

**Prepared For:
Gila County, Arizona**

Classification & Compensation Study, RFP# 012313

- Job Classification Development
- Systemic Job Titles
- FLSA Review & Criteria
- Job Description Reviews



RESPONSE

Submitted By:



Ulibarri-Mason Global HR LP

March 12, 2013

Content of This Binder

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TRANSMITTAL PAGE**March 11, 2013**

Mr. Don E. McDaniel, County Manager
Gila County
100 E. Ash Street
Globe, AZ 85501

Dear Mr. McDaniel:

Re: RFP Number: 012313, Employee Classification and Compensation Study

Ulibarri-Mason Global HR, LP (UM Global HR) is pleased to provide GILA COUNTY with our proposal for RFP #012313, Employee Classification and Compensation Study. UM Global HR provides custom HR solutions with an emphasis on projects requiring a combination of sophisticated Human Resources compensation consulting, personal interactions, and research capabilities. Our compensation solutions are developed using rigorous quality standards and a philosophy that people should be paid at comparable levels for comparable work.

We understand Gila County is seeking a thorough review of its compensation and pay plan structure, and establishment of a classification and compensation structure that is consistent and fair with internal equity and external parity, as well as easy to understand and administer. Gila County's desire is to enhance its ability to recruit, motivate and retain key employees who will efficiently and cost-effectively deliver services and programs. A key objective is to obtain a plan that "ensures positions performing similar work with the same level of complexity, responsibility, knowledge, skills, and abilities are classified together, that recognizes the differences and similarities in positions irrespective of the branch of government or whether it is an elected official's office or an appointed department head's department."

To achieve this, the County needs a way of equating work to in terms of level of complexity as well as responsibility, knowledge, skills, and abilities. UM Global HR offers a compensation system designed to do exactly this. Our unique methodology incorporates a scientific and cognitive-based procedure for stratifying jobs into hierarchical levels of work complexity, and within those levels, to further differentiate the jobs based on the job's knowledge, skills, abilities, experience, supervisory and budgetary responsibilities, as well as compliance related factors such as work environment and physical demands. Through this process we can convert Gila County's pay plan with 90 job grades and 17 steps into stratified system of levels of complexity to provide a direct comparison of the current Pay Plan, irrespective of branch of government, and elected or appointed department. This is to say that we can transform each job title by job grade and step into our system and make direct comparisons between the various departments in terms of consistent alignment of how their jobs in our matrix of work.

We are looking forward to meeting with you to discuss our capability.

Respectfully submitted,



Daniel M. Ulibarri, Ph.D. / SPHR
President
Phone: 469-767-1772
Email: danu@umglobalhr.com



Elena Kwong Mason, CCP/ SPHR
Sr. Vice President
Phone: 214-636-9025
Email: elenam@umglobalhr.com

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SECTION A – INTRODUCTION

UMGHR LP is a HR consulting firm located in Dallas, Texas. Dr. Daniel Ulibarri and Ms. Elena Mason founded the firm in 2004 with the purpose of offering organizational development, compensation, and human resources methodologies designed for today's thinking and knowledge-based work environments. Since 2004 we have combined our resources, talents and expertise to provide services to colleges and universities, public sector agencies, municipalities, and non-profits. We are financially sound, fully insured with Professional Liability, General Liability, and Worker's Compensation Insurance. Our services include:

- Job Analysis and Job Description Development
- Compensation, Benefits, and Classification Studies
- Performance Assessment & Pay for Performance Consulting
- Organizational Development and Strategic Planning
- Transition, Change Management and Implementation

UMGHR employs 11 senior-level HR professionals and three office support staff who assist in the daily office management and research activities. Our consultants are degree holders, and are certified by professional bodies in Human Resources, Compensation, and Quality Assurance. Moreover, each has over 17 years of senior level experience in organizational development, compensation, and HR tasks associated with the Gila County's scope of work.

UMGHR'S VALUE PROPOSITION

UMGHR's consultants have over 17 years experience conducting compensation studies and providing the types of services listed in the Gila County RFP. We have conducted compensation and human resources projects for a variety of industries in public and private sectors. UMGHR's value proposition is that we have conducted this work in the most complex of situations, with millions of dollars at stake, and in limited time frames. We have:

- Evaluated pay plans for mergers & acquisitions involving millions of dollars, and have done so within a 3 to 6 months window;
- Transitioned employees from one pay plan to another pay plan with zero loss in employees and zero disruption of services, and Provided impact analysis with timing strategies (Financial Projections, Attrition, Sustainability Plans).

UMGHR utilizes contemporary tools and methodologies unique to Organizational Development, Human Capital Development and Human Resources practices. Our models are scientific, validated, innovative, and geared toward an integrative and holistic approach to strategic solutions and implementations. Our primary tools are:

(1) Hierarchical Levels of Work Complexity for strategic Organizational Development, Structural Alignment, Job Classification, Internal and External Equity Analysis and Professional Development. "Levels of Work" is an empirically based system for measuring a job's level of complexity. It is an objective and quantitative method used to match jobs for internal equity analysis and market comparisons, developed by Daniel Ulibarri, President of UMGHR.

(2) Job Evaluation and Compensation Design Analysis is a comprehensive job analysis and point factor system developed by Elena Mason, Sr. Vice President of UMGHR. The point-factor system allows for

jobs within the same Level of Work complexity to be differentiated based on knowledge, skills and ability, experience, education and other ADA and FLSA factors.

(3) **Compensation Structural Analysis (Vertical and Horizontal Job Differentiation)** Our levels of work complexity allows us to convert an organization's job grades and job titles onto a common scale so that direct comparisons can be made between departments and units within an organization, such as Gila County finds itself. With each elected official responsible for implementation of a common salary structure, our solution is uniquely positioned to provide Gila County with comparisons that are independent of "branch of government, or whether it is an elected official's office or appointed department head's department, provides salaries commensurate with the assigned duties..." (Page 2 of RFP).

SCOPE OF GOODS AND/OR SERVICES

OUR UNDERSTANDING OF THE SCOPE OF WORK AND ITS OBJECTIVES

The Gila County's Human Resource department and the County Manger's office have determined a need for a thorough review of the county's compensation and classification programs within the Executive Branch and Judicial Branch. With a workforce of over 650, these two branches are responsible for their own compensation and classification plans. The pay plans support the county's strategic plan and initiatives, business goals, competitive outlook, operating objectives, and total rewards strategies.

Gila County has a total of 90 pay grades with 17 steps in each grade. The solution sought must utilize an inclusive transparent methodology in establishing a compensation and classification structure that is consistent, fair, equitable within internal and external environment, as well as easily administered.

It is Gila County's objective to provide a plan that ensures accurate job classification on the basis of complexities and KSAs, while recognizing the differences and similarities in job positions irrespective of the branch of government — elected or appointed. Gila County also endeavors to provide salaries commensurate with assigned duties, and outline promotional opportunities with recognizable compensation growth and justifiable pay differential between classes.

UMGHR LP is focused on delivering projects that are rooted in quality standards. These standards are described in each of the processes we take to deliver the project.

All activities related to the project – from conducting primary research and performing meta-analyses, to reporting and implementation, are executed with rigorous **Corrective Action, Preventive Action (CAPA) quality procedure** to ensure accuracy, reliability, validity, sustainability, fiscal accountability and legal defensibility.

One of the strengths we bring to this project is our technique in research. We mobilize our resources and vast networks to gather data at rapid fashion, utilize our business intelligence database, and perform data analysis, data validation using **statisticians' eyes** for details.

For **Quality Assurance** purposes (in addition to quality procedures and tools) we provide Gila County with the following human **Subject Matter Experts**:

- 2 SPHR (Senior Professional In Human Resource) Certified Consultants
- 2 CCP (Certified Compensation Professional) Consultants
- 2 Statisticians, both PhD graduates of University of California Berkeley

SPECIFIC ARIZONA EXPERIENCE

UMGHR has worked performed work involving, Coconino County, Yavapai County, and Maricopa Counties. Specifically, we conducted a complete job description review, compensation, classification, salary structure analysis, career development and performance management plans for **Coconino County's** Public Transportation Department and developed all the human resources policies, compensation structure, benefits and transition plan to move the County's Transportation Department and all employees and services to an independent quasi-governmental regional transportation agency, i.e., the **Northern Arizona Intergovernmental Transportation Authority**. The work included services and expansion of services to both Coconino and Yavapai Counties.

The work included development of new compensation salary structures, job analysis, job description review, market analysis, performance management, and salary schedule development for exempt and non-exempt positions, and the transition of employee from County employees to the new independent agency with no loss in employees or disruption in service. The work included an FLSA audit, development of a Personnel Policy manual, and design of a new employee appeals system and performance management process.

We conducted three projects for NAIPTA under separate contract in the past five years, beginning with a contract with **Coconino County government** in 2008. Most recently, December of 2012 we assisted NAIPTA in developing and salary increase strategy ties to the availability of funds. The strategic approach to allocation of limited resources was accepted by the managers and Board of Directors, and more importantly by the employees. This was accomplished within a three-week period.

Other work in Arizona includes work in **Maricopa County and Pima County (Tucson)** involving human resources and IT outsourcing and transition of employees and work from the county governments to Affiliated Computer Services' (ACS) offices in Scottsdale, Tempe, and Tucson, Arizona. Human Resources work was also completed for the University of Phoenix federal government loan processing, former Arthur Anderson (transitioning and merging employees serving General Motors to ACS), and Motorola Corporation, all located in the greater Phoenix area.

Dr. Jim Fleming, a UMGHR Senior consultant since 2004, resides in Prescott, AZ has taught as an adjunct professor for Embry-Riddle Aeronautical University, Prescott, Campus & Yavapai College, AZ, and Professor at Northern Arizona University in Flagstaff.

EXAMPLES OF RELEVANT CONSULTING EXPERIENCE OF THE UMGHR TEAM

THE FOLLOWING ARE A FEW EXAMPLES OF SIMILAR WORK PERFORMED BY UMGHR.

Client Name: Coconino County— Performed job analysis, job description review and salary schedule design for county transportation department (see # 1 above). We performed transition and communication activities to move employees and all functions from a county department to an independent transportation agency with 100% transition of employees and HR functions.

Client Name: Northern Arizona Intergovernmental Public Transportation Authority — We conducted three projects for NAIPTA under separate contracts in the past five years, all involving compensation structuring, benefits, and variable pay studies. In the course of our engagement we have worked with the **Arizona Retirement System (ARS)**, Northern Arizona Employee Pension and Benefits (NAEPEB) to jumpstart NAIPTA's retirement and health coverage system.

Client Name: North Texas Tollway Authority— Review of job descriptions and compensation salary structure for over 600 exempt and non-exempt employees. Conducted internal equity analysis, FLSA analysis and IT market study, and a targeted market compensation study for IT professional positions. We also conducted a targeted compensation study of statewide IT positions. Results:

- New-hire strategies and adjustments to placement policies for specific graded IT positions. Identified 11 of 16 IT positions below market midpoint, consistent with IT's concern that certain positions were undervalued, and that the prior market study misgauged the value of these positions in the market.
- FLSA analysis validated that classifications for all but two non-exempt positions were correct. All exempt positions were correctly classified.
- Reviewed NTTA's compensation structure and job descriptions for a total of 168 managerial level jobs. Our point-factor analysis indicated the structure was sound and could be further improved by incorporating job worth values into pay strategies.
- Our internal equity analysis identified 96 positions out of sync with the compensation structure of positions within the same grade. Of these 25, were paid lower than peers of equal job grade, years of experience, or job valuation scores. NTTA Human Resources investigated these positions and made corresponding corrections if needed.

Client Name: Dallas Area Rapid Transit System (DART)— **Three Contracts:** (1) comprehensive job analysis, review of job descriptions, job title consolidation, and pay/grade structure review; (2) analysis of **career ladder programs**, compensation and job alignment; (3) organizational analysis of classification hierarchy, span of control and reduction from 9 to 6 management levels.

We conducted a comprehensive Job Description review and point-factor analysis of over 220 job titles, with recommendations for consolidation. The analysis included documenting inconsistencies in job duties and responsibilities for equivalent management titles, and identification of positions with job duties not aligned with DART's compensation structure.

We completed a comprehensive review of DART's disparate Career Ladder programs operated by different business units. We provided a procedure and implementation plan for aligning policies and practices for selection and application, with emphasis on bringing business unit compensation practices in-line with each other and with DART's compensation system. This was accomplished with buy-in from line-staff and HR as well as with Legal, Transportation, and Fleet Maintenance business units.

Client Name: Alamo Colleges— Five-Year strategic compensation study, including market analysis, peer comparisons, and transition of faculty compensation structure from a step salary schedule to a new range schedule developed by UMGHR, with targeted faculty salary adjustments for seven faculty salary classifications for five colleges: 1) San Antonio College; 2) St. Philips College; 3) Palo Alto College; 4) Northwest Vista College; and 5) Northeast Lakeview College.

To create our solution we reviewed compensation policies, practices, and made market comparison against the largest Texas community colleges. Comparison colleges were 12 Texas community colleges and three out-of-state community colleges. Recommendations:

1. Increase credit for prior experience from 3 to 5 years the first year, and to 7 years thereafter to be competitive with the top colleges.
2. Make salary compression adjustment to due to a lack of increases for the last three years. We provided percentage increases per salary classification to target increases where needed, rather than across the board.

3. Transition from a Step Salary Schedule to Range Salary schedule and revise minimum, maximums and progression rates to be competitive with the top three Texas colleges.
4. Transition summer pay (the highest among comparison colleges) to a percent of adjunct pay, and use the savings (over 1 million) to provide increases in base pay to all faculty.

All recommendations were supported by college administration and faculty, and approved by the Board of Trustees in 2012.

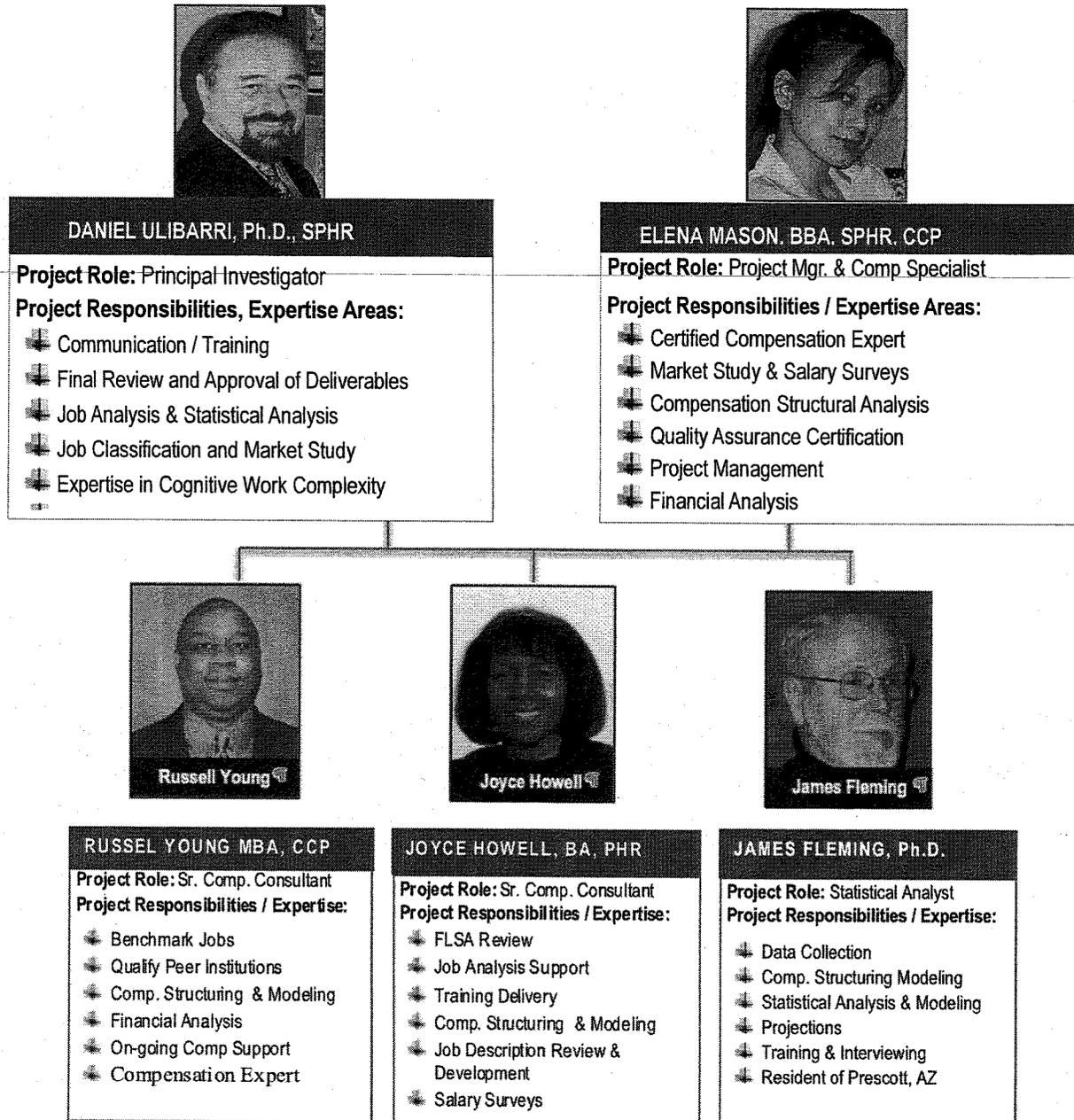
Client Name: Metropolitan State University of Denver (MSU Denver)— We developed a Performance Based Pay and analysis of faculty compensation and performance, including market comparison with CUPA data. Deliverables include a comprehensive “Pay for Performance” compensation system with communication strategy, evaluation procedures, appeals process, pricing, all documentation/forms, and checks and balances for reporting and monitoring. Our report included an in-depth cost benefit analysis; process redesign and corresponding revised policy for faculty reviews, and an associated appeals process.

Client Name: Affiliated Computer Services— Job analysis, market studies, and compensation analysis for international employee mergers, acquisition and transitions. Positions were from higher education, city and county governments, and corporations such as General Motors, Motorola, and Arthur Anderson. Work with County governments included several as mentioned in Arizona, as well as San Diego, Los Angeles, San Bernardino, Kern, Santa Clara, Solano counties in California; Adams and Weld County in Colorado, and Santa Fe and Bernalillo counties in New Mexico.

Other projects include organizational development and HR documentation and outsourcing projects involving the University of Phoenix; Pacific Gas and Electric, San Francisco; Motorola Corporation, Mesa, AZ; Transamerica, San Francisco, CA (resulting in their relocation of 26 offices throughout the United States, to Dallas, TX.).

SECTION B – QUALIFICATIONS

The key UMGR Consultants assigned to the Gila County Compensation project and their expertise and roles are shown below.



EXPERIENCE AND QUALIFICATIONS OF KEY STAFF

Described in the table below are the roles assigned and the engagement percentage. **Full resumes** of each consultant can be found in **APPENDIX M**, of this proposal.

Consultants and Their Roles	Consultants' Qualifications	Relevant Experience	Relevant Consulting Works Completed and Employment in HR
<p>DAN ULIBARRI, PhD</p> <p>ROLE IN THE PROJECT: Principal Investigator</p> <p>PROJECT COMMITMENT: 100%</p>	<ul style="list-style-type: none"> ○ PhD, Measurement and Educational Psychology, University of California, Berkeley ○ MA in Measurement and Cognitive Psychology, University of California, Berkeley ○ BA in Mathematics, University of San Diego ○ SPHR Certificate from Society for HRM ○ Experience Consulting in Higher Education 	<ul style="list-style-type: none"> ○ 25+ Years Experience 	<ul style="list-style-type: none"> ○ METROPOLITAN STATE UNIVERSITY OF DENVER — Pay for Performance & Compensation Consulting ○ ALAMO COLLEGES— Strategic Comp. Consulting ○ SANTA FE COMMUNITY COLLEGE — Strategic Organizational Review ○ DALLAS AREA RAPID TRANSIT — Compensation & Career Ladder Review ○ NORTH TEXAS TOLLWAY AUTHORITY — Internal Equity Review & Market Study ○ NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION (NAIPTA)— Compensation Study ○ COCONINO COUNTY — HR Transition & Comp.
<p>ELENA MASON, BBA, SPHR, CCP, ISO9000-2001</p> <p>ROLE IN THE PROJECT: Project Manager, Sr. Compensation Consultant</p> <p>Project Commitment: 100%</p>	<ul style="list-style-type: none"> ○ BBA in Finance and Human Resources, The University of Hong Kong ○ SPHR Certificate from Society for HRM ○ Certified Compensation Professional (CCP) from the WorldatWork ○ Certified Quality Assurance Auditor by RABQSA ○ Experience Consulting in Higher Education 	<ul style="list-style-type: none"> ○ 17+ Years Experience 	<ul style="list-style-type: none"> ○ METROPOLITAN STATE UNIVERSITY OF DENVER — Pay for Performance and Compensation Consulting ○ ALAMO COLLEGES & DALLAS COUNTY COMM COLLEGES— Compensation Consulting ○ SANTA FE COMMUNITY COLLEGE — Organizational Effectiveness Review ○ DALLAS AREA RAPID TRANSIT — Compensation Review, Career Ladder Review & Development ○ NORTH TEXAS TOLLWAY AUTHORITY — Internal Equity Review & Market Study ○ NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION — Compensation Study ○ COCONINO COUNTY — HR Transition & Comp.
<p>JOYCE HOWELL, MBA, PHR</p> <p>ROLE IN THE PROJECT: Sr. Compensation Consultant</p> <p>Project Commitment: 100%</p>	<ul style="list-style-type: none"> ○ MBA in progress, University of Tennessee, Nashville ○ BS Degree in Business Education from Tennessee State University ○ PHR Certificate from Society for HRM ○ Experience Consulting in Higher Education 	<ul style="list-style-type: none"> ○ 20+ Years Experience 	<ul style="list-style-type: none"> ○ UT SOUTHWESTERN MEDICAL CENTER, Dallas, TX — Senior Compensation Consultant. Provided market pricing, salary change recommendations, advice and counsel to management, and support of merit planning and implementation ○ NORTH TEXAS TOLLWAY AUTHORITY — Provided FLSA Review and Analysis ○ CITY OF IRVING— Compensation & Benefits ○ DALLAS COUNTY, DALLAS, TX— Provided salary recommendations and communication ○ IBM CORPORATION - Dallas, TX— Compensation Program Administration, provided professional compensation advice and counsel ○ Affiliated Computer Service— Provided job analysis, documentation, and evaluation to support 40,000-employees

Consultants and Their Roles	Consultants' Qualifications	Relevant Experience	Relevant Consulting Works Completed and Employment in HR
<p>RUSSEL YOUNG, MBA, CCP</p> <p>ROLE IN THE PROJECT:</p> <p>Sr. Compensation Consultant</p> <p>Project Commitment: 50%</p>	<ul style="list-style-type: none"> ○ MBA Major in Finance, Our Lady of the Lake University, San Antonio, TX ○ BSc in Management, Park University, San Antonio, TX ○ Certified Compensation Professional (CCP) conferred by the WorldatWork ○ Experience in Compensation Consulting to the USAF Surgeon General, Depart. of Defense (DoD) TRICARE, Region VI, and DoD Health Affairs 	<ul style="list-style-type: none"> ○ 20+Years Experience 	<ul style="list-style-type: none"> ○ DR PEPPER SNAPPLE GROUP, Inc. — Devised market-based job pricing strategy that simplified job structure from a conventional pay structures (9+) containing 114+ grades to a job family structure with three job bands containing (18 job levels) ○ LENNOX INTERNATIONAL, Inc. — Initiated market-pricing methodologies to ensure internal equity, external competitiveness and designed "Tiered" Employee Recognition Program to improve employee morale leveraging non-cash rewards ○ SABRE HOLDINGS, Inc. — Lead development, implementation and administration of large and complex compensation initiatives including job title structure, base pay ranges, market progression analysis, and salary survey
<p>JAMES FLEMING PhD, Prescott, AZ</p> <p>ROLE IN THE PROJECT:</p> <p>Academic Advisor</p> <p>Project Commitment: 50%</p>	<ul style="list-style-type: none"> ● PhD in Measurement and Educational Psychology, University of California, Berkeley ● M.A. in History, Pan American University, Edinburg, Texas ● B.A. in History, Pan American University, Edinburg, Texas 	<ul style="list-style-type: none"> ● 30+Years Experience 	<ul style="list-style-type: none"> ● METROPOLITAN STATE UNIVERSITY OF DENVER — Compensation Data Analysis ● ALAMO COLLEGES — Compensation Data Analysis ● UNIV HOUSTON, DOWNTOWN— Compensation Statistical Analysis ● ADJUNCT PROFESSOR, Embry-Riddle Aeronautical University, Prescott, Campus & Yavapai College, AZ ● PROFESSOR, Department of Psychology, Cal State University Northridge

Administrative and Research Support Staff

- Maria Morin, HR Assistant and Aubri Ulibarri – Research/Data Entry

SECTION C - REFERENCES

Institution Name/Location	Key Contact	Title	Telephone
NAIPTA— Northern Arizona Intergovernmental Public Transportation Agency / Flagstaff, AZ	Mr. Jeff Meilbeck	General Manager	W: 928-679-8909 M: 928-220-2272
Coconino County Government / Flagstaff, AZ	Ms. Kathy Jenkins	Director, Human Resources	M: 928-679-7100
Alamo Colleges / San Antonio TX	Bruce Leslie, PhD	Chancellor of the District	(210) 324-5750
Alamo Colleges / San Antonio TX	Linda Boyer-Owens,	Assoc. Vice Chancellor, Admin	(210) 485-0230
North Texas Tollway Authority (NTTA) / Plano	Nina Arias	Director, Human Resources	(972) 818 6882
Santa Fe Community College, Santa Fe, NM	Sheila McLaughlin, PhD	Retired President, Santa Fe Community College	505) 660-7275
DART— Dallas Area Rapid Transportation Authority / Dallas, TX	Ms. Linda Jackson	VP HR, with Washington DC Metro (WMATA)	202-962-2309
Metropolitan State University of Denver / Denver, CO	Stephen Jordan, PhD	President of the University	(303) 556-3022

SECTION D — METHODOLOGY

UM GLOBAL HR'S PROJECT EXECUTION STEPS (PROJECT DELIVERY SYSTEM)

In compliance with Gila County's RFP document's **Scope of Work**, we describe our project execution steps (Project Delivery System). We have 5 basic steps that cover all the project tasks listed in the RFP document. These steps resonate with Gila County's desired sequence of events. These include: **(1) Jump-Start, (2) Due Diligence (3) Strategy Development & Communication Plan (4) Implementation Planning (5) Implementation**

The purpose of the due diligence, and steps 3 & 4 is to describe the scope and approach, determine the resources needed, and create a high-level plan for implementation. These phases set the stage for the implementation of the project. Input is solicited largely from the Gila County Project Committee (more on this committee at a latter part of this proposal), as well as other relevant stakeholders. The manner in which issues and scope changes will be communicated and managed for the project is defined in the communication planning stage. Steps 1 through 4, focus on **needs and gaps analysis** while Step 5 focuses on **implementation**.

UM Global HR Project Execution Steps					
Phase / Major Tasks	Jump-Start	Due Diligence	Strategy Development & Communication Plan	Implementation Planning	Implementation
Project Kick-Off	Team Introduction and Formation of an Advisory Committee	Collect County Data and Employee Census	Project Dashboard & Communication Materials	FIRST Discussions About Current State	FIRST Discussions on Expected Outcomes
1 Customization of Employee Interview Instrument (EII)	Interview with HR Department	Review of Past Instruments Utilized Both EII and PDQ	Draft EII and PDQ	Deployment of PDQ	Utilization of Employee Interview Instrument (EII) During Desk Audit
2 Develop a List of Peer Organizations in Public and Private Sectors	Conduct First Advisory Committee Meeting	Define Qualifying Criteria For Peers	Selection of Peers as Discussed with Committee and Approved by the County	Confirm List, Add or Subtract According to Criteria	Develop Survey Questionnaire
3 Perform Total Compensation Survey	-Finalize Survey Questionnaire -Finalize Comp. Items	Confirm Participation of Peer Organizations	-Utilize PDQ Results -Identify Benchmark Jobs -Compare Job Descriptions	-Determine Internal Value -Integrate Market with Internal Structures	- Internal Equity Analysis - Pay Action & Impact Analysis
4 Evaluate Current Pay Grades	Review the Current Job Hierarchical System in the Gila County Structures	Review Policies on Promotion and Hiring, Review Compensation Structures	Determine Jobs' Appropriateness With The Job Grade, Through the PDQ Results	Provide Findings and Documentations FOCUS: KSA, Educ., Experience, Licensing, Certification, etc.	Recommend Changes to Job Grade Structures
Analyze All Existing Classification	Review all Job Descriptions, Review Current Classification Descriptions, Review Job Family Groupings	Identify and Validate "Essential" Elements and Predominant Duty and Validate with Supervisors	Rate Jobs On The Level of Work Difficulty, Grouped By Job Family	Convert Classification Plan into the "Level of Work Difficulty Matrix" By Grouping Jobs by level of Difficulty and By Indicating The Pay Grades That They Represent	Evaluate the pay grade hierarchical integrity as indicated by job grade alignment with complexity levels
5 Communication Strategy	Meetings with Advisory Committee	Conduct Focus Groups	Conduct Town Hall Meetings	Carry out Individual Meetings with Officials & Directors	Develop and Publish Project Dashboard
6 Onsite Interactions with County Employees During Data Collection	Meetings with Advisory Committee	Announcement Letters to Employees	Video Conferencing	Telephone Support and Guidance	Conduct Desk Audit When Necessary
7 Presentations of the Classification and Compensation Plan or Portions Thereof	Meetings with Advisory Committee	Validation of Data On Gaps and Needs	Provide Initial Report on Internal Equity and Recommendations For an Implementation Strategy	Discuss Cornerstones of Improved Pay Plan and Structures	Presentations Regarding Implementation Roadmap with Financial Impact

PROJECT KICK-OFF AND DUE DILIGENCE

TEAM INTRODUCTION, DETERMINATION OF BUSINESS STRATEGY & FORMATION OF ADVISORY COMMITTEE

- (1) In this stage we will meet with the HR personnel in charge of the project as well as the other stakeholders crucial to the project. The objective is to introduce the team UMGHR and to discuss Gila County's business strategy and objectives.
- (2) It is also in this stage where we will discuss and learn all historical issues affecting employee compensation at Gila County. A typical example of a compensation issue is internal equity brought about by salary compression.
- (3) We will discuss and verify the role of the Gila County's Advisory Committee prior to formation and develop a Committee Charter specifically for this project.
- (4) We will confirm and verify Gila County's appointed Project Manager/Coordinator, the Project Champion, the Project Sponsor, and the role of Gila County Human Resources Department.

COLLECT COUNTY DATA AND EMPLOYEE CENSUS

For the purpose of thorough analysis, we will collect both **strategic** and **tactical** sets of data from Gila County that drive Gila's compensation and classification system. Data of strategic in nature include: Policies, documented practices and procedures, organizational structures.

Conversely, data of tactical in nature include: Employee census, performance appraisal reports, salary history, variable pay, and benefits data.

DEVELOPMENT OF COMMUNICATION PLAN AND PROJECT DASHBOARD

The purpose for developing communication plan is to ensure that employees are aware of the project through their Committee Representatives.

The reason for developing a communication plan is to avoid unnecessary rumors and misinformation about the purpose of the project. Avoidance of the need to put-off fire, speeds up the project's trajectory, as precious time can be used effectively.

OUR COMMUNICATION PLANS WILL INCLUDE:

- (1) Letter to employees announcing the project and containing details of their Committee Representatives
- (2) Town-hall meetings or group meetings to be conducted by Committee Representatives to their constituents explaining the objectives and the schedule of the project
- (3) The eventual salary change results exclusive to individual employee that must be issued by HR
- (4) Putting face to names — consultants' presentations to general employees as approved by the Committee
- (5) Appeals Process information as part of the CAPA Quality Assurance procedure, detailing the escalation process and the types of concerns that can be appealed

MESSAGE DELIVERY METHOD

UMGHR will gauge the appropriateness of delivery method that will depend upon the availability of target audiences, levels of seniority, and job classification. These methods can be either one of the following, or a combination of all:

- Regularly scheduled Meetings with Committee Members
- Project Dashboard
- Town-Hall Meetings with staff level employees
- Chevron set up presentations with Supervisors and Managers
- One-to-one Interviews with Senior Managers and Executives

We intend to perform this task to obtain the support and buy-in of these employee groups. We intend to utilize the inherent knowledge these professionals possess. Knowledge that is unique to Gila County and that represents their concerns and needs. We shall capitalize on institutional knowledge as a primary source for conducting our research, communicating results and addressing the needs and concerns of Gila County as they pertain to compensation and classification of jobs.

PROJECT DASHBOARD

UMGHR utilizes its project dashboard technology to provide visibility into the project. The dashboard contains all the information about the project and access to it depends upon the involvement in the project and depends on the approval of the Gila County Project Sponsors. Our project dashboard contains: Work Breakdown Structure, Project Status, Project Budget and Costs, Meeting Agendas for Committees, Minutes of Meetings.

1. CREATE EMPLOYEE INTERVIEW INSTRUMENT (EII) & POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

In delivering this task, UMGHR will customize its existing Employee Interview Instrument (EII) that it utilizes for desk audit. The customization will reflect the unique organizational needs of Gila County and will include a customized Position Description Questionnaire (PDQ).

UMGHR's existing Employee Interview Instrument is "situational-based" designed to capture information regarding past/future performance and compensation. The objectives of our EII are: (1) to determine what optimum performances look like in a given job that would warrant the optimum compensation (2) to determine the amount of past experiences required to achieve optimum performance and; (3) to determine the standards against which qualifications should be set.

The EII form is only one page, and is utilized and filled-out by UMGHR consultants during a structured and pre-arranged interviews, where as the UMGHR PDQ is web-based (online), and is completed by the incumbents. The PDQ helps us understand the jobs at Gila County from the perspective of the incumbents. We use the results of the PDQ to update job descriptions, update job classification, review and assessment of current classification system, development of job titling protocol, definition of essential duties, and selection of benchmark jobs.

2. DEVELOP FOR COUNTY REVIEW AND APPROVAL A LIST OF COMPARABLE PRIVATE AND PUBLIC EMPLOYERS TO BE USED IN THE SALARY SURVEY

In delivering this task, we will discuss with the Advisory Committee and Human Resources the pressure points Gila County currently has, in terms of retention, motivation, and attraction of employees. We will build a business case that includes the geographic concerns in which Gila County competes for talent, as well as its position in the general market in the state of Arizona.

We will work with the Gila County Advisory Committee to approve appropriate comparison organizations drawing from the same or similar job pool, with consideration of geographic region as well as statewide in those cases where the potential pool of applicants (generally upper level administrative and professional positions) are drawn.

The initial criteria for qualifying peer organizations that we envision include: Size of expense and capital budget, size of population served (tax base), urban or rural, and the number of employees. These criteria may change according to the committee's decision.

In addition to the initial qualifying criteria, UMGHR has initially identified peer groups based on the nature of their business. These peer groups include:

- (1) County members in the Arizona Association of Counties
- (2) County members in the **Western Region** of NAcO (National Association of Counties)
- (3) Private organization members of Globe-Miami Chamber of Commerce
- (4) Private organization members of Arizona Commerce Authority

3. PERFORM A SALARY SURVEY INCLUDING BASE PAY, BENEFITS, AND ANY VARIABLE PAY

The objective of this task is to determine the market competitiveness of Gila County pay plans and pay grades structures. For this purpose, we will utilize only generally accepted indicators that are considered best practices by the industry and professional organizations such as the Society for Human Resources (SHRM) and the WorldatWork.

STRATEGIC APPROACH

The approach that we utilize for conducting salary survey is strategic in nature. We begin by determining the organization's pay philosophy that dictates how employees should be paid in terms of their value and importance to the organization, when salaries are adjusted, and what market position is targeted.

SUMMARY OF OUR APPROACH:

- (1) Discuss and determine Gila County's pay philosophy (lead, lag, or lead-lag)
- (2) Discuss business rationale and unique business issues such as: "hard-to-fill positions"
- (3) Discuss and gather information on policies and practices that drive compensation and classification results
- (4) Determine and confirm peer organizations (comparators)
- (5) Identify Benchmark Job Positions and Design Survey Conduct Statistical Analysis
- (6) Communicate and Provide Financial Impact Calculations

MARKET STUDY METHODOLOGY

The utilization of primary research market data is our predominant method when it comes to developing a structure for market comparisons. We also use point factor system for internal comparisons and for matching job descriptions. Below is our **flow chart** for conducting market study and for integrating the market study results with the internal structure.

Figure 1: UMGHR Market Study Process

IDENTIFICATION OF BENCHMARK JOBS

Our procedure for identifying benchmark jobs for market study is based on quantitative approach. The quantitative part is the assigning of values to factors that are necessary for comparing the jobs from Gila County with the jobs in the labor market. The factors that we use are described below:

Procedure:

- (1) Score each job in the grade within the pay plan
- (2) Arrange scores into standard percentiles
- (3) Identify the jobs that fall into the percentiles
- (4) These jobs are now the benchmark jobs

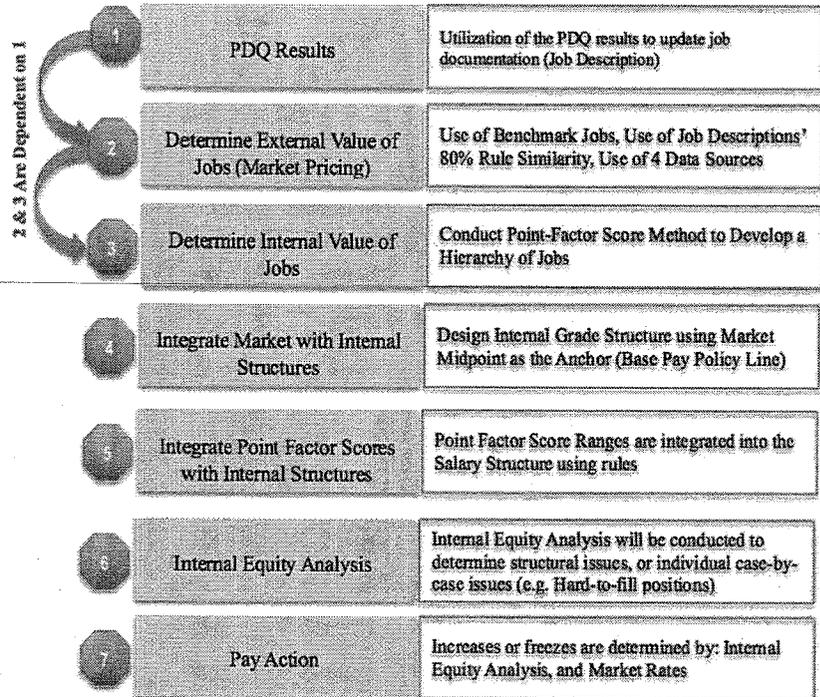
An example of benchmark job identification is below:

Information Technology, Job Grade: 911

Point-Factor Scores					
200	538	1050	1250	1675	2300
Lowest	25 th PCT	50 th PCT	Midpoint	75 th PCT	Highest
IT Technician	GIS Manager	Network Engineer	Sr. Database Administrator	Systems Admin	Asst. IT Director

The jobs above produced scores that represent the standard percentile distribution as shown above. Another way to view this is below:

Jobs	Point Factor Scores	Standard Percentile	Benchmark or Not?
IT Technician	200	Lowest	Benchmark
GIS Analyst	300		Non-Benchmark
Network Engineer	1050	50 th Percentile	Benchmark
Sr. Database Administrator	1250	Midpoint	Benchmark
Systems Admin	1675	75 th Percentile	Benchmark
Asst. IT Director	2300	Highest	Benchmark



Full explanation and demonstration of UMGHR point-factor system is included in the **task 4** of this proposal.

TYPES OF DATA THAT WE WILL COLLECT:

- (1) Institutional Data such as: Number of Employees, Tax Base, Size of Expense and Capital Budget
- (2) Base Annualized Salaries
- (3) Benefits such as: Leave Pay, Vacation Policies, Employee Assistance Program, HSA, FSA, Dental, Life Insurance, Vision, Wellness Program, Supplemental Retirement, and Voluntary Benefits
- (4) Variable Pay such as: Incentives (short-term and long-term), Bonuses, Recognition

Barring **regulations** concerning government agencies on bonuses, incentives, and recognition, UMGHR will take into consideration the differences in allowable compensation between private and public sectors.

For this purpose, UMGHR will conduct a review of pay plans/ salary schedules, compensation philosophy and policies adopted by other counties in the Western Region, and private employers in the state of Arizona, regarding initial placement, credit for years of service, progression through a range, promotion and career ladder programs, as well as centralize/decentralized pay plans and strategies for acknowledging different institutional and job market needs. These will include market-based plans, hierarchical plans, broadband plans, and combination of broadband and point factor plans.

COMPARISONS AND ANALYSIS:

- Structural Descriptive Stats per Job Grade Hierarchical Structures: Minimum, Midpoint, Maximum, Range Spread, Range Overlap, Midpoint differential, and Comparative-ratios per job grade relative to the market
- Midpoint Differential— Midpoint difference between adjacent ranges
- Pay Grade Progression Comparisons (e.g., progression in a career path or salary range)
- Comparison of pay grade's levels of difficulty and job's level of difficulty
- Comparisons of job descriptions
- Other comparative indices as determined by a review of documents and discussions with the Gila County Internal Committee and HR

INDICATORS OF EXTERNAL COMPETITIVENESS

The purpose for doing this is to gain perspectives on the current state of Gila County making it possible to define both the challenges and opportunities going forward. We will begin the assessment by analyzing the following important indicators of external competitiveness:

- Gila County' ranking among other counties of similar number of employees and budget
- Recruiting and Training Costs
- Employment Branding and Marketing Costs

STATISTICAL ANALYSIS TOOL

For speed and accuracy of analysis we will utilize SPSS (Statistical Package for Social Sciences) software as we always do in every research project. We also use Microsoft Excel extensively for all other calculations and presentations.

4. DESCRIPTION OF PROPOSED PROCESS FOR EVALUATING PAY GRADES

As requested in the RFP document, UMGHR will evaluate Gila County's pay grades with consideration of existing structures, number of pay grades, proposed additions, deletions, consolidations, spread between grades, and possibility of broad-banding.

SUMMARY OF UMGHR PAY STRUCTURE EVALUATION PROCESS

- (1) Conduct Job Analysis (use PDQ results from the earlier part of the project)
- (2) Conduct Job Evaluation (use Complexity Level and Point-Factor System)
- (3) Conduct Compensation Structure Integrity Audit

(1) CONDUCT JOB ANALYSIS USING PDQ

The results of earlier works involving the PDQ forms will be utilized extensively in analyzing jobs. The purpose for doing this is to describe the job's predominant duty, essential duties, Knowledge, Skills, Abilities (KSA) requirements, work environment, qualifications.

(2) COMPLETE OR UPDATE JOB DOCUMENTATION

The analyses of jobs lead to job documentation in a precise and comprehensive format that resembles a job description – the only difference is that job documentation contains value scores and exceeds one page.

(3) CONDUCT JOB EVALUATION USING UMGHR "COMPLEXITY LEVEL" & POINT-FACTOR

UMGHR uses its **Levels of Work Complexity** assessment tool to evaluate the levels of difficulty of jobs in pay grades. This tool puts jobs and pay grades on a common metric called level of work complexity, and thereby allows direct quantitative comparisons between jobs and pay grades. With pay plans on a common metric, job grades can be directly and confidently compared (and matched) in terms of being of equal in difficulty.

"Levels of Work" is an empirically based system for measuring a job's level of complexity. It is an objective and quantitative method used to match jobs for internal equity analysis and market comparisons, developed by Daniel Ulibarri, President of UMGHR. We use this hierarchical analysis methodology to classify jobs into one of seven levels of increasing work complexity. The basic premise is that jobs in hierarchical pay grades should have gradually increasing complexity, and jobs in the same pay grade should be of the same level of difficulty.

POINT-FACTOR SYSTEM

UMGHR goes one step further and uses a 9-factor point factor system to match the actual jobs.

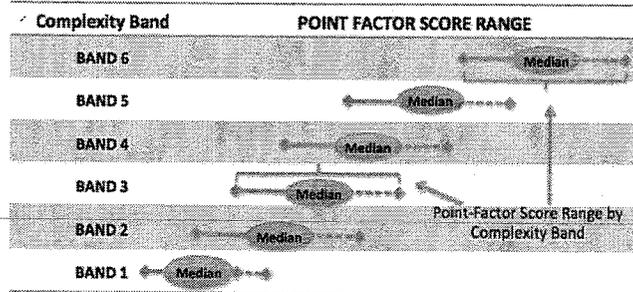
Knowledge, Skills and Abilities Required	Degree of Independent Work (Supervisory Controls)
Prior Experience Required	Scope and Effect
Education, Certifications and Licenses Required	Physical Requirements
Degree of Independent Work	Work Environment, Risk, and Safety
Supervisory or Project Management Responsibility	

POINT SCHEME TO EVALUATE EACH JOB & TOTAL POINTS PER PAY GRADE

We use range and percent weight of each factor. In some cases, a job’s factor score would indicate that the job is in the wrong classification. When this happens a job may need to be reclassified to either a higher or a lower grade UHD’s job worth hierarchy. Alternatively, job duties can be increased or decreased to align the job with its classification.

HIERARCHICAL CLASSIFICATION OF JOBS BASED ON FACTOR SCORES

The complexity classification and point-factor job analysis produces a hierarchical structure in which jobs are leveled by complexity and then by point-factor within level as illustrate below:



UM Global now has a minimum, median, and maximum score for each complexity level which can be regressed onto salary, matched to market positions and used to slot positions quantitatively.

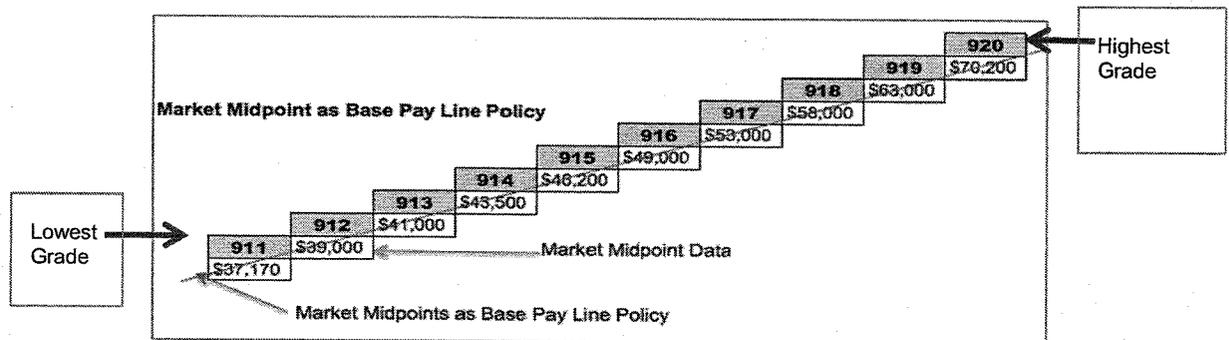
(4) CONDUCT COMPENSATION STRUCTURE INTEGRITY AUDIT

The rigorous procedure that UMGHR follows in reviewing salary structures consists of both structural audit and audit of policies affecting salaries. We will examine Gila County’s existing base pay line policy, existing midpoint differentials, and the existing compensation design. We will also examine the policies on recruitment, promotion, and retention.

BASE PAY LINE POLICY

With best practices in mind, we will examine Gila County’s existing base pay line that may or may not follow the market’s midpoint structure. Following the market’s midpoint means that the internal structure is tied closely to the midpoint of the market rates for each job position. Market rates are data collected from the compensation study.

MIDPOINT PROGRESSION (MIDPOINT DIFFERENTIALS)



Following the guidelines issued by the “*WorldatWork*” organization, we will prepare our findings with the following midpoint progression between grades:

- 5% to 12% = for clericals, maintenance, or production levels
- 8% to 15% = for paraprofessionals, and professional managers
- 20% to 35% = midpoint differentials between grades for Executive Levels
- 15% to 25% = between supervisors and subordinates

STRUCTURAL DESIGN RULES AND PARAMETERS

The structural review that we intend to complete will look at salary ranges per grade, and will examine if the structure commensurate with classification levels and pay grades. Best practices dictate that lower grades, should have narrower ranges, and higher grades wider ranges. **The range spreads best practices consist of:**

- 20% to 30% = Service, Production, and Maintenance Job Classification
- 30% to 40% = Clerical, Technical and Administrative Classification
- 40% to 50% = Professional and Supervisory Classification
- 50% to 100% = Management

5. PROPOSED PROCESS FOR COMMUNICATIONS WITH MANAGERS, SUPERVISORS, AND EMPLOYEES

UMGHR understands that a communication strategy for constituency involvement and support building is needed to meet Gila County’s project goals. We will work closely with the County Manager and HR Director to ensure that healthy project communication is established and maintained.

COMMUNICATION SCOPE

We recommend consistent and frequent communication. For this to happen, we propose a formation of an advisory committee made up of subject matter experts from the 2 branches of Gila County government. The advisory committee shall represent their constituencies to perform in-scope services, co-ordination, and to some extent information validation. UMGHR estimates that at least 1 employee from each function or department within the County, will be needed as in-scope personnel advisors.

UMGHR’s communication strategy provides a plan for maximizing productive collaboration to support Gila County’s business and human resource objectives. Our objectives are to: (1) Obtain a committed buy-in from both branches and clear structures for governance and decision-making in support of establishing the new compensation structure, (3) Provide ample opportunity to obtain, encourage and seek advice, and otherwise tap into inherent knowledge critical to building an effective compensation and classification system.

TARGET AUDIENCE

1. Potentially impacted Gila County Employees
2. Managers, Supervisors from Executive and Judicial Branches
3. Department Directors
4. HR Department Staff
5. County Elected Officials
6. County Board of Supervisors

COMMUNICATION STRATEGY

Audience	Key Topics	Channels	Frequency
Employees	Project Intro, Desk Audit, Project Update	Town Hall Meetings, Focus Group, Interviews, Project Dashboard, Emails	Town Halls = 2 sessions Focus Groups = 5 sessions Interviews =
Managers, Supervisors	Project Intro, Project Update	Interviews, Pro Dashboard, Emails	HR Department
Department Directors	Project Intro, Project Update	Interviews, Pro Dashboard, Emails	HR Department
HR Department	Data Collection, Project Update, Project Champion	Interviews, Project Dashboard, Email, Telephone Conference	HR Department
Elected Officials	Project Intro, Project Update	Presentations	HR Department
County Board	Project Intro, Project Update	Presentations	HR Department

The Gila County stakeholders and leadership will receive consistent and targeted communication on a number of HR and employee-related topics as well as project goals and progress. Stakeholders will have various means for receiving information, asking questions, obtaining project updates and most importantly providing input.

The channels of communication to be made available by UMGHR include: Telephone support system, Email support system, Project Dashboard, Focus Groups, Town-Hall Meetings, and Interviews.

SPECIFIC COMMUNICATION TOPICS

- Project goals, objectives, and Frequently Asked Questions
- Policy and Procedures related to HR administration, and Project Execution Plan

RECOMMENDED DELIVERY CHANNELS AND MEDIA

ADVISORY COMMITTEE

We recommend establishing an advisory committee with members from each of the departments to advise and review project progress and deliverables. Such a team is critical to team-partners involvement, buy-ins and for gathering opinions and perspectives.

PROJECT DASHBOARD

We will provide a project dashboard with information containing mission, project goals and objectives, schedule with updates (documents, reports, deliverable), and frequently asked questions (FAQs) and answers. This dashboard will provide visibility into the project.

DIRECTORS AND EXECUTIVE MEETINGS

Once-a-month executive update meetings are suggested. Department Directors, Supervisors, and Managers will receive updates and progress reports, discuss issues and be asked for input and suggestions.

ALL-HANDS MEETINGS IN TOWN-HALL SET UP

These meetings are designed for employees and other interested parties. Project progress reports, Questions & Answers and information gathering will be the focus of these meetings. The "All-Hands

Meetings” will be carried in a town hall set up once in the beginning of the project, and another at the near conclusion of the project. In each meeting we will respond to employee’s concerns and recommendations.

6. PROPOSED ONSITE INTERACTIONS WITH COUNTY EMPLOYEES DURING THE DATA COLLECTION AND REVIEW PHASE OF THE STUDY

EMPLOYEE INVOLVEMENT IN THE JOB ANALYSIS AND DATA COLLECTION

For the purpose of carrying out and completing the job analysis process, and the data collection process, we recommend holding group interviews of incumbents in the same job family — a small number of maximum 15 incumbents at a time.

Job Family: Human Resources

Compensation & Classification Analyst = 4, Compensation & Classification Specialist = 3

Benefits Analyst = 3, Benefits Specialist = 3

Compensation & Benefits Manager = 2

MEETING FREQUENCY

We recommend a 4-consecutive day meetings per week, 5 meetings/day, and maximum of 4 weeks.

7. PROPOSED NUMBER AND TYPE OF PRESENTATIONS TO THE COUNTY LEADERSHIP GROUP AND GILA COUNTY BOARD OF SUPERVISORS

Audience	Presentation Key Topics	Channels	Frequency
County Leadership (Elected and Appointed Officials)	Project Introduction, Objectives of the Projects, Summary of Approach & Methodology, Project Expectations, Recommendation Summary	Presentations on site	As many as necessary – at least 7 days notice in advance
Board of Supervisors	Project Introduction, Objectives of the Projects, Summary of Approach & Methodology, Project Expectations, Recommendation Summary	Presentations on site – During Committee Sessions or During Board Retreat	As many as necessary – at least 7 days notice in advance

SECTION E — DELIVERABLES

1. DEVELOP A COMPENSATION PLAN THAT FACILITATES ONGOING COMPENSATION ANALYSIS AND REPORTING

UMGHR will customize a compensation structure that is easily administered and is based on job content. The fundamental approach of “job complexity level”, “point-factor system” and “market midpoint” compliance will be utilized in the development of the structure. **To ensure the sustainability of the program, we train our clients on the steps involved:**

- (1) Confirm and Finalize Pay Philosophy
- (2) Perform job evaluation using job complexity level and point-factor system with compensable factors such as: skills, qualifications, responsibilities, certifications, licenses, or degrees, and pay.

- (3) Group jobs according job family taxonomy and EEO Job Categories that compare with EEOC guidelines for government employees
- (4) Document and confirm benchmark jobs (update the list of benchmark jobs if necessary)
- (5) Calculate market midpoints and Integrate market midpoints into internal job hierarchy
- (6) Based on the finalized pay philosophy adjust the pay grades' spread, and midpoint differentials
- (7) Slot non-benchmark jobs

2. RECOMMEND APPROPRIATE CLASSIFICATION AND PAY GRADE ASSIGNMENTS FOR BASED ON INTERNAL COUNTY-WIDE EQUITY & EXTERNAL PARITY

UMGHR will customize a compensation structure that is easily administered and is based on job content. The fundamental approach of “job complexity level”, “point-factor system” and “market midpoint” compliance will be utilized in the development of the structure. **Full details of our procedure is contained the Appendix A of this proposal.**

3. RECOMMEND POSITION TITLING STRUCTURE (APPENDIX B)

4. RECOMMEND CRITERIA AND PROPOSE PROCESS FOR FLSA (APPENDIX C)

5. RECOMMEND APPROPRIATE NUMBER OF JOB DESCRIPTIONS (APPENDIX D)

6. PROPOSE POLICY AND PROCEDURE FOR TOP-OUT EMPLOYEES (APPENDIX E)

7. RECOMMEND ALTERNATIVE METHOD OF IMPLEMENTING CLASSIFICATION & COMP PLAN (APPENDIX F)

8. RECOMMEND CLASSIFICATION AND PAY ADMINISTRATION PRACTICES (APPENDIX G)

9. RECOMMEND PAY ADMINISTRATION POLICY (APPENDIX H)

10. PROVIDE WRITTEN MANUALS - ELECTRONIC (APPENDIX I)

11. PROCESS FOR ONGOING PLAN ADMINISTRATION (APPENDIX J)

SECTION F- TIME TABLE / WORK PLAN (APPENDIX K)

SECTION G- COST OF SERVICE (APPENDIX L)

RESUMES (APPENDIX M)

**Prepared For:
Gila County, Arizona**

Classification & Compensation Study, RFP# 012313

SECTIONS – F & G

SECTION F — TIMELINE / WORK PLAN

SECTION G — COST FOR SERVICES

PROPOSAL

Submitted By:



Ulibarri-Mason Global HR LP

March 12, 2013

SECTION G — COST FOR SERVICES

COMPETITIVE PRICING		COST PER PHASE	
MAJOR TASKS	MAJOR DELIVERABLES	Cost	
Phase I	Project Kick Off Customization of EII and PDQ Due Diligence	Deployment of PDQ and Data Collection Reviews of Job Descriptions and Existing Structures Reviews of Salary Structures	\$8,000.00
Phase II	Strategy Development Communication Plan Performance of Total Compensation Study	Announcement Letter to Employees Town-Hall Meetings Focus Groups Project Dashboard Market Study - Base Pay Market Study - Benefits and Variable Pay	\$28,000.00
Phase III	Evaluation of Current Pay Grade Analysis of Existing Classifications Analysis of Job Descriptions Communication Strategy Implementation Planning	Reviews of all Pay Grades Review of all Job Classification Descriptions Recommend appropriate classification and pay grade assignments for based on internal county-wide equity & external parity Recommend Position Tiling Structure Recommend criteria and propose process for FLSA Recommend appropriate number of job descriptions Propose policy and procedure for top-out employees Recommend alternative method of implementing classification & comp plan	\$35,000.00
Phase IV	Onsite Interactions with County Employees During Data Collection		\$9,000.00
Phase V	Implementation and Maintenance Presentation of the Classification and Compensation To Officials and Board of Supervisors	Recommend classification and pay administration practices Recommend pay administration policy Provide written manuals - electronic Process for ongoing plan administration	\$9,000.00
		TOTAL COST PROPOSAL	\$89,000.00

Prepared For:
Gila County, Arizona

Classification & Compensation Study, RFP# 012313

APPENDIX – A
CLASSIFICATION AND PAY GRADE ASSIGNMENTS

PROCESS

Submitted By:



Ulibarri-Mason Global HR LP

March 12, 2013

UMGHR PROCEDURE FOR PAY GRADE ASSIGNMENTS

BASED ON INTERNAL PAY EQUITY

Internal Equity describes fair compensation with respect to how different jobs within the Executive and Judicial Branches of the Gila County relate to each other. We will examine internal equity by evaluation of employee compensation appropriate to pay grade level and range based on the responsibilities and requirements of the job as defined in our job evaluation system.

Internal equity is also verified through the comparison between salaries offered to new employees and salaries paid to employees working in the same grade within Gila County (salary compression), and by comparison of years of service.

One way to think of it is that a “group’s” analysis reveals differences due to “system-wide” actions or policies, while the individual analysis reveals decisions due to actions or policies of one or more individual’s practices. Both create exposure to risk and neither is desired by any organizations.

With this articulated, we intend to perform the following steps in assessing Gila County’s internal equity.

(1) Regression Analysis

UM Global HR’s primary approach to internal equity is step-wise regression analysis in which controlling variables such as years of experience, training, education, year of hire and other “legitimate” predictors of pay differences are controlled. Step-wise regression is the multivariate equivalent to analysis of covariance in which the effects of covariates are subtracted from the equation. In this way we can test for group differences (race, gender or age) with confidence that differences are not magnified by known legitimate factors.

The example chart shows a regression analysis of salaries by year hired compa

(○). The curved lines represent 95% confidence intervals (CIs). The fact that the CIs overlap indicates that there is no significant gender difference for this pay grade.

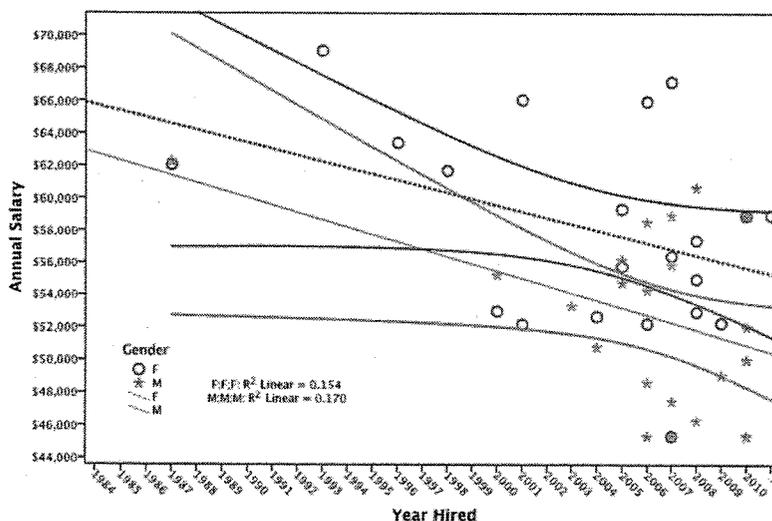


Figure 1: Step-wise Regression, Legitimate Predictor

(2) Review of Individual Compa-Ratios

“Comparative ratios” or Compa-ratio is a way to examine both individual and group equity. This is a straight forward calculation that is easy to understand, yet provides powerful information on where an employee’s pay sits in the salary range relative to the midpoint of on a given pay grade.

The Compa-ratio is expressed as a percent of the person’s salary within a range. A ratio of 100% means the employee as at midpoint. A -50% means the employee is below the midpoint and half way to the minimum of the range. Similarly, a 150% means the employee is above midpoint and halfway between the

midpoint and the top of the range. In the case where there is no maximum, as in the example shown, we use the highest salary in the pay grade for people of the same level.

The Compa-ratio can be compared both for individuals and for groups and basically answers the question as to whether there is a difference in the probability of being at a certain point in a pay grade between one group and another, or one individual and a group of individuals who are of similar years of experience and education.

We will use the Compa-ratio to compare staff salaries within the Executive and Judicial Branches of the Gila County to show if an employee's pay, or group of employees (race, gender or age), is not in the same location relative to the mid-point and that the difference is not accounted for by reasons such as years of experience, or other relevant factors.

(3) Range Penetration

An alternative but similar metric is the range penetration. This is simply the employee's salary as a percent of the pay grade range maximum. Simple pairwise z-tests are run to statistically test for inequities for individuals and groups.

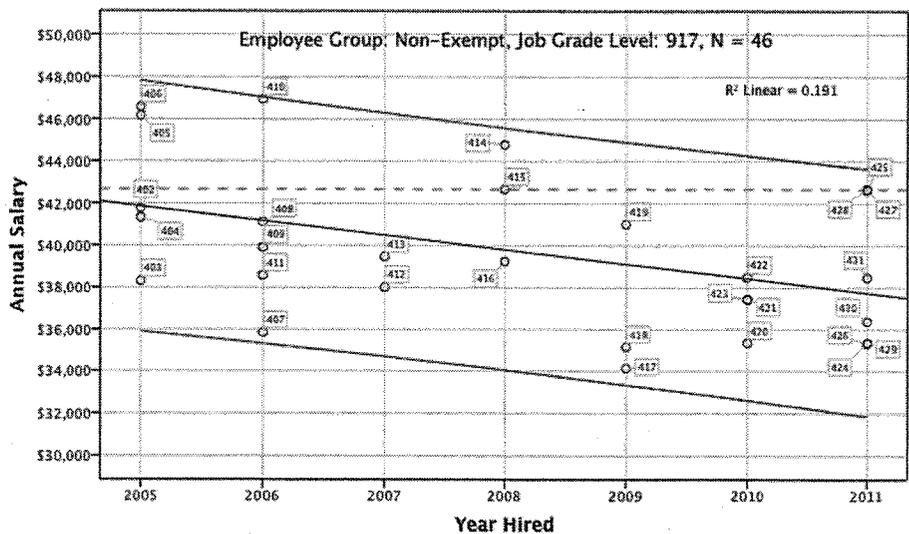
(4) Salary Compression

Salary Compression is a special type of salary equity evaluation that tests for difference between pay due to the effects of salary freezes, economic conditions and worker availability that result in recent hires being hired in at higher rates than incumbents. The effect is that persons with more experience working in Gila County are paid the same or less than recent hires. Salary compression concerns are especially relevant for technology (IT) positions and other hard to fill positions.

If salary compression is not dealt with, it can lead to turnover as more experienced employees leave for other higher paying opportunities. It is not uncommon for organizations, including colleges to give salary compression adjustments to bring salaries on par.

An example of salary compression for Exempt positions is shown in the chart below. The chart is a regression of salary onto year hired. The scatter plot shows recent hires (on the right) being hired in at salaries comparable and sometimes higher than current employees. In this case the salaries of current employees with more experience are being compressed against recent hires. There are two concerns evident here. One is salary compression and the other is that almost all employees in this pay grade are below Market Midpoint (dashed horizontal line).

Given that the pay philosophy is to be near midpoint for non-Exempt employees, the organization is not meeting this goal. When the economy changes, there is a risk that employees may leave for better opportunities. This organization needs to implement a strategy to increase current employee salaries or face a single large increase in the near future.

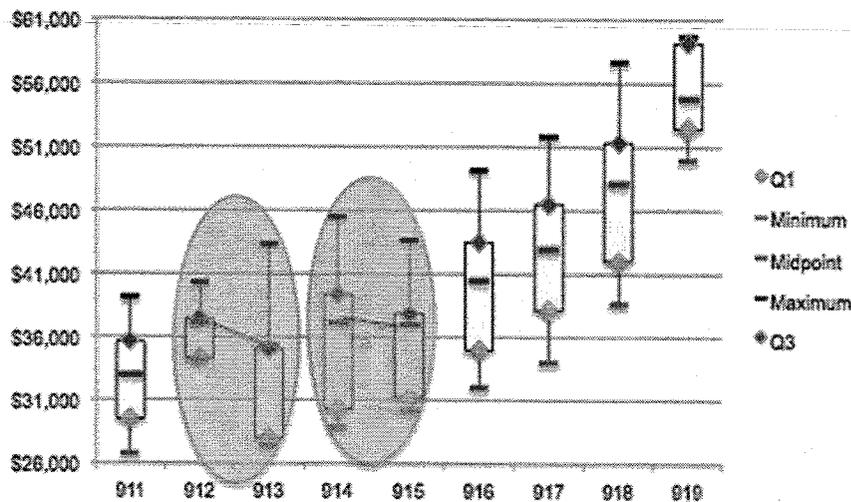


(5) Internal Equity Related to Pay Scale Salary Structure — Midpoint Progression

A structural audit of Gila County’s hierarchical salary structure of “Pay Grades” will be conducted to determine internal equity and consistency with respect to the current hierarchical structure. An example analysis is “midpoint” progression analysis such as shown in the figure below.

In the example below, internal inconsistency in midpoint/median progression is indicated between two adjacent job levels, with the lower level employees earning more than the next higher pay grade. The rectangular box is the interquartile range (between the 1st and 3rd quartiles) where 50% of employees’ pay resides. In the case of pay grades 912 and 913, most employees in the higher grade are below the pay level of employees in the lower grade.

Further analysis indicated that this was not due to years of service, initial hire pay or experience, and therefore salary adjustments would have to be built into future salary budgets.



BASED ON EXTERNAL PARITY (DETERMINATION OF MARKET COMPETITIVENESS)

As part of the market competitiveness review, we will consider certain parameters to ensure that the resulting pay plan structure as recommended by us, is sustainable, scalable, versatile, equitable, and above all labor regulations compliant. These parameters include: (1) The Strategic Business Issues & Hard-to-Fill Jobs (2) Base Pay Line Policy (3) Compensation Philosophy (4) Structural Design (5) Internal Equity

STRATEGIC BUSINESS ISSUES & HARD-TO-FILL JOBS:

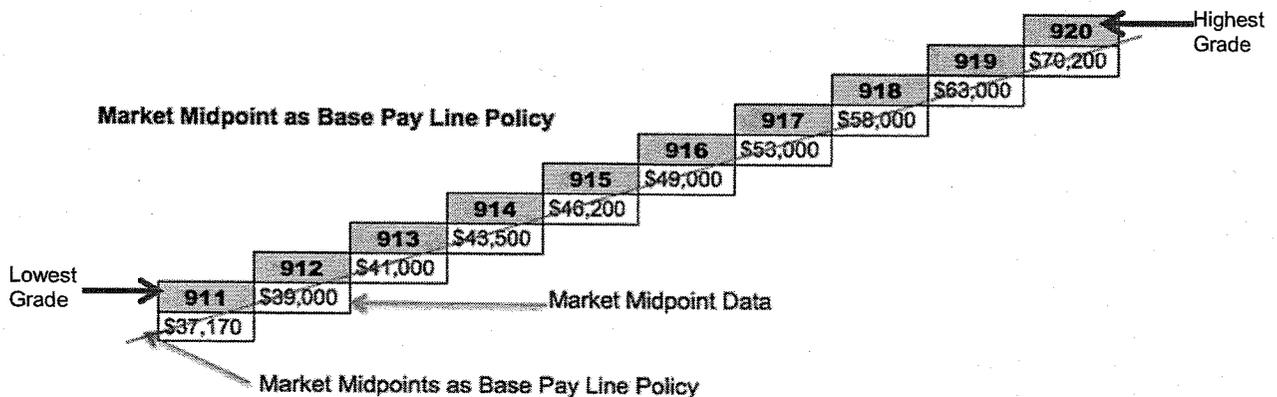
Strategic business issues go beyond the ability to financially sustain any compensation programs. Of course, budgetary concerns as driven by external forces such as voters, citizens, Board Members, and State Legislature are still paramount among everything else, still, issues like compensation philosophies that describe the organizational belief of how employees must be paid and internal equity are both strategic in nature that must be addressed when developing pay structures.

In addition to the issues described above, “hard-to-fill jobs” is yet another concern that must be addressed when structuring pay and developing plans to manage the pay. Depending on the organization’s competitive pay practices, hard-to-fill positions are usually managed by matching salaries using “dollar-to-dollar” market equity approach. An employee who is about to resign can be encouraged to stay by offering salaries comparable to the other organization. Similarly, a candidate for hard-to-fill position can be offered competitive salaries slightly above or exactly at the market rate.

BASE PAY LINE POLICY

With best practices in mind, we will endeavor for a new pay structure design that follows the market midpoint 100%. This means that the midpoint of the market rates for each job position will be the basis for structuring the pay ranges for each job grade. Market rates are data collected from the compensation study (the process of which, will be described in ensuing pages).

MIDPOINT PROGRESSION (MIDPOINT DIFFERENTIALS)



Following the guidelines issued by the “*WorldatWork*” organization, we will prepare our recommendations with the following midpoint progression between grades:

- 5% to 12% = for clericals, maintenance, or production levels
- 8% to 15% = for paraprofessionals, and professional managers
- 20% to 35% = midpoint differentials between grades for Executive Levels
- 15% to 25% = between supervisors and subordinates

It goes without saying that this midpoint progression plan is subject to the approval of the Gila County’ Committee and must be aligned with Gila County’ pay policy on promotion, and performance based salary increases.

STRUCTURAL DESIGN RULES AND PARAMETERS

The structural review that we intend to complete will look at salary ranges per grade, and will examine if the structure commensurate with classification levels and pay grades. Best practices dictate that lower grades, should have narrower ranges, and higher grades wider ranges. The range spreads best practices consist of:

- 20% to 30% = Service, Production, and Maintenance Job Classification
- 30% to 40% = Clerical, Technical and Administrative Classification
- 40% to 50% = Professional and Supervisory Classification
- 50% to 100% = Managerial and Executive Classification

Non-Exempt Level Grade Actual Salaries (Clericals, Technical Job Positions)

Components	Grade 911	Grade 912	Grade 913	Grade 914	Grade 915	Grade 916	Grade 917	Grade 918	Grade 919	Grade 920
Minimum Salary	\$32,321	\$33,913	\$35,652	\$37,021	\$39,319	\$40,833	\$44,167	\$48,333	\$52,500	\$58,500
Midpoint Salary	\$37,170	\$39,000	\$41,000	\$43,500	\$46,200	\$49,000	\$53,000	\$58,000	\$63,000	\$70,200
Maximum Salary	\$42,018	\$44,087	\$46,348	\$49,979	\$53,081	\$57,167	\$61,833	\$67,667	\$73,500	\$81,900
Range Spread	-	30%	30%	35%	35%	40%	40%	40%	40%	40%
Midpoint Progression	-	5%	5%	6%	6%	6%	8%	9%	9%	11%
Range Overlap	-	15%	15%	15%	15%	20%	20%	20%	20%	20%
Factor Scores	Max 100	Max 200	Max 350	Max 500	Max 600	Max 700	Max 800	Max 900	Max 1000	Max 1200

IDENTIFICATION OF BENCHMARK JOBS TO BE USED FOR COMPENSATION STUDY

Assessment of external competitiveness is not complete without a compensation study. Compensation studies require comparing jobs of equal complexities and for this to happen, benchmark jobs must be identified. For identifying benchmark jobs, we use certain criteria.

These criteria include:

- A job must have job title and predominant duty that can be found available in local governments
- A job must be a representative of at least 3 other jobs within its own job family
- A job with blended responsibilities (roles of two jobs combined into one) must be documented and discussed.

DATA AGING

In consideration of bringing data from multiple sources into one common point in time, we will age the data collected as necessary to gain consistency in the numbers particularly when the market wage moves according to budgeted increases from the comparator agencies and municipalities. The age factor that we will use will be based on projected salary increases as published by the World at Work.

We will also consider the Gila County' compensation philosophy when aging the data as this can have a major impact on the resulting rate. For example, a Lead-Lag philosophy will provide increases at the beginning of the year and will lag the market by the middle of the year. If the survey data is collected in August, the data must be aged by 6 months leading up to January of next year's implementation.

MARKET RATE COMPOSITE

Once data is collected from multiple sources, we will submit a market rate composite containing the names of surveyed organizations, job titles, years of service, highest salaries, midpoints, average salaries, minimum salaries, interquartile calculations, percentiles, and standard deviations. We will also include Z-scores to show how much the Gila County' salaries deviate from the market averages.

MIDPOINT STRUCTURE OF MARKET COMPENSATION DATA

The composite market rate will be enhanced to emphasize a structure of midpoints as control point for comparing Gila County' salaries with the market. We will develop scatter plots to show correlations between salaries, years of hire, and job classifications. We will also calculate the Standard Deviations and Z-scores to identify outliers and to show how far or near Gila County' salaries are from the market mean.

PLACEMENT AND RANKING OF BENCHMARK AND NON-BENCHMARK JOBS

Once the midpoint structure is created, the initial hierarchy of benchmark jobs based on salary midpoints will be reported and presented. The midpoint structure will be correlated to the existing job grade system, and salary schedules that contain the job grade hierarchy information. Adjustments will be made to ensure that these two structures are synchronous.

Next, we will slot all non-benchmark jobs into the structure based on a method of point-factor scores. If the scores are close to the benchmark jobs' factor scores they will be slotted in the same rank as the benchmarked jobs.

**Prepared For:
Gila County, Arizona**

Classification & Compensation Study, RFP# 012313

APPENDIX – B

POSITION TITLING STRUCTURE

PROCESS

Submitted By:



**Ulibarri-Mason Global HR LP
March 12, 2013**

UMGHR PROCESS FOR POSITION TITLING STRUCTURE

JOB TITLING PROTOCOL

UM Global HR (UMGHR) follows certain protocol in determining proper nomenclature for job positions and for arranging job positions in hierarchy.

JOB TITLING STRUCTURE PROCESS

- (1) Review Results of PDQ collection
- (2) Review Predominant Duties
- (3) Review Essential Duties
- (4) Conduct UMGHR Job Complexity Level Process
- (5) Conduct Point-Factor Method
- (6) Perform Statistical Analysis on the Results
- (7) Build Hierarchy of Jobs Based on Complexity Level and Point-Factor Scores
- (8) Align with Organizational Structure
- (9) Compare Structures with the Industry and Best Practices
- (10) Compare Job Title Nomenclatures with Industry While Taking Into Account the Predominant and Essential Duties

HIERARCHY AND POSSIBILITY OF BROAD-BANDING

We will discuss with the County's Advisory Committee and the Human Resources the height of desired hierarchy based on the number of grades. In some cases, when the job grade hierarchy is too tall (meaning there are too many job grades and too many job titles) we recommend that some jobs be reclassified or combined with other classifications in specific grades.

In extreme cases, we recommend that job classifications be broad-banded and make job grades shorter and leaner.

- ✓ **Structural Concerns of the Alternative Pay Plan** — as explained in previous pages, UMGHR follows the best practices for structuring pay ranges per WorldatWork guidelines:
- ✓ **Midpoint Differentials Between Grades** — We also follow the best practices for developing ranges, per WorldatWork guidelines, explanation in previous pages:
- ✓ **Salary Range Overlaps**

We calculate and ensure that the overlapping percentage between the maximum of the lower grade and the midpoint of the upper grade does not exceed 30%. The reason for doing this is that, it is not desirable for incumbents in the lower grade to wait too long within the grade range he/she is currently in (as in the case of 50% or higher overlap), before a "bump" into higher grade happens.

Movement from lower to higher grade can happen for many reasons, i.e. promotion, career ladder, performance appraisal, education improvement, and training.

Prepared For:
Gila County, Arizona

Classification & Compensation Study, RFP# 012313

APPENDIX – C

RECOMMEND CRITERIA AND PROPOSE PROCESS FOR FLSA

PROCESS

Submitted By:



Ulibarri-Mason Global HR LP

March 12, 2013

In reviewing Gila County's job position for the purpose of FLSA compliance, UM Global HR will use an objective and quantifiable method that ensures legal defensibility of classifications. UM Global HR LP developed and currently utilizes a quantitative method for reviewing FLSA status exempt and non-exempt job positions. To identify the job positions to be tested, we typically select 15 of the highest paid non-exempt jobs non-exempt group database and 15 jobs of the lowest paying jobs from the exempt group database — and start from there.

TESTING METHODOLOGY TO BE APPLIED

We use a **Criterion-Referenced Exemption Test**, based on FLSA guidelines issued by the US Department of Labor (DOL) for classifying job positions to ensure that the analysis done is rigorous and within the FLSA standards that determine exemptions from overtime pay.

We enhance these criteria by dividing them into a logical sequence to make quantitative measurement possible. An example of our criterion reference exemption testing for the DOL's Computer Employee Exemption Test is shown below. The test is based on the following DOL standard criteria:

- (1) Application of Systems Analysis Techniques and Procedures
- (2) Consult With Users To Determine Software or Systems Specifications
- (3) Design, Develop Programs or Prototypes
- (4) Document, Analyze, Test, Modify Programs According To User and System Design Specifications
- (5) Level of Technical Skills Requirements

CRITERION REFERENCED EXEMPTION TEST

A Criterion Referenced Exemption Test will be applied and each job will be scored against the defined exemption criteria. The scores for the criteria range from 0-1, which denotes that if the incumbent in the job is performing the work, then the score of "1" is awarded, conversely it would be "0" if the incumbent is not performing the work, and 0.5 score if the incumbent in the job is only assisting or the level of involvement is ad-hoc. The total score should sum 80% for a job to pass the exemption test.

DISCRIMINANT ANALYSIS VALIDATION OF CRITERION SCORE FOR EXEMPT CLASSIFICATION

UM Global HR developed the Criterion Referenced Exemption Test to establish a quantifiable means of predicting a jobs exemption status. To validate the Criterion Referenced Exemption Test we will conduct a **Discriminant Analysis** of a sample of Exempt and Non-Exempt positions at Gila County.

The positions to be selected will be non-borderline on exemption status with respect to salary, job grade, and job duties. This is to say that we are 100% confident in the exemption classification of the positions as determined by Gila County.

We will then score the positions using the Criterion Reference Exemption Test to arrive at factor and total scores on the Administrative Duties FLSA test.

We will conducted two discriminant analyses to determine how well the scores on each of the factors, and how well the total scores alone predicted group memberships, where group membership is either exempt or non-exempt. The results should show that both the individual factors and the combined total score successfully classified positions into exempt and non-exempt classifications are with 100% accuracy.

REFERENCE TEST STANDARDS UTILIZE BY UM GLOBAL HR

THE US DEPARTMENT OF LABOR (DOL) GUIDELINES ON EXEMPTION UNDER THE FLSA

1. The Salary Level Test

This is the first in the series of tests one must perform to qualify a job as exempt from overtime pay. In order to pass this test, a job must receive \$455 per week, which totals \$23,660 per annum.

2. The Salary Basis Test

In order to qualify a job as exempt from overtime pay, an incumbent of the job must be paid regularly on a weekly or less frequent basis with no considerations on the number of days or hours worked. It should be the total agreed upon amount that consists of all or part of the compensation. In other words, the pay must not be a type of variable pay or activity-based pay that tends to diminish according to the quantity or quality of the work performed.

3. The Duties Test

This particular test measures the types of duties performed and degree at which the incumbent's errors and their consequences impact the business or operation of an organization. The test determines the appropriate classification of a job (or an incumbent) as an Executive, Administrative, Professional, Computer, or Outside Sales.

The criteria included in the measurement include the job's primary duty - which is the principal, main, or major part of the responsibility, the importance of the duties compared to other duties, the amount of time spent performing the work, essential job duties, supervision given, freedom to act, and technical skills requirements.

4. The Computer Employee Exemption Test

Under this test, an incumbent must be performing work similar in nature to that of Computer Systems Analysts, Programmers, Software Engineers, or other Computer-related skilled jobs.

5. The Administrative Duties Exemption Test

Under this test, an incumbent of a job position must be performing work that are non-manual, office type of work, and are allowed to make own independent judgment with little, occasional or no direction.

6. The Executive Duties Exemption Test

Under this test, an incumbent of a job position must be performing primarily management type of work, supervising directly 2 or more employees, and have full authority to hire, fire, discipline his/her employees. The minimum salary must be \$455 per week.

**Prepared For:
Gila County, Arizona**

Classification & Compensation Study, RFP# 012313

APPENDICES – D, E, F, G, H, I, J

RECOMMEND APPROPRIATE NUMBER OF JOB DESCRIPTIONS

PROPOSE POLICY AND PROCEDURE FOR TOP-OUT EMPLOYEES

**RECOMMEND ALTERNATIVE METHOD OF IMPLEMENTING CLASSIFICATION &
COMP PLAN**

RECOMMEND CLASSIFICATION AND PAY ADMINISTRATION PRACTICES

RECOMMEND PAY ADMINISTRATION POLICY

PROVIDE WRITTEN MANUALS - ELECTRONIC

PROCESS FOR ONGOING PLAN ADMINISTRATION

PROCESS

Submitted By:



Ulibarri-Mason Global HR LP

March 12, 2013

RECOMMEND APPROPRIATE NUMBER OF JOB DESCRIPTION

To deliver this task, UM Global HR will utilize the results obtained through the PDQ and the results of other previous studies such as the FLSA review, the compensation and classification reviews.

Our recommendations will focus on the predominant duties and essential duties. Should **duplications** be found from multiple job positions, a recommendation to either combine jobs to make a new job position, or to phase out the parts of the descriptions that are duplicated and decide which job should actually retain them.

Deciding how many job descriptions depends on the needs of the organization. There is no best practices with regards this. However, it is important to determine if senseless duplication of work exist and then take action to eliminate such duplication.

PROPOSE POLICY AND PROCEDURE FOR TOP-OUT EMPLOYEES

To deliver this task, we will provide best practices. The potential solutions that we will include in the policy documents will not promise automatic salary adjustments nor promise salary reductions. It will however include freezing of salaries when necessary, and fund availability concerns.

Potential solutions:

- 1) Updating the salary schedule to reflect market condition and capture salaries at the upper bound
- 2) Promoting incumbents into higher grade, depending on his/her qualifications and performance
- 3) Freeze salaries until the salary schedule is updated
- 4) Provide the outliers with “non-base building” compensation until the salary schedule is updated
- 5) Leave them be – in perpetual state of outlying

RECOMMEND ALTERNATIVE METHOD OF IMPLEMENTING CLASSIFICATION & COMP PLAN

UM Global HR will recommend the Gila County to utilize its “Complexity Level” - based and “Point-Factor System” job classification and compensation method.

We will provide proper training as well as documentation for future sustainability.

RECOMMEND CLASSIFICATION AND PAY ADMINISTRATION PRACTICES

UM Global HR through experiential learning trainign method will demonstrate how the “Complexity Level” - based and “Point-Factor System” job classification and compensation method work. We will recommend that this be adopted as Gila County’s standard practice.

RECOMMEND PAY ADMINISTRATION POLICY

Our recommendations for pay administration will focus on internal equity and external competitiveness as well as the definition and maintenance of “**Total Rewards**”. Policies in the areas of past experience credit, education incentives, sign-on bonuses, other variable pay and short/long-term incentives will be developed with best practices in mind.

PROVIDE WRITTEN MANUALS - ELECTRONIC

As mandated by the project, UM Global HR will submit electronic manuals and guidelines to Gila County, in addition to training.

PROCESS FOR ONGOING PLAN ADMINISTRATION

UM Global HR's process for ongoing plan administration is holistic, fiscally responsible and legally defensible. We focus on critical aspects of compensation plan administration.

REITERATION OF THE OBJECTIVES OF THE PAY PLAN SYSTEMS

The discussions regarding maintenance of pay plan should start with reiterating what the County wishes to achieve and its objectives for compensating employees. Objectives, along with a clear compensation philosophy serve as guiding principles when restructuring or maintaining anything that has to do with employee compensation, all in support of the County's compensation strategy.

REVIEW OF JOB DESCRIPTIONS

The process for maintenance involve reanalyzing and documenting changes to all job descriptions in job families and making note of changes in predominant duties, qualification requirements, and other factors necessary for conducting job analysis.

Any changes to the predominant duty will be flagged and desk audit will be conducted for jobs that changed by more than 50%.

CONDUCTING JOB EVALUATION

This is one of the most important steps in maintaining alternative pay plans. We will conduct job evaluation utilizing the concept of "job complexity classification" and point-factor evaluation for jobs that are flagged for desk audit. We perform this using both questionnaire and interview techniques — interviews with incumbents, and supervisors whose predominant duties have changed.

CONSIDERATION OF COUNTY'S STRATEGIC BUSINESS ISSUES

In many cases, the implementation of pay plans are hindered by various strategic business concerns of any organizations. For this reason, we look at the institutional ability to affect changes in the pay plan — both by financial wherewithal and human resources capability. We will ask these questions of Gila County.

- ✓ Has the old pay plan helped you in achieving your goals?
- ✓ What do you expect from the new pay plan?
- ✓ Do you value internal job worth, or do you value market-pricing strategy?
- ✓ Do you value both?

COMPENSATION STRUCTURAL DESIGN MAINTENANCE

UM global HR will work with Gila County in articulating and making decisions regarding the following:

- ✓ **Base pay line policy** — we provide guidance for establishing base pay line policy that is rooted on best practices. If the current base pay line policy
- ✓ **Number of Pay Plans** — we discuss and finalize the number of pay plans. For example, a need for separate pay plans for faculty; a separate pay plan for professional support staff; and separate one for executives
- ✓ **Number of Pay Grade or Number of Pay Bands** — this particular topic of discussion actually has a lot to do with hierarchy of pay that is based on classification of jobs. Usually the more complex the job is, the higher its salary and the higher its job grade.

We will discuss with the County's Advisory Committee and the Human Resources the height of desired hierarchy based on the number of grades. In some cases, when the job grade hierarchy is too tall (meaning there are too many job grades) we recommend that some jobs be reclassified or combined with other classifications in specific grades.

In extreme cases, we recommend that job classifications be broad-banded and make job grades shorter and leaner.

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Movement from lower to higher grade can happen for many reasons, i.e. promotion, career ladder, performance appraisal, education improvement, and training.

PAY ACTIONS — DISCUSSIONS, CONSIDERATIONS, AND AGREEMENT

Pay actions are generally the decisions made regarding changes in salaries. Some changes are precipitated by the results of a market study and some by the results of an internal equity study, and some due to restructuring of pay plans (that in most cases due to market study). Whatever the trigger of the pay action, we will ensure that Gila County will be able to handle these changes by providing the County with sufficient knowledge, resources, and analysis to make the decision.

PAY INCREASES AND PAY TIMING

We will discuss with Gila County’s Advisory Committee all possible types of increases that can be provided to employees due to pay plan change, along with the appropriate timing that would not derail our clients’ budgetary plans. When recommending the timing, we will again consider Gila County’ business objectives and compensation philosophy as these drive the amount and schedule by which salary increases are provided to employees. **For example:**

Objective	Compensation Philosophy	Equity Concerns	Timing of Pay
We will be the leader in the market for attracting, retaining, motivating employees	Lead	Institutions with this philosophy are always steps ahead of the market rate for full year. When market moves in the middle of the year, so shall they. Example, salaries that are always 10% higher than the market average	January of every year
We will focus our resources and energy and finding, attracting, retaining, and motivating employees in hard-to-fill positions, like our Nuclear Physicists	Lead-Lag	Institutions with this pay philosophy are steps ahead in the first half of the year. If market moves in June or July, they don’t make any more changes.	June or July of the year, based on the market rate change that was determined in January



DANIEL ULIBARRÍ, PH. D. / SPHR

UM Global HR Management, Inc
3010 LJB Freeway, Suite 1200, Dallas, Texas, 75234
(972) 919-6183 ♦ Cell: (469) 767-1772
danu@umglobalhr.com
www.umglobalhr.com

SUMMARY

Human capital management consultant and education professional with over 24 years experience in domestic and international human resources in private and public sectors, including local, state and federal agencies. Experience includes HR outsourcing mergers and acquisitions, employee transition and change management, policy development, performance management, compensation and classification analysis, and organizational development. In addition to a Ph.D. and MA in educational research and statistics from the University of California, Berkeley, Dr. Ulibarri is certified SPHR by the SHRM Certification Institute; by the State of Montana for Compensation and Classification; has senior HR executive certificates from the University of Michigan, Steven M. Ross School of Business, the Kenan-Flagler School of Business, University of North Carolina at Chapel Hill, and the Brookings Institution in Washington, DC. Recent publications: Alamo Colleges 2008-2009 Texas Community Colleges Market Study: Faculty Compensation, Policy and Practices, Final Report, Aug. 2009 and Organizational Review, Dallas Area Rapid Transit (DART), 2010.

PROFESSIONAL EXPERIENCE

President, UM Global HR, LP. Dallas, Texas (2004 to Present)

Cofounder of UM Global HR, an HR Compensation, Job Analysis and Organizational Development firm that combines research, due diligence, and organizational analysis in a new model for delivering customized human resources, and organizational development solutions with a focus on performance, compensation and job analysis. UM Global HR builds upon its rich knowledge and experience in employee performance management; compensation analysis, work force transitions, due diligence and human capital management in multi-disciplinary areas including public, private, and non-profit entities, with specific adaptation to higher education, transportation, local municipalities, and Fortune 500 companies.

AFFILIATED COMPUTER SERVICES (ACS) DALLAS, TEXAS (2001 TO 2004)

Vice President, HR Global Delivery Services

Responsible for HR development and service delivery to all non-US sites in EMEA, (Europe, Middle East, Africa): Americas (Mexico, Central America, South America, and Canada), and Asia Pacific (India, China, Japan, Malaysia, and Australia). Activities included international compensation and classification strategies, new business development associated with outsourcing and acquisitions and work transitioning. Oversaw ACS' global compensation and classification restructuring in which international sites' policy, practices, job classifications and local compensation practices and standards were aligned with U.S. locations. Developed international/country specific HR policies, country specific employee guidebooks and "New Employee Orientation", awards programs, staffing plans, benefits; standardized HR documents and processes internationally.

ULIBARRÍ & ASSOCIATES CONSULTING, ALBUQUERQUE, NM (1996 - 2001)

Ulibarri and Associates provided diversified senior level research and analysis services and training to a variety of businesses throughout the US, including teacher training at the University of New Mexico, Albuquerque, N.M.; Director of Research Recruitment, MellCom, Inc. Los Angeles, California, Scholarship Selection Consultant, Bill Gates Millennium Scholarship Program, San Francisco, CA. Diversity Consultant, PG&E, San Francisco, CA. HR Consultant, Transamerica Corporation, San Francisco, CA. and Dallas, TX; HR Training Consultant, Pacific Gas & Electric, San Francisco, CA.

PACIFIC GAS & ELECTRIC COMPANY SAN FRANCISCO, CALIFORNIA (1989 - 1995)

1. HR DIRECTOR EEO/AA, AND DIVERSITY, 1993 -95

Responsible for Diversity Initiative, EEO training and Affirmative Action Plan. Served as company liaison to community, external advocacy groups and minority employee organizations.

2. ADMINISTRATIVE ASSISTANT TO SR. VP HUMAN RESOURCES, 1990 - 1992

Developed policy guidelines, implemented department budget for HR staff of 500, providing services to 30,000 employees, reported head count, HR strategic planning, compensation and merit program, and other monitoring reports to the CEO and HR department.

3. DIRECTOR, HR RESEARCH, PLANNING AND ANALYSIS 1989 - 1994

Lead staff of Ph.D. professionals in HR research, manpower planning, and compensation analysis.

NULEARNING TECHNOLOGY CONSULTING, AUSTIN, TEXAS (1986 - 1989)

Research and performance measurement consultant. Designed and validated six parallel pre/post honors physics tests for the Texas Association of School Boards. Designed evaluation/monitoring system for corporate training programs. Directed Statewide "Exemplary Program Practices Project" for the Texas Education Agency. Consultant to: 1) Texas Education Agency on development of parallel English/Spanish achievement tests, grades 1-12; 2) Educational Testing Service (ETS) in Princeton, N.J., on National Assessment of Educational Progress (NAEP); 3) Texas Southern University Teacher Certification Program.

DIR, NATIONAL CLEARINGHOUSE FOR BILINGUAL EDUCATION—

InterAmerica Research Associates, Rosslyn, Virginia (1984 - 1986)

Provided leadership, vision for research, development, and information management and dissemination services throughout the United States and Trust Territories with an annual budget of \$2.4 million. Completed analysis and report for the General Accounting Office (GAO) on the use of achievement tests with minority students. Presented results and testified before the U.S. Hispanic Congressional Caucus.

NATIONAL CENTER FOR BILINGUAL RESEARCH, LOS ALAMITOS, CA (1983 - 1984)

Senior Research Associate

Responsible for federal procurements to conduct applied research, including test development, research design, performance measurement, program development and evaluation in accordance with federal and state objectives and requirements. Developed national data sets and conducted secondary analysis of existing nationally administered test data.

UNITED STATES DEPARTMENT OF EDUCATION, WASHINGTON, D.C. (1980 - 1983)

Senior Research Associate, National Institute of Education

Program Officer in charge of national bilingual education achievement and performance testing. Administered programs in response to congressional mandates. Developed research program to provide U.S. Congress with estimates on the number of limited English-speaking students in the United States. Established nationwide research agenda for English language testing and training. Assisted Montgomery County Public Schools in developing and validating a English language Minimum Competency test.

Education

- Ph.D. University of California, Berkeley, 1982. Joint Program in "Measurement, Evaluation, Research Methodology and Statistics" and "Cognitive Development."
- M.A., University of California, Berkeley, 1977. Educational Psychology Division: "Cognitive Development, Learning and Measurement."
- B.A., San Diego State University, 1971. Major: Mathematics.

Additional Training and Certificates

- SPHR, Senior Professional in Human Resources, HR Certification Institute 2011
- Compensation and Classification Certification. State of Montana, Personnel, November 2007
- EXECUTIVE LEADERSHIP CERTIFICATE: "Leadership 2000." Brookings Institute (Washington, DC) and University of North Carolina at Chapel Hill. May - June, 1995.
- Board of Directors Budgeting and Management Certificate: Credit Union National Association, Inc., and California Credit Union League. March, 1995.
- SENIOR MANAGEMENT DEVELOPMENT CERTIFICATE: "Meeting The Competitive Challenge." Executive Training, Kenan-Flagler School of Business, University of North Carolina at Chapel Hill. 1993 - 1994.
- HUMAN RESOURCES EXECUTIVE CERTIFICATE: Ross School of Business, University of Michigan. June, 1992.
- International HR Certification Exam Team, HR Certification Institute. Austin, Texas, 2003.



Elena C. Mason SPHR / CCP

UM Global HR Management, Inc.
3010 LJB Freeway, Suite 1200, Dallas, Texas, 75234
Tel: (972) 919-6183 Cell: 214-636-9025
elenam@umglobalhr.com
www.umglobalhr.com

SUMMARY

Human Resources Management professional with over 17 years experience in domestic and international HR process design, policy development, best practices research, project management, benefits administration, mergers, acquisitions, employee transitions, and executive/leadership training. Certified ISO9001:2000 Quality Lead Auditor, Licensed MBTI Administrator/EIR Interpreter, Certified Compensation professional with Global Remuneration Professional Certification (GRPC: Certified Compensation Professional, U.S. and Global) and Senior Professional, Human Resources (SPHR). Ms. Mason is trained by Watson Wyatt and certified by the State of Montana for Compensation and Classification using the Benchmark Factoring Method. Elena speaks 4 languages: Mandarin, Cantonese, Tagalog (Philippines), and English, and is acquiring French. Recent publications: Alamo Colleges 2008-2009 Texas Community Colleges Market Study: Faculty Compensation, Policy and Practices, Aug. 2009; and 'Organizational Review", Dallas Area Rapid Transit (DART), 2010.

PROFESSIONAL CERTIFICATIONS

- Certified Compensation Professional (CCP) "World at Work", Society of Certified Professionals, 2011.
- Senior Professional, Human Resources (SPHR) Certification, 2008, Renewed 2011.
- Certified ISO-9001:2000 Quality Management System (QMS) Lead Auditor, American Society for Quality Assurance (SQA) Institute, 2008.
- Global Remuneration Professional (GRP), World At Work (Formerly American Compensation Association (Certified Global Compensation Professional)
- Licensed/Accredited MBTI Administrator - Australian Psychological Association (Hong Kong),
- Compensation and Classification Certification: Benchmark Factor Method. State of Montana, Personnel, November 2007.

PROFESSIONAL EXPERIENCE

UM Global HR, LP September 2004 – Present

Sr. Vice President,

Ms. Elena Kwong Mason is cofounder and Sr. Vice President of UM Global HR, a business advisory firm that combines due diligence and due care in a new model for delivering customized human resources solutions. UMGHR's primary products are JEDA Job Evaluation and Compensation System. UM Global provides advisory services in all areas with emphasis human capital, organizational development, and performance compensation analysis. Ms. Mason directs UM Global HR's Compensation and Analysis services, providing global compensation and benefits structuring, and customized research, Desk Audits, Pay Plans and Salary surveys.

Projects recently completed: 1) North Texas Tollway Authority, Compensation Analysis, IT Market Study, FLSA compliance, and Internal Equity; 2) Dallas Area Rapid Transit (DART) Career Ladder / Point Factor Job Analysis and Job Reviews. 3) Faculty Salary and Policy Study and Strategic Compensation; Alamo Colleges, San Antonio; 4) Compensation Re-design Pay for Performance for Metropolitan State College of Denver; 5) Review of Career Ladders and Compensation Analysis and Design (Dallas Area Rapid Transit- DART); 6) Compensation Design for NAIPTA (Northern Arizona Intergovernmental Public Transportation Authority); 7) Transportation Transformation/Transition Project for Coconino County, and 8) HR Management Consultant for the Northern Arizona Intergovernmental Public Transportation Authority.

Affiliated Computer Services (ACS INC) Director, International HR, Asia Pacific Region

Feb 2004 – Aug 2004

Managed and coordinated the HR and Compensation functions in Asia Pacific region including: India, Malaysia, China, Hong Kong, Singapore, Japan, Fiji and Australia. Advised and led the implementation of HR policies, programs and practices, including compensation, health & welfare plans, pensions,

employee relations, HRIS database administration and training that are aligned with business objectives, strategy and support the continued growth of Non U.S. operations. Provided leadership on projects involving visa arrangements for nationals coming into the US for short term and long term basis, tax equalization, technical training itinerary coordination. Recruited senior executives in Asia Pacific offices. Provided intelligence on labor market, statutory benefits, economic, political, legal, and costs of living in Asia Pacific region. Also responsible for designing knowledge transfer and work migration strategies involving cross border employees, US employees and Asian employees.

International Corporate Structuring (ICS), Trust Asia Limited Sept 2001 – Dec 2002

Human Resources Manager responsible for tactical and strategic HR management, hands-on HR administration including: policy development and implementation, development and facilitation of product and quality knowledge training, recruitment, payroll and tax administration, monthly reports, compensation and benefits administration, and establishing competency standards for appraisal purposes. My financial responsibility has included administrative and personnel costs. provided insights to top management regarding human resource planning and forecasting.

**Eurasia International (China) Ltd Partnership Jan 1999 – Aug 2001
Group Human Resources Manager (Member of the Bernhard Schulte Group)**

A German owned Ship Management firm, headquartered in Hamburg, Germany. The Group employs 5,000 personnel in aggregate of varying nationalities and employment terms.

Led a team of 5 direct reports and other HR managers assigned to subsidiaries outside Hong Kong. Responsible for the appointment of, providing leadership to and coordinating the efforts of other HR managers assigned to subsidiary companies. My financial responsibility was US\$20,000,000.00 per annum comprising administrative and personnel costs for the Asia Pacific region. I provided strategic and tactical HR Management that included: international assignment, HRIS, policy development and implementation, training, recruitment, compensation analysis, and succession planning.

Eurasia Shipping & Management Co. Ltd. Nov 1993 – Dec 1998

Position held: Head of Human Resources - Business Units (Hong Kong & Singapore)

Eurasia Shipping & Management Co. Ltd. is one of the business divisions of the Group, that focuses on technical and crew management for ships owners around the world.

Performed full spectrum of human resource management responsibilities at a business division level, managing Hong Kong and China staff. Carried out training facilitation and development of programs targeting senior, mid-level, to junior level employees. Reported to the General Manager of the business unit with a dotted line reporting relationship with the Vice President & Chief Administration Officer of the Asia Pacific corporate headquarters. Led a team of 5 people.

EDUCATION

- Bachelor, Business Administration, Human Resources major, Management and Corporate Finance. University of Hong Kong, Pok-fulam Hong Kong, 1995
- Diploma in Administrative Management Institute of Administrative Management U.K. 1997

PAPERS PUBLISHED AND LECTURES PROVIDED as industry expert

- 2008-2009 Texas Community Colleges Market Study: Faculty Compensation, Policy and Practices, Final Report, Aug. 2009. Alamo Colleges. Report available from Ulibarri-Mason Global HR.
- University of Dallas, Irving, Texas - The Outsourcing Phenomenon, June, 2005
- The Benefits and Risks of Outsourcing - May, 2005 - 360 Degrees Outsourcing Web Magazine
- 10 Steps to Successful Outsourcing - April, 2005 - Connection Magazine, published by Greater Dallas Asian American Chamber of Commerce.



Russell T. Young, MBA, CCP

UM Global HR Management, Inc.
3010 LJB Freeway, Suite 1200, Dallas, Texas, 75234
Tel: (972) 919-6183 Off: 214-452-8993
russelly@umglobalhr.com
www.umglobalhr.com

SUMMARY

Senior Human Resources Compensation Management professional with over 17 years experience HR and Compensation process design, market-base job pricing, benchmarking and job evaluation, and salary structure design and simplification. Russell has implemented the Mercer-Prism market-pricing compensation tool that enables compensation teams to manage over 900 unique jobs and leveraging technology to perform audits for pay inequities and FLSA issues. He has designed corporate recognition programs spotlighting employee appreciation that underscored a Pay for Performance culture and designed variable compensation Plans spanning 42 countries with a value of \$38 million and in-sourced company's Long-Term Incentive Equity; modified and improved administration that resulted in \$100k savings per year. Russell hold a MBA in Finance and a BS in Management/Finance.

PROFESSIONAL EXPERIENCE

DR PEPPER SNAPPLE GROUP, Inc.

Oct 2009 – Aug 2012

Compensation Consultant, Corporate Compensation

Plano, Texas

- Developed sustainable methodologies to provide market-sensitive salary zones to ensure external competitiveness to attract key talent and to retain key-talented employees
- Lead Compensation Team in developing centralized job descriptors and streamlining job evaluation process for faster execution of management objectives
- Modified and improved compensation programs and processes, including program development, compensation policies, annual salary review management process, and consulting on ongoing management operational challenges
- Managed Online Salary Management tool that enable managers to electronically submit wage and stock rewards
- Designed commission and bonus plans that aligned sales team execution with management's strategic plans
- Enhanced operational compliance and workforce planning by creating an automated Job Evaluation Questionnaire form

LENNOX INTERNATIONAL, Inc.

Aug 2006 – Oct 2009

Compensation Principal, Corporate Compensation

Richardson, Texas

- Responsible for the design and administration of US broad-based and sales incentive compensation programs
- Partnered with Executive leaders/line managers on leveraging cross-pollination talent strategy to build bench-strength
- Collaborated with Senior Management and HR Leaders in annual design/evaluation of incentive pay plans
- Provided competitive recommendations for Executive hires and promotions based on pivotal analyses
- Initiated advanced market-pricing methodologies to ensure internal equity, external competitiveness
- Designed "Tiered" Employee Recognition Program to improve employee morale leveraging non-cash rewards
- Determined company participation in select third party salary surveys and/or special compensation studies to ensure the company's pay practice maintains competitive positioning within the marketplace to attract and retain key talents

Senior Compensation Analyst/ HR Compliance, Corporate Compensation (Aug 2006 – Jun 2008)

- Provided consultation to business leaders on compensation-related issues
- Designed incentive plan metrics and administered Sales Incentive Pay plans for North American business segment
- Created bonus and commission incentive calculators to auto-calculate respective incentive payouts
- Assessed industry market data to ensure the company's internal pay strategy is competitive and responsive to current market conditions

SABRE HOLDINGS, Inc.

Oct 2000 – Aug 2006

Senior Compensation Analyst, Global Compensation (Feb 2004 – Aug 2006) **Southlake, TX**

- Administered global compensation programs to support the organization's corporate talent management strategy
- Lead development, implementation and administration of large and complex compensation initiatives including job title structure, base pay ranges, market progression analysis, and salary survey participation
- Orchestrated annual merit process; manage incentive payment process including tracking and defining eligibility
- Provided consultation to business leaders on compensation-related issues

Senior Equity Analyst/Stock Plan Administrator, Exec. Compensation (Oct 2000 - Feb 2004)

- Administered long-term incentive plans, including stock options, restricted stock, and performance share plans
- Managed vendor relationships with company's stock brokerage firm and "Wall Street" stock transfer agent
- Prepared Board of Directors presentations, SEC reports, along with the Corporate annual report, and 10-K filing
- Implemented and administered employee stock database (Transcendive software) to process equity grants, exercises and cancellations; including data transmission to stock vendor
- Provided equity analyses on employee equity plans for special acquisition projects
- Reconciled annual stock share delegations, monthly stock transactions, and related reporting

WILFORD HALL MEDICAL CENTER (US Air Force) Sep 1995 – Jun 2000

Program Manager, Preventive Health Management (Feb 1998 – Jun 2000) **San Antonio, TX**

- Implemented strategic initiatives and coordinated policy with the office of the USAF Surgeon General, Department of Defense (DoD) TRICARE, Region VI, and DoD Health Affairs
- Created activity-based costing models to accurately allocate costs across large and moderate-sized cost centers
- Performed cost analyses on clinical operations and demand forecasting of enrolled membership

Medical Center Compliance Manager, Org Development (Sep 1995 - Feb 1998)

- Managed Continuous Process Improvement and Internal Audit Programs
- Benchmarked Medical Center against local hospitals to support strategic planning
- Performed SWOT analysis and authored the organization's Internal Management Control Plan

PROFESSIONAL CERTIFICATION

Certified Compensation Professional

WorldatWork Society of Certified Professionals

PROFESSIONAL ASSOCIATIONS

Board President, North Texas Compensation Association (www.ntcassoc.org)

Premier Member, WorldatWork (formerly American Compensation Association)

Member, Society of Human Resource Managers (SHRM)



Joyce Howell, PHR

UM Global HR Management, Inc.
3010 LJB Freeway, Suite 1200, Dallas, Texas, 75234
Tel: (972) 919-6183 Cell: 469-363-7542
joycem@umglobalhr.com

SUMMARY

Senior Human Resources Compensation and Benefits professional with over 25 years experience in compensation analysis, project management, benefits administration, mergers, acquisitions, employee transitions, and executive/leadership training. Ms. Howell is Professional Human Resources (PHR Certified) with training on various HRIS systems, including Mercer and MarketPay's Job Evaluation and Management, Oracle, UltiPro, JD Edwards, Ceridian, and SAP HR Systems. Ms. Howell received advance HR training and certification from the IBM Corporation, Institute of Human Resource Management, and is completing certification as a Certified Compensation Professional (CCP). Ms. Howell recently completed a compliance review, job description and compensation analysis study for the North Texas Tollway Authority (NTTA) with UM Global HR. Joyce holds a BS Degree in Business Education from Tennessee State University and has completed graduate study towards an MBA at the University of Tennessee, Nashville.

Professional HR Certifications

- Certified Professional in Human Resources (PHR)
- Seminar studies for Certified Compensation Professional (8 of 10 seminars completed)
- IBM Corporation Institute of Human Resource Management

HRIS Systems

- Mercer and MarketPay's Job evaluation and management system
- HRIS: Oracle, UltiPro, JD Edwards, Ceridian, and SAP HR Systems

PROFESSIONAL EXPERIENCE

UM Global HR, Dallas, TX –

2011 to Current

Senior Compensation and Benefits Analyst

Joyce Howell is a Senior Human Resources Compensation and Benefits Consultant specializing in compensation analysis, market pricing, job reclassifications, job description reviews and development, and HR compliance such as FLSA and ADA. Joyce is also part of UM Global HR's compensation training and communications team.

Dallas County, Dallas, TX –

3/2008 to 8/2011

Senior Compensation Analyst

Human Resource Analysts' Team Leader in the County's HR department. Team prepared salary compensation recommendations and communications to management in support of hiring and promotion decisions. Work covered all areas of general compensation administration, market pricing, salary change recommendations, job reclassifications, evaluations, job description development, and counsel to management regarding compensation matters).

Commercial Metals Corporation, Irving, TX, -

11/2007 to 2/2008

Compensation Consulting Contract: responsible for market pricing and merit planning support.

MetroPCS, Dallas, TX - 07/2007 to 10/2007

Compensation Consulting Contract: responsible for compensation administration, administration procedural development, compensation database administration and set up, job description review and development, market pricing, and assistance with company's Stock Option Plan.



UT Southwestern Medical Center, Dallas, TX - 11/2004 to 7/2007

Senior Compensation Consultant

Responsibilities covered all areas of compensation administration, (market pricing, salary change recommendations, advice and counsel to management, and merit planning support and implementation. Implemented the job evaluation tool MarketPay.

ACCIDENT INSURANCE SERVICES, INC., Dallas, TX - 1/2004 to 8/2004

Consulting Project: Business Analysis, insurance billing, system setup, Webpage Management, and Benefits Administration.

COMPENSATION PRACTICES, INC., Dallas, TX - 7/2002 to 1/2004

Independent Contractor for Compensation and General HR administration

AFFILIATED COMPUTER SERVICES, INC., Dallas, TX - 3/1999 to 7/2002

Manager - Compensation

Managed development of training manuals for salary plans and programs, conducted salary survey analysis, and provided direct support in planning and implementing a unit-based incentive plan. Directed HR reporting segments of the companies HRIS, conducted Human Resources analysis for mergers and acquisitions, provided compensation administration advice at all management levels.

STAFF EXTENSION, Dallas, TX - 7/1998 to 3/1999

Consulting contract: Compensation and Benefits consulting assignments

BLOCKBUSTER ENTERTAINMENT, Dallas, TX - 1997-1998

Sr. Compensation Analyst

Participated at the HR Generalist level in Executive Compensation, and provided job analysis, documentation, and evaluation to support 40,000 employee population.

HR SOLUTIONS - Irving, TX - 1996-1997

Contract Compensation, Benefits & General HR Consultant

Performed job analysis, documentation and evaluation, developed employee communications plans and wrote HR policies and procedures

CITY OF IRVING - Irving, TX - 1995-1996

Compensation & Benefits Specialist

Performed job analysis, documentation and evaluation and benefits administration support

IBM CORPORATION - Dallas, TX - 1984-1995

1) Compensation Program Administrator - 1992-1995

Provided professional compensation advice and counsel for compensation policy and procedures to field marketing organizations

2) Benefits Administrator - 1989-1992

Implemented benefits services strategies, providing overall "expert" guidance and interpretation of benefits to employees. Served as Program Director for region's Health & Wellness Program.

3) Human Resources Administrator 1987-1989

Provided expedient and efficient recruiting and hiring administrative support

4) Administrative Support - 1984-1987

Provided administrative support to the Executive Briefing Department responsible for corporate marketing strategies to U.S. field organizations

Education

- BS Degree - Business Education, Tennessee State University
- Nashville, TN, Graduate Study towards MBA at the University of Tennessee - Nashville



JAMES S. FLEMING, PHD

3010 LJB Freeway, Suite 1200

Dallas, Texas, 75234

Tel: (972) 919-6183

um@umglobalhr.com

VitaE Academia

Vitae Brevis (Highlights)

- Doctorate in Educational Measurement, U.C. Berkeley.
- Masters degree in Experimental Psychology, Calif. State University, Northridge.
- Over 25 years teaching experience in psychology, education, and other areas.
- 20 peer reviewed publications pertaining to self-concept and its measurement, children's intrinsic motivation, human memory, factor analysis methodology, transgender issues, and psychological adjustment.

Vitae Longus (Details)

- Education:**
- Ph.D., 1980, in Psychological Measurement, Evaluation, and Quantitative Methods, School of Education, University of California, Berkeley.
 - M.A., 1975, in General Experimental Psychology, California State University, Northridge.
 - B.A., 1964, in Psychology, California State University, Northridge.
- Professional Interests:**
- The Self-Concept.
 - Children's Intrinsic Motivation.
 - Personality Development and Assessment Research.
 - Measurement and Quantitative Methods in Social Research.
- Professional Associations:**
- American Psychological Association.
 - APA Division 5: Evaluation, Measurement, and Statistics.
 - APA Division 24: Theoretical and Philosophical Psychology.
 - International Society of Self and Identity.
- Present Employment:** Adjunct professor, Embry-Riddle Aeronautical University, Prescott Campus; and Yavapai College.
- Teaching Experience:**
- College of Arts and Sciences, Embry-Riddle Aeronautical University, 2001 - 04
Courses:
- Introductory Psychology.
 - Social Psychology.
 - Abnormal Psychology.
 - Psychology of Relationships.
 - Personality Development.
- Liberal Arts Program, Yavapi College, 2001 - 06. Courses:
- Human Growth and Development.
 - Introductory Psychology.
- Center for Excellence in Education, Northern Arizona University, Yavapai Campus, 2001 - 02. Course:
- Tests and Measurement.
- Department of Integrative Studies, Prescott College, 2000. Course:
- Lifespan Development I: Conception through Adolescence.



Department of Educational Psychology, California State University, Northridge (CSUN), 1995 - 98. Courses:

- Educational Statistics.
- Individual and Group Assessment.

Department of Psychology, CSUN, 1980 - 92. Courses taught:

- Statistical Methods in Psychological Research.
- Introduction to Computing in Psychology.
- Dynamics of Individual Behavior.
- Research Methods for School Psychologists.
- Introduction to Psychological Testing.
- Special topics: Factor Analysis/Modeling.
- Independent study/thesis supervision.

Department of Computer Science, CSUN, 1984 - 85. Course:

- Computer Programming/Fortran.

Marketing Department, CSUN, 1987. Course:

- Marketing Research.

Health Science Department, CSUN, 1989. Course:

- Biostatistics.

Information Science Program, San Francisco State University (SFSU), 1975 - 76. Course:

- Introduction to Data Bases.

Interdisciplinary Studies in Education, SFSU, 1975. Course:

- Research Methods in Education.
- CSUN Committee to Receive Allegations of Discrimination and Harassment as conflict resolution mediator (1998 - 99).
- CSUN Strategic Planning Committee for Information Technology and Resources (1993 - 94).
- CSUN Instructional Development Policies Committee (1993 - 96).
- Advisor to CSUN Academic Technology Committee (1989 - 95).
- Organized and participated in faculty seminars in various topics in computing and research methods at CSUN (e.g., using multivariate methods; 1980 - 95).
- Advisor to CSUN Dean of Students Management Council for evaluating student needs; coordinated and analyzed a Student Needs Survey for Student Affairs (1982 - 83).
- Served on CSUN student masters thesis committees in Psychology (14), Computer Science (1), Health Science (1), Leisure Studies (4); Chaired four of these in Psychology (1980 - 96).

**Other
Academic
Service:**

Publications provided upon request.

**Peer Reviewed
Publications:**