

**Final Report of a Classification and
Compensation Study for the
CITY OF WESTFIELD, INDIANA**



JULY 5, 2019



The Archer Company

7652 Sawmill Road, #295
Dublin, Ohio 43016

INTRODUCTION

The City of Westfield, Indiana (the City) contracted with the Archer Company to conduct a comprehensive review of the City's compensation plan, practices, and recommend adjustments as needed. The purpose of this engagement was to update the compensation structure to ensure that it is fair, balanced, and equitable, recognizes and rewards current and future employees, and attracts highly qualified candidates for City positions. The study included 85 job classifications covering approximately 240 full- and part-time employees. The City is concerned that existing pay grades and salary ranges are not competitive for this growing city.

The scope of work includes market survey and analysis, job analysis and evaluation, pay plan development, recommendations for implementation, developing job specifications, and support for Human Resources staff.

Specifically, the City requested the following deliverables and outcomes from this study:

- Conduct a classification analysis of all non-bargaining positions, except the Fire and Police Departments.
- Develop classification descriptions for all non-bargaining classifications and the Fire Department.
- Conduct a salary survey.
- Develop a revised classification and pay structure.
- Recommend pay plan implementation scenarios.

To achieve the City's objectives, the Archer Company performed the following project tasks:

- (1) Conducted a thorough analysis of the positions to identify and redefine job classifications as necessary to reflect current operations and work assignments within the City;
- (2) Evaluated applicable classifications using a job evaluation system to establish a job worth hierarchy that ranks classifications internally;
- (3) Conducted a salary survey analysis to assess the competitiveness of the salaries in the market and to align the new pay plan with the competitive market;
- (4) Developed a pay plan that accommodates these findings and balances internal equity with market considerations; and
- (5) Provided recommendations for pay plan implementation scenarios.

EXPLANATION OF METHODOLOGY & RESULTS

This project was organized as a strategic partnership between the Archer Company and the City's Management. All recommendations made during the study are supported by objective analysis and valid methodologies to promote the credibility of the findings. The methodology

utilized by the Archer Company is consistent with the methodology employed successfully in all of our engagements of this nature nationally.

Review the Current System:

The Archer Company reviewed the City's existing classifications and pay plan by studying various documents available, including the City's current pay plans, job descriptions, and organizational charts. We worked with Management throughout the study to ensure we had a thorough understanding of operations, reporting relationships, and organizational structure. We also sought to understand the problems the City was experiencing with its current pay plan and the reasons driving the need for a change.

Orientation:

The Archer study team met first with the City's management team to gain an understanding of the existing City pay plan, the objectives of the new pay plan, and to finalize the study work plan. This meeting included an explanation of the Comprehensive Position Questionnaire (CPQ) that all employees participating in the study were asked to complete.

Job Analysis:

The Archer Company conducted a job analysis for every position covered by this study. The purpose of the analysis was to ensure that positions are properly classified in a manner consistent with the work performed and to make recommendations for reclassifying positions as appropriate. To complete this analysis, employees completed Comprehensive Questionnaires (CPQs). The CPQ has proven to be a very effective tool to gather in-depth data about each job without placing too high of an administrative burden on the City. Supervisors and Department Directors reviewed the completed CPQs for accuracy and thoroughness, and all completed CPQs were forwarded to the Archer Company.

The Archer study team reviewed the CPQs to become familiar with the reported job tasks and to determine if additional information was needed. The Archer Company met with Department Directors and various selected staff to ensure that they had a good understanding of the job duties, responsibilities, and the qualifications required of the City's jobs and to fortify our understanding of the CPQs. We then conducted three days of employee interviews.

Job Evaluation:

The Archer Company adheres to the principle that an employee should be paid in accordance with the degree of complexity associated with his or her job. The principle is fundamental to the concept of internal equity. The importance of internal equity in an organization's pay plan – especially for local governments – cannot be overstated. To achieve internal equity in an organization's pay structure, it is necessary to employ an organized and rational job evaluation system to determine the relative worth of jobs.

The Archer Company utilizes the Archer Job Evaluation System, which is a copyrighted, matrix-point-factor job evaluation system developed by Earnest R. Archer, Ph.D., P.E., and former President of the Archer Company. Supported by 25 years of research and testing, and relying

on well-defined criteria and verifiable job information, it is a highly dependable evaluation method.

The purpose of the Archer Job Evaluation methodology is to:

- (1) Provide a common system to evaluate the degree of difficulty of all jobs in the organization against a set of universal criteria.
- (2) Determine the relative worth of jobs in the organization in accordance with the degree of difficulty associated with each job, (i.e., to establish *internal equity* in the organization's pay structure).
- (3) Provide an objective basis for establishing pay grade levels for jobs in the organization.
- (4) Provide the independent variable necessary to integrate with the salary survey data to develop a pay structure that possesses both *internal equity* (job evaluation) and *external equity* (salary survey data).

The Archer Matrix-Point-Factor Job Evaluation System employs universal factors that address work requirements, aptitude factors, and responsibility factors. Each job is evaluated using a matrix-point-factor method that involves the analysis of a combination of 33 work requirements and aptitude factors and the three responsibility factors listed below.

Work Requirements

- Data Utilization
- Human Interaction
- Equipment, Tools and Materials Utilization

Aptitude Factors

- Language/Verbal Comprehension
- Mathematical
- Functional Reasoning
- Situational Reasoning
- Dexterity
- Physical Effort
- Sensory Awareness
- Previous Experience
- Education
- Environmental Adaptability

Responsibility Factors

- Managerial Span of Control
- Scope of Planning
- Financial Accountability

Applying the Archer Matrix-Point-Factor Job Evaluation System involves determining the relationships between the degrees of difficulty associated with the work requirements and the degrees of difficulty associated with the aptitude factors. These relationships determine an evaluation point total for a job. In addition to the work requirement and aptitude factor determination, the three responsibility factors are applied to each job. The responsibility factors are summarized as a multiplier and are considered to apply to all aspects of a job. Consequently, the responsibility factor multiplier is applied to the evaluation point total.

The job evaluation process yields a quantitative measurement stated as evaluation points of the duties, responsibilities, and the qualifications required for each job. The point totals derived from the evaluation process are then translated directly in establishing pay grades in the pay plan. The pay grade represents a way of defining the relative value of each job to the City. All jobs in the same pay grade are considered to be of the same value to the City. Accordingly, jobs assigned to higher pay grades are considered to be of greater value in terms of job complexity, responsibilities, required knowledge, skills, and experience.

The Archer Company provided draft recommendations for the proposed classification and pay plan structure to Management to ensure that recommendations support and facilitate the City's organization and operations. Management reviewed the proposed classification of positions and provided feedback and concerns. The Archer study team carefully examined and addressed these items prior to finalization of the pay plan recommendations. We then met with City management to review the revised ranking of classifications.

Salary Survey Analysis:

The Archer Company also adheres to the principle that an organization's pay structure must possess competitive integrity (i.e., the ability to secure a competent labor force from the labor market(s) in which it competes with other organizations for its labor supply) without injuring its relative competitive position and without affecting the cost/quality of its products and services. This principle is fundamental to the concept of external equity.

The impact of current labor market conditions and basic supply-and-demand economics must be considered when developing an organization's pay structure. Jobs that have an adequate applicant pool can usually be recruited at a pay rate that may be lower than absolute reliance on job evaluation indicates. Conversely, jobs that have a limited applicant pool may require compensation higher than the job evaluation indicates.

To achieve external equity in an organization's pay structure, it is necessary that the competitive worth of jobs be determined. This can be accomplished by conducting an analysis of the market in which the City competes for labor and talent.

To assess the impact of the current competitive job market on the City’s pay plan, the Archer Company surveyed regional governments selected/agreed to by the City. We compiled salary data from the following organizations:

- City of Carmel, Indiana
- City of Fishers, Indiana
- City of Dublin, Ohio
- City of Mason, Ohio
- City of Westlake, Ohio
- City of Naperville, Illinois
- City of Maple Grove, Minnesota
- City of Woodbury, Minnesota
- City of Franklin, Tennessee
- City of Germantown, Tennessee
- Economic Research Institute - Indianapolis

When developing a classification and compensation plan, we do not collect survey data for each client job. Instead, we work with the client to establish benchmark jobs to survey. Benchmark jobs typically represent the continuum of an organization’s jobs, focusing on jobs which are likely to be found in other similar organizations; jobs which represent a substantial number of employees; and jobs which represent an organization’s workforce in terms of department functions and pay levels.

The benchmark jobs used are listed below:

Chief of Staff	Senior Project Manager
Director of Public Works	Police Sergeant
Fire Chief	Grounds & Facility Coordinator
Director of Community Development	Fire Lieutenant
City Engineer	Police Detective
Director of Informatics	Grounds & Facility Coordinator
Assistant Chief of Police	Patrol 1st Class
Police Patrol Captain	Firefighter 2nd Class
Fire Battalion Chief	Street Foremen
Street Superintendent	Deputy Clerk/Accounting
GIS Manager	Administrative Coordinator
Park Superintendent	Records Assistant

Senior Systems Analyst	Guest Services Representative
	Operations Assistant

As information was compiled, the Archer study team reviewed the data for reasonableness and accuracy. In some cases, an organization did not have an appropriate match for a particular benchmark job. **Exhibit 1** details the summary salary data of the benchmark jobs.

Pay Plan Development

The Archer Company’s approach to pay plan development seeks to find a balance between internal equity concerns (e.g. fairness across all positions in the organization) and external equity (e.g. establishing competitive pay ranges for all positions in the market). We accomplish this by utilizing regression analysis to align job evaluation data against the market data. Utilizing data derived from the market analysis and the job evaluation process, selected benchmark averages were mathematically regressed against their corresponding job evaluation points for the purpose of establishing the organization’s pay line. Because the midpoint represents the “market rate” for any particular benchmark and is used in the regression analysis to develop the City’s pay line, the Archer Company’s analysis focused on the midpoint (or target) of the salary ranges reported by the respondents and surveys.

Regression Analysis: While the goal is to use as much of the data gathered as possible, analysis determines whether or not specific organizations or benchmarks will be included in the regression calculations. To be included in the regression analysis, benchmark positions must meet three requirements:

- (1) A sufficient number of matches from responding jurisdictions;
- (2) The definition of the benchmark has not changed significantly from the description provided in the survey; and,
- (3) The matches from an organization remain true to the intent of the benchmark description.

Next, each individual response was compared to the market average for the corresponding benchmark. Those responses that were significantly above or below the market average were again examined for validity and appropriateness for inclusion in the regression. If it was concluded that a response was an outlier, the response was not included, and the market average was recalculated to reflect the shift in matching responses.

These benchmarks were examined carefully, and benchmarks where no clear average could be discerned were not used in the regression. In every case, care was taken to avoid making changes that artificially skewed the results (i.e. molding the market average by selectively discarding responses).

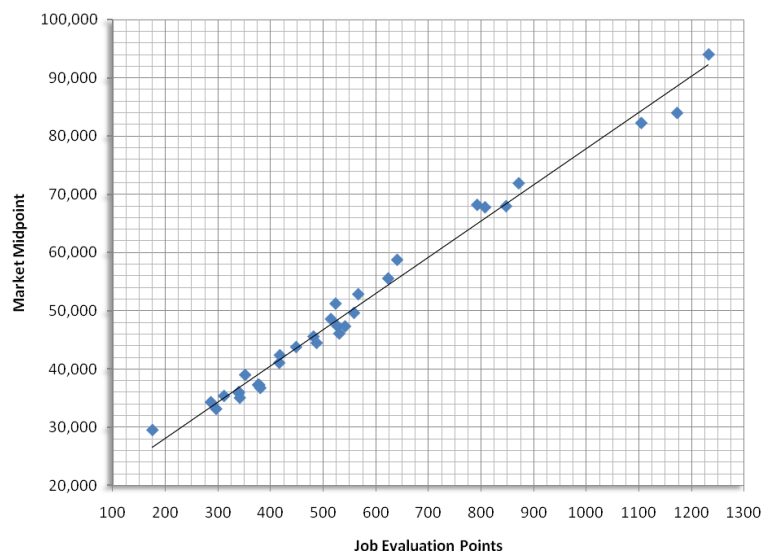
As part of our analysis, the Archer Company identified benchmark positions with a high residual between the predicted market and the survey responses (i.e. the market data appeared to be out-of-line with the Archer Company’s initial job evaluation). The Archer

Company re-examined these benchmarks to ensure that the classification was evaluated correctly.

In some cases, it was determined that the variance was either due to a bad match between the benchmark description and data reported by respondents, or due to organizational differences (size, chain of command, etc.) between the City and the respondents. These benchmarks were not used in the regression.

In other cases, the market data caused us to question the initial placement of the class with regard to internal equity; in these instances, we revisited the job analysis and re-evaluated the classification as appropriate, which may have resulted in a change in grade placement. After thorough analysis of the survey data, we determined a pay line using regression analysis to identify the relationship between the market averages and corresponding evaluation points for each benchmark.

Statistical Results: A “line of best fit” – the pay line – is drawn from the regression analysis, and that line becomes the market rate of the proposed salary ranges for the City. When displayed graphically (see the example graph), the line does not pass through, or touch, all points, but rather minimizes the *overall* distance from the points to the line. The goal is to ensure that the linear regression provides a “good fit” for the benchmark positions. A good fit – measured statistically using correlation and standards of error



calculations—is one in which the change in salary from one grade to the next can be explained by a corresponding change in the number of evaluation points assigned to those positions. Clearly, not all of this variance may be explained, as is the case in all surveys of this type; therefore, some points will be above and below the line. It is a statistically valid occurrence to explain over 95% of this variation.

For the City’s calculated pay line, this is stated as the equation, y (predicted pay range midpoint) = $\$79.28x + \$15,567$, where x is the job evaluation points for the midpoint of the pay range, 79.28 is the calculated slope of the pay line, and 15,567 is the calculated constant for the pay line.

This relationship is typically measured by the coefficient of determination. The regression calculation for the City resulted in a coefficient of determination of .99. This simply means that 99 percent of the change in pay, as measured by the survey results, from one grade to the next, is directly related to a corresponding change in the number of evaluation points assigned to the jobs in those pay grades.

Proposed Pay Grades and Pay Ranges: The basic structure of a pay plan consists of grouping jobs into pay grades based on their total evaluation points (internal equity) and then calculating a corresponding pay range based on the results of the salary survey analysis (external equity). Theoretically, each job could be assigned to its own pay grade and pay range. The disadvantage of this approach is that it could require adjusting the pay grade assignment and pay range for a job up or down for relatively small changes in job duties and responsibilities.

For City's pay plan design, the Archer Company developed 23 pay grades. To calculate the pay range midpoints, the middle value of each pay grade point interval was entered into the regression equation.

For example, the pay range for grade 7 was calculated by substituting the middle value of the 500 to 549 job evaluation point interval (525 points) into the regression equation to obtain the pay grade midpoint. The same process was used to calculate the pay range midpoint for each pay grade.

$$Y \text{ (predicted pay range midpoint)} = (\$79.28.00 \times 525 \text{ job evaluation points}) + \$15,567.00$$

$$Y \text{ (predicted pay range midpoint)} = \$41,622.00 + \$15,567.00$$

$$Y \text{ (predicted pay range midpoint)} = \$57,189.00$$

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Pay grades 1 through 17 consist of 50 job-evaluation-point intervals. Pay grades 17 through 23 consist of 100 job-evaluation-point intervals.

All pay grades have a 40% spread from pay grade minimum to maximum. We have provided a pay table for all positions provided in **Exhibit 2**.

Pay range maximums are intended to be the maximum pay available for a job assigned to that pay grade until the pay ranges are adjusted. The point spreads for each pay grade and the corresponding pay ranges are shown in **Exhibit 2**. Jobs listed by proposed pay grade are shown in **Exhibit 3**. Jobs listed alphabetically are shown in **Exhibit 4**.

The data included in the exhibits of this report show the list of jobs in the City's minimums, midpoints (targets) and maximums for each pay grade.

The Archer Company and City management shared the proposed pay plan with Department Directors. We discussed various classification issues with the Directors. We assigned each employee to a classification. This process resulted in a Departmental Installation Schedule.

We initially reviewed the Departmental Installation Schedule with Chief of Staff, and then met with an executive team to review and discuss the classification plan and the installation schedule with all employee classification assignments.

IMPLEMENTATION OF THE RECOMMENDED PAY PLAN

The Archer Company recommends the City approve and implement the pay plan associated with this study. We have provided the City with detailed reports under separate cover detailing some of potential payroll costs associated with the implementation of the recommended pay plan for the City.

Movement Through the Ranges: The City should adopt policies related to pay plan administration that provide a means for employee salaries to move through the pay ranges (growth from minimum to maximum) based on performance, time-in-class, acquisition of new skills, etc. The general principal is to allow for more progressive growth from the minimum to the midpoint of the pay range, which theoretically represents the market rate of a performing, seasoned employee that can function independently and competently in the classification. Growth beyond the midpoint is typically slowed down and reserved for employees whose job performance exceeds the expectations for their classification. We have provided a spreadsheet that the City can use for different employee placement scenarios.

Pay-for-Performance: The most common means to provide for movement through the range is implementation of a performance appraisal system (pay-for-performance) or other rewards/recognition system. A strong pay-for-performance system gives Management the ability to distinguish between levels of performance and provide more incentive for those employees who consistently exceed the organization's expectations. While it is expected that long-term employees carry with them valuable knowledge and experience, there is not always a correlation between an employee's value to the organization and their years of service (e.g. two 15-year employees may perform at significantly different levels; an employee with only four years of experience may consistently out-perform an employee with 15 years of experience). Put another way, there is a difference between 20 years of experience and one year of experience repeated 20 times.

MAINTAINING THE PAY PLAN

Ongoing maintenance of the assignment of jobs to pay grades and the adjustment of pay ranges as the competitive job market changes will ensure the viability of this plan as a long-term solution to the City's compensation needs.

Pay Plan Maintenance: As new jobs are added or as existing jobs change, a comprehensive job analysis and evaluation should be performed to accurately measure the value of the job to the City similar to the process used to develop the original pay plan. The results of the evaluation process will determine the proper pay grade placement and pay range for these jobs.

SUMMARY

The recommended pay plan for the City developed in conjunction with City Management provides the following benefits:

- (1) Formal documentation in the form of the Archer Matrix-Point-Factor Job Evaluation System of the assignment of jobs to pay grades which will provide a rational basis to determine the pay grade placement of new jobs and to alter pay grade assignments of existing jobs, if changes to the job duties justify it.
- (2) A salary survey of competitive organizations.
- (3) A proven statistical technique to integrate internal job relationships with market data to provide the basis for a pay plan applicable to all jobs in the pay plan.
- (4) Updated job classification descriptions.

The remainder of this report includes the following exhibits:

- (1) Exhibit 1 – Summary Salary Survey Data (Key Benchmarks)
- (2) Exhibit 2 - Pay Schedule
- (3) Exhibit 3 - Grade Order Listing of Jobs
- (4) Exhibit 4 - Alphabetical Listing of Jobs

Exhibit 1

Salary Survey Summary Report- Key Benchmarks

Exhibit 2

Pay Schedule

**City of Westfield, Indiana
Classification and Compensation Plan
7/5/2019**

Pay Schedule
Prepared for the City by the Archer Company

Pay Grade	Min. Points	Max. Points	Minimum	Midpoint	Maximum
1	200	249	27,838	33,405	38,973
2	250	299	31,141	37,369	43,598
3	300	349	34,445	41,334	48,223
4	350	399	37,748	45,298	52,847
5	400	449	41,051	49,262	57,472
6	450	499	44,355	53,226	62,097
7	500	549	47,658	57,190	66,722
8	550	599	50,962	61,154	71,346
9	600	649	54,265	65,118	75,971
10	650	699	57,569	69,082	80,596
11	700	749	60,872	73,046	85,221
12	750	799	64,175	77,010	89,846
13	800	849	67,479	80,975	94,470
14	850	899	70,782	84,939	99,095
15	900	949	74,086	88,903	103,720
16	950	999	77,389	92,867	108,345
17	1000	1099	82,344	98,813	115,282
18	1100	1199	88,951	106,741	124,531
19	1200	1299	95,558	114,669	133,781
20	1300	1399	102,165	122,598	143,031
21	1400	1499	108,772	130,526	152,280
22	1500	1599	115,378	138,454	161,530
23	1600	1699	121,985	146,382	170,779

Exhibit 3

Grade Order Listing of Jobs



City of Westfield, Indiana
Classification and Compensation Plan
7/5/2019

Grade Order List
Prepared for the City by the Archer Company

Job Code	Job Title	FLSA	Pay Grade	Minimum	Midpoint	Maximum
5555	General Maintenance Laborer 1	N	2	31,141	37,369	43,598
5560	Street Laborer	N	2	31,141	37,369	43,598
4075	Administrative Assistant	N	3	34,445	41,334	48,223
7070	Operations Assistant/Grand Park	N	3	34,445	41,334	48,223
5055	Encroachment Inspector	N	4	37,748	45,298	52,847
4095	Erosion Control Inspector	N	4	37,748	45,298	52,847
7065	Grounds Assistant/Grand Park	N	4	37,748	45,298	52,847
4520	Guest Services Representative	N	4	37,748	45,298	52,847
2100	Records Assistant	N	4	37,748	45,298	52,847
5565	Sign Technician	N	4	37,748	45,298	52,847
4015	Administrative Coordinator	N	5	41,051	49,262	57,472
4045	Community Development Coordinator	N	5	41,051	49,262	57,472
4525	Guest Services Permitting Representativ	N	5	41,051	49,262	57,472
5045	Inspector	N	5	41,051	49,262	57,472
5545	Operator Mechanic	N	5	41,051	49,262	57,472
8515	Records Coordinator	N	5	41,051	49,262	57,472
4065	Associate Planner	N	6	44,355	53,226	62,097
4040	Building Inspector	N	6	44,355	53,226	62,097
8510	Deputy Clerk/Accounting	N	6	44,355	53,226	62,097
8520	Deputy Clerk/Payroll	N	6	44,355	53,226	62,097
1050	Digital Communications Specialist	N	6	44,355	53,226	62,097
4510	Guest Services Coordinator	N	6	44,355	53,226	62,097
1525	Helpdesk Coordinator	N	6	44,355	53,226	62,097
1035	Human Resources Analyst	N	6	44,355	53,226	62,097
4090	Infrastructure Inspector	N	6	44,355	53,226	62,097
3080	Paramedic	N	6	44,355	53,226	62,097
4070	Plans Reviewer	N	6	44,355	53,226	62,097
3075	Probationary Firefighter	N	6	44,355	53,226	62,097
2080	Probationary Patrol	N	6	44,355	53,226	62,097
5515	Senior Administrative Coordinator	N	6	44,355	53,226	62,097
4085	Senior Infrastructure Inspector	N	6	44,355	53,226	62,097
5040	Senior Inspector	N	6	44,355	53,226	62,097
5540	Streets Handyman	N	6	44,355	53,226	62,097
7520	Welcome Coordinator	N	6	44,355	53,226	62,097
7025	Client Services & Event Coordinator	E	7	47,658	57,190	66,722
7515	Community Events Coordinator	N	7	47,658	57,190	66,722
5570	Facilities Coordinator	N	7	47,658	57,190	66,722



City of Westfield, Indiana
Classification and Compensation Plan
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Grade Order List
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Job Code	Job Title	FLSA	Pay Grade	Minimum	Midpoint	Maximum
3055	Firefighter 3rd Class	N	7	47,658	57,190	66,722
1040	Graphic Design Lead	N	7	47,658	57,190	66,722
7055	Marketing & Sponsorship Coordinator	E	7	47,658	57,190	66,722
5535	Park Foreman	N	7	47,658	57,190	66,722
2075	Patrol 3rd Class	N	7	47,658	57,190	66,722
5530	Street Foreman	N	7	47,658	57,190	66,722
7040	Visitor Experience Coordinator	N	7	47,658	57,190	66,722
2055	Civilian Criminalist	N	8	50,962	61,154	71,346
3060	Firefighter 2nd Class	N	8	50,962	61,154	71,346
3065	Firefighter/Paramedic	N	8	50,962	61,154	71,346
3085	Mechanic	N	8	50,962	61,154	71,346
2070	Patrol 2nd Class	N	8	50,962	61,154	71,346
4060	Planner	E	8	50,962	61,154	71,346
3070	Senior Firefighter	N	8	50,962	61,154	71,346
7060	Grounds & Facility Coordinator/Grand Pa	E	9	54,265	65,118	75,971
2060	Master Patrol	N	9	54,265	65,118	75,971
2065	Patrol 1st Class	N	9	54,265	65,118	75,971
2095	Police Records Manager	N	9	54,265	65,118	75,971
2105	School Resource Officer	N	9	54,265	65,118	75,971
5550	Street Supervisor	N	9	54,265	65,118	75,971
1520	System Analyst	E	9	54,265	65,118	75,971
2085	Training Coordinator	N	9	54,265	65,118	75,971
8505	Chief Deputy/ Clerk Treasurer	E	10	57,569	69,082	80,596
2045	Detective	N	10	57,569	69,082	80,596
8525	Financial Analyst/ Clerk Treasurer	E	10	57,569	69,082	80,596
5025	Project Manager	E	10	57,569	69,082	80,596
5030	Stormwater Coordinator	E	10	57,569	69,082	80,596
4020	Economic Development Manager	E	11	60,872	73,046	85,221
1030	Human Resources Manager	E	11	60,872	73,046	85,221
3045	Lieutenant	N	11	60,872	73,046	85,221
5020	Project Engineer	E	11	60,872	73,046	85,221
2050	Property Room Manager	E	11	60,872	73,046	85,221
2040	Sergeant	N	11	60,872	73,046	85,221
7050	Facility Operations Manager/Grand Park	E	12	64,175	77,010	89,846
5525	Park Superintendent	E	12	64,175	77,010	89,846
4055	Senior Planner	E	12	64,175	77,010	89,846
5010	Senior Project Manager	E	12	64,175	77,010	89,846
1515	Senior Systems Analyst	E	12	64,175	77,010	89,846
4010	Assistant Director Economic & Comm. D	E	13	67,479	80,975	94,470
4030	Building Commissioner	E	13	67,479	80,975	94,470
3040	Captain	E	13	67,479	80,975	94,470
4505	Director Customer Service	E	13	67,479	80,975	94,470
1530	GIS Manager	E	13	67,479	80,975	94,470
2025	Lieutenant	N	13	67,479	80,975	94,470
1540	Project Manager/IT	E	13	67,479	80,975	94,470



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Job Code	Job Title	FLSA	Pay Grade	Minimum	Midpoint	Maximum
5520	Street Superintendent	E	13	67,479	80,975	94,470
1045	Director Communications	E	14	70,782	84,939	99,095
2020	Captain	E	15	74,086	88,903	103,720
1015	Financial Strategist	E	15	74,086	88,903	103,720
3030	Battalion Chief	E	16	77,389	92,867	108,345
7505	Director Community Events & Engagmer	E	16	77,389	92,867	108,345
3025	Division Chief	E	17	82,344	98,813	115,282
2010	Assistant Chief of Police	E	18	88,951	106,741	124,531
5005	City Engineer	E	18	88,951	106,741	124,531
3010	Deputy Chief Fire	E	18	88,951	106,741	124,531
1505	Director Informatics	E	18	88,951	106,741	124,531
4005	Director Community Development	E	19	95,558	114,669	133,781
7005	Director Grand Park	E	19	95,558	114,669	133,781
5505	Director Public Works	E	20	102,165	122,598	143,031
1010	Director of Enterprise	E	20	102,165	122,598	143,031
3005	Fire Chief	E	20	102,165	122,598	143,031
2005	Police Chief	E	20	102,165	122,598	143,031
1005	Chief of Staff	E	23	121,985	146,382	170,779

Exhibit 4

Alphabetical Listing of Jobs



**City of Westfield, Indiana
Classification and Compensation Plan
7/5/2019**

Alphabetical Order List
Prepared for the City by the Archer Company

Job Code	Job Title	FLSA	Pay Grade	Minimum	Midpoint	Maximum
4075	Administrative Assistant	N	3	34,445	41,334	48,223
4015	Administrative Coordinator	N	5	41,051	49,262	57,472
2010	Assistant Chief of Police	E	18	88,951	106,741	124,531
4010	Assistant Director Economic & Comm. D	E	13	67,479	80,975	94,470
4065	Associate Planner	N	6	44,355	53,226	62,097
3030	Battalion Chief	E	16	77,389	92,867	108,345
4030	Building Commissioner	E	13	67,479	80,975	94,470
4040	Building Inspector	N	6	44,355	53,226	62,097
3040	Captain	E	13	67,479	80,975	94,470
2020	Captain	E	15	74,086	88,903	103,720
8505	Chief Deputy/ Clerk Treasurer	E	10	57,569	69,082	80,596
1005	Chief of Staff	E	23	121,985	146,382	170,779
5005	City Engineer	E	18	88,951	106,741	124,531
2055	Civilian Criminalist	N	8	50,962	61,154	71,346
7025	Client Services & Event Coordinator	E	7	47,658	57,190	66,722
4045	Community Development Coordinator	N	5	41,051	49,262	57,472
7515	Community Events Coordinator	N	7	47,658	57,190	66,722
3010	Deputy Chief Fire	E	18	88,951	106,741	124,531
8510	Deputy Clerk/Accounting	N	6	44,355	53,226	62,097
8520	Deputy Clerk/Payroll	N	6	44,355	53,226	62,097
2045	Detective	N	10	57,569	69,082	80,596
1050	Digital Communications Specialist	N	6	44,355	53,226	62,097
1045	Director Communications	E	14	70,782	84,939	99,095
4005	Director Community Development	E	19	95,558	114,669	133,781
7505	Director Community Events & Engagmer	E	16	77,389	92,867	108,345
4505	Director Customer Service	E	13	67,479	80,975	94,470
7005	Director Grand Park	E	19	95,558	114,669	133,781
1505	Director Informatics	E	18	88,951	106,741	124,531
1010	Director of Enterprise	E	20	102,165	122,598	143,031
5505	Director Public Works	E	20	102,165	122,598	143,031
3025	Division Chief	E	17	82,344	98,813	115,282
4020	Economic Development Manager	E	11	60,872	73,046	85,221
5055	Encroachment Inspector	N	4	37,748	45,298	52,847
4095	Erosion Control Inspector	N	4	37,748	45,298	52,847
5570	Facilities Coordinator	N	7	47,658	57,190	66,722
7050	Facility Operations Manager/Grand Park	E	12	64,175	77,010	89,846
8525	Financial Analyst/ Clerk Treasurer	E	10	57,569	69,082	80,596



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1015	Financial Strategist	E	15	74,086	88,903	103,720
3005	Fire Chief	E	20	102,165	122,598	143,031
3060	Firefighter 2nd Class	N	8	50,962	61,154	71,346
3055	Firefighter 3rd Class	N	7	47,658	57,190	66,722
3065	Firefighter/Paramedic	N	8	50,962	61,154	71,346
5555	General Maintenance Laborer 1	N	2	31,141	37,369	43,598
1530	GIS Manager	E	13	67,479	80,975	94,470
1040	Graphic Design Lead	N	7	47,658	57,190	66,722
7060	Grounds & Facility Coordinator/Grand Pa	E	9	54,265	65,118	75,971
7065	Grounds Assistant/Grand Park	N	4	37,748	45,298	52,847
4510	Guest Services Coordinator	N	6	44,355	53,226	62,097
4525	Guest Services Permitting Representativ	N	5	41,051	49,262	57,472
4520	Guest Services Representative	N	4	37,748	45,298	52,847
1525	Helpdesk Coordinator	N	6	44,355	53,226	62,097
1035	Human Resources Analyst	N	6	44,355	53,226	62,097
1030	Human Resources Manager	E	11	60,872	73,046	85,221
4090	Infrastructure Inspector	N	6	44,355	53,226	62,097
5045	Inspector	N	5	41,051	49,262	57,472
3045	Lieutenant	N	11	60,872	73,046	85,221
2025	Lieutenant	N	13	67,479	80,975	94,470
7055	Marketing & Sponsorship Coordinator	E	7	47,658	57,190	66,722
2060	Master Patrol	N	9	54,265	65,118	75,971
3085	Mechanic	N	8	50,962	61,154	71,346
7070	Operations Assistant/Grand Park	N	3	34,445	41,334	48,223
5545	Operator Mechanic	N	5	41,051	49,262	57,472
3080	Paramedic	N	6	44,355	53,226	62,097
5535	Park Foreman	N	7	47,658	57,190	66,722
5525	Park Superintendent	E	12	64,175	77,010	89,846
2065	Patrol 1st Class	N	9	54,265	65,118	75,971
2070	Patrol 2nd Class	N	8	50,962	61,154	71,346
2075	Patrol 3rd Class	N	7	47,658	57,190	66,722
4060	Planner	E	8	50,962	61,154	71,346
4070	Plans Reviewer	N	6	44,355	53,226	62,097
2005	Police Chief	E	20	102,165	122,598	143,031
2095	Police Records Manager	N	9	54,265	65,118	75,971
3075	Probationary Firefighter	N	6	44,355	53,226	62,097
2080	Probationary Patrol	N	6	44,355	53,226	62,097
5020	Project Engineer	E	11	60,872	73,046	85,221
5025	Project Manager	E	10	57,569	69,082	80,596
1540	Project Manager/IT	E	13	67,479	80,975	94,470
2050	Property Room Manager	E	11	60,872	73,046	85,221
2100	Records Assistant	N	4	37,748	45,298	52,847
8515	Records Coordinator	N	5	41,051	49,262	57,472
2105	School Resource Officer	N	9	54,265	65,118	75,971



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5515	Senior Administrative Coordinator	N	6	44,355	53,226	62,097
3070	Senior Firefighter	N	8	50,962	61,154	71,346
4085	Senior Infrastructure Inspector	N	6	44,355	53,226	62,097
5040	Senior Inspector	N	6	44,355	53,226	62,097
4055	Senior Planner	E	12	64,175	77,010	89,846
5010	Senior Project Manager	E	12	64,175	77,010	89,846
1515	Senior Systems Analyst	E	12	64,175	77,010	89,846
2040	Sergeant	N	11	60,872	73,046	85,221
5565	Sign Technician	N	4	37,748	45,298	52,847
5030	Stormwater Coordinator	E	10	57,569	69,082	80,596
5530	Street Foreman	N	7	47,658	57,190	66,722
5560	Street Laborer	N	2	31,141	37,369	43,598
5520	Street Superintendent	E	13	67,479	80,975	94,470
5550	Street Supervisor	N	9	54,265	65,118	75,971
5540	Streets Handyman	N	6	44,355	53,226	62,097
1520	System Analyst	E	9	54,265	65,118	75,971
2085	Training Coordinator	N	9	54,265	65,118	75,971
7040	Visitor Experience Coordinator	N	7	47,658	57,190	66,722
7520	Welcome Coordinator	N	6	44,355	53,226	62,097