




January 30, 2014

Memorandum

32-14-1226
Office of the Speaker
Judith T. Won Pat, Ed.D.
Date: 1.30.14
Time: 3:11 pm
Received by: [Signature]

To: Speaker Judith T. Won Pat, Ed.D.

From: Vice Speaker Benjamin J.F. Cruz 
Chairman, Committee on General Government Operations and Cultural Affairs

Subject: *National Center for State Courts, Guam Classification and Compensation Reports*

Hafa Adai! Please be advised that I have received the *National Center for State Courts, Guam Classification and Compensation Final Report and addendum*. These documents were requested of the Judiciary during my Committee's recent informational briefing on the Governor's 2014 Hay Plan. It would be greatly appreciated if these documents were transmitted to all other members of the body.

Thank you for your time and kind consideration of this request.

2014 JAN 30 PM 3:16



GUAM *Symphony* SOCIETY

Senator BJ Cruz
155 Hesler Place
Hagåtña, Guam 96910

December 12, 2013

Hafa Adai Senator Cruz,

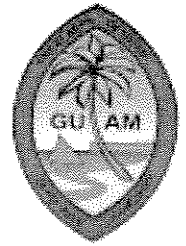
I am writing this letter of support on behalf of Mrs. Donna Kloppenburg for her appointment to the Board of Directors for the Guam Council on the Arts and Humanities Agency (CAHA). Over the years that I have know Mrs. Kloppenburg she has proven herself to be an energetic and tireless supporter of the arts on Guam. I first met her upon my arrival in August of 2000, when she was a member of the Guam Women's Club, and organization that was helping sponsor my opening concert with the Symphony entitled "A Potpourri Of Pops". From that time on she has always generously supported the Guam Symphony Society, the University of Guam Jazz Band, and various other musical events that I have been involved with. The time and effort Mrs. Kloppenburg has put forth to help the arts on Guam is truly amazing, and with out her help many non-profit performing groups such as the Guam Symphony Society simply would not still be in business today.

Mrs. Kloppenburg joined the Guam Symphony Society Board of Directors in 2004 and served as president from 2007-2009. During her time with the organization, the Symphony Society saw tremendous grow both in its outreach in the community and in its vision as a performing entity on Guam. One of her first ideas that she put for upon joining the board was to shift the focus last concert of the season from a regular concert to a themed fundraiser. The first "Night at the Oscars" was a tremendous success, and the idea of doing end of the year themed fundraisers has continued to today. She also was able to help with the programing of the season, making suggestions that were always successful. One such suggestion was at the start of the 2008 season when she thought that the orchestra should do something more family friendly and interactive. The result was collaboration with Justin Locke, a composer from the Boston area, and performances of his "Phantom of the Orchestra" and "Peter vs. The Wolf". Both were hugely successful and revitalized audience for orchestra concerts. I mention this because it speaks to the fact that Mrs. Kloppenburg has a finger on the pulse of the arts community



Judiciary of Guam

Administrative Office of the Courts
120 West O'Brien Drive, Hagåtña, Guam 96910-5174
Tel: (671) 475-3544/3278 • Fax: (671) 477-3184



Robert J. Torres
Chief Justice

Alberto C. Lamorena, III
Presiding Judge
Joshua F. Tenorio
Acting Administrator of the Courts

received
1/28/14 3:00pm
32-259

January 27, 2014

Senator Benjamin J.F. Cruz
Vice Speaker, 32nd Guam Legislature
155 Hesler Place
Hagatna, Guam 96910

Dear Vice Speaker Cruz:

Buenas yan Hafa Adai!! Pursuant to your request at the Informational Hearing on the Hay Classification Study held on Friday, January 24, 2014, attached herewith you will find the Guam Classification and Compensation Study Final Report and the Addendum to Guam Classification and Compensation Study Draft Report which was prepared by the National Center for State Courts in November 2005.

Should you require further information, please feel free to contact me at 475-3544/3278 or email at jtenorio@guamcourts.org.

Senseramente,

JOSHUA F. TENORIO
Acting Administrator of the Courts

Attachments



**Guam Classification and Compensation Study
Final Report**

**Daniel J. Hall, Vice President
National Center for State Courts
707 17th Street, Suite 2900
Denver, CO 80202**

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6. Performance Appraisal Rating Guide and Employee Performance Appraisal Instrument
7. Addendum to the Guam Classification Compensation Draft Study Report Classification Specifications (Provided separately)

Executive Summary

Project Scope and Objectives

As part of several post-unification reorganization phases planned and following the Final Technical Assistance Report completed for the Judiciary by the National Center for State Courts (NCSC) in November 2005, the Judiciary of Guam requested NCSC's technical assistance in undertaking a comprehensive study of the job classification and compensation structure. The project objectives were to:

1. Review and analyze the job duties of approximately 300+ Court positions.
2. Develop a new classification plan with updated classification specifications that are accurate, consistent, and compliant with federal labor laws. This new classification structure is to be capable of assigning point values that identify all related job factors to determine relative internal worth of different classes of work.
3. Review and analyze current non-base pay differentials to determine equity based on conditions applied, e.g., hazardous pay, acting and detail salary adjustments.
4. Develop a customized compensation program that includes appropriate pay grades or bands. This program is to include a competitive structure that can be maintained for a five-year period.
5. Design a performance based job classification and compensation structure that encourages and rewards superior performance. Develop a new performance appraisal system that ties into the compensation structure.
6. Provide training to Human Resources in the administration and methodology of the proposed classification and compensation system.

Judicial leaders clarified that:

- Other courts, including courts on the mainland, and anticipation of the impact of an influx of population on Guam, are important factors in assessing the Court's labor market competitiveness.
- Strong consideration will be given to a job evaluation method similar to what other courts use.
- A skilled, satisfied workforce is an important part of the Court's strategic plan.

Additionally, an important communication goal of judicial leaders for the study was that employees feel that the process was fair, in that employees had ample opportunity to provide input and review recommendations relating to their position.

I. Methodology

Classification and compensation study steps are much like building blocks - integrated and sequential. As such, we sought to complete the classification steps through development, review and revision of the updated classification concepts and then begin the compensation steps which include analyzing labor market salary data and internal pay relationships, and using the updated classification concepts. It was important to incorporate division managers' and employee feedback on the preliminary classification recommendations before proceeding with the next steps in the study.

The NCSC project team conducted on-site initial meetings in conjunction with the visit to conduct job audit interviews to discuss study scope, objectives as well as recruitment, retention, and other issues. The NCSC project team identified, obtained, and reviewed background materials including all 2005 Position Description Questionnaires (PDQs).

Classification Review

Many of the Position Description Questionnaires (PDQs) provided were completed in 2005 as part of a related study conducted by the NCSC. Some of the 2005 PDQs were replaced with updated PDQs completed more recently. The PDQ gathers detailed job content information from employees performing the work on job duties and responsibilities; supervisory responsibilities and reporting relationships; decision-making and problem solving responsibilities; application of authority; purpose and nature of work contacts; physical requirements, working conditions and hazards and equipment used; and licenses or certificates required. Supervisors and managers reviewed the employee's information and provided their comments.

Based on review of all the PDQs, a representative sample of positions was selected for job audit interviews. The sample selected was representative of the various court divisions, organizational levels, occupations, and classifications. The primary purpose of the job audit interview is to supplement the job content information provided in the PDQs and allow an opportunity to get additional clarification and to discuss and view examples of work. The sampling approach for position audits/interviews is a common technique in classification studies. The PDQ serves as the source documentation on which classification recommendations are based. Individuals not selected for interviews should not be concerned; the job content information in all PDQs will be reviewed.

The NCSC project team conducted job audit interviews with 132 or 42 percent of employees. The following table lists the audits conducted by division.

Table 1: Summary of Job Audit Interviews Conducted

| Division | Audits | Positions in Division |
|---------------------------------------|---------------|------------------------------|
| Director's Office | 3 | 4 |
| Federal Programs | 6 | 6 |
| Supreme Court | 13 | 21 |
| Judge's Chambers | 6 | 20 |
| Judicial Hearings | 5 | 7 |
| Financial Management | 6 | 14 |
| Human Resources | 8 | 8 |
| Management Information Systems | 5 | 8 |
| Procurement and Facilities Management | 12 | 24 |
| Client Services and Family Counseling | 5 | 9 |
| Courts and Ministerial | 21 | 64 |
| Probation | 22 | 66 |
| Marshal's | 20 | 64 |
| Total | 132 | 315 |

After interviewing a representative sampling of employees, all the PDQs were reviewed again in the context of what was learned on-site.

Based on our understanding of Court goals, issues, current and anticipated assignments, and review of all job content information provided in the PDQs and supplemental information obtained in the job audit interviews, the NCSC project team developed preliminary classification recommendations. These recommendations include merging or eliminating classifications and developing new classifications where appropriate. The preliminary classification plan recommendations, including updated classification titles and class concepts, and allocation of all positions to the appropriate classification, were submitted to the Court for division manager feedback. Based on division manager feedback, appropriate revisions were made prior to distribution to employees.

Employee feedback was then solicited, carefully reviewed, and final revisions were made to the proposed classification titles, classification concepts, and position allocations.

The Draft Study Report was submitted to the Court for review and comment. The following responses were provided to the Court staff's initial inquiries regarding the Draft Study Report:

- I. Should a new pay schedule structure be developed as part of the customized compensation program?

We did not see a need to develop a new pay schedule structure as part of the customized pay program. We were able to address all of the pay issues raised using the current pay

schedule structure (with current non-base pay differential practice approaches) by making adjustments within the current pay schedule that reflects a new internal alignment of Court classifications, the current labor market, and non-base pay differentials including hazardous pay and acting/detail salary adjustments.

2. Given that the Hay Group developed the current Unified Pay Schedule, are there any proprietary rights violations using the Position Appraisal Method (PAM) method with the Hay Pay Schedule?

There are no proprietary issues raised with using the PAM method to determine the Court's internal pay relationships and the appropriate pay range placement in the current pay schedule, which was originally created with the Hay method. The Unified Pay Schedule is a relatively straightforward matrix of pay ranges with steps and as such is similar to many such pay schedules.

3. How does the Point Factor/Pay Band Conversion (page 29) correlate to the Unified Pay Schedule? This was created in the 1990's and this schedule does not reflect the inflationary factors and the current labor market.

Although the pay schedule was originally created in the 1990's, the matrix pay schedule structure allows for the pay range assignment of classifications to be changed over time based on changes in internal pay relationships and labor market survey results. Thus, the point factor results and labor market survey results can be used to make appropriate pay range adjustments/reassignments within the current pay schedule. That said, there will come a time in the future when the lowest pay ranges are below a minimum wage and the highest pay ranges aren't high enough. This is not an issue for the Court at this point in time.

Additionally, the proposed PAM factoring results were re-analyzed and appropriate modifications were made based on comments received from Court staff that reflected more current information regarding duties and responsibilities than the NCSC project team had to analyze in developing the draft PAM factoring results.

The Court currently has 118 classifications including several inactive classifications. The NCSC project team proposes consolidating the Court's current classifications into 94 new/updated classifications which allow for career growth and development.

Updated job standards (classification specifications) are hereby submitted separately. As guidance, the supervision received is primarily defined based on the following:

- **Immediate Supervision** – The employee works in the presence of his/her supervisor or in a situation of close control and easy reference. Work assignments are given with explicit instructions or are so routine that few, if any, deviations from established practice are made without checking with the supervisor. This type of supervision is common to the entry level in office support, technical, and maintenance series.
- **General Supervision** – Assigned duties require the exercise of judgment or choice among possible actions, sometimes without clear precedents and with concern for the consequences of the action. The employee may or may not work in proximity to his/her supervisor. This type of supervision typically pertains to the journey level in office support, technical, and maintenance series and to the entry level in professional series.
- **Direction** – The employee receives general instructions regarding the scope of and approach to projects or assignments, but procedures and techniques are left to the discretion of the employee. This category is usually applied to office support, technical, and maintenance advanced journey-level positions in which employees are expected to operate with a reasonable degree of independence and to the journey level in professional series.
- **General Direction** – The employee is responsible for a program or functions and is expected to carry out necessary activities independently, except as new or unusual circumstances require. This category is usually reserved for supervisory or higher-level positions.
- **Administrative Direction** – The employee has broad management responsibility for a large program or set of related functions. Administrative direction is usually received in terms of goals; review is received in terms of results. This category is usually reserved for division managers or equivalent level positions.
- **Policy Direction** – This is usually reserved for executive level positions.

Internal Alignment Review

The NCSC project team introduced the PAM of job evaluation for consideration by the Court to provide the desired structured decision-making process capable of assigning point values that identify all related job factors to determine relative internal worth of different classes of work in lieu of the Hay Methodology utilized since 1991. The NCSC project team conducted a PAM stakeholder meeting with division managers that included a briefing about the methodology and discussion resulting in customized weighting of the factors to reflect the Court's mission, structure, goals, and values. PAM training was also conducted for the Court's Human Resources staff with GovGuam Executive Branch Human Resources representatives in attendance. The

NCSC project team then conducted job evaluation analysis by applying the PAM using two alternative weightings for the Physical and Sensory Demands/Working Conditions and Hazards factor to determine which approach best addresses the Courts goals and issues, resulting in internally alignment of all Court classifications. Additionally, the NCSC project team customized the degree levels and degree descriptions for the Court as needed.

Labor Market Survey

The NCSC project team identified labor market survey sources/organizations, and key benchmark (survey) classifications for review and approval by the Court. The NCSC project team gathered, verified as needed, analyzed, and summarized labor market salary data.

Labor Market Salary Survey Sources/Organizations

The NCSC project team proposed to use the following survey sources/organizations to gather labor market data and assess the Court's labor market competitiveness:

Local Labor Market – The NCSC project team proposed to use published local (Guam) labor market salary survey data which includes private sector, military (civilian), and government employers to gauge the local Guam labor market. The local Guam labor market is particularly pertinent for key local labor market benchmark jobs. The NCSC project team proposed to supplement this survey source with additional salary data from the Guam executive branch, legislative branch, and the University of Guam.

Other State Courts – The NCSC project team proposed to use the following selection criteria as a guide to identifying other state (and territorial) courts to gauge the labor market that is pertinent for key court benchmark jobs: (1) the smaller courts population-wise, (2) courts with the fewest case filings, (3) unified courts similar to Guam's unified structure, and (4) island courts. See below for a listing of courts in each area, recognizing that some courts meet more than one criterion. The courts in bold font responded to our request for base salary and/or non-base pay differential information. Despite several requests, we were disappointed in the number of courts that declined to respond.

- 1) The five smallest courts per 2003 State Court General Jurisdiction Statistics:

North Dakota (ND)

Vermont (VT)

District of Columbia (DC)

Wyoming (WY)

- 2) The five courts with the fewest number of total filings:

Delaware (DE)

Idaho (ID)

Alaska (AK)

Wyoming (WY)
Rhode Island (RI)

3) Unified courts*

Minnesota
Washington D.C.
Iowa
Kentucky
Puerto Rico
Virgin Islands

*Although California is unified, this court system is inappropriately large for comparison.

4) Island courts:

Puerto Rico
Virgin Islands
Hawaii
American Samoa
Northern Mariana Islands

The following table presents court statistics relating to size based on total filings and population:

Table 2: Comparable Court Size Statistics

| 2003 State Court General Jurisdiction Statistics | | |
|---|-------------------------|----------------------|
| State Name (State Code) | Total Population | Total Filings |
| Delaware (DE) | 817,491 | 23,328 |
| Idaho (ID) | 1,366,332 | 19,749 |
| Alaska (AK) | 648,818 | 18,584 |
| Wyoming (WY) | 501,242 | 16,162 |
| Rhode Island (RI) | 1,076,164 | 16,051 |
| | | |
| Guam | 138,000* | 9,759 |

| 2003 State Court General Jurisdiction Statistics | | |
|---|-------------------------|----------------------|
| State Name (State Code) | Total Population | Total Filings |
| North Dakota (ND) | 633,837 | 185,457 |
| Vermont (VT) | 619,107 | 58,863 |
| District of Columbia (DC) | 563,384 | 145,150 |
| Wyoming (WY) | 501,242 | 16,162 |
| | | |
| Guam | 138,000* | 9,759 |

*Note: Guam population includes anticipated influx.

The NCSC project team identified and recommended benchmark survey classifications for review and approval by the Court. Additionally, the NCSC project team identified and recommended within which labor market sub-groups (courts, local published survey, and/or local governmental agencies) to gather survey data for each survey classification. Recommended benchmark survey classifications are representative of:

- Job family tracks/Classification series
- High population classifications (high number of positions in the classification)
- Organizational levels
- Divisions
- Occupational areas
- Pay levels

The NCSC project team typically selects journey level, first line supervisor, and administrator classifications to survey but also sought pay/pay differential information on entry level/recruit/trainee for Deputy Clerk, Probation Officer, and Deputy Marshal.

Additionally, the NCSC project team surveyed the following classes with recruitment, retention, or pay issues to identify possible title and pay options:

- Chamber Administrator – Supreme Court and Superior Court –possible title and pay options
- Individual Marriage and Family Therapist
- Court Program Administrator
- Court Archivist – for title options only
- Traffic Violation Bureau Clerk
- Procurement and Facilities Management Administrator
- Alternative Sentencing Supervisor
- Client Services and Family Counseling Administrator
- Court Reporter Supervisor
- Equal Employment Opportunity Officer
- Criminal Justice Information System Project Coordinator
- Management Officer, proposed Court Management Analyst

Since the Court requested surveying the federal government on Probation Officer only, the NCSC project team sought labor market salary survey data on a total of 60 classifications. The following table lists the survey classifications with the identified labor market sub-group.

Table 3. Survey Classifications

| JUDICIARY OF GUAM SURVEY CLASSIFICATION TITLES | | | | | |
|---|-------------------|--------|--------------------|-------------|--------|
| Proposed Title | Current Pay Grade | Survey | Local Pub'd Survey | Local/ Govt | Courts |
| Deputy Administrator of the Courts | T | x | | | x |
| Clerk of Court (Superior Court) | S | x | | | x |
| Clerk of Court (Supreme Court) | S | x | | | x |
| Finance Administrator | S | x | x | x | x |
| Chief Probation Officer | R | x | | | x |
| Marshal of the Courts | R | x | | | x |
| Management Information Systems Administrator | R | x | x | x | x |
| Court Programs Administrator | R | x | | | x |
| Human Resources Administrator | R | x | x | x | x |
| Procurement & Facilities Management Administrator | R | x | x | x | x |
| Client Services and Family Counseling Administrator | R | x | x | x | x |
| Forensic Psychologist | Q | x | | | x |
| Chief Deputy Clerk (Superior Court) | Q | x | | | x |
| Traffic Violations & Small Claims Clerk | Q | x | | | x |
| Alternative Sentencing Supervisor | P | x | | | x |
| Drug Court Coordinator | P | x | | | x |
| Probation Officer Supervisor | P | x | | | x |
| Senior IT Specialist | P, O | x | x | x | x |
| Court Transcriber Supervisor | O | x | | | x |
| Deputy Marshal Supervisor | O | x | | x | x |
| Jury Commissioner | O | x | | | x |
| Individual Marriage & Family Therapist | O | x | | x | x |
| Senior Law Clerk | N | x | | | x |
| Senior Probation Officer | N | x | | | x |
| IT Specialist | N, K | x | x | x | x |
| Equal Employment Opportunity Officer | N | x | | | x |
| Senior Human Resources Officer | N | x | | x | x |
| Criminal Justice Information System Project Coordinator | M | x | | | x |
| Deputy Clerk Supervisor | M | x | | | x |
| Senior Deputy Marshal | M | x | | x | x |
| Case Manager | M | x | | | x |
| Chamber Administrator | M | x | | | x |
| Court Fiscal Officer II | M | x | x | x | x |
| Courtroom/Chamber Clerk | M | x | | | x |
| Management Analyst | M | x | | x | x |
| Probation Officer II (journey) | M | x | | | x |
| Senior Deputy Clerk | L | x | | | x |
| Court Fiscal Officer I | L | x | x | x | x |
| Court Transcriber | L | x | | | x |

| | | | | | |
|---|-----------|---|---|---|---|
| Deputy Marshal II (journey) | L | x | | x | X |
| Probation Officer I/Recruit/Trainee | L | x | | x | X |
| Grant Program Coordinator | L, K | x | | x | X |
| Management Secretary | K | x | x | x | X |
| Court Procurement Officer II | J | x | | x | X |
| Deputy Clerk II (journey) | J | x | | | X |
| Deputy Marshal I/Recruit/Trainee | J | x | | x | X |
| Facility Maintenance Leader (Electrician) | J | x | x | x | X |
| Deputy Clerk I/Recruit/Trainee | I | x | | | X |
| Facility Maintenance Leader (Mechanic) | I | x | x | x | |
| Administrative Services Assistant | H | x | x | x | |
| Court Bailiff | H | x | | | X |
| Facilities Maintenance Worker | H | x | x | x | X |
| Data Entry Clerk | C | x | x | x | |
| Help Desk Technician | new | x | x | x | |
| Attorney IV (over 8 years) | A4 | x | x | x | X |
| Attorney III (5 to 8 years) | A3 | x | x | x | |
| Attorney II (3 to 5 years) | A2 | x | x | x | |
| Attorney I (0 to 3 years) | A1 | x | x | x | |
| Administrative Hearing Officer | \$ 98,274 | x | | | X |

Specific Survey Analysis Notes

The local published survey sources which include both private and public sector employers on Guam include:

Andrus Associates 2008 Surveys of Wages & Salaries, Among Selected Jobs and Organizations on Guam, March-April 2008 (Data effective date assumed to be March 1, 2008) and July-August 2006 (Data effective data assumed to be July 1, 2006).

This survey reports actual pay rates. Reports number of incumbents represented. The NCSC project team selected the average and median pay rates for measures of prevailing labor market pay levels.

Regarding the local labor market, the NCSC project team gathered pay data from the 2006 and the 2008 local published survey data. The NCSC project team then aged survey data gathered from the 2006 local published survey to March 2008 using a conservative annualized factor of 3 percent; thus, we aged the data by 5 percent for the 20 months.

The aging factor of 3 percent used reflects the Employment Cost Index, Wages and Salaries, and Private Industry for the West Region; 12 month percent change for recent years:

| Year | Qtr1 | Qtr2 | Qtr3 | Qtr4 |
|------|------|------|------|------|
| 2001 | 4.0 | 4.0 | 4.0 | 4.8 |
| 2002 | 3.4 | 3.6 | 3.1 | 2.4 |
| 2003 | 2.9 | 2.6 | 3.4 | 3.4 |
| 2004 | 3.7 | 3.3 | 2.7 | 2.6 |
| 2005 | 2.1 | 2.4 | 1.9 | 2.0 |
| 2006 | 2.3 | 2.8 | 3.1 | 3.2 |
| 2007 | 4.1 | 3.2 | 3.4 | 3.7 |
| 2006 | 2.3 | 2.8 | 3.1 | 3.2 |
| 2007 | 4.1 | 3.2 | 3.4 | 3.7 |

The Consumer Price Index – Urban Wage Earners and Clerical Workers – Honolulu, HI Metropolitan Area:

| Year | Annual |
|------|--------|
| 2001 | 1.5 |
| 2002 | 0.8 |
| 2003 | 2.0 |
| 2004 | 3.2 |
| 2005 | 3.7 |
| 2006 | 5.7 |
| 2007 | 4.8 |

State Occupational Employment and Wage Estimates are available for Guam - May 2006.

Delaware State Courts: There are no proposed general salary increases in the Delaware State Courts. Delaware Human Resources series note: The career ladder incorporates Specialist levels I, II and III; therefore, all positions allocated into the Human Resource Specialist career ladder are classified at the III level (highest level in the career ladder). The Human Resource Specialist I level is to provide entry for hiring new employees into the class series but does not preclude hiring new employees at higher levels. To implement the career ladder, current employees are assigned to the level for which they meet minimum qualifications and promotional standards. Employees may be promoted through the career ladder in accordance with promotional standards for those levels assigned to an agency. The promotional standards, a selection document under separate cover, set forth the criteria that identify, measure, and verify successful performance at each level. Advancement of employees through the career ladder is dependent on an agency/department's operational needs and distribution of work. Therefore, all employees may not have the opportunity to advance to the III level at a given point in time.

Iowa Judicial Branch: Current pay plans effective through June 30, 2008. Data reflects 3 percent adjustment to pay range minimum and maximum effective July 1, 2008. Employees will receive a 2 percent general wage increase on July 1, 2008. This gives some recent hires a 3 percent increase because they would be below the minimum.

Kentucky Court of Justice: Provided their 2006 grade scale with a note that a change to entry level salaries is under consideration, but no information is available. Kentucky does not indicate lead level classifications.

Minnesota Judicial Branch: Data reflects 3.25 percent across-the-board salary increase effective July 1, 2008.

Vermont Judiciary: The NCSC project team received the new pay grid for FY08-09. The pay plan is in hourly rates which were annualized based on their 40 hour work week.

Local Government Agencies

For **Executive Branch** pay data, the NCSC project team used the “Executive branch: Government of Guam, Civil Service Commission, Classification and Compensation Plan, January 1995” and “GOVERNMENT OF GUAM, DEPARTMENT OF ADMINISTRATION, UNIFIED CLASSIFICATION COMPENSATION LIST - Classified Positions in Alphabetical Order (as of 10/07).” The NCSC project team also reviewed Office of the Governor staffing patterns. The NCSC project team reviewed classification specifications available on the hr.doa.guam.gov website.

Among GovGuam pay information, the NCSC project team took care to select non-Court departments.

Since GovGuam attorney classifications’ pay grades are in statute for all GovGuam branches of government, the NCSC project team did not show the pay grades for other GovGuam branches as survey data.

In regards to the **University of Guam (UOG)** pay data: Some of the data provided was inconsistent in that different pay grades are indicated for the same classification title at the UOG or was dated. Thus, pay grade information in the “GOVERNMENT OF GUAM DEPARTMENT OF ADMINISTRATION, UNIFIED CLASSIFICATION COMPENSATION LIST - Classified Positions in Alphabetical Order (as of 10/07)” was used for UOG classifications.

For Legislative Branch pay data, the NCSC project team used “29th Guam Legislature Staffing Pattern as of 3/31/08.” Average actual annual salaries were derived from the staffing pattern. For example, according to the “GOVERNMENT OF GUAM, DEPARTMENT OF

ADMINISTRATION, UNIFIED CLASSIFICATION COMPENSATION LIST - Classified Positions in Alphabetical Order (as of 10/07),” the title of Administrative Assistant may be assigned to different pay grades depending on the department assignment. The salaries for all Administrative Assistant positions listed in the Legislative Staffing Pattern were averaged. Central Operations: The actual annual gross salary figure is entered as the pay range minimum for analysis purposes. The NCSC project team reviewed but did not use pay data for Senator Office staff because these salaries vary within a classification.

General Salary Survey Analysis Notes

Salary determination is an art more than a science. Many factors must be weighed and a judgmental determination made as to the value of selected jobs. Plata Personnel Services believes that the recommendations included in this memo represent a reasonable effort to balance varying and often competing perspectives to arrive at salaries that will fulfill the mission of the Receivership while being good stewards of the state’s money.

Although only a few courts participated in the survey, the NCSC project team is confident in the integrity of the data based on careful review or selection of comparable job matches. The NCSC project team culled as many comparable jobs from participating courts as possible.

In consolidated courts such as Minnesota and Iowa, some jobs are structured differently depending on what functions are centralized and what functions are de-centralized; particularly administrative and support functions.

Some court or other employers may not have a similar function or where they do, the functions and work may be structured differently so the jobs are not comparable. Since many state courts do not have responsibility for marshal (other than court security), probation, and other functions found in the Guam Judiciary, insufficient data for some survey classifications was expected. For example, among the participating courts, transcriptionist duties are performed by court reporters or positions that record and transcribe. Another example is that the procurement and facility administrative responsibilities were not combined in these courts.

Insufficient pay data, for the purposes of this study and consistent with the definition of insufficient data used in the local published survey, is fewer than three agencies with a comparable job. Although there is insufficient data for analysis, the information from the individual agencies, such as the internal pay relationships at the participating courts, is informative and available in the detail tables.

The local published survey data represents a significant number of positions.

Local Guam government agencies are included in the local published survey, including Guam Department of Administration and University of Guam. The local survey agency data and the local published survey data are presented separately and are not further combined for analysis purposes for this reason and because the NCSC project team typically present individual survey agency data and aggregate published data separately.

Given the lack of comparable jobs identified in the local Guam government agencies, the NCSC project team sought to fill some gaps. The NCSC project team also looked at the Department of Corrections, Guam Community College, and job vacancy announcements on Guam for comparable pay data.

Typically, the NCSC does not survey federal court jobs because the federal pay practices are so different from state courts. For example, the U.S. Attorney's Office District of Guam and Northern Mariana Islands pays a 25 percent non-taxable COLA in addition to base salary.

Pay Recommendations

Based on analysis of the results of the internal alignment review and the labor market survey, the NCSC project team developed base salary structure recommendations including assignment of classifications to pay grades and also prepared non-base pay differential recommendations. In addition, the NCSC project team prepared implementation, classification, and pay plan maintenance/update recommendations.

Performance Appraisal System Review

The NCSC project team solicited and reviewed comments from division managers regarding the performance appraisal issues and needs and developed a performance appraisal system for the Court.

Study Report

The NCSC project team prepared this draft study report which presents a compilation of the final classification findings and recommendations previously provided in draft phases to the Court during the study; presentation of the internal alignment review results (job evaluation/factoring results), labor market salary survey analysis results, base pay range assignment, and non-base pay differential recommendations for discussion with the Court. Based on feedback, the NCSC project team will research and resolve issues and finalize the study report.

II. Classification Findings and Recommendations

The classification plan brings together similar, but not necessarily identical, positions into a single group or class for which the same title is used. The principal consideration in this grouping is that positions must be similar in the kind of work and degree of responsibility so they can be given similar treatment in classification and compensation matters. In particular, duties of positions placed in a given class must be similar so: (1) the same descriptive title can be used for all positions in the class; (2) the knowledge, skills, and abilities required may be filled by employees possessing the same general background of education and experience so employees may be selected through the use of similar type screening or testing devices; and (3) the level of difficulty and responsibility of the positions is nearly equal that the same pay range can be used with fairness for all positions in the class. Single position classifications have also been identified.

These classification aspects were applied to all positions and classifications to be included in the updated Classification Plan. Such applications should serve to clarify distinctions among classifications at different levels of the same series and of promotional hierarchies. Application of these classification aspects also facilitates comparisons among different occupational groupings by revealing ascending levels of work difficulties and responsibilities in each of them. The final steps in the design and basic development of the classification plan are the allocation of specific positions to classes and the consideration of the relative levels of classes.

For the most part, the Court's current classification system is sound and requires only minor changes to update it to reflect and be aligned with the NCSC project team's understanding of the current and future direction of the Court. The NCSC project team has identified a few areas where classification changes are warranted and a few positions that are misclassified.

- The proposed classification changes reflect the current Court strategic direction, management style, culture, and operations as the NCSC project team understands it. For example, the proposed classification changes strengthen the alignment with current management practices such as regular rotation and cross training. These are practices that if not already ingrained, would be recommended for broader capability and coverage; to minimize burnout; and promote employee job enrichment, training and development purposes. These practices also foster process improvement opportunities.
- In some key job families, such as Deputy Clerk, Deputy Marshal and Probation Officer, it is difficult to make the distinction in current duties and responsibilities between positions currently classified at the entry (level 1¹) vs. the journey (level 2) levels. In other words, there are level 1 positions that are currently performing level 2 work.
- The classification concept/distinction of the level 3 or senior level is clear and consistently applied and understood.

¹For discussion purposes and clarity in distinguishing between levels, 1, 2, and 3 are easier to distinguish when reading this document or looking at spreadsheets than Roman numerals I, II and III.

- The classification concept/distinction of the supervisor level is clear and consistently applied and understood.
- The NCSC project team recommends that the Court continue to refrain from creating special classifications for grant-funded positions.

Recommendation: Merge Level 1 and Level 2 Classifications in Three Classification Series. Merge the entry and journey levels into one classification level in the Deputy Clerk, Deputy Marshal and Probation Officer classification series. Once an employee in the Deputy Clerk 1, Deputy Marshal 1 or Probation Officer 1 classification has attained the full performance level, rotated through a variety of assignment/work units, and is performing duties and responsibilities comparable to the level, the position is indistinguishable from the level 2 classification.

The distinction in experience requirements between the classification level 1 and level 2 in these three classification series is only one to two years. Employees are expected and advance to the full performance level in their position in a relatively short period of time. It quickly becomes difficult to distinguish the duties and responsibilities performed by level 1 and level 2 positions.

The merged classification is easier to administer within a broad-classification/broad-pay band concept.

To complement the merged entry/journey level classifications, the NCSC project team proposes that the Court create a Recruit/Trainee step below Step 1 of the corresponding pay grade to accommodate new hires. The NCSC project team does not propose separate classifications for the Recruit/Trainee status. The new recruits would be called, for example, Probation Officer Trainee. After they complete job rotation, orientation, and training, they would move to Step 1 of the appropriate pay grade.

It is worth noting that the proposed merging of entry-level and journey-level classifications is a change that the State of California Judiciary System recently made in their statewide Uniform Model Classification Plan.

In merging/re-titling the level 1 and level 2 classifications, the NCSC project team proposes to re-title the level 3 classification as Senior. The NCSC project team proposes to merge or re-title classifications in these three series as follows:

Table 4. Proposed Merged Entry/Journey Level Classification Series

| Current Classification/Title | Proposed Classification/Title |
|------------------------------|-------------------------------|
| Deputy Clerk 1 | Deputy Clerk |
| Deputy Clerk 2 | Deputy Clerk |
| Deputy Clerk 3 | Senior Deputy Clerk |
| | |
| Deputy Marshal 1 | Deputy Marshal |
| Deputy Marshal 2 | Deputy Marshal |
| Deputy Marshal 3 | Senior Deputy Marshal |
| | |
| Probation Officer 1 | Probation Officer |
| Probation Officer 2 | Probation Officer |
| Probation Officer 3 | Senior Probation Officer |

Similarly, the NCSC project team proposes to merge Program Coordinator 1 and Program Coordinator 2 into Program Coordinator.

The NCSC project team, however, does not recommend merging all level 1 and level 2 classifications. Instead, the NCSC project team recommends retaining the level 1 and level 2 in the Court Fiscal Officer and Court Procurement Officer classification series. In the Court Fiscal Officer job family, positions classified at the level 1 report to positions classified at the level 2. In other words, positions classified at the level 2 have lead responsibilities for one or more positions at the level 1. The classification levels in the Court Procurement Officer classification series are defined yet a bit differently. Thus, the NCSC project team does not recommend merging the level 1 and level 2 in these classification series.

Thoughts Regarding Employee Comments

The following discussion is intended to assist with explaining the final individual classification determinations recently submitted and in identifying options as the NCSC project team assists the Court in bringing closure on the broader classification decisions.

The intent of the classification phase of the study is to recommend the classification appropriate to the duties and responsibilities of the position. Classification is about the position and not the incumbent's seniority or accomplishments. Comments such as "accomplishments far exceed position title. Would recommend possible change if necessary" are about the incumbent's accomplishments vs. the position. Given the great interest on recognition of individual employees' accomplishments, the purpose of the proposed performance management system should be emphasized as the means to recognize and reward employees' contributions and accomplishments rather than the classification system.

It has been important that the NCSC project team incorporated division managers' and employees' feedback on the preliminary classification recommendations before proceeding with the next steps in the study. During this process, a number of employees hit the nail on the head when acknowledging that the lines between the "I" and the "II" levels have become blurred. Due to the court's financial situation and a lack of promotions, it has been difficult for supervisors to appropriately assign workload and responsibilities in line with actual position classifications.

It is admittedly difficult for many supervisors or employees to differentiate position classification from recognition of individual employee seniority/tenure, performance, workload, and accomplishments. As a result, it is even more important that positions that perform similar nature and level of duties and responsibilities be classified similarly. Simply put, it is the policy and practice that ensures equal pay for equal work. The organization's compensation philosophy and ability to pay directly impacts the overall compensation levels in relation to the ability to reward employees for their efforts, contributions and results, seniority, and in relation to labor market competitiveness.

Many employees, supervisors, and managers alike spoke and emphasized employee seniority, training, and workload, as opposed to position duties and responsibilities, as the basis offered for retaining and distinguishing the "I" and the "II" classification levels. To assist with explaining the issues/goals and the appropriate resolution, these are summarized in the following table:

Table 5. Classification-related Issues/Goals and Resolutions

| Issues/Goals | Resolutions |
|---|---|
| Properly classified positions based on duties and responsibilities | Classification plan |
| Classifications appropriately paid based on internal value | Court-wide internal valuation, PAM job evaluation/Internal equity review method |
| Classifications appropriately paid based on labor market information | Compensation philosophy, salary survey results, and ability to pay |
| Overall Court salary structure externally competitive in the labor market – ability to recruit and retain | Compensation philosophy, salary survey results, and ability to pay |
| Individual employee effort, contribution, and results | Performance management system/performance pay policy and program |
| Individual employee seniority recognized and rewarded | Step advancement; seniority recognition and reward policy and program |
| Lack of promotions due to financial situation | Create/promote job enhancement in current position/classification through broader classifications, cross-training, etc. |
| Workload issues | Management review of work process and assignments |

It would be easy to just recommend retaining the current I/II classification structure; however, dependence on traditional avenues of career advancement is frustrated by lack of promotions and retaining the I/II distinction does not improve the frequency of promotion to the “II” level or to the supervisory level. The NCSC project team gathered information on other courts’ classification of similar jobs to further assist the Court in its decision on whether to retain the current I/II classification structure at this time.

The NCSC project team was asked to develop a new classification plan with updated class specifications that are accurate, consistent, and compliant with federal labor laws. Based upon analysis of the information provided in the PDQs and in job audit interviews, the NCSC project team reviewed and revised the classification plan to define and distinguish classifications. The proposed classification plan meets the following goals:

- Recognizes current job duties, responsibilities, and qualifications.
- Identifies jobs with similar duties, responsibilities, and qualifications throughout the Court.

In some key job families, such as Deputy Clerk, Deputy Marshal, and Probation Officer, it is difficult to make the distinction in current duties and responsibilities between positions currently classified at the entry (level I) vs. the journey (level II) levels. In other words, there are level I positions that are currently performing level II work. It is not possible to ignore the classification findings that the level of duties and responsibilities between positions at the levels I and II are indistinguishable (except as otherwise noted, e.g., Court Fiscal Officer I and II).

There are several options for the Court to consider:

- 1) If the Court decides to merge the I/II classifications, the NCSC project team proposes pay implementation options. Many employees quoted from the transmittal memo which stated that no employee will be adversely affected with a reduction in salary, regardless of classification findings and that the transition into the newly adopted compensation plan will be processed in accordance with a “closest to and not less than” procedure. If the I/II classifications are merged, employees currently at the I level will have additional steps at the top of the range to look forward to attaining.
- 2) As an option, identify those new employees in “I” level positions that are in a formal initial training program whether six, 12 or 18 months, should match the probationary period, and identify these new employees as recruit or trainee status while in the formal training program. These employees should be evaluated and elevated to non-trainee or non-recruit status upon successful completion of the training program. The Recruit/Trainee level status can be denoted as Recruit/Trainee and new hires placed on the Recruit/Trainee step created in relationship to the pay grade for the associated entry/journey level classification. Although the NCSC project team is not recommending a separate classification, the Court currently has an inactive classification title of Deputy Marshal Recruit. For example, the new hires would be called Probation Officer (or,

Deputy Marshal or Deputy Clerk) Trainee and after a complete job rotation, orientation, and training, would move to Step 1 of the appropriate grade.

- 3) As a third option, to be both fiscally prudent and compliant with requirements regarding equal pay for equal work, the Court always has the option to remove the “II” level work currently being performed by employees in “I” level positions and then ensure that duties assigned fall within the “I” level.

Whether the Court decides to retain the current I/II classification structure, there is a need to resolve these issues relating to work assignments.

Probation Officer Firearms Certification

The NCSC project team understands that approximately half of the Probation Officers are certified to carry firearms and go out into the field to do field work. The NCSC project team also understands that the long-term goal is to have all Probation Officers certified to carry a firearm/LEAA certified and the Court has the in-house expertise to accomplish this training objective. The NCSC project team is not making any recommendations at this time to differentiate Probation Officer work based on office vs. field assignments or whether the employee is LEAA certified.

Proposed Classification Title and Concept Changes

In considering the proposed classification title changes, also consider that while traditional titles are still in vogue, there is a trend towards titling the top administrative position as Chief Executive Officer and the Deputy Administrator would be titled Assistant Chief Executive Officer. Whichever titling scheme the Court prefers, the NCSC project team recommends carrying through the titling scheme to include related classifications.

To help clarify some of the other proposed classification changes, the NCSC project team offers these comments:

Deputy Administrative Director of the Court. The NCSC project team proposes a new title and creating a new job standard for Assistant to the Administrator of the Courts with the nature of work focusing on special projects.

Director of Policy, Planning and Community Relations. The NCSC project team proposes a new title and creating a new job standard for Deputy Administrator of the Courts.

Management Information System Positions. The NCSC project team understands that MIS positions have areas of primary assignment/expertise and that employees are cross-trained to cover for/back-up other positions. The NCSC project team recommends broader classifications of IT Specialist and Senior IT Specialist.

Management Officer. The NCSC project team proposes redefining the Management Officer Classification concept as a non division-specific management analyst classification and re-titling the classification as Management Analyst. The NCSC project team also proposes reclassifying one or more Management Officer positions to more appropriate classifications.

Re-title Human Resources Classification Series. The NCSC project team finds the titling in the Human Resource classification series to be confusing. The NCSC project team recommends clarifying the distinctions and relationships between the level 1, level 2, and the Senior level in the Human Resources (Management) Officer classification series by re-titling classifications in this series as Human Resources Officer, Senior, and Principal.

Data Entry Clerk. A number of the positions currently classified as Data Entry Clerks do not spend a majority of the time doing data entry. The NCSC project team proposes that many of these positions be reclassified as Deputy Clerk Assistant.

Make **Chamber Administrator** a non-base assignment pay of approximately 5 percent for the duration of the assignment due to the rotational nature of the assignment.

The following table presents the Current and Proposed Classification Titles by Job Family Track. A proposed change of “no change” means no change in the classification title is proposed and is not to imply that changes will not be made to the classification specification (job standard). The proposed position allocations are presented in Appendix 1.

Table 6: Current and Proposed Classification Titles by Job Family Track

| Current and Proposed Classification Titles | | |
|--|------------------------|---|
| TRACK I | | |
| APPOINTED JUDICIAL OFFICERS | | |
| | Proposed Change | Proposed Classification Title |
| Administrative Hearing Officer | no change | Administrative Hearing Officer |
| TRACK II | | |
| COURT EXECUTIVE MANAGEMENT | | |
| | Proposed Change | Proposed Classification Title |
| Chief Probation Officer | no change | Chief Probation Officer |
| Clerk of Court (Supreme Court) | no change | Clerk of Court (Supreme Court) |
| Clerk of Court (Superior Court) | no change | Clerk of Court (Superior Court) |
| Client Services and Family Counseling Administrator | no change | Client Services and Family Counseling Administrator |
| Controller | no change | Finance Administrator |
| Court Programs Administrator | no change | Court Programs Administrator |
| Deputy Administrative Director of the Court | reclassify/new class | Assistant to the Administrator of the Courts |
| Director of Communications (inactive) | | no recommendation |
| Director of Policy, Planning and Community Relations | reclassify/new class | Deputy Administrator of the Courts |
| Human Resources Administrator | no change | Human Resources Administrator |
| Management Information Systems Administrator | no change | Management Information Systems Administrator |
| Marshal of the Courts | no change | Marshal of the Courts |
| Procurement and Facilities Management Administrator | no change | Procurement and Facilities Management Administrator |

| TRACK III | | |
|---|-----------------|---|
| PROFESSIONALS | | |
| | Proposed Change | Proposed Classification Title |
| Attorney I | no change | Attorney I |
| Attorney II | no change | Attorney II |
| Attorney III | no change | Attorney III |
| Attorney IV | no change | Attorney IV |
| Clinical Psychologist | no change | Forensic Psychologist |
| Compiler of Laws | no change | Compiler of Laws |
| Ethics Counsel | no change | Ethics Counsel |
| Individual Marriage and Family Therapist | no change | Individual Marriage and Family Therapist |
| Mediation Administrator (inactive) | | no recommendation |
| Public Guardian | no change | Public Guardian |
| Research Attorney | retitle | Attorney I-IV (Use Research Attorney as working title.) |
| Senior Individual Marriage and Family Therapist | no change | Senior Individual Marriage and Family Therapist |
| Senior Law Clerk | no change | Senior Law Clerk |
| Small Claims Referee (inactive) | | no recommendation |
| Staff Attorney (Supreme Court) | no change | Staff Attorney (Supreme Court) |
| Staff Attorney (Superior Court) | no change | Staff Attorney (Superior Court) |
| Law Clerk | no change | Law Clerk |
| Individual Marriage and Family Therapist Intern | no change | Individual Marriage and Family Therapist Intern |

| TRACK IV | | |
|---|------------------------|---|
| SUPERVISORS AND LEAD WORKER POSITIONS | | |
| | Proposed Change | Proposed Classification Title |
| Alternative Sentencing Supervisor | no change | Alternative Sentencing Supervisor |
| Assistant Procurement Administrator | new title | Deputy Procurement Administrator |
| Chief Deputy Clerk | no change | Chief Deputy Clerk |
| Criminal Justice Information System Project Coordinator | no change | Criminal Justice Information System Project Coordinator |
| Court Archivist | re-classify/class | Senior Deputy Clerk Supervisor |
| Court Fiscal Supervisor | no change | Court Fiscal Supervisor |
| Court Reporter Supervisor | new title | Court Transcriber Supervisor |
| Deputy Administrator, Financial Affairs | new title | Deputy Finance Administrator |
| Deputy Chief Marshal | no change | Deputy Chief Marshal |
| Deputy Chief Probation Officer | no change | Deputy Chief Probation Officer |
| Deputy Clerk III | new title | Senior Deputy Clerk |
| Deputy Clerk Supervisor | no change | Deputy Clerk Supervisor |
| Deputy Marshal III | new title | Senior Deputy Marshal |
| Deputy Marshal Supervisor | no change | Deputy Marshal Supervisor |
| Drug Court Coordinator | no change | Drug Court Coordinator |
| Facilities Maintenance Superintendent | no change | Maintenance Superintendent |
| Facilities Maintenance Supervisor | no change | Maintenance Supervisor |
| Jury Commissioner | no change | Jury Commissioner |
| Probation Officer Supervisor | no change | Probation Officer Supervisor |
| Senior Human Resources Management Officer | new title | Principal Human Resources Officer |
| Senior Probation Officer | no change | Senior Probation Officer |
| Traffic Court Supervisor (inactive) | | no recommendation |
| Traffic Violations Bureau Clerk | new title | Traffic Violations and Small Claims Clerk |

| TRACK V | | |
|---|------------------------|--------------------------------------|
| INFORMATIONAL TECHNOLOGY | | |
| | Proposed Change | Proposed Classification Title |
| Court Information Systems Analyst I (inactive) | no recommendation | no recommendation |
| Court Information Systems Analyst II (inactive) | no recommendation | no recommendation |
| Database Administrative Specialist | reclassify/new class | IT Specialist |
| Jr. Programmer Analyst | reclassify/new class | IT Specialist |
| Network Specialist | reclassify/new class | IT Analyst |
| Senior Systems Analyst | reclassify/new class | IT Analyst |
| Senior Systems Programmer | reclassify/new class | IT Analyst |
| (currently Administrative Services Assistant) | reclassify/new class | Help Desk Technician |

| TRACK VI | | |
|--|-----------------|---|
| COURT AND ADMINISTRATIVE STAFF POSITIONS | | |
| | Proposed Change | Proposed Classification Title |
| Administrative Services Assistant | no change | Administrative Services Assistant |
| Administrative Services Officer | no change | Administrative Services Officer |
| Alternative Sentencing Officer | merge levels | Alternative Sentencing Officer |
| Assistant to Clerk of Court | no change | Assistant to Clerk of Court |
| Assistant to Compiler of Laws | no change | Assistant to Compiler of Laws |
| Assistant to Staff Attorney (inactive) | | no recommendation |
| Case Manager | no change | Case Manager |
| Chamber Clerk Administrator | delete class | Create pay differential for rotating assignment in lieu of separate classification. |
| Court Bailiff | no change | Court Bailiff |
| Court Expeditor | no change | Court Expeditor |
| Court Fiscal Assistant | no change | Court Fiscal Assistant |
| Court Fiscal Officer I | no change | Court Fiscal Officer I |
| Court Fiscal Officer II | no change | Court Fiscal Officer II |
| Court Fiscal Officer III | no change | Court Fiscal Officer III |
| Court Paralegal I | new title | Court Paralegal |
| Court Procurement Assistant (inactive) | | no recommendation |
| Court Procurement Officer I (inactive) | no change | Court Procurement Officer I |
| Court Procurement Officer II | no change | Court Procurement Officer II |
| Court Procurement Officer III | no change | Court Procurement Officer III |
| Court Transcriber | no change | Court Transcriber |
| Courtroom/Chamber Clerk | no change | Courtroom/Chamber Clerk |
| Data Entry Clerk | no change | Data Entry Clerk |
| Deputy Clerk Assistant | no change | Deputy Clerk Assistant |
| Deputy Clerk I | merge levels | Deputy Clerk |
| Deputy Clerk II | merge levels | Deputy Clerk |
| Deputy Marshal I | merge levels | Deputy Marshal |
| Deputy Marshal II | merge levels | Deputy Marshal |
| Deputy Marshal Recruit (inactive) | delete class | Use Recruit/Trainee step in lieu of classification. |
| Equal Employment Opportunity Officer | no change | Equal Employment Opportunity Officer |
| Executive Chamber Assistant (inactive) | | no recommendation |
| Executive Secretary (inactive) | no change | Executive Secretary |

| | | |
|---|----------------------|--|
| Facilities Maintenance Worker | no change | Maintenance Worker |
| Human Resources Assistant | no change | Human Resources Assistant |
| Human Resources Management Officer | merge levels | Senior Human Resources Officer |
| Human Resources Officer | merge levels | Human Resources Officer |
| Judicial Chamber Assistant (inactive) | | no recommendation |
| Jury Clerk | no change | Jury Clerk |
| Legal Secretary I | new title | Legal Secretary |
| Maintenance Leader (Electrician) | new title | Maintenance Leader (Electrician) |
| Maintenance Leader (Mechanic) | new title | Maintenance Leader (Mechanic) |
| Maintenance Leader (Plumber) | new title | Maintenance Leader (Plumber) |
| Management Officer | new title | Management Analyst |
| Management Officer (position in Federal Programs) | reclassify/new class | Assistant Court Programs Administrator |
| Management Officer (position in Human Resources) | reclassify/new class | Travel Coordinator |
| Management Secretary | no change | Management Secretary |
| Official Vehicles Officer | new title | Mechanic Assistant |
| Probation Officer I | merge levels | Probation Officer |
| Probation Officer II | merge levels | Probation Officer |
| Probation Services Assistant | no change | Probation Services Assistant |
| Program Coordinator I | merge levels | Grant Program Coordinator |
| Program Coordinator II | merge levels | Grant Program Coordinator |
| Safety Officer (inactive) | | no recommendation |
| Senior Administrative Services Assistant (inactive) | | no recommendation |
| Senior Alternative Sentencing Officer | merge levels | Alternative Sentencing Officer |
| Special Assistant to the Presiding Judge (inactive) | | no recommendation |
| Special Projects Coordinator (inactive) | | no recommendation |
| Judicial Social Worker II | new title | Judicial Social Worker |
| Para Legal (inactive) | | no recommendation |
| | new class | Assistant to Ethics Counsel |

III. Internal Alignment Review/Job Evaluation – Position Appraisal Method

The Court's objective is that the new classification structure be capable of assigning point values that identify all related job factors to determine relative internal worth of different classes of work.

In assessing the internal alignment of jobs, the NCSC project team applied a quantitative job evaluation system known as the Position Appraisal Method (PAM) to gauge the alignment or "internal equity" of jobs. It focuses evaluation of a number of factors, often called compensable factors, considered important to the organization.

Internal equity refers to the consistency of classification and pay within an organization. Job evaluation is the method for determining the relative internal worth of job classifications to the organization. Internal equity is also the means for linking jobs with readily available market data with those jobs that are unique or specific to the organization, and therefore more difficult to find comparable matches in the labor market.

The Position Appraisal Method is a non-proprietary job evaluation method specifically developed for local governments and other public sector organizations. It has been successfully implemented in over 180 agencies nationwide in large and small agencies including cities, counties, states, courts, districts, community colleges, and universities, and has been used to competently evaluate a wide variety of jobs including highly technical, skilled, and demanding positions. The PAM is frequently applied to craft and technical as well as to administrative and professional jobs. Therefore, dissimilar jobs can be evaluated since it is the relation of duties to the factors that are evaluated; not duties against other duties. The system is designed to be:

- Free of occupational, gender, racial, and other bias.
- Compatible with and supportive of job restructuring which may occur.
- Adaptable to new or revised organizational missions, goals, and structures through adjustable factors, degrees, and value ranges.

The PAM relies upon seven common job factors that were applied to the classifications by the NCSC project team. These factors address knowledge required, supervision required, scope of responsibility, scope and effect of decisions and actions, problem solving, authority to enforce laws, codes and standards, contact with others, and physical and sensory demands and hazards. Each of these factors is defined with degrees (level) of gradations. The PAM instrument which describes the factors and degree definitions, provided in Appendix 2, has been customized for the Court.

The PAM enables the Guam Judiciary to systematically and consistently value work in relation to other work being carried out in the organization. The PAM compares and evaluates all classes

of work against the same defined job factors. As a result, it is less subjective than comparing one job as a whole against another. It focuses evaluation on all defined factors. Two jobs may receive similar or identical evaluation, but one may rank higher due to supervisory duties while the other may receive higher points due to greater technical knowledge required. A key to the success of this methodology is through consensus and consistent application.

A first step is to come to agreement on relative weighting (importance) of the factors to best reflect overall organizational mission, goals, and values of the Court. Senior management, in a session facilitated by the NCSC project team, developed the weighting. The NCSC project team explored the option of splitting the Physical and Sensory Demands and Working Conditions and Hazards factor into two factors, each with a five point weighting. The NCSC project team discovered that the results of applying these two factoring options are the same. These factors and corresponding weights are shown in Table 7.

Table 7: Proposed Judiciary of Guam PAM Factor Weighting

| | PAM Factors | Weighting |
|---|---|------------------|
| 1 | Knowledge | 20% |
| 2 | Supervision Exercised/Scope of Responsibility | 15% |
| 3 | Scope and Effect of Decisions and Actions | 15% |
| 4 | Problem Solving and Complexity/Extent of Guidelines | 20% |
| 5 | Application of Authority | 10% |
| 6 | Purpose and Nature of Work Contacts | 10% |
| 7 | Physical and Sensory Demands and Working Conditions and Hazards | 10% |
| | Total | 100% |

Once an overall weighting is established, each job classification is rated on each factor by selecting the most descriptive degree and multiplying it by the relevant weighting. Thus, the lowest level of knowledge is worth 20 points in the Court (1 x 20). The point values for all factors are then totaled, giving each classification a numeric value. The total point value for each of the classifications provides a relative ranking, or relative internal worth, for each classification. All active Court classifications were included in the study and were rated on every factor.

Over time, jobs change with respect to duties and responsibilities, or new classifications are added. The PAM provides a way to measure changes in job content and to rank new classifications. When new duties are added or duties change, the new job components are first re-analyzed for classification purposes and then re-evaluated with the PAM instrument and if the point total is higher, a higher pay grade may result. Not all job changes result in pay grade

changes. PAM will measure significant changes in work and determine whether a different ranking of the classification is warranted. Pay grade changes are accompanied only by substantively greater knowledge, responsibility, decision making, or related compensable factor requirements.

It is important to note that the PAM does not evaluate an individual employee's work performance; it only measures work officially assigned and expected to be performed. The efforts of an employee, such as performance, can affect the classification and its evaluation or ranking only when those efforts result in the addition or deletion of duties and responsibilities.

The following table presents the point banding/pay grade conversion proposed for the Court, using the 18 pay grades currently in use by the Court of the 22 pay grades in the Unified GovGuam Pay Schedule. We do not make recommendations for point bands for the separate Attorney Pay Schedule. The next table presents the PAM factoring results with classifications sorted from highest to lowest total points. The PAM instrument may be found in Appendix 2.

Note: The proposed merged entry/journey level classifications – Deputy Clerk, Deputy Marshal, and Probation Officer are factored at the journey level.

Point Factor/Pay Band Conversion

Typically, we determine point band-widths that become the means for linking internal equity with labor market data. How broad or narrow to make the point spreads often depends on the organizational structure and types of jobs being evaluated. The resulting groupings of classifications into bands are considered equivalent for purposes of internal equity or alignment. The point band spreads generally reflect an increasingly wider point band with moving up the pay schedule, with some variation in the middle pay grades to reflect the organizational structure of the Court. Of note, the current pay grade structure is based upon increasingly wide point band widths using the current point factor method.

Table 8: Point Factor/Pay Band Conversion

| Point Factor/Pay Grade Conversion | | | |
|-----------------------------------|------------------------|--------|--------------|
| Pay Grades | Recommended Point Band | | Point Spread |
| | Min | Max | |
| T | 695 | and up | n/a |
| S | 615 | 690 | 75 |
| R | 540 | 610 | 70 |
| Q | 500 | 535 | 35 |
| P | 430 | 495 | 65 |
| O | 390 | 425 | 35 |
| N | 350 | 385 | 35 |
| M | 315 | 345 | 30 |
| L | 280 | 310 | 30 |
| K | 250 | 275 | 25 |
| J | 220 | 245 | 25 |
| I | 205 | 215 | 10 |
| H | 190 | 200 | 10 |
| G | 180 | 185 | 5 |
| F | 170 | 175 | 5 |
| E | 160 | 170 | 5 |

Table 9: PAM Factoring Results

| Job Track | Proposed Title | Current Pay Grade | Knowledge | Supervision | Decision Making | Problem Solving | Authority | Contacts | Physical Demands/Working Conditions | Total |
|-----------|---|-------------------|-----------|-------------|-----------------|-----------------|-----------|-----------|-------------------------------------|------------|
| | Factor Weighting: | | 20 | 15 | 15 | 20 | 10 | 10 | 10 | 100 |
| 2 | Deputy Administrator of the Courts | T | 8 | 10 | 6 | 9 | 6 | 5 | 1 | 700 |
| 2 | Clerk of Court (Superior Court) | S | 8 | 9 | 6 | 9 | 6 | 5 | 1 | 685 |
| 2 | Finance Administrator | S | 8 | 8 | 6 | 9 | 6 | 5 | 1 | 670 |
| 2 | Chief Probation Officer | R | 7 | 9 | 6 | 9 | 6 | 5 | 1 | 665 |
| 2 | Marshal of the Courts | R | 7 | 9 | 6 | 9 | 6 | 5 | 1 | 665 |
| 2 | Clerk of Court (Supreme Court) | S | 7 | 6 | 6 | 9 | 6 | 5 | 1 | 620 |
| 2 | Client Services and Family Counseling Administrator | R | 7 | 8 | 6 | 8 | 5 | 4 | 1 | 610 |
| 2 | Human Resources Administrator | R | 7 | 7 | 6 | 8 | 6 | 4 | 1 | 605 |
| 2 | Management Information Systems Administrator | R | 7 | 7 | 6 | 8 | 6 | 4 | 1 | 605 |
| 2 | Procurement and Facilities Management Administrator | R | 7 | 7 | 6 | 8 | 6 | 4 | 1 | 605 |
| 2 | Court Programs Administrator | R | 7 | 6 | 6 | 8 | 6 | 4 | 1 | 590 |
| 4 | Chief Deputy Clerk (Superior Court) | Q | 6 | 8 | 5 | 8 | 5 | 4 | 1 | 575 |
| 4 | Deputy Chief Marshal | Q | 6 | 8 | 5 | 7 | 5 | 4 | 1 | 555 |
| 4 | Deputy Chief Probation Officer | Q | 6 | 8 | 5 | 7 | 5 | 4 | 1 | 555 |
| 3 | Forensic Psychologist | Q | 7 | 4 | 6 | 7 | 5 | 4 | 1 | 550 |
| 4 | Deputy Finance Administrator | Q | 6 | 7 | 5 | 7 | 4 | 4 | 1 | 530 |
| 4 | Traffic Violations and Small Claims Clerk | Q | 6 | 7 | 5 | 6 | 5 | 4 | 1 | 520 |
| 4 | Probation Officer Supervisor | P | 5 | 6 | 5 | 6 | 4 | 3 | 4 | 495 |
| 4 | Alternative Sentencing Supervisor | P | 5 | 6 | 5 | 6 | 4 | 3 | 3 | 485 |
| 4 | Principal Human Resources Officer | O | 6 | 5 | 5 | 6 | 4 | 3 | 1 | 470 |
| 4 | Drug Court Coordinator | P | 5 | 6 | 5 | 6 | 4 | 3 | 1 | 465 |

| Job Track | Proposed Title | Current Pay Grade | Knowledge | Supervision | Decision Making | Problem Solving | Authority | Contacts | Physical Demands/Working Conditions | Total |
|-----------|--|-------------------|-----------|-------------|-----------------|-----------------|-----------|----------|-------------------------------------|-------|
| 4 | Maintenance Superintendent | O | 5 | 6 | 5 | 5 | 3 | 4 | 2 | 455 |
| 2 | Assistant to the Administrator of the Courts | \$ 74,451 | 6 | 4 | 5 | 6 | 3 | 3 | 1 | 445 |
| 4 | Deputy Marshal Supervisor | O | 5 | 5 | 4 | 5 | 4 | 3 | 4 | 445 |
| 3 | Senior Individual Marriage and Family Therapist | P | 6 | 5 | 4 | 6 | 3 | 3 | 1 | 445 |
| 4 | Senior Deputy Clerk Supervisor (currently Court Archivist) | O | 5 | 5 | 5 | 6 | 3 | 3 | 1 | 440 |
| 4 | Court Fiscal Supervisor | O | 5 | 6 | 4 | 5 | 3 | 3 | 1 | 420 |
| 5 | IT Analyst | P | 5 | 4 | 4 | 6 | 3 | 3 | 2 | 420 |
| 4 | Senior Probation Officer | N | 4 | 4 | 4 | 5 | 4 | 3 | 5 | 420 |
| 4 | Senior Deputy Marshal | M | 5 | 4 | 3 | 4 | 4 | 3 | 5 | 405 |
| 4 | Deputy Procurement Administrator | N | 4 | 5 | 5 | 5 | 3 | 3 | 1 | 400 |
| 4 | Jury Commissioner | O | 5 | 4 | 4 | 5 | 4 | 3 | 1 | 400 |
| 6 | Assistant to Clerk of Court | O | 5 | 4 | 4 | 5 | 3 | 3 | 1 | 390 |
| 3 | Individual Marriage and Family Therapist | O | 5 | 4 | 4 | 5 | 3 | 3 | 1 | 390 |
| 6 | Court Fiscal Officer III | N | 5 | 5 | 4 | 4 | 3 | 3 | 1 | 385 |
| 6 | Probation Officer | M | 4 | 4 | 3 | 4 | 4 | 3 | 5 | 385 |
| 4 | Deputy Clerk Supervisor | M | 5 | 4 | 4 | 4 | 4 | 3 | 1 | 380 |
| 6 | Assistant Court Programs Administrator | M | 5 | 4 | 4 | 4 | 3 | 3 | 1 | 370 |
| 6 | Senior Human Resources Officer | N | 5 | 4 | 4 | 4 | 3 | 3 | 1 | 370 |
| 4 | Criminal Justice Information System Project Coordinator | M | 4 | 4 | 5 | 4 | 3 | 3 | 1 | 365 |
| 4 | Maintenance Supervisor | K | 4 | 5 | 4 | 4 | 2 | 3 | 2 | 365 |
| 6 | Administrative Services Officer | N | 5 | 4 | 4 | 4 | 2 | 3 | 1 | 360 |
| 4 | Court Transcriber Supervisor | O | 4 | 4 | 4 | 4 | 4 | 3 | 1 | 360 |
| 6 | Management Analyst | M | 5 | 4 | 4 | 4 | 2 | 3 | 1 | 360 |

| Job Track | Proposed Title | Current Pay Grade | Knowledge | Supervision | Decision Making | Problem Solving | Authority | Contacts | Physical Demands/Working Conditions | Total |
|-----------|---|-------------------|-----------|-------------|-----------------|-----------------|-----------|----------|-------------------------------------|-------|
| 6 | Alternative Sentencing Officer | K | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 355 |
| 6 | Assistant to Compiler of Laws | N | 5 | 4 | 3 | 5 | 2 | 2 | 1 | 355 |
| 3 | Senior Law Clerk | N | 5 | 4 | 3 | 5 | 2 | 2 | 1 | 355 |
| 6 | Deputy Marshal | L | 4 | 3 | 3 | 3 | 4 | 3 | 5 | 350 |
| 6 | Equal Employment Opportunity Officer | N | 4 | 4 | 4 | 4 | 3 | 3 | 1 | 350 |
| 6 | Court Fiscal Officer II | M | 4 | 4 | 4 | 4 | 3 | 2 | 1 | 340 |
| 6 | Court Procurement Officer III | K | 4 | 4 | 3 | 4 | 3 | 3 | 1 | 335 |
| 6 | Executive Secretary | | 5 | 4 | 4 | 3 | 2 | 2 | 1 | 330 |
| 5 | IT Specialist | N | 4 | 3 | 3 | 5 | 2 | 2 | 2 | 330 |
| | Individual Marriage and Family Therapist Intern | N | 4 | 4 | 3 | 4 | 2 | 3 | 1 | 325 |
| | Judicial Social Worker | L | 3 | 4 | 3 | 4 | 3 | 3 | 2 | 325 |
| 6 | Maintenance Leader (Electrician) | J | 3 | 3 | 3 | 4 | 2 | 2 | 5 | 320 |
| 6 | Case Manager | M | 3 | 4 | 3 | 4 | 3 | 3 | 1 | 315 |
| 6 | Courtroom/Chamber Clerk | M | 4 | 4 | 3 | 3 | 3 | 3 | 1 | 315 |
| 6 | Maintenance Leader (Mechanic) | I | 3 | 3 | 3 | 4 | 2 | 2 | 4 | 310 |
| 6 | Maintenance Leader (Plumber) | J | 3 | 3 | 3 | 4 | 2 | 2 | 4 | 310 |
| 6 | Court Paralegal | L | 3 | 4 | 3 | 4 | 2 | 2 | 1 | 295 |
| 6 | Court Transcriber | L | 3 | 4 | 3 | 3 | 2 | 3 | 2 | 295 |
| 6 | Management Secretary | K | 4 | 4 | 3 | 3 | 2 | 2 | 1 | 295 |
| 4 | Senior Deputy Clerk | L | 4 | 3 | 3 | 3 | 3 | 2 | 1 | 290 |
| 6 | Travel Coordinator | M | 3 | 4 | 3 | 3 | 2 | 3 | 1 | 285 |
| 6 | Court Fiscal Officer I | L | 3 | 4 | 3 | 3 | 3 | 2 | 1 | 285 |
| 6 | Grant Program Coordinator | L | 3 | 4 | 3 | 3 | 2 | 3 | 1 | 285 |
| 6 | Human Resources Officer | L | 3 | 4 | 3 | 3 | 2 | 3 | 1 | 285 |
| 6 | Travel Coordinator | | 3 | 4 | 3 | 3 | 2 | 3 | 1 | 285 |

| Job Track | Proposed Title | Current Pay Grade | Knowledge | Supervision | Decision Making | Problem Solving | Authority | Contacts | Physical Demands/Working Conditions | Total |
|-----------|-----------------------------------|-------------------|-----------|-------------|-----------------|-----------------|-----------|----------|-------------------------------------|-------|
| 6 | Court Procurement Officer II | J | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 280 |
| 6 | Deputy Clerk | J | 3 | 3 | 3 | 3 | 3 | 2 | 1 | 270 |
| 6 | Jury Clerk | J | 3 | 3 | 3 | 3 | 3 | 2 | 1 | 270 |
| 6 | Legal Secretary | H | 4 | 3 | 2 | 3 | 2 | 2 | 1 | 265 |
| 5 | Help Desk Technician | new | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 255 |
| 6 | Administrative Services Assistant | H | 3 | 3 | 2 | 3 | 2 | 2 | 1 | 245 |
| 6 | Court Procurement Officer I | I | 3 | 3 | 2 | 2 | 2 | 2 | 3 | 245 |
| 6 | Court Fiscal Assistant | I | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 225 |
| 6 | Human Resources Assistant | H | 3 | 2 | 2 | 2 | 2 | 3 | 1 | 220 |
| 6 | Maintenance Worker | H | 2 | 2 | 2 | 2 | 2 | 2 | 4 | 220 |
| 6 | Court Bailiff | H | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 210 |
| 6 | Probation Services Assistant | E | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 210 |
| 6 | Court Expeditor | F | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 190 |
| 6 | Deputy Clerk Assistant | G | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 190 |
| 6 | Mechanic Assistant | E | 2 | 2 | 2 | 2 | 1 | 1 | 2 | 180 |
| 6 | Data Entry Clerk | C | 2 | 2 | 1 | 2 | 2 | 1 | 2 | 175 |
| 3 | Attorney IV | A4 | 7 | 6 | 6 | 7 | 5 | 4 | 1 | 560 |
| 3 | Compiler of Laws | A4 | 7 | 6 | 6 | 7 | 5 | 4 | 1 | 560 |
| 3 | Ethics Counsel | A4 | 7 | 6 | 6 | 7 | 5 | 4 | 1 | 560 |
| 3 | Public Guardian | A4 | 7 | 6 | 6 | 7 | 5 | 4 | 1 | 560 |
| 3 | Staff Attorney (Superior Court) | A4 | 7 | 6 | 6 | 7 | 5 | 4 | 1 | 560 |
| 3 | Staff Attorney (Supreme Court) | A3 | 7 | 6 | 6 | 7 | 5 | 4 | 1 | 560 |
| 3 | Attorney III | A3 | 6 | 5 | 4 | 6 | 4 | 4 | 1 | 465 |
| 3 | Attorney II | A2 | 6 | 4 | 3 | 6 | 3 | 3 | 1 | 415 |
| 3 | Attorney I | A1 | 5 | 4 | 3 | 5 | 2 | 2 | 1 | 355 |
| 1 | Administrative Hearing Officer | \$ 98,274 | 7 | 5 | 6 | 6 | 5 | 4 | 1 | 525 |

The Court's weighting of Factor VII-Physical and Sensory Demands/Working Conditions and Hazards factor reflects the Court's anticipation that hazardous working conditions, associated duties, and responsibilities that currently qualify for non-base hazardous pay be valued as one of the compensable job factors determining the appropriate pay grade using the PAM job evaluation method. This approach would be in lieu of, and not in addition to, the current non-base hazardous pay available to employees in certain classifications to submit a claim for an hourly basis.

Thus, the degree levels and descriptions for Factor VII-Physical and Sensory Demands and Working Conditions/Hazards factor have been customized to consider hazardous conditions that are not within the customary, ordinary, or routine duties of positions and currently eligible for no-base hazardous pay, as a compensable job factor for base pay grade assignment.

As would be expected with the ten point weighting of the Physical and Sensory Demands and Working Conditions and Hazards factor, those classifications warranting a higher Physical and Sensory Demands/Working Conditions and Hazards degree level based on hazardous conditions and the duties and responsibilities associated with this aspect of the work have higher total points as a result.

If the Court determines to retain hazardous pay as a non-base pay differential, then the proposed PAM instrument should be modified and classifications should be re-factored so as to not double pay for this compensable job factor. The NCSC project team is available to make these modifications if desired.

The factoring results using an alternative approach considered by the Court of splitting Factor VII-Physical and Sensory Demands and Working Conditions/Hazards into Factor VII-Physical and Sensory Demands and Factor VIII-Working Conditions/Hazards (each with a weighting of five points) did not differ from the combined approach because those jobs with working conditions that warrant a higher degree level are the same jobs with physical demands that warrant a higher degree level.

Internal Alignment Recommendations

The NCSC project team recommends that the Court adopt:

1. The PAM methodology for determining internal alignment of classifications.
2. The factor weighting that retains the Physical and Sensory Demands and Working Conditions/Hazards as a single factor (instead of two separate factors) shown below.
3. Using the PAM methodology for reflecting hazards conditions in the base pay.

The translation of the relative levels to range of pay comes as part of the pay plan. The development of pay ranges recognizes the difference in levels of responsibility and difficulty; rates paid by other employers for comparable work; recruitment and retention experience; and provision for recognition of increasing value to the organization.

IV. Presentation of Salary Survey Results

In the appraisal and use of pay data, several considerations deserve emphasis:

- Exact comparisons among different employers as to duties of positions are difficult to make.
- The policies of different employers in compensating for the same kind of work vary widely.
- There is rarely a single prevailing rate for any particular kind of work.

If a workable pay plan is to result, pay survey data cannot be applied without regard to the Court's pay policies, established and accepted relationships among positions, and the objective of maintaining a reasonable ranking among classifications. Pay data is a general guide to the appropriate rates in terms of outside judgments and competitive conditions. It is useful as an indication of generally prevailing pay practices and pay relationships among different classifications of work.

For court management and other court specific classifications, other courts are a more appropriate labor market and have relatively more influence in proposing pay levels. Similarly, for non-management and non-court specific classifications, local employers' are more appropriate labor market and have more influence in proposing pay levels.

Table 10 presents an overall summary of salary survey results and presents the following data for each surveyed title:

- Current Pay Grade
- Current Pay Grade Minimum (Step 1) and Maximum (Step 10)
- Survey Courts Pay Range Minimum and Maximum
- Survey Local Government Agencies Pay Range Minimum and Maximum
- Number of Courts and Local Agencies Represented
- Local Published Survey Average Actual Salary and Mean Actual Salary
- Number of Incumbents Represented in the Published Survey

Table 11 presents a summary of key salary survey results. This table includes only data for survey titles with sufficient data (at least three survey agencies or published survey incumbents represented). This table includes comparison of the Court's pay grade midpoint with the average (mean) and median of the local published survey data.

Table 11 presents the following data for the key survey titles, those survey titles with sufficient data for analysis:

- Current Pay Grade
- Current Pay Grade Minimum (Step 1) and Maximum (Step 10)
- Survey Courts Pay Range Minimum and Maximum
- Survey Local Government Agencies Pay Range Minimum and Maximum
- Current Pay Grade Midpoint (which calculates out to Step 5 in most cases)
- Local Published Survey Average Actual Salary and Mean Actual Salary

The bolded survey titles are those with sufficient data for analysis. The italicized survey salary figures represent insufficient data for analysis.

Note: On summary and detail survey results tables, grayed out areas indicate labor market subgroups where we did not gather salary data for that classification.

Note: In Tables 10 and 11, salary figures are not preceded with a dollar sign for formatting reasons.

Salary Survey Results with Detail by Survey Title may be found in Appendix 3.

Table 10. Overall Summary of Salary Survey Results

| GUAM SURVEY RESULTS | | Courts | | | | Local Government Agencies | | Local Published Survey | | |
|---------------------------------|-------------------|--|---|------------------------|------------------------|---------------------------|------------------------|--|----------------------------|---------------------------|
| Proposed Title | Current Pay Grade | Current Pay Grade Minimum (Step 1)(\$) | Current Pay Grade Maximum (Step 10)(\$) | Pay Range Minimum (\$) | Pay Range Maximum (\$) | Pay Range Minimum (\$) | Pay Range Maximum (\$) | # of Courts and Local Agencies Represented | Average Actual Salary (\$) | Median Actual Salary (\$) |
| Director of the Courts | T | 53720 | 80580 | 86187 | 128171 | | | 3 | | |
| Senior Court) | S | 48680 | 73020 | 78781 | 97629 | | | 2 | | |
| Supreme Court) | S | 48680 | 73020 | 68274 | 100945 | | | 2 | | |
| Director | S | 48680 | 73020 | 61116 | 93297 | 53610 | 80580 | 4 | 62171 | 60008 |
| Director | R | 44342 | 66364 | 71856 | 102300 | | | 1 | | |
| Director | R | 44342 | 66364 | | | | | 0 | | |
| Director | R | 44342 | 66364 | 67430 | 102768 | 49701 | 65319 | 5 | 55494 | 54038 |
| Administrator | R | 44342 | 66364 | 48678 | 84840 | | | 3 | | |
| Administrator | R | 44342 | 66364 | 64139 | 95328 | 36850 | 60528 | 4 | 50918 | 49608 |
| Facilities Mgmt Administrator | R | 44342 | 66364 | 75348 | 107270 | | | 1 | | |
| Family Counseling Administrator | R | 44342 | 66364 | 40056 | | | | 1 | | |
| Assistant | Q | 40352 | 60528 | 61199 | 94920 | | | 1 | | |
| Assistant (Superior Court) | Q | 40352 | 60528 | 44674 | 69747 | | | 4 | | |
| Assistant Small Claims Clerk | Q | 40352 | 60528 | | | | | 0 | | |
| Supervising Supervisor | P | 36850 | 55274 | | | | | 0 | | |
| Supervisor | P | 36850 | 55274 | 41413 | 64418 | | | 2 | | |
| Supervisor | P | 36850 | 55274 | 55574 | 85525 | | | 1 | | |
| Supervisor | P | 36850 | 55274 | 44624 | 64878 | 32415 | 43296 | 3 | 41578 | 39512 |
| Supervisor | O | 33811 | 50717 | | | | | 0 | | |
| Supervisor | O | 33811 | 50717 | 29879 | 42784 | 18723 | 28085 | 3 | | |
| Supervisor | O | 33811 | 50717 | 35333 | 53004 | | | 2 | | |
| Supervisor and Family Therapist | O | 33811 | 50717 | 31236 | | 57500 | 62500 | 2 | | |
| Supervisor | N | 31064 | 46595 | 38019 | 54328 | | | 3 | | |

| GUAM SURVEY RESULTS | | | | Courts | | Local Government Agencies | | | Local Published Survey | |
|-------------------------|-------------------|-------------------------------|-------------------------------|------------------------|------------------------|---------------------------|------------------------|--|----------------------------|---------------------------|
| Proposed Title | Current Pay Grade | Current Pay Grade Minimum(\$) | Current Pay Grade Maximum(\$) | Pay Range Minimum (\$) | Pay Range Maximum (\$) | Pay Range Minimum (\$) | Pay Range Maximum (\$) | # of Courts and Local Agencies Represented | Average Actual Salary (\$) | Median Actual Salary (\$) |
| ificer | N | 31064 | 46595 | 50368 | 77898 | | | 1 | | |
| | N | 31064 | 46595 | 37141 | 56507 | 26520 | 33331 | 5 | | |
| Opportunity Officer | N | 31064 | 46595 | | | | | 0 | | |
| ources Officer | N | 31064 | 46595 | 37343 | 65562 | 29159 | 43018 | 5 | | |
| nator | M | 28678 | 43018 | | | | | 0 | | |
| irvisor | M | 28678 | 43018 | 33762 | 57769 | | | 3 | | |
| hal | M | 28678 | 43018 | | | | | 0 | | |
| | M | 28678 | 43018 | 27292 | 35145 | | | 2 | | |
| ator | M | 28678 | 43018 | 35726 | 53599 | | | 1 | | |
| ir II | M | 28678 | 43018 | 40674 | 66847 | 29871 | 44807 | 4 | 40643 | 40040 |
| er Clerk | M | 28678 | 43018 | 30436 | 45735 | | | 4 | | |
| yst | M | 28678 | 43018 | 39660 | 54289 | 27583 | 39462 | 6 | | |
| (journey) | M | 28678 | 43018 | 26220 | 28392 | | | 1 | | |
| rk | L | 26520 | 39780 | 31741 | 47290 | | | 3 | | |
| ir I | L | 26520 | 39780 | 32443 | 45535 | 27633 | 39780 | 2 | 33384 | 33301 |
| | L | 26520 | 39780 | | | | | 0 | | |
| ourney) | L | 26520 | 39780 | 26857 | 40852 | | | 2 | | |
| rainee/Recruit | L | 26520 | 39780 | 31598 | 58766 | 24656 | 52170 | 1 | | |
| rdinator | L | 26520 | 39780 | 33542 | 58766 | | | 2 | | |
| atary | K | 24656 | 36984 | 29998 | 51303 | | | 3 | 32656 | 32094 |
| Officer II | J | 22942 | 34414 | 22908 | | 21736 | | 2 | | |
| ourney) | J | 22942 | 34414 | 26836 | 38747 | | | 5 | | |
| rainee/Recruit | J | 22942 | 34414 | 26654 | 39980 | 18805 | 34359 | 3 | | |
| ce Leader (Electrician) | J | 22942 | 34414 | | | 23152 | 39835 | 3 | 28912 | 28226 |
| rainee/Recruit | I | 21389 | 32083 | 24551 | 38057 | | | 5 | | |

| GUAM SURVEY RESULTS | | | | Courts | | Local Government Agencies | | | Local Published Survey | |
|------------------------|-------------------|-------------------------------|-------------------------------|------------------------|------------------------|---------------------------|------------------------|--|----------------------------|---------------------------|
| Proposed Title | Current Pay Grade | Current Pay Grade Minimum(\$) | Current Pay Grade Maximum(\$) | Pay Range Minimum (\$) | Pay Range Maximum (\$) | Pay Range Minimum (\$) | Pay Range Maximum (\$) | # of Courts and Local Agencies Represented | Average Actual Salary (\$) | Median Actual Salary (\$) |
| Team Leader (Mechanic) | I | 21389 | 32083 | | | 22942 | 34414 | 1 | | |
| Services Assistant | H | 19974 | 29962 | | | | | 0 | 25605 | 27914 |
| | H | 19974 | 29962 | 24910 | 37366 | | | 1 | | |
| Machine Worker | H | 19974 | 29962 | 26352 | 38370 | 19867 | 29962 | 3 | 22963 | 19760 |
| | C | 15133 | 22699 | | | 17635 | 26453 | 1 | 19590 | 17494 |
| Plant Operator | | | | | | | | | | |
| Planting Officer | 98,274 | 98274 | | 63266 | 102791 | | | 2 | | |

| | | | | | | | | | | |
|--------|----|-------|-------|-------|--------|--|--|---|--|--|
| years) | A4 | 62114 | | 72643 | 117331 | | | 2 | | |
| years) | A3 | 51723 | 59329 | | | | | 0 | | |
| years) | A2 | 47008 | 49773 | | | | | 0 | | |
| years) | A1 | 40352 | 46396 | | | | | 0 | | |

Table 11. Summary of Key Salary Survey Results

| UDICIARY OF GUAM SURVEY RESULTS | | | | | | Courts | | Local Government Agencies | | Local Published Survey | |
|---|-------------------|--|---|------------------------|------------------------|------------------------|------------------------|--------------------------------|----------------------------|---------------------------|--|
| Proposed Title | Current Pay Grade | Current Pay Grade Minimum (Step 1)(\$) | Current Pay Grade Maximum (Step 10)(\$) | Pay Range Minimum (\$) | Pay Range Maximum (\$) | Pay Range Minimum (\$) | Pay Range Maximum (\$) | Current Pay Grade Midpoint(\$) | Average Actual Salary (\$) | Median Actual Salary (\$) | |
| Deputy Administrator of the Courts | T | 53720 | 80580 | 86187 | 128171 | | | | | | |
| Finance Administrator | S | 48680 | 73020 | 61116 | 93297 | 53610 | 80580 | 60850 | 62171 | 60008 | |
| HRIS Administrator | R | 44342 | 66364 | 67430 | 102768 | 49701 | 65319 | 55353 | 55494 | 54038 | |
| Court Programs Administrator | R | 44342 | 66364 | 48678 | 84840 | | | | | | |
| Human Resources Administrator | R | 44342 | 66364 | 64139 | 95328 | 36850 | 60528 | 55353 | 50918 | 49608 | |
| Chief Deputy Clerk (Superior Court) | Q | 40352 | 60528 | 44674 | 69747 | | | | | | |
| Senior IT Specialist | P | 36850 | 55274 | 44624 | 64878 | 32415 | 43296 | 46062 | 41578 | 39512 | |
| Deputy Marshal Supervisor | O | 33811 | 50717 | 29879 | 42784 | 18723 | 28085 | | | | |
| Senior Law Clerk | N | 31064 | 46595 | 38019 | 54328 | | | | | | |
| IT Specialist | N | 31064 | 46595 | 37141 | 56507 | 26520 | 33331 | 38830 | | | |
| Deputy Clerk Supervisor | M | 28678 | 43018 | 33762 | 57769 | | | | | | |
| Court Fiscal Officer II | M | 28678 | 43018 | 40674 | 66847 | 29871 | 44807 | 35848 | 40643 | 40040 | |
| Courtroom/Chamber Clerk | M | 28678 | 43018 | 30436 | 45735 | | | | | | |
| Management Analyst | M | 28678 | 43018 | 39660 | 54289 | 27583 | 39462 | | | | |
| Senior Deputy Clerk | L | 26520 | 39780 | 31741 | 47290 | | | | | | |
| Court Fiscal Officer I | L | 26520 | 39780 | 32443 | 45535 | 27633 | 39780 | 33150 | 33384 | 33301 | |
| Management Secretary | K | 24656 | 36984 | 29998 | 51303 | | | 30820 | 32656 | 32094 | |
| Deputy Clerk II (journey) | J | 22942 | 34414 | 26836 | 38747 | | | | | | |
| Deputy Marshal I/Trainee/Recruit | J | 22942 | 34414 | 26654 | 39980 | 18805 | 34359 | | | | |
| Facility Maintenance Leader (Electrician) | J | 22942 | 34414 | | | 23152 | 39835 | 28678 | 28912 | 28226 | |
| Deputy Clerk I/Trainee/Recruit | I | 21389 | 32083 | 24551 | 38057 | | | | | | |
| Administrative Services Assistant | H | 19974 | 29962 | | | | | 24968 | 25605 | 27914 | |
| Facilities Maintenance Worker | H | 19974 | 29962 | 26352 | 38370 | 19867 | 29962 | 24968 | 22963 | 19760 | |
| Data Entry Clerk | C | 15133 | 22699 | | | 17635 | 26453 | 18916 | 19590 | 17494 | |

ntentionally left blank.

V. Pay Recommendations

Base Pay Grade Assignment Recommendations

The proposed base pay grade assignments are based upon a balancing of the PAM factoring results/internal alignment review and the labor market salary survey results for key survey titles. Of note, the internal alignment review and salary survey results support the recent, interim adjustment in the pay grade assignment of several manager classifications in the Court. Generally, the salary survey results support an overall salary increase. However, the focus of the NCSC project team's pay grade recommendations is on changes in pay grade assignments using the current Unified GovGuam Pay Schedule, not regarding overall adjustment of the Unified GovGuam Pay Schedule.

The labor market salary survey results are generally aligned with the PAM factoring results. However, the survey results and/or recruitment and retention difficulties experienced support placement of the following classes in one pay grade higher than that indicated by the factoring:

- Senior IT Specialist
- IT Specialist
- Senior Individual Marriage and Family Therapist
- Individual Marriage and Family Therapist

These classes are noted with an asterisk in the following table.

Refer to the following Recruit/Trainee Level Pay Differential Recommendations Section regarding implementation of the three merged I/II entry/journey level classification of Probation Officer, Deputy Marshal, and Deputy Clerk.

Table 12. Proposed Pay Grade Assignments

| Proposed Title | Proposed Pay Grade |
|---|--------------------|
| Deputy Administrator of the Courts | T |
| Chief Probation Officer | S |
| Clerk of Court (Superior Court) | S |
| Clerk of Court (Supreme Court) | S |
| Finance Administrator | S |
| Marshal of the Courts | S |
| Chief Deputy Clerk (Superior Court) | R |
| Client Services and Family Counseling Administrator | R |
| Court Programs Administrator | R |
| Deputy Chief Marshal | R |
| Deputy Chief Probation Officer | R |

| | |
|--|---|
| Forensic Psychologist | R |
| Human Resources Administrator | R |
| Management Information Systems Administrator | R |
| Procurement and Facilities Management Administrator | R |
| Deputy Finance Administrator | Q |
| Senior Individual Marriage and Family Therapist* | Q |
| Traffic Violations and Small Claims Clerk | Q |
| Alternative Sentencing Supervisor | P |
| Assistant to the Administrator of the Courts | P |
| Deputy Marshal Supervisor | P |
| Drug Court Coordinator | P |
| Individual Marriage and Family Therapist* | P |
| IT Analyst* | P |
| Maintenance Superintendent | P |
| Principal Human Resources Officer | P |
| Probation Officer Supervisor | P |
| Senior Deputy Clerk Supervisor (currently Court Archivist) | P |
| Assistant to Clerk of Court | O |
| Court Fiscal Supervisor | O |
| Deputy Procurement Administrator | O |
| Jury Commissioner | O |
| Senior Deputy Marshal | O |
| Senior Probation Officer | O |
| Administrative Services Officer | N |
| Alternative Sentencing Officer | N |
| Assistant Court Programs Administrator | N |
| Assistant to Compiler of Laws | N |
| Court Fiscal Officer III | N |
| Court Transcriber Supervisor | N |
| Criminal Justice Information System Project Coordinator | N |
| Deputy Clerk Supervisor | N |
| Deputy Marshal | N |
| Equal Employment Opportunity Officer | N |
| IT Specialist* | N |
| Maintenance Supervisor | N |
| Management Analyst | N |
| Probation Officer | N |
| Senior Human Resources Officer | N |
| Senior Law Clerk | N |
| Case Manager | M |
| Court Fiscal Officer II | M |

| | |
|---|----|
| Court Procurement Officer III | M |
| Courtroom/Chamber Clerk | M |
| Executive Secretary | M |
| Individual Marriage and Family Therapist Intern | M |
| Judicial Social Worker | M |
| Maintenance Leader (Electrician) | M |
| Court Fiscal Officer I | L |
| Court Paralegal | L |
| Court Procurement Officer II | L |
| Court Transcriber | L |
| Grant Program Coordinator | L |
| Human Resources Officer | L |
| Maintenance Leader (Mechanic) | L |
| Maintenance Leader (Plumber) | L |
| Management Secretary | L |
| Senior Deputy Clerk | L |
| Travel Coordinator | L |
| Deputy Clerk | K |
| Help Desk Technician | K |
| Jury Clerk | K |
| Legal Secretary | K |
| Administrative Services Assistant | J |
| Court Fiscal Assistant | J |
| Court Procurement Officer I | J |
| Human Resources Assistant | J |
| Maintenance Worker | J |
| Court Bailiff | I |
| Probation Services Assistant | I |
| Court Expeditor | H |
| Deputy Clerk Assistant | H |
| Mechanic Assistant | G |
| Data Entry Clerk | F |
| Attorney IV | A4 |
| Compiler of Laws | A4 |
| Ethics Counsel | A4 |
| Public Guardian | A4 |
| Staff Attorney (Superior Court) | A4 |
| Attorney III | A3 |
| Staff Attorney (Supreme Court) | A3 |
| Attorney II | A2 |
| Attorney I | A1 |

Recruit/Trainee Level Pay Differential

The **Iowa Judicial Branch** does not utilize recruit or trainee pay. They have built the trainee/journey concepts into their classification structure where appropriate.

The **Minnesota Judicial Branch** provides for an employee that does not meet the minimum qualifications for the class to which appointed, but who the appointing authority determines may meet the qualifications for the class after a period of on-the-job training of one year or less, may be given trainee status. The salary of an employee serving with trainee status shall be determined in accordance with the Pay upon First Employment policy. Service while on trainee status shall not count towards satisfying the probationary requirements of any class. Upon successfully completing all training requirements of the trainee appointment, an employee may be given probationary status and his or her salary determined in accordance with Pay upon First Employment policy. The distinction is an employment status distinction rather than a pay level distinction.

The **Vermont Judiciary** does not provide a recruit/trainee level pay differential.

The **California Judicial Council** does not provide a recruit/trainee level pay differential.

Recruit/Trainee Level Pay Differential Recommendations

The NCSC project team proposes that the Court adopt one Recruit/Trainee step below Step 1 of the pay grade to which the associated classification is assigned and set the Recruit/Trainee step at Step 1 of the next lower pay grade. For example, the proposed pay grade for Deputy Marshal is N. The Recruit/Trainee step would be set at Step 1 of the next lower pay grade M. After completion of the complete job rotation, orientation and training, the resulting salary increase from the Recruit/Trainee step to Step 1 of pay grade N is approximately 8.3 percent. This is an appropriate increase for completion of the formal training process/program and is in line with the progressive nature of the percentage differential between steps, next step increase from Step 1 to Step 2 being approximately 6.3 percent.

The length of time an employee is on the Recruit/Trainee step should correspond with the length of the formal training process/program for the classification and advancement to Step 1 should depend upon approval of a written supervisory and managerial recommendation for such advancement to non-trainee status. Additionally, the NCSC project team recommends that the Court set a maximum length of time that an employee holds Recruit/Trainee status beyond which the employee should have attained non-trainee status or that performance improvement and/or other remedial steps be taken.

Non-base Pay Differentials

In order to review and analyze current non-base pay differentials to determine equity based on conditions applied, e.g., hazardous pay, acting, and detail salary adjustments, the NCSC project team gathered information to assist the Court in reviewing these policies. The NCSC project team obtained information on non-base pay differential pay practices from the local (on Guam) published survey. The NCSC project team also obtained information on non-base pay differential pay practices from Iowa Judicial Branch, Minnesota Judicial Branch, and Vermont Judiciary. The NCSC project team obtained information on non-base pay differential pay practices from Judicial Council of California Administrative Office of the Courts. A copy of the Minnesota Judicial Branch Policy and Procedures—Unrepresented Pay Plan Policy FY 08-09 and a copy of the California Benefits Handbook are included in Appendices 4 and 5, respectively.

Hazardous Pay

Currently, Deputy Marshals', Probation Officers', and Alternative Sentencing Officers' eligibility for 10 percent hazardous pay (in addition to base pay) is limited to only hazardous conditions that are not within the customary, ordinary or routine duties of these positions. The AOC's Administrative Compensation Policy #UJ06-07 provides for the procedure and forms for employees in these positions to submit a claim for hazardous pay for the time spent during such activities.

There is a cost to administer the current hazardous pay policy/procedure, including employees completing their timesheets with justification of hazardous working conditions-by the hour; the division "timekeeper" who checks timesheets; finance/primary payroll person; and the back/up payroll person who process payroll and managers who track hazardous pay within their division and in the Court overall.

Local (on Guam) Published Survey

Of 119 organizations participating in the survey of premium pay, 89 or 74.8 percent do not provide premium pay. Among the 30 organizations or 25.2 percent that do provide premium pay, six provide a premium for adverse/hazardous working conditions: one provides \$.25/hour; two provide a 10 percent premium; and three provide a 50 percent premium.

Courts

Courts surveyed were asked if the Court provides pay for hazardous conditions that are not within the customary, ordinary, or routine duties for some classifications. If so, which classifications are eligible for hazardous pay if hazardous pay is included in base pay or in addition to base pay; the amount of hazardous pay, dollar amount per month or percentage of

salary; how hazardous pay is earned, for example, is it earned based on classification, assignment or shift? Or, is it earned by the hour for the time the employee is involved in certain activities?

The **Iowa Judicial Branch** does not use hazardous pay for any of their staff.

The **Minnesota Judicial Branch** does not provide hazardous pay.

The **Vermont Judiciary** does not provide hazardous pay.

The **California Judicial Council** does not provide hazardous pay.

These courts' responses to the question of hazardous pay may reflect that they do not have marshal or probation classifications.

Recommendation

The NCSC project team recommends that hazardous pay is built into or embedded in the base pay based on factoring duties and responsibilities and in particular working conditions and the resulting pay grade assignments. PAM is designed to determine the relative internal value of the range of working conditions for all jobs found in the public sector including deputy marshals, probation officers, and alternative sentencing officers who perform duties entailing hazardous conditions that are not within the customary, ordinary, or routine duties of positions as it does for other jobs such as electricians. The NCSC project team would expect that the hazards inherent in these occupations be reflected in the pay levels that we find in the labor market. If the Court adopts this recommended approach to embedding hazardous pay in the base pay grade assignment, the Court will need to discontinue accepting claims for hazardous pay from employees so as not to double pay for hazardous pay.

Acting Status, Detail or Temporary Assignment Pay

According to the AOC's Administrative Compensation Policy UJ06-08, the Court uses an acting/detail/temporary assignment warrants placement within the higher pay grade at the step equal to and not less than three-step advancement within the employee's current pay grade. Since the percentage between steps varies from 6.3 percent to 3.5 percent in the current pay schedule, the assignment pay varies from 11 percent to 18 percent depending on the employee's step, unless the employee is near or at the top of their range, in which case the assignment pay could be less than 11 percent, depending on the employee's pay grade. Since the inter-range differential also varies in the current pay schedule from 3.9 percent to 10.5 percent, the acting pay could be as low as 3.7 percent (see an analysis of the current GovGuam pay schedule in the pay grade structure discussion below).

Acting status is allowed after a minimum of 30 days so served and for a maximum of one year. Detail status, which is acting status for non-exempt employees, is allowed after a minimum of 30 days served and for a maximum of 90 days.

Additionally, the Court's promotional pay policy (Section 6206. Step to Step Upon Promotion) provides that classified employees in grades A through V promoted competitively, by reclassification, or temporarily, to a higher pay grade shall receive a salary increase closest to a one step increase in the pay grade held prior to promotion.

Local (on Guam) Published Survey

Of 119 organizations participating in the survey of premium pay, 89 or 74.8 percent do not provide premium pay. Among the 30 organizations or 25.2 percent that do provide premium pay, six organizations provide lead/temporary supervisory assignment pay; two provide \$.50/hour; one provides \$.65/hour; one provides \$.80/hour; one provides 15 percent; and one reported as varies.

Courts

Courts surveyed were asked if the Court provides pay for acting status, when temporarily assigned to perform the duties of another higher level position, and if so, to describe the policy, including: What is the maximum length of time that acting pay may be earned? What is the dollar amount per month or percentage of salary for acting pay? What equates to a disruption in acting status resulting in a suspension in acting status pay, e.g., a leave of over 40 hours?

The **Iowa Judicial Branch** does compensate staff serving in an "acting" status with extra pay for the duration of the assignment when the assignment is expected to exceed six weeks in duration (three pay periods). If the employee's pay range overlaps the pay range of the acting assignment, they will give the employee 4.5 percent extra pay. If the employee's pay range does not overlap the range for the acting assignment, they will pay the employee at the minimum of the range of the acting assignment.

The **Minnesota Judicial Branch** provides two types of acting pay. They pay working out of class pay for such assignments of more than 30 days. The pay is determined by the "Pay Upon Promotion" policy which provides a 5 percent increase or the minimum of the new range, whichever is greater; however, should the 5 percent increase not exceed midpoint of the new (higher) range, the appointing authority has discretion to assign a rate of pay greater than 5 percent, but not exceeding midpoint with an additional exception for authorization of a rate of compensation higher than midpoint of the new range.

The Minnesota Judicial Branch also pays acting pay for a limited “mobility” purpose: When business needs require the appointment of a permanent employee to perform the duties of a temporary position, a special project, or a specialized skill set for a limited period of time of up to one year with possible extensions, the appointing authority may fill the vacancy using a limited acting appointment. The pay is determined using the same Pay upon Promotion policy as above.

Additionally, upon the return to the original or similar appointment, the employee’s original salary rate shall be adjusted to include any non-discretionary increases and merit increases, if warranted by performance while acting in the limited appointment.

The **Vermont Judiciary** policy has some helpful wording: “Special assignments in this category justifying alternate rate pay shall occur only when an employee is required by the Court Administrator to perform a majority of those duties of the specially assigned position which are substantially different from the employee’s own normal duties for a period of eleven or more consecutive working days retroactive to the first day of such assignment. If special circumstances warrant, the Court Administrator may approve alternate rate pay for shorter periods of time. The performance standard of a specially assigned employee shall be the same as that expected of a newly assigned permanent employee during the probationary period.” The alternate rate pay shall be the step in the new pay grade equal to the promotion rate for the employee.

The **California Judicial Council** pays a differential for working out of class: “An employee may receive a pay differential for working an ‘Out-of-Class Assignment.’ The assignment must be at least 30 days and not more than 120 days. The employee will receive a 5 percent pay differential or the amount received if the employee were to be promoted (whichever is greater).”

Recommendation

An acting (or detail) assignment pay of approximately 5 percent is more in line with other courts’ pay differentials as well as the NCSC project team’s familiarity with prevailing public sector pay practices. It would also provide a more consistent percentage among pay grades and steps. Given the current step structure, a 5 percent acting assignment pay policy could be worded as the step in the higher pay grade equal to and not less than 5 percent.

As to the length of acting status, it is typically a minimum length of time, such as 30 days in Minnesota and California or six weeks in Iowa, that is longer than the usual vacation leave; and a maximum length of time to both allow for coverage of lengthy leaves of absence and to recognize the temporary nature of the assignment. The Court’s current minimum and maximum

length of time for classified and unclassified staff are in line with other courts' pay differentials as well as the NCSC project team's familiarity with prevailing public sector pay practices.

VI. Pay Grade Structure

GovGuam Unified Pay Schedule

Currently, the GovGuam Unified Pay Schedule includes 22 pay grades and ten steps with additional 3.5 percent increases above the top step every 24 months until 20 years. The length of time to move from Step 1 to Step 10 is 10.5 years. The total length of time to move from Step 1 to Step 20 is 30.5 years. The total percentage increase from Step 1 to Step 10, the published pay range maximum, Step 10 is 50.0 percent. The additional steps 11 through 20 provide an additional 41.1 percent and an overall percentage increase from Step 1 to Step 20 of 111.6 percent. The inter-range differentials (the difference between a pay grade and the next higher pay grade) vary from 3.9 percent to 10.7 percent starting with pay grade A. The steps vary from 6.3 percent to 3.5 percent starting with Step 1. Table 13 shows the percentages between steps and Table 14 shows the inter-range differential.

Table 13: GovGuam Unified Pay Schedule Percentage between Steps

| GovGuam Unified Pay Schedule | | |
|------------------------------|-----------------------|--------------------------|
| Step | Attain After x Months | Percentage Between Steps |
| 1 | | |
| 2 | 12 | 6.3% |
| 3 | 12 | 5.9% |
| 4 | 12 | 5.6% |
| 5 | 12 | 5.3% |
| 6 | 12 | 4.0% |
| 7 | 12 | 3.8% |
| 8 | 18 | 3.7% |
| 9 | 18 | 3.6% |
| 10 | 18 | 3.5% |
| 11 | 24 | 3.5% |
| 12 | 24 | 3.5% |
| 13 | 24 | 3.5% |
| 14 | 24 | 3.5% |
| 15 | 24 | 3.5% |
| 16 | 24 | 3.5% |
| 17 | 24 | 3.5% |
| 18 | 24 | 3.5% |
| 19 | 24 | 3.5% |
| 20 | 24 | 3.5% |

Table 14: GovGuam Unified Pay Schedule Inter-range Differentials

| GovGuam Unified Pay Schedule | | | | |
|------------------------------|---------------------------|-----------|-----------|-----------|
| Grade | Percentage Between Grades | Step 1 | Step 10 | Step 20 |
| A | | \$ 13,990 | \$ 20,986 | \$ 29,603 |
| B | 3.9% | \$ 14,534 | \$ 21,802 | \$ 30,754 |
| C | 4.1% | \$ 15,133 | \$ 22,699 | \$ 32,019 |
| D | 4.7% | \$ 15,840 | \$ 23,760 | \$ 33,516 |
| E | 5.2% | \$ 16,656 | \$ 24,984 | \$ 35,245 |
| F | 5.9% | \$ 17,635 | \$ 26,453 | \$ 37,315 |
| G | 6.2% | \$ 18,723 | \$ 28,085 | \$ 39,617 |
| H | 6.7% | \$ 19,974 | \$ 29,962 | \$ 42,264 |
| I | 7.1% | \$ 21,389 | \$ 32,083 | \$ 45,256 |
| J | 7.3% | \$ 22,942 | \$ 34,414 | \$ 48,544 |
| K | 7.5% | \$ 24,656 | \$ 36,984 | \$ 52,170 |
| L | 7.6% | \$ 26,520 | \$ 39,780 | \$ 56,114 |
| M | 8.1% | \$ 28,678 | \$ 43,018 | \$ 60,681 |
| N | 8.3% | \$ 31,064 | \$ 46,596 | \$ 65,728 |
| O | 8.8% | \$ 33,811 | \$ 50,717 | \$ 71,541 |
| P | 9.0% | \$ 36,850 | \$ 55,274 | \$ 77,969 |
| Q | 9.5% | \$ 40,352 | \$ 60,528 | \$ 85,381 |
| R | 9.6% | \$ 44,242 | \$ 66,365 | \$ 93,613 |
| S | 10.0% | \$ 48,680 | \$ 73,020 | \$103,002 |
| T | 10.4% | \$ 53,720 | \$ 80,580 | \$113,666 |
| U | 10.3% | \$ 59,277 | \$ 88,915 | \$125,423 |
| V | 10.7% | \$ 65,620 | \$ 98,430 | \$138,845 |

The NCSC project team understands that the rationale for the current pay schedule structure is the pay scale proposed to Gov Guam in 1991 which included ten steps with Step 5 as the mid range and Steps 6 through 10 to be used for merit bonus and salary increments. The proposed structure was revised and ten steps (steps 10 through 20) were added to the pay scale adopted. Steps 1 through 10 are available for initial employment to GovGuam and steps 10 through 20 are used for 3.5 percent salary increments to provide higher salaries for employees who reach the pay range maximum, Step 10.

Additionally, the NCSC project team understands that the 1991 study analyzed all GovGuam jobs from top to bottom; that the differences in inter-range percentages support the concept of entry level jobs being assigned to pay grades A, B, C or D; and moreover, that the inter-range percentages were indicative of factors used in the 1991 study.

Attorney Pay Schedule

The attorney pay schedule for Attorney I, II, III, and IV is a separate pay schedule and provides for progression based on tenure. The four pay grades have a varying number of steps ranging from two steps to six steps. The percentage between steps varies from 3 percent to 10 percent. The inter-range differentials vary and are 10 percent, 16 percent and 20 percent. Table 15 shows the percentages between steps and Table 16 shows the inter-range differential.

Table 15: Attorney Pay Schedule Percentages between Steps

| Attorney Pay Schedule | | | | | | | |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Grade | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Thereafter |
| Attain After x Months: | 12 | 12 | 12 | 12 | 12 | 12 | 24 |
| Percentage Between Steps: | | 6% | 6% | | | | |
| A1 | \$ 40,352 | \$ 42,874 | \$ 45,396 | | | | |
| Percentage Between Steps: | | 6% | | | | | |
| A2 | \$ 47,008 | \$ 49,773 | | | | | |
| Percentage Between Steps: | | 6% | 8% | | | | |
| A3 | \$ 51,723 | \$ 54,765 | \$ 59,329 | | | | |
| Percentage Between Steps: | | 10% | 6% | 4% | 4% | 3% | 3.5% |
| A4 | \$ 62,114 | \$ 68,493 | \$ 72,522 | \$ 75,208 | \$ 77,894 | \$ 80,580 | |

Table 16: Attorney Pay Schedule Inter-range Differentials

| Attorney Pay Schedule | | |
|-----------------------|---------------------------|-----------|
| Grade | Percentage Between Grades | Step 1 |
| A1 | | \$ 40,352 |
| A2 | 16% | \$ 47,008 |
| A3 | 10% | \$ 51,723 |
| A4 | 20% | \$ 62,114 |

Surveyed Courts' Salary Plan Structure

Courts surveyed were asked to provide details of their salary plan structure/administration: If the Court utilizes a step plan, please indicate the number of steps and percentage between steps and describe how employee progress through the pay range, e.g., one step per year based on satisfactory performance. If the Court utilizes an open range plan, please provide the control point (e.g., mid-point, range maximum, or any other point within the range that is the point at which most people can expect to reach) and describe how employees progress through the pay range.

The **Iowa Judicial Branch** utilizes a minimum/maximum pay range structure. New hires typically start at the minimum of the pay range. Employees move through the pay range with a 4.5 percent merit increase each year on their anniversary date until they reach the top of the pay range. Once an employee reaches the top of the pay range they receive no further merit increases. The minimums and maximums of the pay ranges are adjusted each year by the amount of the general wage increase approved by the legislature. Generally, unless the legislature directs otherwise, non-contract staff receive the same general wage increase as contract covered staff. Unless the employee is at the maximum for their pay range, they can expect to receive their merit increase on their anniversary date and the general wage increase appropriated by the legislature on July 1 of the fiscal year. Using Guam's survey terminology, the control point in the maximum of the pay range is approximately 60 percent of their employees are at the maximum of their pay range.

When an employee is promoted to a classification in a higher pay range, the employee receives a 4.5 percent pay increase if the new pay range is one or two ranges higher; if the new pay range is three or more pay grades higher the employee receives a 9 percent pay increase or is brought to the minimum of the new pay range if that is higher. A promotion resets the anniversary date for future annual merit pay increases.

The **Minnesota Judicial Branch** represented pay plans utilize a step plan; unrepresented pay plans utilize an open range plan. Unrepresented have 19 pay bands. Unrepresented ranges do not have a control point. An employee can be hired up to the midpoint of the range without HR Director approval and progression through the range is based on performance and budget. Prior to FY2009, all individual merit increases were capped at the maximum percentage of the budget. If they had a 3 percent merit budget, the maximum merit for any individual would have been 3 percent for that year. Starting in FY2009, they will be adding flexibility for management to deliver up to a 6 percent merit increase. While the overall merit pool may still be funded at 3 percent, now management will be able to use funding not spent on underperforming staff to enhance the merit increase percentage available to star performers.

Represented pay band minimums and maximums typically mirror unrepresented pay band minimums and maximums. Movement through these ranges is administered through the collective bargaining agreement language but generally means one step per year of service unless there is a documented performance issue.

The **Vermont Judiciary** classified pay plan has 28 pay grades each with 15 steps. Employees on steps 1-5 are eligible for a step increase every year; employees on steps 6-12 are eligible for a step increase every two years; and employees on steps 13-14 are eligible for a step increase every three years.

The **California Judicial Council** does not use a step system. Employees are typically hired at the range minimum and will eventually progress through the entire range unless their performance is unsatisfactory.

Discussion

The NCSC project team used Step 10 of the GovGuam Unified Pay Schedule as the stated current pay grade maximum in comparing to the pay range maximum provided by other employers surveyed. The 10.5 years that it takes to attain Step 10 is generally in line with a 50 percent wide pay grade such as GovGuam's. If Step 20 was to be used for comparison, this might change the analysis of the Court's labor market competitiveness; however, such a comparison would require gathering information on longevity type pay policies or other additional opportunities for salary growth above the stated pay range maximum, which was not a part of this study. Based on the NCSC project team's familiarity with the results of numerous other compensation studies completed, longevity is a rarity in the private sector and is becoming less and less common among public sector agencies.

Recommendation

Since the Judiciary currently uses the GovGuam Unified Pay Schedule, recommendations for adjustment in pay grade assignments have been made within the current pay schedule structure. Re-design of the Unified Pay Schedule was not within the scope of this study. However, the NCSC project team is available to provide consultation regarding the overall pay schedule structure if desired.

Implementation/Cost Implications

The common goals in undertaking classification and compensation studies are to:

- Provide for *internal equity*
- Be *externally competitive* with other comparable employers
- Be sufficiently able to *attract, retain and motivate* a quality work force
- Support achievement of the organization's mission

In adopting the results of classification and compensation studies, there are implementation options that range from cost-neutral and up, depending on the organization's compensation philosophy and goals; the need to address issues such as inequity or recruitment and retention issues; current vs. target competitiveness in the labor market; and, always for the public sector, funding or the ability to pay.

The NCSC project team understands that the Court is interested in cost-neutral/cost-effective implementation options. Invariably, there are costs to implementing such studies. It is difficult to make changes in employees' classification and pay levels and/or initiate a new performance appraisal system that ties into the compensation structure without some cost implications.

The NCSC project team understands that in implementing the 1991 classification study, the Court adopted the cost-neutral approach of "slotting" the employee's pay in the new pay grade assignment on the step closest to, and not less than, the employee's rate of pay in effect as of (the date selected). The NCSC project team recommends that the Court use the same approach to implementing the recommendation to merge the I/II level of Deputy Marshal, Probation Officer, and Deputy Clerk and the associated reclassification of those employees at the I level who have completed the formal training program based on supervisor and division manager/administrator recommendation.

The NCSC project team recommends using this same approach for any employee whose classification is assigned to a higher pay grade.

Typically, the NCSC project team recommends that consistent with the Court's stated policy, any employee whose classification is assigned to a lower pay grade not be adversely impacted; rather, that their salary be "frozen" at the current level until their salary falls within the pay range; in other words, until the pay range maximum catches up with their salary.

Pay Plan Maintenance/Update Recommendations

Pay Plan Adjustments. To maintain the Court's competitive position in the labor market and the ability to attract and retain a quality workforce, we recommend that the Court's pay plan be updated regularly based on updated labor market data or by a regional general salary adjustment factor. Since market conditions may change in the future, the NCSC project team recommends that the Court continue to use the market data to affirm, modify, or refute the factor based pay plan placement of a classification.

Allocating Classifications to the Pay Grades. The NCSC project team recommends that the Court maintain the principle of allocating new classifications to pay grades by using the combination of internal ranking through the PAM and labor market data.

New Duties and Changed Duties: The NCSC project team recommends that Human Resources first conduct a classification review of new positions or positions with new or changed duties. Re-evaluate the new duties using the PAM to see if the total point value results in higher band assignment.

Unusual labor market demands: There will be times that the internal ranking of the class will not reflect the going labor market rates. The NCSC project team often sees this with information technology positions. It is not intended that the Authority limit itself to the internally established rate. A rational compensation strategy is to address these classes through an implementation procedure that recognizes that the labor market is not always compatible with internal equity considerations. When there are market conditions that warrant higher pay, the NCSC project team recommends that the Authority upgrade the class in its schedule and mark it for annual review until labor supply again meets labor demand.

VII. Performance Appraisal System Recommendations

The NCSC project team reviewed the comments for changes to the performance appraisal system from the employees, supervisors and division directors for the Guam Judiciary. Based upon this information, observations made while conducting on-site job audit interviews and the overall goal of providing a more up-to-date format for employee review, the NCSC project team offers the following recommendations regarding the Judiciary's performance appraisal system:

1. The performance appraisal should include a strong performance planning component that requires employee input. Employees should have a share in the construct of their own appraisal, and a performance planning component will provide this opportunity and increase the assessment's value for them. This will also take some of the pressure away from supervisors by giving them the employee's perspective and providing them with a tool for planning, making the appraisal a more positive tool for change. Since employees respond to many different incentives in the workplace, this will provide supervisors with a better key to providing specific motivation for employees.
2. The appraisal should continue to include a behavioral assessment component. Several supervisors indicated that they believe it is important to provide feedback on things such as attendance and punctuality, customer service, attitude, etc. While important, these things are the primary areas where appraisals become difficult to make effective due to variations of standards among raters, difficulty in creating specific and measurable standards, and an increase in the time that is often needed to gather pertinent information in order to provide meaningful feedback. The NCSC project team recommends including behavioral assessment as a component of the review but proposes some changes to make it a bit easier to implement.

3. The performance appraisal should be a time to make sure that employees and supervisors are on the same page in terms of what the Judiciary's goals are and how the employee and supervisor fit into those goals. The NCSC project team proposes a brief section to facilitate such a discussion.
4. There were a few comments suggesting that the new performance appraisal include peer review, side-by-side employee comparisons, and pay for performance. While these are certainly things that can be done, they may not comfortably align with the Judiciary's culture. The NCSC project team would be hesitant to implement these items without a greater involvement in the planning, implementation, and training by employees, supervisors, and division directors with NCSC guidance. The development would certainly be more long term due to the risks inherent in trying to incorporate these elements into the process. When peer review is added to the process, issues related to confidentiality must be immediately dealt with. Peer raters are typically reluctant to evaluate their coworkers if they are concerned that their feedback will find its way back to their fellow workers. In some cases, raters have been found to be brutally honest, requiring safeguards to insure that people are not hurt by comments. Peer review tied to financial incentive has also led employees to sabotage reviews when competition determines how much of an increase an employee will receive. Side-by-side comparisons can be divisive and can lead to breakdowns in teamwork. Pay for performance (or recognition of superior performers) is possible with most any system, but requires extreme care in the design of the process and tool because of the heightened consequences for employees and the impact it has on the entire system.
5. The NCSC project team therefore recommends an appraisal tool that has the following components:
 - a) A section where employees and supervisors check in on the employee and supervisor's mutual understanding of the employee's duties and responsibilities, and how they fit into the organization's vision and mission.
 - b) A section for performance planning where the employee describes such things as their accomplishments of the past year, where they think they need training, and where they would like to progress to in the future. This would provide talking points for the performance review meeting.
 - c) A section tailored to the employee where the employee and supervisor define specific job-related objectives for the coming year; establish metrics for determining the degree of success in meeting the objective, and thus providing the employee and supervisor with a very concrete way to measure progress (sort of a SMART goals section).
 - d) A behavioral assessment section containing areas common to all employees but necessary for the success of the Judiciary, perhaps such areas as customer service, time management, creativity, leadership, appearance, attendance, or other similar categories.

Hopefully, this process will cause the performance appraisal to be more interactive than in the past, but could potentially lead to higher motivation of employees and supervisors. It would provide the Judiciary with a variety of tools that would help employees prepare for the next

position in their career progression, help supervisors with providing good feedback, encourage a positive approach to performance evaluation, and ensure that the mission and vision of the Judiciary is understood and tangible for each employee.

These thoughts were the basis for development of the proposed Performance Appraisal Rating Guide with instructions and Performance Appraisal Instrument included in Appendix 6.

In response to inquiries regarding Addendum to the Guam Classification Compensation Study Draft Report, the following elaboration on these recommendations was provided under separate cover:

The first paragraph on page 6 reads:

Importantly, the NCSC project team recommends that the Judiciary does not alter PAM factoring for law enforcement classifications. Rather, the NCSC project team recommends placing the law enforcement classifications in the appropriate salary range regardless of the pay range indicated by the factoring/internal valuation. An option, to pay the 10 percent (and subsequent 10 percent increases) as a pay differential over and above the base salary range, may create cumbersome pay administration issues.

To elaborate, here's an example: The total PAM factoring points for Deputy Chief Marshal and Deputy Chief Probation Officer are 555. (Note, this figure has since been updated.) The total PAM factoring points for the Chief Deputy Clerk (Superior Court) is 575. As a result of the study, the proposed pay range for all three of these classes is pay range R. As a result of the legislated law enforcement salary increases, the Deputy Chief Marshal and the Deputy Chief Probation Officer will be paid at a higher level than the Chief Deputy Clerk (Superior Court). However, the PAM factoring points should remain intact and not altered to accommodate the legislated pay level.

APPENDIX 1

Proposed Position Allocations

| POSITION NUMBER | POSITION TITLE | NAME OF INCUMBENT | Proposed Classification Title |
|---|---|---------------------------|---|
| DIVISION/SECTION: GENERAL ADMINISTRATION/ADMINISTRATOR OF THE COURT'S OFFICE | | | |
| 278 | Deputy Administrative Director of the Court | Robert S. Cruz | Assistant to the Administrator of the Courts |
| 298 | Administrative Services Officer | Josephine Cruz-Cepeda | Administrative Services Officer |
| 384 | Equal Employment Opportunity Officer | Linette Muna Perez | no change |
| 279 | Management Officer | Valarie Cruz | Management Analyst |
| DIVISION/SECTION: FEDERAL PROGRAMS | | | |
| 568 | Court Programs Administrator | Jacqueline Y. Zahnen Cruz | no change |
| 539 | Management Officer | Antonette S. Padua | Assistant Court Programs Administrator |
| 467 | Program Coordinator I | Diana P. Toves | Grant Program Coordinator |
| 276 | Program Coordinator II | Teresita C. Barnhart | Grant Program Coordinator |
| 386 | Court Fiscal Officer I | Josita M. Calvo | Court Fiscal Officer 2 |
| 921 | Administrative Services Assistant | Joline K.M. Achivida | no change |
| DIVISION/SECTION: SUPREME COURT OF GUAM | | | |
| 200* | Director Of Policy, Planning & Community | Daniel J. Tydingco | Deputy Administrator of the Courts |
| 500* | Staff Attorney | Geraldine A. Cepeda | no change |
| 501* (Supreme) | Research Attorney | Bridget Ann Keith | Attorney I-IV (Use Research Attorney as working title.) |
| 502* | Attorney I | Julie C. Rivera | no change |
| 503* | Attorney I | Danielle T. Rosete | no change |
| 505* | Judicial Intern | Janice M. Camacho | no recommendation |
| 400* | Chamber Clerk Administrator | Annabelle C. Majillo | Courtroom/Chamber Clerk* |
| 402* | Courtroom/Chamber Clerk | Joleen Flores Respicio | no change |
| 201 | Senior Law Clerk | Joephet R. Alcantara | no change |
| 800* | Jr. Programmer Analyst | Vincent John P. Bermudes | IT Specialist |
| 300* | Clerk of Court | Jeanne G. Quinata | Clerk of Court (Supreme Court) |
| 301 | Assistant to the Clerk of Court | Imelda B. Duenas | no change |
| 302 | Senior Law Clerk | Jesse Jon N. Nasis | no change |
| 303 | Deputy Clerk II | Lisa C. Ibanez | Deputy Clerk |
| 700* | Ethics Counsel | Bruce Bradley | no change |
| 701 | Courtroom/Chamber Clerk | Jovyna L. San Agustin | Administrative Services Officer per HR |
| 1000* | Public Guardian | John M. Weisenberger | no change |
| 1005 | Legal Secretary I | Zertyn V. Palomo | Legal Secretary |
| 368* | Compiler of Laws | Andrew S. Quenga | no change |
| 275 | Assistant to Compiler of Laws | Lorenzo P. Roberto | no change |
| 702 | Assistant to Compiler of Laws | Gloria Duenas Cruz | no change |
| *Chamber Administrator assignment/pay differential for rotating assignment. | | | |
| DIVISION/SECTION: JUDGES' CHAMBERS | | | |
| 273* | Staff Attorney | Bruce A. Bradley | no change |
| 383* | Attorney I | Jessica L. Hjelsand | no change |
| 216* | Attorney III | George Neil P. Valdes | no change |
| 223* | Attorney I | Jonathan R. Luke | no change |
| 303* | Senior Law Clerk | Rachel M. Taimanao | no change |
| 506* | Senior Law Clerk | Renita M. Taimanao | no change |
| 104* | Senior Law Clerk | Matthew E. Wolff | no change |
| 389* | Senior Law Clerk | Aaron R. Jackson | no change |
| 214* | Courtroom/Chamber Clerk | Cynthia T. Tiong | no change |
| 249 | Courtroom/Chamber Clerk | Vivian T. Cruz | no change |
| 380* | Judicial Chamber Assistant | Yvonne L. Cruz | Courtroom/Chamber Clerk |

Proposed Position Allocations

| POSITION NUMBER | POSITION TITLE | NAME OF INCUMBENT | Proposed Classification Title |
|---|---|---------------------------|-----------------------------------|
| DIVISION/SECTION: GENERAL ADMINISTRATION/ADMINISTRATOR OF THE COURT'S OFFICE | | | |
| 245 | Courtroom/Chamber Clerk | Cynthia C. Sablan | no change |
| 301 | Courtroom/Chamber Clerk | Janet D. Beldad | no change |
| 376 | Courtroom/Chamber Clerk | Evelyn C. Santos | no change |
| 234 | Courtroom/Chamber Clerk | Pauline U. Camacho | Courtroom/Chamber Clerk* |
| 563* | Courtroom/Chamber Clerk | Dolores B. Manibusan | no change |
| 564* | Court Bailiff | Lulene A. Concepcion | no change |
| 382 | Court Bailiff | Robert S. Unpingco | no change |
| 450 | Court Bailiff | Therese C. Santos | no change |
| 291 | Court Bailiff | JoRos E. Camacho | Deputy Clerk Assistant |
| *Chamber Administrator assignment/pay differential for rotating assignment. | | | |
| DIVISION/SECTION: JUDICIAL HEARINGS (CHILD SUPPORT - Created by P.L. 20-170) | | | |
| 482* | Administrative Hearing Officer | Linda L. Ingles | |
| 240 | Deputy Clerk III | Enrique F. Aflague Jr. | Deputy Clerk |
| 402 | Deputy Clerk II | Edriann F. Gaza | Courtroom/Chambers Clerk |
| 212 | Deputy Clerk II | Rachael A.P. Quichocho | Deputy Clerk |
| 507 | Deputy Clerk Assistant | Leonard F. Ventura | Court Bailiff |
| 232 | Data Entry Clerk | Judy Ann S.L. Jose | no change |
| 337 | Data Entry Clerk | Anika J. Johnston | no change |
| 377? | Deputy Clerk III | Mary Benaventes | Senior Deputy Clerk |
| 460 | Deputy Clerk I | Lorraine Cabrera | Deputy Clerk |
| DIVISION/SECTION: FINANCIAL MANAGEMENT | | | |
| 323 | Controller | Anthony A. Meno | Finance Administrator |
| 321 | Deputy Administrator, Financial Affairs | Norma S. Camacho | Deputy Finance Administrator |
| 333 | Management Officer | Julia T. Terfaje-Williams | Management Analyst |
| 439 | Court Fiscal Officer III | Manuel G. Tungol | no change |
| 394 | Court Fiscal Officer II | Harry A. Azicate | no change |
| 480 | Court Fiscal Officer II | Rita F. Untalan-Guerrero | no change |
| 481 | Court Fiscal Officer II | Dorene C. Damian | no change |
| 314 | Court Fiscal Officer II | Caroline Y.L. Gatchalian | no change |
| 309 | Court Fiscal Officer I | Mary Jane T. Garcia | no change |
| 441 | Court Fiscal Officer I | Francine N. Barredo | no change |
| 430 | Court Fiscal Officer I | Joey C. Antonio | no change |
| 315 | Court Fiscal Assistant | Thelma R. Perez | no change |
| 392 | Court Fiscal Assistant | Darrell C. Garcia | no change |
| 352 | Court Fiscal Assistant | Leilani A. Toves | no change |
| DIVISION/SECTION: HUMAN RESOURCES | | | |
| 306 | Human Resources Administrator | Barbara Jean T. Perez | no change |
| 307 | Senior Human Resources Management | Barbara B. Aguon | Principal Human Resources Officer |
| 390 | Human Resources Management Officer | Luz C. Carlos | Senior Human Resources Officer |
| 406 | Human Resources Management Officer | Rhonda B. Nelson | Senior Human Resources Officer |
| 508 | Human Resources Officer | Joleen M. Cruz | Human Resources Officer |
| 329 | Human Resources Assistant | Jesse I. Untalan | no change |
| 371 | Human Resources Assistant | Joseph F. Ulloa | no change |
| 332 | Management Officer | Annaleah Carlos Sablan | Travel Coordinator |
| DIVISION/SECTION: MANAGEMENT INFORMATION SYSTEMS | | | |
| 331 | Management Information Systems | Peter F. Leon Guerrero | no change |
| 349* | Senior Systems Programmer | Michael J. Duenas | IT Analyst |

Proposed Position Allocations

| POSITION NUMBER | POSITION TITLE | NAME OF INCUMBENT | Proposed Classification Title |
|---|--|-------------------------|--|
| DIVISION/SECTION: GENERAL ADMINISTRATION/ADMINISTRATOR OF THE COURT'S OFFICE | | | |
| 567* | Senior Systems Programmer | Robert J. Gaminde | IT Analyst |
| 566* | Senior Systems Analyst | Robert C. Mendiola | IT Analyst |
| 244* | Network Specialist | George A. Gogue | IT Analyst |
| 562 | Senior Systems Analyst | Robert John S. Rabago | IT Analyst |
| 325* | Database Administrative Specialist | TiffanyRose Muna Barnes | IT Specialist |
| 429 | Administrative Services Assistant | Stacy M. Flores | Help Desk Technician |
| DIVISION/SECTION: PROCUREMENT & FACILITIES MANAGEMENT | | | |
| 427* | Procurement & Facilities Mgmt. Administrator | Raymond L.G. Taimanglo | no change |
| 416 | Assistant Procurement Administrator | Marissa C. Antonio | Deputy Procurement Administrator |
| 334 | Court Procurement Officer III | Jesse M. Lefever | no change |
| 411 | Court Procurement Officer II | Joleen P. Cepeda | no change (currently Court Procurement |
| 464 | Court Procurement Officer II | Natuitasina M. Lemapu | |
| 465 | Court Procurement Officer I | Therese C. Esteves | no change |
| 324 | Facilities Maintenance Superintendent | Santiago B. Esteves | Maintenance Superintendent |
| 462 | Facilities Maintenance Supervisor | John M. Arceo | Maintenance Supervisor |
| 310 | Facilities Maintenance Supervisor | Adam B. Borja | Maintenance Supervisor |
| 318 | Maintenance Leader (Mechanic) | Frankie O. Cruz | Maintenance Leader (Mechanic) |
| 374 | Maintenance Leader (Plumber) | Aristides B. Reyes | Maintenance Leader (Plumber) |
| 344 | Maintenance Leader (Electrician) | Francisco M. Perez | Maintenance Leader (Electrician) |
| 438 | Facilities Maintenance Worker | Daniel G. Cruz | Maintenance Worker |
| 340 | Facilities Maintenance Worker | Barry J. Quinata | Maintenance Worker |
| 343 | Facilities Maintenance Worker | Peter M. Fernandez | Maintenance Worker |
| 345 | Facilities Maintenance Worker | Evreth M. Obamos | Maintenance Worker |
| 346 | Facilities Maintenance Worker | Ronald S. Cruz | Maintenance Worker |
| 348 | Facilities Maintenance Worker | Francis J. Perez | Maintenance Worker |
| 347 | Facilities Maintenance Worker | William S.N. Paulino | Court Expeditor |
| 350 | Facilities Maintenance Worker | Augusto N. Martinez | Maintenance Worker |
| 372 | Facilities Maintenance Worker | Johnny F. Afaisen | Maintenance Worker |
| 516 | Facilities Maintenance Worker | Jose A. Calceta | Maintenance Worker |
| 517 | Facilities Maintenance Worker | Anthony J. Babauta | Maintenance Worker |
| 428 | Official Vehicles Officer | Frankie M. Rosario | Mechanic Assistant |
| DIVISION/SECTION: CLIENT SERVICES & FAMILY COUNSELING | | | |
| 330 | Senior Individual Marriage & Family Therapist (Acting CSFC Administrator) | Virginia W. Yasuhiro | Client Services and Family Counseling Administrator (no change) |
| 369 | Clinical Psychologist | James J. Kiffer | Forensic Psychologist |
| 503 | Senior Individual Marriage & Family Therapist | Jean P. Wycoff | no change |
| 425 | Senior Individual Marriage & Family Therapist | Lisa V. Baza | no change |
| 419 | Senior Individual Marriage & Family Therapist | S. Wayne Butler | no change |
| 385 | Individual Marriage & Family Therapist Intern | Melissa C. Chargualaf | no change |
| 447 | Individual Marriage & Family Therapist Intern | Vera Marie R. Flores | no change |
| 370 | Management Secretary | Heien F. Pajarillo | no change |
| 362 | Administrative Services Assistant | Christine M. Blas | no change |
| DIVISION/SECTION: COURTS & MINISTERIAL | | | |
| 211* | Clerk, Superior Court | Richard B. Martinez | Clerk of Court (Superior Court) (no change) |
| 235 | Chief Deputy Clerk | Jessica C. Cruz | no change |
| 238 | Traffic Violations Bureau Clerk | Jenbel V. Manibusan | Traffic Violations and Small Claims Clerk |

Proposed Position Allocations

| POSITION NUMBER | POSITION TITLE | NAME OF INCUMBENT | Proposed Classification Title |
|---|---------------------------|-------------------------|--------------------------------|
| DIVISION/SECTION: GENERAL ADMINISTRATION/ADMINISTRATOR OF THE COURT'S OFFICE | | | |
| 220 | Jury Commissioner | Jennifer B. Conceicao | no change |
| 524 | Court Archivist | Loretta L.C. Anderson | Senior Deputy Clerk Supervisor |
| 420 | Deputy Clerk Supervisor | Joseph L. Bamba | no change |
| 102 | Deputy Clerk Supervisor | Therese M. Blas | no change |
| 228 | Deputy Clerk Supervisor | Valerie D. Tenorio | no change |
| 236 | Deputy Clerk Supervisor | Galo L. Perez, Jr. | no change |
| 293 | Deputy Clerk Supervisor | Rosalind C. Balajadia | no change |
| 457 | Deputy Clerk Supervisor | Peter C. Miyasaki | no change |
| 495 | Deputy Clerk Supervisor | Teresita S. Perez | no change |
| 336 | Deputy Clerk Supervisor | Priscilla M. Angoco | no change |
| 514 | Deputy Clerk Supervisor | Carl P. Perez | no change |
| 426 | Management Officer | Doreen F. Pangelinan | Management Analyst |
| 239 | Deputy Clerk III | Tammy L. Pinaula | Senior Deputy Clerk |
| 377 | Deputy Clerk III | Mary D. Benavente | Senior Deputy Clerk |
| 107 | Deputy Clerk III | Domingo M. Nego | Senior Deputy Clerk |
| 108 | Deputy Clerk III | Benny O. Cruz | Senior Deputy Clerk |
| 246 | Deputy Clerk III | Jerry T. Guerrero | Senior Deputy Clerk |
| 561 | Deputy Clerk III | Esther L.S. Pinaula | Senior Deputy Clerk |
| 509 | Deputy Clerk II | Linda M. Perez | Deputy Clerk |
| 215 | Deputy Clerk II | James R. Borja | Deputy Clerk |
| 241 | Deputy Clerk II | Jesse C. Franquez | Deputy Clerk |
| 243 | Deputy Clerk II | Joseph J.Q. Fausto | Deputy Clerk |
| 483 | Deputy Clerk II | Amando D. Quitoriano | Deputy Clerk |
| 391 | Deputy Clerk II | Alvimar D. Quitoriano | Deputy Clerk |
| 466 | Deputy Clerk II | Kenneth L. Weibling | Deputy Clerk |
| 259 | Deputy Clerk II | Jacqueline S.C. Tertaje | Deputy Clerk |
| 261 | Deputy Clerk II | Teresita E. Munoz | Deputy Clerk |
| 270 | Deputy Clerk I | Juan S. Manglona Jr. | Deputy Clerk |
| 233 | Deputy Clerk I | Glenric J. Mendiola | Deputy Clerk |
| 103 | Deputy Clerk I | Henry W. James | Deputy Clerk |
| 237 | Deputy Clerk I | Josielyn M. San Nicolas | Deputy Clerk |
| 219 | Deputy Clerk I | Ryan T. Balajadia | Deputy Clerk |
| 229 | Deputy Clerk I | Evelyn B. Bonto | Deputy Clerk |
| 393 | Deputy Clerk I | Joleen T. Cruz | Deputy Clerk |
| 432 | Deputy Clerk I | Florene U. Rivera | Deputy Clerk |
| 434 | Deputy Clerk I | Jerimie K.J. Duenas | Deputy Clerk |
| 218 | Deputy Clerk I | John J. Diego | Deputy Clerk |
| 460 | Deputy Clerk I | Lorraine A. Cabrera | Deputy Clerk |
| 537 | Deputy Clerk I | Rosaline R. Salas | Deputy Clerk |
| 442 | Deputy Clerk I | Alfred A. Santos | Deputy Clerk |
| 518 | Deputy Clerk I | Brianne M.G. Balbas | Deputy Clerk |
| 277 | Jury Clerk | Lillian P. Kosaka | no change |
| 213 | Deputy Clerk Assistant | Roman F.P. Quinata | no change |
| 257 | Deputy Clerk Assistant | Steven J.C. Bamba | no change |
| 401 | Deputy Clerk Assistant | Joyce C. Bautista | no change |
| 225 | Court Reporter Supervisor | Lolita S. Limtiaco | Court Transcriber Supervisor |
| 294 | Court Transcriber | Carmelita G. Tenorio | no change |
| 470 | Court Transcriber | Jeanette B. Roberto | no change |
| 443 | Court Transcriber | Priscilla C. Torres | no change |
| 525 | Court Transcriber | Dorothy Lou S.A. Peredo | no change |
| 531 | Data Entry Clerk | Mark E. Eclavea | Deputy Clerk Assistant |
| 351 | Data Entry Clerk | Tanya T. Taitano | Deputy Clerk Assistant |

Proposed Position Allocations

| POSITION NUMBER | POSITION TITLE | NAME OF INCUMBENT | Proposed Classification Title |
|---|--------------------------------|--------------------------|-------------------------------|
| DIVISION/SECTION: GENERAL ADMINISTRATION/ADMINISTRATOR OF THE COURT'S OFFICE | | | |
| 538 | Data Entry Clerk | Joseph S. Rivera | Deputy Clerk Assistant |
| 431 | Data Entry Clerk | Roberta D. Ruda | Deputy Clerk Assistant |
| 422 | Data Entry Clerk | Vanessa L. Naputi | no change |
| 289 | Data Entry Clerk | Jacob P.C. Unchangco | Deputy Clerk Assistant |
| 530 | Data Entry Clerk | Rosa I. Taisague | no change |
| 360 | Data Entry Clerk | Nicole S. San Nicolas | no change |
| 554 | Data Entry Clerk | Barbara G. Leon Guerrero | no change |
| 222 | Data Entry Clerk | Faustine G.B. Charfauros | no change |
| | Courtroom/Chamber Clerk | Vivian Cruz | no change |
| 240? | Deputy Clerk III | Enrique Aflague | Deputy Clerk |
| DIVISION/SECTION: PROBATION | | | |
| 248* | Chief Probation Officer | Edward A. Alvarez | no change |
| 251 | Deputy Chief Probation Officer | John Q. Lizama | no change |
| 281 | Probation Officer Supervisor | Pete A. Meno | no change |
| 408 | Probation Officer Supervisor | Rodolfo B. Gaza | no change |
| 471 | Probation Officer Supervisor | Melanie W. Brennan | no change |
| 529 | Probation Officer Supervisor | Trisha T. Suzuki | no change |
| 250 | Senior Probation Officer | Vicente F. Duenas, Jr. | no change |
| 252 | Senior Probation Officer | Joseph A. Tenorio | no change |
| 254 | Senior Probation Officer | Jay J. Perez | no change |
| 354 | Senior Probation Officer | Verna Lynn Chargualaf | no change |
| 356 | Senior Probation Officer | Leo S. Diaz | no change |
| 410 | Senior Probation Officer | Nelson G. Jardeleza | no change |
| 417 | Senior Probation Officer | David C. Uson | no change |
| 433 | Senior Probation Officer | Rogelio L. Orio | no change |
| 448 | Senior Probation Officer | Anthony L. Morcilla | no change |
| 449 | Senior Probation Officer | Margaret A. Paulino | no change |
| 472 | Senior Probation Officer | Anthony M. Toves | no change |
| 440 | Senior Probation Officer | Ruben D. Payumo | no change |
| 512 | Senior Probation Officer | Theresa A. Perez | no change |
| 296 | Probation Officer II | Doris Y. Mafnas | Probation Officer |
| 445 | Probation Officer II | Anthony Paul L.G. Aguon | Probation Officer |
| 413 | Probation Officer II | Jeanne Ann L. Untalan | Probation Officer |
| 546 | Probation Officer II | Sylvina C. Charfauros | Probation Officer |
| 547 | Probation Officer II | Roseanna T. Castro | Probation Officer |
| 548 | Probation Officer II | Denise R.J. Mendiola | Probation Officer |
| 549 | Probation Officer II | Hill C. Leon Guerrero | Probation Officer |
| 364 | Probation Officer II | John F. Ulloa | Probation Officer |
| 486 | Probation Officer II | Marciano I. Patricio | Probation Officer |
| 468 | Probation Officer I | Dianne T. Charfauros | Probation Officer |
| 286 | Probation Officer I | Valerie B. Gray | Probation Officer |
| 366 | Probation Officer I | Faith-Nelisa Mendiola | Probation Officer |
| 510 | Probation Officer I | Marisa A.Q. Cruz | Probation Officer |
| 511 | Probation Officer I | Jesse J. Muna | Probation Officer |
| 502 | Probation Officer I | Adam P. Perez | Probation Officer |
| 500 | Probation Officer I | Rene R. Balbin | Probation Officer |
| 399 | Probation Officer I | Anthony S. Duenas Jr. | Probation Officer |
| 256 | Probation Officer I | Titus J. Taitano | Probation Officer |
| 208 | Probation Officer I | Robert T. Untalan | Probation Officer |
| 209 | Probation Officer I | Angelica M. Blas Bamba | Probation Officer |
| 312 | Probation Officer I | Kirk N. Lizama | Probation Officer |

Proposed Position Allocations

| POSITION NUMBER | POSITION TITLE | NAME OF INCUMBENT | Proposed Classification Title |
|---|-----------------------------------|--------------------------|--------------------------------------|
| DIVISION/SECTION: GENERAL ADMINISTRATION/ADMINISTRATOR OF THE COURT'S OFFICE | | | |
| 437 | Probation Officer I | Maria C. Custodio | Probation Officer |
| 487 | Probation Officer I | Matthew J. Angoco | Probation Officer |
| 207 | Probation Officer I | Yvette I.T. Bias-Ananich | Probation Officer |
| 446 | Probation Officer I | Sea A. Cruz | Probation Officer |
| 363 | Probation Officer I | Jeremiah J.A. Cruz | Probation Officer |
| 404 | Probation Officer I | Robbie T. Call | Probation Officer |
| 355 | Probation Officer I | Jerovir Ivan C. Sukanob | Probation Officer |
| 545 | Probation Officer I | Mark G. Camacho | Probation Officer |
| 253 | Probation Officer I | Matthew G. Calvo | Probation Officer |
| 327 | Probation Officer I | Tanna M.T. Cruz | Probation Officer |
| 272 | Alternative Sentencing Supervisor | Rodolfo O. Carino | no change |
| 280 | Alternative Sentencing Officer | Frank R. Castro | no change (Merge with Senior level.) |
| 551 | Drug Court Coordinator (Juvenile) | Jeannette M. Quintanilla | no change |
| 919 | Drug Court Coordinator (Adult) | Samantha J. Brennan | no change |
| 911 | Probation Officer I | Jennifer B. Taitague | Probation Officer |
| 912 | Probation Officer I | David M. Ulloa | Probation Officer |
| 920 | Case Manager (Adult) | Paul L.G. Mafnas | no change |
| 918 | Case Manager (Adult) | Trina M.P. Pacheco | no change |
| 274 | Management Secretary | Jennifer L. Aguon | Management Secretary |
| 287 | Management Secretary | Bernie M. Rosario | no change |
| 361 | Administrative Services Assistant | Karla A.V. Tydingco | no change |
| 519 | Administrative Services Assistant | Rosann T. Aguon | no change |
| 570 | Probation Services Assistant | Jeana S.N. Sablan | no change |
| 571 | Probation Services Assistant | Carlos A. Fernandez | no change |
| 572 | Probation Services Assistant | Joseph Q. Leon Guerrero | no change |
| 906 | Data Entry Clerk | Anna Marie A. Reyo | no change |
| DIVISION/SECTION: MARSHAL'S | | | |
| 258* | Marshal of the Court | Frank G. Leon Guerrero | no change |
| 328 | Deputy Chief Marshal | Joseph J. Leon Guerrero | no change |
| 260 | Deputy Marshal Supervisor | Thomas S. Masga | no change |
| 264 | Deputy Marshal Supervisor | Michael L. Wintterle | no change |
| 282 | Deputy Marshal Supervisor | Jesse M. Blas | no change |
| 283 | Deputy Marshal Supervisor | Theodoro P. Padua | no change |
| 379 | Deputy Marshal Supervisor | Edward S. Toves | no change |
| 600 | Deputy Marshal Supervisor | Roque L. Manglona | no change |
| 601 | Deputy Marshal III | Rosalind C. Aguero | Senior Deputy Marshal |
| 421 | Deputy Marshal III | Ronnie G.Q. Castro | Senior Deputy Marshal |
| 505 | Deputy Marshal III | Roland E. Okada | Senior Deputy Marshal |
| 266 | Deputy Marshal III | Alan D. San Nicolas | Senior Deputy Marshal |
| 268 | Deputy Marshal III | George M. Mateo | Senior Deputy Marshal |
| 452 | Deputy Marshal III | Michele T. Ungacta | Senior Deputy Marshal |
| 453 | Deputy Marshal III | Kenneth S. Cruz | Senior Deputy Marshal |
| 515 | Deputy Marshal III | Peter J. Avilla Jr. | Senior Deputy Marshal |
| 288 | Deputy Marshal III | Anthony J. Meno | Senior Deputy Marshal |
| 367 | Deputy Marshal III | Joey A. Terlaje | Senior Deputy Marshal |
| 473 | Deputy Marshal III | John Frederick Taijeron | Senior Deputy Marshal |
| 226 | Deputy Marshal III | Christopher A. Roberto | Senior Deputy Marshal |
| 407 | Deputy Marshal III | William T. Melton | Senior Deputy Marshal |
| 493 | Deputy Marshal II | Vincent P.M. Balajadia | Deputy Marshal |
| 602 | Deputy Marshal II | Peter D. Gutierrez | Deputy Marshal |
| 513 | Deputy Marshal II | Paul C. Santos | Deputy Marshal |

Proposed Position Allocations

| POSITION NUMBER | POSITION TITLE | NAME OF INCUMBENT | Proposed Classification Title |
|---|-----------------------------------|----------------------------|-----------------------------------|
| DIVISION/SECTION: GENERAL ADMINISTRATION/ADMINISTRATOR OF THE COURT'S OFFICE | | | |
| 267 | Deputy Marshal II | Melvin E. Beldad | Deputy Marshal |
| 317 | Deputy Marshal II | Cirilo A. Sido | Deputy Marshal |
| 397 CS | Deputy Marshal II | James M. Robinson | Deputy Marshal |
| 455 | Deputy Marshal II | Antonita Q. Cruz | Deputy Marshal |
| 458 | Deputy Marshal II | John J. Ignacio | Deputy Marshal |
| 459 | Deputy Marshal II | Michael S.N. Quinata | Deputy Marshal |
| 475 | Deputy Marshal II | Roland R. Franquez, Jr. | Deputy Marshal |
| 477 | Deputy Marshal II | Jerry A. Eustaquio | Deputy Marshal |
| 497 | Deputy Marshal II | Samuel CD Drilon | Deputy Marshal |
| 269 | Deputy Marshal II | Troy D.M. Pangellinan | Deputy Marshal |
| 494 | Deputy Marshal II | Brian T. Anderson | Deputy Marshal |
| 461 | Deputy Marshal I | Frank A.D.J. Cruz | Deputy Marshal |
| 284 | Deputy Marshal I | Ralph A. Charfauros | Deputy Marshal |
| 496 | Deputy Marshal I | Kennedy G. Robinson | Deputy Marshal |
| 560 | Deputy Marshal I | Melinda I. Quichocho | Deputy Marshal |
| 265 | Deputy Marshal I | Dean G. Quinata | Deputy Marshal |
| 540 | Deputy Marshal I | Lisa L. Jackson | Deputy Marshal |
| 498 | Deputy Marshal I | Daniel E.C. Elliott | Deputy Marshal |
| 543 | Deputy Marshal I | Joaquin N. Charfauros, Jr. | Deputy Marshal |
| 285 | Deputy Marshal I | Debbie Ann Perez | Deputy Marshal |
| 217 | Deputy Marshal I | Jesse R.A. Naputi | Deputy Marshal |
| 313 | Deputy Marshal I | Josef K. Sablan | Deputy Marshal |
| 424 | Deputy Marshal I | John L. Camacho | Deputy Marshal |
| 387 | Deputy Marshal I | Godwin L. Quitugua | Deputy Marshal |
| 478 | Deputy Marshal I | Alfredo Q. Certeza | Deputy Marshal |
| 479 | Deputy Marshal I | Norman S. Flores | Deputy Marshal |
| 499 | Deputy Marshal I | Carlos D. Griffith | Deputy Marshal |
| 292 | Deputy Marshal I | Sonda L.M. Yatar | Deputy Marshal |
| 504 | Deputy Marshal I | Jeffrey L. Ludwig | Deputy Marshal |
| 541 | Deputy Marshal I | Rudy G. Cepeda | Deputy Marshal |
| 542 | Deputy Marshal I | Roland T. Untalan | Deputy Marshal |
| 544 | Deputy Marshal I | Jennifer Malia Stone Cunha | Deputy Marshal |
| 339 | Deputy Marshal I | Vicente I. Untalan Jr. | Deputy Marshal |
| 492 | Deputy Marshal I | Rosalyn S. Gutierrez | Deputy Marshal |
| 484 | Management Secretary | Valerie L. Cruz | Management Secretary |
| 415 | Administrative Services Assistant | Carlen B. Sykes | no change |
| 910 | CJIS Project Coordinator (NCIC) | Eugenia R.C. Barcinas | no change |
| 533 | Data Entry Clerk | Eileen S.N. Guerrero | no change |
| 534 | Data Entry Clerk | Charissa F. Tenorio | no change |
| 903 | Data Entry Clerk | Edna M. Nogo | Administrative Services Assistant |
| 906 | Data Entry Clerk | Anna Marie L. G. Aguon | no change |

APPENDIX 2

JUDICIARY of GUAM POSITION APPRAISAL METHOD JOB EVALUATION INSTRUMENT

POSITION APPRAISAL METHOD FACTOR DEFINITIONS

I. **FACTOR--KNOWLEDGE:** The factor measures the familiarity, awareness, or understanding, gained through experience or study, needed to perform the work.

Points
20

Degree Definitions

1. Basic knowledge or ability to learn procedures, methods, and the use of the equipment or tools required by the job.

Comment: This degree is used to measure work that requires the ability to learn how to perform routine tasks. The work should require less than a high school diploma.

40

2. Practical knowledge, which implies a knowledge of how to perform a task or series of related tasks according to rules, regulations, established practice or techniques, including the use of tools and equipment. Specific formal or on-the-job training is required.

Comment: Here the work requires a knowledge of how to perform tasks according to set procedures. One might attain that knowledge in high school, vocational programs, or on-the-job training.

60

3. Specialized knowledge, which implies a knowledge of how to complete complex procedural assignments involving determination of appropriate procedures and sources of information to carry out various steps or processes; knowledge of variable procedures or processes relating to a body of standardized rules, regulations, and methods; or knowledge of basic principles, methods, practices, and procedures of an administrative or a professional field and ability to apply this knowledge in carrying out assignments, operations, and procedures.

Comment: In this degree the work requires a knowledge of how to complete complex procedural assignments. This implies several years of on-the-job or vocational training, the equivalent of a bachelor's degree with little on-the-job training or experience, an associate degree with some experience, or knowledge attained through completion of specific and intense training programs.

80

4. Knowledge of an extensive body of rules, procedures, or operations requiring extended training or experience to perform a wide variety of interrelated and nonstandard or atypical assignments, or conceptual and analytical knowledge, which implies a knowledge of how to select the most pertinent theory, concept, practice, or principle of a professional or administrative field and apply such to situations or problems that require consideration of both concrete and abstract or theoretical aspects. In addition, includes demonstrated skill in carrying out a full range of assignments within the field of endeavor.

Comment: The work here requires either a knowledge of a vast array of rules, regulations, and procedures, requiring many years of training and work experience, or sufficient knowledge of a profession or administrative field to carry out a full range of assignments. Typically, a practitioner in a professional or administrative field would have a bachelor's degree, or equivalent, and two to three years' experience in the field. Or,

such a practitioner might have a specifically relevant bachelor's or master's degree and little work experience.

100

5. Knowledge of advanced or a wide range of concepts, principles, and practices in an administrative or a professional field and demonstrated skill in applying this knowledge to difficult and highly complex assignments that are new, unusual, or unprecedented in nature.

Comment: Here the work requires knowledge to solve difficult, unusual, complicated problems or to deal with particularly difficult cases. This level of knowledge is typically needed by a senior practitioner of an administrative or professional field. Usually, several years of professional/ administrative experience or a master's degree training with some professional/administrative experience are required.

120

6. Broad knowledge of the principles, concepts, and practices of an administrative or professional field in order to apply advanced, new, or broad principles, methods, policies, theories, and developments by extending existing and accepted practices or by developing new ones; or basic knowledge of managing, which implies a knowledge of principles, practices, concepts, and theories of management, including how to determine goals, staff resource needs, staff assignments, and work priorities.

Comment: The work here requires a high degree of knowledge of a professional or administrative field in order to determine and put into place new or better ways to carry out the work. The work might be that of a high-level expert in a field. Such knowledge might be obtained from a doctorate program and some work experience, from a master's degree program and two to three years of work experience, or from many years of work experience and typically a bachelor's degree.

This degree also recognizes basic knowledge of management. Such knowledge is needed when a position has responsibility for supervising lower-level supervisory positions. In smaller sized departments, the position of assistant director may require more professional knowledge than managerial knowledge. Knowledge requirements of such positions would be reflected here. Most people learn how to be managers during many years of professional and some supervisory experience.

140

7. Management knowledge, which implies knowledge of how to coordinate and integrate various program activities and goals into the general mission of a major department and how to define the resources necessary to carry out a broad and complex mission.

Comment: This degree reflects work that is predominantly managerial in nature. Most general department head positions and those assistant department head positions that are managers over a large program or several programs should be rated here.

160

8. Executive knowledge, which implies knowledge of how to manage a large, complex, multifaceted organizational component consisting of various departments or major organizational units. Such knowledge would include how to develop and implement broad policies, goals, and objectives based on short- and long-term planning as well as how to deal effectively with highly sensitive public and other agency relations.

Comment: Positions or classes that serve as chief assistants to the head of the entire organization.

180

9. Executive knowledge, which implies knowledge of how to manage the entire organization. Such knowledge would include how to determine and implement effective policies and coordination, how to direct and carry out effective short- and long-term planning, how to make sound decisions having broad, far-reaching, and critical

ramifications, and how to deal effectively with highly important, controversial, and politically sensitive issues.

Comment: Positions or classes at the highest organizational level should be rated here.

II. **FACTOR--SUPERVISION EXERCISED/SCOPE OF RESPONSIBILITY:** This factor measures the depth and breadth of responsibility for one's own work product and for the work products of other employees.

Points
15

Degree Definitions

1. Responsible for own product. Work involves specific, routine operations and/or application of approved standards that include a few separate tasks or processes. Work comprises a segment of an assignment or project of broader scope; tasks are performed according to established routines.

Comment: No supervision is involved in the work, and the work itself is basically routine without great variety.

30

2. Responsible for own work product. Work involves the execution of specific rules, regulations, or procedures. Work comprises a segment of an assignment or project of broader scope and allows discretion to structure tasks to meet expectations.

Comment: No supervision is involved in the work. The work consists of carrying out specific rules, regulations, or procedures. The work may be part of a critical segment of a larger process.

45

3. Responsible for own work product and gives guidance and assistance to less knowledgeable nonprofessional employees working in the same unit or closely related area; or responsible for own work product where work involves execution of various or variable procedures or work processes.

Comment: This degree recognizes the lead worker over employees who are carrying out nonprofessional or procedural-type work. Or the work may not entail supervision but is highly variable and varied.

60

4. Responsible for own work product in an administrative or professional field, which includes planning, guiding, coordinating project or casework, and/or the efforts of students, clients, probationers, general public; and/or planning, directing, and coordinating the work of two or more nonprofessional employees. Work involves treating a variety of problems, questions, and situations in conformance with established criteria.

Comment: This degree recognizes non-supervisory work carried out by a practitioner in a professional or administrative field. It also recognizes a supervisor over two or more nonprofessional positions.

75

5. Responsible for own work product in a professional or administrative field, which includes planning, guiding, coordinating project or casework, and/or the efforts of students, clients, probationers, general public; and provides guidance and assistance to less knowledgeable professional or administrative employees in the same or closely related field; or for planning, directing, and coordinating the work of more than five nonprofessional employees.

Comment: This degree recognizes the lead worker over professional or administrative employees and the supervisor over more than five nonprofessional employees.

90

- 6. Responsible for planning, directing, and coordinating a unit of two or more employees working in an administrative or a professional field; or the employee is responsible for planning, directing, and coordinating the work of nonprofessional employees through lower supervisors. The work involves establishing performance criteria, formulating projects, and assessing program effectiveness.

Comment: This degree recognizes the first-line supervisor over professional or administrative positions and the second-line supervisor over nonprofessional positions.

105

- 7. Responsible for planning, directing, and coordinating two or more units of employees working in an administrative or a professional field; work involves multi-unit program coordination and the assessment of unit efforts and performance of lower-level supervisors.

Comment: This degree recognizes supervision over two or more small, related units of administrative or professional employees.

120

- 8. Responsible for giving managerial direction, through subordinate supervisors, to a large number of professional or administrative employees working in related areas, or to a relatively small number of professional or administrative employees working in diverse or highly complex and critical program areas.

Comment: This degree recognizes the second-line supervisor over more than two related professional/ administrative units.

135

- 9. Responsible for giving managerial direction, through subordinate managers, to a large number of professional or administrative employees working in diverse or highly complex and critical program areas.

Comment: This degree recognizes supervisory responsibility over subordinate managerial positions. Many department head positions would be recognized here.

150

- 10. Responsible for providing executive direction, through subordinate department heads, in carrying out several critical and important major programs and the servicing of the general government or school division.

Comment: This degree applies to chief assistants to the head of the entire organization.

165

- 11. Responsible for providing executive direction, through subordinate executives, in the carrying out of the full scope and services of the entire organization.

Comment: This degree applies to the position of the head of the organization.

III. **FACTOR--SCOPE AND EFFECT OF DECISIONS AND ACTIONS:** This factor measures the latitude for acting independently and making decisions within the context of supervision received.

Points
15

Degree Definitions

- 1. The employee receives specific assignments; the employee works as instructed and consults with the supervisor as needed on all matters not specifically covered in the original instructions. The work is normally reviewed for completeness and accuracy, or involves tasks that provide inherent checks built into the nature of the work.

Comment: Here the work is closely supervised and/or the work is routine with allowance for very little deviation from established practice or procedures. The work product is or can be easily checked.

30

2. The employee receives continuing or individual assignments by the supervisor generally indicating work to be done, limitations, quality and quantity expected, deadlines, and priority of assignments. The supervisor gives additional specific instructions for new, difficult, or unusual assignments. The employee uses initiative in carrying out recurring assignments independently without specific instructions. The supervisor assures that the work is technically accurate and in compliance with instructions, established procedures, and guidelines.

Comment: Here the employee knows the day-to-day routines, but receives instruction and closer supervisory checks on assignments which are new or different from normal. The supervisor reviews or checks such work in progress and upon completion.

45

3. The employee receives assignments from the supervisor, who defines objectives, priorities, and deadlines and assists the employee with unusual situations that do not have clear precedents. The employee plans and carries out successive steps and resolves problems and deviations in accordance with instructions, policies, and accepted practice. Work is reviewed for technical conformance and consistency with practice and policy.

Comment: Here the supervisor defines objectives, priorities, and deadlines and lets the employee carry out the work, providing assistance as needed. Work is normally reviewed upon completion to ensure conformance with practice and policy.

60

4. The employee receives overall objectives and resources available. The employee and supervisor, in consultation, develop the deadlines, projects, and work to be done. The employee plans and carries out the assignment, resolves most of the conflicts that arise, and coordinates the work with others, as necessary; also interprets policy on own initiative in terms of established objectives. The employee keeps the supervisor informed on progress, potentially controversial matters, or far-reaching implications.

Comment: Here the employee consults with his or her supervisor to work out what is to be done within the context of objectives and resources.

75

5. The employee receives managerial direction with assignments in terms of broad practice, precedents, policies, and goals. Work may be reviewed for fulfillment of program objectives and for conformance with department policy and practice.

Comment: The employee receives direction from a manager who is either a department head or assistant department head. The employee is normally responsible for a significant program or major or critical activity of the department or major program.

90

6. The employee receives executive direction in terms of system-wide policy and advice for dealing with potentially major controversies, emergencies, or crises. Results of actions taken may be reviewed in terms of soundness of judgment or conformance to jurisdiction-wide policy, ethics, or law.

Comment: The employee receives direction from the head of the organization.

105

7. The employee receives direction only from the governing body.

Comment: This degree applies to the position of the head of the organization.

IV. FACTOR--PROBLEM SOLVING AND COMPLEXITY/NATURE AND EXTENT OF GUIDELINES: This factor measures the variety, complexity, and difficulty of tasks performed and the latitude for making judgments within the context of available guidelines. Guidelines include written procedures, policies, and regulations; past practices and precedents; standard practices; and methods of a professional or administrative field.

Points
20

Degree Definitions

20

1. The employee carries out tasks that are clear cut and directly related. Actions to be taken or responses to be made are readily discernible and choices are readily apparent. Guidelines, in the form of written instructions and set or well-established procedures, are specific and permit very little deviation or variation in approach.

Comment: This degree applies to basic or routine work that is carried out according to specific guidelines.

40

2. The employee performs duties that involve several related or sequential steps, processes, or operations. The judgment regarding what needs to be done involves various choices requiring the employee to recognize the existence of and differences among a few easily recognizable situations. Actions or responses to be taken require discerning differences of a factual nature, such as choosing sources of information, appropriate equipment or materials, the kind of transaction or entry. Guidelines, in the form of written instructions and established procedures, cover most aspects of the work. The employee uses judgment in locating and selecting the most appropriate guidelines, references, and procedures.

Comment: This degree applies to work that is more varied or variable, but which is all basically related work. Most of the work is covered by clear guidelines.

60

3. The employee performs various duties involving different or unrelated processes and methods. The decision regarding what needs to be done involves evaluation of an issue or issues and may require selecting a course of action from several alternatives. The work involves conditions and elements that must be identified, analyzed, or evaluated to discern interrelationships. Guidelines are available and are applicable to major portions of the work but leave gaps in specificity. The employee uses judgment in interpreting and adapting guidelines for application to specific cases or problems.

Comment: The variety of the work is greater here as the employee carries out different and unrelated processes or methods. The variety also increases the number of alternatives from which the employee must choose. Guidelines cover much of the work, but specific areas may not be covered.

80

4. The employee performs varied and variable duties requiring selection of different or unrelated processes or procedures, depending upon highly variable circumstances of individual cases or situations. Guidelines covering the work are highly complex, numerous, and/or are subject to continuous changes. The employee uses judgment in applying guidelines that only approximately or analogously fit particular circumstances, and he or she often must deal with emergency situations.

Comment: Here there may be numerous or even conflicting guidelines--the application of which may vary greatly depending upon circumstances. Also, the guidelines may be subject to continuous change so that keeping up with changes becomes a significant or critical part of the work.

100

5. The employee performs varied duties requiring many different and unrelated processes, such as those relating to well-established aspects of administration or a professional field or relating to second-line supervision over complex nonprofessional work. Judgments regarding what needs to be done include the assessment of unusual circumstances, variations in approach or in incomplete or conflicting data, the interpretations of considerable data, planning of the work, or refining the methods and techniques to be used. Guidelines exist in the form of administrative policies and precedents that are stated in general terms; or guidelines exist in the form of general and nonspecific practices of a professional or administrative field. The employee uses independent judgment, initiative, and resourcefulness in adapting such policies, precedents, and practices to specific situations or in selecting a proper course of action.

Comment: This degree normally reflects standard methods, practices, and procedures used by practitioners of an administrative or professional field. It also applies to second-line supervision over complex work such as skilled trades. Guidelines are general and require that the employee use judgment to interpret and apply them to specific circumstances.

120

6. The employee performs varied duties requiring many different and unrelated processes and methods applied to difficult, complex, and/or sensitive problems relating to an administrative or professional field. Judgments regarding what needs to be done include interpretation of policy, assessment of circumstances involving conflict or divergent views, or development of new methods or techniques. Guidelines may be applied only through analogy or through identification of common aspects or applications of general policy.

Comment: Here the work requires moving beyond standard practices of a professional or administrative field, in order to solve difficult, complex, and sensitive problems. Guidelines may be applicable or relevant only through analogy.

140

7. The employee defines, plans, implements, and maintains broad and/or various programs where decisions regarding what needs to be done include major areas of uncertainty in approach, methods or interpretation, and evaluation processes resulting from such elements as continuing changes in program, technological development, unknown phenomena, or conflicting requirements. The work requires originating new techniques, establishing criteria, or developing new information. The employee must use a high degree of independent judgment and ingenuity in interpreting and developing guidelines and in applying such to specific areas of work.

Comment: This degree applies to work where guidelines may simply not exist for major or critical aspects of the work. The work often involves developing new guidelines where none existed before or were highly inadequate.

160

8. The employee defines, plans, directs, implements, and maintains broad and/or various programs and develops appropriate policies to guide subordinate managers and other organizational units in carrying out the work. Guidelines consist of system- and departmental-wide policies as well as principles, practices, theories, and methods of management.

Comment: This degree applies to managerial positions that have broad program responsibility. Guidelines exist in the form of policy directives and principles and practices of management.

180

9. The employee defines, plans, implements, coordinates, and maintains large, critical, complex, and essential public services and develops appropriate policies to guide subordinate managers in the work. Guidelines are provided in terms of broad mission

statements, broad policies, and legislation. The employee must be sensitive to underlying intent in order to implement and maintain the ongoing mission(s) of department(s) or major unit(s) of a jurisdiction.

Comment: This degree applies to heads of large departments or major program areas and to chief assistants to the head of the organization.

200

10. The work consists of the direction, coordination, planning, policy determination, and ultimate authoritative decision making for the entire organization. Guidelines in the form of legislation and higher laws state what is to be done, but how to accomplish the intent is left almost entirely to the judgment of the employee.

Comment: This degree applies to the position of the head of the organization.

V. FACTOR--APPLICATION OF AUTHORITY: This factor measures the authority of positions to ensure compliance with laws, codes, and prescribed standards and the type of action an employee may take when noncompliance or substandard conditions are detected. This factor does not apply to the authority exercised by supervisors over subordinates, as this is included under the factor supervision exercised.

Points
10

Degree Definitions

1. Position has responsibility for ensuring compliance with laws, codes, and standards in the performance of own work.

Comment: Those positions that have little or no authority to ensure compliance, apart from one's own work, should be recognized here.

20

2. Position has responsibility for periodically reviewing for compliance with laws, codes, and standards but must refer situations of noncompliance to higher authority.

Comment: Positions that review for compliance, but lack the authority to take action, other than referring matters to higher authority, are recognized here. Also, this factor recognizes those positions that have secondary or minor compliance authority, but this is not a main purpose of the work.

30

3. Position has responsibility for assuring compliance with laws, codes, and standards and has authority to define and mandate corrective actions.

Comment: Positions that have definite and principal duties having to do with ensuring compliance, and which have authority to determine and mandate corrective action to be taken over time, are recognized here.

40

4. Position has responsibility for assuring compliance with laws, codes, and standards and has authority to take immediate corrective actions.

Comment: Positions that have ensuring compliance or enforcement of laws, codes, and standards as the primary purpose of work, and which have authority to take immediate corrective action are recognized here.

50

5. Position has responsibility for effecting and maintaining a program to ensure compliance with laws, codes, and standards.

Comment: Positions that have responsibility for carrying out a program to ensure compliance are recognized here. These are normally supervisory or managerial

positions. This degree recognizes managerial and director positions in departments whose primary purpose and focus are to set standards for compliance, but the primary service is not one of compliance.

60

6. Position has management responsibility for developing, implementing, and maintaining programs of compliance in a department whose major purpose is to ensure compliance with laws, codes, and standards.

Comment: This degree recognizes managerial positions in departments whose primary purpose and focus are to ensure compliance.

70

7. Position has ultimate responsibility for ensuring compliance with laws, codes, and standards for the entire organization.

VI. FACTOR--PURPOSE AND NATURE OF WORK CONTACTS: This factor measures the type, variety, and purpose of work contacts through face-to-face, telephone, or radio communications with persons other than supervisors or those supervised.

Comment: The degrees are self-explanatory. Regular or usual contacts, not rare or highly exceptional ones should be considered.

Points
10

Degree Definitions

1. Contacts with others are generally limited to the organizational unit to which assigned and are limited to furnishing, obtaining, or relaying specific, factual, and non-confidential information. Individuals making contact have limited authority and contacts are made with persons who likewise have little organizational authority. Persons contacted are generally cooperative.

20

2. Contacts are made with employees from other organizational units of the employer and with representatives of outside organizations and the general public. Usually the purpose of the contacts is to furnish, obtain, or relay factual information, which may require some judgment or interpretation in order to be responsive to questions or be applicable to a specific situation. Few variables or options are present, and these are clearly understood by the employee. The purpose of contacts is usually clearly understood, but some uncertainty regarding the role and authority of the employee may initially exist. The persons contacted are generally cooperative; but, in situations where this is not the case, the employee has little or no responsibility for influencing or convincing those contacted and must refer the matter to higher authority.

30

3. Contacts with the public, although frequent, are often not routine and may require the use of alternative approaches. Contacts tend to be focused on persons outside the employer's organization. The employee may meet with individuals or groups, and the role and authority of the parties, if initially unclear, must be identified. The purpose or objective of the contact develops during the course of the meeting or the relationship but is often intended to influence or motivate persons toward a goal. Some debate is often a characteristic of the contact. Contacts are generally, but not always, cooperative. Contact may cover material that is confidential, sensitive, or controversial, and, therefore, requires the exercise of tact. Contact is usually on behalf of the organization or others. Although the responsibility for the ultimate result of the contact may rest with others, the person making the contact has a definite definable impact on the result and can influence achievement of outcomes.

40

4. Contacts are regularly and frequently made at all organizational levels within and outside the employer's organization and are usually for the purpose of carrying out or otherwise achieving the organization's goals, programs, and policies. The nature of the contact may not be cooperative, but no doubt exists as to the role and authority of the employee. Usually there is a need to motivate, establish rapport, gain support, persuade, or influence individuals or groups. Likewise, there may be a need to defend, justify, negotiate, or occasionally definitively settle issues. Contacts often require tact and discretion. A requirement for interpretation of policy may exist during the course of contact. Often the employee may publicly commit the organization to a future course of action.

50

5. Contact is regularly with the highest appointed and elected officials or the most influential persons in the community. A requirement exists to defend, justify, negotiate, and settle highly significant or sensitive issues. Divergent viewpoints and objectives are often encountered from persons possessing equal or greater authority. Considerable skill is required in diplomacy, persuasion, and negotiation. A developed sense of strategy and timing is an essential requirement of the work.

VII. FACTOR--PHYSICAL AND SENSORY DEMANDS AND HAZARDS: This factor measures the essential and significant physical and sensory requirements of the work. It considers such requirements as unusual or prolonged physical exertion, special manual dexterity, hand and eye coordination, visual or audio acuity, fast response or reaction, and delicate and deliberate manipulations. It also measures potential hazards in the work environment.

Comment: The degrees are self-explanatory. **Normal or typical work environments and demands, not the highly unusual or atypical, should be considered.**

Note: The degree levels and descriptions for this factor have been customized to consider hazardous conditions that, while not highly unusual or atypical, are not within the customary, ordinary or routine duties of positions and currently eligible for no-base hazardous pay, as a compensable job factor for base pay grade assignment.

Points

Degree Definitions

10

1. Work is essentially sedentary, with occasional walking and/or light lifting, and operation of standard office equipment or other restricted physical activities. Exposure to illnesses would generally be similar to exposure in public places. Work may involve occasional operation of vehicles.

20

2. Work involves frequent walking; standing; bending; twisting; some lifting and carrying of objects of moderate weight (12-25 pounds); and/or the operation of vehicles, office, shop, or hand tools in which manipulative skills and hand-eye coordination are important ingredients of safe and/or productive operations; or the sustained operation, on a production basis, of such office devices as word processors, data entry devices, or offset presses with associated equipment. Injuries would generally be minor in nature, requiring first-aid attention only. Exposure to illnesses would generally be similar to exposure in public places. Duties may require infrequent exposure to adverse weather conditions.

30

3. Work involves the regular, and at times sustained, performance of heavier physical tasks such as walking over rough or uneven surfaces, bending, stooping, working in confined spaces, and lifting, moving or carrying moderately heavy (25-50 pounds) items and occasionally heavy (50-100 pounds) items; or it may involve the complex operation of gasoline-, diesel-, or electric-powered machinery or shop equipment requiring the manipulation of multiple controls, fine adjustments, or both. Or, work exposes the

employee to potentially non-disabling injuries or illnesses, which cause minimal lost time. Duties may require occasional exposure to adverse weather conditions.

40

4. Work involves the frequent use of coordinative and manipulative skills in performing a variety of tasks with the full range of hand and power tools and shop equipment; or the skilled and complex operation of heavy equipment in work situations calling for adherence to acceptable standards of depth, grade, dimensions, and contours. Or, work exposes employee to potentially severe injury or disabling illness. Work may require occasionally lifting, moving or carrying very heavy (100 pounds or over) items. Duties may require regular exposure to adverse weather conditions.

50

5. Work involves the regular use of coordinative and manipulative skills in performing a variety of tasks with the full range of hand and power tools and shop equipment; or the skilled and complex operation of heavy equipment in work situations calling for adherence to high-level standards of depth, grade, dimensions, and contours; Work may involve occasional heavy lifting or moving, but the premium is placed upon the coordinative and manipulative skills. Or, work exposes employee to potentially severe injury or disabling illness and may expose the employee to potentially life-threatening situation on an infrequent basis. Duties require regular exposure to adverse weather conditions.

60

6. Work involves the continuous operation of hand and power tools and the full range of shop equipment to very exacting tolerances in a variety of operations. These operations call for full coordination of sensory and manipulative ability in order to achieve full production to exacting standards. Work may involve occasional heavy lifting or moving, but the premium is placed upon the coordinative and manipulative skills. Or, the work exposes the employee to potentially life-threatening situations on a recurring basis. Duties require that work be performed in adverse weather conditions.

APPENDIX 3

APPENDIX 4

APPENDIX 5

STATE OF CALIFORNIA

Department of Personnel Administration

Compensation Plus

A Summary of Benefits for Managers, Supervisors,
Confidential, and Excluded Employees

Benefits Division
1515 S Street, North Building #400
Sacramento, CA 95814

2008

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| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|--|----------------------|------|------|------|--|
| | MGR | SUPV | CONF | EXCL | |
| 1. WAGES - PAY DIFFERENTIALS Bilingual Pay Differential Pay Scale Section 14 | x | x | x | x | Employees certified to positions requiring bilingual skills on a continuing basis averaging 10 percent of the time will receive a pay differential of \$100 per month. |
| Night Shift Differential Pay Scale Section 14 | x | x | x | x | Employees working four or more hours in the evening or night will receive a differential rate of pay. For most classes, the evening shift rate is \$.45 per hour, and the night shift (midnight to 6:00 a.m.) rate of pay is \$.55 per hour. Please refer to the Pay Differentials Section in CA State Pay Scales for special rates for Excluded Correctional, Excluded Unit 7, Excluded Unit 15, Excluded Nursing Classes, Excluded Stationary Engineers, and Excluded Printing Trade Classes. |
| Out-of-Class Assignment Pay Pay Scale Section 14 DPA Rule 599.810 | x | x | x | x | Employees may be compensated for out-of-class assignments subject to applicable statutes, regulations, or Memorandum of Understanding. |
| Out-of-State Pay Differential Pay Scale Section 14 | x | x | x | x | The out-of-state pay differential for M01, S01, and C01 classes is \$419 per month for employees who are headquartered out-of-state or who are on a permanent assignment of travel at least 50 percent of the time out-of-state. For S04 and C04 classes, the out-of-state pay differential is \$350 per month if the employees are headquartered out-of-state or are on permanent assignment to travel at least 50 percent of the time out-of-state. For S11 classes, the out-of-state pay differential is \$490 per month if the employees are headquartered out of state or are on permanent assignment to travel at least 50 percent of the time out-of-state. |
| Out-of-State Relocation Pay Pay Scale Section 14 | x | x | x | x | Employees headquartered in California who are temporarily assigned out-of-state for more than 30 days shall receive a monthly differential equal to 10 percent of their monthly salary. |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|--|----------------------|------|------|------|--|
| | MGR | SUPV | CONF | EXCL | |
| 2. PERFORMANCE BONUS Supervisory Bonus Program Govt. Code 3517.8 and 20022.05a DPA Rule 599.797 | | x | | | The Supervisory Bonus Program is a tool for Department directors to recognize supervisors for exceptional job performance. The number of bonuses allocated may vary depending on the particular agency involved. Within specified funding limits, a specified number of supervisors may receive bonuses ranging from \$250 to \$750. |
| Sustained Superior Accomplishment Award Merit Award Program Regulations 599.660 (b), 599.664-(i)(3) Govt. Code 19823 | | | x | x | <p>The Sustained Superior Accomplishment Award is a management tool that recognizes individuals for exceptional job performance. The State recognizes employees who make significant contributions to the State for a sustained superior job performance over a two-year period, resulting in exceptional efficiency to state government. <u>At the discretion of the department, the award consists of a framed certificate and/or gift or cash award of a minimum of \$25 to a maximum of \$250 per individual or team. Nominations are limited to 1 per 100 employees or 1 team per 100 employees. The department is responsible for establishing a selection process, maintaining form STD.278, approving, funding, designing, purchasing, and printing certificates.</u></p> <p><u>Employees designated supervisory "S" according to the CBID code, whose department is participating in the Supervisory Performance Award Program, cannot also be recognized under the Sustained or Superior Accomplishment Award Program.</u></p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| <p>Superior Accomplishments of Nonrecurring Nature Award</p> <p>Merit Award Program Regulations 599.660 (b), 599.664 (i)(2) Govt. Code 19823</p> | x | x | x | x | <p>The State recognizes performance by an individual employee or a team of employees, which results in an exceptional contribution to improving California State Government. Nominations are unlimited and may be awarded on an annual or fiscal basis. Performance includes, but is not limited to, the following:</p> <p>Silver Award - Completion of a major project or task in a significantly shorter period of time with substantial benefits to the State; Gold Award - An important contribution to science or research or development; Gold Award - Unequaled personal efforts in overcoming unusual difficulties or obstacles in the completion of a major project or task with substantial benefits to the state.</p> <p>Two classifications of awards are available: (1) Silver Award from \$25 up to \$250 cash or gift award per individual or team; (2) Gold Award from \$50 to \$500 cash or gift award per individual or team. In addition, each recipient may receive an engraved plaque or certificate.</p> <p>Related forms are available at www.dpa.ca.gov/benefits/Merit/superiormain.shtm.</p> <p>Employees appointed to Career Executive Assignments (CEA) or Exempt positions are not eligible to participate in the Sustained or Superior Accomplishment Award Program.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---|----------------------|------|------|------|--|
| | MGR | SUPV | CONF | EXCL | |
| 3. RETIREMENT Savings Plus Program | x | x | x | x | <p>Eligible State employees may voluntarily enroll in the Savings Plus Program. The program offers a 401(k) and a 457 plan. Enrolled employees contribute to their account via pre-tax payroll deductions, which are invested according to the employees choices among the options SPP offers. All invested funds are allowed to grow on a tax-deferred basis until withdrawn.</p> <p><u>Alternate Retirement Program</u> An employee who becomes a State miscellaneous or State industrial member of CalPERS on or after August 11, 2004 is automatically enrolled in the Alternate Retirement Program (ARP) for 24-months. During the 24-month period, the monthly contribution deducted for your pay check is deposited into your ARP account. Employees do not accrue retirement service credit with CalPERS during the 24-month period, even though they are considered CalPERS members. After completion of the 24-month period, your five percent monthly contribution stops going into the ARP account and is deposited into CalPERS. You will then begin accruing retirement service credit with CalPERS. Employees may select one of the following options between the 47th – 49th months from their hire date:</p> <ul style="list-style-type: none"> • Transfer all funds from your ARP account to CalPERS to purchase retirement service credit. • Request a lump sum from your ARP account, which will be subject to tax penalties for early withdrawal. • If no action is taken, the funds in your ARP account will automatically transfer to a 401 (k) account with the Savings Plus Program. <p>For additional information, contact:</p> <p>Saving Plus Program 1515 S Street, North Bldg., Suite 400 Sacramento, CA 95814 (866) 566-4777</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
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| Retirement Benefit Limits Per Internal Revenue Code | x | x | x | x | The California Public Employees' Retirement System (CalPERS) administers the employer-sponsored retirement program for State employees. CalPERS is a qualified retirement plan under the Federal Internal Revenue Code, and this allows employee contributions to be made on a pre-tax basis. To continue as a qualified plan, CalPERS is required to ensure that the retirement benefits for employees first hired after January 1, 1990, are limited to the amounts annually indexed for the private sector. CalPERS will keep members informed during their employment as to the impact of these limits on their future retirement benefits. If benefits must be limited, CalPERS will enroll members in a benefit-replacement plan. |
| CalPERS Retirement Miscellaneous Member Formula | x | x | x | x | <p>CalPERS Retirement (Miscellaneous Member, First Tier - 2% at 55: Effective January 1, 2000, all current, newly hired, or reinstating eligible State employees must be placed in the enhanced First Tier retirement plan. The formula provides employees who retire at 55 or older with 2% of their highest pay for each year of credited service. Early retirement with reduced benefits can occur at age 50, provided the member has five or more years of service. This plan provides increased benefit factors up to age 63, where upon the maximum percent of final pay is 2.5%. Employees in the First Tier plan contribute 5% of monthly compensation in excess of \$513 for members coordinated with Social Security.</p> <p>Second Tier at Age 65: Newly hired or reinstating eligible State employees may opt for membership in the Second Tier. If no choice is made, they remain in First Tier. Current employees in the Second Tier plan, or who have previous service under the Second Tier, may choose to become First Tier members at any time while employed by the State. Upon retirement at age 65 or older, after a minimum of 10 years of credited service, employees in Second Tier will receive 1.25% of final pay for each year of service. Reduced benefits for early retirement begin at age 55. No member contributions are required under this plan.</p> |
| Part-Time, Seasonal, and Temporary Retirement Program (PST) | x | x | x | x | <p>Employees not covered by Social Security who are excluded from CalPERS membership due to their timebase or length of appointment are automatically covered under the PST Program administered by the Savings Plus Program at DPA. A covered employee contributes 7.5% of salary to the plan; this money is invested in a default fund selected by the Savings Plus Program.</p> <p>For additional information regarding the PST Program, contact your Personnel Office.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
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| Partial Service Retirement Govt. Codes 19996.30 - 19996.40 | x | x | x | x | <p>Employees who meet all the following criteria may request to participate in reduced worktime for partial service retirement: 1) State miscellaneous or industrial members of CalPERS working standard hours on a full-time basis, 2) age 50 or older for First Tier members and age 55 or older for Second Tier members, and 3) eligible for retirement. With their supervisor's approval, employees may reduce their work schedule by 20% to 60% and receive a partial retirement allowance.</p> <p>Employees who participate in the Partial Service Retirement Program are considered "active" employees eligible for the same benefits allowed for full-time permanent employees, although some benefits are provided on a pro-rated basis.</p> |
| Purchase of Retirement Service Credit Govt. Code 21020, et al | x | x | x | x | <p>Employees may restore service credit (by redeposit of previously withdrawn contributions and interest) or purchase credit for: (1) time when employee was on certain approved leaves of absence; (2) military duty prior to State employment; and (3) public employment prior to becoming eligible for CalPERS membership. Second Tier members may also be eligible to convert their service to First Tier. To pay for these credit actions, employees may transfer or rollover funds from qualified 401(a), 401(k), 403(a), 403(b), and 457 plans and traditional IRAs. Savings Plus Program participants may transfer their 401(k) and/or 457 funds to CalPERS for this purpose.</p> <p>For additional information, contact:</p> <p style="text-align: center;">California Public Employees' Retirement System Member Services Division P. O. Box 942704 Sacramento, CA 94229-2704 (800) 352-2238</p> |
| Patrol, Peace Officer/Firefighter, and Safety Member | x | x | x | x | <p>Employees in law enforcement positions and workers at certain State institutions are covered by different CalPERS retirement benefit formulas. These employees are not covered by Social Security. Employees in these groups should contact their Personnel Office for CalPERS pamphlets that explain their retirement benefits and contribution requirements.</p> |
| Conversion of Sick Leave Credits Upon Retirement | x | x | x | x | <p>Upon retirement, employees may convert their unused sick leave to service credit. Divide the sick leave balance by 2,000 to calculate the number of years of additional service credit.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
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| Health Benefits in Retirement | x | x | x | x | <p>Health benefits continue at retirement automatically if the employee retires within 30 days of separating from state service. If more than 30 days elapse, the employee must reenroll. In addition, employees must retire within 120 days after separation to be eligible for this benefit. Employees first hired after January 1, 1985, must have completed five years of service in order to receive 50 percent of the employer contribution toward health benefits. The percentage increases on a pro-rata basis up to 100 percent at 10 years of service. For employees who first become CalPERS members after January 1, 1989, ten years of State service at retirement is required in order to receive 50 percent of the employer's contribution toward health benefits. This rate increases on a pro-rata basis and reaches 100 percent at 20 years of service.</p> <p>Exempt employees may qualify for health benefits in retirement under certain criteria outlined in Government Code 22816.7.</p> |
| Disability Retirement | x | x | x | x | <p>Employees who become disabled and can no longer perform their duties must meet various requirements to qualify for retirement benefits. These benefits will depend on the employees retirement category and may have a minimum service requirement. The employee's personnel office can provide CalPERS publications that describe the requirements and benefits.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
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| <p>Death Benefits</p> <p>Govt. Codes 9359.8 and 9359.9</p> | X | X | X | X | <p><u>Death Benefit Payable Prior to Qualifying for Early Retirement</u> A \$5,000 lump sum and six months salary will be paid to the eligible beneficiary plus the return of all member contributions and interest, if any.</p> <p><u>Death Benefit Payable to Employees Eligible for Retirement on Date of Death</u> An eligible beneficiary will receive a \$5,000 lump sum payment plus a monthly allowance. For more details, employees should contact their Personnel Office for a copy of the CalPERS <i>State Miscellaneous Member</i> booklet, or contact their local CalPERS Office.</p> <p><u>Limited Death Benefit</u> For employees who have been separated from employment four or more months without retiring, a refund of the member's contribution and interest.</p> <p><u>Death Benefit Payable After Retirement</u> CalPERS pays a \$2,000 lump sum benefit and a continuing monthly retirement allowance to the eligible beneficiary of a retired State employee based on the option selected by the employee at the time of retirement.</p> <p><u>120 Day Death Benefit</u> AB 1639, Chapter 926, 1999 – The department will continue to pay the employer's contributions for health, dental, and vision benefits for a covered employee's spouse, domestic partner and/or other covered dependents upon the employee's death. The coverage period will be for 120 days.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
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| 4. HOLIDAYS Govt. Code 19853 PH 19854 | x | x | x | x | January 1* (New Years Day) Third Monday in January (Martin Luther King's Birthday) February 12* (Lincoln's Birthday) Third Monday in February (Washington's Birthday) March 31 (Cesar Chavez Day) Last Monday in May (Memorial Day) July 4* (Independence Day) First Monday in September (Labor Day) Second Monday in October (Columbus Day) November 11** (Veteran's Day) Thanksgiving Day and Day After Thanksgiving December 25* (Christmas Day) For an employee new to State service, one Personal Holiday (PH) will be credited upon completion of six months of the initial probationary period. Thereafter, and for all other eligible employees, the Personal Holiday will be credited on July 1 of each year. When use of a PH is denied, it may be rescheduled, carried over to the next fiscal year, or cashed out on a straight time basis. No more than two Personal Holidays in any fiscal year can be carried over or cashed out. The following Monday shall be observed as the holiday for any holiday which falls on a Sunday. *Holiday credit is accrued if any of these dates occur on a Saturday. **For Veteran's Day, the preceding Friday shall be observed as the holiday on years when November 11 falls on a Saturday. |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION | | | | | | | | | | | | |
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| <p>5. LEAVE</p> <p>Annual Leave</p> <p>DPA Rule 599.752</p> | x | x | x | x | <p>Employees newly appointed to excluded classifications may enroll in the Annual Leave Program (ALP). This applies to any person who is appointed, promoted, or transferred to a position that is excluded from collective bargaining, including managerial, supervisory, and confidential positions (non-seasonal). Current excluded employees may opt into ALP at any time.</p> <p>As of January 1 of each year, an employee's annual leave balance shall not exceed 640 hours (80 days) except under specific situations (DPA Rule 599.752). If excess hours have accrued, there must be a plan in place to reduce the leave balance to the maximum allowed by January 1 of the following year (DPA Rule 599.742.1).</p> <p>Existing vacation balances shall be converted to annual leave credits on an hour-for-hour basis for eligible employees who enroll in annual leave. Any sick leave balance at the time of enrollment will be maintained for use by the employee for approved sick leave purposes or NDI supplementation. Annual leave credits accrue on the first day following a qualifying monthly pay period according to the schedule below. Employees are not required to serve a six month waiting period (DPA Rule 599.752(c)).</p> <table border="0"> <thead> <tr> <th style="text-align: left;">Length of Service</th> <th style="text-align: left;">Annual Leave Accrual Rate</th> </tr> </thead> <tbody> <tr> <td>1 month to 10 years</td> <td>15 hours/month</td> </tr> <tr> <td>121 months to 15 years</td> <td>17 hours/month</td> </tr> <tr> <td>181 months to 20 years</td> <td>18 hours/month</td> </tr> <tr> <td>241 months to 25 years</td> <td>19 hours/month</td> </tr> <tr> <td>301 months and over</td> <td>20 hours/month</td> </tr> </tbody> </table> <p>For part-time employees, accrual is determined by their timebase on a pro-rata basis according to the schedule above.</p> <p>Permanent-Intermittent (PI) employees accrue the equivalent of one month's service for each increment of 160 hours worked and receive annual leave credit according to the schedule above. Hours worked in excess of 160 hours in a monthly pay period are not counted toward leave accumulation nor are they carried forward to the next qualifying pay period.</p> <p>Annual Leave may be used for valid sick leave purposes, as well as other approved absences. Upon retirement or separation, annual leave balances may be cashed out. Sick leave credits on the books at the time of retirement will be converted to service credit.</p> <p style="text-align: right;">(continued on next page)</p> | Length of Service | Annual Leave Accrual Rate | 1 month to 10 years | 15 hours/month | 121 months to 15 years | 17 hours/month | 181 months to 20 years | 18 hours/month | 241 months to 25 years | 19 hours/month | 301 months and over | 20 hours/month |
| Length of Service | Annual Leave Accrual Rate | | | | | | | | | | | | | | | | |
| 1 month to 10 years | 15 hours/month | | | | | | | | | | | | | | | | |
| 121 months to 15 years | 17 hours/month | | | | | | | | | | | | | | | | |
| 181 months to 20 years | 18 hours/month | | | | | | | | | | | | | | | | |
| 241 months to 25 years | 19 hours/month | | | | | | | | | | | | | | | | |
| 301 months and over | 20 hours/month | | | | | | | | | | | | | | | | |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
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| Annual Leave (continued) DPA Rule 599.752 | x | x | x | x | <p>For non-work related illness or injury, employees enrolled in Annual Leave are eligible for enhanced NDI benefits. For additional information, see NDI with Annual Leave on page 20 of this booklet.</p> <p>Employees may elect to change to the vacation program 24 months after enrolling in ALP.</p> |
| Bereavement Leave Govt. Code 19859.3 DPA Rule 599.923 | x | x | x | x | <p>A permanent employee receives up to three eight-hour days (24 hours) of bereavement leave (per occurrence) upon the death of a person related by blood, marriage, or adoption, or of any person residing in the employee's immediate household at the time of death. Upon approval of the supervisor, if additional leave is necessary, an employee may use accrued vacation, annual leave, compensating time off, or take leave without pay. When bereavement leave is necessary, the employee must notify his or her supervisor as soon as possible.</p> <p>If the death occurred outside the state, a request for two additional days of bereavement leave shall be granted. At the option of the employee, these two additional days can be taken without pay or charged against accrued sick, vacation, or annual leave.</p> |
| Catastrophic Leave DPA Rule 599.925 - 599.925.1 | x | x | x | x | <p>With departmental approval, an excluded employee may transfer vacation, personal holiday, annual leave, or official compensating time off to another employee who has suffered a catastrophic illness or injury or is unable to work due to the effect of a natural disaster on the employee's principal residence. The recipient employee must have exhausted all of his/her available leave to be eligible.</p> |
| Leave Buy Back DPA Rule | | | | | |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|--|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| Mentoring Leave Executive Order W-132-96 | x | x | x | x | <p>Eligible excluded employees may receive up to 40 hours of paid Mentoring Leave per calendar year to participate in mentoring activities once they have used an equal amount of their personal time for this activity. Mentoring Leave may only be used by an employee to mentor. Mentoring activities include structured, one-to-one relationships which are focused on the needs of at-risk children or youth (Grades K-12) organized through a bonafide mentoring organization.</p> <p>To be eligible for Mentoring Leave, employees must 1) have a permanent full-time, permanent part-time, or permanent-intermittent appointment; 2) have successfully completed the probationary period for their current position; and 3) have committed to mentor a child or youth through a bonafide mentoring organization for a minimum of one school year.</p> <p>For additional information, contact your Personnel Office.</p> |
| Sick Leave DPA Rules 599.745.1 - 599.747 | x | x | x | x | <p>Following one month of continuous service, eligible full-time employees earn eight hours of sick leave per month. Part-time employees earn sick leave on a pro-rated basis according to their timebase. Employees who enroll in Annual Leave are not eligible to earn sick leave.</p> <p>Permanent-Intermittent employees earn eight hours of sick leave after completing each period of 160 paid hours. Hours worked in excess of 160 hours in a monthly pay period are not counted or accumulated.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION | | | | | | | | | | | | | | |
|--|----------------------|------|------|------|---|-------------------|--------------|---------------------|-------------------|-----------------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|---------------------|--------------------|
| | MGR | SUPV | CONF | EXCL | | | | | | | | | | | | | | | |
| Vacation Accrual DPA Rule 599.738; 599.739; 599.742.1 | x | x | x | x | <p>Following six months of continuous full-time service, permanent full-time employees who don't choose annual leave will have earned 42 hours of vacation credit. Thereafter, vacation accrues as follows:</p> <table border="0"> <thead> <tr> <th>Months of Service</th> <th>Hours Earned</th> </tr> </thead> <tbody> <tr> <td>7 months to 3 years</td> <td>7 hours per month</td> </tr> <tr> <td>37 months to 10 years</td> <td>11 hours per month</td> </tr> <tr> <td>121 months to 15 years</td> <td>13 hours per month</td> </tr> <tr> <td>181 months to 20 years</td> <td>14 hours per month</td> </tr> <tr> <td>241 months to 25 years</td> <td>15 hours per month</td> </tr> <tr> <td>301 months and over</td> <td>16 hours per month</td> </tr> </tbody> </table> <p>Part-time employees earn a pro-rated fraction of 42 hours of vacation after completing six months of continuous service. Thereafter, the part-time employee accrues vacation after each month of service. Credit is determined on a pro-rata basis according to the schedule above and the employee's timebase.</p> <p>Permanent-Intermittent (PI) employees earn 42 hours of vacation credit after completing six qualifying months (160 hours) for a total of 960 hours of paid employment. After that, the PI employee earns vacation according to the preceding schedule for each increment of 160 hours worked. Hours worked in excess of 160 hours in a monthly pay period are not counted or accumulated.</p> <p>Employees may accumulate a maximum of 640 hours of vacation credits. Time off should be coordinated between employees and the supervisor to assure that excess balances are reduced to the 640 hour maximum before January 1 of the next year. If the employee can't reduce the balance by January 1, he/she keeps the vacation credits but must develop a plan to reduce the balance during the following year.</p> | Months of Service | Hours Earned | 7 months to 3 years | 7 hours per month | 37 months to 10 years | 11 hours per month | 121 months to 15 years | 13 hours per month | 181 months to 20 years | 14 hours per month | 241 months to 25 years | 15 hours per month | 301 months and over | 16 hours per month |
| Months of Service | Hours Earned | | | | | | | | | | | | | | | | | | |
| 7 months to 3 years | 7 hours per month | | | | | | | | | | | | | | | | | | |
| 37 months to 10 years | 11 hours per month | | | | | | | | | | | | | | | | | | |
| 121 months to 15 years | 13 hours per month | | | | | | | | | | | | | | | | | | |
| 181 months to 20 years | 14 hours per month | | | | | | | | | | | | | | | | | | |
| 241 months to 25 years | 15 hours per month | | | | | | | | | | | | | | | | | | |
| 301 months and over | 16 hours per month | | | | | | | | | | | | | | | | | | |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-----------------------|--|--|-----------|---|-------------------------------------|-----------------------|--|--|-----|--------------------|--|---|-------|-----|---|-------|----------------|-----|-----|-----|---|---|------------------------------------|-----|-----|-----|------|---|-----------------------------|-----|-----|-----|-----------|---|-------------|-----|-----|-----|-----|-----|-------------------|----------|----------|------|------|------|---------------------------------|-------|-------|-------|-----|-----|----------------|---------|---------|---------|-----|-----|-----------------|-----|-----|-----|-----|-----|
| | MGR | SUPV | CONF | EXCL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6. INSURANCE Dental Benefits | X | X | X | X | <p>There are 2 fully paid, State-sponsored prepaid dental plans available for employees and their dependents: SafeGuard (Enhanced) and Private Medical Care Inc. (PMI). There are also two State-sponsored Delta Dental plans: Preferred Providers Option (PPO) and DeltaPremier (Enhanced), which is an indemnity plan. Both Delta plans require the employee to pay part of the monthly premium. The following chart shows the employee's costs for certain types of procedures. Please consult each carrier's individual brochure for detailed information and plan limitations.</p> <table border="1"> <thead> <tr> <th>For these procedures employees pay:</th> <th>DeltaPremier Enhanced</th> <th>Delta Preferred Provider Option In Network</th> <th>Delta Preferred Provider Option NON-PPO Provider</th> <th>PMI</th> <th>SafeGuard Enhanced</th> </tr> </thead> <tbody> <tr> <td>Preventive/Diagnostic (Two cleanings annually)</td> <td>0</td> <td>0 (a)</td> <td>20%</td> <td>0</td> <td>0 (b)</td> </tr> <tr> <td>Basic Benefits</td> <td>10%</td> <td>10%</td> <td>20%</td> <td>0</td> <td>0</td> </tr> <tr> <td>Crowns, Jackets, Cast Restorations</td> <td>20%</td> <td>20%</td> <td>50%</td> <td>\$50</td> <td>0</td> </tr> <tr> <td>Bridges, Partials, Dentures</td> <td>50%</td> <td>40%</td> <td>50%</td> <td>\$65 & up</td> <td>0</td> </tr> <tr> <td>Orthodontic</td> <td>(c)</td> <td>(d)</td> <td>(c)</td> <td>(e)</td> <td>(e)</td> </tr> <tr> <td>Annual Deductible</td> <td>\$25 (f)</td> <td>\$25 (f)</td> <td>\$75</td> <td>None</td> <td>None</td> </tr> <tr> <td>Maximum Deductible (per family)</td> <td>\$100</td> <td>\$100</td> <td>\$200</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Annual Maximum</td> <td>\$2,000</td> <td>\$2,000</td> <td>\$1,000</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Dental Implants</td> <td>N/A</td> <td>(g)</td> <td>(g)</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table> <p>(a) The DPO includes a third cleaning for high-risk patients. (b) Under specified conditions, SafeGuard Enhanced Plan provides three cleanings per 12-month service period instead of the normal two cleanings. (c) Delta pays 50 percent up to a lifetime maximum of \$1,000 for employee and each dependent for orthodontia. The employee is responsible for any amount over the \$1,000 maximum. (d) Delta pays 50 percent up to a lifetime maximum of \$1,000 for employee and \$1,500 for dependent children for orthodontia. The employee is responsible for any amount over the \$1,000 or \$1,500 lifetime maximum. (e) The employee is responsible for maximum copay of \$1,000 plus up to \$250 for start-up costs. (f) Diagnostic and preventive benefits are exempt from the deductible. (g) Delta pays 50 percent up to a lifetime maximum of \$2,500.</p> | For these procedures employees pay: | DeltaPremier Enhanced | Delta Preferred Provider Option In Network | Delta Preferred Provider Option NON-PPO Provider | PMI | SafeGuard Enhanced | Preventive/Diagnostic (Two cleanings annually) | 0 | 0 (a) | 20% | 0 | 0 (b) | Basic Benefits | 10% | 10% | 20% | 0 | 0 | Crowns, Jackets, Cast Restorations | 20% | 20% | 50% | \$50 | 0 | Bridges, Partials, Dentures | 50% | 40% | 50% | \$65 & up | 0 | Orthodontic | (c) | (d) | (c) | (e) | (e) | Annual Deductible | \$25 (f) | \$25 (f) | \$75 | None | None | Maximum Deductible (per family) | \$100 | \$100 | \$200 | N/A | N/A | Annual Maximum | \$2,000 | \$2,000 | \$1,000 | N/A | N/A | Dental Implants | N/A | (g) | (g) | N/A | N/A |
| For these procedures employees pay: | DeltaPremier Enhanced | Delta Preferred Provider Option In Network | Delta Preferred Provider Option NON-PPO Provider | PMI | SafeGuard Enhanced | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Preventive/Diagnostic (Two cleanings annually) | 0 | 0 (a) | 20% | 0 | 0 (b) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Basic Benefits | 10% | 10% | 20% | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Crowns, Jackets, Cast Restorations | 20% | 20% | 50% | \$50 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bridges, Partials, Dentures | 50% | 40% | 50% | \$65 & up | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Orthodontic | (c) | (d) | (c) | (e) | (e) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Annual Deductible | \$25 (f) | \$25 (f) | \$75 | None | None | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maximum Deductible (per family) | \$100 | \$100 | \$200 | N/A | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Annual Maximum | \$2,000 | \$2,000 | \$1,000 | N/A | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dental Implants | N/A | (g) | (g) | N/A | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| Rural Health Care Equity Program Govt. Code 22877 | x | x | x | x | The State offers a Rural Health Care Equity Program for employees residing in zip code areas that do not have an HMO option. The program is designed to reimburse certain deductibles, co-insurance amounts, and portions of premiums. Employees should contact their Personnel Office for details or the Department of Personnel Administration's Benefits Division at (916) 327-1439. Information is also posted at www.dpa.ca.gov (under "Benefits"). |
| FlexElect Program DPA Rule 599.950 - 599.955 | x | x | x | x | FlexElect offers two employee benefits: Reimbursement accounts and cash option. With a Medical and/or Dependent Care Reimbursement Account, employees designate monthly pay check deductions to pay certain expenses with pre-tax income. Employees must reenroll each year if they want to participate in a reimbursement account the next year. The FlexElect cash option is available to employees who do not have Consolidated Benefits. FlexElect enrollees pay a monthly administrative fee of \$2.50. For more information, please call the Department of Personnel Administration's Benefits Division at (916) 322-0300, or visit www.dpa.ca.gov (under "Benefits"). |
| Consolidated Benefits | x | x | x | x | Under Consolidated Benefits (CoBen), the State provides a monthly benefit allowance to supervisors, managers, confidentials, and excluded employees to pay for their health, dental, and vision benefits. After the benefits have been paid, employees receive any excess allowance as taxable income. If employees choose benefits that cost more than the allowance, the additional amount is deducted from their pay check on a pre-tax basis. Employees who have coverage from another source, e.g., a spouse or former employer, may opt to receive cash in lieu of health or health and dental coverage. These payments are considered taxable income and are as follows: \$155 - cash in lieu of State-sponsored health and dental benefits. \$130 - cash in lieu of State-sponsored health benefits. |
| Premium Only Plan (Pre-Tax Benefits) | x | x | x | x | Any out-of-pocket health and/or dental premium incurred by an eligible employee is deducted from the employee's paycheck on a pre-tax basis. |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|--|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| Health Benefits DPA Rule 599.920 | x | x | x | x | <p>Employees may choose from among Health Maintenance Organizations (HMO), Preferred Provider Organizations (PPO), and Association plans (require union membership). Although PERSCare and PERS Choice are available in all locations, not all the other plans are offered statewide. The employer contributes toward the premiums for employees working half time or more and eligible permanent intermittent employees.</p> <p>The Consolidated Benefits brochure includes rate and allowance information for excluded employees.</p> <p>If the monthly cost of the employee's health plan exceeds the employer contribution, the employee pays the rest with pre-tax dollars. PPO plans may require an employee-paid annual deductible before benefits are paid.</p> <p>For additional information, refer to the CalPERS Health Booklet (HBD-98, HBD-99, HDB-100) or contact your Personnel Office.</p> |
| Domestic Partner Coverage | x | x | x | x | <p>Domestic partner coverage was extended to all eligible excluded employees effective January 1, 2000. To be eligible to enroll a domestic partner, the State employee and his or her same-sex partner must file a Declaration of Domestic Partnership in accordance with guidelines established by the Secretary of State's office. If you are in a committed opposite-sex relationship where one partner is 62 years or older, you have the opportunity to register as domestic partners.</p> <p>An employee who registers a domestic partnership, may enroll the partner as an eligible family member in State-sponsored health, dental, and vision benefits and receive the increased employer contribution for that coverage. Employees are eligible to add domestic partners' children to benefit plans if they meet the definition of economic dependents. Because the Internal Revenue Service does not recognize domestic partner coverage, the premium difference between one- and two-party coverage will be treated as taxable income to employees who add a domestic partner and/or dependents to their health and dental benefits.</p> <p>Employees should contact their Personnel Office for additional details regarding this benefit.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| COBRA Continuation Coverage | x | x | x | x | <p>The federal COBRA law (Consolidated Omnibus Budget Reconciliation Act) requires employers to offer continuation of health-related benefits to covered employees, spouses, domestic partners, and eligible dependent children who lose coverage due to certain qualifying events. Benefits can be continued for 18 or 36 months depending on the qualifying event. Premiums are calculated at 102 percent of the total premium rate, payable by the enrollee directly to the carrier on a monthly basis. Departments must ensure that covered employees and their dependents are provided with COBRA information and required COBRA notices, and assist employees and dependents with submission of necessary enrollment forms on time.</p> <p>Employees should contact their Personnel Office for information regarding the availability of COBRA continuation coverage for health, dental, vision, and the FlexElect Medical Reimbursement Account.</p> |
| Travel Insurance Govt. Codes 19849.2, 19849.3 and 19849.11 | x | x | x | x | <p>An employer-paid \$150,000 Travel Insurance policy is provided to insure employees for job-related accidental death/dismemberment when using commercial carriers licensed by the Public Utilities Commission.</p> |
| Group Legal Services Govt. Code Section 19889.7 – 19849.10 | x | x | x | x | <p>The Group Legal Services Plan is a voluntary, employee-paid plan in which the monthly premium is automatically deducted from an enrolled employee's paycheck. The Plan provides 100 percent coverage when a Plan attorney is used. The Plan pays up to a specified maximum amount when a non-plan attorney is used for covered legal services. The covered services include such legal needs as preparing a will, buying/selling or refinancing a home, adopting a child, filing bankruptcy, serious traffic matters, consumer complaints, representing a child in court, defense of civil actions and misdemeanors, and various domestic matters (e.g., annulments, legal separations, divorces, and defense of actions to modify or enforce valid decrees or separation agreements).</p> <p>For additional information about this benefit, please call the Department of Personnel Administration's Benefits Division at (916) 324-9365, or visit its website: www.dpa.ca.gov.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---------------------------------------|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| Life Insurance | x | x | x | x | <p>A \$50,000 basic group term life insurance policy for managers and a \$25,000 basic group term life insurance policy for supervisory, confidential, and excluded employees is fully paid by the State. Enrollment in the basic group term life insurance is automatic. The policy also includes accidental death and dismemberment coverage. Additional insurance in \$10,000 increments (up to a prescribed maximum), as well as dependent coverage for their spouse/registered domestic partner and/or eligible children is available for purchase. Upon retirement, insurance coverage may be continued at the employee's expense.</p> <p>For additional information about this benefit, please call the Department of Personnel Administration's Benefits Division at (916) 322-0300.</p> |
| Long-Term Disability Insurance | x | x | x | x | <p>This voluntary employee paid benefit is income protection if you become ill or injured and are unable to work. Employees must complete the first 6 months elimination period of disability and must have been actively at work the day prior to their disability. If your claim is approved, and you are continuously disabled benefits become payable after a six-month waiting period. Payments may also be reduced by other deductible income. The minimum monthly payment is the greater of \$100 or 10% of your Long Term Disability (LTD) benefit. The maximum monthly LTD benefit is \$6,000.</p> <p>The employing department provides information and an application to all newly eligible permanent employees who work half time or more. Employees have 60 days to enroll in the plan from the date their appointment is processed by their personnel transaction staff. Employees who do not enroll during the initial 60-day enrollment period and wish to enroll, must wait until the next annual open enrollment period.</p> <p>For additional information about this benefit, please call the Department of Personnel Administration's Benefits Division at (916) 322-0300 or The Standard Insurance Company at (888) 641-7193.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|--|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| Vision Care Insurance DPA Rule 599.927 | x | x | x | x | <p>Benefits for eligible employees and their dependents include an eye exam, frames, and/or lenses once each calendar year. Medically necessary contact lenses are also fully covered. An allowance of \$110 is available for elective contact lenses. A \$10 deductible for an eye exam and a \$25 deductible for materials (frames and/or lenses) are required at the time of appointment.</p> <p>Eligible employees are automatically enrolled in the State's vision plan. The effective date of coverage is based on when the employee's personnel office processes the Personnel Action Request (PAR) document.</p> <p><u>Permanent-Intermittent Eligibility</u></p> <p>Permanent-Intermittent employees must work at least 480 hours in a control period (January 1-June 30 or July 1-December 31) to qualify for vision benefits and have 60 days from the end of the control period to enroll.</p> <p>For additional information about this benefit, please call the Department of Personnel Administration's Benefits Division at (916) 322-0300.</p> |
| CalPERS Long-Term Care Program | x | x | x | x | <p>The Long-Term Care (LTC) Program offered by CalPERS provides coverage for extended care that employees may need if, due to a chronic disease, injury, or frailty of old age, help is required with basic activities such as dressing, bathing, or eating. LTC pays for extended care at home, in an assisted living facility, adult day care center, or in a nursing home. There are several plan options with varying premiums to select from. All California public employees, retirees, their spouses, parents, parents-in-law and, as of January 2002, siblings age 18 years and older are eligible to apply for this enrollee paid benefit. Employees should contact the CalPERS Long-Term Care Office at 1-800-266-1050 for additional details regarding this benefit or to request an application kit.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| 7. DISABILITY Industrial Disability Leave (IDL) and Workers' Compensation Govt. Code 19870-19871 DPA Rule 599.755 - 599.768 and Workers' Compensation Govt. Code 19863 | x | x | x | x | Nontaxable benefits are available to employees who suffer a work-related illness or injury. Industrial Disability Leave (IDL) benefits begin upon verification of the illness/injury by the State Compensation Insurance Fund (SCIF) and after applicable waiting period. Employees have 15 days to choose to supplement IDL benefits with their accrued leave credits. Details of benefit options are given to the employee at the time of SCIF's verification. Contact departmental Return-to-Work Coordinators for more information. |
| Permanent Disability for Industrial Injuries | x | x | x | x | Based on a permanent disability (PD) sliding scale (1-100 percent), weekly benefits are paid to employees unless injury results in a permanent impairment. Benefit amounts are determined by the pre-injury gross weekly income. For more information, contact departmental Return-to-Work Coordinators. |
| Death Benefit for Industrial Injuries | x | x | x | x | Workers' Compensation death benefits provide up to \$250,000 to a totally dependent spouse or child, \$290,000 if there are two dependents, and \$320,000 if there are three or more dependents. Benefits are paid based on the date of injury. The benefit also provides a burial allowance of \$5,000. |
| Nonindustrial Disability Insurance (NDI) DPA Rules 599.770 - 599.778 | x | x | x | x | For non work-related illness or injury, employees who meet the eligibility requirements (Govt. Code Section 19878) will receive 50 percent of their gross pay up to \$135 per week. Vacation or sick leave credits need not be exhausted prior to receiving this benefit. Benefits are subject to a seven-day waiting period, which may be waived in the event of hospitalization. Benefits may last up to 26 weeks. |
| NDI With Annual Leave Govt. Code 19879.1 | x | x | x | x | For non-work-related illness or injury, employees who are enrolled in Annual Leave are eligible for taxable benefits equal to 50 percent of their gross pay. This amount can be supplemented with leave credits to reach 75 percent or 100 percent salary levels. Annual and sick leave credits need not be exhausted prior to receiving this benefit. Benefits are subject to the same waiting period and 26-week maximum described above. |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| <p>8. BUSINESS AND TRAVEL EXPENSES</p> <p>Moving and Relocation Expenses</p> <p>DPA Rules 599.714.1 - 599.724.1</p> | x | x | x | x | <p>An employee who must relocate due to promotion or for the benefit of the State (under DPA rule 599.714.1) may be allowed the following:</p> <p>Miscellaneous Expenses: With receipts up to \$200, the employee may be reimbursed for miscellaneous expenses related to the cost of dissolving and establishing a household. (DPA Rule 599.715.1)</p> <p>Movement of Household Goods: Expenses for moving household goods are reimbursed with certain limitations. (DPA Rules 599.718.1 and 599.719.1)</p> <p>Subsistence: Up to 60 days of meals, incidentals, and receipted lodging expense at the new headquarters location while the employee looks for a new residence are reimbursable. (DPA Rule 599.722)</p> <p><u>Primary Residence on date of job offer:</u></p> <ul style="list-style-type: none"> • Sale of Residence: Employee may be reimbursed for certain actual and necessary expenses related to the sale of the old primary residence. (DPA rule 599.716.1) <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • Lease/Rental Settlement: Employee may be reimbursed for actual and necessary costs of settling an expired lease to a maximum of one year, or receive reimbursement for up to 30 days penalty on termination of a month-to-month rental agreement. Claims for this settlement must be documented within nine months following the date employee reported to the new job. (DPA Rule 599.717.1) <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • Movement of Mobile Home: Employee may be reimbursed for certain expenses related to the tear down, transport, and set up of a mobile home. (DPA Rule 599.720.1) |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| Travel Expense Reimbursement DPA Rule 599.619 | X | X | X | X | <p><u>Short-Term Travel - Meals and Incidentals</u> (for each 24 hours of travel)</p> <ul style="list-style-type: none"> • Within state: actual costs up to the prescribed maximum for each meal and incidental. (DPA Rule 599.619 (a)) • Out-of-state: actual costs up to the prescribed maximum for each meal and incidental. (DPA Rule 599.619 (d)) • Out-of-Country: actual costs up to the maximums set forth in the federal guidelines for out-of-country travel. (DPA Rule 599.619(d)) <p><u>Lodging - In State</u></p> <ul style="list-style-type: none"> • Statewide (except as noted below): actual receipted expense for commercial lodging up to \$84 per night plus applicable taxes. • Counties of Los Angeles and San Diego: actual receipted expense for commercial lodging up to \$110 per night plus applicable taxes. • Counties of Alameda, San Francisco, San Mateo, and Santa Clara: actual receipted expense for commercial lodging up to \$140 per night plus applicable taxes. <p><u>Non-State-Sponsored Business Meetings, Conferences, or Conventions</u></p> <ul style="list-style-type: none"> • With receipt and prior written approval from the employing agency: actual lodging expenses plus applicable taxes. <p><u>State-Sponsored Business Meetings, Conferences, or Conventions</u></p> <ul style="list-style-type: none"> • With receipt and prior written approval from the employing agency: actual expenses up to \$110 per day plus applicable taxes. <p><u>Full Long-term Travel</u></p> <ul style="list-style-type: none"> • Lodging: actual expense up to \$24 for every 24 hours of travel. • Meals: actual expense up to \$24 for each 24 hours of travel. <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> • Up to \$1,130 monthly for receipted rent and utilities and \$10 per day for meals. (Meals are reimbursed only while at the long-term location.) |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|--|----------------------|------|------|------|--|
| | MGR | SUPV | CONF | EXCL | |
| Private Vehicle Use DPA Rule 599.631 | x | x | x | x | <p>When authorized, expenses for the use of a private automobile are reimbursed in accordance with the current mileage reimbursement rate reflected by the IRS.</p> <p>When the vehicle is not parked at the airport, the mileage rate is multiplied by double the number of miles that the employee actually occupied the vehicle between the common carrier terminal and home or headquarters, whichever is less.</p> <p>When travel to or from a common carrier commences or terminates one hour before or one hour after the regularly scheduled work day or on a regularly scheduled day off, distance may be computed from the employee's residence.</p> <p>Employees are reimbursed for ferry, bridge, toll charges, and parking fees while away from headquarters. Receipts may be required. (DPA Rule 599.625.1) Reasonable reimbursement is also allowed if auto is damaged by collision or otherwise accidentally damaged under circumstances described in DPA Rule 599.631(f).</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---|----------------------|------|------|------|--|
| | MGR | SUPV | CONF | EXCL | |
| 9. REIMBURSEMENT FOR FEES Bar Dues DPA Rule 599.921 | x | x | x | x | <p>Upon certification by the appointing power that the actual practice of law is required for the performance of the duties of a specific position, employees shall be reimbursed for up to \$100 for the cost of annual membership fees and specialty fees of the State Bar Association.</p> <p>The State does not pay:</p> <ul style="list-style-type: none"> • the \$10 portion that funds the State Bar's lobbying efforts or communications with voluntary bar associations; • optional donations to the Conference of Delegates of California Bar Associations, Foundation of the State Bar, or the California Supreme Court Historical Society; nor • penalties resulting from late payment of dues, unless the State is responsible for the late payment. |
| Professional Society Dues DPA Rule 599.922.2 | x | x | x | x | Reimbursement of up to \$100 per year may be allowed for membership dues of a professional organization or for a job-related professional license fee. When an employee's job requires a professional license, upon approval of the appointing power, the employee may receive both professional dues and license fees reimbursement not to exceed \$100 annually for each. Professional society dues do not include social or community groups, such as Chamber of Commerce, Rotarians, etc. |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| 10. MISCELLANEOUS PROGRAMS Commute Program DPA Rule 599.936 | x | x | x | x | Employees may participate in a program aimed at reducing the number of single occupant vehicles on urban freeways at peak commute hours. The program provides a 75 percent discount on public transit passes sold by State agencies up to a maximum of \$65 per month; \$100 per month is provided to van pool drivers. For further information, employees should check with their Accounting Office. |
| Employee Assistance Program (EAP) DPA Rule 599.931 | x | x | x | x | <p>The Employee Assistance Program (EAP) is a pre-paid benefit for employees and registered domestic partner, their spouse, and unmarried dependent children. EAP counseling is available for: emotional, personal, and stress concerns; marital and family issues; legal problems; financial and credit problems; dependent care issues; and alcohol and drug abuse.</p> <p>EAP is also a valuable resource to Supervisors and Managers who can access an EAP Management Consultant for confidential consultation any time and as often as needed when faced with an employee work performance issue.</p> <p>EAP Critical Incident Stress Debriefings (CISD) and specialized training services are also available through a fee-for-services contract when a department needs specialized service, e.g., CISD may be scheduled when a department needs psychological support for a large number of employees due to a life-threatening situation at the work site or a coworker's death or serious injury.</p> |
| Merit Award Program Govt. Code 19823 DPA Rules 599.655 - 599.664 | x | x | x | x | <p>The Merit Award Program was established to improve the operation and efficiency of State government and to provide honorary and cash awards to State employees whose contribution or performance exceeds normal job requirements. The Employee Suggestion Program provides cash awards for implemented suggestions, (use STD. 645), that are not part of the employee's regular duties. Awards over \$5,000 must be reviewed and approved by the Merit Award Board and the Director of the Department of Personnel Administration. All active and retired State employees are eligible to participate in the Employee Suggestion Program, except officers and employees of the University of California and California State University systems.</p> <p>For additional information, please call DPA's Benefits Division at (916) 322-0300.</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|--|----------------------|------|------|------|---|
| | MGR | SUPV | CONF | EXCL | |
| Special Act or Special Service Award Merit Award Program Regulations DPA Rule 599.655(b)(c) | x | x | x | x | <p>A Special Act is an extraordinary act of heroism by a State employee extending far above and beyond the normal call of duty or service, that is performed at great risk to his/her own safety or life in an effort to save human life. A Special Service is an act of heroism by a State employee extending above and beyond the normal call of duty or service performed at a personal risk to save human life or property. The award is a certificate, a citation, the Gold Medal of Valor for a Special Act and Silver Medal for a Special Service, and a lapel pin, presented by the Governor. These awards are honorary, subject to review and final approval by the Merit Award Board.</p> <p>For additional information about this benefit, please call the Department of Personnel Administration's Benefits Division at (916) 322-0300.</p> |
| CalPERS Member Home Loan Program | x | x | x | x | <p>The CalPERS Member Home Loan Program offers eligible members a variety of benefits in purchasing or refinancing a home. This program offers special cost protections and a variety of loan choices such as: 100 percent financing; free 60-day rate protection; two free CalPERS float downs (receive the lowest CalPERS interest rate prevailing on three applicable dates during the loan process); controlled closing fees; closing cost assistance; conventional and government fixed/ARM financing; and loans for purchases or refinances at competitive interest rates.</p> <p>For additional information about this benefit, please call 1-800-874-PERS (7377).</p> |

| BENEFIT | EMPLOYEE DESIGNATION | | | | BENEFIT DESCRIPTION |
|---|----------------------|------|------|------|--|
| | MGR | SUPV | CONF | EXCL | |
| <p>PRE-TAX PARKING</p> <p>IRS Code 132 (f)</p> | x | x | x | x | <p>There are three types of pre-tax parking payroll deductions;</p> <ul style="list-style-type: none"> • The Department of General Services' (DGS) pre-tax parking payroll deduction program is available to employees who have a parking space in a State-owned garage and/or parking lot managed by the DGS. For more information, contact the DGS/Office of Fleet Administration. • Department-Sponsored Parking is an "in-house" program where departments administer their own programs. For more information, contact your department's Transportation/Parking Coordinator. • The Pre-Tax Parking Reimbursement Account Program is a program administered by DPA which allows for the deduction of a specific dollar amount (up to current IRS maximum) for work-related parking fees from your pay warrant prior to tax deductions. Deductions are deposited in a special reimbursement account. To receive payments from the account, employees must submit a reimbursement claim along with the required parking receipts. For more information, please call the DPA Benefits Division at (916) 322-0300, or visit www.dpa.ca.gov (under "Benefits"). |



APPENDICES 6A AND 6B

APPENDIX 7



**Addendum to Guam Classification and
Compensation Study Draft Report**

**Rebecca Iacobucci
Project Consultant**

**Daniel J. Hall, Vice President
National Center for State Courts
707 17th Street, Suite 2900
Denver, CO 80202**

The Judiciary asked the National Center for State Courts (NCSC) to review Public Law 29-105 and provide comments and/or recommendations relative to the overall impact on the classification and compensation study. We understand that the Judiciary’s goal is to complete and implement the study as soon as possible and justifiably, the impact of this law on the Judiciary’s compensation program and, in particular, the classification and compensation recommendations currently under review, is of major concern to the Judiciary. Obviously, the Judiciary’s effort to provide internal equity is compromised by this law.

Understanding of Public Law 29-105

Our understanding of Public Law 29-105 is that it provides a pay increase of approximately 40% over a four (4) year period to public safety and law enforcement personnel. The first installment of this pay increase was recently issued on October 1, 2008. The legislation coverage includes the following probation and marshal classifications in the Judiciary:

| TITLE |
|---------------------------------------|
| Deputy Marshal Recruit |
| Deputy Marshal I |
| Deputy Marshal II |
| Deputy Marshal III |
| Deputy Marshal Supervisor |
| Deputy Chief Probation Officer |
| Marshal of the Courts |
| Probation Officer I |
| Probation Officer II |
| Sr. Probation Officer |
| Probation Officer Supervisor |
| Deputy Chief Probation Officer |
| Chief Probation Officer |

The wording of the legislation implies that the pay increase may be more than 40% in that the increase is to be “no less than” a base of 10% for each of the four increases.

The legislation states that: "The Director of Administration shall perform a review of the compensation, benefits, position requirements, and duties of public safety and law enforcement

officers of the government of Guam, including ..., in order to provide internal equity and external competitiveness. The review shall develop a Compensation Plan which treats all aspects of compensation (base salaries, benefits, pay differentials, and other factors) as a total reward and incentive package for employees, with said Plan to be uniformly administered throughout the government." We understand that, although this legislation is limited to law enforcement classifications, the expectation is that "internal equity and external competitiveness" and a plan that is "uniformly administered throughout the government" in the broader sense, as applicable to other job classifications throughout the government of Guam will be addressed by the government-wide classification and compensation study that GovGuam is pursuing through a Request for Proposals.

Discussion of Overall Impact on the Classification and Compensation Study

The result of our review of the legislation and research findings, considered in light of our familiarity with the Judiciary of Guam classification and compensation system, can be presented in three areas: (1) Internal equity issues, (2) Labor market considerations, and (3) Study implementation/compensation plan administration options.

Overall, the legislation is inconsistent with the Judiciary's compensation principles and practices of striving for and balancing internal equity and external labor market competitiveness.

Internal Equity Issues

Whether using the point factor job evaluation method currently in use throughout GovGuam or the Position Appraisal Method (PAM) under consideration by the Judiciary, the Court's intention is to align classifications by pay levels based on a balance of internal valuation and labor market competitiveness. Clearly, significantly adjusting the salaries of only one occupational group—law enforcement—has an impact on internal equity. The legislation takes neither the internal pay relationships nor the labor market into account in effecting the 40% salary increase for law enforcement jobs.

The primary internal equity concerns are with those classifications that are most closely related to the law enforcement classifications covered by the legislation, which are those in the same class series and supervisory and management classifications responsible for law enforcement

functions. As we had previously discussed when the legislation was initially proposed (March, 2008?), a primary concern at that time was that if the classifications covered by the legislation were non-management law enforcement classes only, it would create pay compression among law enforcement supervisory and management levels. (Pay compression in this instance refers to when a subordinate is paid, with or without overtime, more than his/her supervisor.) As a result of including supervisory and management law enforcement classifications in the legislation, this concern is essentially removed with the probable exception of pay compression with the supervisor of the Chief Probation Officer and the Marshal of the Courts, that is the Administrator of the Courts, which was not included in the legislation (or the study).

The next area of internal equity concern is those classifications that are at a similar organizational level and/or with the same internal value to the Judiciary as determined by the job evaluation method (whether the proposed Position Appraisal Method or the method currently used.) It is important to not alter PAM factoring for law enforcement classifications. The factoring, which reflect the internal valuation of the classification, should be retained. However, the law enforcement classifications will, as a result of the legislation, be paid higher than salary range placement based on what the internal value would indicate.

The internal equity imbalance created by the legislation can be addressed by a range of options, with an accompanying range of fiscal impact. Several of these options are described below.

Labor Market Considerations

Again, the legislation takes neither the internal pay relationships nor the labor market into account in the determination of the 40% salary increase for law enforcement jobs.

In effect, the compensation “philosophy” relating to law enforcement jobs does not reflect labor market data or any other employment cost indices or factors, whereas the compensation philosophy for other GovGuam jobs is currently “to be comparable to the extent practical, to U.S National Average levels utilizing the appropriate labor markets, while accounting for relevant economic factors.”

On the other hand, an organization may choose to lead or lag the market in a particular occupational group to reflect a business position. If an organization has a group of jobs that are key to the business or are “mission critical,” it would be effective to lead the market. In this case, an organization should consider adjusting the market data *target* by an appropriate percentage to reflect the organization’s commitment.¹

There also will be times when the internal ranking of some classifications will not reflect the going labor market rates due to unusual labor market demands or labor supply and demand issues. We have seen this with information technology, engineering and nursing jobs. In these circumstances, it is not intended that the Judiciary limit itself to the internally established pay level. A rational compensation strategy is to address these classifications through an implementation procedure that recognizes that the labor market is not always compatible with internal equity considerations. When there are market conditions that warrant higher pay, we recommend the Judiciary upgrade the class in its pay schedule and mark it for regular review until labor supply again meets labor demand.

With significant financial resources going towards law enforcement classifications over the next four years, this may compromise the Judiciary’s ability to deal with any other labor supply and demand issues.

The bottom line is: is the Judiciary able to hire and retain quality staff – in all key occupational areas?

The labor market/external competitiveness issues created by the legislation can be addressed by a range of options, with an accompanying range of fiscal impact. Several of these options are described below.

¹ Market Pricing 101: The Science and the Art. By Deb Grigson, John Delaney and Robert Jones, JD, CPA, CEBS, Aon Consulting. WorldatWork worksplan 10/04.

Study Implementation/Compensation Plan Administration - Options and Recommendations

The possible impact on the morale of employees in other Judicial classifications is unknown at this point. Important to employee morale, do employees understand the process used to determine their pay levels and consider it to be fair? Communication is essential to the success of any pay policy, program or plan. Use every means of communication available. Supervisors and managers should be given both the plan details and training in how to communicate it to their employees. Human Resources should be the source of information and ensure high quality information and easy understanding of the pay program. However possible, let managers own the plan and be the conduit to their employees.

Options to Consider

How to incorporate such mandate into the Judiciary's compensation plan? The following options are not necessarily mutually exclusive, in that the Judiciary may decide to pursue one or more options in combination.

One option, of course, is to do nothing other than implement the legislation and increase the base pay of the law enforcement classifications covered by the legislation. However, this option is not without additional costs. When some jobs are paid disproportionately well in relation to other jobs, there will hopefully be "intended" consequences – improved recruitment and retention of law enforcement employees – and quite likely unintended consequences, such as a higher transfer rate of employees from other divisions to law enforcement jobs resulting in a knowledge drain in other divisions.

Another option: Some agencies have multiple salary structures (separate pay plans) for reasons that may include:

- Represented/non-represented jobs
- Management/non-management jobs
- Different geographical areas
- Various business units
- Occupational/functional areas with "hot skills" to address external competitiveness issues

In other words, law enforcement classifications could be pulled into their own pay plan/salary structure. Currently, GovGuam attorney classifications are in a separate salary structure.

A third, costly and unlikely option, is to implement the same 40% increase across-the-board for all other Judicial classifications. Although, if possible, this may sound attractive and might solve any recruitment and retention issues throughout the Judiciary, it is difficult to recommend this approach since it, like the legislation, is inconsistent with the current compensation philosophy and does not take labor market into account.

A fourth option is to await the outcome of a government-wide classification and compensation study.

Recommendations

Importantly, we recommend that the Judiciary does not alter PAM factoring for law enforcement classifications. Rather, we recommend placing the law enforcement classifications in the appropriate salary range regardless of the pay range indicated by the factoring/internal valuation. An option, to pay the 10% (and subsequent 10% increases) as a pay differential over and above the base salary range, may create cumbersome pay administration issues.

We recommend revisiting the current compensation philosophy. One message that the legislation apparently sends is that the current GovGuam compensation philosophy needs to be reviewed and revised. At a minimum, it should be clarified that the compensation philosophy applies to some, but not all GovGuam jobs.

Despite the possible inclination to say, “Why bother?” when compensation decisions relating to law enforcement classifications have effectively been removed from the usual course that such decisions take for the next four years, we recommend continuing to include law enforcement classifications in future salary surveys to analyze pay trends, monitor relative competitiveness with the labor market, and make informed decisions about the Judiciary’s compensation program.

It is in the interest of management to pay salaries that are competitive and cost-effective. If there truly is a serious shortage of law enforcement workers on Guam, the pay should be reviewed and possibly go up. Similarly, if there is a serious shortage of other workers on Guam, or their pay levels have fallen behind the respective labor markets, then the pay of those other jobs should be reviewed and possibly go up, too – based upon labor market surveys or otherwise reflective of the compensation philosophy and ability to pay.

We recommend creating a separate salary structure for law enforcement classifications.

We recommend tracking recruitment and retention patterns, including promotions and inter-division transfers, to identify how these may change with implementation of the legislated salary increase for law enforcement jobs.

In fact, we recommend tracking recruitment and retention patterns for all Judiciary occupational groups to identify issues to be addressed short of a legislative solution.

Lastly, pay is not the sole – or necessarily even the best - solution to recruitment and retention issues. We recommend that a review of other possible factors to account for apparent law enforcement recruitment and retention issues be considered.