,538						
				10,607	12,882	16,244	18,457						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
9734.8	-8-	PROGRAM AIDE-INT					14.49	H 1		030	60	N	5
							2,521						
							30,255						
9843.8		PROGRAM ASSISTANT	10.87	11.28	11.74	12.21	12.67	H 5	24.5A	030	50	N	5
			1,891	1,962	2,042	2,124	2,204						
			22,696	23,552	24,513	25,494	26,454						
4870.1	-8-	PROGRAM ASSISTANT-INT					10.87	H 1		030	50	N	5
							1,891						
							22,696						
9886.7		PROGRAM COORDINATOR I	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	20	A	5
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
1223.0	-8-	PROGRAM COORDINATOR I-INT					12.43	H 1		030	20	A	5
							2,162						
							25,953						
9886.8		PROGRAM COORDINATOR II	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9887.0	-8-	PROGRAM COORDINATOR II-INT					15.06	H 1		030	20	A	5
							2,620						
							31,445						
9886.9		PROGRAM COORDINATOR III	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9887.1	-8-	PROGRAM COORDINATOR III-INT					17.91	H 1		030	20	A	5
							3,116						
							37,396						
9887.7		PROGRAM COORDINATOR IV	19.73	20.50	21.28	22.06	22.93	H 5	40.0A	030	20	A	5
			3,433	3,567	3,702	3,838	3,989						
			41,196	42,804	44,432	46,061	47,877						
9635.7		PROGRAM INFORMATION COORDINATOR	14.49	15.06	15.67	16.30	16.91	H 5	32.0A	030	20	A	5
			2,521	2,620	2,726	2,836	2,942						
			30,255	31,445	32,718	34,034	35,308						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
1822.0		PROGRAM INTAKE REPRESENTATIVE	11.52	11.96	12.44	12.94	13.43	H 5		004	20	N	5
			2,004	2,081	2,164	2,251	2,336						
			24,053	24,972	25,974	27,018	28,041						
9957.9		PROGRAM PLANNER	13.93	14.49	15.06	15.67	16.30	H 5	31.0A	030	20	A	5
			2,423	2,521	2,620	2,726	2,836						
			29,085	30,255	31,445	32,718	34,034						
2430.0		PROGRAMMER	11.85	12.31	12.78	13.28	13.80	H 5		004	30	N	5
			2,061	2,141	2,223	2,310	2,401						
			24,742	25,703	26,684	27,728	28,814						
2430.2	-8-	PROGRAMMER-INT					11.85	H 1		004	30	N	5
							2,061						
							24,742						
2430.1		PROGRAMMER, SR	13.80	14.36	14.90	15.49	16.11	H 5		004	30	N	5
			2,401	2,498	2,592	2,695	2,803						
			28,814	29,983	31,111	32,343	33,637						
9631.6		PROJECT AIDE					8.84	H 1		030	60	N	2
							1,538						
							18,457						
9631.7	-8-	PROJECT AIDE-INT					8.84	H 1		030	60	N	2
							1,538						
							18,457						
9938.6		PROJECT DEVELOPMENT DIRECTOR	22.06	22.93	23.78	24.69	25.66	H 5	43.0A	030	10	E	5
			3,838	3,989	4,137	4,296	4,464						
			46,061	47,877	49,652	51,552	53,570						
9938.4		PROJECT FUND & AGREEMTS COORDINATOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9938.0		PROJECT FUND & AGREEMTS COORDINATOR,SR	16.61	17.23	17.91	18.63	19.36	H 5	35.5A	030	20	A	5
			2,890	2,998	3,116	3,241	3,368						
			34,681	35,976	37,396	38,899	40,423						
9938.2		PROJECT FUND & AGREEMTS SUPERVISOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						

REPORT NUMBER PPS7040-C SALARY SCHEDULE

PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
1660.0		PROPERTY REHABILITATION SPECIALIST	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	16.01 2,785 33,428	H 5	30.5A	030	30	A	5
1661.0		PROPERTY REHABILITATION SUPERVISOR			16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 3	33.0C	030	30	E	2
1661.5		PROPERTY SERVICES COORDINATOR	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 5	28.0A	030	20	N	5
9933.0		PUBLIC EDUCATION PROGRAM SPECIALIST	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	H 5	29.0A	030	20	A	2
9933.5		PUBLIC EDUCATION PROGRAM SUPERVISOR	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	H 5	35.0A	030	20	E	5
0828.0	-8-	PUBLIC HEALTH CLINICIAN, CERT-INT					24.53 4,268 51,218	H 1		030	20	P	5
0828.1	-8-	PUBLIC HEALTH CLINICIAN, NON-CERT-INT					21.18 3,685 44,223	H 1		030	20	P	5
3427.0	-8-	PUBLIC HEALTH CLINICIAN, RE-CERT-INT					27.87 4,849 58,192	H 1		030	20	P	5
8106.0		PUBLIC HEALTH DENTAL HYGIENIST	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	H 5	29.0A	030	20	P	2
8106.1	-8-	PUBLIC HEALTH DENTAL HYGIENIST-INT					12.93 2,249 26,997	H 1		030	20	P	2
8106.5		PUBLIC HEALTH DENTAL HYGIENIST, SR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS								PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-														
0801.0		PUBLIC HEALTH DIRECTOR								41.69 7,254 87,058	Y 1		030	10	E	5
0801.5		PUBLIC HEALTH DIRECTOR, DEPUTY								30.23 5,260 63,120	H 1		030	10	E	5
8187.0		PUBLIC HEALTH EDUCATOR				13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	H 5		034	20	N	5
3670.0		PUBLIC HEALTH INTERPRETER				8.02 1,395 16,745	8.33 1,449 17,393	8.65 1,505 18,061	9.00 1,566 18,792	9.33 1,623 19,481	H 5	16.5A	030	20	N	2
8072.0		PUBLIC HEALTH LABORATORY ASSISTANT				8.33 1,449 17,393	8.65 1,505 18,061	9.00 1,566 18,792	9.33 1,623 19,481	9.72 1,691 20,295	H 5	17.5A	004	30	N	2
8072.1		PUBLIC HEALTH LABORATORY ASSISTANT-SR				9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	10.87 1,891 22,696	11.28 1,962 23,552	H 5	21.5A	004	30	N	2
9927.9		PUBLIC HEALTH LABORATORY CHIEF, ASST				16.61 2,890 34,681	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	H 5	35.5A	030	20	E	5
9663.8		PUBLIC HEALTH LABORATORY TECHNICIAN				9.33 1,623 19,481	9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	10.88 1,893 22,717	H 5		004	30	N	2
8021.0		PUBLIC HEALTH NURSE	13.00 2,262 27,144	13.50 2,349 28,188	14.00 2,436 29,232	14.50 2,523 30,276	15.00 2,610 31,320	15.25 2,653 31,842	15.50 2,697 32,364	15.75 2,740 32,886	H 8		020	20	P	2
8021.9	-8-	PUBLIC HEALTH NURSE-INT								14.50 2,523 30,276	H 1		020	20	P	2
8022.3		PUBLIC HEALTH NURSE-JAIL	13.50 2,349 28,188	14.00 2,436 29,232	14.50 2,523 30,276	15.00 2,610 31,320	15.50 2,697 32,364	15.75 2,740 32,886	16.00 2,784 33,408	16.25 2,827 33,930	H 8		020	20	P	2

REPORT NUMBER PPS7040-C

SALARY SCHEDULE

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
8065.0		PUBLIC HEALTH VETERINARIAN	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	P	2
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9636.0		PUBLIC INFORMATION COORDINATOR	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	20	A	5
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
9633.6		PUBLIC INFORMATION MANAGER	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	E	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9631.0	-8-	PUBLIC INFORMATION REP I-INT					10.28	H 1		030	20	A	5
							1,788						
							21,464						
9631.1	-8-	PUBLIC INFORMATION REP II-INT					11.74	H 1		030	20	A	5
							2,042						
							24,513						
9630.8		PUBLIC INFORMATION REPRESENTATIVE I	10.28	10.69	11.06	11.51	11.96	H 5	23.0A	030	20	A	5
			1,788	1,860	1,924	2,002	2,081						
			21,464	22,320	23,093	24,032	24,972						
9630.9		PUBLIC INFORMATION REPRESENTATIVE II	11.74	12.21	12.67	13.16	13.68	H 5	26.5A	030	20	A	5
			2,042	2,124	2,204	2,289	2,380						
			24,513	25,494	26,454	27,478	28,563						
9633.0		PUBLIC INFORMATION SPECIALIST	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	20	A	5
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						
9633.2		PUBLIC INFORMATION SPECIALIST, SR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9633.4		PUBLIC INFORMATION SUPERVISOR	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	20	E	5
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
9636.1		PUBLIC INVOLVEMENT REPRESENTATIVE	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	20	A	5
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-P-											
9636.3		PUBLIC INVOLVEMENT SUPERVISOR	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	20	E	5
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
8208.0		PUMP STATION ELECTRICAL TECHNICIAN			15.35	15.99	16.60	H 3		013	70	N	3
					2,670	2,782	2,888						
					32,050	33,387	34,660						
8209.0		PUMP STATION ELECTRICAL TECHNICIAN, SR			16.28	16.91	17.57	H 3		013	70	N	3
					2,832	2,942	3,057						
					33,992	35,308	36,686						
1341.0		PURCHASING AGENT					26.07	H 1		030	10	E	5
							4,536						
							54,434						
9811.0		PURCHASING PROGRAM SPECIALIST	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	20	A	5
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
9809.6		PURCHASING PROGRAM SPECIALIST, SR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
		-Q-											
4445.5		QUALITY INSPECTOR	14.21	14.77	15.36	16.01	16.61	H 5	31.5A	030	30	N	2
			2,472	2,569	2,672	2,785	2,890						
			29,670	30,839	32,071	33,428	34,681						
		-R-											
9681.7		RADIO DISPATCHER		10.49	10.87	11.28	11.74	H 4	22.5B	006	60	N	5
				1,825	1,891	1,962	2,042						
				21,903	22,696	23,552	24,513						
9681.8	-6-	RADIO DISPATCHER-INT					10.49	H 1		006	60	N	5
							1,825						
							21,903						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-R-											
9742.8		RADIO EQUIPMENT INSTALLER			11.51 2,002 24,032	11.96 2,081 24,972	12.43 2,162 25,953	H 3	24.0C	030	80	N	3
9742.9	-8-	RADIO EQUIPMENT INSTALLER-INT					11.51 2,002 24,032	H 1		030	80	N	3
9779.9		RADIO TELEPHONE TECHNICIAN I			15.33 2,667 32,009	16.06 2,794 33,533	16.69 2,904 34,848	H 3		077	30	N	3
9632.5		RATES ANALYST	16.61 2,890 34,681	17.23 2,99[illegible] 35,97[illegible]	17.91 3,116 37,396	18.63 3,241 38,999	19.36 3,368 40,423	H 5	35.5A	030	20	A	5
9632.6		RATES ANALYST, SUPERVISING	18.[illegible]3 3,2[illegible]1 38,899	19.36 3,3[illegible] 40,423	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	H 5	38.5A	030	20	E	5
1617.0		REAL PROPERTY AGENT	14.05 2,444 29,336	14.62 2,543 30,526	15.18 2,64[illegible] 31,69[illegible]	15.83 2,754 33,053	16.44 2,860 34,326	H 5		004	20	N	5
1617.2	-8-	REAL PROPERTY AGENT-INT					14.05 2,444 29,336	H 1		004	20	N	5
1617.1		REAL PROPERTY AGENT, SR	16.75 2,914 34,974	17.41 3,029 36,352	18.10 3,149 37,792	18.82 3,274 39,296	19.56 3,403 40,841	H 5		034	20	A	5
1617.3	-8-	REAL PROPERTY AGENT, SR-INT					16.75 2,914 34,974	H 1		004	20	A	5
1630.0		REAL PROPERTY RECORDS SUPERVISOR	11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	H 5	26.5A	004	20	E	5
1625.0		REAL PROPERTY SUPERVISOR			19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	H 3	37.0C	030	20	E	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS							PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
			-R-												
9999.4		RECORDS MGMT & INFO SVCS SUPERVISOR				15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	E	5
3471.0		RECREATION ATTENDANT	6.06 1,054 12,653	6.29 1,094 13,133	6.53 1,136 13,634	6.78 1,179 14,156	7.02 1,221 14,657	7.27 1,264 15,179	7.56 1,315 15,785	7.87 1,369 16,432	H 8		030	80	N	2
3471.9	-8-	RECREATION ATTENDANT-INT	6.06 1,054 12,653	6.29 1,094 13,133	6.53 1,136 13,634	6.78 1,179 14,156	7.02 1,221 14,657	7.27 1,264 15,179	7.56 1,315 15,785	7.87 1,369 16,432	H 8		030	80	N	2
3480.0		RECREATION CENTER SUPERVISOR					11.96 2,081 24,972	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	H 4	26.0B	007	20	E	2
3481.0		RECREATION CENTER SUPERVISOR, SR					12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 4	28.0B	007	20	E	2
3488.0		RECREATION COORDINATOR						14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	H 3	29.5C	030	20	A	2
9839.0		RECREATION INFORMATION COORDINATOR				15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
3803.0		RECREATION LEADER		7.74 1,346 16,161	8.53 1,484 17,810	9.29 1,616 19,397	10.08 1,753 21,047	10.90 1,896 22,759	11.70 2,035 24,429	12.51 2,176 26,120	H 7		030	50	N	2
3473.0	-8-	RECREATION LEADER-INT		7.74 1,346 16,161	8.53 1,484 17,810	9.29 1,616 19,397	10.08 1,753 21,047	10.90 1,896 22,759	11.70 2,035 24,429	12.51 2,176 26,120	H 7		030	50	N	2
9713.7		RECREATION PROGRAMMER				10.49 1,825 21,903	10.87 1,891 22,696	11.28 1,962 23,552	11.74 2,042 24,513	12.21 2,124 25,494	H 5	23.5A	030	50	N	2
9713.8	-8-	RECREATION PROGRAMMER-INT								10.49 1,825 21,903	H 1		030	50	N	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS								PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-R-														
9750.6		RECREATION PROGRAMS DIRECTOR				22.06	22.93	23.78	24.69	25.66	H 5	43.0A	030	10	E	5
						3,838	3,989	4,137	4,296	4,[illegible]						
						46,061	47,877	49,652	51,552	53,[illegible]8						
3485.0		RECREATION SPECIALIST					11.74	12.21	12.67	13.16	H 4	25.5B	041	20	N	5
							2,042	2,124	2,204	2,289						
							24,513	25,494	26,454	27,478						
3485.1		RECREATION SPECIALIST, SR					12.43	12.93	13.41	13.93	H 4		041	20	N	2
							2,162	2,249	2,333	2,423						
							25,953	26,997	28,000	29,085						
0801.1		REGIONAL DIVISION DIRECTOR-PUB HLTH				24.25	25.18	26.14	27.16	28.18	H 5	45.5A	030	10	E	5
						4,219	4,381	4,548	4,725	4,903						
						50,634	52,575	54,580	56,710	58,839						
8019.0		REGISTERED NURSE	11.38	11.77	12.12	12.57	13.07	13.29	13.58	13.84	H 8		020	20	P	2
			1,980	2,047	2,108	2,187	2,274	2,312	2,362	2,408						
			23,761	24,575	25,306	26,246	27,290	27,749	28,355	28,897						
8019.9	-8-	REGISTERED NURSE-INT								12.57	H 1		020	20	P	2
										2,187						
										26,246						
8020.2		REGISTERED NURSE-JAIL	11.88	12.27	12.62	13.07	13.57	13.79	14.08	14.34	H 8		020	20	P	2
			2,067	2,134	2,195	2,274	2,361	2,399	2,449	2,495						
			24,805	25,619	26,350	27,290	28,334	28,793	29,399	29,941						
8019.2		REGISTERED NURSE, SR			12.15	12.44	12.71	12.99	13.27	13.60	H 6		020	20	P	2
					2,114	2,164	2,211	2,260	2,308	2,366						
					25,369	25,974	26,538	27,123	27,707	28,396						
2526.0		REHABILITATION FINANCE SPECIALIST				13.68	14.21	14.77	15.36	16.01	H 5	30.5A	030	20	A	5
						2,380	2,472	2,569	2,672	2,785						
						28,563	29,670	30,839	32,071	33,428						
6340.0		RELAY ELECTRICIAN						18.44	18.88	19.33	H 3		077	70	N	3
								3,208	3,285	3,363						
								38,502	39,421	40,361						
6345.0		RELAY ELECTRICIAN CREW CHIEF								21.75	H 1		077	70	E	3
										3,784						
										45,414						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-R-											
6340.9	-5-	RELAY ELECTRICIAN-IN TEMP CHG					20.36	H 1		077	70	E	3
							3,542						
							42,511						
9707.5		REMITTANCE PROCESSING TECHNICIAN	9.72	10.08	10.49	10.87		H 4	20.5B	030	60	N	5
			1,691	1,753	1,825	1,891							
			20,295	21,047	21,903	22,696							
9844.5		RESEARCH & EVALUATION AIDE		10.28	10.69	11.06		H 3	21.0C	030	50	N	5
				1,788	1,860	1,924							
				21,464	22,320	23,093							
9844.6	-8-	RESEARCH & EVALUATION AIDE-INT					10.28	H 1		030	50	N	5
							1,788						
							21,464						
9813.8		RESEARCH & EVALUATION ASSISTANT I	12.21	12.67	13.16	13.68	14.21	H 5	27.5A	030	20	N	5
			2,124	2,204	2,289	2,380	2,472						
			25,494	26,454	27,478	28,563	29,670						
9813.7	-8-	RESEARCH & EVALUATION ASSISTANT I-INT					12.21	H 1		030	20	N	5
							2,124						
							25,494						
9813.9		RESEARCH & EVALUATION ASSISTANT II	16.61	17.23	17.91	18.63	19.36	H 5	35.5A	030	20	A	5
			2,890	2,998	3,116	3,241	3,368						
			34,681	35,976	37,396	38,899	40,423						
9814.0	-8-	RESEARCH & EVALUATION ASSISTANT II-INT					16.61	H 1		030	20	A	5
							2,890						
							34,681						
9749.7		RESEARCH AIDE	8.17	8.49	8.83	9.17	[illegible].52	H 5	17.0A	030	50	N	5
			1,421	1,477	1,536	1,595	1,656						
			17,058	17,727	18,437	19,146	19,877						
9749.9	-8-	RESEARCH AIDE-INT					8.17	H 1		030	50	N	5
							1,421						
							17,058						
9629.5		RESOURCE RECOVERY COORDINATOR	19.73	20.50	21.28	22.06	22.93	H 5	40.0A	030	20	A	5
			3,433	3,567	3,702	3,838	3,989						
			41,196	42,804	44,432	46,061	47,877						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PO& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-R-											
9629.8		RESOURCE RECOVERY PLANNER	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9772.3		RIGHTS-OF-WAY MAINTENANCE LEAD WORKER			13.06	13.57	14.10	H 3		019	80	N	2
					2,272	2,361	2,453						
					27,269	28,334	29,440						
9772.0		RIGHTS-OF-WAY MAINTENANCE WORKER				12.79	13.28	H 2		019	80	N	2
						2,225	2,310						
						26,705	27,728						
7055.1	-6-	RIGHTS-OF-WAY MAINTENANCE WORKER-INT					12.79	H 1		019	80	N	2
							2,225						
							26,705						
6650.5		RISER MAINTENANCE SPECIALIST				14.02	14.57	H 2		024	70	N	2
						2,439	2,535						
						29,273	30,422						
9811.7		RISK MANAGER	20.90	21.67	22.50	23.36	24.25	H 5	41.5A	030	20	E	5
			3,636	3,770	3,915	4,064	4,219						
			43,639	45,246	46,980	48,775	50,634						
		-S-											
9658.9		SAFETY OFFICER	15.67	16.30	16.91	17.57	18.26	H 5	34.0A	030	30	A	2
			2,726	2,836	2,942	3,057	3,177						
			32,718	34,034	35,308	36,686	38,126						
9657.9		SAFETY SUPERVISOR	15.67	16.30	16.91	17.57	18.26	H 5	34.0A	030	30	A	5
			2,726	2,836	2,942	3,057	3,177						
			32,718	34,034	35,308	36,686	38,126						
9658.7		SAFETY SUPERVISOR-ENGINEERING	15.67	16.30	16.91	17.57	18.26	H 5	34.0A	030	30	A	2
			2,726	2,836	2,942	3,057	3,177						
			32,718	34,034	35,308	36,686	38,126						
9657.8		SAFETY SUPERVISOR, ASST II	12.93	13.41	13.93	14.49	15.06	H 5	29.0A	030	30	N	2
			2,249	2,333	2,423	2,521	2,620						
			26,997	28,000	29,085	30,255	31,445						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-S-											
9653.8		SCALE ATTENDANT	9.72 1,691 20,295	10.14 1,764 21,172	10.55 1,835 22,028	10.98 1,910 22,926		H 4		006	60	N	2
9653.9	-6-	SCALE ATTENDANT-INT				9.72 1,691 20,295		H 1		006	60	N	2
4210.0	-8-	SCHOOL CROSSING GUARD				6.93 1,205 14,469		H 1		030	80	N	2
0340.0		SEATTLE CENTER DIRECTOR				29.98 5,216 62,598		H 1		030	10	E	5
1380.0		SEATTLE DIVISION DIRECTOR-PUB HLTH	24.25 4,219 50,634	25.18 4,381 52,575	26.14 4,548 54,580	27.16 4,725 56,710	28.18 4,903 58,839	H 5	45.5A	030	10	E	5
0202.0		SECRETARY & CHIEF EXAMINER	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	22.50 3,915 46,980	23.36 4,064 48,775	H 5	40.5A	030	10	E	5
4235.0		SECURITY OFFICER				9.33 1,623 19,481	9.72 1,691 20,295	H 2	17.5D	037	40	N	2
4235.9	-8-	SECURITY OFFICER-INT				9.33 1,623 19,481		H 1		037	40	N	2
4235.1		SECURITY OFFICER, SR				10.28 1,788 21,464	10.69 1,860 22,320	H 2	20.0D	037	40	N	2
9744.8		SECURITY SUPERVISOR	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	16.01 2,785 33,428	H 5	30.5A	030	40	E	2
6150.0		SEWAGE PUMPING STATIONS FOREMAN	16.01 2,785 33,428	16.61 2,890 34,681	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	H 5	34.5A	030	70	E	2

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-S-											
9759.0		SEWER MAINTENANCE SPECIALIST			13.50 2,349 28,188	14.05 2,444 29,336	14.56 2,533 30,401	H 3		019	80	N	2
9759.2	-5-	SEWER MAINTENANCE SPECIALIST CII			13.79 2,399 28,793	14.34 2,495 29,941	14.85 2,583 31,006	H 3		019	80	N	2
9758.9		SEWER MAINTENANCE WORKER			11.95 2,061 24,742	12.31 2,141 25,703	12.79 2,225 26,705	H 3		019	80	N	2
9642.9		SEWER UTILITY CREW CHIEF I			14.62 2,543 30,526	15.18 2,641 31,695	15.82 2,752 33,032	H 3		011	80	E	2
9643.7		SEWER UTILITY CREW CHIEF II			16.14 2,808 33,700	16.75 2,914 34,974	17.41 3,029 36,352	H 3		011	80	E	2
9643.9		SEWER UTILITY SPECIALIST	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	H 5	32.0A	004	30	A	2
9742.7		SHOP OPERATIONS SUPERVISOR			17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	H 3	35.0C	030	70	E	2
4445.2		SIGN INSPECTOR			14.90 2,592 31,111	15.49 2,695 32,343	16.14 2,808 33,700	H 3		030	30	N	2
5862.0		SIGN INSPECTOR, SR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5		013	30	N	2
6870.0		SIGN PAINTER					14.64 2,547 30,568	H 1		010	30	N	2
9611.9		SIGN PAINTER CREW CHIEF			15.54 2,703 32,447	16.15 2,810 33,721	16.81 2,924 35,099	H 3		010	30	E	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-S-											
6870.1	-6-	SIGN PAINTER-INT					14.64 2,547 30,568	H 1		010	30	N	2
6872.0		SIGN PAINTER/UPHOLSTERER				14.72 2,561 30,735	15.32 2,665 31,988	H 2		010	30	N	2
6871.0		SIGN PAINTER, SR				14.72 2,561 30,735	15.32 2,665 31,988	H 2		010	30	N	2
6680.0		SIGNAL ELECTRICIAN					17.90 3,114 37,375	H 1		078	70	N	3
6681.0		SIGNAL ELECTRICIAN CREW CHIEF					20.14 3,504 42,052	H 1		078	70	E	3
9780.7	-5-	SIGNAL ELECTRICIAN-IN CHG 3-MAN CREW					18.72 3,257 39,087	H 1		078	70	N	3
4438.0		SITING ASSISTANCE COORDINATOR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
9748.8		SOCIAL SERVICES AIDE	9.00 1,566 18,792	9.33 1,623 19,481	9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	H 5	19.5A	004	50	N	5
3705.0		SOCIAL WORKER	13.17 2,291 27,498	13.67 2,378 28,542	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	H 5		034	20	A	2
9906.0		SOLID WASTE CONTRACTS & COL OFFICER	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	030	20	A	5
9905.8		SOLID WASTE PROGRAM SPECIALIST	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 5	28.0A	030	20	A	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-S-											
9634.5		SOLID WASTE SERVICES SUPERVISOR	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	20	E	5
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
5710.0		SOUND EQUIPMENT TECHNICIAN				14.90	15.49	H 2		013	30	N	2
						2,592	2,695						
						31,111	32,343						
1582.8	-6-	SOUND OPERATOR-INT					14.90	H 1		013	30	N	2
							2,592						
							31,111						
9639.8		SOUND SYSTEMS CHIEF		15.36	16.01	16.61	17.23	H 4	32.5B	030	30	E	2
				2,672	2,785	2,890	2,998						
				32,071	33,428	34,681	35,976						
4490.0		SPACE PLANNER	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
4490.1	-8-	SPACE PLANNER-INT					15.06	H 1		030	20	A	5
							2,620						
							31,445						
0345.1		SPECIAL ASSISTANT-COMPTROLLER	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	O	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9841.6		SPECIAL CREW LEAD WORKER			12.68	13.16	13.68	H 3		019	80	N	2
					2,206	2,289	2,380						
					26,475	27,478	28,563						
1104.0		SPECIAL EMPLOYMENT COORDINATOR	12.43	12.93	13.41	13.93	14.49	H 5	28.0A	030	20	A	5
			2,162	2,249	2,333	2,423	2,521						
			25,953	26,997	28,000	29,085	30,255						
9881.8		STAFF ASSISTANT	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	20	A	5
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
9898.0		STAFF ASSISTANT TO CIVIL SVC COMM	19.00	19.73	20.50	21.28	22.06	H 5	39.0A	030	10	A	5
			3,306	3,433	3,567	3,702	3,838						
			39,672	41,196	42,804	44,432	46,061						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
			-S-										
9898.9		STAFF ASSISTANT TO THE MAYOR II	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	O	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
9899.8		STAFF ASSISTANT TO THE MAYOR III	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	O	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
9899.9		STAFF ASSISTANT TO THE MAYOR IV	19.73	20.50	21.28	22.06	22.93	H 5	40.0A	030	20	O	5
			3,433	3,567	3,702	3,838	3,989						
			41,196	42,804	44,432	46,061	47,877						
9897.0		STAFF ASSISTANT-CHILDREN & YOUTH COMM	17.23	17.91	18.63	19.36	20.12	H 5	36.5A	030	20	A	5
			2,998	3,116	3,241	3,368	3,500						
			35,976	37,396	38,899	40,423	42,010						
9898.1		STAFF ASSISTANT-CITY TREASURER	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
0826.0		STAFF PHYSICIAN	26.14	27.16	28.18	29.26	30.39	H 5	47.5A	030	20	P	5
			4,548	4,725	4,903	5,091	5,287						
			54,580	56,710	58,839	61,094	63,454						
3428.1		STAFF PHYSICIAN, SR	28.71	29.81	30.96	32.18	33.41	H 5	50.0A	030	20	P	5
			4,995	5,186	5,387	5,599	5,813						
			59,946	62,243	64,644	67,191	69,760						
9881.5		STAFFING COORDINATOR BOARDS & COMM	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	20	A	5
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
3510.0		STAGE CREW CHIEF		15.36	16.01	16.61	17.23	H 4		015	30	E	2
				2,672	2,785	2,890	2,998						
				32,071	33,428	34,681	35,976						
3509.0		STAGE TECHNICIAN			13.53	14.04	14.61	H 3		015	30	N	2
					2,354	2,442	2,542						
					28,250	29,315	30,505						
3509.1	-5-	STAGE TECHNICIAN-ASG RIGGER					15.49	H 1		015	30	N	2
							2,695						
							32,343						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-S-											
9922.9	-7-	STAGE TECHNICIAN-INT					13.53 2,354 28,250	H 1		015	30	N	2
9811.9	-7-	STAGE TECHNICIAN/RIGGER-INT					15.49 2,695 32,343	H 1		015	30	N	2
6390.5		STATION CONSTR & MAINT SUPERVISOR I		18.93 3,293 39,525	19.68 3,424 41,091	20.47 3,561 42,741	21.26 3,699 44,390	22.14 3,852 46,228	H 5	076	70	E	2
6390.0		STATION CONSTR & MAINT SUPERVISOR II		19.72 3,431 41,175	20.50 3,567 42,804	21.33 3,711 44,537	22.15 3,854 46,249	23.06 4,012 48,149	H 5	076	70	E	2
6771.0		STATION MACHINIST CREW CHIEF				16.93 2,945 35,349	17.57 3,057 36,686	18.27 3,178 38,147	3	012	70	E	2
9869.5		STATION MAINT MACHINIST APPRENTICE	10.14 1,764 21,172	10.70 1,861 22,341	11.28 1,962 23,552	11.87 2,065 24,784	12.44 2,164 25,974	13.05 2,270 27,248	13.63 2,371 28,459	H 7	030	70	N	2
6760.0		STATION MAINTENANCE MACHINIST					14.76 2,568 30,818	15.38 2,676 32,113	H 2	012	70	N	2
6760.1		STATION MAINTENANCE MACHINIST, SR					15.69 2,730 32,760	16.35 2,844 34,138	H 2	012	70	N	2
6823.0		STEAM ENGINEER				13.30 2,314 27,770	13.82 2,404 28,856	14.37 2,500 30,004	H 3	023	70	N	2
6825.0		STEAM ENGINEER, PRINCIPAL		15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	H 5 34.0A	030	70	E	2
6824.0		STEAM ENGINEER, SR					14.62 2,543 30,526	15.18 2,641 31,695	H 2	023	70	N	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-S-											
2202.0		STOREKEEPER	11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	H 5	26.5A	019	80	N	2
9940.3		STRATEGIC HUMAN SVCS PLANNING DIRECTOR					26.10 4,541 54,496	H 1		030	10	E	5
6326.0		STREET LIGHT SERVICE SUPERVISOR					20.82 3,622 43,472	H 1		076	70	E	2
9602.8		STREET MAINTENANCE CREW CHIEF I			14.62 2,543 30,526	15.18 2,641 31,695	15.82 2,752 33,032	H 3		011	70	E	2
9603.0	-6-	STREET MAINTENANCE CREW CHIEF I-INT					14.62 2,543 30,526	H 1		011	70	E	2
9602.9		STREET MAINTENANCE CREW CHIEF II			16.14 2,808 33,700	16.75 2,914 34,974	17.41 3,029 36,352	H 3		011	70	E	2
9609.8		STRUCTURAL IRON WORKER			16.11 2,803 33,637	17.01 2,959 35,516	17.90 3,114 37,375	H 3		077	70	N	2
9609.9		STRUCTURAL IRON WORKER CREW CHIEF					20.14 3,504 42,052	H 1		077	70	E	2
9609.7	-5-	STRUCTURAL IRON WORKER-IN TEMP CHG					18.90 3,288 39,463	H 1		077	70	E	2
6603.0		STRUCTURAL PAINTER				14.60 2,540 30,484	15.16 2,637 31,654	H 2		010	70	N	2
9741.8	-2-	STRUCTURAL PAINTER-ASG SPRAY PAINTER					0.25 43 522	H 1		010	70	N	2

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-S-											
6603.2	-6-	STRUCTURAL PAINTER-INT					14.60 2,540 30,484	H 1		010	70	N	2
6603.1		STRUCTURAL PAINTER, SR					15.76 2,742 32,906	H 1		010	70	N	2
9741.9	-2-	STRUCTURAL PAINTER, SR-ASG SPRAY PNTR					0.25 43 522	H 1		010	70	N	2
5391.0		STRUCTURAL PLANS ENGINEER, ASSOC	16.75 2,914 34,974	17.41 3,029 36,352	18.10 3,149 37,792	18.82 3,274 39,296	19.56 3,403 40,841	H 5		034	20	P	5
5392.0		STRUCTURAL PLANS ENGINEER, SR	18.82 3,274 39,296	19.56 3,403 40,841	20.32 3,535 42,428	21.12 3,674 44,098	21.93 3,815 45,789	H 5		032	20	P	5
5392.1		STRUCTURAL PLANS ENGINEER, SUPERV SR	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	22.93 3,989 47,877	23.78 4,137 49,652	H 5	41.0A	030	20	E	5
1201.0	-8-	STUDENT ACCOUNTANT-INT				9.26 1,611 19,334	9.58 1,666 20,003	H 2		030	50	N	5
5310.0		STUDENT ENGINEER	8.65 1,505 18,061	9.00 1,566 18,792	9.33 1,623 19,481	9.72 1,691 20,295		H 4	17.5B	030	50	N	5
5310.9	-8-	STUDENT ENGINEER-INT	8.65 1,505 18,061	9.00 1,566 18,792	9.33 1,623 19,481	9.72 1,691 20,295		H 4		030	50	N	5
6201.0		SUBSTATION OPERATOR I			14.86 2,585 31,027	15.75 2,740 32,886		H 2		077	30	N	3
6202.0		SUBSTATION OPERATOR II				17.90 3,114 37,375		H 1		077	30	N	3

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-S-											
6202.1		SUBSTATION OPERATCR-CREW COORDINATOR					20.14	H 1		077	30	N	3
							3,504						
							42,052						
6204.0		SUBSTATION OPERATORS SUPERVISOR	19.72	20.50	21.33	22.15	23.06	H 5		076	30	E	3
			3,431	3,567	3,711	3,854	4,012						
			41,175	42,804	44,537	46,249	48,149						
0620.0		SUPERINTENDENT OF CITY LIGHT					40.13	H 1		030	10	E	5
							6,982						
							83,791						
9944.7		SUPERINTENDENT OF CITY LIGHT, ASST					34.54	H 1		030	10	E	5
							6,009						
							72,119						
9944.9		SUPERINTENDENT OF CL, ASST-POWER	28.18	29.26	30.39	31.57	32.78	H 5	49.5A	030	10	E	5
			4,903	5,091	5,287	5,493	5,703						
			58,839	61,094	63,454	65,918	68,444						
9858.6		SUPERINTENDENT OF MGMT & PLNG, ASST	26.14	27.16	28.18	29.26	30.39	H 5	47.5A	030	10	E	5
			4,548	4,725	4,903	5,091	5,287						
			54,580	56,710	58,839	61,094	63,454						
0350.0		SUPERINTENDENT OF PARKS					32.20	H 1		030	10	E	5
							5,602						
							67,233						
0610.0		SUPERINTENDENT OF WATER					34.56	H 1		030	10		5
							6,013						
							72,161						
2204.0		SUPPLY & INVENTORY TECHNICIAN	10.49	10.87	11.28	11.74	12.21	H 5	23.5A	030	60	N	2
			1,825	1,891	1,962	2,042	2,124						
			21,903	22,696	23,552	24,513	25,494						
9638.7		SURVEY CHAINMAN	10.77	11.17	11.61	12.09	12.55	H 5		004	30	N	2
			1,873	1,943	2,020	2,103	2,183						
			22,487	23,322	24,241	25,243	26,204						
9638.8	-8-	SURVEY CHAINMAN-INT					10.77	H 1		004	30	N	2
							1,873						
							22,487						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
			-S-										
1533.0		SURVEY INSTRUMENTMAN	12.09	12.55	13.02	13.53	14.05	H 5		004	30	N	2
			2,103	2,183	2,265	2,354	2,444						
			25,243	26,204	27,185	28,250	29,336						
5242.0		SURVEY PARTY CHIEF	13.53	14.05	14.62	15.18	15.83	H 5		004	30	E	2
			2,354	2,444	2,543	2,641	2,754						
			28,250	29,336	30,526	31,695	33,053						
9928.6		SURVEY PARTY CHIEF, ASST	12.09	12.55	13.02	13.53	14.05	H 5		004	30	N	2
			2,103	2,183	2,265	2,354	2,444						
			25,243	26,204	27,185	28,250	29,336						
5243.0		SURVEY PARTY CHIEF, SR	14.62	15.18	15.83	16.44	17.07	H 5		004	30	E	2
			2,543	2,641	2,754	2,860	2,970						
			30,526	31,695	33,053	34,326	35,642						
9993.5		SURVEYOR, ASST	10.77	11.17	11.61	12.09	12.55	H 5		004	30	N	2
			1,873	1,943	2,020	2,103	2,183						
			22,487	23,322	24,241	25,243	26,204						
5244.0		SURVEYOR, CHIEF	18.82	19.56	20.32	21.12	21.93	H 5		032	30	E	2
			3,274	3,403	3,535	3,674	3,815						
			39,296	40,841	42,428	44,098	45,789						
9650.7		SWIMMING POOL MANAGER-INDOOR POOL		12.55	13.02	13.53	14.05	H 4		004	80	E	2
				2,183	2,265	2,354	2,444						
				26,204	27,185	28,250	29,336						
9636.7		SYSTEMS ANALYST I	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	20	A	5
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
9636.8	-8-	SYSTEMS ANALYST I-INT					13.16	H 1		030	20	A	5
							2,289						
							27,478						
9979.8		SYSTEMS ANALYST III	16.91	17.57	18.26	19.00	19.73	H 5	36.0A	030	20	A	5
			2,942	3,057	3,177	3,306	3,433						
			35,308	36,686	38,126	39,672	41,196						
9980.0	-8-	SYSTEMS ANALYST III-INT					16.91	H 1		030	20	A	5
							2,942						
							35,308						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-S-											
9979.7		SYSTEMS ANALYST IV	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	22.93 3,989 47,877	H 5	40.0A	030	20	E	5
9980.1	-8-	SYSTEMS ANALYST IV-INT					19.73 3,433 41,196	H 1		030	20	E	5
9910.5		SYSTEMS ANALYST, ASST	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	H 5	29.5A	030	20	A	5
9910.4	-8-	SYSTEMS ANALYST, ASST-INT					13.16 2,289 27,478	H 1		030	20	A	5
1785.2		SYSTEMS ANALYST, PRINCIPAL	19.73 3,433 41,196	20.50 3,567 42,804	21.28 3,702 44,432	22.06 3,838 46,061	22.93 3,989 47,877	H 5	40.0A	030	20	E	5
1785.5	-8-	SYSTEMS ANALYST, PRINCIPAL-INT					19.73 3,433 41,196	H 1		030	20	E	5
		-T-											
1601.5		TECHNICAL SVCS SUPERVISOR			10.87 1,891 22,696	11.28 1,962 23,552	11.74 2,042 24,513	H 3	22.5C	004	60	E	5
1784.9		TELECOMMUNICATIONS SYST INSTALLER, SR	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	H 5	30.0A	030	30	N	2
1784.7		TELECOMMUNICATIONS SYSTEM INSTALLER	11.96 2,081 24,972	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	H 5	27.0A	030	30	N	2
1784.5		TELECOMMUNICATIONS SYSTEMS ANALYST	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	030	20	A	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-T-											
9858.2		TELEPHONE SERVICE COORDINATOR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
3461.4	-8-	TENNIS INSTRUCTOR-INT					9.52 1,656 19,877	H 1	17.0E	030	20	N	2
3560.3	-8-	TICKET SELLER-GENERAL-INT					6.80 1,183 14,198	H 1		018	80	N	5
3560.4	-8-	TICKET SELLER-RESERVED-INT					8.47 1,473 17,685	H 1		018	80	N	5
3560.2	-8-	TICKET SPLITTER-INT					6.29 1,094 13,133	H 1		018	80	N	2
6410.0		TIMBER MANAGEMENT SPECIALIST	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	P	5
9746.6		TIME PAYMENTS SUPERVISOR			12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	H 3	26.0C	030	60	E	5
1605.0		TITLE EXAMINER			11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 26,454	H 3	24.5C	004	50	N	5
1601.0		TITLE RECORDS CLERK	9.33 1,623 19,481	9.72 1,691 20,295	10.08 1,753 21,047	10.49 1,825 21,903	10.87 1,891 22,696	H 5	20.5A	004	60	N	5
1601.1		TITLE RECORDS CLERK, SR			10.49 1,825 21,903	10.87 1,891 22,696	11.28 1,962 23,552	H 3	21.5C	004	60	N	5
1890.2	-3-	TOUR GUIDE				8.02 1,395 16,745	8.33 1,449 17,393	H 2	13.5D	030	80	N	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-T-											
1890.1		TOUR GUIDE II				8.83 1,536 18,437	9.17 1,595 19,146	H 2	16.0D	030	80	N	2
1892.0	-3-	TOUR GUIDE SUPERVISOR				10.08 1,753 21,047	10.49 1,825 21,903	H 2	19.5D	030	80	E	2
1890.3	-3-	TOUR GUIDE, SR				9.00 1,566 18,792	9.33 1,623 19,481	H 2	16.5D	030	80	N	2
1890.4	-8-	TOUR GUIDE, SR-INT					9.00 1,566 18,792	H 1		030	80	N	2
9865.6		TRAFFIC CONTROL SUPERVISOR, ASST				20.60 3,584 43,012	21.40 3,723 44,683	H 2		076	70	E	2
5365.0		TRAFFIC ENGINEER, ASSOC	16.75 2,914 34,974	17.41 3,029 36,352	18.10 3,149 37,792	18.82 3,274 39,296	19.56 3,403 40,841	H 5		034	20	P	2
5366.0		TRAFFIC ENGINEER, SR	18.82 3,274 39,296	19.56 3,403 40,841	20.32 3,535 42,429	21.12 3,674 44,098	21.93 3,815 45,789	H 5		032	20	P	5
7062.0		TRAFFIC MARKING LEAD WORKER		11.83 2,058 24,701	12.31 2,141 25,703	12.79 2,225 26,705	13.28 2,310 27,728	H 4		019	80	N	2
2003.0		TRAFFIC RECORDER	9.25 1,609 19,314	9.61 1,672 20,065	10.00 1,740 20,880	10.36 1,802 21,631	10.77 1,873 22,487	H 5		004	50	N	2
2003.1	-8-	TRAFFIC RECORDER-INT					9.25 1,609 19,314	H 1		004	50	N	2
9601.8		TRAFFIC SIGN CREW CHIEF I			14.62 2,543 30,526	15.18 2,641 31,695	15.82 2,752 33,032	H 3		019	70	E	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-T-											
9601.9		TRAFFIC SIGN CREW CHIEF II			16.14 2,808 33,700	16.75 2,914 34,974	17.41 3,029 36,352	H 3		019	70	E	2
1158.1		TRAINING & ED COORDINATOR, SUPERV	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	H 5	35.0A	030	20	E	5
1158.0		TRAINING & EDUCATION COORDINATOR	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	H 5	31.0A	030	20	A	5
9890.7		TRANSPORTATION PLANNER, ASSOC	16.61 2,890 34,681	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	H 5	35.5A	030	20	A	5
9870.7		TRANSPORTATION PLANNER, ASST			13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	H 3	28.5C	030	20	A	5
9995.9		TRANSPORTATION PLANNER, SR	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	H 5	38.5A	030	20	E	5
1270.0		TREASURY ASSISTANT	11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	H 5	26.5A	030	60	A	5
1273.0		TREASURY ASSISTANT, PRINCIPAL	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	H 5	34.0A	030	60	P	5
1270.1		TREASURY ASSISTANT, SR	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071	16.01 2,785 33,428	H 5	30.5A	030	60	P	5
6440.0		TREE MAINTENANCE SPECIALIST			10.76 1,872 22,466	11.17 1,943 23,322	11.61 2,020 24,241	H 3		019	80	N	2
6440.1		TREE TRIMMER			12.68 2,206 26,475	13.16 2,289 27,478	13.68 2,380 28,563	H 3		019	80	N	2

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-T-											
1420.2		TREE TRIMMING REPRESENTATIVE					14.48 2,519 30,234	H 1		004	50	N	2
6105.8		TRUCK DRIVER				12.79 2,225 26,705	13.32 2,317 27,812	H 2		006	80	N	2
6526.1	-5-	TRUCK DRIVER-ASG HEAVY				13.46 2,342 28,104	14.02 2,439 29,273	H 2		006	80	N	2
6105.0	-6-	TRUCK DRIVER-INT					12.79 2,225 26,705	H 1		006	80	N	2
6526.0		TRUCK DRIVER, HEAVY				13.46 2,342 28,104	14.02 2,439 29,273	H 2		006	80	N	2
6526.2	-6-	TRUCK DRIVER, HEAVY-INT					13.46 2,342 28,104	H 1		006	80	N	2
9980.6		TUBERCULOSIS CONTROL OFFICER	29.81 5,186 62,243	30.96 5,387 64,644	32.18 5,599 67,191	33.41 5,813 69,760	34.69 6,036 72,432	H 5	51.0A	030	20	P	2
		-U-											
9855.7		UNDERGROUND SYSTEM CONSTR SUPERVISOR	18.25 3,175 38,106	18.98 3,302 39,630	19.72 3,431 41,175	20.50 3,567 42,804	21.33 3,711 44,537	H 5		076	70	E	2
6252.0		UNDERGROUND SYSTEM SUPERVISOR			21.81 3,794 45,539	22.66 3,942 47,314	23.58 4,102 49,235	H 3		076	70	E	3
9836.6	-8-	UPWARD BOUND INSTRUCTOR-INT					10.43 1,814 21,777	H 1		030	20	A	5

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-U-											
9747.3		URBAN CONSERVATION COORDINATOR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	5
9747.4		URBAN CONSERVATION COORDINATOR, SR	17.23 2,998 35,976	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	H 5	36.5A	030	20	A	5
9964.1	-8-	URBAN CONSERVATION SPECIALIST-INT					12.43 2,162 25,953	H 1		030	20	A	5
9747.5		URBAN CONSERVATION SUPERVISOR	18.63 3,241 38,899	19.36 3 368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	H 5	38.5A	030	20	E	5
5161.0		URBAN DESIGN PLANNER, ASSOC	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	H 5	38.5A	030	20	A	5
5160.0		URBAN DESIGN PLANNER, ASST	16.75 2,914 34,974	17.41 3,029 36,352	18.10 3,149 37,792	18.82 3,274 39,296	19.56 3,403 40,841	H 5		034	20	A	5
9965.8		URBAN ECONOMIST	17.91 3,116 37,396	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	H 5	37.5A	030	20	A	5
9641.7	-5-	URD WORK-JOURNEYWORKER IN CHG					20.14 3,504 42,052	H 1		077	70	E	2
3560.6	-8-	USHER-INT					5.71 993 11,922	H 1		018	80	N	2
3560.7	-8-	USHER, ASST HEAD-INT					7.65 1,331 15,973	H 1		018	80	N	2
3560.8	-8-	USHER, HEAD-INT					8.97 1,560 18,729	H 1		018	80	N	2

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-U-											
9631.9		UTILITIES BILLING COORDINATOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
1822.5		UTILITY ASSISTANCE COORDINATOR	12.21	12.67	13.16	13.68	14.21	H 5		004	20	N	5
			2,124	2,204	2,289	2,380	2,472						
			25,494	26,454	27,478	28,563	29,670						
1822.8		UTI Y ASSISTANCE SUPERVISOR	13.41	13.93	14.49	15.06	15.67	H 5	30.0A	004	20	E	5
			2,333	2,423	2,521	2,620	2,726						
			28,000	29,085	30,255	31,445	32,718						
1251.0		UTILITY COLLECTION SUPERVISOR	13.41	13.93	14.49	15.06	15.67	H 5	30.0A	030	60	E	5
			2,333	2,423	2,521	2,620	2,726						
			28,000	29,085	30,255	31,445	32,718						
1250.0		UTILITY COLLECTION SUPERVISOR, ASST	12.67	13.16	13.68	14.21	14.77	H 5	28.5A	031	60	E	5
			2,204	2,289	2,380	2,472	2,569						
			26,454	27,478	28,563	29,670	30,839						
9632.7		UTILITY CREDIT REPRESENTATIVE	10.98	11.40	11.85	12.31	12.78	H 5		004	60	A	5
			1,910	1,983	2,061	2,141	2,223						
			22,926	23,803	24,742	25,703	26,684						
9632.8		UTILITY CREDIT REPRESENTATIVE, SR	11.96	12.43	12.93	13.41	13.93	H 5	27.0A	004	60	A	5
			2,081	2,162	2,249	2,333	2,423						
			24,972	25,953	26,997	28,000	29,085						
9728.9		UTILITY HEARING OFFICER	17.57	18.26	19.00	19.73	20.50	H 5	37.0A	030	20	A	5
			3,057	3,177	3,306	3,433	3,567						
			36,686	38,126	39,672	41,196	42,804						
9771.7		UTILITY LABORER					10.87	H 1	20.5E	019	80	N	2
							1,891						
							22,696						
1224.0	-6-	UTILITY LABORER-INT					10.87	H 1		019	80	N	2
							1,891						
							22,696						
9745.0		UTILITY SECURITY ADMINISTRATOR	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						

-V-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-V-											
1835.0		VENEREAL DISEASE CONTROL OFFICER					34.69 6,036 72,432	H 1	51.0E	030	20	P	5
3446.0		VETERINARIAN-SPAY-NEUTER CLINIC	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	18.26 3,177 38,126	H 5	34.0A	030	20	P	2
9838.5		VETERINARY AIDE			9.53 1,658 19,898	9.92 1,726 20,712	10.28 1,788 21,464	H 3		007	50	N	2
3435.0		VETERINARY TECHNICIAN	10.28 1,788 21,464	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972	H 5	23.0A	007	30	N	2
3435.1	-6-	VETERINARY TECHNICIAN-INT					10.28 1,788 21,464	H 1		007	30	N	2
9663.9		VETERINARY TECHNICIAN, SR			11.96 2,081 24,972	12.43 2,162 25,953	12.93 2,249 26,997	H 3	25.0C	007	30	N	2
9950.5		VICTIM ADVOCATE	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	H 5	28.5A	030	20	A	5
9950.8		VICTIM ADVOCATE SUPERVISOR	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	E	5
9950.6	-8-	VICTIM ADVOCATE-INT					12.67 2,204 26,454	H 1		030	20	A	5
2334.8		VIDEO PRODUCTION SPECIALIST	12.43 2,162 25,953	12.93 2,249 26,997	13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 5	28.0A	030	20	A	2
2334.2		VIDEO PRODUCTION SPECIALIST, PRINCIPAL	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	16.91 2,942 35,308	17.57 3,057 36,686	H 5	33.0A	030	20	A	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-V-											
2334.5		VIDEO PRODUCTION SPECIALIST, SR	13.93	14.49	15.06	15.67	16.30	H 5	31.0A	030	20	A	2
			2,423	2,521	2,620	2,726	2,836						
			29,085	30,255	31,445	32,718	34,034						
2340.0		VISUAL INFORMATION SPECIALIST	12.09	12.55	13.02	13.53	14.05	K 5		004	30	N	5
			2,103	2,183	2,265	2,354	2,444						
			25,243	26,204	27,185	28,250	29,336						
2340.1	-8-	VISUAL INFORMATION SPECIALIST-INT					12.09	H 1		004	30	N	5
							2,103						
							25,243						
4114.0	-8-	VOLUNTEER FIREFIGHTER-SKAGIT PROJECT					3.92	H 1		030	40	N	4
							682						
							8,184						
9737.9		VOLUNTEER SUPERVISOR				12.21	12.67	H 2	24.5D	030	20	N	5
						2,124	2,204						
						25,494	26,454						
		-W-											
2214.0		WAREHOUSE SUPERVISOR	14.49	15.06	15.67	16.30	16.91	H 5	32.0A	030	80	E	2
			2,521	2,620	2,726	2,836	2,942						
			30,255	31,445	32,718	34,034	35,308						
2215.0		WAREHOUSE SUPERVISOR, GENERAL	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	80	E	2
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
2211.3		WAREHOUSER			10.76	11.17	11.61	H 3		030	80	N	2
					1,872	1,943	2,020						
					22,466	23,322	24,241						
2211.0		WAREHOUSER-BU			10.76	11.17	11.61	H 3		007	80	N	2
					1,872	1,943	2,020						
					22,466	23,322	24,241						
1225.0	-6-	WAREHOUSER-BU-INT					10.76	H 1		007	80	N	2
							1,872						
							22,466						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-W-											
1225.1	-8-	WAREHOUSER-INT					10.76 1,872 22,466	H 1		030	80	N	2
2213.0		WAREHOUSER, CHIEF	12.07 2,100 25,202	12.55 2,183 26,204	13.02 2,265 27,185	13.53 2,354 28,250	14.04 2,442 29,315	H 5		007	80	E	2
2211.2		WAREHOUSER, SR			11.85 2,061 24,742	12.31 2,141 25,703	12.79 2,225 26,705	H 3		030	80	N	2
2211.1		WAREHOUSER, SR-BU			11.85 2,061 24,742	12.31 2,141 25,703	12.79 2,225 26,705	H 3		007	80	N	2
2211.4	-6-	WAREHOUSER, SR-BU-INT					11.85 2,061 24,742	H 1		007	80	N	2
4030.0		WARRANT SERVER	10.49 1,825 21,903	10.87 1,891 22,696	11.28 1,962 23,552	11.74 2,042 24,513		H 4	22.5B	022	60	N	2
1226.0	-6-	WARRANT SERVER-INT					10.49 1,825 21,903	H 1		022	60	N	2
4030.1		WARRANT SERVER, SR	11.28 1,962 23,552	11.74 2,042 24,513	12.21 2,124 25,494	12.67 2,204 [illegible]		H 4	24.5B	022	60	N	2
4030.5		WARRANT SERVER, SUPERVISOR	11.96 2,081 24,972	12.43 2,162 25,953	12.93 2,249 26,9[illegible]	[illegible] [illegible] 28,000		H 4	26.0B	030	20	E	5
7053.5		WASTE WATER COLLECTION LEAD WORKER			12.57 2,187 26,246	13.06 2,272 27,269	[illegible] 2,362 28,355	H 3		019	80	N	2
7053.7	-5-	WASTE WATER COLLECTION LEAD WORKER CII			12.84 2,234 26,809	13.33 2,319 27,833	13.85 2,409 28,918	H 3		019	80	N	2

-W-

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
9664.9		WATER EQUIPMENT SUPERVISOR	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	70	E	2
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						
6065.0		WATER LABORATORY ASSISTANT	8.33	8.65	9.00	9.33	9.72	H 5	17.5A	030	30	N	2
			1,449	1,505	1,566	1,623	1,691						
			17,393	18,061	18,792	19,481	20,295						
9725.6		WATER LABORATORY ASSISTANT, SR	10.69	11.06	11.51	11.96	12.43	H 5	24.0A	030	30	P	2
			1,860	1,924	2,002	2,081	2,162						
			22,320	23,093	24,032	24,972	25,953						
9724.9		WATER MAINTENANCE SUPERVISOR			19.73	20.50	21.28	H 3	38.0C	030	70	E	2
					3,433	3,567	3,702						
					41,196	42,804	44,432						
1427.0		WATER MANAGEMENT & ENGRNG DIRECTOR	24.25	25.18	26.14	27.16	28.18	H 5	45.5A	030	10	E	5
			4,219	4,381	4,548	4,725	4,903						
			50,634	52,575	54,580	56,710	58,839						
6860.0		WATER METER CHANGER			11.30	11.74	12.21	H 3		008	80	N	2
					1,966	2,042	2,124						
					23,594	24,513	25,494						
9769.7		WATER METER REPAIRER-INSIDE			11.75	12.24	12.71	H 3		009	70	N	2
					2,044	2,129	2,211						
					24,534	25,557	26,538						
9769.0	-5-	WATER METER REPAIRER-OUTSIDE			12.22	12.73	13.22	H 3		009	70	N	2
					2,126	2,215	2,300						
					25,515	26,580	27,603						
9769.8		WATER METER REPAIRER, SR			12.65	13.16	13.71	H 3		009	70	N	2
					2,201	2,289	2,385						
					26,413	27,478	28,626						
6059.0		WATER OPERATIONS DIRECTOR	26.14	27.16	28.18	29.26	30.39	H 5	47.5A	030	10	E	5
			4,548	4,725	4,903	5,091	5,287						
			54,580	56,710	58,839	61,094	63,454						
6043.0		WATER PIPE CREW CHIEF			14.92	15.53	16.14	H 3		008	70	E	2
					2,596	2,702	2,808						
					31,152	32,426	33,700						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-W-											
6043.1	-6-	WATER PIPE CREW CHIEF-INT					14.92 2,596 31,152	H 1		008	70	E	2
6045.0		WATER PIPE DISTRICT SUPERVISOR	17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	H 5	37.0A	030	70	E	2
6041.0		WATER PIPE HELPER			11.30 1,966 23,594	11.74 2,042 24,513	12.21 2,124 25,494	H 3		008	70	N	2
9649.8		WATER PIPE LEAD WORKER			13.12 2,282 27,394	13.65 2,375 28,501	14.18 2,467 29,607	H 3		008	70	N	2
9649.9		WATER PIPE WORKER		12.01 2,089 25,076	12.47 2,169 26,037	12.96 2,255 27,060	13.48 2,345 28,146	H 4		008	70	N	2
6073.0		WATER QUALITY ANALYST	12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	H 5	28.5A	034	20	P	2
9669.7		WATER QUALITY ANALYST, SR	13.93 2,423 29,085	14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	16.30 2,836 34,034	H 5	31.0A	030	20	P	2
9725.7		WATER QUALITY ENGINEER	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	H 5	38.5A	030	20	P	5
6060.0		WATER QUALITY INSPECTOR			13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 3	28.0C	008	30	N	2
5871.0		WATER QUALITY INSPECTOR, SR			14.77 2,569 30,839	15.36 2,672 32,071	15.70 2,731 32,781	H 3		008	30	N	2
7815.0		WATER QUALITY SUPERVISOR			19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	H 3	37.0C	030	20	E	2

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-W-											
6025.0		WATER RESOURCE PLANNER	17.91	18.63	19.36	20.12	20.90	H 5	37.5A	030	20	A	5
			3,116	3,241	3,368	3,500	3,636						
			37,396	38,899	40,423	42,010	43,639						
6080.0		WATER SERVICE INSPECTOR			13.12	13.65	14.18	H 3		008	30	N	2
					2,282	2,375	2,467						
					27,394	28,501	29,607						
9928.7		WATER SERVICE INSPECTOR, CHIEF	14.77	15.36	16.01	16.61	17.23	H 5	32.5A	030	30	E	5
			2,569	2,672	2,785	2,890	2,998						
			30,839	32,071	33,428	34,681	35,976						
8624.1		WATER SERVICE INSPECTOR, SR				14.58	15.16	H 2		008	30	N	2
						2,536	2,637						
						30,443	31,654						
8624.2		WATER SERVICE SUPERVISOR	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	30	E	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
6024.1		WATER SUPPLY ANALYST	15.06	15.67	16.30	16.91	17.57	H 5	33.0A	030	20	A	5
			2,620	2,726	2,836	2,942	3,057						
			31,445	32,718	34,034	35,308	36,686						
6022.0		WATER SUPPLY CREW CHIEF	14.77	15.36	16.01	16.61	17.23	H 5	32.5A	030	70	E	2
			2,569	2,672	2,785	2,890	2,998						
			30,839	32,071	33,428	34,681	35,976						
6021.0		WATER SUPPLY DISPATCHER	13.16	13.68	14.21	14.77	15.36	H 5	29.5A	030	30	N	5
			2,289	2,380	2,472	2,569	2,672						
			27,478	28,563	29,670	30,839	32,071						
6021.1		WATER SUPPLY DISPATCHER, SR	14.21	14.77	15.36	16.01	16.61	H 5	31.5A	030	30	E	5
			2,472	2,569	2,672	2,785	2,890						
			29,670	30,839	32,071	33,428	34,681						
6024.0		WATER SUPPLY SUPERVISOR			19.73	20.50	21.28	H 3	38.0C	030	70	E	2
					3,433	3,567	3,702						
					41,196	42,804	44,432						
6031.0		WATER TRANSMISSION SUPERVISOR			19.73	20.50	21.28	H 3	38.0C	030	70	E	2
					3,433	3,567	3,702						
					41,196	42,804	44,432						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY	STEPS	STEPS	STEPS	PD&	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-W-										
6018.0		WATER TREATMENT CREW CHIEF		16.30	16.91	17.57	H 3	33.0C	030	70	E	2
				2,836	2,942	3,057						
				34,034	35,308	36,686						
6016.0		WATER TREATMENT EQUIPMENT TECHNICIAN		14.77	15.36	16.01	H 3		008	70	N	2
				2,569	2,672	2,785						
				30,839	32,071	33,428						
6017.0		WATER TREATMENT OPERATOR	12.01	12.47	12.96	13.48	H 4		008	70	N	2
			2,089	2,169	2,255	2,345						
			25,076	26,037	27,060	28,146						
6017.2	-5-	WATER TREATMENT OPERATOR-ASG RELIEF	12.49	12.97	13.48	14.02	H 4		008	70	N	2
			2,173	2,256	2,345	2,439						
			26,079	27,081	28,146	29,273						
6017.1		WATER TREATMENT OPERATOR, SR		13.12	13.65	14.18	H 3		008	70	N	2
				2,282	2,375	2,467						
				27,394	28,501	29,607						
6078.0		WATER TREATMENT SUPERVISOR		20.12	20.90	21.67	H 3	38.5C	030	20	E	5
				3,500	3,636	3,770						
				42,010	43,639	45,246						
6418.0		WATERSHED FORESTS SUPERVISOR		20.12	20.90	21.67	H 3	38.5C	030	20	E	5
				3,500	3,636	3,770						
				42,010	43,639	45,246						
6013.0		WATERSHED INSPECTOR	11.61	12.09	12.55	13.02	13.53	H 5	004	30	N	2
			2,020	2,103	2,183	2,265	2,354					
			24,241	25,243	26,204	27,185	28,250					
6015.0		WATERSHED INSPECTOR, CHIEF		15.06	15.67	16.30	H 3	31.0C	030	30	E	2
				2,620	2,726	2,836						
				31,445	32,718	34,034						
8625.0		WATERSHED OPERATIONS SUPERVISOR		16.61	17.23	17.91	H 3	33.5C	030	80	E	2
				2,890	2,998	3,116						
				34,681	35,976	37,396						
6042.0		WATERWORKS MAINTENANCE HELPER		11.30	11.74	12.21	H 3		030	70	N	2
				1,966	2,042	2,124						
				23,594	24,513	25,494						

REPORT NUMBER PPS7040-C SALARY SCHEDULE PROCESSING DATE 09/16/88

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-W-											
9887.5		WATERWORKS MAINTENANCE SPECIALIST			12.67 2,204 26,454	13.16 2,289 27,478	13.68 2,380 28,563	H 3	26.5C	030	70	N	2
9888.5		WATERWORKS MAINTENANCE SPECIALIST, SR			13.41 2,333 28,000	13.93 2,423 29,085	14.49 2,521 30,255	H 3	28.0C	030	70	N	2
1823.0		WEATHERIZATION OUTREACH REPRESENTATIVE	11.52 2,004 24,053	11.96 2,081 24,972	12.44 2,164 25,974	12.94 2,251 27,018	13.43 2,336 28,041	H 5		004	20	N	2
7060.0		WINDOW CLEANER			11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972	H 3		036	80	N	2
0320.0		WOMENS RIGHTS DIRECTOR					26.07 4,536 54,434	H 1		030	10	E	5
9907.9		WORK MANAGEMENT MANAGER	18.63 3,241 38,899	19.36 3,368 40,423	20.12 3,500 42,010	20.90 3,636 43,639	21.67 3,770 45,246	H 5	38.5A	030	20	E	5
9889.5		WORKLOAD PLANNER & SCHEDULER, ASST			13.78 2,397 28,772	14.35 2,496 29,962	14.90 2,592 31,111	H 3		019	20	A	5
9884.6		WORKLOAD PLANNING & SCHEDULING ANALYST			14.49 2,521 30,255	15.06 2,620 31,445	15.67 2,726 32,718	H 3	30.0C	030	20	A	5
9884.2		WORKLOAD PLANNING SUPERVISOR			19.00 3,306 39,672	19.73 3,433 41,196	20.50 3,567 42,804	H 3	37.0C	030	20	A	5
9811.6		WORKLOAD SCHEDULING ANALYST, SR			17.57 3,057 36,686	18.26 3,177 38,126	19.00 3,306 39,672	H 3	35.0C	030	20	A	5
		-X-											

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-X-											
8095.0		X-RAY TECHNICIAN	9.52	9.92	10.28	10.69	11.06	H 5	21.0A	004	30	N	5
			1,656	1,726	1,788	1,860	1,924						
			19,877	20,712	21,464	22,320	23,093						
9796.6	-8-	X-RAY TECHNICIAN-INT					9.52	H 1		004	30	N	2
							1,656						
							19,877						
8095.1		X-RAY TECHNICIAN, SR	11.06	11.51	11.96	12.43	12.93	H 5	25.0A	004	30	N	2
			1,924	2,002	2,081	2,162	2,249						
			23,093	24,032	24,972	25,953	26,997						
		-Y-											
9900.4	-8-	YOUTH EMPLOYMENT ENROLLEE-SUMMER	3.35	3.69	4.06	4.47	5.41	6.49	H 6	030	80	N	1
			582	642	706	777	941	1,129					
			6,994	7,704	8,477	9,333	11,296	13,551					
9900.8	-1-	YOUTH EMPLOYMENT ENROLLEE-SUMMER-NC	3.35	3.69	4.06	4.47	5.41	6.49	H 6	030	80	N	1
			582	642	706	777	941	1,129					
			6,994	7,704	8,477	9,333	11,296	13,551					
9885.0	-8-	YOUTH INSTRUCTOR-INT					11.28	H 1		030	20	N	5
							1,962						
							23,552						
9885.1	-8-	YOUTH INSTRUCTOR, ASST-INT					10.43	H 1		030	20	N	5
							1,814						
							21,777						
9885.2	-8-	YOUTH INSTRUCTOR, HEAD-INT					12.21	H 1		030	20	N	5
							2,124						
							25,494						
9713.0	-8-	YOUTH SUPERVISOR I					7.87	H 1		030	50	N	2
							1,369						
							16,432						
9713.1	-8-	YOUTH SUPERVISOR I-INT					7.87	H 1		030	50	N	2
							1,369						
							16,432						

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY	STEPS	STEPS	STEPS	STEPS	STEPS	PD&	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-Y-												
9713.9		YOUTH SUPERVISOR II						8.77 1,525 18,311	H 1		030	50	N	5
9714.0	-8-	YOUTH SUPERVISOR II-INT						8.77 1,525 18,311	H 1		030	50	N	5
9900.5	-8-	YOUTH WORK TRAINING ENROLLEE	3.35 582 6,994	3.69 642 7,704	4.06 706 8,477	4.47 777 9,333	5.41 941 11,296	6.49 1,129 13,551	H 6		030	80	N	1
		-Z-												
9061.0		ZOO ATTENDANT			6.41 1,115 13,384	6.64 1,155 13,864	6.91 1,202 14,428	7.14 1,242 14,908	H 4	9.5B	030	50	N	2
9669.9	-8-	ZOO ATTENDANT-INT			6.41 1,115 13,384	6.64 1,155 13,864	6.91 1,202 14,428	7.14 1,242 14,908	H 4		030	50	N	2
7885.0		ZOO CURATOR	13.16 2,289 27,478	13.68 2,380 28,563	14.21 2,472 29,670	14.77 2,569 30,839	15.36 2,672 32,071		H 5	29.5A	007	20	E	2
0360.0		ZOO DIRECTOR	22.06 3,838 46,061	22.93 3,989 47,877	23.78 4,137 49,652	24.69 4,296 51,552	25.66 4,464 53,578		H 5	43.0A	030	10	E	5
3411.0		ZOO KEEPER	10.28 1,788 21,464	10.69 1,860 22,320	11.06 1,924 23,093	11.51 2,002 24,032	11.96 2,081 24,972		H 5	23.0A	007	30	N	2
3411.5	-6-	ZOO KEEPER-INT						10.28 1,788 21,464	H 1		007	30	N	2
3411.1		ZOO KEEPER, SR				11.96 2,081 24,972	12.43 2,162 25,953	12.93 2,249 26,997	H 3	25.0C	007	30	E	2

TITLE NUMBER	NOTE CODE	PAYROLL TITLE	SALARY STEPS					PD& STEPS	SALARY RANGE	BARG UNIT	EEO CAT	FL SA	II CODE
		-Z-											
3445.0		ZOO VETERINARIAN			22.93	23.78	24.69	H 3	42.0C	030	20	P	2
					3,989	4,137	4,296						
					47,877	49,652	51,552						
3445.2		ZOO VETERINARIAN, ASSOCIATE	16.30	16.91	17.57	18.26	19.00	H 5	35.0A	030	20	P	2
			2,836	2,942	3,057	3,177	3,306						
			34,034	35,308	36,686	38,126	39,672						

EXHIBIT B
To proposed Management Compensation
Study Ordinance

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE
IT IS DUE TO THE QUALITY OF THE DOCUMENT.

EXHIBIT B
To proposed Management Compensation
Study Ordinance

E X H I B I T "B" 3 MAY 1989

(A) DEPT	(B) POS NO	(C) FORMER PAYROLL TITLE	(D) NEW PAYROLL TITLE	(E) SALARY RANGE*	(F) SALARY CHANGE ONLY	(G) TITLE CHANGE ONLY	(H) TITLE CHANGE AND SALARY CHANGE	(I) CREATE NEW TITLE AND SALARY
AdServ	018998	Administrative Services Director	Administrative Services Director	50.5 A	S			
AdServ	014280	Architect, Senior	Architectural Services Director	43.5 A			T&S	N
AdServ	011160	Data Processing Systems Manager	Computer Services Manager	42.5 A			T&S	N
AdServ	017297	Data Processing Systems Manager	Data Processing Systems Manager	42.5 A	S			
AdServ	018180	Data Processing Systems Manager	Data Processing Systems Manager	42.5 A	S			
AdServ	018183	Data Processing Systems Manager	Technical Services Manager	42.5 A			T&S	N
AdServ	016476	Data Processing Systems Manager	Telecommunications Director	43.5 A			T&S	N
AdServ	011159	Director IV	Building Operations Director	43.5 A			T&S	N
AdServ	011164	Director V	Vehicle Maintenance Director	42.5 A			T&S	N
AdServ	010444	Director VII	Data Applications Contracting Manager	42.5 A			T&S	N
AdServ	016839	Director VII	Information Engineering Director	43.5 A			T&S	N
AdServ	015679	Director X	Data Processing Applications Director	44.5 A		T		N
AdServ	020395	Director XII	Communications and General Services Director	45.5 A		T		N
AdServ	018182	Director XII	Finance and Administration Director-Administrative Services	45.5 A		T		N
AdServ	010443	Director XII	Information Operations Director	44.5 A			T&S	N
AdServ	019000	Municipal Facilities Administrator	Municipal Facilities Administrator	47.0 A	S			
AdServ	010982	Operations Director-Admin Svcs	Fleet Services Director	45.5 A			T&S	N
AdServ	022424	New Position as of 1/1/89	Information Systems Director-Administrative Services	47.0 A				N
Arts	009030	Executive Director-Arts Comm	Executive Director-Arts Commission	44.5 A	S			
BPW	010977	Executive Director-BPW	Executive Director-Board of Public Works	42.5 A	S			
CL	012678	Administrative Services Director-CL	Administrative Services Director-CL	45.5 Z	S			
CL	012847	Chief Engineer-CL	Chief Engineer-CL	48.5 A				
CL	012863	Civil Eng, Chief	Project Management Director-CL	43.5 A			T&S	N
CL	013629	Director I	Materials Management Director	41.5 A			T&S	N
CL	013628	Director III	Finance & Accounts Director, Assistant-CL	42.5 A			T&S	N
CL	018468	Director V	Customer Information System Project Director	42.5 A			T&S	N
CL	014147	Director V	Electric Meter, Relay, and Communications Director	41.5 Z			T&S	N
CL	013621	Director VI	Consumer Advisory Services Director-CL	42.5 Z			T&S	N
CL	019949	Director VI	Finance Director, Assistant-CL:Finance, Planning and Budget	42.5 A		T		N
CL	012864	Director VIII	Chief Engineer-CL, Assistant to	42.5 A			T&S	N
CL	015195	Director VIII	Civil Engineering Director - CL	42.5 Z			T&S	N
CL	012865	Director VIII	Construction Engineering Director - CL	42.5 Z			T&S	N
CL	015315	Director VIII	Distribution Engineering Director - CL	42.5 Z			T&S	N
CL	018627	Director VIII	Energy Planning and Forecasting Director	43.5 A		T		N
CL	013624	Director VIII	Human Resources Director-CL	44.5 A			T&S	N

* The salary range suffixes "A" and "Z" are explained in a note on Page 7.

E X H I B I T "B" 3 MAY 1989

(A) DEPT	(B) PGS NO	(C) FORMER PAYROLL TITLE	(D) NEW PAYROLL TITLE	(E) SALARY RANGE*	(F) SALARY CHANGE ONLY	(G) TITLE CHANGE ONLY	(H) TITLE CHANGE AND SALARY CHANGE	(I) CREATE NEW TITLE AND SALARY
CL	012954	Director VIII	Mechanical Engineering Director - CL	42.5 Z			T&S	N
CL	017201	Director VIII	Power Manager	46.0 Z			T&S	N
CL	015314	Director VIII	Power Systems and Substation Engineering Director	42.5 Z			T&S	N
CL	012662	Director X	Community Relations Director-CL	44.5 A		T		N
CL	013627	Director X	Electrical Generation Director	44.5 Z			T&S	N
CL	012978	Director XI	Environmental Affairs Director	45.5 A			T&S	N
CL	013622	Director XII	Distribution/Underground Systems Director	44.5 Z			T&S	N
CL	016304	Director XII	Energy Management Services Director	45.5 A		T		N
CL	013623	Director XII	Overhead Electrical Construction Director	44.5 Z			T&S	N
CL	013638	Director XII	Power Station Construction and Maintenance Director	44.5 Z			T&S	N
CL	012679	Distribution Director	Electrical Distribution Director	47.5 A		T		N
CL	012917	Elec Engr, Chief	Chief Engineer-CL, Deputy	44.5 A			T&S	N
CL	012680	Finance & Accounts Director-CL	Finance & Accounts Director-CL	47.0 A	S			
CL	013630	Management Planning & Evaluation Dir	Information Systems Director-CL	44.5 A			T&S	N
CL	012681	Marketing/Comm Activities Director	Customer and Commercial Services Director-CL	47.0 A			T&S	N
CL	012682	Operations Director-CL	Electrical Operations Director	47.5 A		T		N
CL	014135	Superintendent of City Light	City Light Superintendent	55.5 A	S			
CL	020104	Superintendent of City Light, Asst	City Light Superintendent, Deputy-Energy Mgmt,Cust Svcs & Comm Rel	51.0 A			T&S	N
CL	014134	Superintendent of City Light, Asst	City Light Superintendent, Deputy-Engineering and Utility Systems	51.0 A			T&S	N
CL	018598	Superintendent of City Light, Asst	City Light Superintendent, Deputy-Finance & Administration	51.0 A			T&S	N
CL	012683	Superintendent of City Light, Asst-Power	City Light Superintendent, Assistant-Power Supply and Planning	48.5 Z			T&S	N
CLU	019027	Construction & Land Use Director	Construction and Land Use Director	50.5 A	S			
CLU	019029	Director VII	Administrative and Technical Support Services Director-DCLU	45.5 A			T&S	N
CLU	019033	Director VII	Construction Inspection Director	45.5 A			T&S	N
CLU	019030	Director VII	Housing and Zoning Enforcement Director	44.5 A			T&S	N
CLU	019031	Director VII	Land Use Director	45.5 A			T&S	N
CLU	019032	Director VII	Permits and Plans Examination Director	45.5 A			T&S	N
ComDev	011602	Community Development Director	Community Development Director	48.5 A	S			
ComDev	011606	Director II	Neighborhood Assistance Division Director	41.5 A			T&S	N
ComDev	011608	Director VII	Community Development Director, Deputy	44.5 A			T&S	N
ComDev	011597	Director VII	Finance and Economic Development Director-DCD	44.5 A			T&S	N
ComDev	011596	Director VII	Housing Division Director	44.5 A			T&S	N
Comp	010681	City Clerk, Assistant	City Clerk, Assistant	41.5 A	S			
Comp	021946	Director IV	Finance & Support Services Director-Comp	43.5 A			T&S	N
Comp	016219	Director VI	Accounting Services Director	44.5 A			T&S	N

* The salary range suffixes "A" and "Z" are explained in a note on Page 7.

E X H I B I T "B" 3 MAY 1989

(A) DEPT	(B) POS NO	(C) FORMER PAYROLL TITLE	(D) NEW PAYROLL TITLE	(E) SALARY RANGE*	(F) SALARY CHANGE ONLY	(G) TITLE CHANGE ONLY	(H) TITLE CHANGE AND SALARY CHANGE	(I) CREATE NEW TITLE AND SALARY
Comp	022304	Director XII	SFMS Project Director	45.5 A		T		N
CSB	010570	Citizens Service Bureau Director	Citizens Service Bureau Director	40.5 A	S			
CSC	018078	Staff Asst to Civil Svc Commission	Staff Assistant to the Civil Service Commission	40.5 A	S			
Eng	020043	Director III	Program Planning Director	43.5 A			T&S	N
Eng	021939	Director V	Collection, Customer Service and Finance Director-Engineering	44.5 A			T&S	N
Eng	008475	Director V	Drainage and Wastewater Utility Director, Assistant	43.5 A			T&S	N
Eng	008474	Director V	Landfill Closure Director	43.5 A			T&S	N
Eng	008858	Director V	Street Maintenance Director	44.5 A			T&S	N
Eng	008021	Director VIII	Construction Engineer,Principal-Engineering	44.5 A			T&S	N
Eng	008020	Director VIII	Design Engineer, Principal	44.5 A			T&S	N
Eng	017016	Director VIII	Engineering Director, Assistant-Drainage and Wastewater Utility	48.5 A			T&S	N
Eng	007902	Engineering Dir, Asst-Mgmt/Support	Engineering Director, Assistant-Management Support	48.5 A	S			
Eng	007904	Engineering Dir, Prin Asst-Engr	Engineering Director, Assistant-Engineering	48.5 A			T&S	N
Eng	007903	Engineering Dir, Prin Asst-Oprns	Engineering Director, Assistant-Operations	48.5 A			T&S	N
Eng	008083	Engineering Dir, Prin Asst-Traffic	Engineering Director, Assistant-Traffic	48.5 A			T&S	N
Eng	007905	Engineering Director	Engineering Director	52.5 A	S			
Eng	021935	Engr Dir, Prin Asst-Solid Waste	Engineering Director, Assistant-Solid Waste	48.5 A			T&S	N
Eng	008053	Manager X	Project Management Director-Engineering	44.5 A			T&S	N
Fire	006636	Director III	Fiscal Administration Director-Fire	41.5 A			T&S	N
Fire	006598	Fire Chief	Fire Chief	53.5 A	S			
Fire	006591	Fire Chief, Asst	Fire Chief, Assistant	50.5 A	S			
Fire	007585	Fire Marshal	Fire Marshal	50.5 A	S			
HngEx	011500	Hearing Examiner	Hearing Examiner	44.5 A				
HSSPD	021926	Strategic Human Svcs Plng Dir	Human Services Strategic Planning Director	47.0 A			T&S	N
HumRes	017085	Director III	Administrative Services Director-DHR	43.5 A			T&S	N
HumRes	017118	Director III	Community Services Director-DHR	43.5 A			T&S	N
HumRes	011374	Director III	Director, Division on Aging	43.5 A			T&S	N

* The salary range suffixes "A" and "I" are explained in a note on Page 7.

E X H I B I T "B" 3 MAY 1989

(A) DEPT	(B) POS NO	(C) FORMER PAYROLL TITLE	(D) NEW PAYROLL TITLE	(E) SALARY RANGE*	(F) SALARY CHANGE ONLY	(G) TITLE CHANGE ONLY	(H) TITLE CHANGE AND SALARY CHANGE	(I) CREATE NEW TITLE AND SALARY
HumRes	017452	Director III	Family and Youth Services Director	43.5 A			T&S	N
HumRes	011375	Human Resources Director	Human Resources Director	48.5 A	S			
HumRts	010957	Executive Assistant, Senior	Human Rights Director, Deputy	42.5 A			T&S	N
HumRts	010961	Human Rights Director	Human Rights Director	44.5 A	S			
HumRts	020547	Manager II	Compliance Manager-Human Rights	41.5 A			T&S	N
HumRts	015972	Manager II	Enforcement Manager-Human Rights	41.5 A			T&S	N
IGR	010601	Intergovernmental Relations Dir	Intergovernmental Relations Director	47.0 A	S			
IntAff	021851	International Affairs Director	International Affairs Director	42.5 A	S			
Leg	010390	Exec Dir-Legislative Department	Executive Director-Legislative Department	47.0 A	S			
Lic	010784	Licenses Director, Asst.	Licenses Director, Assistant	42.5 A	S			
Lic	010785	Licenses & Consumer Affairs Director	Licenses and Consumer Affairs Director	45.5 A	S			
LRP	017168	Long-Range Planning Director	Long-Range Planning Director	47.0 A	S			
May	018146	Deputy Mayor	Deputy Mayor	50.5 A	S			
May	018145	Deputy Mayor	Deputy Mayor	50.5 A	S			
MC	011422	Director III	Chief Clerk - Municipal Court	41.5 A			T&S	N
MC	011400	Municipal Court Administrator	Municipal Court Administrator	45.5 A	S			
MC	011497	Ordinance Violations Director	Information & Revenue Director-Muni Ct	43.5 A			T&S	N
MC	011496	Probation Service Director	Probation Service Director	43.5 A	S			
Nhds	022314	Neighborhoods Director	Neighborhoods Director	43.5 A	S			
OMB	010440	Budget Director	Budget Director	50.5 A	S			
OMB	018165	Budget Director, Assistant	Budget Director, Assistant	45.5 A				

* The salary range suffixes "A" and "Z" are explained in a note on Page 7.

E X H I B I T "B" 3 MAY 1989

(A) DEPT	(B) POS NO	(C) FORMER PAYROLL TITLE	(D) NEW PAYROLL TITLE	(E) SALARY RANGE*	(F) SALARY CHANGE ONLY	(G) TITLE CHANGE ONLY	(H) TITLE CHANGE AND SALARY CHANGE	(I) CREATE NEW TITLE AND SALARY
OMB	010603	Director XII	Budget Director, Assistant	45.5 A		T		
Parks	009841	Aquarium Director	Aquarium Director	44.5 A	S			
Parks	022293	Director IV	Project Development Director, Deputy-Parks	42.5 A			T&S	N
Parks	009842	Director V	Facilities Maintenance Director-Parks	43.5 A			T&S	N
Parks	009844	Director V	Grounds Maintenance Director-Parks	43.5 A			T&S	N
Parks	016559	Management Director	Management Director-Parks	44.5 A			T&S	N
Parks	010277	Operations Director-Parks	Operations Director-Parks	47.0 A	S			
Parks	009846	Project Development Director	Project Development Director-Parks	44.5 A			T&S	N
Parks	009847	Recreation Programs Director	Recreation Programs Director	44.5 A	S			
Parks	010278	Superintendent of Parks	Parks and Recreation Superintendent	50.5 A			T&S	N
Parks	009849	Zoo Director	Zoo Director	45.5 A	S			
Pers	017406	Administrator	Employee Services Administrator	44.5 A		T		N
Pers	019384	Administrator	Employment and Affirmative Action Administrator	44.5 A		T		N
Pers	017399	Director I	Classification Director	41.5 A			T&S	N
Pers	019961	Director I	Compensation Director	41.5 A			T&S	N
Pers	017391	Director II	Safety and Industrial Insurance Director	40.5 A		T		N
Pers	017401	Director IV	Employment Services Director	42.5 A			T&S	N
Pers	017400	Director VI	Administrative Services Director - Personnel	44.5 A			T&S	N
Pers	017404	Director X ilo Director XII	Labor Relations Director	45.5 A			T&S	N
Pers	010460	Personnel Director	Personnel Director	48.5 A	S			
PHlth		(No current position)	Public Health Director	52.5 A				N
PHlth	800040	Public Health Director	Public Health Director/Chief Medical Officer	55.5 A			T&S	N
PHlth	018354	Seattle Division Director-Pub Hlth	Seattle Division Director-Public Health	47.0 A	S			
PHlth	800065	Chief Admin. Officer	Chief Admin. Officer	48.5 A	S			
PHlth	802010	Regional Division Director-Pub Hlth	Regional Division Director-Pub Hlth	47.0 A	S			
PHlth	809189	Environmental Health Services Chief	Environmental Health Services Chief	47.0 A	S			
PHlth	801055	County Division Director - Public Health	County Division Director - Public Health	47.0 A	S			
Plng	010604	Planning Administrative Officer	Planning Commission Director	40.5 A			T&S	N
Pol	005133	Director III	Fiscal and Property Management Director-Police	41.5 A			T&S	N

* The salary range suffixes "A" and "Z" are explained in a note on Page 7.

E X H I B I T "B" 3 MAY 1989

(A) DEPT	(B) POS NO	(C) FORMER PAYROLL TITLE	(D) NEW PAYROLL TITLE	(E) SALARY RANGE*	(F) SALARY CHANGE ONLY	(G) TITLE CHANGE ONLY	(H) TITLE CHANGE AND SALARY CHANGE	(I) CREATE NEW TITLE AND SALARY
Pol	015610	Director VI	Police Personnel Director	44.5 A			T&S	N
Pol	005028	Police Chief	Police Chief	54.5 A	S			
Pol	005024	Police Chief, Asst.	Police Chief, Assistant	51.5 A	S			
Pol	005025	Police Chief, Asst.	Police Chief, Assistant	51.5 A	S			
Pol	005026	Police Chief, Asst.	Police Chief, Assistant	51.5 A	S			
Pol	005027	Police Chief, Asst.	Police Chief, Assistant	51.5 A	S			
PSCSC	017433	Director II	Secretary and Chief Examiner	40.5 A		T		
Purch	010616	Purchasing Agent	Purchasing Agent	44.5 A	S			
Ret	010953	Executive Director-Retirement System	Executive Director-Retirement System	44.5 A	S			
SeaCtr	008911	Deputy Director - Seattle Center	Seattle Center Director, Deputy	47.0 A			T&S	N
SeaCtr	020146	Director IV	Finance and Administration Director-Seattle Center	43.5 A			T&S	N
SeaCtr	021558	Marketing Manager-SeaCtr	Marketing & Event Servicing Director	43.5 A			T&S	N
SeaCtr	008912	Seattle Center Director	Seattle Center Director	48.5 A	S			
Treas	010752	City Treasurer, Assistant	City Treasurer, Assistant	44.5 [illegible]	S			
Water	011756	Director VIII	Customer Service Director-Water	45.5 A			T&S	N
Water	011755	Director XII	Water Quality Director	45.5 A		T		N
Water	011750	Director XII	Watersheds and Transmission Director	45.5 A		T		N
Water	012110	Superintendent of Water	Superintendent of Water	52.5 A	S			
Water	012108	Supt of Mgmt & Plng, Asst	Superintendent of Management and Planning, Assistant	48.5 A	S			
Water	011773	Water Management & Engineering Dir	Chief Engineer-Water	48.5 A			T&S	N
Water	011753	Water Operations Director	Water Operations Director	45.5 A	S			
WomRts	010638	Women's Rights Director	Women's Rights Director	42.5 A	S			

* The salary range suffixes "A" and "I" are explained in a note on Page 7.

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* Note on salary range designations and suffixes:

The suffix "A" on a salary range designation indicates a five-step range, as shown in the "1988 Salary Range Table" included in Exhibit A. The suffix "Z" on a salary range designation indicates a six-step range. "Z" ranges consist of the five steps normally included in the designated range number from the "1988 Salary Range Table", plus an additional sixth (top) step which is the top step of the range which is one whole number higher than the designated range. For example, Range 42.5Z consists of all five steps of Range 42.5, plus the top step of Range 43.5.

* The salary range suffixes "A" and "Z" are explained in a note on Page 7.

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City of Seattle
Personnel Department

Everett S. Rosmith, Personnel Director
Charles Royer, Mayor

May 5, 1989

TO: Sam Smith, President
City Council

VIA: Mayor Charles Royer

ATTN: Ken Bounds
Acting Budget Director

FROM: Everett S. Rosmith ESR
Personnel Director

SUBJECT: Proposed Ordinance: Management Compensation Study

Enclosed for your consideration is the proposed ordinance which will implement the recommendations of the Management Compensation Study (MCS). As you recall, the MCS ordinance package was initially submitted under a cover memo dated September 20, 1988. That ordinance was entitled:

> AN ORDINANCE relating to various positions of City employment; amending SMC 4.20.010 to adopt the 1988 Salary Schedule and Compensation Plan, adding new sections to the Seattle Municipal Code to implement the Management Compensation Study; and creating, establishing and adjusting various employment positions, payroll titles, and salary levels.

That original submittal (Council Bill 106947) was held in abeyance by the Council, to be acted on at the conclusion of all appeals. Thanks in part to the dedicated volunteer efforts of the two Council appointees (Helen Remick and Harry Grandstrom) to the Management Compensation Review Committee (MCRC), all appeal meetings are concluded, all recommendations are agreed upon by concensus of the MCRC, and we submit herewith the final proposal for the MCS.

I understand that the Council's preference is to vote "do not pass" on C.B. 106947, and to reconsider the MCS ordinance as an entire package. Therefore, we are submitting the current package as new legislation (albeit with the same title), rather than engrossing C.B. 106947. In practical terms, the current package bears considerable resemblance to the September 20 package. Much of the wording of the ordinance, the Summary Report (Attachment A), and this very memo remains unchanged; additions and changes have been made to update the reader on events that have occurred since September 20. The most substantial

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changes occur in the position listing, identified as Exhibit B to the ordinance and described later in this memo. These changes incorporate the title and salary changes resulting from the appeal meetings, and Exhibit B reflects the concensus recommendations from the revised MCRC to the Council.

The most substantive change in the ordinance itself, compared with the September 20 version, is a change in the effective date for downgrades. In the September 20 version, all actions were proposed to be effective January 1, 1989, because passage of the ordinance prior to January 1 was anticipated. The current ordinance still proposes January 1 as an effective date for all upgrades and for title changes involving no salary change. The current ordinance proposes that downgrades take effect on the effective date of this ordinance (i.e. one month after signing by the Mayor). This effective date avoids retroactive downgrading, which could result in an employee experiencing a reduction in salary.

A number of different groups have worked on the MCS over the years. While the initial work on the MCS was performed by the consulting firm of Deloitte, Haskins & Sells (DHS), aided by a Management Compensation Task Force (MCTF) made up of various department heads and a Deputy Mayor, the September 20 recommendations were done by a Management Compensation Review Committee (MCRC) consisting of the two Deputy Mayors, the Budget Director and the Personnel Director. The appeals were heard by a revised MCRC consisting of one Deputy Mayor, the Budget Director, the Personnel Director, and the two Council-appointed outside personnel experts. This memo presents highlights of the final MCS recommendations.

The history of the MCS goes back to 1982. That history is described in some detail in the enclosed document called "Summary Report on the Management Compensation Study", which describes the inception, progress, and conclusion of the study. The Summary Report is Attachment A to this memo. Except for the added final section, which describes events since September 20, 1988, the Summary Report is basically unchanged from the version submitted on September 20. Also enclosed as background material is a copy of the DHS final report entitled "City of Seattle Management Compensation Study: Job Evaluation and Pay Plan." The consultant's report is Attachment B to this memo.

The two attachments describe the history of the MCS. This cover memo will focus more on the conclusion -- a description of the final proposed product which is being submitted to you now with the enclosed ordinance.

Exhibit A to the proposed ordinance is a September 1, 1988 Salary Schedule. The Salary Schedule is included as a formal Exhibit to the proposed ordinance because (1) the proposed ordinance includes, as a "housekeeping" measure, an amendment to the Municipal Code which updates the Code's reference to salaries

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for City employees to refer to the salaries currently in effect; and (2) the proposed ordinance refers to the Salary Range Table which is contained in the Salary Schedule.

Exhibit B to the proposed ordinance is a complete list of the senior-level director and department head positions included in the MCS. Exhibit B reflects the outcome of all MCS appeals; thus a number of title and salary actions on the current Exhibit B are different from the September 20 version. The text of the proposed ordinance refers to specific columns on Exhibit B; the following kinds of actions are enacted by the ordinance and reflected in columns F, G, H, and I of Exhibit B:

Col. F: Salary change only; title remains the same.

Col. G: Title change only; salary remains the same.

Col. H: Both title and salary change.

Col. I: New title is created and a salary is established for it. This is a necessary legislative action any time a new title is created which is not currently in the Salary Schedule. This action may or may not include a change in salary for the position. An action in columns F, G, or H may or may not have an entry in Column I; but an entry in Column I will always be accompanied by an entry in Column F, G, or H.

Overview of MCS Proposal

The September 20 MCS proposal included 159 department director and senior level exempt management positions in the City. Since September four positions have been added to the MCS from the Comptroller's Office, four from the Public Health Department, and one from the Treasurer's Office, for a current total of 168 positions. The Study recommendations include all such positions in executive offices and departments, the Legislative Department, the Municipal Court, the Treasurer's Office, and the Comptroller's Office. The MCS does not include exempt positions in the Law Department.

As a result of the detailed job evaluation process described in the Summary Report (Attachment A) and highlighted below, the MCS recommendations result in the following proposed actions:

- 125 of the positions included in the MCS are upgraded to a salary range with a higher top step than presently assigned (although the starting salary for many department head positions will be lower than their current starting salary as a result of increasing the number of steps in their salary range from one to five);

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- o 29 of the positions have no change to the current top step of their salary range;

- o 13 of the positions are downgraded to a salary range with a lower top step than presently assigned;

- o One position (Information Systems Director-Administrative Services) is a new position in the 1989 Budget and therefore does not fit into the above three categories; and

- o The current position and title of Public Health Director are being changed to Public Health Director/Chief Medical Officer, to reflect the current dual role and responsibility of the position. The title Public Health Director is being retained in case of any future possibility of using the position as the administrative head of the department, but without a medical degree. Under the proposed MCS ordinance, there is no position connected with the title of Public Health Director, and this title is not included in the count of 168 positions.

In adopting the 1989 budget, the City Council approved an appropriation of $133,444 in the Department of Finance General, Account 4681, "Management Compensation Study", to support the General Fund costs of 1989 implementation, including retroactivity to January 1, 1989. Following appeals, we estimate the total City salary cost at $150,738. The amount budgeted should be sufficient to support the 1989 General Fund costs; utility costs will be appropriated from those funds, as needed.

The following description presents the MCS proposed structure of the City's exempt management positions and salary plan; the process for arriving at the proposal is described in detail in the Summary Report (Attachment A).

MCS Management Position Structure and Pay Plan

Based on the most current Job Analysis Questionnaires for each of the 168 exempt senior management positions and use of the job evaluation criteria prepared by the City's consultant, Deloitte, Haskins & Sells (DHS), the MCS proposes an exempt management structure composed of ten groupings of the 168 positions included in the Study. With limited exceptions, described below, these groupings reflect a hierarchy based on three tenets:

(1) Positions assigned to each group are assessed to have relatively equivalent levels of responsibility;

(2) Positions of equivalent levels of responsibility, regardless of their department location or specific types of duties, are assigned comparable levels of pay (see exceptions below); and,

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(3) Position groupings representing different levels of responsibility are distinguished, as a general rule, by assignment of different salary ranges, reflecting the hierarchy of responsibility levels.

By reviewing the ratings identified by DHS and department heads, and by the re-rating of department head jobs by the original (four-member) Management Compensation Review Committee (MCRC), the ten job groups were arrived at before proposed assignments of pay levels were developed. These groups were decided upon based on a comprehensive assessment of all the ratings and the assessment by the MCRC of which jobs, regardless of points, belong in the same group. Once the groupings were developed, the salary structure was then addressed. In order to keep the MCS compensation plan as consistent with the City's existing salary practices as possible, the following principles were followed:

(1) The structure of the City's existing range table (as printed in the front of the Salary Schedule) would be used, rather than develop a new range structure.

(2) All jobs in the MCS would be placed on a range from the Range Table.

(3) Consistent with the City's basic salary structure, most ranges proposed for MCS positions would be five steps in length; exceptions would be made to create six-step ranges based on consideration of unique industry-specific aspects of certain jobs.

(4) The ten job groupings would be differentiated by virtue of assignment of different ranges to positions in each grouping.

(5) To minimize the initial financial impact, special rules would be developed to govern specific salary step placement in the proposed ranges, and to address situations where incumbents are assigned to ranges in which their current salary exceeds the top step of the new range. These rules are printed in the proposed ordinance, and apply to the initial transition period of MCS actions.

(6) Aside from the initial transitional rules (No. 5 above), no other special rules governing movement through a range would be proposed.

These principles were developed to maintain maximum consistency with the rest of the City's salary administration policies and practices; to simplify administration of the new salary plan; and to maximize prospects for acceptance and successful implementation of the proposal.

The ranges finally decided on for each group represent a "best fit" based on the ten job groupings. The lowest range proposed is equivalent to the current Director II level. (There are only three Director I level positions currently.) The highest range proposed is the highest range for an

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administrative position without exceeding the salary for the Mayor. The intermediate ranges allow reasonable differentials among the job groups.

Creating a Rational and Workable Pay Structure

In designing the proposed management pay structure, we were attempting not only to create a sensible and internally equitable alignment of management salary levels, but also to ensure that the pay plan would address, to the degree possible, such practical concerns as market competitiveness; salary differentials relative to non-exempt subordinate employees; and, reasonably account for historical pay realities within the City. These practical realities have led to several proposed modifications to a theoretical model that would have resulted in all positions in a given group being assigned the same pay range.

First, sworn Police and Fire positions are recommended at a higher pay range than other City management positions considered to have comparable levels of responsibility. Recent arbitration decisions for represented Police and Fire management positions have created severe salary compression problems (i.e. the subordinate is making nearly as much as his/her supervisor) between exempt non-represented management positions and unionized subordinates. For example, the Assistant Police Chiefs as of September 1, 1988 are making only $61 more per month than the Police Majors whom they supervise. The proposed range for Assistant Police Chiefs will create a reasonable differential over their highest paid represented subordinate positions. This differential recognizes the differences in supervisory management responsibilities, and alleviates the current severe compression problems. To further alleviate the compression problem, it is recommended that the Police Chief and Assistant Police Chiefs be placed one step higher in the range than the proposed step placement rules would otherwise indicate.

Second, certain other jobs are recommended for a higher or modified salary range than are the other jobs in their groups. The City Light Superintendent and the Assistant Superintendents are recommended for a higher range than others in their group in recognition that City Light is our largest and most complex department.

Third, other modifications are based on historical internal alignment within the City and/or special recruiting or retention issues. For example, the Hearing Examiner's salary has previously been the same as that for Assistant City Attorney IV, and it remains at the same level under the current proposal. Also, certain City Light positions are being proposed for new six-step ranges (designated by the suffix "Z"). These ranges add a sixth (higher) step to the five steps already in the range assigned to the rest of the positions in the salary group.

These "Z" ranges are being recommended for certain City Light positions which are considered to be industry-specific -- that is, the nature of the job

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responsibilities makes the recruitment pool for these positions the electric utility industry itself. Although assignment of "Z" ranges to these positions may not fully address market factors, the special range assignments represent the best available compromise between internal alignment and market conditions.

Market survey data indicate that the City cannot afford to match market conditions for many of the jobs in this study. For the City Light industry-specific jobs, however, a pure approach to consistent internal alignment with other City departments would both handicap City Light recruitment and result in an unmanageably large number of downgrades within City Light. The "Z" range assignments for those positions represent a reasonable and workable compromise to address retention, recruitment, and internal equity considerations.

Conclusion

After more than six years of grappling with the City's compensation plan for exempt management personnel, we feel that the proposal we are presenting to the City Council achieves several important goals:

- It establishes a management structure for the City based on a comprehensive analysis of levels of position responsibility;
- It proposes a management pay plan that balances concerns for internal equity, affordability, market competitiveness, and retention of valued long-term management employees;
- It is consistent with the overall structure of the City salary plan and easily administered;
- It treats current exempt management employees fairly and equitably, with a City-wide perspective which is consistent across departmental lines; and
- It incorporates the results of an appeal process, including separate meetings with each appelant and his or her department head, which entailed the dedicated and conscientious volunteer efforts of the two outside experts appointed by the Council.

We are prepared to work with the City Council to review the complex details of the MCS process and recommendations, and bring this long-term project to conclusion. Thank you for your assistance to date, and we look forward to assisting you in finalizing this plan.

ESR:cfg

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ATTACHMENT A
To the 5/5/89 cover memo for the
Management Compensation
Study Ordinance

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ATTACHMENT A

to

5/5/89 cover memo for the
Management Compensation
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SUMMARY REPORT ON THE MANAGEMENT COMPENSATION STUDY

INTRODUCTION

This report summarizes the history of the Management Compensation Study from its inception through the current (5/8/89) proposal. Part I is a history of the early part of the study, and describes the work done by the consultant. Part II, beginning on Page 6, describes the current proposal and the methods used for arriving at that proposal.

PART I: HISTORY OF THE CONSULTANT'S WORK WITH THE CITY

Background

A major influence in establishing the Management Compensation Study was a desire on the part of City Light to have a consultant do a compensation study of its 37 senior management positions. Such a study in only one department, however, could not be implemented without considering similar positions, some with identical titles, in other departments. Thus, with City Light providing $50,000 for consultant's fees and Personnel coordinating the project, the Management Compensation Study was designed as a compensation study of the City's exempt senior management positions. These positions, originally 166 in number, are those which are exempt from the classified service (with the exception of the Purchasing Agent which is part of the classified service per City Charter) and have responsibilities usually associated with senior management. The study includes, among others, the Director series (I through XII), other Director titles, and heads of City departments, offices, boards, and commissions. The study does not include elected officials, nor does it categorically include jobs in the Manager series.

In April of 1982 the City advertised a Request for Proposals and, after a consultant selection process, the firm of Deloitte, Haskins & Sells (DH&S) was selected to conduct the study. Personnel and DH&S negotiated a detailed contract, which was signed by both parties on February 14, 1983. The end product of the consultant's work was to be specific salary recommendations for each position in the study, and an overall compensation plan for such positions which can be maintained by Personnel to evaluate new positions and changes in duties of existing positions. This overall plan was to address such issues as length of salary ranges, spacing between ranges, movement within the range, and salary survey data; and was to be compatible with compensation policies for the rest of the City's workforce.

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The City's policy direction for the project came from the Management Compensation Task Force (MCTF), a group originally comprised of nine department heads, a Deputy Mayor, a Deputy City Light Superintendent, and the Compensation Administrator. The MCTF was formed before the Request for Proposals was published, and provided policy direction and review of the consultant's work products.

The Consultant's Work

The period from February 1983 to approximately September 1983 may be considered the initial development phase of the project. During this period the following events occurred:

A data-gathering questionnaire was developed and distributed to all employees whose jobs were included in the study. Data from the completed questionnaires were reviewed and subjected to statistical analysis by the DH&S project team.

A point-factor job evaluation system consisting of six factors was developed.

A percentage weight was assigned to each factor by the MCTF.

Information from the questionnaires that relates to the factors was entered into a computer file, resulting in preliminary point totals and rankings.

A Job Evaluation Committee, consisting of five employees whose jobs were included in the study, was formed to review for consistency the ratings for two factors that depended on supervisor-reported data.

During the period from October 1983 to February 1984 the Job Evaluation Committee completed its work, the MCTF reviewed many point-total printouts exploring the effect of alternative weights for the six factors, and comments were solicited from department heads by Personnel.

A day-long department head retreat on February 22, 1984, to discuss the Management Compensation Project was instrumental in bringing about a number of major changes in the job evaluation method. These changes did not alter the direction, purpose, or scope of the project; rather, they resulted in a thorough and consistent rating method and an acceptable job evaluation standard. Effecting these changes and resolving the related details was very time-consuming: it took until November to finalize the job evaluation standard, and until January 1985 to complete the rating process. In summary, some of the major recommendations made at the retreat were to rely less on self-reported data from the questionnaires, take steps to ensure more consistency and to involve more employees in the rating process, and add a seventh factor to the job evaluation standard.

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Acting on the recommendations resulting from the retreat, Personnel and the MCTF developed and carried out the following job evaluation procedures:

1. All jobs in the study would be rated on all factors by one or more job evaluation committees.

2. Twenty-six benchmark jobs, carefully chosen to be representative of the other jobs in the study, were rated by the MCTF. These ratings, with commentary, were used as a guide to all other committees in rating jobs.

3. Department heads' jobs were rated by a committee consisting of the Personnel Director, the Budget Director, and a Deputy Mayor.

4. The remaining jobs were divided into five groups to be rated by the five Job Evaluation Committees. Each committee was composed of seven members, chosen from department heads' nominations, whose jobs were included in the study. Two and a half days were scheduled for each committee.

5. A Chair was selected from each committee. After the committee sessions, the Chairs met for three days to review for consistency the ratings done by all five committees.

The above procedures were carried out during June of 1984. During the Chairs' sessions, a guide for the job evaluation system was developed. This guide, titled "Notation to Job Evaluation Standard," became a companion piece to the system, setting forth the criteria used by the Chairs in deciding, for each factor, how the various levels should be interpreted and applied.

The Chairs' role had been expected to end with the three day-long sessions. However, the hands-on experience of reviewing the ratings for over 120 jobs gave the Chairs a chance to note some fine details of wording and intent that needed revision. Some recommendations for changes were communicated to the MCTF, and these recommendations were discussed during the period from July 1984 to January 1985. During this period, the MCTF met to review some changes in benchmark ratings proposed by the Chairs; the MCTF and Chairs met with each other to discuss specific ratings; the MCTF met to agree on wording revisions; the consultant revised the standard accordingly and submitted it back to the MCTF for approval; the Chairs met for a rating session using the revised job evaluation standard. After numerous such meetings, the final edition of the job evaluation standard was produced in November 1984, and the Chairs concluded the rating process in January 1985.

Most of the subsequent activity on the project involved Personnel and the Consultant. Personnel staff received the computer training necessary to maintain and update the rating data file. The rating data were analyzed by DH&S, and DH&S's final report was delivered to Personnel August 28, 1986. During this period of time when the consultant was working on their final

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product, it became clear to the City that implementing a unique pay plan for 166 of the City's highest-level managers would create political, technical and morale problems if the implementation were to stand alone. The Management Compensation Task Force felt that it would not be feasible to legislate a pay plan for this small group without already having addressed the compensation issues involving broader groups of City employees, such as the reclassification review of nearly 300 Program Coordinator positions throughout the City and the Comparable Worth project, which were very much in progress at that time.

The consultant showed a good understanding of this implementation dilemma. However, the consultant experienced significant staff turnover during the three years of this project, just as the City did with the Management Compensation Task Force. Susan Lane, the consultant's manager for this project, left Deloitte, Haskins & Sells shortly after the submittal of their report. With her resignation, all of the DH&S professional staff who worked on this project were gone.

Given these circumstances, it would have been unreasonable and expensive to keep the consultant under contract until a complete system was in place. What was done, therefore, was to focus the City's cooperative efforts with DH&S towards the creation of a management compensation plan which could be implemented when the City is ready, and which could be altered by the City to meet future policy and technical developments. The consultant's report, then, is the consultant's final work product but is not the final management compensation plan.

Highlights of the Consultant's System

Several important things must be kept in mind when reading the consultant's report and considering its recommendations. The items below are all mentioned in the report, but they bear highlighting here.

1. Because much of this report was prepared in early to mid-1985, all salaries referred to in the report -- including the proposed range table, salary recommendations, cost estimates and "current" salaries-- are based on City salaries in effect before September 1, 1985. That is, none of these salaries consider the 1.5% general increase that was effective September 1, 1985, nor any subsequent general increases.

2. Several anomalies exist in the ratings. Two glaring examples are: the Seattle Center Director and Deputy Director have the same number of points; and the Fire Chief has fewer points than an Assistant Fire Chief. Department head jobs were rated by a different committee (Susan Pavlou, Gary Zarker, and Jack Collins -- none of whom are any longer in their former positions) from the rest of the jobs. Such rating anomalies do not reflect a problem with the consultant's rating document or their proposed system; rather, they are problems with the job ratings that had to be resolved by the Management Compensation Task Force or some other duly authorized body.

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3. The City may make technical changes and/or policy decisions which can affect the overall structure of the system, the cost of implementation, or the salary placement for specific positions. Changes in any of the following variables can be made:

   - Ratings assigned to jobs.

   - Cutoff points that specify which ratings totals belong to which pay range.

   - The structure of the pay matrix, including the number of ranges, the number of steps in each range, the spacing between steps, or rules governing movement between steps.

The key to the consultant's system is the point-factor job evaluation standard which appears following Page 88 of the report. The rating factors, the percentage weighting of each factor, the number of points assigned to each degree, and the very wording of the entire document have all been developed by the consultant in cooperation with the Management Compensation Task Force (MCTF). This document has been subjected to detailed scrutiny and considerable revision by the MCTF, and the version that appears met with the MCTF's approval.

The system designed by the consultant is basically a point-factor system--that is, jobs are rated according to the standard and are assigned to a salary range based on the number of points received. The consultant has not designed any other system to be used in conjunction with the point-factor system.

An analysis of the pay matrix (range table) on Page 36 reveals a system different from that in use for the rest of the City. The typical City pay range consists of one to five steps (five is the most frequent), with steps approximately four percent apart. An employee moves from one step to the next on the basis of service credit. By contrast, the consultant's pay matrix has the following characteristics:

   - The matrix consists of eight ranges. Each position in the study is slotted into one of these ranges on the basis of points. (Table 1 on Pages 10-14 shows which jobs are slotted into each range.)

   - Each range is constructed around a midpoint and consists of nine steps. The maximum step of each range is 15% greater than the midpoint of the range, and the minimum step is 15% less than the midpoint. There is a 35.3% total difference between the top and bottom step of each range.

   - Successive steps within each range vary not by percentages but by fixed dollar amounts. There is an $84 per month difference between each step in the lowest range and a $262 difference between each step in the highest range.

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- The midpoint of each range is derived by subtracting 15% from the midpoint of the next higher range: the midpoint of the highest range is $7,000 per month; the midpoint of the second-highest range is 15% less, or $5,950; the midpoint of the third-highest range is 15% less than $5,950 or $5,058; and so on.

- The ranges overlap such that the midpoint of a given range is equal to the bottom step of the next higher range.

The consultant recommends (Pages 37-39) using the midpoint of each range as the practical maximum, and that movement to steps higher than the midpoint should neither be frequent nor automatic. Such movement could be based on considerations such as exceptional performance, but the consultant did not outline a performance-pay program.

PART II: THE CURRENT MANAGEMENT COMPENSATION PROPOSAL

Renewal of the Study in 1988

The City faced a number of decisions when Deloitte Haskins & Sells submitted their report on the MCS in August of 1986. These decisions included:

- To what extent should or could the DH&S pay plan, which is drastically different from the City's normal salary structure, be altered in order to be more congruent with the rest of the City's jobs?

- Should a proposal be made on the MCS at a time when two other major City projects which would affect larger numbers of City jobs -- Comparable Worth and the Program Coordinator study -- were in progress?

Since DH&S did not propose a system which would easily fit in with the rest of the City's jobs, and since the two other major studies were under way, it was decided not to make any further immediate proposals on the MCS jobs.

With the adoption of Comparable Worth legislation last year and the completion of the Program Coordinator study, interest in the MCS was renewed. In April of 1988, the Mayor's Office, Personnel, and OMB began a fast-track course of action to bring the MCS to conclusion in time to have it considered by the Council along with the 1989 Budget. This course of action began with a memo from the Deputy Mayors to each department head, asking the department head to:

1.) Review and revise or approve all 1983 Job Analysis Questionnaires (JAQs) for MCS jobs in the department. (JAQs are the individual position descriptions that are fundamental to the data-gathering of the MCS.)

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2.) Prepare new JAQs for any new exempt management positions not previously included in the study.

3.) Rate all revised, reviewed, and new JAQs (including the department head's own) using the Job Evaluation Standard developed by DH&S.

4.) Provide comments/rationale for consideration of additional job-specific unique factors that may not be adequately captured in the application of the Job Evaluation Standard.

5.) Propose a management position hierarchy for the department consistent with 3 and 4 above.

6.) Provide five public sector positions in other governmental agencies which the department head considers to be of closely comparable responsibility to the department head's own.

The above information would then be analyzed by a Management Compensation Review Committee (MCRC) consisting of Deputy Mayors Shelly Yapp and Cynthia Maisel, Personnel Director Everett Rosmith, and Budget Director Jim Ritch. The MCRC would then develop a consolidated Management Compensation plan for the City as a whole, and propose the plan to the Mayor and the Council in time for consideration along with the 1989 Budget.

The Process

The MCRC's review of the department heads' rating materials and supporting documentation was guided by three main tenets:

1.) Use the Job Evaluation Standard developed by Deloitte Haskins & Sells in evaluating exempt management positions. Prior to beginning the 1988 review, the Management Compensation Task Force reaffirmed the appropriateness of these job rating factors.

2.) Observe the intradepartmental hierarchy of department heads' 1988 position ratings to the maximum extent consistent with Citywide interdepartmental review considerations. With very few exceptions, the MCRC's proposal preserves the internal hierarchies of exempt positions as reflected by the ratings assigned by department heads within their departments.

3.) Develop a MCS process and proposal that would be completed in time for inclusion in the 1989 Budget proposal and that would likely receive City Council approval for implementation in 1989. In formulating the final salary plan, the MCRC was mindful of the City's fiscal condition and competing demands on our limited resources. Accordingly, an attempt was made to balance considerations of equity, market conditions, and fiscal pragmatism in preparing the proposal.

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The central review process began by rating all department head jobs and comparing the MCRC's ratings with those completed in 1983 and those done by the department heads this year. (For the purpose of this discussion, "department head" refers to the exempt head of any employing unit, including offices, boards, and commissions.)

The MCRC's ratings resulted in a hierarchy of department heads which was used as a basis for evaluating and placing the other jobs. The points of the other jobs in each of the respective departments were adjusted proportionally. That is, in order to consistently normalize ratings by individual department directors Citywide, the ratings of subordinate exempt management personnel were modified in proportion to the change, if any, that was made in the committee's rating of the department head's position. For example, if the department head rated his or her own job at 700 points, and the committee rated it at 650, the ratings for each of the other jobs in the department were multiplied by .93 (650 divided by 700). This proportional ratings process preserved intradepartmental hierarchies and helped to minimize the inter-departmental discrepancies caused by generous vs. conservative raters.

The resulting proportional points did not totally eliminate the inconsistencies caused by the multiple raters, however. The committee further evaluated the jobs by weighing them against each other. This was done with a careful eye to intradepartmental hierarchies and the proportional points and with frequent reference to the Job Analysis Questionnaires (JAQs).

It was the committee's intent to determine:

(a) Which jobs are equivalent to each other in that they reflect similar levels of responsibility when evaluated against the rating criteria and when compared to their counterparts in other departments and should be paid the same; and

(b) Which groups of jobs represent greater degrees of responsibility and should be paid more than other groups, and where the dividing lines should be.

The end result of this process was a grouping of the MCS jobs into ten job groups. With the exceptions noted below, the same salary range is assigned to all jobs within a group. There was no preconceived intent to arrive at a particular number of groups; the ten groups represent the way the jobs compare with each other in accordance with the above criteria. Although the MCRC did not feel obligated to leave a job in a particular group solely because of its points, the majority of the jobs remained in their point group. There were some cases in which a job was moved to a group with a different point spread; and there were even fewer cases in which a move was made that changed any intradepartmental hierarchy.

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The ten groupings were arrived at before deciding on specific salary ranges. In order to keep the Management Compensation plan as consistent with other City salary practices as possible, the following general principles were agreed to:

(1) The structure of the City's existing range table (as printed in the front of the Salary Schedule) would be used, rather than develop a new range structure.

(2) All jobs in the MCS would be placed on a range from the Range Table.

(3) Most ranges proposed for MCS positions would be five steps in length, and a few ranges would have six steps.

(4) The ten job groupings would be differentiated by virtue of assignment of different ranges to positions in each grouping.

(5) Special transitional rules would be developed to govern specific step placement in the proposed ranges and to address situations where incumbents are assigned to ranges in which their current salary exceeds the top step of the new range. These rules are printed in the proposed ordinance.

(6) Aside from the initial transitional rules (No. 5 above), no other special rules governing movement through a range would be proposed.

These principles were developed to maintain maximum consistency with the rest of the City's salary administration policies and practices; to simplify administration of the new salary plan; and to maximize prospects for acceptance and successful implementation of the proposal.

The ranges finally decided on for each group represent a "best fit" based on the ten job groupings. The lowest range proposed is equivalent to the current Director II level. The highest range proposed is the highest range that can be considered without exceeding the salary for the Mayor. The intermediate ranges allow reasonable differentials among the job groups and were designed not to cause any supervisor-subordinate salary compression problems.

While for the most part one range is assigned to a group, sworn Police and Fire positions are recommended at a higher level. Because recent arbitration decisions for represented Police and Fire management positions have created severe compression problems, an approximate eight percent supervisory differential is being recommended over the highest paid represented subordinate positions to alleviate that compression. Additionally, to further alleviate the compression, it is recommended that the Police Chief and Assistant Police Chiefs be placed one step higher in the range than the proposed step placement rules would otherwise indicate.

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There are some other instances of jobs being recommended for a higher salary range than the other jobs in their groups. The City Light Superintendent is being recommended for a higher range in recognition of City Light as our largest and most complex department. Other such instances are based not so much on specific market rates as on historical internal alignment within the City and/or special recruiting or retention issues. In particular, certain City Light positions are being proposed for new six-step ranges (designated by the suffix "Z"). These ranges add a sixth (higher) step to the five steps already in the range. The sixth step is the same as the top step of the range which is one whole number higher -- for example, Range 47.5Z includes all five steps of Range 47.5A, plus a sixth step which is the same as the top step of Range 48.5A. For the most part, these "Z" ranges are being recommended for certain City Light positions which are considered to be industry-specific--that is, the recruitment pool for these positions is the electric industry itself.

The "Z" ranges and other special range assignments represent the best available compromise between internal alignment and market conditions. Market survey data indicate that the City cannot afford to match market conditions for many of the jobs in this study, but in a few situations these slight adjustments are necessary. For the City Light industry-specific jobs, internal alignment with other City departments would indicate a relatively large number of downgrades for City Light. If such downgrades were to occur, massive retention, recruiting, and morale problems would result. The "Z" ranges and other specific range recommendations keep the jobs in the proper group but prevent a downgrade from occurring which could result in the problems mentioned above.

The process in developing the proposed salary plan was evolutionary, and before recommendations were completed, they were "tested" for adequate differentials between superiors and subordinates within the study, and in relation to management salary structures of other public agencies. The City does not pay its exempt management staff as well as some other jurisdictions or the private sector; and the proposal, in light of fiscal considerations, does not fully rectify these differences.

The resulting MCS salary proposal, however, reforms and rationalizes the current exempt salary structure; conforms to principles of equity in pay for positions of like responsibility and complexity; and represents reasonable movement toward comparability with other agencies.

Department Head Review

Printouts were prepared showing the results of this process for each of the 159 positions then in the study. These preliminary recommendations were presented to department heads during a special cabinet meeting on July 21, 1988. Department heads were asked to review the results and were given the opportunity to present to the MCRC a case for reconsideration for those positions where the department head disagreed with the proposal. The following constraints were applied to these reconsiderations:

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- Only downgrades would be reconsidered.

- Any reconsideration must be supported by and be presented by the department head alone.

- Because of the multiple raters (all department heads), point totals alone would not be a basis for reconsideration.

- Comparison of the level of duties and responsibilities of jobs within the groups would be a legitimate basis for reconsideration.

- Evidence of significant salary compression problems between positions included in MCS and subordinate positions not included in MCS would be a legitimate basis for reconsideration.

- Market data would be considered only where the department head can document an inability to recruit and retain qualified management personnel or demonstrate that the MCS salary proposal is grossly out of line with the local market area.

- Each job to be reconsidered must be discussed individually on its own merits.

Members of the review committee met with those department heads who requested reconsideration meetings. Following all of these meetings, the committee met several times to decide on what changes should be made. The final results are shown in the attachments to the proposed ordinance which would implement the Management Compensation study effective January 1, 1989.

Council Review; Additional Positions; Appeals

An ordinance package, dated September 20, 1988, was prepared by the Personnel Department and submitted for Council review simultaneously with the Mayor's proposed 1989 Budget. An appeal process was also presented for review. During budget deliberations on October 27, 1988, the Council appropriated funds to Finance General to cover the cost of the ordinance, but held the ordinance in abeyance pending the outcome of appeals. Accordingly, the following actions were decided upon:

- The Finance and Personnel Committee would review a revised appeal process.

- All appeals would be heard and decided upon by the Management Compensation Review Committee (MCRC).

- The MCRC would be revised to include five members instead of the original four. One Deputy Mayor would be removed from the MCRC, and the Council would recruit two outside experts in the personnel field.

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- Applicable positions in the Comptroller's Office and the Treasurer's Office would be added to the MCS and reviewed by the MCRC, including initial determination plus any ensuing appeals. Additionally, four positions in the Health Department were added to the study.

On February 2, 1989, a revised appeal process was presented to the Finance and Personnel Committee and was agreed upon. On February 16, Personnel sent notification to all employees in the MCS notifying them of their opportunity to appeal. In March of 1989 the Council finalized the appointment of Helen Remick of the University of Washington and Harry Grandstrom of U.S. West to the MCRC. The three remaining members were Deputy Mayor Shelly Yapp, Budget Director Jim Ritch, and Personnel Director Everett S. Rosmith.

The appeal meetings were conducted between April 3 and May 2. The results of all the MCRC decisions on appeals have been incorporated into a revised MCS ordinance.

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ATTACHMENT B TO THE 5/5/89 cover memo for
the Management Compensation Study Ordinance

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ATTACHMENT B
to the 5/5/89 cover memo for the
Management Compensation
Study Ordinance

CITY OF SEATTLE

MANAGEMENT COMPENSATION STUDY

JOB EVALUATION AND PAY PLAN

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Deloitte Haskins+Sells

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August 28, 1985

Mr. Everett S. Rosmith
Personnel Director
City of Seattle
Dexter Horton Building
4th Floor
Seattle, Washington

Dear Mr. Rosmith:

Enclosed is our report on the Management Compensation Study for the City of Seattle. The report documents our findings and recommendations in regard to job evaluation and pay planning for members of the City's senior management group. The report includes a discussion of the proposed job evaluation method and recommendations for revisions to the City's salary plans and salary administration procedures. The report also contains detailed discussion of the job evaluation process and the utilization of salary survey data.

In conducting the Management Compensation Study, we were assisted by the Management Compensation Taskforce and Job Evaluation Committees made up of representative of the City's senior management. We are grateful for the involvement and contribution of these dedicated and hard working City employees.

We appreciate the opportunity to work with the City of Seattle on this important project.

Yours truly,
DELOITTE HASKINS & SELLS

Deloitte Haskins & Sells

Enclosures

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TABLE OF CONTENTS

I.	INTRODUCTION	1
II.	PROJECT OVERVIEW	2
	. Problem Definition	2
III.	JOB EVALUATION	4
	. Job Data Documentation	4
	. Job Evaluation Committees	4
	. The Job Evaluation Process	5
IV.	JOB EVALUATION AND SALARY STRUCTURE ANALYSIS	9
	. Trend Line - Least Squares Jobs Comparison	15
	. Trend Line Comparison for All Jobs	18
	. Salary and Point Value Comparison of Male and Female Job Incumbents	18
	. The Current Salary Structure	20
V.	PROPOSED SALARY STRUCTURE AND SALARY PLAN	28
	. Building a Salary Structure	2[illegible]
	. Proposed Salary Plan	32
	. Impact on the City's Existing Pay Schedule and Practices	38
	. Projected Costs of Implementation	40

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE IT IS DUE TO THE QUALITY OF THE DOCUMENT.

VI. EXTERNAL MARKET COMPARISONS 45

. Selecting Benchmark Jobs to be Surveyed 46
. The Market for Manager Positions 46
. Surveying Pay in Local Governments 50
. Surveying Pay in Private Companies 51
. Surveying Pay in Utility Market 52
. Integration of Survey Data Into Salary Structure 54

VII. OTHER RECOMMENDATIONS 56

VIII. APPENDICES

A - Job Evaluation Methodology and Design 60
. Job Evaluation Standard
B - Salary Survey Methodology
C - Sample Forms and Questionnaires
. Job Analysis Questionnaire
D - Job Evaluation Ratings
E - Members of City Taskforces & Committees

EXHIBITS

Figure 1 - "Point Factor Job Evaluation Standard" 7
Figure 2 - "Least Squares Comparisons, Selected City Jobs" 16
Figure 3 - "Selected City Light and Other Jobs" 17
Figure 4 - "All Manager Jobs, Salary and Point Value Comparison" 19
Figure 5 - "Proposed Salary Plan" 36

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE IT IS DUE TO THE QUALITY OF THE DOCUMENT.

Table 1 - "Combined Schedule of Salary Ranges/ Job Evaluation Points" 10
Table 2 - "Schedule of Current Salary Ranges" 21
Table 3 - "City of Seattle Executives and Managers Recruiting and Selection Market Summary for Location" 48
Table 4 - "City of Seattle, Managers and Executives Recruiting Market, Summary by Industry" 49
Table 5 - "Schedule of Positions, Current Midpoint, Less Than 15% of Proposed Midpoint" 42
Table 6 - "Schedule of Positions, Current Midpoint Greater Than 15% of Proposed Midpoint" 44

Table A-1 - "City of Seattle Manager Group" 66
Table A-2 - "Task Analysis by Executives and Managers" 72
Table A-3 - "Contacts: Type and Frequency By Executives and Managers" 73
Table A-4 - "Executive Position Step Wise Regression Analysis Summary Table" 78

Figure A-1 - "Job Evaluation Factors" 80
Figure A-2 - "Schedule of Job Point Values" 82

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JOB EVALUATION SYSTEM AND PAY PLAN FOR EXECUTIVE AND MANAGEMENT POSITIONS

I. INTRODUCTION

In 1982, the City of Seattle initiated a comprehensive study to evaluate jobs and develop up-to-date pay policies for exempt executive and management level jobs. The project was conducted in three phases. In the first phase we assessed the City's method of job classification for its application to executive and senior management jobs. We recommended an approach to evaluating executive and senior management positions using a point factor method. In Phase Two we designed a point factor job evaluation standard for evaluating senior management positions and evaluated all of the City's exempt management jobs according to this standard. Finally, we analyzed the City's pay systems for executive and management positions and developed recommendations regarding revisions in the City's salary structure. This document is a final report for the project, "Job Evaluation and Pay Planning for Executive and Senior Management Positions."

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II. PROJECT OVERVIEW

Deloitte Haskins & Sells was retained by the City of Seattle to assist in conducting an in-depth analysis of its job evaluation and compensation practices for one hundred sixty-six (166) exempt senior management positions; e.g., department heads, administrators and other directors. In addition, we were requested to recommend a revised salary structure and placement on the salary structure for each senior manager position. We were to estimate for budgeting purposes the cost for implementing any recommended changes in salaries. Costs of implementation were to be estimated.

Problem Definition

The City has not had a consistent system to determine job value for executive and management positions. In 1976-1977 the City conducted The Manager Study to evaluate the City's management jobs and devise a management pay plan for exempt manager salary administration. Some changes in the City's salary structure for exempt management positions were made at that time. Over time other changes have been made in assigning pay to individual management positions. At this time the City has 39 separate rates of pay. Pay ranges vary from flat rates to three step and five step plans. As a result of varying pay practices, the City has individually determined rates of pay for many positions.

Meanwhile, comparable worth considerations raise questions about the relative value and pay to positions held by males and female [illegible] management. The lack of a consistent, systematic method [illegible] valuing jobs has created a potential situation for salary [illegible]quity among and between positions.

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Each of these conditions has contributed to the need to evaluate the City's top management positions and to provide for appropriate internal alignment among senior management jobs. The objectives of the study were to:

- develop a systematic means of job content evaluation,

- examine the existing internal alignment for each position in the study in relation to job content evaluation and salary, and

- develop a proposed salary administration plan for senior exempt managers that will ensure a high degree of internal equity within and among departments.

These objectives must be accomplished within the City's philosophies, goals and policies in regard to pay. That is, the City's pay plans should reflect considerations of both internal and external pay equity and provide a workable and understandable salary plan that will attract and retain capable and talented managers.

This report documents Deloitte Haskins & Sells' analysis and recommendations for job evaluation and pay planning for the City's exempt senior managers.

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III. JOB EVALUATION

Job Data Documentation

The establishment of valid pay practices that provide equal and equitable treatment for all employees begins with the collection and the analysis of job content data and information.

A Job Analysis Questionnaire (JAQ) was designed to collect job information for job evaluation. The questionnaire collected data for each position to identify the work content of the job and the knowledge and skills necessary to perform the job successfully. Each incumbent completed a questionnaire, which was reviewed by a supervisor for completeness and accuracy. Supervisors supplied additional data on the duties and responsibilities of the job. The completed questionnaires were used as the basis for job evaluation. Appendix C includes a sample Job Analysis Questionnaire.

Job Evaluation Committees

The Management Compensation Taskforce was trained in job evaluation methods and procedures. A selected group of benchmark jobs were evaluated by the Taskforce. Taskforce ratings of benchmark jobs provided guidance to the job evaluation committees in their evaluations of the entire management group.

Using the Taskforce's ratings of benchmark jobs as a guide, five job evaluation committees rated the remainder of the non-"department head" jobs. Each committee was comprised of members of management that represented the full spectrum of the

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City's management jobs. Members of committees were selected because of their familiarity with City operations in general and their specific knowledge of elements of department operations, position qualifications and job requirements.

The chairperson for each of the committees was as follows: Bobbie Baker, Civil Service Commission; John Franklin, Department of Administrative Services; Laura Gilbert, Department of Construction and Land Use; Andrew Lofton, Department of Community Development; and Tom Spring, Water Department.

A separate committee consisting of the Personnel Director, the Budget Director and the Deputy Mayor rated all the "department head" jobs.

The Job Evaluation Process

The positions were evaluated using a point factor system. The point factor Job Evaluation Standard was specifically designed for the City. The factors were selected and weighted to reflect the values of the City. In this sense the job evaluation method is "policy capturing." The selection of job evaluation factors and weights was determined by the Management Compensation Taskforce after extensive analysis.

A further discussion of the development of the standard is included as Appendix A in this report, "Job Evaluation Methodology and Design." The following figure shows the summary of each factor, Figure 1, "Point Factor Job Evaluation Standard." A copy of the Job Evaluation Standard is shown in Appendix A.

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The five job evaluation committees evaluated each of the jobs assigned to their group. Each job was evaluated and a level or degree for each factor was assigned after extensive discussion and consideration of the information contained in the job evaluation questionnaire, the position specification, City budget documents and a brief presentation by the job incumbent regarding his or her job responsibilities.

The committees made every effort to evaluate each job on its work content, rather than on the performance of the individual incumbent. The committees arrived at decisions through a consensus process. The committee's decision and each individual's ratings were recorded and are maintained in the files with original documents. Minority opinions that varied from the consensus judgment were recorded also.

After the committees had finished their ratings, the five chairpersons met to review all the job ratings for consistency among the groups.

Detailed ratings for each position are located in Appendix D, "Job Evaluation Ratings."

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FIGURE 1

"POINT FACTOR JOB EVALUATION STANDARD"

FACTOR 1: KNOWLEDGE AND SKILLS

Knowledge and skills includes the amount of preparation and training, familiarity with facts or information and background required to perform the job effectively. This component includes the sub-factors, preparation and training and management and professional experience.

FACTOR 2: ACCOUNTABILITY

This component considers the manager's responsibility for administering personnel and for fiscal responsibility.

FACTOR 3: IMPACT ON THEY CITY'S PRIMARY OBJECTIVES

This factor considers the contribution and impact of the job on achieving the City's enduring and long-term objectives for delivering City services that assure the public health, welfare and public safety. It includes support services needed to help achieve these objectives.

FACTOR 4: EFFECT OF ERROR

Management jobs differ in terms of the likely effect of their decisions on the overall success of the organization and on the safety and well being of the public. This factor considers the likely effect that would result from the type of errors made by the position in the regular course of work. (Costs of errors include both dollar outlays and human considerations in terms of the public's interest and well being.)

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FACTOR 5: VARIETY AND/OR COMPLEXITY OF FUNCTIONS

This factor assesses the variety and complexity of functions and responsibilities involved in managerial jobs. The factor appraises the separate duties that must be coordinated systematically in order to ensure that the total work proceeds in an efficient manner. The factor also considers the level of independent thinking, planning and judgment required to bring about changes and innovations in the organization.

FACTOR 6: CONTACTS WITH OTHERS

The work of managers requires meeting, informing and influencing other persons, as well as making commitments on behalf of the City. Under this factor consider the extent to which the job requires working with or through other people to get results. Contacts include meeting the public, representing the City's programs and services and making commitments on behalf of the City. Such services may be in person or otherwise, and may be with other employees or citizens, clients and consumers, community agencies, contractors, suppliers, labor organizations, professional associations, other government officials and the media.

FACTOR 7: MANAGEMENT JOB CONDITIONS

This factor considers exposure to unique job conditions, risks and annoyances or unavoidable hazards that are the direct result of the satisfactory performance of management responsibility. Included are exposure, public pressure or controversy, legal liability or threats to physical safety.

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IV. JOB EVALUATION AND SALARY STRUCTURE ANALYSIS

This section of the report contains a summary of the job evaluation rankings and an analysis of the impact of these rankings on the City's salary structure for executive and management jobs. Ideally, as jobs in an organization increase in complexity, responsibility and other key elements of management, there should be a direct and proportionate increase in salary. In terms of the job evaluation analysis, the higher the overall points assigned to the job, the higher should be the pay to the position.

A trend line was computed to assess the internal equity of the City's base pay program and to provide a base for external salary comparisons. The relationship between the value of the position and the pay to the position can be demonstrated by a mathematical line of best fit, or trend line. The following graphs show the relationship of job evaluation rankings to the current pay to the position. A series of scattergrams also illustrates the relationship between evaluated job content and base salary. The scattergrams consist of plots of the intercept of each job's total evaluation points and the current salary.

The data contained in Table 1, "Combined Schedule of Salary Ranges/Job Evaluation Points", was used for salary structure analysis. Table 1 shows for each job in the study salary data for September 1, 1984, total job point values, and the proposed salary range assignments.[1]

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1 In a few cases jobs of deputy directors and department heads were rated at the same level, or deputies received a higher rating than their superiors. These situations resulted from the use of a separate job evaluation committee for "department heads" than for other positions in the study. The City should establish a standing management Job Evaluation Committee to review these cases and others that may result from the addition of new jobs or significant changes in existing jobs.

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TABLE 1

MANAGEMENT COMPENSATION PROJECT: COMBINED SCHEDULES OF SALARY RANGES/JOB EVALUATION POINTS
SORTED BY POINT FACTOR TOTALS 5/85
ASSIGNED TO PROPOSED PAY GRADES
1000 MAXIMUM POINT SCALE, GROUPINGS AT 15% INTERVALS

[———— A ————] [———B———]

POS NO	DEPT	CURRENT TITLE	CURRENT SALARY SCHEDULES STEP A	STEP B	STEP C	STEP D	STEP E	TOT PTS	RANGE ($) LOW	MID	HIGH
										(8)	
14135	CL	Superintendent of City Light			6448			935	5950	7000	8050
5028	Pol	Police Chief			5623			902			
9348	PHlth	Public Health Director			6702			897			
10378	Parks	Superintendent of Parks			5174			884			
10440	OMB	Budget Director			4819			882			
										(7)	
10398	AdServ	Administrative Services Director			5174			843	5050	5950	6843
12110	Water	Superintendent of Water			5554			839			
10460	Pers	Personnel Director			4819			828			
19027	CLU	Construction & Land Use Director			5174			824			
18146	May	Deputy Mayor	4075	4231	4391	4562	4739	820			
18145	May	Deputy Mayor	4075	4231	4391	4562	4739	810			
7905	Eng	Engineering Director			5554			806			
14134	CL	Superintendent of City Light, Asst			5550			765			
5025	Pol	Police Chief, Asst		4805	4976	5148		762			
16598	CL	Superintendent of City Light, Asst			5550			758			
11375	HumRes	Human Resources Director			4819			755			
6591	Fire	Fire Chief, Asst		4805	4976	5148		751			
20104	CL	Superintendent of City Light, Asst			5550			733			
16354	PHlth	Seattle Division Director—Pub Hlth	3897	4047	4202	4365	4530	732			
13683	CL	Power Management Director	4202	4365	4530	4703	4884	727			
										(6)	
7903	Eng	Engineering Dir, Prin Asst-Oprns	4047	4202	4365	4530	4703	722	4295	5050	5815
8911	SeaCtr	Seattle Center Director, Deputy	4047	4202	4365	4530	4703	719			
8912	SeaCtr	Seattle Center Director			4819			719			
11733	Water	Water Management & Engineering Dir	3897	4047	4202	4365	4530	714			
6598	Fire	Fire Chief			5623			707			
12847	CL	Chief Engineer—CL	4365	4530	4703	4884	5073	704			
7904	Eng	Engineering Dir, Prin Asst-Engr	4047	4202	4365	4530	4703	700			
8474	Eng	Director V	3420	3546	3685	3822	3968	697			
11602	ComDev	Community Development Director			4819			695			
5027	Pol	Police Chief, Asst		4805	4976	5148		694			
12108	Water	Superintendent of Mgmt & Plng, Asst	4202	4365	4530	4703	4884	681			
11753	Water	Water Operations Director	4202	4365	4530	4703	4884	680			
12277	Parks	Operations Director—Parks	4202	4365	4530	4703	4884	675			

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MANAGEMENT COMPENSATION PROJECT: COMBINED SCHEDULES OF SALARY RANGES/JOB EVALUATION POINTS
SORTED BY POINT FACTOR TOTALS 5/85
ASSIGNED TO PROPOSED PAY GRADES
1000 MAXIMUM POINT SCALE, GROUPINGS AT 15% INTERVALS

[———— A ————] [———B———]

POS NO	DEPT	CURRENT TITLE	CURRENT SALARY SCHEDULES STEP A	STEP B	STEP C	STEP D	STEP E	TOT PTS	RANGE (#) LOW	MID	HIGH
11596	ComDev	Director VII	3546	3685	3822	3968	4123	674			
19033	CLU	Director VII	3546	3685	3822	3968	4123	669			
19032	CLU	Director VII	3546	3685	3822	3968	4123	669			
17484	Pers	Director XII	3897	4047	4202	4365	4530	668			
7592	Eng	Engineering Dir, Asst-Mgmt/Support	3829	4005	4177	4353	4527	664			
11688	ComDev	Director VII	3546	3685	3822	3968	4123	663			
9189	PHlth	Environmental Health Services Chief	3822	3968	4123	4283	4445	658			
12679	CL	Distribution Director	4202	4365	4530	4703	4884	654			
12900	AdServ	Municipal Facilities Administrator	3968	4123	4283	4445	4614	652			
5826	Pol	Police Chief, Asst		4805	4976	5148		644			
18182	AdServ	Manager XII	3420	3546	3685	3822	3968	641			
9345	PHlth	Administrative Svcs Dir-Pub Hlth	3897	4047	4202	4365	4530	641			
8883	Eng	Engineering Dir, Prin Asst-Traffic	4047	4202	4365	4530	4703	639			
7583	Fire	Fire Marshal		4805	4976	5148		638			
2010	PHlth	Regional Division Director-Pub Hlth	3897	4047	4202	4365	4530	636			
3847	Parks	Recreation Programs Director	3546	3685	3822	3968	4123	635			
9188	PHlth	Dental Services Chief	4202	4365	4530	4703	4884	630			
19029	CLU	Director VII	3546	3685	3822	3968	4123	628			
11755	Water	Director XII	3897	4047	4202	4365	4530	627			
12682	CL	Operations Director-CL	4202	4365	4530	4703	4884	626			
17118	HumRes	Director III	3295	3420	3546	3685	3822	626			
19031	CLU	Director VII	3546	3685	3822	3968	4123	626			
16384	CL	Director VI	3483	3615	3754	3897	4047	624			
10785	Lic	Licenses & Consumer Affairs Director			4416			621			
19030	CLU	Director VII	3546	3685	3822	3968	4123	616			
20023	Fire	Fire Chief, Deputy		4238	4396	4587		616			
6595	Fire	Fire Chief, Deputy		4238	4396	4587		616			
6594	Fire	Fire Chief, Deputy		4238	4396	4587		616			
6593	Fire	Fire Chief, Deputy		4238	4396	4587		616			
17452	HumRes	Director III	3295	3420	3546	3685	3822	615			
10616	Purch	Purchasing Agent			4191			615			
10361	HumRts	Human Rights Director			4191			614			
5824	Pol	Police Chief, Asst		4805	4976	5148		614			
										(5)	
17085	HumRes	Director III	3295	3420	3546	3685	3822	609	3654	4295	4944
16559	Parks	Management Director	3295	3420	3546	3685	3822	609			

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MANAGEMENT COMPENSATION PROJECT: COMBINED SCHEDULES OF SALARY RANGES/JOB EVALUATION POINTS
SORTED BY POINT FACTOR TOTALS 5/85
ASSIGNED TO PROPOSED PAY GRADES
1200 MAXIMUM POINT SCALE, GROUPINGS AT 15% INTERVALS

[———— A ————] [———B———]

POS NO	DEPT	CURRENT TITLE	CURRENT SALARY SCHEDULES STEP A	STEP B	STEP C	STEP D	STEP E	TOT PTS	RANGE (#) LOW	MID	HIGH
9846	Parks	Project Development Director	3546	3685	3822	3968	4123	609			
19384	Pers	Administrator	3754	3897	4047	4202	4365	606			
10962	AdServ	Operations Director-Admin Svcs	4202	4365	4530	4703	4884	604			
15597	ComDev	Director VII	3546	3685	3822	3968	4123	604			
18623	OMB	Director VII	3546	3685	3822	3968	4123	602			
12681	CL	Marketing/Comm Activities Director	3897	4047	4202	4365	4530	598			
10390	Leg	Exec Dir-Legislative Department	3894	4043	4191	4339	4492	597			
20547	HumRts	Director I	3173	3295	3420	3546	3685	596			
12976	CL	Environmentalist	3420	3546	3685	3822	3968	594			
11756	Water	Director VIII	3615	3754	3897	4047	4202	592			
12660	CL	Finance & Accounts Director-CL	3897	4047	4202	4365	4530	590			
10752	Treas	City Treasurer, Asst.	3685	3822	3968	4123	4283	588			
11750	Water	Director XII	3897	4047	4202	4365	4530	583			
11480	MC	Municipal Court Administrator	3754	3897	4047	4202	4365	582			
10443	AdServ	Director XII	3897	4047	4202	4365	4530	581			
8021	Eng	Director VIII	3615	3754	3897	4047	4202	580			
17168	LUTP	Director IX	3685	3822	3968	4123	4283	573			
9849	Parks	Zoo Director	3546	3685	3822	3968	4123	572			
18165	OMB	Budget Director, Assistant	3897	4047	4202	4365	4530	571			
17480	Pers	Director VI	3483	3615	3754	3897	4047	566			
16219	Comp	Director VI	3483	3615	3754	3897	4047	565			
17016	Eng	Director VIII	3615	3754	3897	4047	4202	563			
20146	SeaCtr	Director IV	3358	3483	3615	3754	3897	562			
9841	Parks	Aquarium Director	3546	3685	3822	3968	4123	561			
8475	Eng	Director V	3420	3546	3685	3822	3968	556			
17406	Pers	Administrator	3754	3897	4047	4202	4365	554			
8220	Eng	Director VIII	3615	3754	3897	4047	4202	552			
12678	CL	Administrative Services Director-CL	3897	4047	4202	4365	4530	551			
6858	Eng	Director V	3420	3546	3685	3822	3968	551			
17281	CL	Director VIII	3615	3754	3897	4047	4202	547			
18444	AdServ	Director XII	3897	4047	4202	4365	4530	543			
12063	CL	Civil Engineer, Chief	3968	4123	4283	4445	4614	542			
11374	HumRes	Director III	3295	3420	3546	3685	3822	539			
13638	CL	Director XII	3897	4047	4202	4365	4530	534			
11497	MC	Ordinance Violations Director	3546	3685	3822	3968	4123	531			
18681	IGR	Intergovernmental Relations Director			4196			525			

MANAGEMENT COMPENSATION PROJECT: COMBINED SCHEDULES OF SALARY RANGES/JOB EVALUATION POINTS
SORTED BY POINT FACTOR TOTALS 5/83
ASSIGNED TO PROPOSED PAY GRADES
1000 MAXIMUM POINT SCALE, GROUPINGS AT 15% INTERVALS

[———— A ————] [———B———]

PCS NO	DEPT	CURRENT TITLE	CURRENT SALARY SCHEDULES STEP A	STEP B	STEP C	STEP D	STEP E	TOT PTS	RANGE (#) LOW	MID	HIGH
12917	CL	Electrical Engineer, Chief	3968	4123	4283	4445	4614	523			
9842	Parks	Director V	3420	3546	3685	3822	3968	523			
										(4)	
20152	CL	Hydroelectric Manager	3615	3754	3897	4047	4202	521	3106	3654	4223
20153	CL	Hydroelectric Manager		3754	3897	4047	4202	521			
12865	CL	Director VIII	3615	3754	3897	4047	4202	516			
13627	CL	Director X	3754	3897	4047	4202	4365	514			
18627	CL	Director VIII	3615	3754	3897	4047	4202	512			
20395	AdServ	Director XII	3897	4047	4202	4365	4530	508			
13622	CL	Director XII	3897	4047	4202	4365	4530	507			
13623	CL	Director XII	3897	4047	4202	4365	4530	507			
12662	CL	Community Affairs Coordinator	3420	3546	3685	3822	3968	504			
11160	AdServ	Manager VIII	3173	3295	3420	3546	3685	504			
10595	Comp	Director V	3420	3546	3685	3822	3968	502			
6636	Fire	Director III	3358	3483	3615	3754	3897	500			
13632	CL	Management Planning & Evaluation Dir	3897	4047	4202	4365	4530	500			
15610	Pol	Director VI	3483	3615	3754	3897	4047	497			
11159	AdServ	Director IV	3358	3483	3615	3754	3897	495			
18638	WomRts	Women's Rights Director			4191			495			
15315	CL	Director VIII	3615	3754	3897	4047	4202	454			
18784	Lic	Licenses Director, Asst.	3234	3358	3483	3615	3754	490			
19111	Fire	Fire Chief, Deputy		4238	4396	4587		488			
13624	CL	Director VIII	3615	3754	3897	4047	4202	487			
15314	CL	Director VIII	3615	3754	3897	4047	4202	483			
19684	Eng	Director III	3295	3420	3546	3685	3822	482			
15195	CL	Director VIII	3615	3754	3897	4047	4202	474			
6596	Fire	Fire Chief, Deputy		4238	4396	4587		472			
16625	Law	Administrator-Law Department	3483	3615	3754	3897	4047	468			
12954	CL	Director VIII	3615	3754	3897	4047	4202	466			
11585	MC	Magistrate, Supervising	3546	3685	3822	3968	4123	466			
5133	Pol	Director III	3295	3420	3546	3685	3822	465			
9844	Parks	Director V	3420	3546	3685	3822	3968	464			
13621	CL	Director VI	3483	3615	3754	3897	4047	456			
11164	AdServ	Director V	3420	3546	3685	3822	3968	455			
18953	Ret	Executive Director-Retirement System	3610	3751	3895	4043	4196	450			
11588	HngEx	Hearing Examiner	3754	3897	4047	4202	4365	449			

MANAGEMENT COMPENSATION PROJECT: COMBINED SCHEDULES OF SALARY RANGES/JOB EVALUATION POINTS
SORTED BY POINT FACTOR TOTALS 5/85
ASSIGNED TO PROPOSED PAY GRADES
1000 MAXIMUM POINT SCALE, GROUPINGS AT 15% INTERVALS

[———— A ————] [———B———]

POS NO	DEPT	CURRENT TITLE	CURRENT SALARY SCHEDULES STEP A	STEP B	STEP C	STEP D	STEP E	TOT PTS	RANGE (6) LOW	MID	HIGH
15572	HumRts	Manager II	2825	2935	3055	3173	3295	448			
10681	Comp	City Clerk, Asst	2879	2994	3112	3234	3358	446			
										(3)	
3030	Arts	Assistant for the Arts, Special	2991	3109	3229	3351	3480	441	2642	3106	3572
10977	BPW	Executive Secretary-BPW	3055	3173	3295	3420	3546	438			
11496	MC	Probation Service Director	3546	3685	3822	3968	4123	437			
16839	AdServ	Manager VIII/D.P. Systems Manager	3420	3546	3685	3822	3968	431			
15517	Fire	Fire Chief, Deputy		4238	4396	4587		429			
10604	Plng	Planning Administrative Officer	2770	2879	2994	3112	3234	409			
13628	CL	Director III	3295	3420	3546	3685	3822	405			
17481	Pers	Director IV	3358	3483	3615	3754	3897	402			
29961	Pers	Director I	3173	3295	3420	3546	3685	400			
17391	Pers	Director II	3234	3358	3483	3615	3754	398			
19949	CL	Director III	3295	3420	3546	3685	3822	396			
18468	CL	Director V	3420	3546	3685	3822	3968	389			
17433	PSCSC	Director II	3234	3358	3483	3615	3754	389			
19585	Comp	Special Assistant-Comptroller	3358	3483	3615	3754	3897	381			
11422	MC	Chief Clerk-Municipal Court	2670	2770	2879	2994	3112	380			
										(2)	
18188	AdServ	Director V/D.P. Systems Manager	3420	3546	3685	3822	3968	376	2244	2640	3036
12864	CL	Director VIII	3615	3754	3897	4047	4202	374			
17399	Pers	Director I	3173	3295	3420	3546	3685	359			
17297	AdServ	Manager XII/D.P. Systems Manager	3420	3546	3685	3822	3968	353			
18183	AdServ	Manager XII/D.P. Systems Manager	3420	3546	3685	3822	3968	353			
10975	Cable	Cable Communications Director		3170	3288	3415		351			
14147	CL	Director V	3420	3546	3685	3822	3968	343			
16078	CSC	Staff Asst to Civil Svc Comm	3055	3173	3295	3420	3546	334			
										(1)	
16611	EA	Election Administrator			3420			280	1907	2244	2581
10570	CSB	Citizens Service Bureau Director	2512	2611	2712	2824	2933	276			

Trend Line - Least Squares Comparisons for Selected Jobs

A primary trend line was computed through a least squares method to analyze salary midpoints and flat rates for a sample of forty-seven selected jobs. The sample was selected to include jobs with the highest midpoint salaries, highest job point values, lowest midpoint salaries and lowest job point values. Other jobs were selected at random from the manager population. An analysis of the relationship between salary midpoints and total evaluation points was performed for the following comparisons: (1) Selected jobs in the study, (2) Selected City Light jobs and other City jobs. Data for these comparisons are shown in Figures 2 and 3.

A single straight trend line would indicate a high degree of internal equity in overall salary practice. Dispersions of plots around the trend line may be observed as a result of job evaluation. Differences in pay may be due to seniority or special market pricing considerations.

A salary trend line for selected City salaries is shown in Figure 2, "Least Squares Comparisons, Selected City Jobs". Instead of a straight line progression, the trend line progresses in a series of "dog leg" patterns. It appears that certain positions in the sample contribute to the change in the slope. Analysis suggests that the competitive market place for salaries paid to highly visible and responsible positions in City government, such as the Superintendent of City Light and Police Chief contribute to the upward slope of the trend line.

A salary trend line was computed for "Selected City Light and Other City Jobs." Figure 3 shows the salary trend lines for these two populations. Segregating City Light salaries from other salaries to identify the salary trends shows a more accurate picture of the City's salary relationships. Our analysis suggests that the City has two parallel salary structures; one for City Light management and another for all

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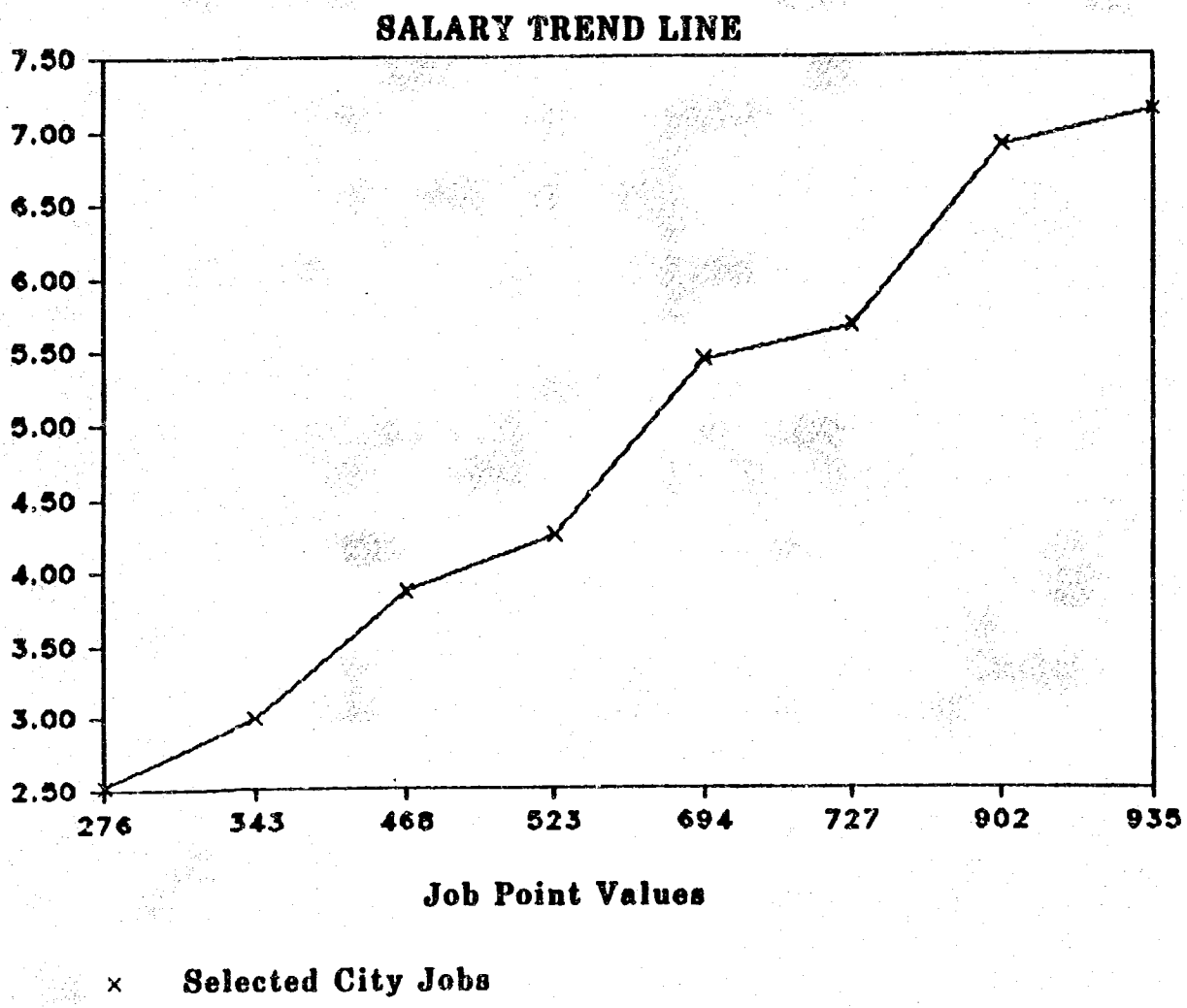
LEAST -SQUARES COMPARISON

FIGURE 2

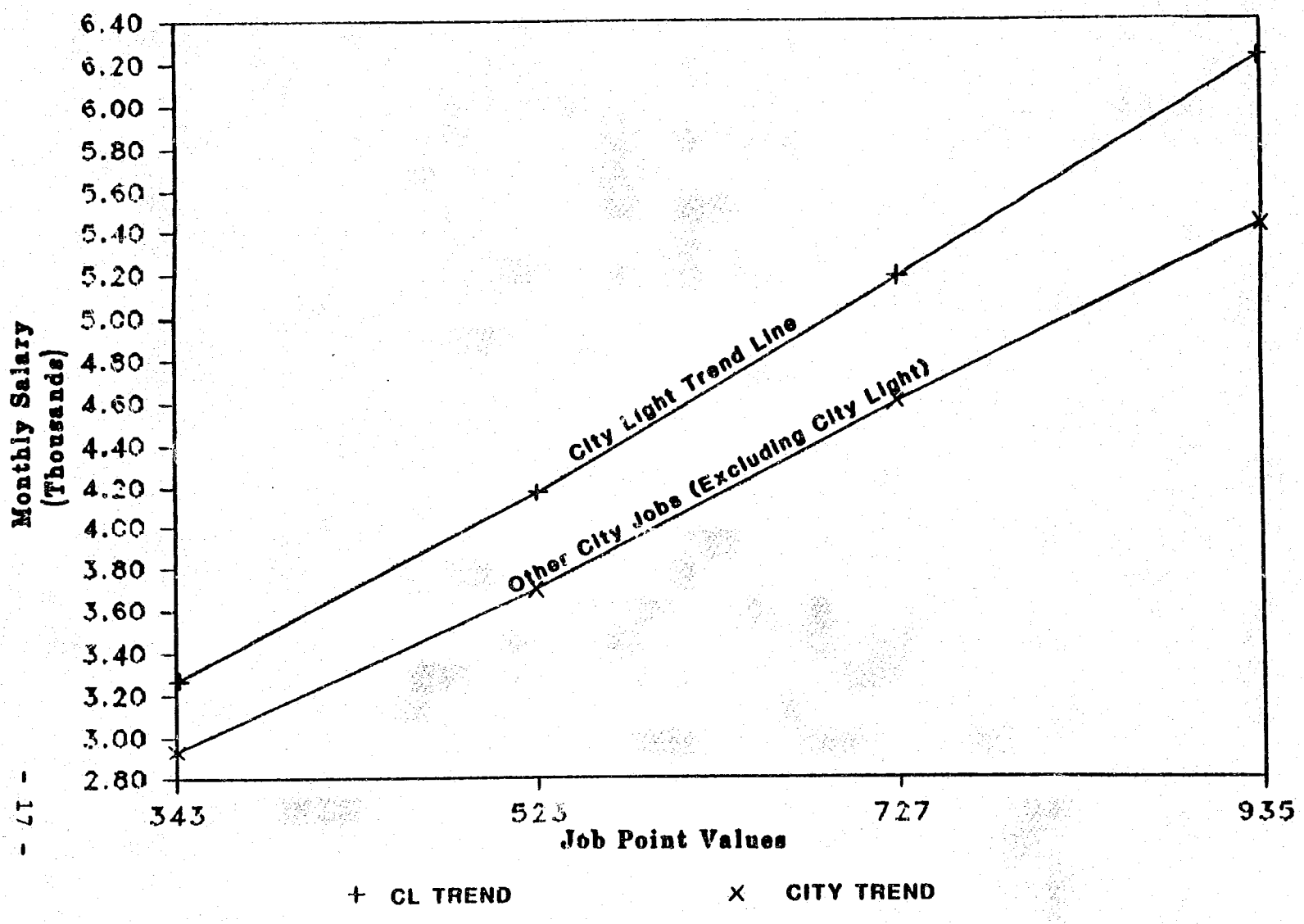
SELECTED CITY JOBS



SELECTED CITY LIGHT AND OTHER CITY JOBS

FIGURE 3

Salary Trend Comparison



other managers. The analysis further suggests that City Light salaries are approximately two percent higher than other jobs with comparable values. Until now the City has lacked a City-wide job evaluation method that would enable comparisons of positions to be made across departments. The City-wide job evaluation permits these comparisons.

Trend Line Comparisons for all Jobs

Figure 4, "All Manager Jobs, Salary and Point Value Comparison", shows the dispersion of job points around the salary trend line for all jobs in the study. A twenty percent variance on either side of the trend line is considered to be reasonable for salary administration purposes. A job may be at variance of from 80 percent to 120 percent of the trend line and still be within an acceptable salary range for the position.

Figure 4 shows a scattergram of the relationship of each job in the study to the salary trend line. A significant number of jobs receive a salary that is below the trend line for the City's overall pay practices.

Salary and Point Value Comparisons of Male and Female Job Incumbents

Analyses of salary and point values for male and female job incumbents was performed for jobs that have male and female incumbents and comparable job points values. There are eight situations where these comparisons can be made. We compared midpoint salaries for these positions to identify any differences in pay. In four situations, female incumbent's jobs are on a higher pay range than males. In three situations, male incumbent's jobs are on a higher range than females'. In one situation, pay to the positions was the same.

In another analysis we performed a least squares trend line comparison for all jobs, by male and female incumbents. The

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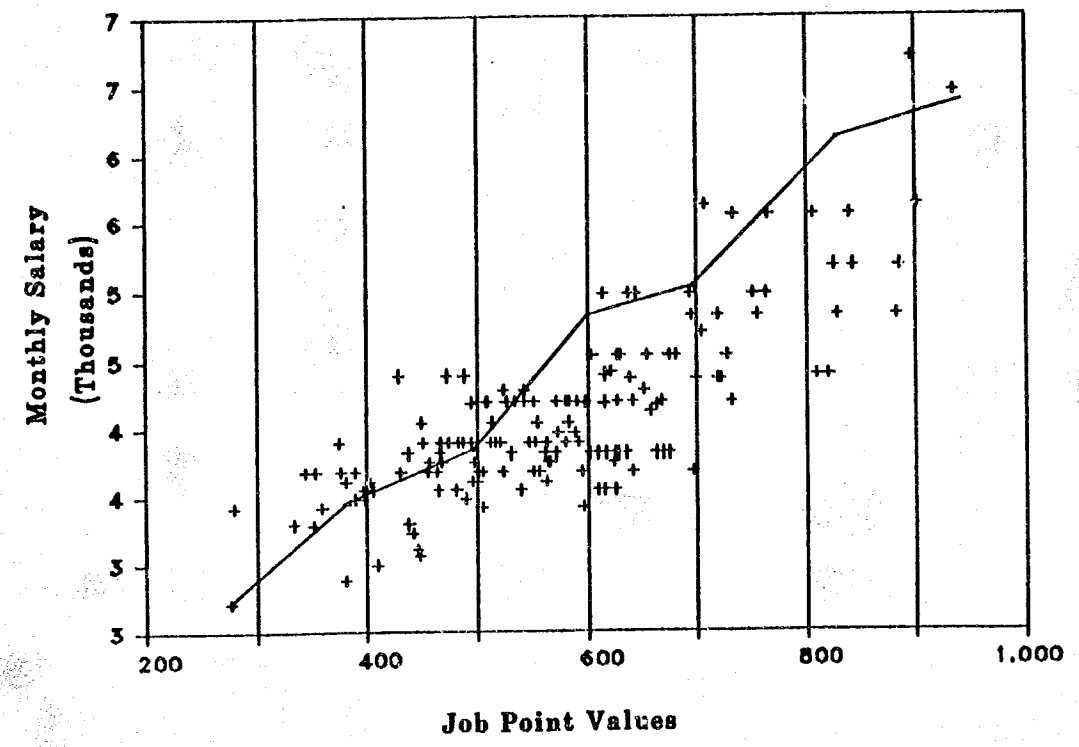
FIGURE 4

ALL MANAGER JOBS

Salary/Point Value Comparison



analysis shows that the proposed job evaluation system is essentially gender neutral, that is jobs held by females are evaluated and paid about the same as those held by males. Males are paid about seven cents ($.07) more than females for each point of job value. Using a hypothetical job point value of 600 points, the dollar difference between midpoint pay to males and females is only about forty-two dollars ($42.00) per year, a relatively insignificant amount when compared to the average earnings for the group.

The Current Salary Structure

Table 2, "Schedule of Current Salary Ranges" shows a schedule of the City's thirty-nine separate management pay ranges. Jobs have been arranged in order of current salary, high to low. The figure shows the following: Column A, "A number that identifies the salary range"; Column B, "Salary range and steps and salary midpoints"; Column C, "Dollar difference between each salary range midpoint"; Column D, "Percent difference between midpoints of each range"; Column E, "Dollar amount in the salary range" and Column F, "Percentage width of the salary range".

An analysis of salary structure and relationships was conducted to determine the City's actual pay practices and salary structure. Dollar amounts of the thirty-nine ranges are from $343.00 to $682.00 (Column E). The width of the ranges (Column F) vary between seven and fifteen percent. The difference between the midpoints of the ranges is from one-half of one percent to fourteen percent (Column D).

The percentage difference between midpoints varies between grade levels. With two exceptions, at grades 35 and 36, there is a greater percentage difference between midpoints for jobs

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SCHEDULE OF CURRENT SALARY RANGES

TABLE 2

MANAGEMENT COMPENSATION PROJECT: CITY OF SEATTLE
5/85 NUMBER OF CURRENT SALARY RANGES OR FLAT RATES
ARRANGED ACCORDING TO SALARY - HIGH TO LOW

POS NO	DEPT	CURRENT TITLE	A NUMBER OF RANGES OR FLAT RATES	B STEP A	B STEP B	B STEP C	B STEP D	B STEP E	C DOLLAR DIFFERENCE BETWEEN MIDPOINT	D PERCENT DIFFERENCE BETWEEN MIDPOINT	E B AMOUNT IN RANGE	F PERCENT WIDTH OF RANGE
			39									
9340	PHlth	Public Health Director				6702						
			38						9254	3.94%		
14135	CL	Superintendent of City Light				6448						
			37						9825	14.67%		
6390	Fire	Fire Chief				5623						
5828	Pol	Police Chief				5623						
			36						969	1.24%		
7905	Eng	Engineering Director				5554						
12110	Water	Superintendent of Water				5554						
			35						94	0.07%		
10298	CL	Superintendent of City Light, Asst				5550						
20184	CL	Superintendent of City Light, Asst				5550						
14134	CL	Superintendent of City Light, Asst				5550						
			34						9376	7.27%		
10990	AdServ	Administrative Services Director				5174						
19827	CLU	Construction & Land Use Director				5174						
18278	Parks	Superintendent of Parks				5174						
			33						9198	3.98%		
7585	Fire	Fire Marshal			4805	4976	5148				9343	1.07
5826	Pol	Police Chief, Asst			4805	4976	5148				9343	1.07
6591	Fire	Fire Chief, Asst			4805	4976	5148				9343	1.07
5825	Pol	Police Chief, Asst			4805	4976	5148				9343	1.07
5824	Pol	Police Chief, Asst			4805	4976	5148				9343	1.07
5827	Pol	Police Chief, Asst			4805	4976	5148				9343	1.07
			32						9157	3.26%		
10440	OPB	Budget Director				4819						
11682	CmDev	Community Development Director				4819						
11375	HumRes	Human Resources Director				4819						
10460	Pers	Personnel Director				4819						
8912	SeaCtr	Seattle Center Director				4819						
			31						9116	2.47%		
12847	CL	Chief Engineer-CL		4355	4530	4703	4884	5073			9788	1.16
			30						9173	3.82%		
12682	CL	Operations Director-CL		4202	4365	4530	4703	4884			9682	1.16
12679	CL	Distribution Director		4202	4365	4530	4703	4884			9682	1.16
19277	Parks	Operations Director-Parks		4202	4365	4530	4703	4884			9682	1.16
19382	AdServ	Operations Director-Admin Svcs		4202	4365	4530	4703	4884			9682	1.16
12683	CL	Power Management Director		4202	4365	4530	4703	4884			9682	1.16
9188	PHlth	Dental Services Chief		4202	4365	4530	4703	4884			9682	1.16

MANAGEMENT COMPENSATION PROJECT: CITY OF SEATTLE
5/85 NUMBER OF CURRENT SALARY RANGES OR FLAT RATES
ARRANGED ACCORDING TO SALARY - HIGH TO LOW

POS NO	DEPT	CURRENT TITLE	A NUMBER OF RANGES OR FLAT RATES	B STEP A	STEP B	STEP C	STEP D	STEP E	C DOLLAR DIFFERENCE BETWEEN MIDPOINT	D PERCENT DIFFERENCE BETWEEN MIDPOINT	E % AMOUNT IN RANGE	F PERCENT WIDTH OF RANGE
11753	Water	Water Operations Director		4202	4365	4530	4703	4884			0682	1.16
12108	Water	Superintendent of Mgmt & Plng, Asst		4202	4365	4530	4703	4884			0682	1.16
			29						0114	2.58%		
10785	Lic	Licenses & Consumer Affairs Director				4416						
			28						020	0.45%		
6593	Fire	Fire Chief, Deputy			4238	4396	4587				0349	1.00
19111	Fire	Fire Chief, Deputy			4238	4396	4587				0349	1.00
15517	Fire	Fire Chief, Deputy			4238	4396	4587				0349	1.00
6596	Fire	Fire Chief, Deputy			4238	4396	4587				0349	1.00
6595	Fire	Fire Chief, Deputy			4238	4396	4587				0349	1.00
6594	Fire	Fire Chief, Deputy			4238	4396	4587				0349	1.00
20123	Fire	Fire Chief, Deputy			4238	4396	4587				0349	1.00
			27						05	0.11%		
10146	May	Deputy Mayor		4075	4231	4391	4562	4739			0664	1.16
10145	May	Deputy Mayor		4075	4231	4391	4562	4739			0664	1.16
			26						026	0.60%		
8883	Eng	Engineering Dir, Prin Asst-Traffic		4047	4202	4365	4530	4703			0656	1.16
7901	Eng	Engineering Dir, Prin Asst-Engr		4047	4202	4365	4530	4703			0656	1.16
8911	SeaCtr	Seattle Center Director, Deputy		4047	4202	4365	4530	4703			0656	1.16
7903	Eng	Engineering Dir, Prin Asst-Oprns		4047	4202	4365	4530	4703			0656	1.16
			25						082	1.91%		
12917	CL	Electrical Engineer, Chief		3968	4123	4283	4445	4614			0646	1.16
12862	CL	Civil Engineer, Chief		3968	4123	4283	4445	4614			0646	1.16
10900	AdServ	Municipal Facilities Administrator		3968	4123	4283	4445	4614			0646	1.16
			24						081	1.93%		
18165	OMB	Budget Director, Assistant		3897	4047	4202	4365	4530			0633	1.16
11773	Water	Water Management & Engineering Dir		3897	4047	4202	4365	4530			0633	1.16
882016	PHlth	Regional Division Director-Pub Hlth		3897	4047	4202	4365	4530			0633	1.16
13623	CL	Director XII		3897	4047	4202	4365	4530			0633	1.16
10444	AdServ	Director XII		3897	4047	4202	4365	4530			0633	1.16
9345	PHlth	Administrative Svcs Dir-Pub Hlth		3897	4047	4202	4365	4530			0633	1.16
17404	Pers	Director XII		3897	4047	4202	4365	4530			0633	1.16
10443	AdServ	Director XII		3897	4047	4202	4365	4530			0633	1.16
20395	AdServ	Director XII		3897	4047	4202	4365	4530			0633	1.16
12680	CL	Finance & Accounts Director-CL		3897	4047	4202	4365	4530			0633	1.16
13622	CL	Director XII		3897	4047	4202	4365	4530			0633	1.16
13636	CL	Director XII		3897	4047	4202	4365	4530			0633	1.16
13630	CL	Management Planning & Evaluation Dir		3897	4047	4202	4365	4530			0633	1.16
13678	CL	Administrative Services Director-CL		3897	4047	4202	4365	4530			0633	1.16
11750	Water	Director XII		3897	4047	4202	4365	4530			0633	1.16

MANAGEMENT COMPENSATION PROJECT: CITY OF SEATTLE
5/85 NUMBER OF CURRENT SALARY RANGES OR FLAT RATES
ARRANGED ACCORDING TO SALARY - HIGH TO LOW

POS NO	DEPT	CURRENT TITLE	A NUMBER OF RANGES OR FLAT RATES	B STEP A	STEP B	STEP C	STEP D	STEP E	C DOLLAR DIFFERENCE BETWEEN MIDPOINT	D PERCENT DIFFERENCE BETWEEN MIDPOINT	E $ AMOUNT IN RANGE	F PERCENT WIDTH OF RANGE
11755	Water	Director XII		3897	4047	4202	4365	4530			0633	1.16
12681	CL	Marketing/Comm Activities Director		3897	4047	4202	4365	4530			0633	1.16
10354	PHlth	Seattle Division Director-Pub Hlth		3897	4047	4202	4365	4530			0633	1.16
			23						06	0.14%		
10601	IGA	Intergovernmental Relations Director				4196						
			22						05	0.12%		
10638	WomRts	Women's Rights Director				4191						
10390	Leg	Exec Dir-Legislative Department		3894	4043	4191	4339	4492			0598	1.15
10616	Purch	Purchasing Agent				4191						
10361	HumRts	Human Rights Director				4191						
			21						014	0.34%		
7902	Eng	Engineering Dir, Asst-Mgmt/Support		3829	4005	4177	4353	4527			0698	1.18
			20						054	1.31%		
9169	PHlth	Environmental Health Services Chief		3822	3968	4123	4283	4445			0623	1.16
			19						076	1.82%		
19834	Pers	Administrator		3754	3897	4047	4202	4365			0611	1.16
11500	HrgEx	Hearing Examiner		3754	3897	4047	4202	4365			0611	1.16
17406	Pers	Administrator		3754	3897	4047	4202	4365			0611	1.16
13627	CL	Director X		3754	3897	4047	4202	4365			0611	1.16
11400	MC	Municipal Court Administrator		3754	3897	4047	4202	4365			0611	1.16
			18						079	1.99%		
17168	LUTP	Director IX		3685	3822	3968	4123	4283			0598	1.16
10752	Treas	City Treasurer, Asst.		3685	3822	3968	4123	4283			0598	1.16
			17						071	1.82%		
20153	CL	Hydroelectric Manager		3615	3754	3897	4047	4202			0587	1.16
17016	Eng	Director VIII		3615	3754	3897	4047	4202			0587	1.16
15195	CL	Director VIII		3615	3754	3897	4047	4202			0587	1.16
20152	CL	Hydroelectric Manager		3615	3754	3897	4047	4202			0587	1.16
8821	Eng	Director VIII		3615	3754	3897	4047	4202			0587	1.16
18627	CL	Director VIII		3615	3754	3897	4047	4202			0587	1.16
13624	CL	Director VIII		3615	3754	3897	4047	4202			0587	1.16
15315	CL	Director VIII		3615	3754	3897	4047	4202			0587	1.16
17201	CL	Director VIII		3615	3754	3897	4047	4202			0587	1.16
12864	CL	Director VIII		3615	3754	3897	4047	4202			0587	1.16
12865	CL	Director VIII		3615	3754	3897	4047	4202			0587	1.16
11756	Water	Director VIII		3615	3754	3897	4047	4202			0587	1.16
15314	CL	Director VIII		3615	3754	3897	4047	4202			0587	1.16
12954	CL	Director VIII		3615	3754	3897	4047	4202			0587	1.16
8820	Eng	Director VIII		3615	3754	3897	4047	4202			0587	1.16
			16						02	0.05%		

GEMENT COMPENSATION PROJECT: CITY OF SEATTLE
5 NUMBER OF CURRENT SALARY RANGES OR FLAT RATES
ARRANGED ACCORDING TO SALARY - HIGH TO LOW

NO	DEPT	CURRENT TITLE	A NUMBER OF RANGES OR FLAT RATES	B STEP A	STEP B	STEP C	STEP D	STEP E	C DOLLAR DIFFERENCE BETWEEN MIDPOINT	D PERCENT DIFFERENCE BETWEEN MIDPOINT	E $ AMOUNT IN RANGE	F PERCENT WIDTH OF RANGE
753	Ret	Executive Director-Retirement System		3610	3751	3895	4043	4196			$586	1.16
			15						$73	1.91%		
941	Parks	Aquarium Director		3546	3685	3822	3968	4123			$577	1.16
349	Parks	Zoo Director		3546	3685	3822	3968	4123			$577	1.16
946	Parks	Project Development Director		3546	3685	3822	3968	4123			$577	1.16
947	Parks	Recreation Programs Director		3546	3685	3822	3968	4123			$577	1.16
500	ComDev	Director VII		3546	3685	3822	3968	4123			$577	1.16
929	CLU	Director VII		3546	3685	3822	3968	4123			$577	1.16
033	CLU	Director VII		3546	3685	3822	3968	4123			$577	1.16
031	CLU	Director VII		3546	3685	3822	3968	4123			$577	1.16
497	MC	Ordinance Violations Director		3546	3685	3822	3968	4123			$577	1.16
503	DMB	Director VII		3546	3685	3822	3968	4123			$577	1.16
032	CLU	Director VII		3546	3685	3822	3968	4123			$577	1.16
030	CLU	Director VII		3546	3685	3822	3968	4123			$577	1.16
597	ComDev	Director VII		3546	3685	3822	3968	4123			$577	1.16
496	MC	Probation Service Director		3546	3685	3822	3968	4123			$577	1.16
505	MC	Magistrate, Supervising		3546	3685	3822	3968	4123			$577	1.16
596	ComDev	Director VII		3546	3685	3822	3968	4123			$577	1.16
			14						$68	1.81%		
523	Law	Administrator-Law Department		3483	3615	3754	3897	4047			$564	1.16
219	Comp	Director VI		3483	3615	3754	3897	4047			$564	1.16
400	Pers	Director VI		3483	3615	3754	3897	4047			$564	1.16
621	CL	Director VI		3483	3615	3754	3897	4047			$564	1.16
610	Pol	Director VI		3483	3615	3754	3897	4047			$564	1.16
384	CL	Director VI		3483	3615	3754	3897	4047			$564	1.16
			13						$69	1.87%		
147	CL	Director V		3420	3546	3685	3822	3968			$548	1.16
183	AdServ	Manager XII/D.P. Systems Manager		3420	3546	3685	3822	3968			$548	1.16
475	Eng	Director V		3420	3546	3685	3822	3968			$548	1.16
842	Parks	Director V		3420	3546	3685	3822	3968			$548	1.16
474	Eng	Director V		3420	3546	3685	3822	3968			$548	1.16
695	Comp	Director V		3420	3546	3685	3822	3968			$548	1.16
978	CL	Environmentalist		3420	3546	3685	3822	3968			$548	1.16
164	AdServ	Director V		3420	3546	3685	3822	3968			$548	1.16
182	AdServ	Manager XII		3420	3546	3685	3822	3968			$548	1.16
180	AdServ	Director V/D.P. Systems Manager		3420	3546	3685	3822	3968			$548	1.16
858	Eng	Director V		3420	3546	3685	3822	3968			$548	1.16
297	AdServ	Manager XII/D.P. Systems Manager		3420	3546	3685	3822	3968			$548	1.16
444	Parks	Director V		3420	3546	3685	3822	3968			$548	1.16
662	CL	Community Affairs Coordinator		3420	3546	3685	3822	3968			$548	1.16

MANAGEMENT COMPENSATION PROJECT: CITY OF SEATTLE
5/85 NUMBER OF CURRENT SALARY RANGES OR FLAT RATES
ARRANGED ACCORDING TO SALARY - HIGH TO LOW

PGS NO	DEPT	CURRENT TITLE	A NUMBER OF RANGES OR FLAT RATES	B STEP A	B STEP B	B STEP C	B STEP D	B STEP E	C DOLLAR DIFFERENCE BETWEEN MIDPOINT	D PERCENT DIFFERENCE BETWEEN MIDPOINT	E $ AMOUNT IN RANGE	F PERCENT WIDTH OF RANGE
18468	CL	Director V		3420	3546	3685	3822	3968			$548	1.16
16839	AdServ	Manager VIII/D.P. Systems Manager		3420	3546	3685	3822	3968			$548	1.16
			12						$70	1.94%		
15605	Comp	Special Assistant-Comptroller		3358	3483	3615	3754	3897			$539	1.16
17401	Pers	Director IV		3358	3483	3615	3754	3897			$539	1.16
20146	SeaCtr	Director IV		3358	3483	3615	3754	3897			$539	1.16
11159	AdServ	Director IV		3358	3483	3615	3754	3897			$539	1.16
20147	SeaCtr	Director IV		3358	3483	3615	3754	3897			$539	1.16
6636	Fire	Director III		3358	3483	3615	3754	3897			$539	1.16
			11						$69	1.95%		
16559	Parks	Management Director		3295	3420	3546	3685	3822			$527	1.16
19949	CL	Director III		3295	3420	3546	3685	3822			$527	1.16
5133	Pol	Director III		3295	3420	3546	3685	3822			$527	1.16
17085	HumRes	Director III		3295	3420	3546	3685	3822			$527	1.16
19604	Eng	Director III		3295	3420	3546	3685	3822			$527	1.16
11374	HumRes	Director III		3295	3420	3546	3685	3822			$527	1.16
17452	HumRes	Director III		3295	3420	3546	3685	3822			$527	1.16
17118	HumRes	Director III		3295	3420	3546	3685	3822			$527	1.16
13628	CL	Director III		3295	3420	3546	3685	3822			$527	1.16
			10						$63	1.81%		
17391	Pers	Director II		3234	3358	3483	3615	3754			$520	1.16
10764	Lic	Licenses Director, Asst.		3234	3358	3483	3615	3754			$520	1.16
17433	PSCSC	Director II		3234	3358	3483	3615	3754			$520	1.16
			9						$63	1.84%		
17399	Pers	Director I		3173	3295	3420	3546	3685			$512	1.16
16611	EA	Election Administrator				3420						
20547	HumRts	Director I		3173	3295	3420	3546	3685			$512	1.16
15961	Pers	Director I		3173	3295	3420	3546	3685			$512	1.16
11160	AdServ	Manager VIII		3173	3295	3420	3546	3685			$512	1.16
			8						$125	3.79%		
18078	CSC	Staff Asst to Civil Svc Comm		3055	3173	3295	3420	3546			$491	1.16
10977	BPW	Executive Secretary-BPW		3055	3173	3295	3420	3546			$491	1.16
			7						$7	0.21%		
10975	Cable	Cable Communications Director			3170	3288	3415					
			6						$59	1.83%		
5030	Arts	Assistant for the Arts, Special		2991	3109	3229	3351	3480			$489	1.16
			5						$117	3.76%		
10681	Comp	City Clerk, Asst		2879	2994	3112	3234	3358			$479	1.17
			4						$57	1.87%		
15972	HumRts	Manager II		2825	2935	3055	3173	3295			$470	1.17

MANAGEMENT COMPENSATION PROJECT: CITY OF SEATTLE
5/85 NUMBER OF CURRENT SALARY RANGES OR FLAT RATES
ARRANGED ACCORDING TO SALARY - 16H TO LOW

POS NO	DEPT	CURRENT TITLE	A NUMBER OF RANGES OR FLAT RATES	B STEP A	STEP B	STEP C	STEP D	STEP E	C DOLLAR DIFFERENCE BETWEEN MIDPOINT	D PERCENT DIFFERENCE BETWEEN MIDPOINT	E $ AMOUNT IN RANGE	F PERCENT WIDTH OF RANGE
10604	Plng	Planning Administrative Officer	3	2770	2879	2994	3112	3234	$61	[illegible]	$464	1.17
11422	NC	Chief Clerk-Municipal Court	2	2670	2770	2879	2994	3112	$115	3.99%	$442	1.17
10570	CSB	Citizens Service Bureau Director	1	2512	2611	2712	2824	2933	$167	6.16%	$421	1.17
15597												
29961												

in pay ranges above Range 28, than at pay ranges below Range 28.[2] Historical practices and market pricing for highly visible positions appear to influence pay differentials among positions at the top of the management hierarchy. Below Range 28 there is little differentiation among management pay ranges. The structure at lower levels is extremely flat with differences between pay ranges of less than two percent. Some exceptions to this observation are to be found in salary ranges at the bottom of the salary structure. However, these ranges include some positions that should be reviewed for possible inclusion in other pay groups; that is, managers and staff positions to City boards and commissions.

All of this information and data on the dispersion of salaries around the trend line and the clusters of job values needs to be considered in designing a salary structure for the future. The new structure needs to allow for internal job values and for performance and seniority to be recognized. Likewise it must be sensitive to the competitive posture of the City in the job market.

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2 These range numbers are used merely to reflect the differences in pay grades among the City's senior management jobs. They should not be confused with the ranges from the range table contained in the City's salary schedule.

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V. PROPOSED SALARY STRUCTURE AND SALARY PLAN

Most employers have job evaluation plans and pay schedules for senior managers and executives that are separate from the plans and schedules used for non-supervisory workers. Among the reasons for separate treatment of senior managers and executives are the following:

- Senior management positions have duties and responsibilities in addition to and different from duties and responsibilities of lower level managers and non-supervisory staff. Management positions therefore require different job evaluation treatment.

- Senior managers and executives may oversee the work of a variety of managers and non-supervisory workers whose positions are evaluated and paid under two or more different plans. No one of these plans or schedules is likely to be adequate for the management position.[3]

Because of their additional duties and responsibilities, management positions are usually paid at higher rates than the positions subordinate to them. In some public jurisdictions - and in many departments in Seattle City government - pay to supervisory and management positions is determined as a percentage increment above the pay to the highest paid subordinate. In this way pay is linked to the base pay for non-supervisory positions, with a supplemental amount to compensate for additional duties and responsibilities.

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3 Susken, Harold, Job Evaluation and Pay in the Public Sector, IPMA, 1957, p.345.

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In other cases, pay for management positions in public jurisdictions is based on the pay levels of other employers for similar kinds of positions in the same labor market. This approach may be difficult to achieve in many public jurisdictions. Ascertaining the levels of pay in a labor market for management positions is usually very difficult. Some public jurisdictions have an additional problem in that pay rates to elected officials often act as an impenetrable ceiling over all other supervisory and management positions in the jurisdiction.

In either case, a separate pay schedule is usually developed for top management and executive positions.

Building a Salary Structure

Actual salary structure construction is an art. It is a trial and test process in which the constraints of internal policy are met and the organization is also able to provide external equity. To build a salary structure, determinations need to be made in regard to the number of grades or ranges in the structure, the salary range spread and the pay grade overlap. Each is discussed in turn below.

- The number of grades/ranges in the structure. The best structure recognizes differences in job worth and employee behavior, and provides the organization with means to maintain a logical and rational control over salary payments. Too many grades require extremely fine evaluation among jobs. Too few grades result in an inability to recognize significant differences in difficulty, responsibility, or knowledge requirements among jobs.

  The number of grades to be used depends on several things. A major determinant is the number of jobs to be evaluated and

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their reporting and hierarchical relationships in the organization. That is, a supervisor and subordinate would not ordinarily be in the same pay grade.

The establishment of pay grades is a complex process. Fundamentally, it involves grouping in such a way as to (1) place jobs of the same general value in the same grade, (2) insure that jobs of distinctly different value are in different grades, and (3) provide for a smooth progression of point groups.

The process of establishing pay grades is as follows:

The results of job evaluation are first inspected to locate the natural cutoff points and to be sure that groupings are reasonable and logical. The best fit is then determined. After this process is completed, all jobs that fall within the cutoff points are considered to have the same basic value. For example, all jobs with total point values between X and Y points might be placed in pay grade seven (7).

While administratively sound, this process raises some difficulties. It is relatively easy to defend the placing of jobs with identical points scores in the same pay grade. The difficulty comes in explaining why a given job is in grade six (6) and another is only in grade five (5), with only a few points separating them. Such distinctions can be justified only on practical grounds - if pay grades are to be established at all, there must be some cutoff points. Borderline jobs will always exist and, as long as point groupings are based on a smooth progression, the cutoff points are at least consistent and impartial. Borderline cases should be reviewed carefully, however. Many organizations place borderline jobs in the next higher ranking whenever there is reasonable doubt.

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- The salary range spread. The range is the difference between the upper and lower limits of the pay grade. It is common practice that salary ranges expand or increase progressively through the pay structure. At entry level, a typical range may extend to 10 percent on either side of the midpoint. At management levels the range or spread may be 15 percent or more on either side of the midpoint. Wider salary ranges for management positions reflect that these jobs are critical to the success of the organization. Managers invest extended periods of time to become competent in their professions; as a result, management jobs may be expanded by their efforts and become more important through their contributions. Many employers use broader ranges and larger pay increments for management positions than they use for non-supervisory positions, because promotions come less often to persons in higher pay grades. There are few career ladders or career progressions and fewer opportunities for advancement at the top of the organization. A wider salary range is needed to offer managers incentives over a longer period of time. For these reasons, the spread of the pay ranges is much wider than at lower levels in the organization.

- Pay grade overlap. Following the identification of the midpoint, upper limit, and lower limit of the pay grade, the next step is to establish the relationships between adjacent pay grades. The difference in midpoints and the spread of the pay range determines the amount of overlap between adjoining pay grades.

  The theory underlying overlap between pay grades is that the amount of overlap should equal the similarity of responsibilities, duties, knowledge, and skills that exist among jobs in the adjacent pay grades. An overlap between pay grades provides for the excellent performer in the lower pay grade, who has high seniority, to earn more than the new, less experienced person in a more senior pay grade.

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In addition, the construction of a salary structure should reflect:

- the organization's policy in regard to the market place. That is, will the salaries paid exceed, fall short of or match the market. The City's policy to pay according to internal value of positions, rather than to strict market considerations suggests that information from job evaluation should be the primary basis for pricing and salary schedule design. Jobs with relatively greater value, according to job evaluation, should be compensated more highly than others. It is on this basis that the salary structure recommendations were developed.

- the policy in regard to individual pay decisions. That is, will all incumbents receive the same salary, or will there be differentials for seniority, performance or other factors.

Each of these issues has been considered in the design of the salary structure and the salary administration policies for pay to Seattle's management group.

Proposed Salary Plan

The objective of a salary system is to devise a pay plan that places each position in proper relationship with other positions in the organization and is competitive with the external market. The proposed salary administration plan for the City's executives and managers provides for:

- internal equity in salary relationships among the City's management jobs. As a result of the job evaluation process all jobs have been evaluated and rank ordered to reflect an internal hierarchy.

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- external comparability to recognize the competitive worth of positions. Salaries must be sufficient to attract and retain well qualified people to fill key management jobs.

In addition, the proposed salary plan was designed to include the best elements of both private sector and public sector pay planning. The proposed structure combines elements of private and public salary structures to:

- provide broad salary ranges for the City's top managers. Broad salary ranges provide increased incentives for senior managers who may have little opportunity for promotion or salary growth.

- provide for salary cost control. The proposed plan is based upon determination of salary range midpoints. Each salary should be reviewed in relationship to the midpoint of the range, which represents the "community wage" for the job. This method will improve the City's ability to monitor and control salary costs.

- continue a familiar pattern of salary steps and increments within each range. The use of salary steps and ranges makes this structure compatible with other City pay plans.

We have tested a number of salary structure configurations to meet the City's requirements. After careful consideration, we have developed a structure that we think will best serve the City's needs.

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Figure 5, "Proposed Salary Plan" shows the recommended salary structure. The schedule shows the proposed salary for each pay range and each step within a pay range. A solid line outlines the amount of range overlap between pay grades. The overlap in the structure reflects the relationships between adjacent pay grades appropriate for this type of structure.

The "Proposed Salary Plan" has the following features:

- With eight pay grades, the proposed structure has adequate numbers of pay grades to recognize differences in difficulty, responsibility and knowledge requirements of jobs. There are no fixed rules in regard to differences between midpoints. Most organizations using a standard difference will normally use a value ranging from five and fifteen percent.[4] The proposed salary structure provides for a uniform fifteen percent difference between midpoints for each salary grade. A uniform difference between midpoints creates a single integrated schedule. The larger spread between midpoints means that there are fewer pay grades available within the pay structure.

  Cut-off points between pay grades support the establishment of fewer broad pay ranges. Cut-off points provide for narrower ranges at the lower end of the structure and broader ranges at the top. The cut-off points were determined based upon considerations to place jobs of the same general value in the same grade and jobs of different value in different grades. The median of each grade progresses at fairly consistent intervals of around eight percent - with some variation due to the configuration of the point values.

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4 Henderson, Richard, Compensation Management, Prentice Hall, 1979, p. 282.

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. A fifteen percent differential between grade levels provides for adequate spread between grade levels to reflect significant changes in job responsibilities to warrant a change in grade and salary midpoints.

. The proposed structure has broad pay ranges of 30 percent, that is, there is a fifteen percent range on either side of the midpoint. The ranges are around thirty-five percent from top to bottom. The most common salary range spread, from minimum to maximum salary, is from 30 to 35 percent.[5]

Broad salary ranges are appropriate when there are few pay ranges in the structure. Broad ranges allow for considerable flexibility in assigning individual positions to an appropriate place within a salary range. The broad salary range of thirty percent planned for top managers, also recognizes that there are fewer opportunities for advancement at the senior level of the organization. There are two other perspectives in regard to the salary ranges proposed:

.. The emphasis on calculations of pay based upon range midpoints, will mean that the City will have a powerful tool for internal control of salary costs. In the proposed salary structure pay to positions is to be administered around midpoints, representing the "community wage curve." This approach has a number of advantages from a salary administration perspective. Broad ranges and midpoints can be used to control salary costs since pay decisions are referenced to the midpoint of the range through calculation of the "compa-ratio". In this case, the compa-ratio is actual pay to the position divided by the structure control point (midpoint of the range). A compa-ratio assessment should be used to determine individual pay actions and can be used to examine the City's pay plan in the aggregate as well.

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5 Ibid, p. 283.

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FIGURE 5

MANAGEMENT COMPENSATION PROJECT
PROPOSED SALARY PLAN/JOB EVALUATION POINT VALUE COMPARISON

PROPOSED SALARY PLAN, BASED ON SEPTEMBER 1, 1984 SALARY SCHEDULE
THIRTY (30) PERCENT RANGE
FIFTEEN (15) PERCENT BETWEEN MIDPOINTS
NINE STEP PROGRESSIONS

RANGE	15% JOB EVAL POINT RANGE	MIDPOINT	STEPS 1	2	3	4	5	6	7	8	9
8	851-1000	7000	5950	6213	6475	6738	7000	7263	7525	7788	8050
7	723-850	5950	5058	5281	5504	5727	5950	6173	6396	6619	6843
6	614-722	5058	4299	4489	4678	4868	5058	5247	5437	5626	5816
5	522-613	4299	3654	3815	3976	4138	4299	4460	4621	4782	4944
4	444-521	3654	3106	3243	3380	3517	3654	3791	3928	4065	4202
3	377-443	3106	2640	2757	2873	2989	3106	3222	3339	3455	3572
2	321-376	2640	2244	2343	2442	2541	2640	2739	2838	2937	3036
1	226-320	2244	1907	1991	2075	2159	2244	2328	2412	2497	2580

.. Through adopting broad salary ranges with midpoint controls, the City can move toward increased sensitivity to the "demand" for top management. As important, the City will gain increased control over salary costs through comparisons to survey midpoints based on pay data from comparable organizations.

The salary range is planned with nine salary steps for each grade and a constant dollar increase at each step. Movement through the grade should be based on seniority up to grade five. Movements through the grades above grade five should be based strictly on performance.

The proposed salary plan opens opportunities to reward senior managers and executives through pay decisions based on their performance or if the City chooses, on seniority. In actual practice most managers should be paid in the middle third of the range, in steps four and five. Steps one, two and three will be "promotional" steps for individuals who are growing and developing in a position. Steps six, seven, eight and nine should be used only infrequently, to reward senior managers and executives for exemplary performance or outstanding services.

Pay to individual managers should be calculated annually as a compa-ratio to be sure that salary administration guidelines are being followed and that individual salaries are not being inflated. A suggested compa-ratio relationship is:

85% of midpoint, minimum rate of pay

100% of midpoint is the control point, midpoint value for a fully proficient manager

115% of the midpoint, the maximum rate of pay to be paid a superior performing manager

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Individuals with only brief experience or acceptable levels of performance should be in the lower one-third of the range. Only individuals with extensive experience who have been consistently judged as outstanding performers should be paid near or at the range maximum. The middle one-third of the range is used for other experience and performance combinations. Midpoint salaries reflect the range of pay to fully functioning and proficient managers. Most managers should expect to be paid at the 100% of midpoint for the range (Step 5). Only in an unusual case would managers be paid in steps six, seven, eight or nine.

Impact on the City's Existing Pay Schedule and Practices

We have conducted extensive analysis of the proposed salary structure and its impact on the City's existing pay schedule and practices. The proposed salary structure is designed to accommodate the majority of jobs assigned to a salary range. Most of the jobs have a current midpoint salary that falls within the proposed grade level and salary range. We believe a fifteen percent variance on either side of the proposed midpoint is within an acceptable base salary range. Where the salary midpoint comparison ratio is less than .85, or is greater than 1.15 of the midpoint, this may be an indication that the job is misaligned relative to internal equity. These jobs should be reviewed for possible adjustments to pay.

A number of policies and procedures will need to be developed in order to administer the pay schedule fairly and to realize the benefits to the City and the employees that the plan offers.

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- Pay for performance. The proposed salary plan will allow for recognizing outstanding performance in pay decisions. Individuals with outstanding performance ratings may be compensated at "X" percentage over the midpoint, for example at a compa-ratio of 1.05% of the midpoint. The plan gives the City increased flexibility to compensate for performance or seniority, if it chooses.

- Special job pricing situations. The structure should accommodate base salaries for most jobs. There may be a few jobs that may require special treatment. For example, short-term market considerations for some technical positions may require short-term adjustments in pay in order to recruit effectively in the market. These unique situations should be addressed outside the wage and salary structure. The entire structure should not be revised to accommodate a few unique cases. These special situations should be rare and short-term adjustments for market conditions. These adjustments should be very infrequent and entered into only where the City is unable to recruit for a position because of market conditions.

- Movement through the steps. Individuals move through the preliminary steps of a salary range based upon seniority. For example, where an individual is promoted to a new position, that individual may be assigned to step one (85% of midpoint) or two (89% of midpoint), depending on their background and experience. If they are started at step one, then they would move to step two after six months of satisfactory performance. Thereafter progression would be at annual intervals until they reach step five. Only in cases of outstanding performance would an individual advance beyond step five.

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- Maintaining the salary schedule. Although inflation has tempered in the last two years, recent experience has been that salary ranges may go out of date very quickly. The wage structure should be reviewed annually to be sure the City is keeping up with the community. If community wages move above the established midpoints it is time to consider adjusting the structure. Another item to watch is the Consumer Price Index (CPI) published by the Bureau of Labor Statistics. Movement in the CPI should be a signal to review the salary structure.

  Adjustments made to the salary ranges should be done on a percentage basis. This will maintain the original relationship between grades and will avoid compression between salary grades.

  Job evaluation is a tool, and wage survey data are estimates and averages. A final note: The salary structure should not be a straight-jacket. It should assist the City in administering an equitable and competitive pay plan.

Projected Costs of Implementation

To ascertain the cost of implementing the proposed salary structure requires that jobs that fall outside the ranges of their assigned pay grades be identified. The overall cost of implementing the new structure will depend on how large a salary adjustment is required to bring salaries for jobs that currently are paid less than the minimum of the range, to the midpoint of the range.

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There are 39 jobs that are currently paid less than the minimum of the assigned pay range. These jobs are listed on Table 5, "Schedule of Positions, Current Midpoint, Less than 15% of Proposed Midpoint". Table 5 shows (A) the salary schedule in effect September 1, 1984, (B) total job evaluation points, (C) proposed salary range, by grade, (D) proposed midpoint of the range, (E) comparison on current midpoint as a percent of proposed midpoint, (F) comparison dollar variance from proposed midpoint, (G) dollar amount required to bring into range. We estimate it will require approximately $14,400 a month or approximately $173,000 annually to bring salaries for all of these jobs into the assigned pay range. We estimate it will require approximately $45,100 a month or $541,200 annually, to adjust salaries for all these jobs to the midpoint of their assigned pay grade. These cost estimates will need to be revised to reflect actual rates in effect when the project is implemented.

Table 6, "Schedule of Positions, Current Midpoint, Greater than 15% of Proposed Midpoint," shows that there are 18 jobs that are currently paid above the maximum of the assigned pay range. Incumbent salaries should be red-circled and frozen at the current rate. The salaries for these jobs should be adjusted downward to the midpoint of the assigned range. As job vacancies occur for these positions, they should be filled at the new salary rate.

Adjusting salaries for this group of jobs would result in reduced salary costs of approximately $14,900 monthly or $178,800 annually.

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TABLE 5

MANAGEMENT COMPENSATION PROJECT:
SORTED BY POINT FACTOR TOTALS 5/85
SCHEDULE OF POSITIONS - CURRENT MIDPOINT LESS THAN 15% PROPOSED MIDPOINT

POS NO	DEPT	CURRENT TITLE	A: CURRENT SALARY SCHEDULES STEP A	STEP B	STEP C	STEP D	STEP E	B: TOT PTS	B: % OF TOTAL PTS	C: PROPOSED # OF RANGES	D: PROPOSED MIDPOINT AMOUNT 15% BETWEEN MIDPOINTS	E: COMPARE CURRENT MIDPOINT AS A % OF MIDPOINT	F: COMPARE DOLLAR VARIANCE FROM MIDPOINT	G: DOLLAR AMOUNT REQUIRED TO BRING INTO RANGE
										GRADE 8	7000			
5020	Pol	Police Chief			5623			982	0.9015			6.00	$1,377	$327
10278	Parks	Superintendent of Parks			5174			884	0.8043			0.74	$1,826	$776
10440	OMB	Budget Director			4819			882	0.8018			0.69	$2,181	$1,131
										GRADE 7	5950			
10450	Pers	Personnel Director			4819			828	0.8276			0.81	$1,131	$239
18146	May	Deputy Mayor	4075	4231	4391	4562	4739	820	0.8200			0.74	$1,559	$667
18145	May	Deputy Mayor	4075	4231	4391	4562	4739	810	0.8099			0.74	$1,559	$667
5025	Pol	Police Chief, Asst		4805	4976	5148		762	0.7619			0.04	$974	$82
11375	HumRes	Human Resources Director			4819			755	0.7553			0.81	$1,131	$239
6591	Fire	Fire Chief, Asst		4805	4976	5148		751	0.7509			0.84	$974	$82
18354	PHlth	Seattle Division Director-Pub Hlth	3897	4047	4202	4365	4530	732	0.7318			0.71	$1,748	$856
12683	CL	Power Management Director	4202	4365	4530	4703	4884	727	0.7268			0.76	$1,420	$528
										GRADE 6	5050			
11733	Water	Water Management & Engineering Dir	3897	4047	4202	4365	4530	714	0.7140			0.83	$856	$97
8474	Eng	Director V	3420	3546	3685	3822	3968	697	0.6971			0.73	$1,373	$614
11596	ComDev	Director VII	3546	3685	3822	3968	4123	674	0.6744			0.76	$1,236	$477
19033	CLU	Director VII	3546	3685	3822	3968	4123	669	0.6686			0.76	$1,236	$477
19032	CLU	Director VII	3546	3685	3822	3968	4123	669	0.6686			0.76	$1,236	$477
17484	Pers	Director III	3897	4047	4202	4365	4530	668	0.6675			0.83	$856	$97
7902	Eng	Engineering Dir, Asst-Mgmt/Support	3829	4005	4177	4353	4527	664	0.6638			0.83	$861	$122
11688	ComDev	Director VII	3546	3685	3822	3968	4123	653	0.6629			0.76	$1,236	$477
9189	PHlth	Environmental Health Services Chief	3822	3968	4123	4283	4445	658	0.6576			0.82	$935	$176
18182	AdServ	Manager III	3420	3546	3685	3822	3968	641	0.6413			0.73	$1,373	$614
9345	PHlth	Administrative Svcs Dir-Pub Hlth	3897	4047	4202	4365	4530	641	0.6413			0.83	$856	$97
2010	PHlth	Regional Division Director-Pub Hlth	3897	4047	4202	4365	4530	636	0.6356			0.83	$856	$97
9847	Parks	Recreation Programs Director	3546	3685	3822	3968	4123	635	0.6349			0.76	$1,236	$477
19029	CLU	Director VII	3546	3685	3822	3968	4123	628	0.6279			0.76	$1,236	$477
11755	Water	Director XII	3897	4047	4202	4365	4530	627	0.6266			0.83	$856	$97
17118	HumRes	Director III	3295	3420	3546	3685	3822	626	0.6256			0.70	$1,512	$753
19031	CLU	Director VII	3546	3685	3822	3968	4123	626	0.6256			0.76	$1,236	$477
16384	CL	Director VI	3483	3615	3754	3897	4347	624	0.6239			0.74	$1,384	$545
19030	CLU	Director VII	3546	3685	3822	3968	4123	616	0.6164			0.76	$1,236	$477
17452	HumRes	Director III	3295	3420	3546	3685	3822	615	0.6146			0.70	$1,512	$753
10616	Purch	Purchasing Agent			4191			615	0.6145			0.83	$867	$108
10961	HumRts	Human Rights Director			4191			614	0.6144			0.83	$867	$108

MANAGEMENT COMPENSATION PROJECT:
SORTED BY POINT FACTOR TOTALS 5/85
SCHEDULE OF POSITIONS - CURRENT MIDPOINT LESS THAN 15% PROPOSED MIDPOINT

			(----------A----------)					(------B------)		C	D	E	F	G
			CURRENT SALARY SCHEDULES											
POS NO	DEPT	CURRENT TITLE	STEP A	STEP B	STEP C	STEP D	STEP E	TOT PTS	% OF TOTAL PTS	PROPOSED # OF RANGES	PROPOSED MIDPOINT AMOUNT 15% BETWEEN MIDPOINTS	COMPARE CURRENT MIDPOINT AS A % OF MIDPOINT	COMPARE DOLLAR VARIANCE FROM MIDPOINT	DOLLAR AMOUNT REQUIRED TO BRING INTO RANGE
										GRADE 5	4299			
17085	HumRes	Director III	3295	3420	3546	3685	3822	609	0.6093			0.82	0753	0108
16559	Parks	Management Director	3295	3420	3546	3685	3822	609	0.6093			0.82	0753	0108
20547	HumRts	Director I	3173	3295	3420	3546	3685	596	0.5964			0.80	0879	0234
28146	SeaCtr	Director IV	3358	3483	3615	3754	3897	562	0.5621			0.84	0684	039
11374	HumRes	Director III	3295	3420	3546	3685	3822	539	0.5394			0.82	0753	0108
										GRADE 4	3654			
15972	HumRts	Manager II	2825	2935	3055	3173	3295	448	0.4477			0.84	0599	051
										GRADE 3	3106			
										GRADE 2	2640			
										GRADE 1	2244			
		OVERALL MONTHLY COST OF PROPOSED SALARY STRUCTURE											045,093	014,339

TABLE 6

MANAGEMENT COMPENSATION PROJECT:
SORTED BY POINT FACTOR TOTALS 5/85
PROPOSED SALARY STRUCTURE ANALYSIS
SCHEDULE OF POSITIONS - CURRENT MIDPOINT GREATER THAN 15% OF PROPOSED MIDPOINT

POS NO	DEPT	CURRENT TITLE	A: CURRENT SALARY SCHEDULES STEP A	STEP B	STEP C	STEP D	STEP E	B: TOT PTS	% OF TOTAL PTS	C: PROPOSED # OF RANGES	D: PROPOSED MIDPOINT AMOUNT 15% BETWEEN MIDPOINTS	E: COMPARE CURRENT MIDPOINT AS A % OF MIDPOINT	F: COMPARE DOLLAR VARIANCE FROM MIDPOINT	G: DOLLAR AMOUNT BEYOND RANGE MAXIMUM
										GRADE 8	7000			
										GRADE 7	5950			
										GRADE 6	5058			
										GRADE 5	4299			
										GRADE 4	3654			
19111	Fire	Fire Chief, Deputy		4238	4396	4587		488	0.4876			1.20	(0742)	(0194)
6596	Fire	Fire Chief, Deputy		4238	4396	4587		472	0.4725			1.20	(0742)	(0194)
										GRADE 3	3106			
11496	MC	Probation Service Director	3546	3685	3822	3968	4123	437	0.4367			1.23	(0716)	(0258)
16039	AdServ	Manager VIII/D.P. Systems Manager	3420	3546	3685	3822	3968	431	0.4305			1.19	(0579)	(0113)
15517	Fire	Fire Chief, Deputy		4238	4396	4587		429	0.4289			1.42	(01,298)	(0824)
17401	Pers	Director IV	3358	3483	3615	3754	3897	402	0.4022			1.16	(0509)	(043)
18468	CL	Director V	3420	3546	3685	3822	3968	389	0.3892			1.19	(0579)	(0113)
19605	Comp	Special Assistant-Comptroller	3358	3483	3615	3754	3897	381	0.3808			1.16	(0509)	(043)
										GRADE 2	2640			
10180	AdServ	Director V/D.P. Systems Manager	3420	3546	3685	3822	3968	376	0.3761			1.40	(01,045)	(0649)
12864	CL	Director VIII	3615	3754	3897	4047	4202	374	0.3741			1.48	(01,257)	(0861)
17399	Pers	Director I	3173	3295	3420	3546	3685	359	0.3592			1.30	(0780)	(0384)
17297	AdServ	Manager III/D.P. Systems Manager	3420	3546	3685	3822	3968	353	0.3534			1.40	(01,045)	(0649)
18183	AdServ	Manager III/D.P. Systems Manager	3420	3546	3685	3822	3968	353	0.3534			1.40	(01,045)	(0649)
10975	Cable	Cable Communications Director		3170	3288	3415		351	0.3510			1.25	(0648)	(0252)
14147	CL	Director V	3420	3546	3685	3822	3968	343	0.3434			1.40	(01,045)	(0649)
18078	CSC	Staff Asst to Civil Svc Comm	3055	3173	3295	3420	3546	334	0.3336			1.25	(0653)	(0259)
										GRADE 1	2244			
16611	EA	Election Administrator			3420			288	0.2797			1.52	(01,176)	(0839)
10570	CSB	Citizens Service Bureau Director	2512	2611	2712	2824	2933	276	0.2762			1.21	(0468)	(0131)
		OVERALL MONTHLY COST OF PROPOSED SALARY STRUCTURE											(014,830)	(07,097)

VI. EXTERNAL MARKET COMPARISONS

In addition to issues of internal equity, it is necessary for an organization to make comparisons to the relevant marketplace(s) when establishing base salaries. A survey of salaries and benefits for City of Seattle manager and executive positions was designed to produce accurate and up-to-date information on salaries for comparable jobs in similar government jurisdictions, private industry and utilities.

In February 1984, we conducted an extensive survey for the City to gather information for external salary comparisons. Comparisons were made to comparable level management positions among Washington State public employers, West coast public employers, and selected private employers. In addition, comparisons were made for selected positions in utilities in the West, selected national public utilities and investor-owned utilities.

The survey results and findings were presented to the City in 1983 and was updated in 1984. The data has been used in recruiting, hiring and salary planning. However, due to the passage of time, the information is outdated at this time.

The following discussion addresses several issues for the City's considerations in order to update or replicate the survey in the future.

- The selection of benchmark jobs to be surveyed
- The appropriate survey market for City manager positions
- The survey plan and reports

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Selecting Benchmark Jobs to be Surveyed

Benchmark jobs are highly visible jobs that are common to a variety of organizations and employ a significant number of managers. The jobs are stable and are not in the process of change. In a salary survey, benchmark positions are used as reference points in the evaluation of other positions. The survey gathers current information about salaries and benefits for these positions.

In this survey, benchmarks were chosen because they are typical of city management positions or they may also be found in private industry. Included for surveying were also some jobs for which there are hiring problems.

Most surveys include about 25-30 benchmarks. This survey examined around 50 benchmark positions. Public jurisdictions, private companies and both public and private utilities were surveyed depending on the position. Around ten responses provides a valid representation of the job market. Appendix B contains a list of benchmark jobs that were surveyed.

The Market for Manager Positions

Selecting appropriate survey sites for the salary survey is a critical decision. Almost any hypotheses can be proven by carefully selecting the sites to be surveyed. For this reason, a key question on the Job Analysis Questionnaire asked the managers and executives the names and locations of their former employers. This provided a good indication of the City's "market", in terms of its recruiting and selection for managers and executives.

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Table 3, "City of Seattle Executives and Managers, Recruiting ; and Selection Market Summary For Location", shows the recruiting market for the current City of Seattle top management group. Of the group, over half (51%) of those hired were from the Seattle - Everett area. Together, hiring from Seattle and other Washington cities and counties accounts for nearly two-thirds (67%) of those employed as managers. The next largest group were from other states, outside the Northwest or California (15%).

As Table 4, "City of Seattle, Managers and Executives Recruiting Market Summary by Industry" shows, the City of Seattle appears to recruit most of its managers and executives from other governments; the state and federal government, King County and other local governments. These governments, including the City itself, account for 40% of the prior employers for the group. When considered together with recruitment from educational institutions (11%), public employers represent one-half (51%) of the source for recruiting to fill city management positions.

Professional services, including consulting, law and engineering firms represent about 12% of the sources for recruiting for city management positions. Manufacturing industries supply an additional 12% of the sources for recruiting. Private non-profit groups and retail trade account for 3% each.

There is only partial data available on the "other half" of the recruiting market question, that is, where people go when they leave City employment. Although, it has not been the case in recent years, recruitment by other employers from Seattle's management ranks could become a problem for the City in a situation where there is high turnover in the management group. The sketchy data that is available would indicate that

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TABLE 3
CITY OF SEATTLE
EXECUTIVE AND MANAGERS
RECRUITING AND SELECTION
MARKET SUMMARY FOR LOCATION

LOCATIONS	EXECUTIVES		SENIOR MANAGERS		TOTAL POPULATION	
	Number	Percent	Number	Percent	Number	Percent
Seattle	10	50%	70	51%	80	51%
Other Washington Cities/ Counties	4	10	23	17	25	16
Other Northwest States & California	1	5	6	4	7	4
Other States	5	25	18	13	23	15
No Response	2	10	19	14	21	13
Total	20	100%	136	99%*	156	99%*

*Due to rounding, figures do not equal 100%.

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TABLE 4
CITY OF SEATTLE
MANAGERS AND EXECUTIVES
RECRUITING MARKET,
SUMMARY BY INDUSTRY

INDUSTRIES	EXECUTIVES		SR. MANAGERS		TOTAL POPULATION	
	No.	%	No.	%	No.	%
Government						
Federal (including Armed Forces)	0	0	14	10	14	9
State of Washington	1	5	12	9	13	8
City of Seattle	1	5	7	5	8	5
King County	2	10	4	3	6	4
Metro	1	5	1	1	2	1
Local governments	2	10	14	10	16	10
Other governments	1	5	3	2	4	3
Education						
Universities	5	25	6	4	11	7
Public Schools	1	5	6	4	7	4
Non-profit organizations	0	0	4	3	4	3
Professional and services	1	5	18	13	19	12
Manufacturing	2	10	16	12	18	12
Retail trade	0	0	5	4	5	3
Other	3	15	26	19	29	19
TOTAL	20	100	136	99*	156	100

*Due to rounding, figures do not equal 100%.

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most individuals leaving City management positions are staying in the Seattle area. Many take jobs in other governments, or with private employers in service and professional firms, including consulting and other professional services organizations.

Based upon the benchmark jobs and our analysis of the market for City management jobs, the salary survey was sent to selected governments and educational institutions, private employers and electric utilities.

The geographic area for the survey was primarily the Northwest: the Seattle - Everett Area, Washington cities and counties and the State of Washington. We surveyed selected West coast cities and counties in Oregon and California. The survey was also sent to educational institutions and special purpose governments, such as the Port and Metro in the local area.

Private employers in the Seattle area that employ 5,000 employees or more employees were included on the survey. A list of the employers surveyed is shown in the Appendix.

In addition to the surveys of local government and private employers, a special survey of electric and other utilities was conducted to examine salaries among public and private utilities. Although most of the utilities surveyed are located in the West, they were primarily selected because of their similarity to City Light in terms of size and operations.

Surveying Management Pay in Local Governments.

Local governments provide the best match for the City's management jobs. The "market" for City Managers jobs is national in some cases, and regional in others, depending on the requirements of the position. Good matches for the benchmark jobs were found in major West Coast cities similar to

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Seattle in terms of population and size of the employee work force. Good matches for the City management jobs were also found among special purpose governments in the local area. Some matches for City management positions may also be found within Washington State, although as the state's major city, Seattle appears to set the pace for pay for some positions.

Surveying Management Pay in Private Companies

One problem in surveying for public salaries in private companies is that it may be difficult to find comparable job matches between public and private employers. Many jobs found in city government are unique to public jurisdictions. Examples are positions such as Human Rights Director and Parks Director.

Other differences between government and industry affect the comparisons that may be made between public and private salary administration and pay plans:

- Salaries for executives and managers in private industry are often tailored to the individual in the position. Pay plans in private industry are generally more flexible and easily adjusted.

- There are range of pay and incentive options, as well as options for tax planning for executives in private companies. Base pay is only one component of compensation in private industry. Private companies also provide for bonuses, short and long term incentives and attractive perquisites based on performance. Salary increases in government are usually automatic or semi-automatic progressions in pay.

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- Salary ranges for base pay in private industry may have a spread of 30 percent to 50 percent for professionals and executives. In contrast, local governments tend to have narrower pay ranges for positions at all levels in the organization.

- Private companies have developed sophisticated methods of salary administration, including mid-point salary controls, to control increases in salary costs. Public pay plans have designed step pay plans integrating both subordinate and management pay through a step or percentage differentials.

These considerations and comparisons are important for two reasons. First, they indicate that comparable job matches may be difficult to find between public and private employers due to significant differences in organization and salary administrative plans. Second, because of these differences private employers are often reluctant to participate in local government sponsored salary surveys.

Surveying Management Pay in the Utility Market

One of the key issues to be addressed in the study is the interaction between the City's electric utility, City Light, and the other City departments, in the areas of salary administration.

The "market" for the City's electric utility management positions presents an interesting situation. Of the individuals in City Light's management positions at the time of the survey, not one was recruited or hired from another utility - either public or private. Most of those in management positions were recruited to City Light from other departments in the City or from other governments in the Northwest.

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The presence of the utility within the larger City organization presents certain strains on the City's overall system for salary planning and administration. The strains occur because the wage market for the utilities sector is higher than it is for the government sector. There is evidence from our analysis that suggests that a management position in the utility will be paid more than a comparable position in another department. The survey of utilities included public utilities from across the nation and major private utilities in the state. Pay in public utilities varies significantly by size of the utility and its location.

There were few responses from investor owned utilities. Private utilities apparently perceive themselves to be in a different market from that of the City.

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Integration of Survey Data Into Salary Structure

The results of the job evaluation process are total points assigned to each job. These points establish the relative value among all jobs. Theoretically, it is possible to give dollar values to all jobs in direct proportion to the points assigned. This is administratively impractical, however, since it would create as many different pay grades as there are jobs. Also, since even very small changes in duties would probably require adjustments in total points, pay grades would be changing constantly. The results of job evaluation can never be accurate enough to justify such fine distinctions, so for technical as well as administrative reasons, jobs are grouped into pay grades or ranges.

Jobs of similar value are put into the same pay grade and pay grades are ranked in a logical and consistent series from the lowest to the highest. Dollar values must then be put on the pay grades - which involves pricing the structure.

Once the jobs have been grouped into pay grades, it is possible to price them all by surveying pay levels for comparable jobs in other organizations. Not every position can be surveyed, of course, since many of the jobs are unique. When jobs have been grouped, however, only a limited number need to be priced in each group. The pay structure can then be established on the mathematical principle that things which are equal to the same things are equal to each other.

This is not to suggest that a strict market pricing strategy is appropriate. There are a number of problems in strict market pricing. Strict market pricing would allow organizations outside the City to dictate the City's pay plans and internal job alignment. This strategy assumes that there is good pricing information available. In fact, because of the great

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differences in responsibilities among management pos ons and the dynamic nature of the market itself, it is difficult to obtain meaningful data for many positions.

Nonetheless, market survey data is useful in assessing the organization's competitive position in the market place for management talent. This analysis is done through a COMPA ratio analysis of pay, based on comparisons of salary midpoints. First, midpoints are determined for the surveying organization. Second, midpoints are calculated and averaged among surveyed organizations to calculate the "community wage". A comparison of the relationship between the two is calculated as a percentage ratio. A COMPA ratio of 1.00 indicates that the organization's and the community's midpoints are the same. A COMPA ratio of less than 1.00 may indicate that the organization is paying less than the community wage for the position. A COMPA ratio of more than 1.00 indicates that the surveying organization is paying over the community wage for the position.

One problem that may occur is that survey results may suggest that jobs may be over or under paid by one or more levels from the internally-oriented job evaluation plan. The City's salary administration policies should state its intent to pay according to internal job evaluation results, rather than according to strict market pricing for a given job.

While it is crucial to have up-to-date salary survey data in order to maintain a competitive pay plan, the survey will not "tell" what a specific job should be paid. A wide range of salaries exist for most jobs. Median salaries may vary significantly depending upon the industry and other circumstances. Surveys provide benchmarks for further analyses. The design of pay structures must balance competitive market forces and the relative value of jobs within the organization.

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VII. OTHER RECOMMENDATIONS

As a result of our work with the City in regard to job evaluation and pay, we have a number of recommendations to improve the City's planning and administration of its management compensation program.

- We recommend that the City conduct an annual review of management salaries to see that they keep pace with external salary levels. National data shows that management salaries have tended to increase at a rate of around six percent a year.

  - There are a number of published salary surveys that may be used to review the City's pay position. In addition, the City should continue to participate in salary surveys conducted by other employers in order to expand its own data base on management pay.

  - Likewise, it may be useful to seek cooperative or collaborative ways to conduct surveys with other organizations. For example, the City and County of Denver conduct annual joint salary surveys. Contacts with private employees are needed in order to increase their participation in the City's salary surveys.

- We recommend that a Management Compensation Taskforce be continued to review the ratings between "department heads" and non-"department head" positions as well as to evaluate new and revised positions. Also regular meetings of the group should be scheduled and their recommendations in regard to pay and benefits policy and planning should be the subject of an annual meeting with the Mayor and the Council.

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. We recommend that the City develop a "Benefits Policy." Most organizations assume that benefits are more highly valued when they are of high cost to the organization, but employee surveys show otherwise. The value of a benefit to a given population is most dependent upon the age and income of the recipient and his or her family obligations. Benefits needs change depending on the age and family patterns of the employee group.

.. Employee input through surveys can provide important information for benefit planning. This information can be used to develop a benefits policy that will support the City's goals and allow the City to compete in the job market with other employers. For executive and managers a benefits survey can be used to assess:

... the relative value of present benefits
... degree of acceptance with present benefits
... willingness to share costs of additional benefits

.. Information about the senior management group suggests that they share a common concern with private sector managers. They, like their private sector counterparts, pay a larger proportion of their income in taxes to the government. They would likely be pleased to receive a portion of their compensation in the form of benefits that are treated favorably in tax terms, or in non-cash benefits. Other jurisdictions offer to executives and managers, in addition to the "core" benefits to all employees, optional benefits purchased by the City according to the fixed dollar amount determined annually. Options may include:

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Deferred Compensation - Funds invested in these City authorized programs will result in the deferral of Federal income tax liability until such time as they become available to participating individuals.

Long-Term Disability Program - A long-term disability program may be purchased. Such a program may provide security in the event of an inability to work. Such inability to work is defined to be as a result of injury or illness resulting in long-term absence from gainful employment. Programs available through the City could allow for flexibility in protection and duration of benefit.

Medical Reimbursement Program - In selecting participation in this program, an employee elects to be reimbursed for deductibles. The City's reimbursement of such expenses would be limited annually to a predesignated amount requested by the employee.

Supplemental Term Life Insurance - Employees may elect additional amounts of group term life insurance to be purchased by the City. The cost of such coverage is a function of amount purchased, $10,000 increments, and age of employee. Approval of such coverage rests with the City's insurance carrier.

Annual Leave - Employees may elect to purchase additional amounts of annual leave. Annual leave may be purchased in eight hour increments, with such purchases limited to twenty-four hours per year. When annual leave is purchased it may be at a rate of fifty percent of the employee's hourly compensation.

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Professional Development - Employees may request funds to pay registration fees, travel costs, subsistence, etc., associated with professional development and training. Examples of such development include, but are not limited to; annual professional conferences, job related workshops and seminars and formal course work.

These options should be explored further with the City's managers and decision-makers, through surveys and discussion.

. We recommend that the City continue its examination of merit and incentive pay for managers. The basis for the City of Seattle's concern for merit pay for executives and managers is found in City policy as it is reflected in the City's Personnel ordinance. Although executive department heads and senior managers are exempt from the provisions of the Personnel ordinance, nonetheless the Personnel Department and the Management Compensation Taskforce have devoted considerable time and study to the issue of merit pay for the City's top managers.

.. The rationale for developing a merit pay program for top managers is that as a group they have the ability to influence the organization's goals most profoundly. Decisions made and action taken by this group will determine the success or failure of the organization's policies and programs. For this reason they are the group whose behavior is most likely to be rewarded in merit or incentive pay plans. The City may wish to implement the program first with the top management group before extending the program to other employees.

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APPENDIX A

Job Evaluation Methodology and Design

The purpose of job evaluation is to ensure that each position is paid according to its value or worth to the organization. The job evaluation method discussed in this section is based on job value as it was derived from an analysis of the City's current pay system. The understanding and insight into the current system for job evaluation and pay was used to design a revised job evaluation plan. This plan recognizes the value of each position to the City and the internal relationship among positions.

The approach described here was selected because it met certain criteria. First, the system is based on an analysis of compensable factors, those factors or elements of the management job that the City has shown it is willing to pay for. These factors are considered to be universal, that is they are common to many job evaluation plans. Second, the method has been shown to be valid and consistent in evaluating managers' jobs. Further, the method is reliable and may be replicated and used by City staff in the future.

The system meets other criteria important to the City. Early in the project it was determined that the system should be:

- Simple and easy to maintain. The system needs to accommodate frequent changes in organization and structure, as well as annual updates.

- Understandable. The system needs to be understood by its participants, the City's decision makers (Mayor and Council) and the staff who will have ongoing responsibility for maintaining it.

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- Reflect the City's unique needs. Each organization is unique and has its own needs and requirements. The City's system should be sensitive to City Charter and ordinance requirements, the City's organizational structure, and its programs and policies.

- Credible. Both the participants and the decision makers must have confidence that the system accurately assesses and fairly measures specific qualities of management jobs. Ideally, the methodology should be based on tested or proven procedures.

The system as described here meets each of these criteria.

Compensable Factors and Market Approaches to Job Evaluation

The use of compensable factors in job evaluation is widespread. Despite their considerable use, however, conventional point factor job evaluation methods are often criticized. The main objection is that they are difficult to administer. Difficulty occurs because these systems are developed in a vacuum, that is, they are developed in isolation from the values of the organization. As a rule these systems have been designed and applied with little insight into the organization in which they are to operate. As a result, traditional point factor job evaluation methods have not been sensitive to the status of positions in the organization hierarchy. Most job evaluation programs have not considered the existing compensation program, operating either formally or informally.[1] Consequently, there is a great deal of criticism leveled at traditional point factor job evaluation methods.

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1 Rusher, Howard, "Job Evaluation: Mystical or Statistical?" AMACOM, 1978.

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In contrast to point methods of job evaluation, the market pricing approach bases job value and compensation on surveys of current compensation levels in other organizations. This method presents other problems. Supply and demand forces are probably good allocators of goods in the market - but not of people. Long standing cultural biases have the effect of distorting pay, particularly to women and minorities. Market effects - although they cannot be ignored if the organization is to continue to hire and retain qualified employees - should not be the basis for establishing the organization's internal hierarchy or relationships among positions.

Regression Analysis - An Alternate Approach to Job Evaluation

In recent years a number of researchers and compensation planners have developed various statistical models for determining the worth of executive, managerial and professional jobs. Multiple regression analysis has been used to identify the determinants of managerial pay and the effect of each determiner or factor on compensation. Multiple regression analysis is a statistical technique that investigates the relationship between a dependent variable (the money worth of the job) and two or more independent variables (various compensable factors). Multiple regression analysis of job factors has shown that factors such as managerial rank, reporting level, number of management employees and number of employees supervised appear to be predictive of pay to managers.[7] Researchers have shown that management pay varies positively with the level of the position (position importance), staffing ratios (scope of supervision), and size of the organization (possibly a proxy for job responsibility).

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2 Foster, Kenneth, "Determinants of Organizational Pay Policy," Compensation Review, Third Quarter, 1977.

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In profit-making companies, positive correlations with pay have also been found for profitability, return on investment and job function.[3]

Researchers using regression analyses have found that compensation decisions in most organizations are relatively consistent. That is, decision makers tend to evaluate the value of positions in the same way over time. The regression equation simulates the organization's decision process and produces results that reflect the organization's prevailing values.

One advantage of the regression analysis approach is that once the organization's decision processes and results are known, they may then be examined and reviewed for value and equity considerations. Another advantage of the regression analysis approach to job evaluation is that it is based on readily available and factual information about jobs. There may be disagreement on the importance of the information to be used in the evaluation, but the data to be used is factual and may be objectively reviewed.

On the other hand, there is a significant drawback to using regression analysis for job evaluation and compensation planning. It is that in reflecting the prevailing organizational values, the method may perpetuate inequities in the current system or inappropriate considerations in the job evaluation scheme.

Project Methodology

Based on a review of the research and literature, our conclusion was that regression analysis may be best used to explore and understand the current situation regarding the pay

3 Ibid.

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system and job incumbents. Our approach was to use this information in the design of a point factor method of job evaluation for the City. We used the regression analysis and other statistical techniques in order to be fully informed about the City's current job evaluation methods and pay decisions and about the detailed characteristics of the managers and their jobs. The point factor method was designed to reflect the values of the City, and the value of each manager job to the City.

The design of the project methodology began with a statement that one of the goals of this approach to job evaluation was to make explicit the implicit assumptions that are operating in decisions related to pay. We recognized that while the City has had no formal method of assessing and evaluating the internal worth of executive and management level jobs, nonetheless, there are operating a number of implicit assumptions and informal decisions related to pay levels. The approach to be used in this evaluation process was to identify the well-established, although unrecognized values that have guided pay decisions in the past. It is the detailed analysis of the current situation that makes this method so different from traditional job evaluation methods.

Initial Data Analysis

A survey of 162 City of Seattle executives and exempt senior managers was conducted in April 1983. A "Job Analysis Questionnaire" was used to survey the City management group on 120 items related to their characteristics, responsibilities of their positions, nature of the tasks they perform, contacts they make, job conditions, and level of management and professional experience required for their positions.

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The data was analyzed on a computer using the Statistical Package for the Social Sciences (SPSS). The purpose of the analysis was to identify those variables that are strongly related to the rates of pay for management jobs under the current pay schedule.

Several different types of analyses were performed. Frequency distributions for the group as a whole and various sub-populations were developed. Correlations between salary and individual variables were calculated for the group as a whole and for executives and managers, each as a separate class. Tests and examinations of significant differences between classes were performed. Multiple regression analyses were performed to determine those variables that in combination were most predictive of the existing salary schedule for the group as a whole, and for each class.

The purpose of the initial analyses was not to develop a final job evaluation equation. Rather, the intent was to utilize the information gained in the analysis to provide guidance to selecting those variables that would be considered in the final equation and job evaluation model.

Profile of the City Manager Population

Frequency distributions were used to develop a profile of the City's manager group. Of the 162 individuals responding to the initial survey, the population of executives and senior managers was distributed as is shown in Table A-1, "City of Seattle Manager Group". Executives, or department directors, were about fourteen percent of the group. Senior managers represented the largest number of managers. They constituted 83 percent of the survey. Administrators or staffs to Boards and Commissions were around three percent of the group.

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Table A-1

CITY OF SEATTLE MANAGER GROUP[1]

	Number	Percent of Total Population
Executives[2]	(23)	14%
Senior Managers[3]	(134)	83%
Administrators[4]	(5)	3%
Total	(162)	100%

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1 "Manager" for the purpose of this study are all those positions which have managerial responsibilities and are exempt from the hiring, termination and discipline procedures of the City's Personnel Ordinance and its rules and procedures.

2 Executive Positions as defined by the City Charter, are positions held by City officials who are sworn to uphold the duties and responsibilities of their office. Executive positions are appointed by the Mayor and confirmed by the City Council. Executives are directors of City departments or offices.

3 Senior Managers are those in exempt management positions. Senior managers have responsibility for developing and administering City policy and programs and are responsible for the work of subordinates within their organization.

4 Administrators are Administrative Directors and Executive Secretaries for the various boards and commissions. In most cases they are appointed by the boards and commissions they serve.

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For the group as a whole, men were around 78 percent and women around 22 percent of the managers. Women were nearly 40 percent of the executive group, but only 20 percent of the senior management group.

Minorities in management represent about sixteen percent of the group as a whole. They are around 26 percent of the executive group and about fifteen percent of the senior managers.

The mean age for the City's management group as a whole was 43.6 years. There are significant differences, however, based on sex and minority status. For men in managerial positions the average age was around 45 years, for women around 40 years. Minorities in City management averaged 42 years of age.

The mean years of education for the group was 16.6 years, equivalent to some study past a four-year college degree. There were significant differences between the education backgounds for men, women and minorities. The average educational level attained for men in the group was 16.4 years. Both women and minority managers had higher levels of educational attainment. Both reported an average of 17.4 years of education.

Of those college graduates that reported undergraduate majors, Engineering, Business, and Social Sciences were the predominant undergraduate majors. Most of those with graduate degrees held masters degrees in Business or Public Administration.

In terms of management experience, the group as a whole averaged around thirteen years of management experience. Men averaged fourteen years in management and women around eight years in management. Minorities of both sexes have around ten years of management experience.

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The group averaged over fifteen years of professional experience in their field. Men had significantly more professional experience than women. Men averaged over sixteen years of professional experience and women about eleven years. Minorities also reported over eleven years of professional experience in their field, compared to over sixteen years for non-minorities.

The executive group averaged around eight years in City employment while senior managers averaged nearly fourteen years. The average tenure of men in the City's employment is nearly fifteen years. Women and minorities have around eight years each of City work experience.

Pay to the group averaged $3,906 per month, or an annual salary of $46,872. Executive salaries averaged $4,495 per month, or $53,940 annually. Analyses of pay based on sex and minority status showed significant differences among the groups.

Men in management earned an average monthly salary of $3,967 or $47,604 annually. Women earned an average of $3,675 per month or $44,100 annually. Minorities in management earned $3,783 per month or $45,396 annually.

In summary, the City of Seattle's executive and manager group has extensive experience both in their professions and in management. They are well-educated; most of them hold a four-year college degree, many hold graduate degrees. A considerable number of managers have made a career with the City, as is shown by the lengthy tenure in City employment that was reported by the senior management group.

Women and minorities in management as a group are younger and better educated than their male and non-minority counterparts. They have significantly fewer years in management, in their

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profession and in City employment. They also receive on the average less pay than non-minority men in the management group.

Information on the characteristics of the manager group was very important to the design of the point factor job evaluation system. For example, considerations of education and management and professional experience as weighted factors for job evaluation were assessed for the potential impact these factors would have on the group as a whole and for women and minority managers.

The consultant and the Management Compensation Taskforce reviewed their recommendations for factors and weights in light of the information about incumbents and in terms of the impact their recommendations would have on the City's concern for a bias-free system.

The consultant and the MCTF reviewed and weighted the job evaluation factors so that sex and race are neutral factors. The system is free of any bias in this regard. The information gained from the profile of the City manager group was extremely valuable in guiding these decisions.

Correlation Analysis

Simple two variable correlation analyses were performed to examine the relationship between each job variable (factor) and pay. The results of the analysis were used to inform us about the one-to-one relationship between each individual factor and pay to the executive and manager groups. This information was used to determine those factors to be considered as variables in the multiple regression analysis.

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Results of the correlation analysis showed high correlations between a number of individual variables and pay.[4] For the executive group the highest positive correlations with pay were found for these individual variables:

Salary of highest paid subordinates ($r = .88$);
Number of employees ($r = .74$);
Number of exempt managers ($r = .74$);
General experience in management required ($r = .73$);
Impact on objectives ($r = .63$);
Impact on fiscal operations ($r = .63$);
Effect of error ($r = .60$);
Department budget ($r = .60$);
Direct budget responsibilities for budget ($r = .50$).

The same analysis produced positive correlations with the pay to the manager group, but the relationship was not as strong:

Salary of highest paid subordinate ($r = .70$);
Number of employees ($r = .60$);
Number of exempt managers ($r = .58$);
General management experience required ($r = .55$);
General professional experience required ($r = .47$);
Department budget ($r = .14$);
Direct budget responsibilities ($r = .30$).

The initial analysis showed strong positive correlations between a number of individual job variables and pay to the executive and manager group. Results of the analyses indicate that the variable with the strongest relationship with the current rate of management pay is the salary of the

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4 The sample correlation coefficient (denoted by r) is an estimate of the relationship between the values of x and y. In this case x = salary and y = each job variable or factor. A value of r equal to ± 1 indicates a perfect positive linear relationship between the values, and one in which the value of y increases as x increases.

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subordinate. Other strong relationships were found between pay and the number of exempt managers, number of employees and size of department budget.

Other researchers have shown that these elements or factors of managers' jobs are strong predictors of management pay in private companies. We examined the relationship of these factors in the pay to managers in the City and found many of the same correlations and relationships. Apparently, these important elements of managers' jobs are common to both government service and private business.

Other Differences: Task Analysis

The initial data analyses showed some differences between the work performed by executives and managers. For example, Table A-2, "Task Analysis by Executives and Managers" shows the percentage of time managers and executives report that they spend on certain tasks. This information was reported by the managers who provided a description of their job duties, by the percentage of time they spend on each duty. The table shows that executives estimate that they spend more time in program and policy planning and considerably less time in directing operations than the senior managers. The manager group appears to be more involved in day-to-day operations and less involved in longer term policy and program development.

Another difference between the activities of managers and executives was found when we analyzed information related to the type and nature of contacts they make in the course of their work. The number of contacts varied according to the level of the position in the organization. Table A-3, "Contacts, Type and Frequency by Executives and Managers" shows that the executives reported considerably more contacts than did the managers.

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Table A-2

TASK ANALYSIS BY EXECUTIVES AND MANAGERS

TASK OR DUTY	.....PERCENT OF TIME SPENT..... EXECUTIVES	SR. MGRS.	TOTAL POPULATION
Direct budget planning and preparation	5	8	7
Information dissemination	3	2	2
Project management	4	4	4
Act-in responsibility	N/A	1	1
Coordinating with other City departments	9	6	6
Personnel administration	7	6	7
Direct operations of staff	41	52	50
Program and policy planning	13	10	11
Client-customer relations	2	2	2
Technical support	1	3	2
Negotiate with outside agencies	14	4	6
Other	2	2	2
	101%[1]	100%	100%

1 Figures may exceed 100% due to rounding.

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Table A-3

CONTACTS: TYPE AND FREQUENCY
BY EXECUTIVES AND MANAGERS[1]

TYPE OF CONTACT	MEAN NUMBER OF CONTACTS: PER MONTH EXECUTIVES	MEAN NUMBER OF CONTACTS: PER MONTH SR. MANAGERS
Council members	15	4
Mayor	7	1
Other elected officials	6	3
Council staff	9	6
Mayor's staff	20	6
Department heads	21	5
Sr. managers, other departments	11	15
Sr. managers, same departments	57	44
County, state, federal government	8	6
Contractors/vendors	8	8
Professional peers	13	21
Public/community groups	15	13
Labor organizations	5	3
Media	7	4

1 Estimated by month.

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The types of contacts made by executives and managers also varied by level of the position in the organization. For those at the executive level - department directors - contacts were primarily with those at the highest level of City government and with those outside City government - other government representatives, labor, the public and the media. The types of contacts made by managers in the performance of their duties also varied by their level in the organization. The higher the level of the position in the organization, the broader the contacts made by the position; and the lower the level of the position in the organization, the narrower are the range of contacts. Information on the tasks performed and the contacts made by executives and managers was used in the design of the factors for job evaluation.

Multiple Regression Analyses

Regression analysis was used to analyze the existing mathematical relationships between several independent variables and compensation to the City's management group. The result, expressed as an equation, is a description that enables us to know more about the positions to be evaluated and their incumbents. This description refers to the current situation or "What is." It does not answer the concern of "What should be."

This methodology differs from the previous applications of regression analysis to job evaluation and compensation planning. The regression analysis in this case was used to understand the current method for valuing positions. It was not intended to replicate the current values in a job evaluation method.

Rather than apply the results of the multiple regression analysis directly as factor weights for job evaluation, we used the insight and understanding that we gained of the City

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managers' jobs to develop a revised system that reflects the City's values to a significant degree, but also has been reviewed for fairness and equity. Considerations of value and equity were paramount in the analysis pertaining to selecting and weighting these factors for evaluation.

Our approach was to analyze a number of factors in order to discern those that the City appears to pay for. These factors can be used to objectively identify and define jobs, and to make distinctions and establish degrees of difficulty among them.

The purpose of the regression analysis was to:

1. Analyze the contribution of each factor and combination of factors of current management and executive pay levels.

2. Determine those job factors which seem to have the strongest relationship and predictability in terms of current pay levels.

3. Develop a series of evaluation methods based on understanding of current values and conditions, "what is", and propose a series of job evaluation factors and weights according to "what should be."

A panel made up of representatives of the consultants' staff and the City's Personnel Department reviewed the results of the frequency distributions and the correlation analyses and identified a number of variables that showed positive correlations with manager pay. These were considered together in a job evaluation model for the manager group:

. Size of department budget
. Total number of employees
. Number of exempt managers supervised

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. Number of functional areas managed
. Rating of each position for
  .. level of supervision
  .. level of controversy
  .. level of impact
  .. level of effect of error
. General management experience required
. Contacts with
  .. mayor's staff
  .. labor organizations
  .. media

A regression analysis was performed using these variables as predictors. Results demonstrated the ability of these variables to explain over 80% of the variances in the existing salary structure for executives. Stated another way, over 80% of the pay to the executive group can be accounted for by the combination of these factors. A summary table of that analysis is shown in Table A-4, "Executive Position Step-Wise Regression Analysis Summary Table." When these same variables were used to analyze the pay to the executive and manager group as a whole, they accounted for over 60% of pay to the group. The regression analysis supplied considerable insight into the City's values regarding management compensation.

After extensive review of the multiple regression analyses, a number of factors were selected to be considered in a preliminary job evaluation model. The criteria for selecting the variables were:

. The source of value for the position, that is, those dimensions of the jobs that give the value to the City; e.g., what elements of the management job should the City pay for?

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- Considerations of equity and fairness; e.g., what factors among those the City appears to pay for, should be rewarded in an equitable job evaluation plan? What factors should not be considered?

  For example, although seniority and age are highly correlated with pay, they are not considered as factors for job evaluation. These and other factors that would unfairly favor one group over another were deleted from further consideration as factors.

Other considerations that affected the final selection of factors were:

- Concerns that the equation did not over evaluate or under evaluate the jobs in question, by weighting a single factor too heavily.

- Adequacy and consistency of data. In some cases data was inaccurately or inadequately supplied by the group. For example, data on assets managed is not available on a consistent basis from all of the departments.

Guided by these criteria, the information on job incumbents and the positions themselves, and the analyses regarding the influence of each factor on current pay, a draft job evaluation model was developed.

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Table A-4

EXECUTIVE POSITION STEP-WISE REGRESSION
ANALYSIS SUMMARY TABLE

Step	Variable	Simple R	Multiple R	Multiple R^2
1	NUMEMP	.764	.764	.583
2	NUMEXMG	.750	.827	.684
3	CONTC13	.296	.867	.751
4	LEVEL3	.593	.881	.776
5	FNCAREA	.371	.887	.787
6	LEVEL2	.366	.891	.794
7	CONTCO5	-.198	.895	.801
8	LEVEL4	.518	.897	.805
9	LEVEL1	.195	.898	.806
10	GENEXMG	.715	.899	.808
11	CONTC14	.197	.899	.809
12	DEPBUDG	.627	.900	.809
13	LEVEL5	.485	.900	.811

NUMEMP	Total number of employees managed
NUMEXMG	Number of exempt senior managers supervised
CONTC13	Number of contacts with labor organizations
LEVEL3	Level of impact on City objectives
FNCAREA	Number of functional areas
LEVEL2	Level of controversy
CONTCO5	Number of contacts with Mayor's staff
LEVEL4	Level of impact on fiscal operations
LEVEL1	Level of supervision given
GENEXMG	Years of required management experience
CONTC14	Number of contacts with the media
DEPBUDG	Annual department operating budget
LEVEL5	Level of effect of errors

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The Job Evaluation Model

The proposed job evaluation model is based on seven factors and a number of subfactors. Each factor represents a source of value to the City, either a job input (what managers bring to the job) or job output (work outcomes such as results). Furthermore, the factors represent a core of universal elements common to most compensable factors job evaluation systems: knowledge and skills required; accountability; levels of difficulty and responsibility; and nature of qualifications.

Guided by the statistical analyses and the profile of the manager group, the consultant recommended a method of job evaluation based on the factors shown in Figure A-1, "Job Evaluation Factors, City of Seattle, Management Compensation Project."

Each factor was then defined in some detail and a scale including definitions for each level was developed. These weights are shown in Figure A-2, "Schedule of Job Point Values." A weighting system was designed using a 1000 point scale. The number is arbitrary, but it is easy to work with and provides enough points to make meaningful differentiations.

An initial weighting was considered that reflected the value of each factor as indicated by the preliminary regression analysis. This approach was rejected because it was felt by the consultant and Personnel Department staff that it relied too heavily on measures of department size and did not reflect adequately the contribution of the City's managers in other areas, some of which are less quantifiable.

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FIGURE A-1

JOB EVALUATION FACTORS
CITY OF SEATTLE
MANAGEMENT COMPENSATION PROJECT

FACTOR	RATIONALE FOR SELECTION OR COMMENTS
1. Knowledge and Skill Requirements	
A. Preparation and Training	Reflects City's education requirements for manager positions.
B. General Management Experience Required	Management experience requirements vary among the manager positions. This subfactor shows high positive correlation with pay for the executive group.
C. General Professional Experience Required	Professional experience requirements vary among the manager positions. This subfactor shows high positive correlation with pay for the manager group.
2. Accountability	
A. Size of Subordinate Population	The size of the subordinate population reflects management responsibility for major City operations. This factor shows high positive correlations with pay.
B. Magnitude and Impact	Level of department financial responsibility measures the fiscal accountability of the position, including the level of review and independence of the position for financial decision making. The magnitude and impact dimension reflects the responsibility of the position for planning and administering the department's operating budget and capital budget projects. (This factor is intended to measure departmental, rather than City-wide, financial responsibility.)

FACTOR	RATIONALE FOR SELECTION OR COMMENTS
C. Financial Complexity and Decision-Making	This subfactor considers the complexity of management responsibility for financial decisions that impact the City's overall financial condition.
3. Impact on Primary Objectives	This factor shows the relative value of the position compared with others in achieving the City's objectives. It also reflects the level of the position and its ability to impact the City's objectives. This factor is highly correlated with pay to the executive group.
4. Effect of Error	This factor shows the effect of kinds of decisions made by the position, and the potential for significant error.
5. Variety and/or Complexity of Functions	Reflects the variety and complexity of management jobs at different levels. There is a slight positive correlation between job level and pay.
6. Contacts With Others	The data shows significant differences in manager contacts based on the level of the position. This factor considers the types of contacts made by the job level in the organization and the part of the job spent in contact. There are mixed correlations with contacts and pay to the manager group.
7. Management Job Conditions	This factor considers exposure to difficult job conditions including unique conditions and demands, risk and annoyances, or unavoidable hazards.

FIGURE A-2

CITY OF SEATTLE
SCHEDULE OF JOB POINT VALUES

Factors	Points Assigned to Factor Degrees: 1st Degree	2nd Degree	3rd Degree	4th Degree	5th Degree	6th Degree	7th Degree	Maximum Points	Weights Assigned to Factors
1. Knowledge and skills									
1A. Preparation and Training	13	25	38	50	63	75		75	7.49%
1B. Professional experience required	9	19	28	38				38	3.79%
1C. Management experience required	9	19	28	38				38	3.79%
2. Accountability									
2A. Size of subordinate population	9	19	28	37	46	56	65	65	6.49%
2B. Magnitude and impact of financial responsibility									
Budget responsibility									
Operating budget									
Low	1	17	29	42	54				
Medium	8	21	33	46	58				
High	13	25	37	50	62			62	6.29%
Capital projects	0	2	15	23				23	2.30%
2C. Financial complexity and decision-making	0	10	30	50				50	4.99%
3. Impact on City's Primary Objectives								170	16.97%
Responsibility level:									
1	7	41	75	109	143				
2	14	48	82	116	150				
3	20	54	88	122	156				
4	27	61	95	129	163				
5	34	68	102	136	170				
4. Effect of Error	32	64	96	128	160			160	15.97%
5. Variety and/or Complexity of Functions	32	64	96	128	160			160	15.97%
6. Contact with Others									
Frequency/Scope:									
1	22	33	44	55	66				
2	33	44	55	66	77				
3	44	55	66	77	88				
4	55	66	77	88	99				
5	66	77	88	99	110			110	10.98%
7. Management Job Conditions	10	30	50					50	4.99%
TOTALS								1,000	100.0%

An alternate weighting of the factors was recommended by the consultant team. Since this is the most subjective and crucial element of the evaluation process, the weights were reviewed for consistency by the Management Compensation Taskforce. The purpose of the review by the Taskforce was to see that the weighting reflected the value system of the City as a whole. It is in this sense that the method is "policy capturing"; that is, it is based on elements of jobs that are valued by the City.

The Management Compensation Taskforce reviewed and revised the factor weights and tested their proposed revisions to the weights on a representative sample of management positions. Since the data for the positions was entered on a microcomputer, they were able to see the results of their recommendations readily. The final recommendations by this Taskforce constitute the recommended weights for each factor.

Other revisions were made in the job evaluation standard as a result of the feedback and comments of the Management Compensation Taskforce. For example,

- The accountability factor was re-configured to consider data from operating and capital budgets, as well as the complexity and impact of financial decision making.

- The variety and complexity factor was added to reflect the level of independent thinking, planning and judgment of manager positions.

- Management Job Conditions were added to reflect considerations of unavoidable risk and exposure including exposures to public pressure or controversy, personal liability and physical safety encountered by managers in the usual course of their work.

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Following the addition or revision of these factors, the weights were reviewed and agreed to by the Taskforce.

Tests for Validity

Preliminary tests of the job evaluation method were conducted for a random sample of positions. These positions were evaluated by the factors using a microcomputer and were rank ordered by points from high to low. These initial evaluations and scores were reviewed by the MCTF for consistency. They were satisfied that the factors were being applied consistently and fairly for the sample group and that the point scores were based on accurate data for the group.

Following this review, all of the positions in the survey were evaluated using the job evaluation methodology. Separate reports were produced for each City department. Each member of the MCTF reviewed the reports for his or her department.

An additional report was produced that compared the mean or average scores for various subgroups within the study.

These tests of the system show that it evaluates the jobs based on their level of responsibility in the organization. The system makes distinctions among and between positions in a way that is orderly and consistent.

Comparisons were made for mean or average scores for men, women and minority managers. There are only slight differences between the mean scores for these groups. From the comparison of test scores for positions held by men, women and minority managers, the system appears to evaluate each position on important job dimensions and is neutral on the basis of sex and race.

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Other Findings and Conclusions

The extensive analysis that has gone into developing this job evaluation has provided considerable insight into the City's job evaluation and pay plans that may be of interest to the City's policy and decision makers, as well as to other local governments and those outside of the City. We have developed a detailed analysis of a large data base for the City's manager group.

From this analysis we can make some general observations and conclusions regarding job evaluation in the City of Seattle and elsewhere and about the nature of management jobs.

- The salary of the highest paid subordinate position as a single factor, may be used to predict the pay to managers or executives.

  An initial analysis of the data showed that the pay to the subordinate as a single factor accounts for more than 70% of the variance in the existing salary structure for all managers. This data suggests that the City has had integrated pay schedule, that is, a single pay schedule has been used to set staff and management salaries. The salaries of managers have been calculated at some uniform percentage above those of the subordinates. It further suggests that the City's chief salary concern over time, has been for vertical pay equity within each department. This observation is supported by our knowledge of the City's systems. Since the chief concern of the project has been to provide for horizontal equity, or comparisons across departments, this factor was not included in the next regression analysis.

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Information on subordinate salaries can be used to predict the pay of senior managers. Subordinates' salaries are often set at some percentage of their manager's pay. It is interesting to note that similar findings have been made for compensation systems in the private sector as well.

- <u>Many of the factors that are predictive of pay to management jobs in the private sector also show high correlations with pay in the public sector.</u>

Other research has shown that regression analysis may be used to analyze and predict pay to managers in profit-making companies. We have shown that these techniques may be used to predict pay in City government manager jobs as well. It appears that the important elements of job worth are common to public and private employers.

- <u>Job duties and responsibilities of executives and managers vary considerably by their level in the organization.</u>

Executives spend significantly more time in program and policy planning and have significantly more and higher level contacts with others in the course of their work than do the City's managers. Managers, on the other hand, estimate that they spend more time than the executives in directing the day-to-day operations of staff. Their job contacts tend to be less frequent and at a lower level in the organization. In fact, the job level in the organization can be used to predict the responsibility for program planning and the frequency and type of business contacts used by the position.

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- Information about job incumbents and their duties is a critical component in designing a job evaluation method that is rational, equitable and bias-free.

The project team and the Management Compensation Taskforce referred many times to the correlation analysis and the demographic profile of the manager group in designing the factors and their weights. The data base information about the incumbents and the detailed information about the jobs themselves, permitted an in-depth analysis of issues related to the work of managers, the contributions of manager jobs to the City, and the make-up of the management group.

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JOB EVALUATION STANDARD

EXECUTIVE AND SENIOR MANAGEMENT POSITIONS

CITY OF SEATTLE

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Introduction

This manual has been developed as a guide for the City of Seattle's to evaluate its exempt senior management jobs. It provides a standard to be used for evaluating these management positions according to factors determined by the Management Compensation Taskforce. The factors are:

- Knowledge and skills
  - .. Preparation and training
  - .. Professional experience required
  - .. Management experience required
- Accountability
  - .. Size of subordinate population
  - .. Magnitude and impact of financial responsibility
  - .. Financial complexity and decision making
- Impact on the City's primary objectives
- Effect of error
- Variety and/or complexity of functions
- Contacts with others
- Management job conditions

When a job is being evaluated, it is to be looked at in light of each factor. Each job is assessed according to the appropriate level or degree for each factor.

The steps for this process are as follows:

- Convene as a job evaluation committee. Review ground rules for job evaluation.
- Individual raters establish a preliminary rating.
  - Review the job content data against factor definitions at each level or degree.
  - Rate each factor, one at a time.
- Conduct a group discussion of each individual's preliminary rating and reach an agreement on the level or degree that the job rates for each of the factors.
- Assign points for each factor according to the committee established rating for each level or degree.
- Record the concensus to support established ratings for each job.
- Add the points for all factors and obtain a total point score. Assign the point score to the job.
- Align jobs according to total point scores, with the job receiving the highest point score aligned at the top of the job hierarchy.

Checklist for Job Evaluation Committees

1. Have balanced representation of affected population groups on the job evaluation committees.
2. Involve evaluators with varying interests and dissimilar backgrounds in the process.
3. Have personnel specialists available as resources and to monitor and assist the evaluation process.
4. Understand and apply the key concepts and techniques of job evaluation.
5. Follow a disciplined procedure to avoid rater bias, such as
   - Evaluate each factor on its own merits.
   - Rate each factor one at a time.
   - Involve all group members in the discussion.
   - Utilize accurate data on each job being evaluated.
   - Evaluate the job content, not the person performing it.
   - Consider the average requirements, not the extreme requirements of the job.
   - Work toward agreement and consensus decision-making. Focus on the situation at hand, not on the group member's presentation.
6. Record the discussion and all decisions. Minority opinions should be recorded, if applicable.

FACTOR 1: KNOWLEDGE AND SKILLS

Knowledge and skills includes the amount of preparation and training, familiarity with facts or information and background required to perform the job effectively. This component includes the sub-factors, preparation and training and management and professional experience.

SUB-FACTOR 1A: PREPARATION AND TRAINING

Preparation and training measures the minimum level of knowledge required to qualify for the job. Here the concern is with knowledge that is normally (but not necessarily) acquired through formal schooling, as distinguished from work experience.

DEGREE	DEFINITION	POINT VALUE
1	Work requires the skills normally acquired through a general high school education. (E.g., 12 years of school.)	13
2	Work requires basic technical training such as that which would be acquired in the first year of college, technical school, or business school. (E.g., 13 years of school.)	25
3	Work requires extensive technical or specialized training such as would be acquired in the first two or three years of college, technical school, or business school. (E.g., 14 years of school.)	38
4	Work requires a professional level of knowledge in a specialized field, which is equivalent to that which would be acquired by completing a regular four-year college program. (E.g., Bachelor of Arts, Bachelor of Sciences.)	50
5	Work requires a professional level of knowledge in a specialized field, which is equivalent to that which is acquired through the completion of one or two years of post-bachelor's degree graduate work. (E.g., Master's degree, law school degree.)	63
6	Work requires a professional level of knowledge in a specialized field, which is equivalent to that which is acquired through the completion of three or more years of study beyond a four-year college degree. (E.g., Phd. or medical degree.)	75

SUB-FACTOR 1B: PROFESSIONAL EXPERIENCE REQUIRED

The degree of this factor is determined by the minimum professional skill and experience managers would require to assume full responsibility and perform effectively in the job. This experience will likely be gained on related jobs. Such experience may be acquired with the City or elsewhere. Under this factor, do not consider the preparation and training or management experience required.

DEGREE	DEFINITION	POINT VALUE
1	Practically no professional experience required. Can rely on general experience and background.	9
2	Requires less than three years of professional experience. Requires special knowledge of technical and professional processes gained through experience.	19
3	Requires three to five years of professional experience. Requires advanced technical and professional knowledge and comprehensive understanding of the work elements involved.	28
4	Requires five or more years of professional experience. Requires extremely advanced technical and professional knowledge of the subject matter and the application of advanced knowledge gained through extensive experience.	38

SUB-FACTOR 1C: MANAGEMENT EXPERIENCE REQUIRED

The degree of this factor is determined by the minimum years of related management skill and experience that a manager would require to be able to assume full responsibility and perform effectively on the job. Such experience may be acquired with the City or elsewhere. Under this factor, do not consider preparation and training or professional experience.

DEGREE	DEFINITION	POINT VALUE
1	Practically no prior experience required. Can rely on general management knowledge for the basic requirements for the job.	9
2	Requires less than three years experience on similar jobs. Requires application of general management skills and techniques.	19
3	Requires three to five years experience in management. Experience with broad management skills and techniques is required.	28
4	Requires five or more years of management experience. Broad and extensive management experience is needed, demonstrated through progression through several job levels.	38

FACTOR 2: ACCOUNTABILITY

This component considers the manager's responsibility for administering personnel and for fiscal accountability.

SUBFACTOR 2A: SIZE OF THE SUBORDINATE POPULATION

Managers accomplish objectives by working through other people - their organizational subordinates. The level of responsibility and worth of management jobs increases as the size of the total subordinate population increases, not just those reporting directly to the manager, but all of those under his or her direction.*

DEGREE		POINT VALUE
1	Management direction for 1 to 10 subordinates	9
2	Management direction for 11 - 30 subordinates	19
3	Management direction for 31 - 100 subordinates	28
4	Management direccion for 101 - 300 subordinates	37
5	Management direction for 301 - 700 subordinates	46
6	Management direction for 701 - 1,200 subordinates	56
7	Management direction for over 1,200 subordinates	65

*Subordinate populations include regular full time or part time employees and do not include temporary employees or consultants.

FACTOR 2B: MAGNITUDE AND IMPACT FINANCIAL RESPONSIBILITY

City managers are responsible for the full spectrum of financial management for their departments; for decisions for planning, allocating and controlling City funds. This factor covers those responsibilities concerned with the conservation, protection, and economical use of the City's resources, in the form of people, equipment, and material.

Level of department financial responsibility measures the fiscal accountability of the position, including the level of review and independence of the position for financial decision making. The magnitude and impact dimension reflects the responsibility of the position for planning and administering the department's operating budget and capital budget projects. (This factor is intended to measure departmental, rather than City-wide, financial responsibility.)

MAGNITUDE AND IMPACT OF BUDGET RESPONSIBILITY

LEVEL OF DEPARTMENT FINANCIAL RESPONSIBILITY	OPERATING BUDGET Low	Medium	High
Degree 1: Limited responsibility in regard to financial decisions. Provides data for use by others in financial decisions.	4	8	13
Degree 2: Contributes services, data and recommendations for use by others in making financial decisions. All financial decisions are subject to review by others. May participate in department budget planning sessions and meetings with OMB.	17	21	25
Degree 3: Shares responsibility with others in the department in making financial decisions, subject to top management review. As a regular and continuing responsibility of the position, participates in department budget planning, management and control. May represent the department in meetings with OMB, the Mayor, and the City Council.	29	33	38
Degree 4: Acts in direct and significant role in financial decisions, subject to direction from department director. Responsible for department budget planning, management and control. Represents the department to OMB, the Mayor and the City Council.	42	46	50
Degree 5: Provides primary and controlling impact on the department's financial management. Provides guidance and is held responsible for department budget planning, managing and control. Represents the department to OMB, the Mayor, the City Council and the public. (Department heads only.)	54	58	63

MAGNITUDE AND IMPACT OF CAPITAL PROJECTS

DEGREE	DEFINITION	POINT VALUE
1	Has no responsibility for capital projects.	0
2	Responsible for capital projects up to $1 million.	8
3	Responsible for capital projects up to $10 million.	15
4	Responsible for capital projects over $10 million.	23

FACTOR 2C: FINANCIAL COMPLEXITY AND DECISION-MAKING

This factor considers the complexity of financial management decisions and their impact on the City's overall financial condition.

DEGREE	DEFINITION	POINT VALUE
1	Limited Complexity. These positions have no direct responsibility for planning, administering and management of budgets.	0
2	Moderate Complexity. These positions have responsibility for planning, administering and management of budgets.	10
3	High Complexity. These positions have as a major part of their job, primary responsibility for: A. Complex accounting or funding structures, such as may result from grant funding requirements as in the Department of Human Resources; internal cost accounting and charge back systems, as in the Department of Administrative Services; or project cost accounting as in the Engineering Department, or B. External revenue generation, including fee and rate revenue, which generates income for the department's operations. (Revenue is generated from sources external to the City and revenue generated accounts for at least one third of the department's annual operating budget. Grant and other non-fee or rate revenues are not included in this sub-factor.), or C. High volume revenue collection and accounting, for example, functions in the Licensing and Treasurer department and for customer services, or D. Major physical assets, including management and accounting for very large capital assets (i.e., valued at over $50 million), including dams, parks and facilities, and certain municipal buildings. (Rolling stock and other equipment is excluded.)	30
4	Extreme Complexity. These positions are responsible for highly complex and strategic financial decisions that have a significant impact on the City's overall financial condition. Positions in this group include, for example, the Budget Director, the Personnel Director, the Director of Labor Relations, the Assistant City Comptroller, and the Accounting Services Director.	50

FACTOR 3: IMPACT ON THE CITY'S PRIMARY OBJECTIVES

Management positions are unique in their ability to influence the results and outcomes of an organization's operations. Each job is designed to contribute to the desired results. This factor considers the contribution and impact of the job on achieving the City's enduring and long-term objectives for delivering City services that assure the public health, welfare and public safety. It includes support services needed to help achieve these objectives.

		IMPACT OF PROGRAM AREA				
DEGREE	MANAGEMENT JOBS AT THIS LEVEL:	A Some Impact	B Minor Impact	C Moderate Impact	D Major Impact	E Extreme Impact
1	Exercise limited discretion and act at the direction of higher management.	7	41	75	109	143
2	Have some discretion. May interpret and act on direction from higher management or a board or commission.	14	48	82	116	150
3	Exercise discretion under broad policy guidelines and direction from senior management.	20	54	88	122	156
4	Exercise a high level of discretion, restricted only by broad policy and guidance from department director.	27	61	95	129	163
5	Exercise the highest departmental discretion. Decisions are often made in the absence of formal policies. Guidance is from the Mayor and the Council in terms of broad policy directives.	34	68	102	136	170

FACTOR 4: EFFECT OF ERROR

Making decisions is an inherent part of all managerial jobs. Management jobs differ in terms of the likely effect of their decisions on the overall success of the organization and on the safety and well being of the public. This factor considers the likely effect that would result from the type of errors made by the position in the regular course of work. (Costs of errors include both dollar outlays and human considerations in terms of the public's interest and well being.)

DEGREE	DEFINITION	POINT VALUE
1	Some inconvenience and delays and costs in time, money or public/employee good will.	32
2	Minor drawbacks and delays. Drawbacks and delays and some cost in terms of time, money or public/employee good will.	64
3	Moderate effect. Significant costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.	96
4	Major effect. Important goals would not be achieved and financial, employee or public interests would be seriously affected.	128
5	Extreme effect. Critical goals and objectives would not be achieved. The long-term interests of the public would be adversely and very seriously affected.	160

FACTOR 5: VARIETY AND/OR COMPLEXITY OF FUNCTIONS

This factor assesses the variety and complexity of functions and responsibilities involved in management jobs. The factor appraises the separate duties that must be coordinated systematically in order to ensure that the total work proceeds in an efficient manner. The factor also considers the level of independent thinking, planning and judgment required to bring about changes and innovation in the organization.

DEGREE	DEFINITION	POINT VALUE
1	Limited variety and/or complexity. These jobs direct a minimal set of routine duties. Requires some supervision of employees and coordination by the person in charge. Problems are straightforward and clearly defined. The tasks are repetitive or not very complex. The duties may be routine, limited, and clearly established.	32
2	Moderate variety and/or complexity. These jobs direct a set of duties that differ in nature. Instructing subordinates on how to carry out the assigned tasks requires analysis and planning. Judgment in assigning and directing tasks is involved. Problems are complicated and varied and require versatility. The tasks of employees are complex and require a moderate level of supervision by the person in charge. Job duties are routine but, to some degree varied. Duties are normally within a single department.	64
3	Advanced variety and/or complexity. These jobs oversee a considerable number of similar and dissimilar job tasks. Requires knowledge of subordinates' tasks in order to instruct or correct. Problems are complicated and varied and require considerable versatility. Considerable time is spent reviewing each task and planning assignments carefully in order to make sure all tasks work as a system. Judgment and decisions are constantly required.	96
4	High variety and/or complexity. These jobs lead and coordinate many tasks that are similar, as well as some that are different in nature. Necessitates a knowledge of all types of subordinates' work coupled with the ability to instruct and direct the total system efficiently. Time is spent on planning assignments and anticipating changing needs of the organization. Problems are complex and involve a number of aspects of the operations. Judgments are made to insure that complex tasks are organized and performed according to the organization's plan.	128
5	Extreme variety and/or complexity. These jobs direct and integrate similar and dissimilar tasks for overall operations. Necessitates a knowledge of the work of highly trained and highly skilled employees in order to integrate all functions. Time is spent planning for innovation and change and the long-term needs of the organization. Problems are extremely complex and cover all aspects of the organization. Considerable judgment is needed to insure that all complex tasks are organized to achieve the organization's objectives.	160

FACTOR 6: CONTACTS WITH OTHERS

The work of managers requires meeting, informing and influencing other persons, as well as making commitments on behalf of the City. Under this factor consider the extent to which the job requires working with or through other people to get results. Contacts include meeting the public, representing the City's programs and services and making commitments on behalf of the City. Such contacts may be in person or otherwise, and may be with other employees or citizens, clients and consumers, community agencies, contractors, suppliers, labor organizations, professional associations, other government officials and the media. Consider the frequency, scope and the ultimate effect of the contacts on the City's programs.

	IN THE COURSE OF THESE CONTACTS THE EMPLOYEE IS TYPICALLY INVOLVED IN:				
FREQUENCY AND SCOPE OF INTERNAL/EXTERNAL CONTACTS	A Supplying or seeking information in order to plan and coordinate work effort.	B Supplying or seeking information in order to plan, coordinate or advise on work effort or resolve operating problems.	C Supplying and seeking information requiring explaining and/or persuading in order to communicate the City's programs and/or to influence others to act in ways that will benefit the City's programs.	D Supplying and seeking information requiring explaining, persuading and negotiating in order to obtain action or commitments. Commitments have a significant impact on the success of the City's programs.	E Supplying and seeking information to secure concurrence or cooperation of others. Contacts involve presenting, persuading, negotiating and resolving complex problems. Commitments have a very serious impact on the long-term success of the City's programs.
1. Limited contacts Limited contacts with people outside the department and infrequent contacts with other employees, except immediate associates and supervisor.	22	33	44	55	66
2. Routine and focused contacts inside and outside Focused contact within the department on routine matters, or occasional contacts with other departments or the general public.	33	44	55	66	77

FACTOR 6: CONTACTS WITH OTHERS (continued)

FREQUENCY AND SCOPE OF INTERNAL/EXTERNAL CONTACTS	IN THE COURSE OF THESE CONTACTS THE EMPLOYEE IS TYPICALLY INVOLVED IN: A	B	C	D	E
3. Regular contacts inside and outside Regular contacts inside the City, and general contacts with the public.	44	55	66	77	88
4. Regular contacts inside and outside Regular contacts inside and outside the city with interest groups and at all organizational levels.	55	66	77	88	99
5. Regular and frequent contacts inside and outside Regular and frequent contacts inside and outside the City at the highest organizational levels.	66	77	88	99	110

FACTOR 7: MANAGEMENT JOB CONDITIONS

This factor considers exposure to difficult job conditions, including unique conditions and demands, risks and annoyances, or unavoidable hazards that are the direct result of the satisfactory performance of management responsibility. Included are exposure to public pressure or controversy, legal liability or threats to physical safety.

DEGREE	DEFINITION	POINT VALUE
1	The management environment includes exposure to situations normally associated with senior management responsibility. There is exposure to legal liability or physical risk.	10
2	The management environment includes intermittent exposure to situations involving public controversy, legal liability or physical risk. These situations may require management responses to confrontations with hostile groups or persons, or emergency situations.	30
3	The management environment includes continual exposure to situations involving significant public scrutiny, legal liability or emergencies that may place the individual or subordinates in physical danger.	50

APPENDIX B

Salary Survey Methodology

The survey of salaries and benefits for City of Seattle manager and executive positions was designed to produce accurate and up-to-date information on salaries for comparable jobs in similar government jurisdictions, private industry and utilities.

Benchmark Jobs

Benchmark jobs that are typical of city management positions were selected for survey. These benchmark jobs were determined to be used as a reference point in the evaluation of the City's management positions. Other jobs were included in the survey. These were jobs that pose hiring problems. A list of jobs included in the survey is found at the end of this section.

Survey Sites

We conducted a market analysis for City jobs to select sites to be surveyed. Based on our analysis, the salary survey was sent to a sample of government and educational institutions, professional and service organizations and manufacturing and retail firms. The geographic area for the survey was primarily the Northwest: Seattle - Everett area, Washington cities and counties and the State of Washington. Other public jurisdictions included comparable cities and counties in Oregon and California. The survey was also sent to educational

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institutions and special purpose governments, such as the Port of Seattle and METRO. Private employers in the area that employ 5,000 or more employees were included in the survey.

In addition to the surveys of local government and private employers, a special survey of electric and other utilities was conducted to examine salaries among public and private utilities. Although most of the utilities surveyed are located in the West, they were primarily selected because of their similarity to City light in terms of size and operations.

A list of survey participants is shown at the end of this section.

The Survey Questionnaire

The survey questionnaire requested general information about the organization in order to compare it with City of Seattle's organization and management. The survey asked for information on:

. Organization's name, address, contact name, title, and telephone number

. Organization's location,
. Size (total number employees)
. Size (total number executives and senior managers)

.. For public employers:

- annual budget
- type of organization structure
- chief services provided

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.. For private employers:

- type of organization
- sales volume
- incentive compensation awards

The following items relating to wage and salary policies were surveyed:

. Job evaluation system used

. Overall pay structure

. Merit pay

. Cost-of-living allowances

. Other compensation policies and practices

The following benefits information was requested:

. Retirement plan

. Insurance

. Death benefit

. Group medical

. Dental plan

. Short and long-term disability plans

. Pay for time not worked

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. Vacation and holidays

. Special compensation and benefits

. Automobile use and mileage reimbursement

. Education/tuition reimbursement

. Other benefits, e.g., thrift plans, deferred compensation

Data was requested for each benchmark job including:

. Position summary job description

. The level of the position in the organization

. The number of subordinates

. Budget responsibility

. Other important dimensions of the job, e.g., size of organization, assets and equipment, scope of services, etc.

Salary data was reported to by mid-point, minimum and maximum salary, when the next salary changes are expected and the date the current salary went into effect.

The survey was conducted in July of 1983 and updated in June of 1984. In the initial survey a questionnaire was mailed to each potential respondent. Follow-up calls were made to insure responses and to encourage timely completion of the survey. In the update to the survey, phone calls and individual contacts provided the data to update the report.

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BENCHMARK POSITIONS

DEPARTMENT	TITLE
Administrative Services	Finance & Administration Director
	Municipal Facilities Administrator
	Operations Director-Ad. Services
	Director of Systems Engineering
	Computer Technology Manager
	Applications Manager
	Director of Technology & Operations
City Light	City Light Superintendent
	Assistant City Light Superintendent-Finance
	Assistant City Light Superintendent-Engineering & Utility Systems
	Community Affairs Coordinator
	Director of Human Resources-City Light
	Distribution Director
	Information Systems Director
	Chief Engineer-City Light
	Chief Civil Engineer
	Director of Environmental Affairs
	Construction Engineering Director
	Chief Electrical Engineer
	Operations Director-City Light
	Generation Director
Community Development	Community Development Director
	Director of Finance and Economic Development
	Director of Housing & Neighborhood Development

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DEPARTMENT	TITLE
Comptroller	Special Assistant to Comptroller Systems Services Director Director of Accounting Services
Construction & Land Use	Director, Permits & Plans Examination Division Director, Construction Inspection Division
Engineering	Engineering Director Assistant Engineering Director-Operations Director of Street Surface Maintenance Director of Solid Waste Assistant Engineering Director-Traffic Assistant Engineering Director-Management Support Principal Construction Engineer
Fire	Fire Chief Finance Director
Hearing Examiner	Hearing Examiner
Human Resources	Human (Social) Resources Director
Licenses & Consumer Affairs	Licenses & Consumer Affairs Director
Mayor's Office	Deputy Mayor
Municipal Court	Municipal Court Administrator

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DEPARTMENT	TITLE
Office of Management & Budget	Budget Director
Parks & Recreation	Superintendent of Parks and Recreation Zoo Director
Personnel	Personnel Director Director of Labor Relations Director of Classification & Compensation
Police	Police Chief Director of Finance & Property
Public Health	Public Health Director
Purchasing	Purchasing Agent
Retirement System	Executive Director-Retirement System
Seattle Center	Seattle (Civic) Center Director
Water	Superintendent of Water Water Operations Director Customer Service Director Director of Water Management & Engineering
Women's Rights	Women's Rights Director

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SURVEY SITES

PUBLIC

Federal government

State of Washington

Local governments

Cities in Washington

- Tacoma
- Bellevue
- Spokane

Other cities

- Denver
- Long Beach
- Oakland
- Portland
- Sacramento
- San Diego
- San Francisco
- San Jose

Counties

- King
- Pierce
- Snohomish
- Spokane
- Multnomah

Universities

- Seattle University
- University of Washington

Public Schools

- Bellevue
- Seattle
- Tacoma

Other government

- Metro
- Port of Seattle

PRIVATE

- Sea-First
- Rainier
- Boeing
- Burlington Northern
- Weyerhauser
- Pacific NW Bell
- SAFECO
- PACCAR
- Pay N Save
- Westin
- Pacific Gamble Robinson
- Nordstrom
- General Telephone

ELECTRIC UTILITY

Public

- Anaheim Public Utilities
- Memphis Light, Gas and Water
- Nashville Electric Servic
- Omaha Public Power
- Sacramento Municipal Utility
- Salt River Project
- San Antonio City Public Board
- PUD of Snohomish County
- Tacoma Public Utilities - Light Division

Investor Owned

- Idaho Power Company
- Pacific Power & Light
- Portland General Electric
- Puget Sound Power & Light
- Utah Power & Light Co.
- Washington Water Power Co

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APPENDIX C

SAMPLE FORMS AND QUESTIONNAIRES

JOB ANALYSIS QUESTIONNAIRE

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE IT IS DUE TO THE QUALITY OF THE DOCUMENT.

Your
Seattle
Personnel Department

Susan B. Pavlou, Personnel Director
Charles Royer, Mayor

MANAGEMENT
JOB EVALUATION QUESTIONNAIRE

April 25, 1983

Dear Manager:

Please help us in evaluating the City's manager and executive jobs. The data you give us will be used to analyze and revise the City's methods for evaluating and classifying senior management positions. This job evaluation project will give us the ability to assess the City's manager jobs objectively and fairly. It will provide us with an important tool to design classification and compensation programs that are equitable and up to date.

The purpose of this questionnaire is to find out from you just what your job involves. It is not intended to evaluate your performance in any way. Rather, it is designed to help you describe the duties, responsibilities, skills and experience required by your job.

The information will be used to evaluate and classify the City's senior management positions. From this information we will also develop an accurate and up-to-date job description for your position.

We need your help in this important project. Please set some time aside this week to complete the job analysis questionnaire. Thank you for your help.

Sincerely,

Susan B. Pavlou

Susan B. Pavlou
Personnel Director

An equal employment opportunity - affirmative action employer
4th Floor Dexter Horton Building 710 Second Avenue Seattle, Washington 98104
625-5118

NOTICE: IF THE DOCUMENT IN THIS FRAME IS LESS CLEAR THAN THIS NOTICE IT IS DUE TO THE QUALITY OF THE DOCUMENT.

Instructions:

The form has been designed so that you can complete it quickly, easily, and with a minimum amount of writing. To save time, scan the entire questionnaire before you begin writing. Please use black ink or type, and make your responses accurate and concise. The forms will be reviewed by supervisors and Department Heads.

If you have any problems in filling out the questionnaire, ask your immediate supervisor for assistance or call Karen Kennedy or Curt Funk at 625-2749.

Please complete this questionnaire and return to your supervisor by April 27. Questionnaires are to be returned to the Personnel department by Friday April 29, 1983. If not returned by then, they will be picked up by messenger. Your cooperation and assistance are greatly appreciated.

Name _____ Position Number _____

Work Address _____ Phone Number _____

Current Position Title _____

Working Title _____

Department _____

Division _____ Section _____

Name & Title of Immediate Supervisor _____

Name & Title of Next Higher Supervisor _____

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PERSONAL INFORMATION

Sex: Male ____ Female ____ Age ____ Minority ____ Non-Minority ____

How long have you been a manager or supervisor? (total career years) _____.

How long in specific technical and/or professional area related to your job? (total career years) _____.

How long in this position? ___ years; How long in City employment? __ years.

Previous position in City: _____
(Title)

Previous employer prior to City employment: _____
(Name)

Location of previous employer _____
(City, State)

Source of recruiting information for your present job:

_____ Posted City job announcement
_____ Newspaper advertisement
_____ Professional recruiter
_____ Word of mouth
_____ City promotion or transfer
_____ Other, please specify
_____
_____

Highest educational level you completed: (mark one)

_____ High School
_____ Trade School
_____ Associates Degree
_____ Incomplete Bachelors
_____ Bachelors degree
_____ Incomplete Masters
_____ Masters degree
_____ Medical Degree
_____ Law degree
_____ Incomplete doctorate
_____ Doctorate
_____ Other

Indicate major field of study: (mark U for undergraduate; G for graduate)

_____ Architecture and Urban Planning
_____ Arts and Humantities
_____ Business & Public Admin.
_____ Education
_____ Engineering
_____ Health Sciences
_____ Physical Sciences
_____ Social Sciences
_____ Other (specify). _____
_____
_____
_____

Other certificates or licenses earned:

_____
_____

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JOB INFORMATION

1. Position Overview: **Briefly summarize the work you do.**

2. Description of Work: **Describe the work you perform.** List your duties and tasks in order of their importance. Use action verbs; e.g., "Supervise 9 professional staff. Assign work. Monitor budget and project schedules. Hire and evaluate personnel. Direct planning for X Y Z department." Include in the left column your best estimate of the percentage of work time spent on each duty.

Percent of time:	Description of Duty or Task
a.	
b.	
c.	
d.	
e.	
Other	
100%	Note: If you have previously completed a PDQ for your position, and if it is still accurate, you may wish to insert Questions 13 and 14 here.

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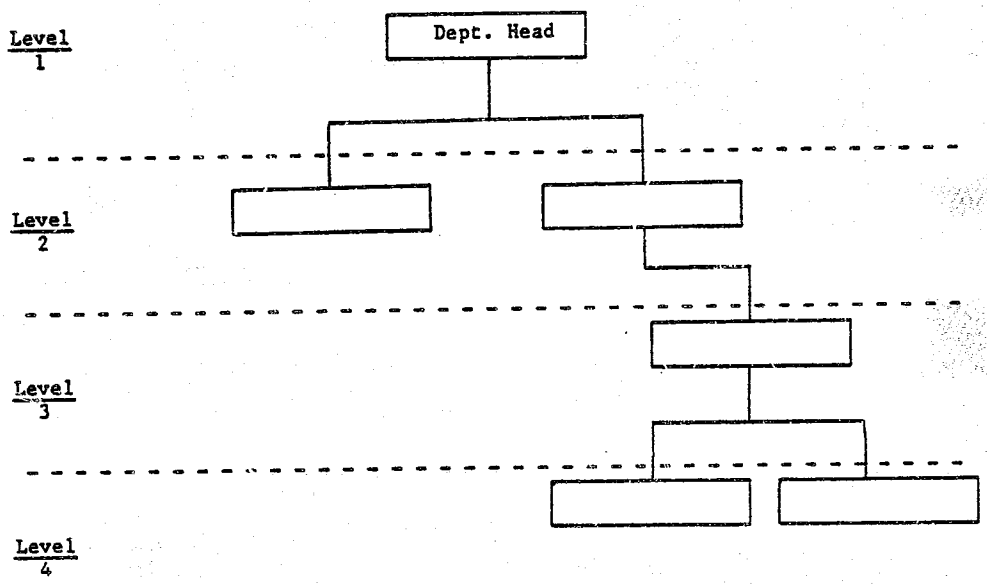
3. Level in Organization

We need to know your level in the organization. Please fill in the blanks on this simple organization chart. Show your reporting relationship to your immediate supervisor and/or Department head and show those who report directly to you. Show job title only. Add other boxes as needed. Please attach a complete organization chart.

Refer to the figure below.

At what level is your job: _____ level.



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4. Financial Responsibility

(Please approximate the dollar amount wh[illegible] you need to, and feel free to provide brief attachment(s) to clarify your budget responsibilities.)

a. Are you a department head with full appointing authority and fiscal accountability for your department's budget and expense:
____ Yes ____ No.

If no, are you authorized to sign in lieu of the department head, for the following transactions (check below if yes):

____ Contracts
____ Payroll
____ Travel Authorization
____ Encumbrances
____ Vouchers
____ Cash Receipts
____ Cash Disbursements
____ Interfund Transfers

b. What is the total dollar amount of your department's annual operating budget: $_____.

Are you the chief financial officer for your department: ____ Yes ____ No.

What is the total dollar amount of the annual operating budget for the programs you directly administer? (The dollar amount of the department's budget for which you are responsible for budget planning and expenditures): $_____.

c. Do you manage a capital improvement program budget: ___ Yes ___ No.

If yes, what capital improvement program(s) do you manage?

_____
_____
_____
_____

What is the total dollar amount of the capital budget you administer: $_____.

d. Does your operations unit provide an internal support service to the City: ____ Yes ____ No.

If yes, what city-wide internal support service or function do you provide? (e.g., purchasing, insurance, accounting, etc.)

_____
_____
_____
_____

What is the estimated annual dollar city-wide expenditure for this service: $_____.

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e. Do you manage plant or equipment, such as city-owned buildings and land, vehicles and equipment, beyond normal office equipment:
_____ Yes _____ No.

If yes, list examples of plant and equipment you manage:

_____
_____
_____
_____

What is the total value of these assets:
$_____.

f. Does your department generate revenue: _____ Yes _____ No.

If yes, what is the source of department revenues:

_____
_____
_____
_____

What is the total revenue (not including General Funds and interfund transfers from other City departments) generated by your operations or service unit: $_____.

5. Supervision

a. How many employees do you manage: _____.

How many report to you directly: _____.

b. Of the employees you supervise, how many are exempt senior managers? _____

How many are non-exempt Managers I-XII, or equivalent positions: _____

c. Of the total employees you supervise (including supervisors and managers), what percent are:

_____ Professional
_____ Technical/Paraprofessional
_____ Labor and Trades
_____ Clerical
_____ Protective Services
100%

d. What is the title of your highest paid subordinate? _____

List current salary for this subordinate (top step). $_____/month.

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6. Contacts

a. What percent of your job is spent in recurring contacts by phone or in person that are a part of your job, not including contacts with your own supervisor and those subordinates you supervise: _____%

b. Please show the number of your contacts and the kind of contacts from the list below, that are most typical of your job.

c. Please circle on the scale, the number that best rates the effect of your contacts on achieving your job objectives.

Kind of Contact (pick the one that most often applies)

1. To obtain and/or provide information.
2. To give and/or receive advice and opinions.
3. To persuade or negotiate.

Contacts	Number of Contacts Per Mo.	Kind of Contact 1,2,or3	Effect on Job Objectives: Slight		Moderate		Extreme
1. Council Member	____	____	1	2	3	4	5
2. Mayor	____	____	1	2	3	4	5
3. Other Elected Official	____	____	1	2	3	4	5
4. Council staff	____	____	1	2	3	4	5
5. Mayor's staff	____	____	1	2	3	4	5
6. Department Heads	____	____	1	2	3	4	5
7. Sr. Managers, other department	____	____	1	2	3	4	5
8. Sr. Managers, same department	____	____	1	2	3	4	5
9. County, State, Federal Government	____	____	1	2	3	4	5
10. Contractors/Vendors	____	____	1	2	3	4	5
11. Professional Peers	____	____	1	2	3	4	5
12. Public/Community Groups	____	____	1	2	3	4	5
13. Labor Organizations	____	____	1	2	3	4	5
14. Media	____	____	1	2	3	4	5

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7. Functional Areas

a. How many separate functional areas do you manage? _____

(A separate functional area is defined as the lowest unit in the organization structure reporting to the position. It is usually headed by a first-line supervisor. The work performed is not duplicated by any other work group; e.g., Office Support, Inspection, Billing, Credit and Collection, etc.)

b. Please list each functional area you supervise. Please check (✓) those located outside the municipal core of buildings:

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

8. Job Conditions

a. How often must you attend evening and weekend meetings, as a part of your job (check one):

___ often ___ occasionally ___ seldom ___ never.

b. How often are you directly involved in emergency operations requiring extraordinary time commitments (check one):

___ often ___ occasionally ___ seldom ___ never.

What is the nature of these emergency operations:

_____
_____
_____

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9. Assignments, Experience and Training

a. List any City-wide administrative boards or committees on which you serve (e.g., Board of Public Works).

_____

_____

b. List special assignments and/or project responsibilities outside the normal scope of your department responsibilities that you have been assigned by the Mayor, Council or department head.

_____

_____

_____

c. Are there specialized training, education, or knowledge requirements for your job? _____ Yes _____ No. If yes, please list.

_____

_____

_____

d. Are there special licenses and/or certifications required for your position? (e.g., CPA, Professional Engineers License, etc.)
_____ Yes _____ No. If yes, please list the requirements.

_____

_____

e. How many years of general management experience are needed for your job? ____ years.

What kind of experience: _____

_____

f. How many years of direct non-managerial professional or technical experience are needed for your job: ____ years.

What kind of experience: _____

_____

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10. Additional Factors

Are there other factors that you think are critical to evaluating your job? Please list.

_____

_____

_____

I certify that the entries on these pages are accurate and complete to the best of my ability.

Signature _____ Date _____

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TO BE FILLED OUT BY IMMEDIATE SUPERVISOR

Supervisor's Factor Rating

1. On the scale below, please circle the number on the scale that best rates the level of supervision you give this position.

1	2	3	4	5
Slight		Moderate		Extreme

2. On the scale below, please circle the number on the scale that best rates to what extent the work of this position involves controversial or sensitive matters:

1	2	3	4	5
Slight		Moderate		Extreme

what are the nature of the issues involved?

_____

_____

_____

_____

_____

3. On the scale below, please circle the number that best rates the impact of this position on achieving the City's primary objectives. Include support services needed to help achieve City's objectives.

1	2	3	4	5
Slight		Moderate		Extreme

4. On the scale below, please circle the number that best rates the impact of this position on the fiscal operations of the City.

1	2	3	4	5
Slight		Moderate		Extreme

5. On the scale below, please circle the number that shows the likely effect that will result from the type of errors made by the position in the regular course of work. (Costs of errors include both dollar outlays and human considerations.)

1	2	3	4	5
Slight		Moderate		Extreme

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Education and Experience

List what you consider to be the minimum education, experience and/or specialized training required for this job.

How many years of general management experience are needed for this job: _____ years.

What kind of experience: _____

_____

_____

How many years of direct professional experience are needed for this job: _____ years.

What kind of experience: _____

_____

_____

Are there specialized training, education, or knowledge requirements for this job including special licenses or certificates:

_____

_____

_____

Indicate any exceptions or additions to the employee's statements.

I certify that the entries on these pages are accurate and complete to the best of my knowledge.

Signature _____ Date _____

TO BE FILLED OUT BY THE APPOINTING AUTHORITY (OR DESIGNEE)

Indicate any exceptions or additions to the statements of the employee or the supervisor.

I certify that the entries on these pages are accurate and complete to the best of my knowledge.

Signature _____ Date _____

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APPENDIX D

JOB EVALUATION RATINGS

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APPENDIX D-1

Detailed Job Evaluation Ratings

In Desending Order by Benchmark

and All Other Jobs

GRP	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1) PTS	FCTR (2) PTS	FCTR (3) PTS	FCTR (4) PTS	FCTR (5) PTS	FCTR (6) PTS	FCTR (7) PTS	TOT PTS
D	14135 DH		CL SUPERINTENDENT	CL	125	160	170	160	160	110	30	935
D	5028 DH		POLICE CHIEF	Pol	125	138	170	160	160	99	50	902
D	9348 DH		PUBLIC HEALTH DIR	PHlth	150	139	170	160	160	88	30	897
B	010278		PARKS & REC SUPT	Parks	116	171	170	128	160	110	30	884
B	010448		OMB DIRECTOR	OMB	116	136	170	160	160	110	30	882
B	018998		DAS DIRECTOR	AdServ	116	174	136	128	160	99	30	843
D	12110 DH		WATER SUPT	Water	125	161	136	128	160	99	30	839
D	10460 DH		PERSONNEL DIR	Pers	125	150	136	128	160	99	30	828
D	19027 DH		CLU DIRECTOR	CLU	125	125	136	160	160	88	30	824
D	18146 DH		DEPUTY MAYOR	May	15[illegible]	74	170	160	160	110	30	820
D	18145 DH		DEPUTY MAYOR	May	125	87	170	128	160	110	30	810
D	7905 DH		ENGINEERING DIR	Eng	125	171	136	128	128	88	30	806
D	14134 ENG		ASST CL SUPT-ENG/UTL	CL	116	146	129	128	128	88	30	765
B	005825		ASST POLIC CHF-OPER	Pol	113	103	163	128	128	77	50	762
D	18598 FINANCE		ASST CL SUPT-FIN/ADM	CL	116	148	129	128	128	88	30	[illegible]
B	11375 DH		HUM RESOURCES DIR	HumRes	116	138	136	96	160	63	30	7[illegible]
D	6591 OTHER		ASST FIRE CHIEF	Fire	113	163	163	128	128	66	50	731
B	029104		DEP SUPT-CUST SERV	CL	116	114	129	128	128	88	30	733
B	010354		SEATTLE DIV DIR	PHlth	116	113	129	128	128	[illegible]	30	732
B	012683		RESAC MGMT DIR	CL	106	95	129	128	128	110	30	727
D	7903 PL MTC		ASST ENG DIR-OPER	Eng	116	125	129	128	128	66	30	722
D	8911 OTHER		DEP DIR SEATTLE CTR	SeaCtr	116	150	129	128	128	88	30	719
D	8912 DH		SEATTLE CENTER DIR	SeaCtr	125	150	102	96	128	88	30	719
D	11733 ENG		WATER MGMT/ENG DIR	Water	116	106	129	128	128	77	30	714
D	6598 DH		FIRE CHIEF	Fire	100	128	170	96	128	55	30	707
B	012847		CHIEF ENGINEER-CL	CL	116	127	129	128	128	66	10	704
D	7904 ENG		ASST ENG DIR-ENG SRV	Eng	116	123	129	128	128	66	10	700
B	003474		SOLID WASTE UTIL DIR	Eng	106	120	129	128	96	88	30	697
D	11682 DH		COMMUNITY DEV DIR	ComDev	106	131	136	96	128	88	10	695
D	5027 OTHER		ASST POL CHF-INVEST	Pol	113	80	129	128	128	66	50	694
D	12108 FINANCE		ASST SUPT WATER-M/P	Water	116	104	129	128	128	66	10	681
D	11753 PL MTC		WATER OPERATIONS DIR	Water	116	115	129	128	96	66	30	680
D	10277 PL MTC		OPERATIONS DIR-PARKS	Parks	116	110	129	96	128	66	30	675
D	11596 HUM SRVC		HOUS/NBRHD DEV DIR	ComDev	105	97	129	128	96	88	30	674
D	19032 OTHER		PERMIT/PLAN EXAM DIR	CLU	106	91	129	128	96	88	30	669
B	019033		CONST INSP DIR	CLU	106	91	129	128	96	83	30	669
B	017484		LABOR RELATIONS DIR	Pers	97	88	129	128	96	99	30	668
D	7902 ENG		ASST ENG DIR-MGT SUP	Eng	106	130	95	128	128	66	10	664
D	11680 FINANCE		ADMIN SVCS DIR-DCD	ComDev	106	109	95	128	128	66	30	663
B	009189		ENVIR HLTH SERV DIR	PHlth	106	91	129	128	96	77	30	658
D	12679 PL MTC		ELEC DISTRIB DIR	CL	106	110	129	128	96	55	30	654
D	10900 PL MTC		MUNICIPAL FACIL ADM	AdServ	106	106	129	96	96	88	30	652
D	5026 OTHER		ASST POL CHF-FIELD	Pol	103	80	129	128	96	77	30	644
D	18182 FINANCE		FIN & ADM DIR-AD SRV	AdServ	106	108	95	128	128	66	10	641
D	9345 FINANCE		ADMIN SVCS DIR-PH	PHlth	106	100	95	128	128	66	10	641
B	008883		ASST ENG DIR-TRAFFIC	Eng	106	115	129	96	96	66	30	639
D	7505 OTHER		FIRE MARSHAL	Fire	106	71	129	128	96	77	30	638
D	2010 HUM SRVC		A'G DIV DIR PUB HLTH	PHlth	106	91	129	128	96	55	30	636
D	9847 OTHER		RECREATION PROG DIR	Parks	106	100	129	96	96	77	30	635
D	9168 HUM SRVC		COUNTY DENT SRVC DIR	PHlth	106	94	123	128	96	66	10	630
D	19029 FINANCE		ADMIN SVCS DIR-CLU	CLU	106	94	95	128	128	66	10	628
D	11755 OTHER		WATER QUALITY DIR	Water	106	71	129	128	96	66	30	627
D	12682 PL MTC		ELEC OPERATIONS DIR	CL	106	114	129	96	96	55	30	626
D	19031 OTHER		LAND USE DIRECTOR	CLU	106	91	129	96	96	77	30	626
D	17118 HUM SRVC		COMMUNITY SRVC DIR	HumRes	106	91	129	96	96	77	30	626
D	16384 OTHER		CONSERVATION SVC DIR	CL	106	100	129	96	96	66	30	624
D	10785 DH		LIC & CONS AFF DIR	Lic	106	116	68	96	128	77	30	621
D	19230 OTHER		HOUSING/ZONING DIR	CLU	106	82	129	96	96	77	30	616
D	6593 OTHER		FIRE CHIEF DEPUTY	Fire	103	72	122	128	96	44	50	616
D	17452 HUM SRVC		FAMILY/YTH SRVC DIR	HumRes	106	91	129	96	96	66	30	615
D	10616 DH		PURCHASING AGENT	Purch	116	87	102	96	96	88	30	615
D	10961 DH		HUM RIGHTS DIR	HumRts	106	96	102	96	96	88	30	614
D	5024 FINANCE		ASST POL CHF-ADM SRV	Pol	106	80	95	128	128	66	10	614
D	17085 FINANCE		FIN & PROG DEV DIR	HumRes	106	108	95	128	96	66	10	609
D	16559 FINANCE		FIN & ACCTS DIR-PARKS	Parks	106	108	95	128	96	66	10	609
D	9046 OTHER		PROJECT DEV DIR	Parks	106	104	88	96	96	88	30	599
D	19334 OTHER		AFFIRM ACT EMP ADM	Pers	106	71	129	96	96	77	30	606
D	10762 PL MTC		OPERATIONS DIR-AD SRV	AdServ	106	100	129	96	96	66	10	604
B	015597		FINCL & ECON DEV DIR	ComDev	106	69	129	96	96	77	30	604
D	10683 FINANCE		BUDGET DIR ASST	OMB	106	102	95	96	96	77	30	602
D	12601 OTHER		CUSTOMER SERVICE DIR	CL	106	97	95	96	96	77	30	598
D	10170 DH		EXEC DIR-LEGISLATIVE	[illegible]	97	74	95	96	128	77	30	597
D	20547 HUM SRVC		ASST HUM RIGHTS DIR	HumRts	106	62	129	96	96	77	30	596
D	12378 OTHER		ENVIR AFFAIRS DIR	CL	106	62	95	96	128	77	30	594
D	11756 OTHER		CUSTOMER SERVICE DIR	Water	106	91	95	96	96	77	30	592
D	12680 FINANCE		FIN & ACCTS DIR-CL	CL	106	127	88	96	96	66	10	590

G R P	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1A) DEG	FCTR (1A) PTS	FCTR (1B) DEG	FCTR (1B) PTS	FCTR (1C) DEG	FCTR (1C) PTS	FCTR (1) PTS	FCTR (2B) DEG	FCTR (2B) PTS	F... (2B) RESP	OPBD (2B) LEVL	OPBD (2B) PTS	CIP (2B) LEVL	CIP (2B) PTS	FCTR (2C) DEG	FCTR (2C) PTS	FCTR (2) PTS	FCTR (3) LEVL	FCTR (3) IMPCT	FCTR (3) PTS	FCTR (4) DEG	FCTR (4) PTS	FCTR (5) DEG	FCTR (5) PTS	FCTR (6) FREQ	FCTR (6) SCOPE	FCTR (6) PTS	FCTR (7) DEG	FCTR (7) PTS
D	14135 DH		CL SUPERINTENDENT	CL	4	50	4	38	4	38	125	7	65	5	3	63	4	23	85	3	30	160	5	5	170	5	160	5	160	5	5	110	2	30
D	5028 DH		POLICE CHIEF	Pol	4	50	4	38	4	38	125	7	65	5	3	63	1	0	63	2	10	138	5	5	170	5	160	5	160	4	5	99	3	50
D	9348 DH		PUBLIC HEALTH DIR	Hlth	6	75	4	38	4	38	150	5	46	5	3	63	1	0	63	3	30	139	5	5	170	5	160	5	160	4	4	88	2	30
D	018278		PARKS & REC SUPT	Parks	4	50	3	28	4	38	116	6	56	5	3	63	4	23	85	3	30	171	5	5	170	4	128	5	160	5	5	110	2	30
D	018440		DHS DIRECTOR	DHS	4	50	4	38	3	28	116	3	28	5	2	50	1	0	50	4	50	136	5	5	170	5	160	5	160	4	5	99	2	30
D	018938		DAS DIRECTOR	AdServ	4	50	3	28	4	38	116	5	46	5	3	63	3	15	78	4	50	174	5	4	136	4	128	5	160	4	5	99	2	30
D	12110 DH		WATER SUPT	Water	4	50	4	38	4	38	125	5	46	5	3	63	4	23	85	3	30	161	5	4	136	4	128	5	160	4	5	99	2	30
D	10468 DH		PERSONNEL DIR	Pers	4	50	4	38	4	38	125	4	37	5	3	63	1	0	63	4	50	150	5	4	136	4	128	5	160	4	4	88	2	30
D	19027 DH		CLU DIRECTOR	CLU	4	50	4	38	4	38	125	4	37	5	2	50	1	0	50	3	30	125	5	4	136	5	160	5	160	5	5	110	2	30
D	18146 DH		DEPUTY MAYOR	May	4	50	4	38	3	28	116	2	19	4	2	46	1	0	46	2	10	74	5	5	170	5	160	5	160	5	5	110	2	30
D	18145 DH		DEPUTY MAYOR	May	4	50	4	38	4	38	125	2	19	5	2	50	1	0	50	2	10	87	5	5	170	4	128	5	160	4	4	88	2	30
D	7905 DH		ENGINEERING DIR	Eng	4	50	4	38	4	38	125	6	56	5	3	63	4	23	85	3	30	171	5	4	136	4	128	4	128	4	4	88	2	30
D	14134 ENG		ASST CL SUPT-ENG/UTL	CL	4	50	3	28	4	38	116	6	56	3	3	38	1	0	38	2	10	103	4	5	163	4	128	4	128	3	4	77	1	50
B	005025		ASST POLIC CHF-OPER	Pol	3	38	4	38	4	38	113	6	56	3	3	38	1	0	38	2	10	140	4	4	129	4	128	4	128	4	4	88	2	30
D	18598 FINANCE		ASST CL SUPT-FIN&ADM	CL	4	50	3	28	4	38	116	4	37	4	3	50	4	23	73	3	30	130	5	4	136	3	96	5	160	4	4	88	2	30
D	11375 DH		HUM RESOURCES DIR	HumRes	4	50	3	28	4	38	116	4	37	5	3	63	1	0	63	3	30	130	5	4	136	5	160	4	128	3	3	66	3	50
D	6591 OTHER		ASST FIRE CHIEF	Fire	3	38	4	38	4	38	113	6	56	3	3	38	1	0	38	2	10	103	4	5	163	4	128	4	128	4	4	88	2	30
B	020104		DEP SUPT-CUST SERV	CL	4	50	3	28	4	38	116	5	46	3	3	38	1	0	38	3	30	114	4	4	129	4	128	4	128	4	4	88	2	30
B	018354		SEATTLE DIV DIR	Hlth	4	50	3	28	4	38	116	4	37	4	2	46	1	0	46	3	30	113	4	4	129	4	128	4	128	5	5	110	2	30
B	012663		RESRC MGMT DIR	CL	4	50	3	28	3	28	106	3	28	3	3	38	1	0	38	3	30	95	4	4	129	4	128	4	128	3	3	66	2	30
D	7903 PL MTC		ASST ENG DIR-OPER	Eng	4	50	3	28	4	38	116	5	46	3	2	33	3	15	48	3	30	125	4	4	129	4	128	4	128	4	4	88	2	30
D	8911 OTHER		DEP DIR SEATTLE CTR	SeaCtr	4	50	3	28	4	38	116	4	37	3	2	33	1	0	33	3	30	100	4	4	129	4	128	4	128	4	4	88	2	30
B	8912 DH		SEATTLE CENTER DIR	SeaCtr	4	50	4	38	4	38	125	5	46	5	2	50	3	15	73	3	30	150	3	3	102	3	96	4	128	4	4	88	2	30
D	11733 EHB		WATER MGMT/ENG DIR	Water	4	50	3	28	4	38	116	3	28	3	2	33	3	15	48	3	30	106	4	4	129	4	128	4	128	3	4	77	2	30
B	6598 WH		FIRE CHIEF	Fire	2	25	4	38	4	38	100	6	56	5	3	63	1	0	63	2	10	128	5	5	170	3	96	4	128	2	3	55	2	30
B	012847		CHIEF ENGINEER-CL	CL	4	50	3	28	4	38	116	4	37	3	3	38	4	23	68	3	30	127	4	4	129	4	128	4	128	3	3	66	1	10
D	7904 ENG		ASST ENG DIR-ENG SRV	Eng	4	50	3	28	4	38	116	4	37	3	2	33	4	23	56	3	30	123	4	4	129	4	128	4	128	3	3	66	1	10
B	000474		SOLID WASTE UTIL DIR	Eng	4	50	3	28	3	28	106	4	37	3	3	38	3	15	53	3	30	120	4	4	129	4	128	3	96	4	4	88	2	30
D	11682 DH		COMMUNITY DEV DIR	CosDev	4	50	3	28	3	28	106	3	28	5	2	50	3	15	73	3	30	131	5	4	136	3	96	4	128	4	4	88	1	10
D	3027 OTHER		ASST PO. CHF-INVEST	Pol	3	38	4	38	4	38	113	4	37	3	2	33	1	0	33	2	10	80	4	4	129	4	128	4	128	3	3	66	3	50
D	12108 FINANCE		ASST SUPT WATER-W/P	Water	4	50	3	28	4	38	116	3	28	4	2	46	1	0	46	3	30	104	4	4	129	4	128	4	128	3	3	66	1	10
D	11753 PL MTC		WATER OPERATIONS DIR	Water	4	50	3	28	4	38	116	4	37	3	2	33	3	15	48	3	30	115	4	4	129	4	128	3	96	3	3	66	2	30
D	10277 PL MTC		OPERATIONS DIR-PARKS	Parks	4	50	3	28	4	38	116	5	46	3	2	33	1	0	33	3	30	110	4	4	129	3	96	4	128	3	3	66	2	30
D	11596 HUM SRVC		HOUS/REV&D DEV DIR	CosDev	4	50	3	28	3	28	106	2	19	3	2	33	3	15	48	3	30	97	4	4	129	4	128	3	96	4	4	88	2	30
D	19032 OTHER		PERMIT/PLAN EXAM DIR	CLU	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	4	128	3	96	4	4	88	2	30
B	019033		CONST INSP DIR	CLU	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	4	128	3	96	4	4	88	2	30
B	017484		LABOR RELATIONS DIR	Pers	4	50	3	28	2	19	97	1	9	3	1	29	1	0	29	4	50	88	4	4	129	4	128	3	96	4	5	99	2	30
D	7902 ENG		ASST ENG DIR-MAT SUP	Eng	4	50	3	28	3	28	106	3	28	4	3	50	4	23	73	3	30	130	4	3	95	4	128	4	128	3	3	66	1	10
D	11688 FINANCE		ADMIN SVCS DIR-DCD	CosDev	4	50	3	28	3	28	106	2	19	4	2	46	3	15	61	3	30	109	4	3	95	4	128	4	128	3	3	66	2	30
B	009189		ENVIR HLTH SERV DIR	Hlth	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	4	128	3	96	4	3	77	2	30
D	12679 PL MTC		ELEC DISTRIB DIR	CL	4	50	3	28	3	28	106	5	46	3	2	33	1	0	33	3	30	110	4	4	129	3	96	3	96	2	3	55	2	30
G	10300 PL MTC		MUNICIPAL FACIL ADM	AdServ	4	50	3	28	3	28	106	3	28	3	2	33	3	15	48	3	30	106	4	4	129	3	96	3	96	4	4	88	2	30
D	5026 OTHER		ASST POL CHF-FIELD	Pol	3	38	4	38	3	28	103	4	37	3	2	33	1	0	33	2	10	80	4	4	129	4	128	3	96	4	3	77	2	30
D	18182 FINANCE		FIN & ADM DIR-AD SRV	AdServ	4	50	3	28	3	28	106	3	28	4	3	50	1	0	50	3	30	108	4	3	95	4	128	4	128	3	3	66	1	10
D	9345 FINANCE		ADMIN SVCS DIR-PH	Hlth	4	50	3	28	3	28	106	3	28	4	3	50	1	0	50	3	30	108	4	3	95	4	128	4	128	3	3	66	1	10
B	000883		ASST ENG DIR-TRAFFIC	Eng	4	50	3	28	3	28	106	4	37	3	2	33	3	15	48	3	30	115	4	4	129	3	96	3	96	3	3	66	2	30
D	7585 OTHER		FIRE MARSHAL	Fire	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	2	10	71	4	4	129	4	128	3	96	3	4	77	2	30
D	2810 HUM SRVC		REG DIV DIR PUB HLTH	Hlth	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	4	128	3	96	2	3	55	2	30
D	9847 OTHER		RECREATION PROG DIR	Parks	4	50	3	28	3	28	106	4	37	3	2	33	1	0	33	3	30	100	4	4	129	3	96	3	96	3	4	77	2	30
D	9180 HUM SRVC		COUNTY DENT SRVC DIR	Hlth	4	50	3	28	3	28	106	4	37	3	2	27	1	0	27	3	30	94	4	4	129	4	128	3	96	3	3	66	1	10
D	19029 FINANCE		ADMIN SVCS DIR-CLU	CLU	4	50	3	28	3	28	106	2	19	4	2	46	1	0	46	3	30	94	4	3	95	4	128	4	128	3	3	66	1	10
D	11755 OTHER		WATER QUALITY DIR	Water	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	2	10	71	4	4	129	4	128	3	96	3	3	66	2	30
D	12682 PL MTC		ELEC OPERATIONS DIR	CL	4	50	3	28	3	28	106	5	46	3	3	38	1	0	38	3	30	114	4	4	129	3	96	3	96	2	3	55	2	30
D	19031 OTHER		LAND USE DIRECTOR	CLU	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	3	96	3	96	4	3	77	2	30
D	17118 HUM SRVC		COMMUNITY SRVC DIR	HumRes	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	3	96	3	96	3	3	66	2	30
D	16394 OTHER		CONSERVATION SVC DIR	CL	4	50	3	28	3	28	106	4	37	3	2	33	1	0	33	3	30	100	4	4	129	3	96	4	128	4	3	77	2	30
B	10785 DH		LIC & CONS AFF DIR	Lic	4	50	3	28	3	28	106	3	28	5	2	50	1	0	50	3	30	108	5	2	68	3	96	4	128	4	3	77	2	30
D	19030 OTHER		HOUSING/ZONING DIR	CLU	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	3	30	82	4	4	129	3	96	3	96	2	4	44	3	50
D	6593 OTHER		FIRE CHIEF DEPUTY	Fire	3	38	4	38	3	28	103	4	37	2	3	25	1	0	25	2	10	72	3	4	122	4	128	3	96	2	2	44	3	50
D	17452 HUM SRVC		FAMILY/YTH SRVC DIR	HumRes	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	3	96	3	96	3	3	66	2	30
B	10616 DH		PURCHASING AGENT	Purch	4	50	4	38	3	28	116	2	19	5	2	50	1	0	50	2	10	87	5	3	102	3	96	3	96	4	4	88	2	30
B	10961 DH		HUM RIGHTS DIR	HumRts	4	50	3	28	3	28	106	3	28	5	2	50	1	0	50	2	10	96	5	3	102	3	96	3	96	4	4	88	2	30
D	5024 FINANCE		ASST POL CHF-ADM SRV	Pol	4	50	3	28	3	28	106	4	37	3	2	33	1	0	33	2	10	88	4	3	95	4	128	4	128	3	3	66	1	10
D	17065 FINANCE		FIN & PROG DEV DIR	HumRes	4	50	3	28	3	28	106	3	28	4	3	50	1	0	50	3	30	108	4	3	95	4	128	3	96	3	3	66	1	10
D	16559 FINANCE		FIN & ACCTS DIR-PARKS	Parks	4	50	3	28	3	28	106	3	28	4	3	50	1	0	50	3	30	108	4	3	95	4	128	3	96	3	3	66	1	10
D	9846 OTHER		PROJECT DEV DIR	Parks	4	50	3	28	3	28	106	2	19	3	2	33	4	23	56	3	30	104	3	3	88	3	96	3	96	3	4	88	2	30
D	19384 OTHER		AFFIRM ACT EMP ADM	Pers	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	2	10	71	4	4	129	3	96	3	96	3	4	77	2	30
D	18982 PL MTC		OPERATIONS DIR-AD SRV	AdServ	4	50	3	28	3	28	106	4	37	3	2	33	1	0	33	3	30	100	4	4	129	3	96	3	96	3	3	66	1	10
B	015597		FINCL & ECON DEV DIR	CosDev	4	50	3	28	3	28	106	2	19	3	2	33	2	8	41	2	10	69	4	4	129	3	96	3	96	4	3	77	2	30
D	18683 FINANCE		BUDGET DIR ASST	OMB	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	4	50	102	4	3	95	3	96	3	96	3	4	77	2	30
D	12681 OTHER		CUSTOMER SERVICE DIR	CL	4	50	3	28	3	28	106	5	46	2	2	21	1	0	21	3	30	97	4	3	95	3	96	3	96	4	3	77	2	30
D	10190 DH		EXEC DIR-LEGISLATIVE	Leg	4	50	3	28	2	19	97	2	19	4	2	46	1	0	46	2	10	74	4	3	95	3	96	4	128	3	3	77	2	30
D	20547 HUM SRVC		ASST HUM RIGHTS DIR	HumRts	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	2	10	62	4	4	129	3	96	3	96	3	4	77	2	30
D	12970 OTHER		ENVIR AFFAIRS DIR	CL	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	2	10	62	4	3	95	3	96	4	128	4	3	77	2	30
D	11756 OTHER		CUSTOMER SERVICE DIR	Water	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	3	95	3	96	3	96	4	3	77	2	30
D	12680 FINANCE		FIN & ACCTS DIR-CL	CL	4	50	3	28	3	28	106	4	37	3	3	38	4	23	68	3	30	127	3	3	88	3	96	3	96	3	3	66	1	10

GRP	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1) PTS	FCTR (2) PTS	FCTR (3) PTS	FCTR (4) PTS	FCTR (5) PTS	FCTR (6) PTS	FCTR (7) PTS	Total PTS
D	10752	FINANCE	ASST CITY TREASURER	Treas	106	98	95	128	96	55	10	588
D	11750	PL MTC	WATERSHED/TRANS DIR	Water	106	91	129	96	64	66	30	582
B	11400	DH	MUNI CT ADMIN	MC	106	113	95	64	128	66	10	582
D	10443	INFO/DP	INFO PROCESSING DIR	AdServ	106	91	95	96	96	66	30	581
D	8021	ENG	PRINCIPAL CONST ENG	Eng	106	97	88	96	96	66	30	580
D	17168	DH	LAND/TRANS DIRECTOR	LUTP	88	58	129	96	96	77	30	573
B	009849		ZOO DIRECTOR	Parks	106	91	95	96	96	77	10	572
D	18165	FINANCE	BUDGET DIR ASST	OMB	106	102	95	96	96	66	10	571
D	17400	FINANCE	ADMIN SVCS DIR-PARKS	Pers	106	108	95	96	96	55	10	566
B	016219		ACCT SERV DIR	Comp	106	102	88	96	96	66	10	565
D	17016	OTHER	PLANNING DIRECTOR	Eng	106	94	95	96	96	66	10	563
D	20146	FINANCE	FINANCE & ADMIN DIR	SeaCtr	106	104	95	96	96	55	10	562
D	9841	OTHER	AQUARIUM DIRECTOR	Parks	106	91	95	96	96	66	10	561
D	8475	PL MTC	SEWER UTILITY DIR	Eng	106	105	88	96	64	66	30	556
D	17406	OTHER	COMP & PERS SRVC ADM	Pers	106	95	93	96	96	53	10	554
D	8820	ENG	PRINCIPAL DESIGN ENG	Eng	106	99	88	96	96	66	10	552
B	012678		ADMIN SERV DIR-CL	CL	106	88	88	96	96	66	10	551
D	8858	PL MTC	STREET MAINT DIR	Eng	103	103	88	96	64	66	30	551
D	17201	OTHER	ASST DIR RESRC-OPER	CL	106	74	88	96	96	77	10	547
D	10444	INFO/DP	SYSTEMS ENG DIR	AdServ	106	91	88	96	96	55	10	543
D	12863	ENG	CHIEF CIVIL ENGINEER	CL	106	101	88	96	96	44	10	542
D	11374	HUM SRVC	DIR DIV ON AGING	HumRes	106	82	95	96	64	66	30	539
D	13638	PL MTC	POWER STA CONST DIR	CL	103	103	82	96	96	44	10	534
D	11497	HUM SRVC	ORD VIOLATIONS DIR	MC	106	91	88	96	64	55	30	531
D	10601	DH	INTERGOV REL DIR	IGR	75	48	102	64	96	110	30	525
D	12917	ENG	CHIEF ELEC ENG	CL	106	115	88	96	64	44	10	523
D	9842	PL MTC	FACILITIES MTC DIR	Parks	103	95	88	95	64	66	10	523
B	020152		HYDROELECTRIC MGR	CL	106	56	82	96	96	55	30	521
B	012865		PRIN CONST ENG-CL	CL	97	81	82	96	64	66	30	516
D	13627	PL MTC	ELEC GENERATION DIR	CL	103	88	88	96	64	44	30	514
D	16527	OTHER	ASST DIR RESRC-PLAN	CL	97	69	88	96	96	55	10	512
D	20395	INFO/DP	TELECOMM SRVC DIR	AdServ	106	82	95	96	64	55	10	508
D	13622	PL MTC	DISP/UNDRGRD SYS DIR	CL	103	38	82	96	64	44	30	507
D	13623	PL MTC	CONST/MTC DIR-DISTRB	CL	103	88	82	96	64	44	30	507
B	012662		COMMUNITY REL DIR	CL	97	59	82	96	64	77	30	504
B	011160		COMPUTER SERV MGR	AdServ	94	79	54	95	96	55	30	504
D	10695	INFO/DP	SYSTEM SERVICES DIR	Comp	106	82	88	96	64	55	10	502
B	006636		FINC & ACCTS DIR	Fire	97	79	38	96	64	66	10	500
D	13630	INFO/DP	INFO SYSTEMS DIR	CL	106	82	54	96	96	55	10	500
D	15610	OTHER	POLICE PERS DIRECTOR	Pol	106	45	88	96	96	55	10	497
D	11159	PL MTC	BLDG OPERATIONS DIR	AdServ	103	79	88	96	64	55	10	495
D	10638	DH	WOMENS RIGHTS DIR	WomRts	97	61	102	64	64	77	30	495
D	15315	ENG	PRINCIPAL DIST ENG	CL	106	81	82	96	64	55	10	494
D	10784	OTHER	ASST LICENSES DIR	Lic	106	91	88	64	64	66	10	490
D	19111	OTHER	DEP FIR CHF-PERS	Fire	106	35	88	96	96	55	10	488
D	13624	HUM SRVC	HUMAN RES DIR-CL	CL	106	46	88	96	96	44	10	487
D	15314	ENG	PRINC PWR SYS ENG	CL	106	81	82	96	64	44	10	483
D	19604	ENG	PROJ MGR-W SEA BRIDG	Eng	106	51	88	96	64	66	10	482
D	15195	ENG	PRINCIPAL CIVIL ENG	CL	106	72	82	96	64	44	10	474
D	6596	OTHER	DEP FIR CHF-TRAINING	Fire	103	36	88	96	64	55	30	472
D	16625	DH	LAW DEPT ADMIN	Law	97	85	61	64	96	55	10	468
D	12954	ENG	PRINCIPAL MECH ENG	CL	106	64	82	96	64	44	10	466
D	11505	HUM SRVC	SUPRVISR MAGISTRATE	MC	106	26	95	96	64	55	30	466
D	5133	FINANCE	FINANCE DIRECTOR-POL	Pol	97	66	88	96	64	44	10	465
D	9844	PL MTC	GROUNDS MAINT DIR	Parks	103	68	88	64	64	66	10	464
D	13621	OTHER	CONSUMER ADV SRV DIR	CL	94	79	82	64	64	44	30	456
B	011164		SHOP OPER DIR	AdServ	103	88	82	64	64	44	10	455
B	010953		EXEC DIR RETIR SYS	Ret	97	81	48	96	64	55	10	450
D	11500	DH	HEARING EXAMINER	HngEx	100	73	61	64	96	44	10	449
B	015972		ENFORCEMENT MGR	HumRts	97	45	82	64	64	66	30	448
D	10681	FINANCE	CITY CLERK ASST	Comp	97	35	88	96	64	55	10	446
D	9930	DH	EXEC DIR-ARTS COMM	Arts	84	85	88	32	64	77	10	441
D	10977	DH	EXEC DIR-BPW	BPW	84	61	88	64	64	66	10	438
B	011496		PROBATION SRVC DIR	MC	97	45	82	64	64	55	30	437
D	16839	INFO/DP	COMPUTER TECH MGR	AdServ	97	45	54	64	96	44	30	431
D	15517	OTHER	DEP FIR CHF-ADM ASST	Fire	94	32	88	64	64	77	10	429
D	10684	DH	EXEC DIR-PLNG COMM	Plng	88	61	88	32	64	66	10	409
D	13628	FINANCE	ASST FIN/ACCTS DIR	CL	97	79	48	64	64	44	10	405
D	17401	OTHER	EMPLOYMENT SRVC DIR	Pers	97	37	54	96	64	44	10	402
D	29961	OTHER	COMP & BENEFITS DIR	Pers	97	74	48	64	64	44	10	400
D	17391	OTHER	SAFETY DIR	Pers	97	60	48	64	64	55	10	398
D	19949	FINANCE	ASST FIN/ACCTS DIR	CL	97	69	48	64	64	44	10	396
D	18468	INFO/DP	CUST INFO SYS DIR	CL	88	48	48	96	64	44	10	389
D	17433	DH	SEC & CHF EXAMINER	PSCSC	88	61	48	32	96	55	10	389
D	19605	FINANCE	SPEC ASST-COMPTROL	Comp	97	43	48	64	64	55	10	381
D	11422	FINANCE	CHIEF CLERK-MUN CRT	MC	84	66	48	64	64	44	10	380

GRP	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1A) DEG	FCTR (1A) PTS	FCTR (1B) DEG	FCTR (1B) PTS	FCTR (1C) DEG	FCTR (1C) PTS	FCTR (1) PTS	FCTR (2A) DEG	FCTR (2A) PTS	FCTR (2B) RESP	OPBD (2B) LEVL	OPBD (2B) PTS	CIP (2B) LEVL	CIP (2B) PTS	FCTR (2D) DEG	FCTR (2C) PTS	FCTR (2) PTS	FCTR (3) LEVL	FCTR (3) IMPCT	FCTR (3) PTS	FCTR (4) DEG	FCTR (4) PTS	FCTR (5) DEG	FCTR (5) PTS	FCTR (6) FREQ	FCTR (6) SCOPE	FCTR (6) PTS	FCTR (7) DEG	FCTR (7) PTS
O	10752	FINANCE	ASST CITY TREASURER	Treas	4	50	3	28	3	28	106	2	19	3	1	29	1	0	29	4	50	98	4	3	95	4	128	3	96	2	3	55	1	10
O	11750	PL MTC	WATERSHED/TRANS DIR	Water	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	3	96	2	64	3	3	66	2	30
B	11400	DH	MUNI CT ADMIN	MC	4	50	3	28	3	28	106	4	37	4	2	46	1	0	46	3	30	113	4	3	95	2	64	4	128	3	3	66	1	10
O	10443	INFO/DP	INFO PROCESSING DIR	AdServ	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	3	95	3	96	3	96	3	3	66	2	30
O	8021	ENG	PRINCIPAL CONST ENG	Eng	4	50	3	28	3	28	106	3	28	2	1	17	4	23	39	3	30	97	3	3	88	3	96	3	96	3	3	66	2	30
O	17168	DH	LAND/TRANS DIRECTOR	LUTP	4	50	3	28	1	9	88	P	19	3	1	29	1	0	29	2	10	58	4	4	129	3	96	3	96	4	3	77	2	30
B	009849		ZOO DIRECTOR	Parks	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	3	95	3	96	3	96	3	3	77	1	10
O	10163	FINANCE	BUDGET DIR ASST	DMB	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	4	50	102	4	3	95	3	96	3	96	3	3	66	1	10
O	17400	FINANCE	ADMIN SVCS DIR-PARKS	Pers	4	50	3	28	3	28	106	3	28	4	3	50	1	0	50	3	30	108	4	3	95	3	96	3	96	3	2	55	1	10
B	016219		ACCT SERV DIR	Comp	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	4	50	102	3	3	88	3	96	3	96	3	3	66	1	10
O	17816	OTHER	PLANNING DIRECTOR	Eng	4	50	3	28	3	28	106	3	28	2	2	21	3	15	36	3	30	94	4	3	95	3	96	3	96	3	3	66	1	10
O	20146	FINANCE	FINANCE & ADMIN DIR	SeaCtr	4	50	3	28	3	28	106	3	28	4	2	46	1	0	46	3	30	104	4	3	95	3	96	3	96	2	3	53	1	10
O	9841	OTHER	AQUARIUM DIRECTOR	Parks	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	3	95	3	96	3	96	3	3	66	1	10
O	8475	PL MTC	SEWER UTILITY DIR	Eng	4	50	3	28	3	28	106	3	28	2	3	25	4	23	48	3	30	105	3	3	88	3	96	2	64	3	3	66	2	30
O	17406	OTHER	COMP & PERS SRVC ADM	Pers	4	50	3	28	3	28	106	3	28	3	3	38	1	0	38	3	30	95	4	3	95	3	96	3	96	2	3	55	1	10
O	8429	ENG	PRINCIPAL DESIGN ENG	Eng	4	50	3	28	3	28	106	3	28	2	1	17	3	15	32	3	30	90	3	3	88	3	96	3	96	3	3	66	1	10
B	012678		ADMIN SERV DIR-CL	CL	4	50	3	28	3	28	106	4	37	2	2	21	1	0	21	3	30	88	3	3	88	3	96	3	96	3	3	66	1	10
O	8858	PL MTC	STREET MAINT DIR	Eng	3	38	4	38	3	28	103	4	37	2	2	21	3	15	36	3	30	103	3	3	88	3	96	2	64	3	3	66	2	30
O	17201	OTHER	ASST DIR RESRC-OPER	CL	4	50	3	28	3	28	106	2	19	2	3	25	1	0	25	3	30	74	3	3	88	3	96	3	96	3	4	77	1	10
O	10444	INFO/DP	SYSTEMS ENG DIR	AdServ	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	3	3	88	3	96	3	96	3	2	55	1	10
O	12863	ENG	CHIEF CIVIL ENGINEER	CL	4	50	3	28	3	28	106	3	28	2	2	21	4	23	43	3	30	101	3	3	88	3	96	3	96	2	2	44	1	10
O	11374	HUM SRVC	DIR DIV ON AGING	HumRes	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	3	30	82	4	3	95	3	96	2	64	3	3	66	2	30
O	13638	PL MTC	POWER STA CONST DIR	CL	3	38	4	38	3	28	103	4	37	2	2	21	3	15	36	3	30	103	2	3	82	3	96	3	96	2	2	44	1	10
O	11497	HUM SRVC	ORD VIOLATIONS DIR	MC	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	3	3	88	3	96	2	64	2	3	55	2	30
B	10601	DH	INTERGOV REL DIR	IGR	3	38	3	28	1	9	75	1	9	3	1	29	1	0	29	2	10	48	5	3	102	2	64	3	96	5	5	110	2	30
O	12917	ENG	CHIEF ELEC ENG	CL	4	50	3	28	3	28	106	4	37	2	3	25	4	23	48	3	30	115	3	3	88	3	96	2	64	2	2	44	1	10
O	9842	PL MTC	FACILITIES MTC DIR	Parks	3	38	4	38	3	28	103	4	37	2	2	21	2	8	28	3	30	95	3	3	88	3	96	2	64	3	3	66	1	10
B	020152		HYDROELECTRIC MGR	CL	4	50	3	28	3	28	106	1	9	2	1	17	1	0	17	3	30	56	2	3	82	3	96	3	96	2	3	55	2	30
B	012865		PRIN CONST ENG-CL	CL	4	50	3	28	2	19	97	3	28	2	2	21	4	23	43	2	10	81	2	3	82	3	96	2	64	3	3	66	2	30
O	13627	PL MTC	ELEC GENERATION DIR	CL	3	38	4	38	3	28	103	4	37	2	2	21	1	0	21	3	30	68	3	3	88	3	96	2	64	2	2	44	2	30
O	18627	OTHER	ASST DIR RESRC-PLAN	CL	4	50	3	28	2	19	97	2	19	2	2	21	1	0	21	3	30	69	3	3	88	3	96	3	96	2	3	55	1	10
O	20395	INFO/DP	TELECOMM SRVC DIR	AdServ	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	3	30	82	4	3	95	3	96	2	64	2	3	55	1	10
O	13622	PL MTC	DISP/UNDRGRD SYS DIR	CL	3	38	4	38	3	28	103	4	37	2	2	21	1	0	21	3	30	88	2	3	82	3	96	2	64	2	2	44	2	30
O	13623	PL MTC	CONST/MTC DIR-DISTRB	CL	3	38	4	38	3	28	103	4	37	2	2	21	1	0	21	3	30	88	2	3	82	3	96	2	64	2	2	44	2	30
B	012662		COMMUNITY REL DIR	CL	4	50	3	28	2	19	97	3	28	2	2	21	1	0	21	2	10	59	2	3	82	3	96	2	64	4	3	77	2	30
B	011168		COMPUTER SERV MGR	AdServ	3	38	3	28	3	28	94	3	28	2	2	21	1	0	21	3	30	79	3	2	54	3	96	3	96	2	3	55	2	30
O	10695	INFO/DP	SYSTEM SERVICES DIR	Comp	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	3	30	82	3	3	88	3	96	2	64	3	2	55	1	10
B	006636		FINC & ACCTS DIR	Fire	4	50	3	28	2	19	97	2	19	4	3	50	1	0	50	2	10	79	3	3	88	3	96	2	64	3	3	66	1	10
O	13630	INFO/DP	INFO SYSTEMS DIR	CL	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	3	30	82	3	2	54	3	96	3	96	2	3	55	1	10
O	15610	OTHER	POLICE PERS DIRECTOR	Pol	4	50	3	28	3	28	106	2	19	2	1	17	1	0	17	2	10	45	3	3	88	3	96	3	96	3	2	55	1	10
O	11159	PL MTC	BLDG OPERATIONS DIR	AdServ	3	38	4	38	3	28	103	3	28	2	2	21	1	0	21	3	30	79	3	3	88	3	96	2	64	2	3	55	1	10
O	10638	DH	WOMENS RIGHTS DIR	HumRts	4	50	3	28	2	19	97	1	9	4	1	42	1	0	42	2	10	61	5	3	102	2	64	2	64	4	3	77	2	30
O	15315	ENG	PRINCIPAL DIST ENG	CL	4	50	3	28	3	28	106	3	28	2	2	21	4	23	43	2	10	81	2	3	82	3	96	2	64	2	3	55	1	10
O	10784	OTHER	ASST LICENSES DIR	Lic	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	3	3	88	2	64	2	64	3	3	66	1	10
O	19111	OTHER	DEP FIR CHF-PERS	Fire	4	50	3	28	3	28	106	1	9	2	1	17	1	0	17	2	10	36	3	3	88	3	96	3	96	3	2	55	1	10
O	13624	HUM SRVC	HUMAN RES DIR-CL	CL	4	50	3	28	3	28	106	3	28	1	2	8	1	0	8	2	10	46	3	3	88	3	96	3	96	2	2	44	1	10
O	15314	ENG	PRINC PWR SYS ENG	CL	4	50	3	28	3	28	106	3	28	2	2	21	4	23	43	2	10	81	2	3	82	3	96	2	64	2	2	44	1	10
O	19604	ENG	PROJ MGR-W SER BRIDG	Eng	4	50	3	28	3	28	106	1	9	2	1	17	3	15	32	2	10	51	3	3	88	3	96	2	64	3	3	66	1	10
O	15195	ENG	PRINCIPAL CIVIL ENG	CL	4	50	3	28	3	28	106	2	19	2	2	21	4	23	43	2	10	72	2	3	82	3	96	2	64	2	2	44	1	10
O	6596	OTHER	DEP FIR CHF-TRAINING	Fire	3	38	4	38	3	28	103	1	9	2	1	17	1	0	17	2	10	36	3	3	88	3	96	2	64	2	3	55	2	30
B	16625	DH	LAW DEPT ADMIN	Law	4	50	3	28	2	19	97	1	9	4	2	46	1	0	46	3	30	85	4	2	61	2	64	3	96	3	2	55	1	10
O	12954	ENG	PRINCIPAL MECH ENG	CL	4	50	3	28	3	28	106	2	19	2	2	21	3	15	36	2	10	64	2	3	82	3	96	2	64	2	2	44	1	10
O	11505	HUM SRVC	SUPV/ISR MAGISTRATE	MC	5	63	3	28	1	9	100	1	9	2	1	17	1	0	17	1	9	26	4	3	95	3	96	2	64	3	2	55	2	30
O	5133	FINANCE	FINANCE DIRECTOR-PGL	Pol	4	50	3	28	2	19	97	2	19	3	3	38	1	0	38	2	10	65	3	3	88	3	96	2	64	2	2	44	1	10
O	9844	PL MTC	GROUNDS MAINT DIR	Parks	3	38	4	38	3	28	103	4	37	2	2	21	1	0	21	2	10	68	3	3	88	2	64	2	64	3	3	66	1	10
O	13621	OTHER	CONSUMER ADV SRV DIR	CL	3	38	3	28	3	28	94	3	28	2	2	21	1	0	21	3	30	79	2	3	82	2	64	2	64	2	2	44	2	30
B	011164		SHOP OPER DIR	AdServ	3	38	4	38	3	28	103	4	37	2	2	21	1	0	21	3	30	88	2	3	82	2	64	2	64	2	2	44	1	10
B	010953		EXEC DIR RETIR SYS	Ret	4	50	3	28	2	19	97	1	9	4	1	42	1	0	42	3	30	81	2	2	48	3	96	2	64	2	3	55	1	10
O	11500	DH	HEARING EXAMINER	HngEx	5	63	3	28	1	9	100	1	9	5	1	54	1	0	54	2	10	73	4	2	61	2	64	3	96	2	2	44	1	10
B	015972		ENFORCEMENT MGR	HumRts	4	50	3	28	2	19	97	2	19	2	1	17	1	0	17	2	10	45	2	3	82	2	64	3	3	66	2	30
O	10681	FINANCE	CITY CLERK ASST	Comp	4	50	3	28	2	19	97	2	19	2	1	17	1	0	17	1	0	35	3	3	88	3	96	2	64	3	2	55	1	10
O	9830	DH	EXEC DIR-ARTS COMM	Arts	3	38	3	28	2	19	84	1	9	4	2	46	1	0	46	3	30	85	3	3	88	1	32	2	64	4	3	77	1	10
O	10977	DH	EXEC DIR-BPW	BPW	3	38	3	28	2	19	84	1	9	4	1	42	1	0	42	2	10	61	3	3	88	2	64	2	64	3	3	66	1	10
B	011496		PROBATION SRVC DIR	MC	4	50	3	28	2	19	97	2	19	2	1	17	1	0	17	2	10	45	2	3	82	2	64	2	64	3	2	55	2	30
O	16839	INFO/DP	COMPUTER TECH MGR	AdServ	4	50	3	28	2	19	97	2	19	2	1	17	1	0	17	2	10	45	3	2	54	2	64	3	96	2	2	44	2	30
O	15517	OTHER	DEP FIR CHF-ADM ASST	Fire	3	38	4	38	2	19	94	1	9	1	3	13	1	0	13	2	10	32	3	3	88	2	64	2	64	4	3	77	1	10
B	10684	DH	EXEC DIR-PLNG COMM	Plng	4	50	3	28	1	9	88	1	9	4	1	42	1	0	42	2	10	61	3	3	88	1	32	2	64	3	3	66	1	10
O	13628	FINANCE	ASST FIN/ACCTS DIR	CL	4	50	3	28	2	19	97	3	28	2	2	21	1	0	21	3	30	79	2	2	48	2	64	2	64	2	2	44	1	10
O	17401	OTHER	EMPLOYMENT SRVC DIR	Pers	4	50	3	28	2	19	97	2	19	1	2	8	1	0	8	2	10	37	3	2	54	3	96	2	64	2	2	44	1	10
O	29961	OTHER	COMP & BENEFITS DIR	Pers	4	50	3	28	2	19	97	2	19	2	3	25	1	0	25	3	30	74	2	2	48	2	64	2	64	2	2	44	1	10
O	17391	OTHER	SAFETY DIR	Pers	4	50	3	28	2	19	97	1	9	2	2	21	1	0	21	3	30	68	2	2	48	2	64	2	64	2	3	55	1	10
O	19949	FINANCE	ASST FIN/ACCTS DIR	CL	4	50	3	28	2	19	97	2	19	2	2	21	1	0	21	3	30	69	2	2	48	2	64	2	64	2	2	44	1	10
O	18468	INFO/DP	CUST INFO SYS DIR	CL	4	50	3	28	1	9	88	1	9	2	2	21	1	0	21	2	10	40	2	2	48	3	96	2	64	2	2	44	1	10
O	17433	DH	SEC & CHF EXAMINER	PSCSC	4	50	3	28	1	9	88	1	9	4	1	42	1	0	42	2	10	61	2	2	48	1	32	3	96	3	2	55	1	10
O	19045	FINANCE	SPEC ASST-COMPTROL	Comp	4	50	3	28	2	19	97	0	0	3	2	33	1	0	33	2	10	43	2	2	48	2	64	2	64	2	3	55	1	10
O	11422	FINANCE	CHIEF CLERK-MUN CRT	MC	3	38	3	28	2	19	84	3	28	1	2	8	1	0	8	3	30	66	2	2	48	2	64	2	64	2	2	44	1	10

GRP	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1) PTS	FCTR (2) PTS	FCTR (3) PTS	FCTR (4) PTS	FCTR (5) PTS	FCTR (6) PTS	FCTR (7) PTS	TOT PTS
D	16160	INFO/DP	APPLICATIONS MGR-PPS	AdServ	97	18	48	96	64	44	10	376
D	12864	ENG	ASST TO CHIEF ENG	CL	97	37	48	64	64	55	10	374
D	17399	OTHER	PERS SRVC DIR	Pers	97	33	48	64	64	44	10	359
D	18183	INFO/DP	APP MGR-FIN/GEN GOV	AdServ	97	27	48	64	64	44	10	353
D	17297	INFO/DP	APP MGR-UTIL BLG INV	AdServ	97	27	48	64	64	44	10	353
B	10975	DH	CABLE COMM DIR	Cable	78	48	20	64	64	66	10	351
D	14147	PL MGC	ELEC METER/RELAY DIR	CL	84	36	41	64	64	44	10	343
B	19078	DH	STAFF ASST-CSC	CSC	75	61	48	32	64	44	10	334
D	16611	DH	ELECTION ADMIN	EA	66	48	48	32	32	44	10	280
B	10570	DX	CSB DIRECTOR	CSB	53	48	14	32	64	53	10	276

GRP	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1A) DEG	FCTR (1A) PTS	FCTR (1B) DEG	FCTR (1B) PTS	FCTR (1C) DEG	FCTR (1C) PTS	FCTR (1) PTS	FCTR (2A) DEG	FCTR (2A) PTS	FCTR (2B) GESP	OPBD (2B) LEVL	OPBD (2B) PTS	C1P (2B) LEVL	C1P (2B) PTS	FCTR (2B) PTS	FCTR (2C) DEG	FCTR (2C) PTS	FCTR (2) PTS	FCTR (3) LEVL	FCTR (3) IMPCT	FCTR (3) PTS	FCTR (4) DEG	FCTR (4) PTS	FCTR (5) DEG	FCTR (5) PTS	FCTR (6) FREQ	FCTR (6) SCOPE	FCTR (6) PTS	FCTR (7) DEG	FCTR (7) PTS
D	18180	INFO/DP	APPLICATIONS MGR-PPS	AdServ	4	50	3	28	2	19	97	1	9	1	2	8	1	0	8	1	0	18	2	2	48	3	96	2	64	2	2	44	1	10
D	1286A	ENG	ASST TO CHIEF ENG	CL	4	50	3	28	2	19	97	0	0	1	1	4	1	0	4	2	10	33	2	2	48	2	64	2	64	2	3	55	1	10
D	17399	OTHER	PERS SRVC DIR	Pers	4	50	3	28	2	19	97	2	19	1	1	4	1	0	4	1	0	27	2	2	48	2	64	2	64	2	2	44	1	10
D	18183	INFO/DP	APP MGR-FIN/GEN GOV	AdServ	4	50	3	28	2	19	97	2	19	1	2	8	1	0	8	1	0	27	2	2	48	2	64	2	64	2	2	44	1	10
D	17297	INFO/DP	APP MGR-UTIL BLG INV	AdServ	4	50	3	28	2	19	97	2	19	1	2	8	1	0	8	1	0	27	2	2	48	2	64	2	64	3	3	66	1	10
D	10975	OH	CABLE COMM DIR	Cable	4	50	2	19	1	9	78	1	9	3	1	29	1	0	29	2	10	49	3	1	20	2	64	2	64	2	2	44	1	10
D	14147	PL MTC	ELEC METER/RELAY DIR	CL	3	38	3	28	2	19	84	3	28	1	2	8	1	0	8	1	0	36	1	2	41	2	64	2	64	2	2	44	1	10
D	1007B	OH	STAFF ASSY-CSC	CSC	3	38	3	28	1	9	75	1	9	4	1	42	1	0	42	2	10	61	2	2	48	1	32	1	32	2	2	44	1	10
D	16611	OH	ELECTION ADMIN	EA	3	38	2	19	1	9	66	1	9	3	1	29	1	0	29	2	10	48	2	1	14	1	32	2	64	3	2	55	1	10
D	10570	OH	CSB DIRECTOR	CSB	2	23	2	19	1	9	53	1	9	3	1	29	1	0	29	2	10	49	2	1	14	1	32	2	64	3	2	55	1	10

APPENDIX D-2

Detailed Job Evaluation Ranking

by Department

G R P	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1) PTS	FCTR (2) PTS	FCTR (3) PTS	FCTR (4) PTS	FCTR (5) PTS	FCTR (6) PTS	FCTR (7) PTS	TOT PTS
B	018998		DAS DIRECTOR	AdServ	116	174	136	128	160	99	30	843
O	18900	PL MTC	MUNICIPAL FACIL ADM	AdServ	106	106	129	96	96	88	30	652
O	18182	FINANCE	FIN & ADM DIR-AD SRV	AdServ	106	108	95	128	128	66	10	641
O	18982	PL MTC	OPERATIONS DIR-AD SRV	AdServ	106	100	129	96	96	66	10	604
O	10443	INFO/DP	INFO PROCESSING DIR	AdServ	106	91	95	96	96	66	30	581
O	10444	INFO/DP	SYSTEMS ENG DIR	AdServ	106	91	88	96	96	55	10	543
O	20395	INFO/DP	TELECOMM SRVC DIR	AdServ	106	82	95	96	64	55	10	508
B	011160		COMPUTER SERV MGR	AdServ	94	79	54	96	96	55	30	504
O	11159	PL MTC	BLDG OPERATIONS DIR	AdServ	103	79	88	96	64	55	10	495
B	011164		SHOP OPER DIR	AdServ	103	88	82	64	64	44	10	455
O	16839	INFO/DP	COMPUTER TECH MGR	AdServ	97	45	54	64	96	44	30	431
O	18180	INFO/DP	APPLICATIONS MGR-PPS	AdServ	97	18	48	96	64	44	10	376
O	17297	INFO/DP	APP MGR-UTIL BLG INV	AdServ	97	27	48	64	64	44	10	353
O	18183	INFO/DP	APP MGR-FIN/GEN GOV	AdServ	97	27	48	64	64	44	10	353
D	9839	DH	EXEC DIR-ARTS COMM	Arts	84	85	88	32	64	77	10	441
D	10977	DH	EXEC DIR-BPW	BPW	84	61	88	64	64	66	10	438
D	14135	DH	CL SUPERINTENDENT	CL	125	189	170	160	160	110	30	935
O	14134	ENG	ASST CL SUPT-ENG/UTL	CL	116	146	129	128	128	88	30	765
O	18598	FINANCE	ASST CL SUPT-FIN&ADM	CL	116	140	129	128	128	88	30	758
B	020104		DEP SUPT-CUST SERV	CL	116	114	129	128	128	88	30	733
B	012683		RESRC MGMT DIR	CL	106	95	129	128	128	110	30	727
B	012847		CHIEF ENGINEER-CL	CL	116	127	129	128	128	66	10	704
O	12679	PL MTC	ELEC DISTRIB DIR	CL	106	110	129	128	96	55	30	654
O	12682	PL MTC	ELEC OPERATIONS DIR	CL	106	114	129	96	96	55	30	626
O	16304	OTHER	CONSERVATION SVC DIR	CL	106	100	129	96	96	66	30	624
O	12681	OTHER	CUSTOMER SERVICE DIR	CL	106	97	95	96	96	77	30	598
O	12978	OTHER	ENVIR AFFAIRS DIR	CL	106	62	95	96	128	77	30	594
O	12680	FINANCE	FIN & ACCTS DIR-CL	CL	106	127	88	96	96	66	10	590
B	012678		ADMIN SERV DIR-CL	CL	106	88	88	96	96	66	10	551
O	17201	OTHER	ASST DIR RESRC-OPER	CL	106	74	88	96	96	77	10	547
O	12863	ENG	CHIEF CIVIL ENGINEER	CL	106	101	88	96	96	44	10	542
O	13638	PL MTC	POWER STA CONST DIR	CL	103	103	82	96	96	44	10	534
O	12917	ENG	CHIEF ELEC ENG	CL	106	115	88	96	64	44	10	523
B	020152		HYDROELECTRIC MGR	CL	106	56	82	96	96	55	30	521
B	012665		PRIN CONST ENG-CL	CL	97	81	82	96	64	66	30	516
O	13627	PL MTC	ELEC GENERATION DIR	CL	103	88	88	96	64	44	30	514
O	18627	OTHER	ASST DIR RESRC-PLAN	CL	97	69	88	96	96	55	10	512
O	13623	PL MTC	CONST/MTC DIR-DISTRB	CL	103	88	82	96	64	44	30	507
O	13622	PL MTC	DISP/UNDGRD SYS DIR	CL	103	88	82	96	64	44	30	507
B	012662		COMMUNITY REL DIR	CL	97	59	82	96	64	77	30	504
O	13630	INFO/DP	INFO SYSTEMS DIR	CL	106	82	54	96	96	55	10	500
O	15315	ENG	PRINCIPAL DIST ENG	CL	106	81	82	96	64	55	10	494
O	13624	HUM SRVC	HUMAN RES DIR-CL	CL	106	46	88	96	96	44	10	487
O	15314	ENG	PRINC PWR SYS ENG	CL	106	81	82	96	64	44	10	483
O	15195	ENG	PRINCIPAL CIVIL ENG	CL	106	72	82	96	64	44	10	474
O	12954	ENG	PRINCIPAL MECH ENG	CL	106	64	82	96	64	44	10	466
O	13621	OTHER	CONSUMER ADV SRV DIR	CL	94	79	82	64	64	44	30	456
O	13628	FINANCE	ASST FIN/ACCTS DIR	CL	97	79	48	64	64	44	10	405
O	19949	FINANCE	ASST FIN/ACCTS DIR	CL	97	69	48	64	64	44	10	396
O	18468	INFO/DP	CUST INFO SYS DIR	CL	88	48	48	96	64	44	10	389
O	12864	ENG	ASST TO CHIEF ENG	CL	97	37	48	64	64	55	10	374
O	14147	PL MTC	ELEC METER/RELAY DIR	CL	84	36	41	64	64	44	10	343
D	19027	DH	CLU DIRECTOR	CLU	125	125	136	160	160	88	30	824
B	019033		CONST INSP DIR	CLU	106	91	129	128	96	88	30	669
O	19032	OTHER	PERMIT/PLAN EXAM DIR	CLU	106	91	129	128	96	88	30	669
O	19029	FINANCE	ADMIN SVCS DIR-CLU	CLU	106	94	95	128	128	66	10	628
O	19031	OTHER	LAND USE DIRECTOR	CLU	106	91	129	96	95	77	30	626
O	19030	OTHER	HOUSING/ZONING DIR	CLU	106	82	129	96	96	77	30	616
D	10570	DH	CSB DIRECTOR	CSB	53	48	14	32	64	55	10	276
D	18078	DH	STAFF ASST-CSC	CSC	75	61	48	32	64	44	10	334
D	10975	DH	CABLE COMM DIR	Cable	78	48	20	64	64	66	10	351
D	11602	DH	COMMUNITY DEV DIR	ComDev	106	131	136	96	128	88	10	695
O	11596	HUM SRVC	HOUS/NBRHD DEV DIR	ComDev	106	97	129	128	96	88	30	674
O	11600	FINANCE	ADMIN SVCS DIR-DCD	ComDev	106	109	95	128	128	66	30	663
B	015597		FINCL & ECON DEV DIR	ComDev	106	69	129	96	96	77	30	604
B	016219		ACCT SERV DIR	Comp	106	102	88	96	96	66	10	565
O	10695	INFO/DP	SYSTEM SERVICES DIR	Comp	106	82	88	96	64	55	10	502
O	10681	FINANCE	CITY CLERK ASST	Comp	97	35	88	96	64	55	10	445
O	19605	FINANCE	SPCC ASST-COMPTROL	Comp	97	43	48	64	64	55	10	381
D	16611	DH	ELECTION ADMIN	EA	66	48	48	32	32	44	10	280
D	7905	DH	ENGINEERING DIR	Eng	125	171	136	128	128	88	30	806
O	7903	PL MTC	ASST ENG DIR-OPER	Eng	116	125	129	128	128	66	30	722
O	7904	ENG	ASST ENG DIR-ENG SRV	Eng	116	121	129	128	128	66	10	700
B	008474		SOLID WASTE UTIL DIR	Eng	106	120	129	128	95	88	30	697

G R P	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1A) DEG	FCTR (1A) PTS	FCTR (1B) DEG	FCTR (1B) PTS	FCTR (1C) DEG	FCTR (1C) PTS	FCTR (1) PTS	FCTR (2A) DEG	FCTR (2A) PTS	FCTR (2B) RESP	DPDD (2B) LEVL	DPDD (2B) PTS	CIP (2B) LEVL	CIP (2B) PTS	FCTR (2B) PTS	FCTR (2C) DEG	FCTR (2C) PTS	FCTR (2) PTS	FCTR (3) LEVL	FCTR (3) IMPCT	FCTR (3) PTS	FCTR (4) DEG	FCTR (4) PTS	FCTR (5) DEG	FCTR (5) PTS	FCTR (6) FREQ	FCTR (6) SCOPE	FCTR (6) PTS	FCTR (7) DEG	FCTR (7) PTS
B	010998		BAS DIRECTOR	AdServ	4	50	3	28	4	38	116	5	46	5	3	63	3	15	78	4	50	174	5	4	136	4	128	5	160	4	5	99	2	30
D	10900	PL NTC	MUNICIPAL FACIL ADM	AdServ	4	50	3	28	3	28	106	3	28	3	2	33	3	15	48	3	30	106	4	4	129	3	96	3	96	4	4	88	2	30
D	10182	FINANCE	FIN & ADM DIR-AD SRV	AdServ	4	50	3	28	3	28	106	3	28	4	3	50	1	0	50	3	30	100	4	3	95	4	128	4	128	3	3	66	1	10
D	10902	PL NTC	OPERATIONS DIR-AD SRV	AdServ	4	50	3	28	3	28	106	4	37	3	2	33	1	0	33	3	30	100	4	4	129	3	96	3	96	3	3	66	1	10
D	10443	INFO/DP	INFO PROCESSING DIR	AdServ	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	3	95	3	96	3	96	3	3	66	2	30
D	10444	INFO/DP	SYSTEMS ENG DIR	AdServ	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	3	3	88	3	96	3	96	3	2	55	1	10
D	20395	INFO/DP	TELECOMM SRVC DIR	AdServ	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	3	30	82	4	3	95	3	96	2	64	2	3	55	1	10
B	011168		COMPUTER SERV MGR	AdServ	3	38	3	28	3	28	94	3	28	2	2	21	1	0	21	3	30	79	3	2	54	3	96	3	96	2	3	55	2	30
D	11159	PL NTC	BLDG OPERATIONS DIR	AdServ	3	38	4	38	3	28	103	3	28	2	2	21	1	0	21	3	30	79	3	3	88	3	96	2	64	2	3	55	1	10
B	011164		SHOP OPER DIR	AdServ	3	38	4	38	3	28	103	4	37	2	2	21	1	0	21	3	30	88	2	3	82	2	64	2	64	2	2	44	1	10
D	16839	INFO/DP	COMPUTER TECH MGR	AdServ	4	50	3	28	2	19	97	2	19	2	1	17	1	0	17	2	10	45	3	2	54	2	64	3	96	2	2	44	2	30
D	10160	INFO/DP	APPLICATIONS MGR-PPS	AdServ	4	50	3	28	2	19	97	1	9	1	2	8	1	0	8	1	0	18	2	2	48	3	96	2	64	2	2	44	1	10
D	17297	INFO/DP	APP MGR-UTIL BLG INV	AdServ	4	50	3	28	2	19	97	2	19	1	2	8	1	0	8	1	0	27	2	2	48	2	64	2	64	2	2	44	1	10
D	10183	INFO/DP	APP MGR-FIN/GEN GOV	AdServ	4	50	3	28	2	19	97	2	19	1	2	8	1	0	8	1	0	27	2	2	48	2	64	2	64	2	2	44	1	10
D	9030	DH	EXEC DIR-ARTS COMM	Arts	3	38	3	28	2	19	84	1	9	4	2	46	1	0	46	3	30	85	3	3	88	1	32	2	64	4	3	77	1	10
D	10977	DH	EXEC DIR-BPW	BPW	3	38	3	28	2	19	84	1	9	4	1	42	1	0	42	2	10	61	3	3	88	2	64	2	64	3	3	66	1	10
B	14135	DH	CL SUPERINTENDENT	CL	4	50	4	38	4	38	125	7	65	5	3	63	4	23	85	3	30	180	5	5	170	5	160	5	160	5	5	110	2	30
D	14134	ENG	ASST CL SUPT-ENG/UTL	CL	4	50	3	28	4	38	116	6	56	3	3	38	4	23	68	3	30	146	4	4	129	4	128	4	128	4	4	88	2	30
D	18598	FINANCE	ASST CL SUPT-FIN/ADM	CL	4	50	3	28	4	38	116	4	37	4	3	50	4	23	73	3	30	140	4	4	129	4	128	4	128	4	4	88	2	30
B	020104		DEP SUPT-CUST SERV	CL	4	50	3	28	4	38	116	5	46	3	3	38	1	0	38	3	30	114	4	4	129	4	128	4	128	4	4	88	2	30
B	018683		RESRC MGMT DIR	CL	4	50	3	28	3	28	106	3	28	3	3	38	1	0	38	3	30	95	4	4	129	4	128	4	128	5	5	110	2	30
B	012847		CHIEF ENGINEER-CL	CL	4	50	3	28	4	38	116	4	37	3	3	38	4	23	68	3	30	127	4	4	129	4	128	4	128	3	3	66	1	10
D	12679	PL NTC	ELEC DISTRIB DIR	CL	4	50	3	28	3	28	106	5	46	3	2	33	1	0	33	3	30	110	4	4	129	4	128	3	96	2	3	55	2	30
D	12682	PL NTC	ELEC OPERATIONS DIR	CL	4	50	3	28	3	28	106	5	46	3	3	38	1	0	38	3	30	114	4	4	129	3	96	3	96	2	3	55	2	30
D	16304	OTHER	CONSERVATION SVC DIR	CL	4	50	3	28	3	28	106	4	37	3	2	33	1	0	33	3	30	100	4	4	129	3	96	3	96	3	3	66	2	30
D	12681	OTHER	CUSTOMER SERVICE DIR	CL	4	50	3	28	3	28	106	5	46	2	2	21	1	0	21	3	30	97	4	3	95	3	96	3	96	4	3	77	2	30
D	12978	OTHER	ENVIR AFFAIRS DIR	CL	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	2	10	62	4	3	95	3	96	4	128	4	3	77	2	30
D	12680	FINANCE	FIN & ACCTS DIR-CL	CL	4	50	3	28	3	28	106	4	37	3	3	38	4	23	68	3	30	127	3	3	88	3	96	3	96	3	3	66	1	10
B	012678		ADMIN SERV DIR-CL	CL	4	50	3	28	3	28	106	4	37	2	2	21	1	0	21	3	30	88	3	3	88	3	96	3	96	3	3	66	1	10
D	17201	OTHER	ASST DIR RESRC-OPER	CL	4	50	3	28	3	28	106	2	19	2	3	25	1	0	25	3	30	74	3	3	88	3	96	3	96	3	4	77	1	10
D	12863	ENG	CHIEF CIVIL ENGINEER	CL	4	50	3	28	3	28	106	3	28	2	2	21	4	23	43	3	30	101	3	3	88	3	96	3	96	2	2	44	1	10
D	13638	PL NTC	POWER STA CONST DIR	CL	3	38	4	38	3	28	103	4	37	2	2	21	3	15	36	3	30	103	2	3	82	3	96	3	96	2	2	44	1	10
D	12917	ENG	CHIEF ELEC ENG	CL	4	50	3	28	3	28	106	4	37	2	3	25	4	23	48	3	30	115	3	3	88	3	96	2	64	2	2	44	1	10
B	020152		HYDROELECTRIC MGR	CL	4	50	3	28	3	28	106	1	9	2	1	17	1	0	17	3	30	56	2	3	82	3	96	3	96	2	3	55	2	30
B	012865		PRIN CONST ENG-CL	CL	4	50	3	28	2	19	97	3	28	2	2	21	4	23	43	2	10	81	2	3	82	3	96	2	64	3	3	66	2	30
D	13627	PL NTC	ELEC GENERATION DIR	CL	3	38	4	38	3	28	103	4	37	2	2	21	1	0	21	3	30	88	3	3	88	3	96	2	64	2	2	44	2	30
D	18627	OTHER	ASST DIR RESRC-PLAN	CL	4	50	3	28	2	19	97	2	19	2	2	21	1	0	21	3	30	69	3	3	88	3	96	3	96	2	3	55	1	10
D	13623	PL NTC	CONST/MTC DIR-DISTRB	CL	3	38	4	38	3	28	103	4	37	2	2	21	1	0	21	3	30	88	2	3	82	3	96	2	64	2	2	44	2	30
D	13622	PL NTC	DISP/UNDGRD SYS DIR	CL	3	38	4	38	3	28	103	4	37	2	2	21	1	0	21	3	30	88	2	3	82	3	96	2	64	2	2	44	2	30
B	012662		COMMUNITY REL DIR	CL	4	50	3	28	2	19	97	3	28	2	2	21	1	0	21	2	10	59	2	3	82	3	96	2	64	4	3	77	2	30
D	13630	INFO/DP	INFO SYSTEMS DIR	CL	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	3	30	82	3	2	54	3	96	3	96	2	3	55	1	10
D	15315	ENG	PRINCIPAL DIST ENG	CL	4	50	3	28	3	28	106	3	28	2	2	21	4	23	43	2	10	81	2	3	82	3	96	2	64	2	3	55	1	10
D	13624	HUM SRVC	HUMAN RES DIR-CL	CL	4	50	3	28	3	28	106	3	28	1	2	8	1	0	8	2	10	46	3	3	88	3	96	3	96	2	2	44	1	10
D	15314	ENG	PRINC PWR SYS ENG	CL	4	50	3	28	3	28	106	3	28	2	2	21	4	23	43	2	10	81	2	3	82	3	96	2	64	2	2	44	1	10
D	15195	ENG	PRINCIPAL CIVIL ENG	CL	4	50	3	28	3	28	106	2	19	2	2	21	4	23	43	2	10	72	3	3	82	3	96	2	64	2	2	44	1	10
D	12954	ENG	PRINCIPAL MECH ENG	CL	4	50	3	28	3	28	106	2	19	2	2	21	3	15	36	2	10	64	2	3	82	3	96	2	64	2	2	44	1	10
D	13621	OTHER	CONSUMER ADV SRV DIR	CL	3	38	3	28	3	28	94	3	28	2	2	21	1	0	21	3	30	79	2	3	82	2	64	2	64	2	2	44	2	30
D	13628	FINANCE	ASST FIN/ACCTS DIR	CL	4	50	3	28	2	19	97	3	28	2	2	21	1	0	21	3	30	79	2	2	48	2	64	2	64	2	2	44	1	10
D	19949	FINANCE	ASST FIN/ACCTS DIR	CL	4	50	3	28	2	19	97	2	19	2	2	21	1	0	21	3	30	69	2	2	48	2	64	2	64	2	2	44	1	10
D	18468	INFO/DP	CUST INFO SYS DIR	CL	4	50	3	28	1	9	88	1	9	2	2	21	1	0	21	2	10	40	2	2	48	3	96	2	64	2	2	44	1	10
D	12864	ENG	ASST TO CHIEF ENG	CL	4	50	3	28	2	19	97	0	0	1	1	4	4	23	27	2	10	37	2	2	48	2	64	2	64	2	3	55	1	10
D	14147	PL NTC	ELEC METER/RELAY DIR	CL	3	38	3	28	2	19	84	3	28	1	2	8	1	0	8	1	0	36	1	2	41	2	64	2	64	2	2	44	1	10
B	19827	DH	CLU DIRECTOR	CLU	4	50	4	38	4	38	125	4	37	5	2	58	1	0	58	3	30	125	5	4	136	5	160	5	160	4	4	88	2	30
B	019833		CONST INSP DIR	CLU	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	4	128	3	96	4	4	88	2	30
D	19832	OTHER	PERMIT/PLAN EXAM DIR	CLU	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	4	128	3	96	4	4	88	2	30
D	19829	FINANCE	ADMIN SVCS DIR-CLU	CLU	4	50	3	28	3	28	106	2	19	4	2	46	1	0	46	3	30	94	4	3	95	4	128	4	128	3	3	66	1	10
D	19831	OTHER	LAND USE DIRECTOR	CLU	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	3	96	3	96	4	3	77	2	30
D	19830	OTHER	HOUSING/ZONING DIR	CLU	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	3	30	82	4	4	129	3	96	3	96	4	3	77	2	30
D	18570	DH	CSB DIRECTOR	CSB	2	25	2	19	1	9	53	1	9	3	1	29	1	0	29	2	10	48	2	1	14	1	32	2	64	3	2	55	1	10
D	18878	DH	STAFF ASST-CSC	CSC	3	38	3	28	1	9	75	1	9	4	1	42	1	0	42	2	10	61	2	2	48	1	32	2	64	2	2	44	1	10
D	18975	DH	CABLE COMM DIR	Cable	4	50	2	19	1	9	78	1	9	3	1	29	1	0	29	2	10	48	3	1	28	2	64	2	64	3	3	66	1	10
D	11602	DH	COMMUNITY DEV DIR	ComDev	4	50	3	28	3	28	106	3	28	5	2	58	3	15	73	3	30	131	5	4	136	3	96	4	128	4	4	88	1	10
D	11596	HUM SRVC	HOUS/HBRHD DEV DIR	ComDev	4	50	3	28	3	28	106	2	19	3	2	33	3	15	48	3	30	97	4	4	129	4	128	3	96	4	4	88	2	30
D	11608	FINANCE	ADMIN SVCS DIR-DCD	ComDev	4	50	3	28	3	28	106	2	19	4	2	46	3	15	61	3	30	107	4	3	95	4	128	4	128	3	3	66	2	30
B	015597		FINCL & ECON DEV DIR	ComDev	4	50	3	28	3	28	106	2	19	3	2	33	2	8	41	2	10	69	4	4	129	3	96	3	96	4	3	77	2	30
B	016219		ACCT SERV DIR	Comp	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	4	50	102	3	3	88	3	96	3	96	3	3	66	1	10
D	10695	INFO/DP	SYSTEM SERVICES DIR	Comp	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	3	30	82	3	3	88	3	96	2	64	3	2	55	1	10
D	10681	FINANCE	CITY CLERK ASST	Comp	4	50	3	28	2	19	97	2	19	2	1	17	1	0	17	1	0	35	3	3	88	3	96	2	64	3	2	55	1	10
D	19605	FINANCE	SPEC ASST-COMPTROL	Comp	4	50	3	28	2	19	97	0	0	3	2	33	1	0	33	2	10	43	2	2	48	2	64	2	64	2	3	55	1	10
D	16611	DH	ELECTION ADMIN	EA	3	38	2	19	1	9	66	1	9	3	1	29	1	0	29	2	10	48	2	2	48	1	32	1	32	2	2	44	1	10
D	7905	DH	ENGINEERING DIR	Eng	4	50	4	38	4	38	125	6	56	5	3	63	4	23	85	3	30	171	5	4	136	4	128	4	128	4	4	88	2	30
D	7903	PL NTC	ASST ENG DIR-OPER	Eng	4	50	3	28	4	38	116	5	46	3	2	33	3	15	48	3	30	125	4	4	129	4	128	4	128	3	3	66	2	30
D	7904	ENG	ASST ENG DIR-ENG SRV	Eng	4	50	3	28	4	38	116	4	37	3	2	33	4	23	56	3	30	123	4	4	129	4	128	4	128	3	3	66	1	10
B	008474		SOLID WASTE UTIL DIR	Eng	4	50	3	28	3	28	106	4	37	3	3	38	3	15	53	3	30	120	4	4	12[illegible]	4	128	3	96	4	4	88	2	30

R P	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1) PTS	FCTR (2) PTS	FCTR (3) PTS	FCTR (4) PTS	FCTR (5) PTS	FCTR (6) PTS	FCTR (7) PTS	TOT PTS
O	7902	ENG	ASST ENG DIR-MGT SUP	Eng	106	130	95	128	128	66	10	664
B	008003		ASST ENG DIR-TRAFFIC	Eng	106	115	129	96	96	66	30	639
O	8021	ENG	PRINCIPAL CONST ENG	Eng	106	97	88	96	96	66	30	580
O	17016	OTHER	PLANNING DIRECTOR	Eng	106	94	95	96	96	66	10	563
O	8475	PL MTC	SEWER UTILITY DIR	Eng	106	105	88	96	64	66	30	556
O	8820	ENG	PRINCIPAL DESIGN ENG	Eng	106	90	88	96	96	66	10	552
O	8858	PL MTC	STREET MAINT DIR	Eng	103	103	88	96	64	66	30	551
O	19604	ENG	PROJ MGR-W SEA BRIDG	Eng	106	51	88	96	64	66	10	482
O	6591	OTHER	ASST FIRE CHIEF	Fire	113	103	163	128	128	66	50	751
B	6598	DH	FIRE CHIEF	Fire	100	128	170	96	128	55	30	707
O	7585	OTHER	FIRE MARSHAL	Fire	106	71	129	128	96	77	30	638
O	6593	OTHER	FIRE CHIEF DEPUTY	Fire	103	72	122	128	96	44	50	616
B	006636		FINC & ACCTG DIR	Fire	97	79	88	96	64	66	10	500
O	19111	OTHER	DEP FIR CHF-PERS	Fire	106	36	88	96	96	55	10	488
O	6596	OTHER	DEP FIR CHF-TRAINING	Fire	103	36	88	96	64	55	30	472
O	15517	OTHER	DEP FIR CHF-ADM ASST	Fire	94	32	88	64	64	77	19	429
O	11500	DH	HEARING EXAMINER	HngEx	100	73	61	64	96	44	10	449
B	11375	DH	HUM RESOURCES DIR	HumRes	116	130	136	96	160	88	30	755
O	17118	HUM SRVC	COMMUNITY SRVC DIR	HumRes	106	91	129	96	96	77	30	626
O	17452	HUM SRVC	FAMILY/YTH SRVC DIR	HumRes	106	91	129	96	96	66	30	615
O	17085	FINANCE	FIN & PROG DEV DIR	HumRes	106	108	95	128	96	66	10	609
O	11374	HUM SRVC	DIR DIV ON AGING	HumRes	106	82	95	96	64	66	30	539
O	10961	DH	HUM RIGHTS DIR	HumRts	106	96	102	96	96	88	30	614
O	20547	HUM SRVC	ASST HUM RIGHTS DIR	HumRts	106	62	129	96	96	77	30	596
B	015972		ENFORCEMENT MGR	HumRts	97	45	82	64	64	66	30	448
O	10601	DH	INTERGOV REL DIR	IGR	75	48	102	64	96	110	30	525
O	17168	DH	LAND/TRANS DIRECTOR	LUTP	88	58	129	96	96	77	30	573
B	16625	DH	LAW DEPT ADMIN	Law	97	85	61	64	96	55	10	468
O	10390	DH	EXEC DIR-LEGISLATIVE	Leg	97	74	95	96	128	77	30	597
O	10785	DH	LIC & CONS AFF DIR	Lic	106	116	68	96	128	77	30	621
O	10784	OTHER	ASST LICENSES DIR	Lic	106	91	88	64	64	66	10	490
B	11400	DH	MUNI CT ADMIN	MC	106	113	95	64	128	66	10	582
O	11497	HUM SRVC	ORD VIOLATIONS DIR	MC	106	91	88	96	64	55	30	531
O	11505	HUM SRVC	SUPRVISR MAGISTRATE	MC	100	86	95	96	64	55	30	466
B	011496		PROBATION SRVC DIR	MC	97	45	82	64	64	55	30	437
O	11422	FINANCE	CHIEF CLERK-MUN CRT	MC	84	66	48	64	64	44	10	380
O	10146	DH	DEPUTY MAYOR	May	116	74	170	160	160	110	30	820
B	10145	DH	DEPUTY MAYOR	May	123	87	170	128	160	110	30	810
B	010440		OMB DIRECTOR	OMB	116	136	170	160	160	110	30	882
O	10603	FINANCE	BUDGET DIR ASST	OMB	106	102	95	96	96	77	30	602
O	10165	FINANCE	BUDGET DIR ASST	OMB	106	102	95	96	96	66	10	571
B	9348	DH	PUBLIC HEALTH DIR	PHlth	150	139	170	160	160	88	30	897
B	018354		SEATTLE DIV DIR	PHlth	116	113	129	128	128	88	30	732
B	009189		ENVIR HLTH SERV DIR	PHlth	106	91	129	128	96	77	30	658
O	9345	FINANCE	ADMIN SVCS DIR-PH	PHlth	106	108	95	128	128	66	10	641
O	2010	HUM SRVC	REG DIV DIR PUB HLTH	PHlth	106	91	129	128	96	55	30	636
O	9188	HUM SRVC	COUNTY DENT SRVC DIR	PHlth	106	94	129	128	96	66	10	630
B	17433	DH	SEC & CHF EXAMINER	PSCSC	88	61	48	32	96	55	10	389
B	010278		PARKS & REC SUPT	Parks	116	171	170	128	160	110	30	884
O	10277	PL MTC	OPERATIONS DIR-PARKS	Parks	116	110	129	96	128	66	30	675
O	9847	OTHER	RECREATION PROG DIR	Parks	106	100	129	96	96	77	30	635
O	16559	FINANCE	FIN & ACCTG DIR-PARKS	Parks	106	108	95	128	96	66	10	609
O	9845	OTHER	PROJECT DEV DIR	Parks	106	104	88	96	96	88	30	609
B	009849		ZOO DIRECTOR	Parks	106	91	95	96	96	77	10	572
O	9841	OTHER	AQUARIUM DIRECTOR	Parks	106	91	95	96	96	66	10	561
O	9842	PL MTC	FACILITIES MTC DIR	Parks	103	95	88	96	64	66	10	523
O	9844	PL MTC	GROUNDS MAINT DIR	Parks	103	68	88	64	64	66	10	464
D	10460	DH	PERSONNEL DIR	Pers	125	150	136	128	160	99	30	828
B	017404		LABOR RELATIONS DIR	Pers	97	88	129	128	96	99	30	668
O	19384	OTHER	AFFIRM ACT ENP ADM	Pers	106	71	129	96	96	77	30	606
O	17400	FINANCE	ADMIN SVCS DIR-PERS	Pers	106	108	95	96	96	55	10	566
O	17406	OTHER	COMP & PERS SRVC ADM	Pers	106	95	95	96	96	55	10	554
O	17401	OTHER	EMPLOYMENT SRVC DIR	Pers	97	37	54	96	64	44	10	402
O	29961	OTHER	COMP & BENEFITS DIR	Pers	97	74	48	64	64	44	10	400
O	17391	OTHER	SAFETY DIR	Pers	97	68	48	64	64	55	10	398
O	17399	OTHER	PERS SRVC DIR	Pers	97	33	48	64	64	44	10	359
D	10604	DH	EXEC DIR-PLNG COMM	Plng	88	61	88	32	64	66	[illegible]	89
D	5028	DH	POLICE CHIEF	Pol	125	138	176	160	160	99	[illegible]	82
B	005025		ASST POLIC CHF-OPER	Pol	113	103	163	128	128	77	5[illegible]	752
O	5027	OTHER	ASST POL CHF-INVEST	Pol	113	80	129	128	128	66	50	694
O	5026	OTHER	ASST POL CHF-FIELD	Pol	103	80	129	128	96	77	30	644
O	5024	FINANCE	ASST POL CHF-ADM SRV	Pol	106	80	95	128	128	66	10	614
O	15610	OTHER	POLICE PERS DIRECTOR	Pol	106	45	88	96	96	55	10	497
O	5133	FINANCE	FINANCE DIRECTOR-POL	Pol	97	66	88	96	64	44	10	465
O	10616	DH	PURCHASING AGENT	Purch	116	87	102	96	96	88	30	615
B	010953		EXEC DIR RETIR SYS	Ret	97	81	48	96	64	55	10	450

GRP	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1A) DEG	FCTR (1A) PTS	FCTR (1B) DEG	FCTR (1B) PTS	FCTR (1C) DEG	FCTR (1C) PTS	FCTR (1) PTS	FCTR (2A) DEG	FCTR (2A) PTS	FCTR (2B) RESP	OPBD (2B) LEVL	OPBD (2B) PTS	CIP (2B) LEVL	CIP (2B) PTS	FCTR (2B)	FCTR (2C) DEG	FCTR (2C) PTS	FCTR (2) PTS	FCTR (3) LEVL	FCTR (3) IMPCT	FCTR (3) PTS	FCTR (4) DEG	FCTR (4) PTS	FCTR (5) DEG	FCTR (5) PTS	FCTR (6) FREQ	FCTR (6) SCOPE	FCTR (6) PTS	FCTR (7) DEG	FCTR (7) PTS
D	7942	ENG	ASST ENG DIR-MGT SUP	Eng	4	50	3	28	3	28	106	3	28	4	3	50	4	23	73	3	30	130	4	3	95	4	128	4	128	3	3	66	1	10
B	008003		ASST ENG DIR-TRAFFIC	Eng	4	50	3	28	3	28	106	4	37	3	2	33	3	15	48	3	30	115	4	4	129	3	96	3	96	3	3	66	2	30
D	8021	ENG	PRINCIPAL CONST ENG	Eng	4	50	3	28	3	28	106	3	28	2	1	17	4	23	39	3	30	97	3	3	88	3	96	3	96	3	3	66	1	10
D	17016	OTHER	PLANNING DIRECTOR	Eng	4	50	3	28	3	28	106	3	28	2	2	21	3	15	36	3	30	94	4	3	95	3	96	3	96	3	3	66	1	10
D	8475	PL MTC	SEWER UTILITY DIR	Eng	4	50	3	28	3	28	106	3	28	2	3	25	4	23	48	3	30	105	3	3	88	3	96	2	64	3	3	66	2	30
D	8020	ENG	PRINCIPAL DESIGN ENG	Eng	4	50	3	28	3	28	106	3	28	2	1	17	3	15	32	3	30	90	3	3	88	3	96	3	96	3	3	66	1	10
D	8850	PL MTC	STREET MAINT DIR	Eng	3	38	4	38	3	28	103	4	37	2	2	21	3	15	36	3	30	103	3	3	88	3	96	2	64	3	3	66	2	30
D	19684	ENG	PROJ MGR-W SEA BRIDG	Eng	4	50	3	28	3	28	106	1	9	2	1	17	3	15	32	2	10	51	3	3	88	3	96	2	64	3	3	66	1	10
D	6591	OTHER	ASST FIRE CHIEF	Fire	3	38	4	38	4	38	113	6	56	3	3	38	1	0	38	2	10	103	4	5	163	4	128	4	128	3	3	66	3	50
D	6590	DH	FIRE CHIEF	Fire	2	25	4	38	4	38	100	6	56	3	3	63	1	0	63	2	10	128	5	5	170	3	96	4	128	2	3	55	2	30
D	7585	OTHER	FIRE MARSHAL	Fire	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	2	10	71	4	4	129	4	128	3	96	3	4	77	2	30
D	6593	OTHER	FIRE CHIEF DEPUTY	Fire	3	38	4	38	3	28	103	4	37	2	3	25	1	0	25	2	10	72	3	4	122	4	128	3	96	2	2	44	3	50
B	006636		FINC & ACCTS DIR	Fire	4	50	3	28	2	19	97	2	19	4	3	50	1	0	50	2	10	79	3	3	88	3	96	2	64	3	3	66	1	10
D	19111	OTHER	DEP FIR CHF-PERS	Fire	4	50	3	28	3	28	106	1	9	2	1	17	1	0	17	2	10	36	3	3	88	3	96	3	96	3	2	55	1	10
D	6596	OTHER	DEP FIR CHF-TRAINING	Fire	3	38	4	38	3	28	103	1	9	2	1	17	1	0	17	2	10	36	3	3	88	3	96	2	64	3	3	55	2	30
D	15517	OTHER	DEP FIR CHF-ADM ASST	Fire	3	38	4	38	2	19	94	1	9	1	3	13	1	0	13	2	10	32	3	3	88	2	64	2	64	4	3	77	1	10
D	11500	DH	HEARING EXAMINER	HngEx	5	63	3	28	1	9	100	1	9	5	1	54	1	0	54	2	10	73	4	2	61	2	64	3	96	2	2	44	1	10
D	11375	DH	HUM RESOURCES DIR	HumRes	4	50	3	28	4	38	116	4	37	5	3	63	1	0	63	3	30	130	5	4	136	3	96	5	160	4	4	88	2	30
D	17118	HUM SRVC	COMMUNITY SRVC DIR	HumRes	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	3	96	3	96	4	3	77	2	30
D	17452	HUM SRVC	FAMILY/YTH SRVC DIR	HumRes	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	3	96	3	96	3	3	66	2	30
D	17885	FINANCE	FIN & PROG DEV DIR	HumRes	4	50	3	28	3	28	106	3	28	4	3	50	1	0	50	3	30	106	4	3	95	4	128	3	96	3	3	66	1	10
D	11374	HUM SRVC	DIR DIV ON AGING	HumRes	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	3	30	82	4	3	95	3	96	2	64	3	3	66	2	30
D	10961	DH	HUM RIGHTS DIR	HumRts	4	50	3	28	3	28	106	3	28	5	2	50	1	0	50	2	10	96	5	3	102	3	96	3	96	3	4	88	2	30
D	20547	HUM SRVC	ASST HUM RIGHTS DIR	HumRts	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	2	10	62	4	4	129	3	96	3	96	3	4	77	2	30
B	015972		ENFORCEMENT MGR	HumRts	4	50	3	28	2	19	97	2	19	2	1	17	1	0	17	2	10	45	2	3	82	2	64	2	64	3	3	66	2	30
D	18601	DH	INTERGOV REL DIR	IGR	3	38	3	28	1	9	75	1	9	3	1	29	1	0	29	2	10	48	5	3	102	2	64	3	96	5	5	110	2	30
D	17168	DH	LAND/TRANS DIRECTOR	LUTP	4	50	3	28	1	9	88	2	19	3	1	29	1	0	29	2	10	58	4	4	129	3	96	3	96	4	3	77	2	30
D	16625	DH	LAW DEPT ADMIN	Law	4	50	3	28	2	19	97	1	9	4	2	46	1	0	46	3	30	85	4	2	61	2	64	3	96	3	2	55	1	10
D	10350	DH	EXEC DIR-LEGISLATIVE	Leg	4	50	3	28	2	19	97	2	19	4	2	46	1	0	46	2	10	74	4	3	95	3	96	4	128	4	3	77	2	30
D	10785	DH	LIC & CONS AFF DIR	Lic	4	50	3	28	3	28	106	3	28	3	2	33	1	0	50	3	30	116	5	2	68	3	96	4	128	4	3	77	2	30
D	10784	OTHER	ASST LICENSES DIR	Lic	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	3	88	2	64	2	64	3	3	66	1	10
D	11400	DH	MUNI CT ADMIN	MC	4	50	3	28	3	28	106	4	37	4	2	46	1	0	46	3	30	113	4	3	95	2	64	4	128	3	3	66	1	10
D	11497	HUM SRVC	DRD VIOLATIONS DIR	MC	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	3	88	3	96	2	64	2	3	55	2	30
D	11505	HUM SRVC	SUPRVISR MAGISTRATE	MC	5	63	3	28	1	9	100	1	9	2	1	17	1	0	17	1	0	26	4	3	95	3	96	2	64	3	2	55	2	30
B	011496		PROBATION SRVC DIR	MC	4	50	3	28	2	19	97	2	19	2	1	17	1	0	17	2	10	45	2	3	82	2	64	2	64	3	2	55	2	30
D	11422	FINANCE	CHIEF CLERK-HUM CRT	MC	3	38	3	28	2	19	84	3	28	1	2	8	1	0	8	3	30	66	2	2	48	2	64	2	64	2	2	44	1	10
D	18146	DH	DEPUTY MAYOR	May	4	50	4	38	3	28	116	2	19	4	2	46	1	0	46	2	10	74	5	5	170	5	160	5	160	5	5	110	2	30
D	18145	DH	DEPUTY MAYOR	May	4	50	4	38	4	38	125	2	19	5	2	58	1	0	58	2	10	87	5	5	170	4	128	5	160	5	5	110	2	30
B	010440		OMB DIRECTOR	OMB	4	50	4	38	3	28	116	3	28	5	2	58	1	0	58	4	50	136	5	5	170	5	160	5	160	5	5	110	2	30
D	10603	FINANCE	BUDGET DIR ASST	OMB	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	4	50	102	4	3	95	3	96	3	96	3	4	77	2	30
D	18165	FINANCE	BUDGET DIR ASST	OMB	4	50	3	28	3	28	106	2	19	3	2	33	1	0	33	4	50	102	4	3	95	3	96	3	96	3	3	66	1	10
D	9348	DH	PUBLIC HEALTH DIR	PHlth	6	75	4	38	4	38	150	5	46	5	3	63	1	0	63	3	30	139	5	5	170	5	160	5	160	4	4	88	2	30
D	010354		SEATTLE DIV DIR	PHlth	4	50	3	28	4	38	116	4	37	4	2	46	1	0	46	3	30	113	4	4	129	4	128	4	128	4	4	88	2	30
B	009189		ENVIR HLTH SERV DIR	PHlth	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	4	128	3	96	4	3	77	2	30
D	9345	FINANCE	ADMIN SVCS DIR-PH	PHlth	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	4	128	4	128	3	3	66	1	10
D	2018	HUM SRVC	REG DIV DIR PUB HLTH	PHlth	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	4	129	4	128	3	96	3	3	66	1	10
D	9188	HUM SRVC	COUNTY DENT SRVC DIR	PHlth	4	50	3	28	3	28	106	4	37	3	2	27	1	0	27	3	30	94	4	4	129	4	128	3	96	3	2	55	1	10
D	17433	DH	SEC & CHF EXAMINER	PSCSC	4	50	3	28	1	9	88	1	9	4	1	42	1	0	42	2	10	61	2	2	48	1	32	3	96	3	2	55	1	10
B	010278		PARKS & REC SUPT	Parks	4	50	3	28	4	38	116	6	56	5	3	63	4	23	85	3	30	171	5	5	170	4	128	5	160	5	5	110	2	30
D	10277	PL MTC	OPERATIONS DIR-PARKS	Parks	4	50	3	28	4	38	116	5	46	3	2	33	1	0	33	3	30	110	4	4	129	3	96	4	128	3	3	66	2	30
D	9847	OTHER	RECREATION PROG DIR	Parks	4	50	3	28	3	28	106	4	37	3	2	33	1	0	33	3	30	100	4	4	129	3	96	3	96	4	3	77	2	30
D	16559	FINANCE	FIN & ACCTS DIR-PARKS	Parks	4	50	3	28	3	28	106	3	28	4	3	50	1	0	50	3	30	106	4	3	95	4	128	3	96	3	3	66	1	10
D	9846	OTHER	PROJECT DEV DIR	Parks	4	50	3	28	3	28	106	2	19	3	2	33	4	23	56	3	30	104	3	3	88	3	96	3	96	4	4	88	2	30
B	009849		ZOO DIRECTOR	Parks	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	3	95	3	96	3	96	4	3	77	1	10
D	9841	OTHER	AQUARIUM DIRECTOR	Parks	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	30	91	4	3	95	3	96	3	96	3	3	66	1	10
D	9842	PL MTC	FACILITIES MTC DIR	Parks	3	38	4	38	3	28	103	4	37	2	2	21	2	8	28	3	30	55	3	3	88	3	96	2	64	3	3	66	1	10
D	9844	PL MTC	GROUNDS MAINT DIR	Parks	3	38	4	38	3	28	103	4	37	2	2	21	1	0	21	2	10	60	3	3	88	2	64	2	64	3	3	66	1	10
D	10160	DH	PERSONNEL DIR	Pers	4	50	4	38	4	38	125	4	37	5	3	63	1	0	63	4	50	150	5	4	136	4	128	5	160	4	5	99	2	30
B	017404		LABOR RELATIONS DIR	Pers	4	50	3	28	2	19	97	1	9	3	1	29	1	0	29	4	50	88	4	4	129	4	128	3	96	4	5	99	2	30
D	19384	OTHER	AFFIRM ACT EMP ADM	Pers	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	2	10	71	4	4	129	3	96	3	96	3	4	77	2	30
D	17460	FINANCE	ADMIN SVCS DIR-PARKS	Pers	4	50	3	28	3	28	106	3	28	4	3	50	1	0	50	3	30	100	4	3	95	3	96	3	96	3	2	55	1	10
D	17486	OTHER	COMP & PERS SRVC ADM	Pers	4	50	3	28	3	28	106	3	28	3	3	38	1	0	38	3	30	95	4	3	95	3	96	3	96	2	3	55	1	10
D	17401	OTHER	EMPLOYMENT SRVC DIR	Pers	4	50	3	28	2	19	97	2	19	1	2	8	1	0	8	2	10	37	3	2	54	3	96	2	64	2	2	44	1	10
D	29961	OTHER	COMP & BENEFITS DIR	Pers	4	50	3	28	2	19	97	2	19	2	3	25	1	0	25	3	30	74	2	2	48	2	64	2	64	2	2	44	1	10
D	17391	OTHER	SAFETY DIR	Pers	4	50	3	28	2	19	97	1	9	2	2	21	1	0	21	3	30	60	2	2	48	2	64	2	64	2	2	55	1	10
D	17399	OTHER	PERS SRVC DIR	Pers	4	50	3	28	2	19	97	2	19	1	1	4	1	0	4	2	10	33	2	2	48	2	64	2	64	2	2	44	1	10
D	10604	DH	EXEC DIR-PLNG COMM	Plng	4	50	3	28	1	9	88	1	9	4	1	42	1	0	42	2	10	61	3	3	88	1	32	2	64	3	3	66	1	10
D	5028	DH	POLICE CHIEF	Pol	4	50	4	38	4	38	125	7	65	5	3	63	1	0	63	2	10	138	5	5	170	5	160	5	160	4	5	99	3	50
B	005025		ASST POLIC CHF-OPER	Pol	3	38	4	38	4	38	113	6	56	3	3	38	1	0	38	2	10	103	4	5	163	4	128	4	128	4	4	77	3	50
D	5027	OTHER	ASST POL CHF-INVEST	Pol	3	38	4	38	4	38	113	4	37	3	2	33	1	0	33	2	10	80	4	4	129	4	128	4	128	3	3	66	3	50
D	5026	OTHER	ASST POL CHF-FIELD	Pol	3	38	4	38	3	28	103	4	37	3	2	33	1	0	33	2	10	80	4	4	129	4	128	3	96	4	3	77	2	30
D	5024	FINANCE	ASST POL CHF-ADM SRV	Pol	4	50	3	28	3	28	106	4	37	3	2	33	1	0	33	2	10	80	4	3	95	4	128	4	128	3	3	66	1	10
D	15610	OTHER	POLICE PERS DIRECTOR	Pol	4	50	3	28	3	28	106	2	19	2	1	17	1	0	17	2	10	45	3	3	88	3	96	3	96	3	2	55	1	10
D	5133	FINANCE	FINANCE DIRECTOR-POL	Pol	4	50	3	28	2	19	97	2	19	3	3	38	1	0	38	2	10	66	3	3	88	3	96	2	64	2	2	44	1	10
D	10616	DH	PURCHASING AGENT	Purch	4	50	4	38	3	28	116	2	19	5	2	58	1	0	58	2	10	87	5	3	102	3	96	3	96	4	4	88	2	30
B	010953		EXEC DIR RETIR SYS	Ret	4	50	3	28	2	19	97	1	9	4	1	42	1	0	42	3	30	81	2	2	48	3	96	2	64	2	3	55	1	10

BRP	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1) PTS	FCTR (2) PTS	FCTR (3) PTS	FCTR (4) PTS	FCTR (5) PTS	FCTR (6) PTS	FCTR (7) PTS	TOT PTS
D	8911	OTHER	DEP DIR SEATTLE CTR	SeaCtr	116	100	129	128	128	88	30	719
D	8912	DH	SEATTLE CENTER DIR	SeaCtr	125	150	102	96	128	88	30	719
D	20146	FINANCE	FINANCE & ADMIN DIR	SeaCtr	106	104	95	96	96	55	10	562
D	10752	FINANCE	ASST CITY TREASURER	Treas	106	90	95	128	96	55	10	580
D	12110	DH	WATER SUPT	Water	125	161	136	128	160	99	30	839
D	11733	ENG	WATER MGMT/ENG DIR	Water	116	106	129	128	128	77	30	714
D	12100	FINANCE	ASST SUPT WATER-M/P	Water	116	104	129	128	128	66	10	681
D	11753	PL WTC	WATER OPERATIONS DIR	Water	116	115	129	128	96	66	30	680
D	11755	OTHER	WATER QUALITY DIR	Water	106	71	129	128	96	66	30	627
D	11756	OTHER	CUSTOMER SERVICE DIR	Water	106	91	95	96	96	77	30	592
D	11750	PL WTC	WATERSHED/TRANS DIR	Water	106	91	129	96	64	66	30	583
D	10638	DH	WOMENS RIGHTS DIR	WomRts	97	61	102	61	64	77	30	495

GRP	POSNUM	OCCUP GROUP	POSITION TITLE	DEPT	FCTR (1A) DEG	FCTR (1A) PTS	FCTR (1B) DEG	FCTR (1B) PTS	FCTR (1C) DEG	FCTR (1C) PTS	FCTR (1) PTS	FCTR (2A) DEG	FCTR (2A) PTS	FCTR (2B) RESP	OPBO (2B) LEVL	OPBO (2B) PTS	CIP (2B) LEVL	CIP (2B) PTS	FCTR (2B) PTS	FCTR (2C) DEG	FCTR (2C) PTS	FCTR (2) PTS	FCTR (3) LEVL	FCTR (3) IMPCT	FCTR (3) PTS	FCTR (4) DEG	FCTR (4) PTS	FCTR (5) DEG	FCTR (5) PTS	FCTR (6) FREQ	FCTR (6) SCOPE	FCTR (6) PTS	FCTR (7) DEG	FCTR (7) PTS
D	8911	OTHER	DEP DIR SEATTLE CTR	SeaCtr	4	50	3	28	4	38	116	4	37	3	2	33	1	0	33	3	38	109	4	4	129	4	128	4	128	4	4	88	2	38
D	8912	DH	SEATTLE CENTER DIR	SeaCtr	4	50	4	38	4	38	125	5	46	5	2	50	3	15	73	3	38	150	5	3	102	3	96	4	128	4	4	88	2	38
D	20145	FINANCE	FINANCE & ADMIN DIR	SeaCtr	4	50	3	28	3	28	106	3	28	4	2	46	1	0	46	3	38	104	4	3	95	3	96	3	96	2	3	55	1	18
D	10752	FINANCE	ASST CITY TREASURER	Treas	4	50	3	28	3	28	106	2	19	3	1	29	1	0	29	4	50	98	4	3	95	4	128	3	96	2	3	55	1	18
D	12110	DH	WATER SUPT	Water	4	50	4	38	4	38	125	5	46	5	3	63	4	23	85	3	38	161	5	4	136	4	128	5	160	4	5	99	2	38
D	11733	ENG	WATER MGMT/ENG DIR	Water	4	50	3	28	4	38	116	3	28	3	2	33	3	15	48	3	38	106	4	4	129	4	128	4	128	3	4	77	2	38
D	12108	FINANCE	ASST SUPT WATER-M/P	Water	4	50	3	28	4	38	116	3	28	4	2	46	1	0	46	3	38	104	4	4	129	4	128	4	128	3	3	66	1	18
D	11753	AL MTC	WATER OPERATIONS DIR	Water	4	50	3	28	4	38	116	4	37	3	2	33	3	15	48	3	38	115	4	4	129	4	128	3	96	3	3	66	2	38
D	11755	OTHER	WATER QUALITY DIR	Water	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	2	18	71	4	4	129	4	128	3	96	3	3	66	2	38
D	11756	OTHER	CUSTOMER SERVICE DIR	Water	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	38	91	4	3	95	3	96	3	96	4	3	77	2	38
D	11758	AL MTC	WATERSHED/TRANS DIR	Water	4	50	3	28	3	28	106	3	28	3	2	33	1	0	33	3	38	91	4	4	129	3	96	2	64	3	3	66	2	38
D	10638	DH	WOMENS RIGHTS DIR	WomRts	4	50	3	28	2	19	97	1	9	4	1	42	1	0	42	2	18	6[illegible]	5	3	102	2	64	2	64	4	3	77	2	38

APPENDIX E

Members of City Taskforces and Committees

The following members of City management provided many hours of valuable time in this evaluation project. Their insight and contributions were important to the success of the project.

Members of the Management Compensation Taskforce

*John Collins, Deputy Mayor
Replaced by: *Larry Meierotto, Cynthia Maisel
*David Hand, Compensation and Employee Services Administrator (Personnel Department)
Replaced by: *Erin Walsh, *Karen Kennedy, Tracy Phelan
Walter Hundley, Superintendent of Parks and Recreation
*William Justen, Construction and Land Use Director
Kenneth Lowthian, Superintendent of Water
*Susan Pavlou, Personnel Director
Replaced by: Everett S. Rosmith
*Robert Swartout, Fire Chief
John Saven, Assistant Superintendent of City Light
Regina Tyner, Licenses and Consumer Affairs Director
Gary Zarker, Budget Director

Note: An asterisk (*) preceding a person's name indicates that the individual resigned from City service during the course of the project. If that individual was replaced, the name of the replacing individual is shown on the next line. Note that not all resignees were replaced; and that some Taskforce positions had multiple turnovers.

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Members of Job Evaluation Committees

Group One

Laura Gilbert - Chair	DCLU
Jim Yearby	Policy
John Church	Fire
Jack McKenzie	Treasurer
Pat Rebo	Water
Leroy McCullough	Hearing Examiner
Denise Klein	Human Resources

Group Two

Andrew Lofton - Chair	DCD
William VanGelder	Engineering
Virginia Miller	Comptroller
Gary Schaub	Muni Court
Terry McLaughlin	Health
Maryanne Huhs	Engineering

Group Three

Tom Spring - Chair	Water
Ron Nieforth	Engineering
Joe Garcia	Human Resources
Noreen Skagen	Police
Betty Blair	City Light
Denis De Vries	City Light
Randal Gainer	HRD

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Group Four

Bobbie Baker - Chair	CSC
John Brandon	DAS
Dorothy Hollingsworth	Human Resources
Claude Harris	Fire
Walt Tank	LCA
Jim Fletcher	City Light
Jerry Kay	Personnel

Group Five

John Franklin - Chair	DAS
Richard Richards	Parks
Paul Beighle	Muni Court
Kathy Fletcher	City Light
Gerd Jerochim	City Light
Jill Marsden	Public Health
John Howell	OMB

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City of Seattle
Personnel Department

September 24, 1987

TO: All Department Heads

FROM: Everett S. Rosmith
Personnel Director

SUBJECT: Management Compensation Project
1. Consultant's Report
2. Next Steps

Enclosed you will find a copy of the consultant's report on the Management Compensation Project.

The consultant's work on this project has ended, but the project has not. After review of the report, the Management Compensation Task Force (MCTF) and the Deputy Mayors have agreed that, while the consultant has given us a framework for evaluating senior management jobs, there are several aspects of this report that cannot and should not be incorporated into a final management compensation system for the City. I want to take this opportunity to tell you a bit about the report and to discuss where we go from here.

I. THE REPORT

A. Background

When this project was begun in early 1983, it was envisioned that the entire project would be ready for implementation by October of 1983. During the course of the project, however, it became clear that implementing a unique pay plan for 165 of the City's highest-level managers would create political, technical, and morale problems if the implementation were to stand alone. It would not be feasible to legislate a pay plan for this group without already having addressed the compensation issues involving broader groups of City employees, such as the Program Coordinators and Comparable Worth. Furthermore, the project experienced unanticipated delays as a result of numerous revisions and refinements to the rating document and the rating process. There was considerable time lag in calling together, separately and in combination, the various decision-making and job-rating bodies, and in discussing and incorporating changes. There was also considerable personnel turnover in the MCTF and on the consultant's staff which impacted the timelines of the project. (Currently, the MCTF members are Walter Hundley, Cynthia Maisel/Carol Lewis, Jim Ritch, John Saven, Gary Zarker, Tracy Phelan, and myself. The previous members of the MCTF are shown on page 98 of the report.)

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The consultant showed a good understanding of the implementation dilemma, and the contract was extended several times to accommodate the delays caused by revisions. However, in late 1986 it became evident that it would be unreasonable and expensive to continue to keep the consultant under contract until a complete system could be put into place. What we did, therefore, was to focus our efforts with Deloitte, Haskins & Sells to facilitate the completion of their work. This was intended to allow the City to accept, reject or build upon the consultant's product. The enclosed report, then, is the consultant's final work product.

B. Important Disclaimers

As you review this report, please keep in mind that the Management Compensation Task Force does not consider this to be the final management compensation plan. A number of technical changes and policy decisions are still to be made which can affect the overall structure of the system and the salary placement for specific positions. I particularly want to emphasize the following items:

- The ratings shown for each job are not considered final; they are subject to further review and change as described below.

- The ratings are based on the jobs as they were in 1983. Changes in duties or responsibilities since 1983 will be addressed in subsequent ratings.

- Some anomalies exist in the ratings, notably several instances where a department head was rated equal to or lower than a subordinate. (Department heads were rated by a different committee, and those ratings have not yet been reconciled with the ratings done by the other rating committees.) These and other rating anomalies must be reconciled.

- The pay matrix on page 36 will almost certainly not be adopted. Therefore, the cost estimates shown in the report and the salary range placement shown in Table 1 (pages 10-14) are not relevant.

- The cutoff points between groupings of jobs in Table 1 are subject to change.

- "Actual" or "current" salaries shown in the report are those in effect before September 1, 1985; that is, they do not include the 1.5% general increase that was effective September 1, 1985 nor the recently-enacted general increases effective September 1, 1986 (0.5%), March 1, 1987 (1.5%), and September 1, 1987 (1.5%).

- Positions which have been created or abrogated since 1983 are not reflected in the report.

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C. Heart of the Report

The key to the consultant's system is the point-factor job evaluation standard (the rating document) which appears following page 88 of the report. The rating factors, the percentage weighting of each factor, the number of points assigned to each degree, and the very wording of the entire rating document have all been developed by the consultant after review of input from management representatives from the City. The rating document has been subjected to detailed scrutiny and considerable revision, and the version that appears here is likely to continue to be central to the Management Compensation Project.

The system designed by the consultant is basically a point-factor system; that is, jobs are rated according to the standard and are assigned to a salary range based on the number of points received. Table 1, on pages 10-14, shows the point total rating for all jobs, the groupings of these jobs into eight categories or ranges, and the proposed salary from the consultant's pay matrix. As mentioned above, all of these variables--especially the proposed salary--are subject to change. However, I expect that a lot of attention will be paid to this table because it shows how the jobs "fall out" in comparison with each other.

Appendix D, following page 98, gives detailed ratings for each job, showing both the degree and the points for each individual factor. Appendix D-1 sorts all jobs in the study in descending order by total points, and Appendix D-2 sorts the jobs by department.

As you and your staff review the ratings, please keep in mind that:

1. Twenty-six benchmark jobs, carefully chosen to be representative of the other jobs in the study, were rated by the Management Compensation Task Force. These ratings, with commentary, were used as a guide to all other committees in rating jobs;

2. Department head jobs were rated by a committee consisting of the former Personnel Director, Budget Director and Deputy Mayor; and

3. The remaining jobs were divided into five groups and were rated by five Job Evaluation Committees. Each committee was composed of seven members, chosen from department heads' nominations, whose jobs are included in the study.

II. NEXT STEPS

The Management Compensation Task Force and the Deputy Mayors have agreed that the next step in the process is to solicit feedback from selected department heads on the ratings of jobs in their respective departments. The purpose of this rating review is to ask these department heads to use the rating document (following page 88 in the report) to establish a hierarchy of the senior-management jobs in their own department, and then to have a review committee (probably consisting of a Deputy Mayor, the Personnel Director, and the Budget

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Director) reconcile the ratings across departmental lines. The MCTF will then analyze the procedures and results of this effort to determine if this is a feasible way to finalize the ratings of all jobs within the management compensation project.

Our next steps are more explicitly summarized below.

1. Heads of selected pilot departments will be sent blank Job Analysis Questionnaires (JAQ's) -- the "PDQ" of the Management Compensation Project. These should be completed for all positions that are new since the project began in 1983 and for any positions that have changed since then.

2. Each department head will submit ratings for the jobs in his or her own department, using identified benchmark ratings as a guide. These department head ratings may or may not differ from those shown in the report.

3. All ratings from the pilot group will be reviewed for consistency by a subcommittee of the MCTF, which will probably consist of a Deputy Mayor, the Personnel Director, and the Budget Director.

4. The MCTF will meet to review and discuss responses and to propose any additional courses of action.

The process outlined above is only for finalizing the ratings. No decisions regarding a proposed compensation system will be made until the ratings are finalized. Once the MCTF sees the hierarchy of exempt senior management jobs that results from the final ratings, consideration of what kind of compensation plan should be overlaid onto the ratings will begin.

If you have any further questions about the status of the Management Compensation Project, please feel free to contact me.

ESR:cfg

Enclosure

cc: Personnel Department Administrators

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City of Seattle
Personnel Department

Everett S. Rosmith, Personnel Director
Charles Royer, Mayor

May 5, 1989

TO: Sam Smith, President
City Council

VIA: Mayor Charles Royer

ATTN: Ken Bounds
Acting Budget Director

FROM: Everett S. Rosmith
Personnel Director

SUBJECT: Proposed Ordinance: Management Compensation Study

Enclosed for your consideration is the proposed ordinance which will implement the recommendations of the Management Compensation Study (MCS). As you recall, the MCS ordinance package was initially submitted under a cover memo dated September 20, 1988. That ordinance was entitled:

> AN ORDINANCE relating to various positions of City employment; amending SMC 4.20.010 to adopt the 1988 Salary Schedule and Compensation Plan, adding new sections to the Seattle Municipal Code to implement the Management Compensation Study; and creating, establishing and adjusting various employment positions, payroll titles, and salary levels.

That original submittal (Council Bill 106947) was held in abeyance by the Council, to be acted on at the conclusion of all appeals. Thanks in part to the dedicated volunteer efforts of the two Council appointees (Helen Remick and Harry Grandstrom) to the Management Compensation Review Committee (MCRC), all appeal meetings are concluded, all recommendations are agreed upon by concensus of the MCRC, and we submit herewith the final proposal for the MCS.

I understand that the Council's preference is to vote "do not pass" on C.B. 106947, and to reconsider the MCS ordinance as an entire package Therefore, we are submitting the current package as new legislation (albeit with the same title), rather than engrossing C.B. 106947. In practical terms, the current package bears considerable resemblance to the September 20 package. Much of the wording of the ordinance, the Summary Report (Attachment A), and this very memo remains unchanged; additions and changes have been made to update the reader on events that have occurred since September 20. The most substantial

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changes occur in the position listing, identified as Exhibit B to the ordinance and described later in this memo. These changes incorporate the title and salary changes resulting from the appeal meetings, and Exhibit B reflects the concensus recommendations from the revised MCRC to the Council.

The most substantive change in the ordinance itself, compared with the September 20 version, is a change in the effective date for downgrades. In the September 20 version, all actions were proposed to be effective January 1, 1989, because passage of the ordinance prior to January 1 was anticipated. The current ordinance still proposes January 1 as an effective date for all upgrades and for title changes involving no salary change. The current ordinance proposes that downgrades take effect on the effective date of this ordinance (i.e. one month after signing by the Mayor). This effective date avoids retroactive downgrading, which could result in an employee experiencing a reduction in salary.

A number of different groups have worked on the MCS over the years. While the initial work on the MCS was performed by the consulting firm of Deloitte, Haskins & Sells (DHS), aided by a Management Compensation Task Force (MCTF) made up of various department heads and a Deputy Mayor, the September 20 recommendations were done by a Management Compensation Review Committee (MCRC) consisting of the two Deputy Mayors, the Budget Director and the Personnel Director. The appeals were heard by a revised MCRC consisting of one Deputy Mayor, the Budget Director, the Personnel Director, and the two Council-appointed outside personnel experts. This memo presents highlights of the final MCS recommendations.

The history of the MCS goes back to 1982. That history is described in some detail in the enclosed document called "Summary Report on the Management Compensation Study", which describes the inception, progress, and conclusion of the study. The Summary Report is Attachment A to this memo. Except for the added final section, which describes events since September 20, 1988, the Summary Report is basically unchanged from the version submitted on September 20. Also enclosed as background material is a copy of the DHS final report entitled "City of Seattle Management Compensation Study: Job Evaluation and Pay Plan." The consultant's report is Attachment B to this memo.

The two attachments describe the history of the MCS. This cover memo will focus more on the conclusion -- a description of the final proposed product which is being submitted to you now with the enclosed ordinance.

Exhibit A to the proposed ordinance is a September 1, 1988 Salary Schedule. The Salary Schedule is included as a formal Exhibit to the proposed ordinance because (1) the proposed ordinance includes, as a "housekeeping" measure, an amendment to the Municipal Code which updates the Code's reference to salaries

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for City employees to refer to the salaries currently in effect; and (2) the proposed ordinance refers to the Salary Range Table which is contained in the Salary Schedule.

Exhibit B to the proposed ordinance is a complete list of the senior-level director and department head positions included in the MCS. Exhibit B reflects the outcome of all MCS appeals; thus a number of title and salary actions on the current Exhibit B are different from the September 20 version. The text of the proposed ordinance refers to specific columns on Exhibit B; the following kinds of actions are enacted by the ordinance and reflected in columns F, G, H, and I of Exhibit B:

Col. F: Salary change only; title remains the same.

Col. G: Title change only; salary remains the same.

Col. H: Both title and salary change.

Col. I: New title is created and a salary is established for it. This is a necessary legislative action any time a new title is created which is not currently in the Salary Schedule. This action may or may not include a change in salary for the position. An action in columns F, G, or H may or may not have an entry in Column I; but an entry in Column I will always be accompanied by an entry in Column F, G, or H.

Overview of MCS Proposal

The September 20 MCS proposal included 159 department director and senior level exempt management positions in the City. Since September four positions have been added to the MCS from the Comptroller's Office, four from the Public Health Department, and one from the Treasurer's Office, for a current total of 168 positions. The Study recommendations include all such positions in executive offices and departments, the Legislative Department, the Municipal Court, the Treasurer's Office, and the Comptroller's Office. The MCS does not include exempt positions in the Law Department.

As a result of the detailed job evaluation process described in the Summary Report (Attachment A) and highlighted below, the MCS recommendations result in the following proposed actions:

- 125 of the positions included in the MCS are upgraded to a salary range with a higher top step than presently assigned (although the starting salary for many department head positions will be lower than their current starting salary as a result of increasing the number of steps in their salary range from one to five);

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- o 29 of the positions have no change to the current top step of their salary range;

- o 13 of the positions are downgraded to a salary range with a lower top step than presently assigned;

- o One position (Information Systems Director-Administrative Services) is a new position in the 1989 Budget and therefore does not fit into the above three categories; and

- o The current position and title of Public Health Director are being changed to Public Health Director/Chief Medical Officer, to reflect the current dual role and responsibility of the position. The title Public Health Director is being retained in case of any future possibility of using the position as the administrative head of the department, but without a medical degree. Under the proposed MCS ordinance, there is no position connected with the title of Public Health Director, and this title is not included in the count of 168 positions.

In adopting the 1989 budget, the City Council approved an appropriation of $133,444 in the Department of Finance General, Account 4681, "Management Compensation Study", to support the General Fund costs of 1989 implementation, including retroactivity to January 1, 1989. Following appeals, we estimate the total City salary cost at $150,738. The amount budgeted should be sufficient to support the 1989 General Fund costs; utility costs will be appropriated from those funds, as needed.

The following description presents the MCS proposed structure of the City's exempt management positions and salary plan; the process for arriving at the proposal is described in detail in the Summary Report (Attachment A).

MCS Management Position Structure and Pay Plan

Based on the most current Job Analysis Questionnaires for each of the 168 exempt senior management positions and use of the job evaluation criteria prepared by the City's consultant, Deloitte, Haskins & Sells (DHS), the MCS proposes an exempt management structure composed of ten groupings of the 168 positions included in the Study. With limited exceptions, described below, these groupings reflect a hierarchy based on three tenets:

(1) Positions assigned to each group are assessed to have relatively equivalent levels of responsibility;

(2) Positions of equivalent levels of responsibility, regardless of their department location or specific types of duties, are assigned comparable levels of pay (see exceptions below); and,

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(3) Position groupings representing different levels of responsibility are distinguished, as a general rule, by assignment of different salary ranges, reflecting the hierarchy of responsibility levels.

By reviewing the ratings identified by DHS and department heads, and by the re-rating of department head jobs by the original (four-member) Management Compensation Review Committee (MCRC), the ten job groups were arrived at before proposed assignments of pay levels were developed. These groups were decided upon based on a comprehensive assessment of all the ratings and the assessment by the MCRC of which jobs, regardless of points, belong in the same group. Once the groupings were developed, the salary structure was then addressed. In order to keep the MCS compensation plan as consistent with the City's existing salary practices as possible, the following principles were followed:

(1) The structure of the City's existing range table (as printed in the front of the Salary Schedule) would be used, rather than develop a new range structure.

(2) All jobs in the MCS would be placed on a range from the Range Table.

(3) Consistent with the City's basic salary structure, most ranges proposed for MCS positions would be five steps in length; exceptions would be made to create six-step ranges based on consideration of unique industry-specific aspects of certain jobs.

(4) The ten job groupings would be differentiated by virtue of assignment of different ranges to positions in each grouping.

(5) To minimize the initial financial impact, special rules would be developed to govern specific salary step placement in the proposed ranges, and to address situations where incumbents are assigned to ranges in which their current salary exceeds the top step of the new range. These rules are printed in the proposed ordinance, and apply to the initial transition period of MCS actions.

(6) Aside from the initial transitional rules (No. 5 above), no other special rules governing movement through a range would be proposed.

These principles were developed to maintain maximum consistency with the rest of the City's salary administration policies and practices; to simplify administration of the new salary plan; and to maximize prospects for acceptance and successful implementation of the proposal.

The ranges finally decided on for each group represent a "best fit" based on the ten job groupings. The lowest range proposed is equivalent to the current Director II level. (There are only three Director I level positions currently.) The highest range proposed is the highest range for an

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administrative position without exceeding the salary for the Mayor. The intermediate ranges allow reasonable differentials among the job groups.

Creating a Rational and Workable Pay Structure

In designing the proposed management pay structure, we were attempting not only to create a sensible and internally equitable alignment of management salary levels, but also to ensure that the pay plan would address, to the degree possible, such practical concerns as market competitiveness; salary differentials relative to non-exempt subordinate employees; and, reasonably account for historical pay realities within the City. These practical realities have led to several proposed modifications to a theoretical model that would have resulted in all positions in a given group being assigned the same pay range.

First, sworn Police and Fire positions are recommended at a higher pay range than other City management positions considered to have comparable levels of responsibility. Recent arbitration decisions for represented Police and Fire management positions have created severe salary compression problems (i.e. the subordinate is making nearly as much as his/her supervisor) between exempt non-represented management positions and unionized subordinates. For example, the Assistant Police Chiefs as of September 1, 1988 are making only $61 more per month than the Police Majors whom they supervise. The proposed range for Assistant Police Chiefs will create a reasonable differential over their highest paid represented subordinate positions. This differential recognizes the differences in supervisory management responsibilities, and alleviates the current severe compression problems. To further alleviate the compression problem, it is recommended that the Police Chief and Assistant Police Chiefs be placed one step higher in the range than the proposed step placement rules would otherwise indicate.

Second, certain other jobs are recommended for a higher or modified salary range than are the other jobs in their groups. The City Light Superintendent and the Assistant Superintendents are recommended for a higher range than others in their group in recognition that City Light is our largest and most complex department.

Third, other modifications are based on historical internal alignment within the City and/or special recruiting or retention issues. For example, the Hearing Examiner's salary has previously been the same as that for Assistant City Attorney IV, and it remains at the same level under the current proposal. Also, certain City Light positions are being proposed for new six-step ranges (designated by the suffix "Z"). These ranges add a sixth (higher) step to the five steps already in the range assigned to the rest of the positions in the salary group.

These "Z" ranges are being recommended for certain City Light positions which are considered to be industry-specific -- that is, the nature of the job

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responsibilities makes the recruitment pool for these positions the electric utility industry itself. Although assignment of "Z" ranges to these positions may not fully address market factors, the special range assignments represent the best available compromise between internal alignment and market conditions.

Market survey data indicate that the City cannot afford to match market conditions for many of the jobs in this study. For the City Light industry-specific jobs, however, a pure approach to consistent internal alignment with other City departments would both handicap City Light recruitment and result in an unmanageably large number of downgrades within City Light. The "Z" range assignments for those positions represent a reasonable and workable compromise to address retention, recruitment, and internal equity considerations.

Conclusion

After more than six years of grappling with the City's compensation plan for exempt management personnel, we feel that the proposal we are presenting to the City Council achieves several important goals:

- It establishes a management structure for the City based on a comprehensive analysis of levels of position responsibility;
- It proposes a management pay plan that balances concerns for internal equity, affordability, market competitiveness, and retention of valued long-term management employees;
- It is consistent with the overall structure of the City salary plan and easily administered;
- It treats current exempt management employees fairly and equitably, with a City-wide perspective which is consistent across departmental lines; and
- It incorporates the results of an appeal process, including separate meetings with each appelant and his or her department head, which entailed the dedicated and conscientious volunteer efforts of the two outside experts appointed by the Council.

We are prepared to work with the City Council to review the complex details of the MCS process and recommendations, and bring this long-term project to conclusion. Thank you for your assistance to date, and we look forward to assisting you in finalizing this plan.

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City of Seattle

Executive Department-Office of Management and Budget
James P. Ritch, Director
Charles Royer, Mayor

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SEATTLE CITY ATTORNEY

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May 9, 1989

The Honorable Douglas Jewett
City Attorney
City of Seattle

Dear Mr. Jewett:

The Mayor is proposing to the City Council that the enclosed legislation be adopted.

REQUESTING
DEPARTMENT: Personnel

SUBJECT: Adding new sections to the Seattle Municipal Code to implement the Management Compensation Study.

Pursuant to the City Council's S.O.P. 100-014, the Executive Department is forwarding this request for legislation to your office for review and drafting.

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City of Seattle

Executive Department-Office of Management and Budget
James P. Ritch, Director
Charles Royer, Mayor

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SEATTLE CITY ATTORNEY

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Dear Mr. Jewett:

The Mayor is proposing to the City Council that the enclosed legislation be adopted.

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SUBJECT: Adding new sections to the Seattle Municipal Code to implement the Management Compensation Study.

Pursuant to the City Council's S.O.P. 100-014, the Executive Department is forwarding this request for legislation to your office for review and drafting.

After reviewing this request and any necessary redrafting of the enclosed legislation, return the legislation to OMB. Any specific questions regarding the legislation can be directed to Marion Hitchcock.

Sincerely,

Charles Royer
Mayor

by

Marion Hitchcock for

KENNETH R. BOUNDS
Acting Budget Director

KB/mh

Enclosure

cc: Everett Rosmith, Personnel Director

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City of Seattle

ORDINANCE 114529

ORDINANCE [illegible] various positions of City employment; amending SMC 4.20.010 to adopt the 1988 Salary Schedule and Compensation Plan; adding new sections to the Seattle Municipal Code to implement the Management Compensation Study; and creating, establishing and adjusting various employment positions, payroll titles, and salary levels.

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. Effective January 1, 1989, SMC 4.20.010 is amended as follows:

4.20.010 Positions and compensation generally

From and after the first day of January 1989, except as otherwise specified in Section 3 hereof, the positions of the officers and employees ((~~of~~)) in the various ((~~departments~~)) employing units of the City government, hereinafter named, ((~~from and after the first day of January 1969,~~)) shall be defined and designated as set forth in ((~~Sections 2 through 45 of Ordinance 97330~~)) the "Salary Schedule and Compensation Plan - September 1988", attached hereto as Exhibit A, as modified by the Management Compensation Study payroll title and salary level actions described in the attached Exhibit B, and the compensation to be paid said officers and employees, under authority of this chapter shall not exceed the amounts indicated in such modified schedule and plan; provided, that nothing herein contained shall be construed as requiring the continued employment of any officer or employee. The "1988 Salary Range Table" included in Exhibit A, as modified by Exhibit B, shall be used to determine the salary rates applicable to various positions of employment with the City where such salary is identified by reference to a particular salary range.

Section 2. Effective January 1, 1989, there is added to the Seattle Municipal Code a new section, Section 4.20.082, as follows:

4.20.082 Definitions for Implementation of Management Compensation Study

For purposes of implementing the Management Compensation Study, clarifying the timing and impacts of the salary changes effected by this ordinance, and identifying the salary rates established for the positions of employment listed in the attached Exhibit B, which is a complete list, by employing unit, of all positions of employment included in the Management Compensation Study, the following phrases have the meanings set forth below:

A. "Salary range" means all of the salary steps applicable to a particular payroll title.

B. "Salary Range Table" means the chart included in Exhibit A of this ordinance, in which various salary steps are individually identified by a combined number and letter designation, and are grouped together into various series, each of which is identified by another combined number and letter designation.

C. "Former salary range" means the salary range for the particular payroll title assigned to a given position of employment as of December 31, 1988, for upgrades, and as of the day immediately preceding the effective date of this ordinance for downgrades.

D. "New salary range" means the salary range for the particular payroll title assigned to a given position of employment as of January 1, 1989, for upgrades, and as of the effective date of this ordinance for downgrades.

E. "Upgrade" means the establishment, with respect to a particular position of employment, of a new salary range that has a higher top step than the top step established with respect to such employment position's former salary range, regardless of either the creation of a new title for, or any change in the particular payroll title assigned to, a given position of employment as of January 1, 1989.

F. "Downgrade" means the establishment, with respect to a particular position of employment, of a new salary range that has a lower top step than the top step established with respect to such employment position's former salary range, regardless of either the creation of a new title for, or any change in the particular payroll title assigned to, a given position of employment as of the effective date of this ordinance.

G. "Anniversary date" means the date on which an employee who was not at the top step of the former salary range would have been eligible for a step increase had this legislation not been adopted.

H. "Actual service" means and includes all regular straight-time hours of work as well as paid time off such as vacation time, holiday time off, and sick leave. "Actual service" does not mean or include hours of work outside of regular straight-time hours for overtime pay. Except as limited herein, "actual service" shall be calculated as provided in SMC 4.20.060, but the rates stated therein for crediting unpaid absences for purposes of advancement in salary step shall be treated as being applicable to full-time employment and shall be adjusted proportionately for service in a part-time position as defined in the Personnel Ordinance.

Section 3. In implementation of the Management Compensation Study and the modifications of the Salary Schedule and Compensation Plan-September 1988 contemplated by Section 1, hereof, employment positions, payroll titles for employment positions, and salary levels associated with such payroll titles, all as listed on the attached Exhibit B, are created, established, and otherwise adjusted as follows, provided, that the effective date for all upgrades effected by this ordinance shall be January 1, 1989, and for all downgrades effected by this ordinance shall be the effective date of this ordinance.

A. Only Salary Changed: Each position of employment identified in Columns "A" and "B" of Exhibit B and having the indication "S" in Column "F" ("Salary Change Only") thereof shall have no change in payroll title, but the salary level for each such position is hereby changed to the respective new salary range shown in Column "E" ("Salary Range") of such exhibit.

B. Only Title Changed: Each position of employment identified in Columns "A" and "B" of Exhibit B and having the indication "T" in Column "G" ("Title Change Only") thereof shall have no change in salary level, but the payroll title for each such position is hereby changed from the respective payroll title shown in Column "C" ("Former Payroll Title") to the respective payroll title shown in Column "D" ("New Payroll Title") of such exhibit.

C. Both Title and Salary Changed: Each position of employment identified in Columns "A" and "B" of Exhibit B and having the indication "T&S" in Column "H" ("Title and Salary Change") thereof is hereby retitled from the respective payroll title shown in Column "C" ("Former Payroll Title") to the respective payroll title shown in Column "D" ("New Payroll Title") of that exhibit, and the salary for each such position and title is hereby changed to the respective salary range shown in Column "E" ("Salary Range") of such exhibit.

D. New Titles Created and Salary Ranges Established: For each position of employment identified in Columns "A" and "B" of Exhibit B and having the indication "N" in Column "I" ("Create New Title and Salary") of such exhibit, the payroll title in Column "D" ("New Payroll Title") is hereby created, and the salary for such new payroll title is hereby established at the salary range shown in Column "E" ("Salary Range") of such exhibit.

Section 4. Effective January 1, 1989, there is added to the Seattle Municipal Code a new section, Section 4.20.085, as follows:

4.20.085 Step increases for employees included in the Management Compensation Study

In the event of any inconsistency with any other provision in this chapter, the following subsections shall govern the providing of step increases in salary to employees occupying, both immediately prior to and on the effective date of this Ordinance, a position of employment listed in Exhibit B:

A. Study implementation resulting in an upgrade in salary:

(1) Where the dollar amount specified for the salary step attained, on or by December 31, 1988, by any such employee is the same as any salary step of the new salary range associated with the position of employment held by such employee as of January 1, 1989, such employee shall be placed at, and treated as having attained, that equal dollar amount-salary step in the new salary range. Any such

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employee who had not attained, on or by December 31, 1988, the top step of such employee's former salary range shall be provided, as of such employee's next anniversary date, a step increase within such employee's new salary range so long as one or more additional salary steps within the new salary range can be attained. Any such employee who had attained, on or by December 31, 1988, the top step of such employee's former salary range shall be provided a step increase within such employee's new salary range (a) after six months of actual service, if the top step of the former salary range is equal to the first step of the new salary range; or (b) after one additional year of actual service, if the top step of the former salary range is equal to any step other than either the first or top step of the new salary range.

(2) Where the dollar amount specified for the salary step attained, on or by December 31, 1988, by any such employee is not the same as that for any salary step of the new salary range associated with the position of employment held by such employee as of January 1, 1989, such employee shall be placed at, and treated as having attained, the step of the new salary range that increases such employee's salary by the smallest amount over the salary step attained by such employee on or by December 31, 1988. Each such employee shall be provided a step increase (a) after six months of actual service, where such employee is placed at the first step of the new salary range; or (b) after one additional year of actual service, where such employee is placed at any step other than either the first or top step of the new salary range; Provided, that any employee who will receive a smaller total 1989 salary increase through implementation of this ordinance than he/she would have received without the upgrade provided hereby, shall be provided an additional step increase on his/her 1989 anniversary date.

B. Study implementation resulting in a downgrade in salary:

(1) Where the dollar amount specified for the salary step attained, on or by the day immediately preceding the effective date of this ordinance, by any such employee is within the new salary range associated with the position of employment held by such employee as of the effective date of this ordinance, such employee's salary shall remain unchanged (except for any 1989 general increase in salary that may be provided) until his/her next anniversary date, as of which date, such employee shall be placed at, and treated as having attained, the step of the new salary range that increases such employee's salary by the smallest amount over the salary provided to such employee immediately prior to such anniversary date.

(2) Where the dollar amount specified for the salary step attained, on or by the day immediately preceding the effective date of this ordinance, by any such employee is greater than the top step of the new salary range associated with the position of employment held by such employee as of the effective date of this ordinance, such employee shall continue to receive such higher salary as an "incumbent" for so long as he/she remains in such position or until the regular salary for such position exceeds the "incumbent" rate of pay; and each such employee shall also receive whatever 1989 general increase in salary is provided to other employees listed in Exhibit B.

C. Step placement for Police Chief and Assistant Police Chiefs: Because of the salary compression between the position of major and the positions of Assistant Police Chief and Police Chief created through the April 22, 1988 arbitration between the Seattle Police Management Association and The City of Seattle, all employees who had attained the third step of the former salary range for Assistant Chief on or by December 31, 1988, shall be placed at, and treated as having attained, the fourth step of the new salary range for Assistant Police Chief, and the Police Chief shall be placed at, and treated as having attained, the third step of the new salary range for Police Chief.

Section 5. To provide the compensation contemplated and authorized by this ordinance, the respective heads of employing units of City government are hereby authorized to use unexpended and unencumbered funds in the 1989 Budgets of their respective employing units.

Section 6. This ordinance shall take effect and be in force thirty days from and after its passage and approval, if approved by the Mayor; otherwise it shall take effect at the time it shall become a law under the provisions of the city charter.

Passed by the City Council the 22nd day of May, 1989, and signed by me in open session in authentication of its passage this 22nd day of May, 1989.

SAM SMITH,
President of the City Council.
Approved by me this 24th day of May, 1989.
CHARLES ROYER,
Mayor.
Filed by me this 24th day of May, 1989.
Attest: NORWARD J. BROOKS,
City Comptroller and City Clerk.
(Seal) By THERESA DUNBAR,
Deputy Clerk.
Publication ordered by NORWARD J. BROOKS, Comptroller and City Clerk.
Date of official publication in Daily Journal of Commerce, Seattle, June 5, 1989.
(15869)

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TIME AND DATE STAMP

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Virginia Gale

FOR CITY COUNCIL PRESIDENT USE ONLY

COMMITTEE(S) REFERRED TO:

PRESIDENT'S SIGNATURE

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STATE OF WASHINGTON - KING COUNTY

15869
City of Seattle, City Clerk

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No.

Affidavit of Publication

The undersigned, on oath states that he is an authorized representative of The Daily Journal of Commerce, a daily newspaper, which newspaper is a legal newspaper of general circulation and it is now and has been for more than six months prior to the date of publication hereinafter referred to, published in the English language continuously as a daily newspaper in Seattle, King County, Washington, and it is now and during all of said time was printed in an office maintained at the aforesaid place of publication of this newspaper. The Daily Journal of Commerce was on the 12th day of June, 1941, approved as a legal newspaper by the Superior Court of King County.

The notice in the exact form annexed, was published in regular issues of The Daily Journal of Commerce, which was regularly distributed to its subscribers during the below stated period. The annexed notice, a

ORD/114529

was published on

06/05/89

The amount of the fee charged for the foregoing publication is the sum of $, which amount has been paid in full.

H. Spellman

Subscribed and sworn to before me on

6-5-89

Glen Ray

Notary Public for the State of Washington, residing in Seattle

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