



CONSOLIDATED COMMISSION ON UTILITIES
Guam Power Authority | Guam Waterworks Authority
P.O. Box 2977 Hagatna, Guam 96932 | (671)649-3002 | guamccu.org

RESOLUTION NO. 01-FY2018

**RELATIVE TO THE CREATION AND ADDENDUM OF CERTIFIED, TECHNICAL,
AND PROFESSIONAL (CTP) LIST OF POSITIONS AND TO ADOPT CCU
RESOLUTION NO. 2012-49 AS AN APPROVED BUSINESS PROCESS FOR GUAM
WATERWORKS AUTHORITY**

WHEREAS, Section 8104 (c), Chapter 8, and Section 14104 (c), Chapter 14 of Title 12 of the Guam Code Annotated authorizes the Guam Waterworks Authority to establish its internal organization and management and adopt regulations for the administration of its operations; and

WHEREAS, under 12 G.C.A. § 14105, the Consolidated Commission on Utilities (“CCU”) has plenary authority over financial, contractual and policy matters relative to the Guam Waterworks Authority (“GWA”); and

WHEREAS, the Guam Waterworks Authority (“GWA”) is a Guam Public Corporation established and existing under the laws of Guam; and

WHEREAS, Public Law 28-159 added Subsection 7.03 to the GPA Personnel Rules and Regulations, and added Paragraph 29 to the Glossary of GWA’s Personnel Rules, item (c) authorizing the General Manager to petition the Consolidated Commission on Utilities (CCU) to amend, to include, but not limited to deleting, adding, or modifying such positions, the approved list of each Authority’s CTP positions; and

WHEREAS, a new Chapter 5.200 to GWA’s Personnel Rules and Regulations, item 3.0.3, authorizes the CCU to approve, disapprove, or amend, the unified pay scale at any regularly scheduled meeting; and

1 **WHEREAS**, a market review update of all positions and the CTP Strategic Pay scale
2 was conducted and completed in August 2017 by Alan Searle and Associates. (See Exhibit A,
3 Appendices A-A5). This resulted in an adjustment of the pay scale to address obsolete pay
4 grades that were in place since 2007 and a reset and refit of new grades to coincide with 2017
5 Market Data. The market review determined that GWA positions are below the 5th market
6 percentile based on 2017 Market Data. It was also determined that implementation of an updated
7 pay scale is necessary to maintain the utilities position in the market place aimed at being
8 externally competitive in attracting and retaining employees. (See Exhibit A, Appendices B1-
9 B3); and

10
11 **WHEREAS**, GWA desires to improve business processes, optimize its assets and
12 maximize employees' performance. GWA prefers to consolidate its pay policy and all positions
13 under the Strategic Pay plan and add remaining positions to the list of CTP positions, providing
14 equity. (See Exhibit A, Appendices C-C8). GWA also recognizes that these positions involve
15 processes that are uncommon and unique to the utility. Thus, GWA petitions to create positions
16 for incumbents to integrate and transition into the Strategic Pay classification methodology
17 applicable to CTP positions (See Exhibit A, Appendices D1-D3); and

18
19 **WHEREAS**, modern companies operate on information and GWA must leverage
20 information in modernizing its infrastructure and technology, and must create an awareness of
21 the importance of protecting these facets critical to the utilities. GWA operations are critical to
22 preserving its business processes and the quality of life island-wide. GWA is committed to
23 promoting and strengthening the role and responsibility of all employees in the protection of
24 information, infrastructure and technology through physical security and cyber security training
25 programs, of which, will help preserve assets, and, deter the impact of an attack to the utility; and

26
27
28 **NOW THEREFORE BE IT RESOLVED**, the Consolidated Commission on Utilities
29 approves and authorize as follows:

- 30
31 1. To accept the recommendations of the market review update conducted by Alan
32 Searle and Associates, including implementation of a new and adjusted Strategic

1 Pay Scale for all Certified, Technical, and Professional (CTP) positions. (Exhibit
2 A, Appendices A-A5 & B1-B3).

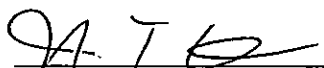
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4 2. The creation of positions delineated in Exhibit A, Appendices D1-D3, and the
5 addition of these positions into the GWA list of CTP positions delineated in
6 Exhibit A, Appendices C-C8. The incumbents of these positions must complete a
7 Physical Security training course prior to a reclassification of position.
8 Thereafter, the incumbents must complete a Cyber Security training course and
9 other courses deemed necessary by the management to ensure preservation of
10 utility assets and deterrence of the impact of an attack to the utility.

11
12 3. To maintain uniformity in the application of the promotion/demotion/transfer pay
13 policy relative to CCU Resolution No. 2012-49, and in the spirit of equity for all
14 positions covered under the Strategic Pay Scale for CTP positions, CCU
15 Resolution No. 2012-49 delineated in Exhibit A, Appendices E1-E16, is
16 applicable to GWA business processes.

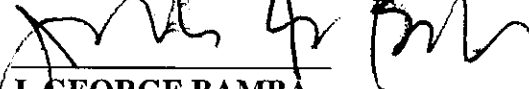
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18 **RESOLVED**, that the Chairman certified and the Board Secretary attests to the adoption
19 of this Resolution.

20
21 **DULY AND REGULARLY ADOPTED**, this 20th day of October, 2017.

22
23 Certified by:

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25 **JOSEPH T. DUENAS**
26 Chairperson

Attested by:

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28 **J. GEORGE BAMBA**
29 Secretary

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SECRETARY'S CERTIFICATE

I, J. George Bamba, Board Secretary of the Consolidated Commission on Utilities as evidenced by my signature above do hereby certify as follows:

The foregoing is a full, true and accurate copy of the resolution duly adopted at a regular meeting by the members of the Guam Consolidated Commission on Utilities, duly and legally held at a place properly noticed and advertised at which meeting a quorum was present and the members who were present voted as follows:

AYES:	3
NAYS:	0
ABSTENTIONS:	0
ABSENT:	2



**GUAM WATERWORKS AUTHORITY
EXECUTIVE REPORT**

MISSION STATEMENT: The Guam Waterworks Authority SHALL

Provide outstanding customer service by delivering excellent water and wastewater services in a safe, reliable, responsible and cost effective manner.

AUTHORITY:

12 GCA CHAPTER 14, GUAM WATERWORKS AUTHORITY

§14103. Continuation of Existence.

Guam Waterworks Authority (GWA) is continued in existence as a public corporation.

§ 14105. Governance of Authority.

All powers vested in the Authority, except as provided herein, shall be exercised by the Consolidated Commission on Utilities, as established in Chapter 79 of Title 12 of the Guam Code Annotated.

4 GCA §6303 (d) - Creation of positions.

GWA Personnel Rules & Regulations; Paragraph A to the Glossary of GWA's Personnel Rules - Certified, Technical, and Professional Positions (as amended by Public Law 28-159 Section 3 (c)):

SUMMARY:

The Guam Waterworks Authority owns and operates an extensive network of facilities that provides water and wastewater services to the majority of island residents. These facilities represent a significant investment and include substantial visible and underground infrastructure assets.

GWA Operates and maintains more than 200 water facilities on Guam. The facility types can generally be classified as sources, reservoirs, and waster booster pumping stations. GWA is also responsible for three public water systems. The Northern, Central and Southern Public Water Systems.

GWA provides wastewater services for Guam's general population and Andersen Air Force Base. The wastewater system consists of seven wastewater basins: Agat, Umatac - Merizo, Inajaran, Baza Gardens, Pago Socio, Northern District and Hagatna.

While these efforts support efficient and reliable utility service, they cannot abate the growing cyber and physical security threats to the Authority. GWA continues to build better business processes and optimize its assets, the roles of *all employees* have become increasingly critical to the defense of potential security breaches to the GWA infrastructure.

Security breaches and threats – both physical and cyber -impact people, information, functions and physical assets. These hazards can range from workplace violence, crime, including personal and property thefts, terrorism acts, and natural disasters to name a few.

All employees are responsible to conduct safe work practices in their working environment and to secure their work places to delay or deter threats to GWA facilities. Examples of this include, and are not limited to:

Cashier duties involving the ability to observe the actions and behavior of a potential adversary and alerting authorities, protecting the face-to-face cash handling process and securing customer information when conducting payment transactions using the proprietary customer service program that is interconnected to the GWA network.

Administrative and clerical duties involve securing and updating employee and customer data on the utility's integrated network and protecting access to this information. This also includes observance and monitoring of internal and external customers access to office business and processes.

Finance and Accounting duties involve responsibility for the financial records of the Authority. This includes: analyzing financial statements, long range financial planning, enhancing and monitoring internal controls, preparing annual budgets, external/internal audit functions, debt/financing proposals, managing investments, revenue collection and tracking. Accounting computer based applications used in carrying out the functions of Finance and Accounting include, but not limited to the JD Edwards Accounting Modules and Customer Care and Billing system.

Maintenance Worker duties involve work the maintenance of GWA facilities including facilities; treatment plants, pumping stations, wells and the administration office building. They must be cognizant to hazard conditions at these sites and apply corrective measures to minimize risks to integrity of these physical assets.

Procurement duties include the purchasing of materials and equipment, and the storing of equipment, materials and parts relevant to operations work such as water distribution, water production and treatment, wastewater collection and wastewater treatment plants and facilities overhauls, underground water and sewer line construction and repairs, and conducting inventory of large bulk items unique to the GWA operations. Measures are implemented to protect access to warehouses and storage areas from unauthorized persons. Additional duties include inputting and retrieving data on the utility's integrated network for accountability.

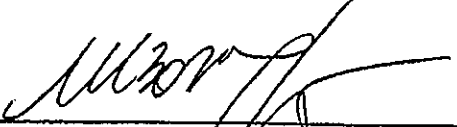
The security of GWA's assets is paramount. The whole organization is accountable for ensuring safety and preparedness of its employees when safety and security at any level is compromised.

GWA has embarked on a cybersecurity training program for all employees. GWA will also implement a physical security training program. These training programs are the initial stages of enhancing employees' awareness and knowledge of the importance of securing GWA assets and its environment.

Recently, an updated market review of all positions was conducted and determined GWA's position in the market is relatively at the 15th market percentile of the 2017 Market Data (Appendix A). The review included an adjustment of the pay scale to address obsolete pay grades that were in place since 2007, and a refit and reset of new grades to coincide with the 2017 Market Data (Appendices B and C). The proposed creation of positions were also included in the market review update (Appendices D1 - D17)

Based on the foregoing, management recognizes that all positions are critical to the safety and welfare of GWA operations. In meeting management's needs for the efficacy of operating the utility within modern industry standards, we recommend the following:

- a) To approve the proposed creation of positions (delineated in Appendices D1 – D17); and
- b) To add these newly created positions (delineated in Appendices D1 – D17) to GWA's list of Certified, Technical and Professional positions (delineated in Appendix C).
- c) To accept the recommendations of the market review update for CTP positions, including a new pay scale, the refit and reset of new grades to coincide with the 2017 market data, and implementation of a structural adjustment subject to the availability of funds (Appendices A and B).
- d) To maintain uniformity in the application of the promotion/demotion/transfer pay policy relative to CCU Resolution No. 2012-49 for all CTP positions covered under the Strategic Pay Scale, apply CCU Resolution No. 2012-49 to GPA and GWA business processes (delineated in Appendices E1 – E16).



MIGUEL C. BORDALLO, P.E.
General Manager, GWA

9.12.17
Date

GUAM WATERWORKS AUTHORITY
COMPENSATION & BENEFITS STUDY
Market Review

Executive Summary
September 2017



GUAM WATERWORKS AUTHORITY

ALAN SEARLE & ASSOCIATES

Management Consultants, Russell, New Zealand

A. Background

With the passing of public laws PL 28-113 and PL 28-159 GWA was given the mandate to implement a new market based compensation model that would aid the attraction and retention of "Certified Technical and Professional" or CTP personnel. The law was a result of concerns that the Authority was losing highly skilled personnel due to the fact that current salaries and compensation were not sufficient to attract and retain such personnel.

Through the RFP process, GWA in 2005 engaged the consulting services of Alan Searle & Associates to undertake the above compensation study. This was an extensive project involving three stages as follows :

The first stage of the study focused on job evaluation which involved applying a structured methodology of twelve (12) individual factors to assess all CTP positions. Each factor derived a point value with their sum representing the "total point" value of the position. The process was important as it re-established the internal equity of all positions based on job size. An exponential regression analysis was then undertaken to determine GWA's base salary pay line. This step was also important in that the resulting base salary pay line could eventually be compared to the market percentiles identified in Stage Two.

The second stage involved gathering external pay data on all CTP positions. The target market was the U.S. water industry and extensive data was gathered from a number of sources including the AWWA (American Water Works Association), U.S. Bureau of Labor Statistics (BLS), U.S. Department of Labor (DOL), U.S. Federal Government / Civil Service, U.S. Military, Web Based Compensation Companies, U.S. Utility Recruitment Companies and U.S. Utility Company Websites. The resulting data was analyzed and presented as market percentiles (5th through to the 95th) with the 50th market percentile being the market average. A second exponential regression analysis was then undertaken to compare GWA's base salary pay line against the market percentiles as gathered in 2008.

The results validated GWA's market vulnerability as their base salary pay line (for a large number of CTP positions) was clearly below the 5th market percentile. This was an exceptionally low position and validated the ongoing difficulties GWA had been experiencing in being able to attract and retain CTP employees. The situation at the time was further exacerbated by Gov. Guam policy (Hay methodology) that stipulated that employees on Step 10 and above receive a 3.5% increment (based on satisfactory performance) once every two (2) years. On an annualized basis this was clearly below the CPI (Consumer Price Index).

With the passing of resolution 01-FY2008 the CCU approved a transition period (beginning in fiscal year 2008) to migrate all CTP positions to a more competitive position in the market. The CCU resolution approved a five-year phase-in using the 5th, 15th, 25th, 35th and 50th market percentiles as targets for 2008 and subsequent years.

The third stage of the review focused on implementation and the transition of all CTP employees into the new compensation model. The new salary schedule has twenty-six (26) alphabetical grades each with twenty (20) numeric steps. An additional feature was the introduction of four (4) sub-steps per step which amounts to eighty sub-steps in total. Each sub-step increases base salary by 1% and was introduced to allow a performance range for GWA to ultimately pay for performance.

The outcome of the above was the identification of a specific implementation range for each CTP position. With each implementation range encompassing sixteen (16) sub-steps the final phase was to migrate all CTP employees into the new compensation model. In completing this exercise the following three implementation criteria was applied : education, experience and performance. The end result was a score (for each employee) that could be transposed to their specific implementation range and a new grade, step and sub-step identified.

B. Current Review (2017)

The current review replicates the second stage above in order to provide updated market data as at 2017. Once again the target market was the U.S. water industry and extensive data was gathered from a number of sources including the AWWA (American Water Works Association), U.S. Bureau of Labor Statistics (BLS), U.S. Department of Labor (DOL), U.S. Federal Government / Civil Service, U.S. Military, Web Based Compensation Companies, U.S. Utility Recruitment Companies and U.S. Utility Company Websites.

In summary, external pay data was gathered on 230 positions (both CTP and Non-CTP) with results once again being analyzed and presented as market percentiles (5th through to the 95th). Please note that as with the earlier study the 50th market percentile represents the market average (U.S. mainland). An exponential regression analysis was then undertaken (see Appendix A) to compare GWA's base salary pay line against the 2017 market percentiles as gathered.

C. Observations / Recommendations

In terms of recommendations the focus must be on ensuring that GWA's compensation model (cost permitting) is in the most competitive position it can be with regards the external market place. Whilst any increase in market position obviously comes at a cost this must be weighed against the Authority's ability to attract and retain competent employees.

With reference to Appendix A, GWA's market position in 2008 was extremely vulnerable with a large number of employees well below the 5th market percentile. Whilst some adjustments were made to correct the situation the market has unfortunately continued to move through to 2017. Given those early initiatives taken by the CCU we would now place GWA (with reference to Appendix A) at just below the 5th market percentile based on the 2017 market data that has been obtained.

Having determined GWA's current market position (relative to the 2017 market data) we then completed a number of cost options aimed at migrating GWA to a more competitive market position. These included migrating to the 5th (essentially a status quo option), 10th, 15th, 20th and 25th market percentiles. The costing process also included both a 5 sub-step and 7 sub-step implementation range for employee "slotting" purposes. The results are shown in Appendix B.

In undertaking the above cost analysis it also became apparent that an updated pay schedule was also required. With the current pay schedule now 10 years old, grades A, B & C have become redundant and are no longer being used. The need for an update is also reflected in the fact that some employees are approaching or have exceeded Step 20, Sub-step D.

In terms of a course of action our recommendations are as follows :

1. Consolidate GWA's compensation model to include all employees i.e. both CTP and Non-CTP employees.

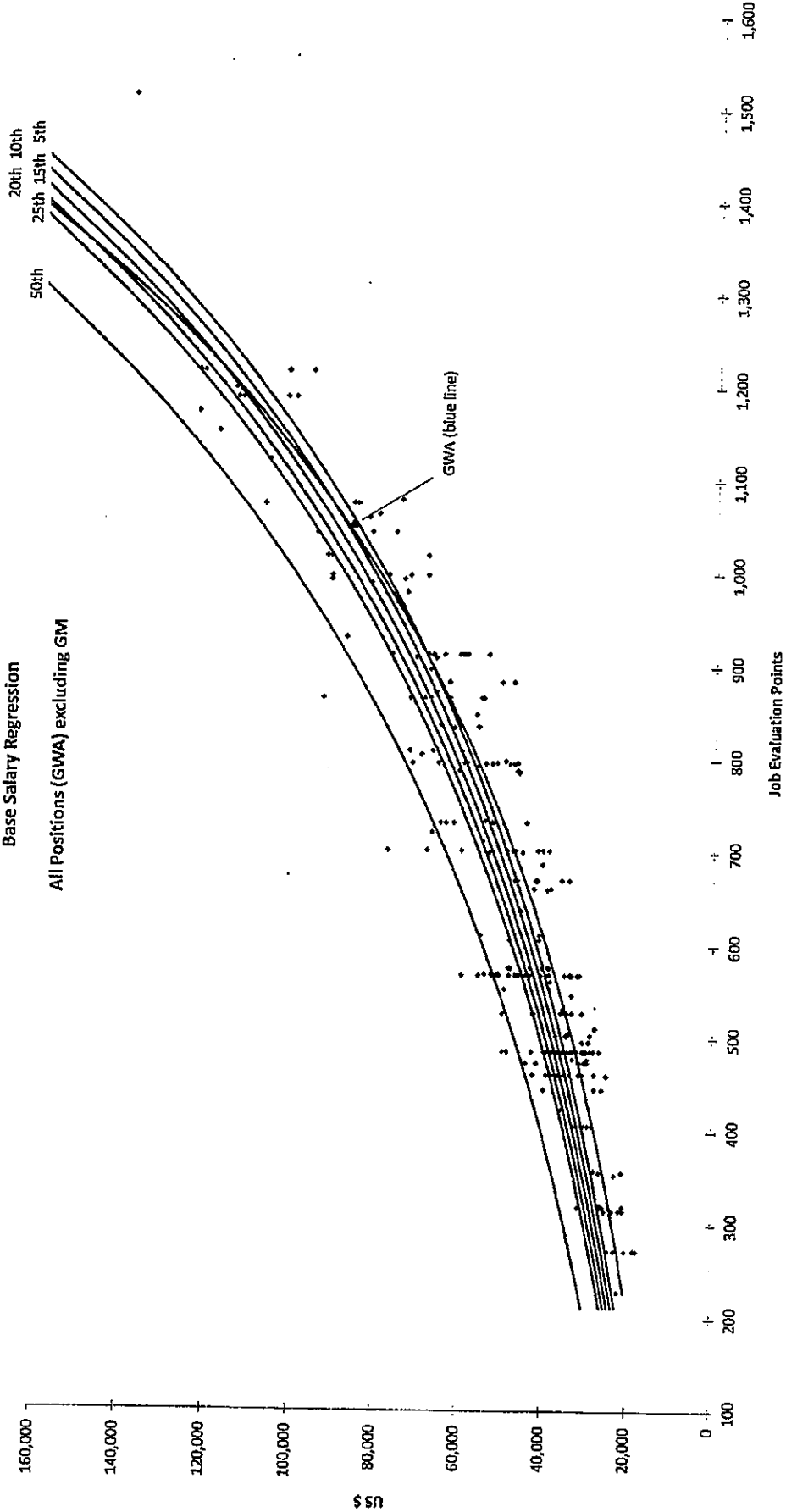
Note : the need to distinguish between CTP and Non-CTP positions has become largely irrelevant as all positions are now deemed critical in providing the Authority's services. This perspective is clearly evident with both PAG and GIAA (excluding ARFF and Airport Police) now incorporating all positions in their respective compensation models.

2. Make an initial structural adjustment (cost permitting) to the 5th market percentile based on the 2017 market data. If this can be done we would recommend using the 5 sub-step implementation range cost option as "employee slotting" is closer than using the 7 sub-step cost option. As outlined earlier, this is essentially a status quo adjustment as despite being at just below the 5th market percentile this adjustment targets (in particular) those employees who are below the 5th market percentile regression line.
3. Agree on a transition plan (cost permitting) aimed at migrating GWA to a higher market percentile e.g. the 10th, 15th, 20th or 25th market percentile based on the 2017 market data. With the eventual target being the 50th market percentile (or market average within the U.S. mainland based on the prevailing market) this transition plan will continue the momentum to ensure GWA's compensation model is externally competitive.
4. Given current controls in a) annually determining the implementation range on offer re : pay for performance, and b) determining the percentage of employees who can receive the "top scores" continue to allow (for employees below the 50th market percentile of market average within the U.S. mainland) the employees eventual pay for performance adjustment to be added to their base salary. This makes computation of any future regression analysis a lot more accurate when comparing results against the prevailing market.

APPENDIX A

Base Salary Regression

All Positions (GWA) excluding GM



Base Salary - all GWA positions (CTP + Non CTP) excluding GM

Base Salary - 2017 market percentiles - 5th, 10th, 15th, 20th, 25th and 50th (U.S. Water / Wastewater Utilities)

APPENDIX B

ESTIMATED COST IN MIGRATING GWA TO VARIOUS MARKET PERCENTILES

BASED ON 2017 MARKET DATA

GWA - Seven (7) Sub-Step Implementation Range

Market Percentile 2017	Base Salary	Total Compensation (Base Salary plus Benefits)	Percentage Increase
5th	971,101	1,494,002	6.52
10th	1,258,166	1,935,640	8.44
15th	1,574,160	2,421,785	10.56
20th	1,924,266	2,960,409	12.91
25th	2,302,416	3,542,178	15.45

GWA - Five (5) Sub-Step Implementation Range

Market Percentile 2017	Base Salary	Total Compensation (Base Salary plus Benefits)	Percentage Increase
5th	1,053,018	1,620,028	7.07
10th	1,348,839	2,075,137	9.05
15th	1,674,843	2,576,682	11.24
20th	2,034,034	3,129,283	13.65
25th	2,423,857	3,729,011	16.26

STRATEGIC PAY SCALE (2017)

Grade	Step 1				Step 2				Step 3				Step 4				Step 5				Step 6				Step 7			
	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
Grade	20,705	22,121	23,546	24,981	26,427	27,894	29,381	30,889	32,418	33,969	35,541	37,135	38,751	40,388	42,047	43,728	45,431	47,156	48,904	50,675	52,469	54,286	56,126	57,989	59,875	61,784	63,716	65,671
5.0%	22,566	24,031	25,506	27,001	28,517	30,054	31,613	33,194	34,797	36,432	38,090	39,771	41,475	43,203	44,956	46,734	48,537	50,366	52,221	54,093	55,982	57,898	59,841	61,811	63,808	65,832	67,882	69,958
6.0%	24,460	25,985	27,530	29,095	30,680	32,285	33,911	35,558	37,236	38,945	40,685	42,456	44,258	46,091	47,956	49,853	51,782	53,743	55,736	57,761	59,818	61,907	64,028	66,181	68,356	70,553	72,772	75,013
7.0%	26,391	27,966	29,571	31,206	32,871	34,567	36,294	38,052	39,841	41,661	43,512	45,394	47,308	49,254	51,232	53,243	55,286	57,361	59,468	61,608	63,781	65,987	68,226	70,498	72,794	75,115	77,461	79,832
8.0%	28,360	29,985	31,650	33,346	35,073	36,832	38,623	40,446	42,301	44,188	46,108	48,061	50,047	52,066	54,118	56,203	58,322	60,475	62,663	64,886	67,144	69,437	71,765	74,128	76,526	78,959	81,427	83,929
9.0%	30,379	32,054	33,779	35,544	37,350	39,197	41,085	42,995	44,938	46,914	48,923	50,965	53,040	55,148	57,289	59,464	61,674	63,919	66,199	68,514	70,864	73,249	75,669	78,125	80,617	83,145	85,709	88,309
10.0%	32,438	34,163	35,938	37,763	39,628	41,534	43,481	45,470	47,492	49,547	51,636	53,760	55,919	58,114	60,345	62,612	64,915	67,254	69,629	72,041	74,490	76,977	79,501	82,062	84,660	87,295	89,967	92,676
11.0%	34,537	36,312	38,137	39,992	41,877	43,793	45,750	47,748	49,787	51,867	53,988	56,150	58,353	60,597	62,882	65,208	67,575	69,983	72,432	74,923	77,455	79,928	82,442	84,997	87,593	90,230	92,908	95,627
12.0%	36,676	38,501	40,376	42,292	44,249	46,247	48,286	50,366	52,487	54,649	56,852	59,106	61,411	63,767	66,175	68,634	71,144	73,705	76,317	78,981	81,696	84,463	87,282	90,153	93,076	96,051	99,078	102,157
13.0%	38,855	40,730	42,655	44,621	46,628	48,676	50,765	52,895	55,066	57,279	59,533	61,828	64,164	66,542	68,962	71,424	73,928	76,475	79,066	81,701	84,381	87,105	89,874	92,688	95,548	98,454	101,407	104,408
14.0%	41,074	43,049	45,074	47,140	49,247	51,395	53,584	55,814	58,085	60,397	62,750	65,145	67,582	69,962	72,385	74,852	77,363	79,918	82,518	85,163	87,854	90,591	93,374	96,203	99,078	101,999	104,967	107,982
15.0%	43,333	45,408	47,533	49,709	51,926	54,184	56,483	58,824	61,207	63,633	66,102	68,614	71,169	73,768	76,412	79,102	81,838	84,621	87,452	90,331	93,258	96,234	99,259	102,334	105,459	108,634	111,859	115,134
16.0%	45,632	47,807	50,032	52,308	54,635	57,012	59,439	61,917	64,445	67,023	69,652	72,332	75,063	77,845	80,678	83,563	86,500	89,489	92,530	95,623	98,768	101,965	105,214	108,515	111,868	115,273	118,730	122,239
17.0%	47,971	50,246	52,571	54,947	57,374	59,852	62,381	64,960	67,590	70,271	72,993	75,757	78,563	81,411	84,302	87,246	90,244	93,296	96,352	99,412	102,476	105,545	108,619	111,698	114,782	117,871	120,965	124,064
18.0%	50,350	52,725	55,150	57,626	60,153	62,731	65,360	68,040	70,771	73,553	76,386	79,271	82,208	85,198	88,242	91,341	94,495	97,605	100,771	103,993	107,271	110,605	113,995	117,441	120,844	124,304	127,821	131,395
19.0%	52,769	55,244	57,770	60,346	62,973	65,651	68,380	71,161	74,004	76,909	79,866	82,876	85,939	89,057	92,231	95,462	98,751	102,098	105,504	108,969	112,494	116,079	119,725	123,432	127,199	131,027	134,916	138,865
20.0%	55,228	57,803	60,428	63,104	65,831	68,608	71,436	74,315	77,246	80,229	83,264	86,352	89,494	92,691	95,944	99,253	102,619	106,044	109,529	113,074	116,679	120,345	124,072	127,860	131,709	135,620	139,593	143,628
21.0%	57,727	60,402	63,127	65,903	68,730	71,607	74,535	77,514	80,545	83,628	86,763	89,951	93,193	96,491	99,845	103,255	106,722	110,247	113,831	117,475	121,179	124,944	128,770	132,657	136,606	140,617	144,690	148,825
22.0%	60,266	63,041	65,866	68,742	71,669	74,647	77,676	80,756	83,887	87,069	90,302	93,587	96,925	100,317	103,764	107,267	110,827	114,445	118,122	121,859	125,656	129,514	133,433	137,413	141,454	145,557	149,722	153,949
23.0%	62,845	65,720	68,645	71,621	74,648	77,726	80,855	84,036	87,269	90,554	93,892	97,284	100,731	104,234	107,793	111,408	115,080	118,811	122,602	126,454	130,367	134,342	138,379	142,479	146,642	150,868	155,157	159,509
24.0%	65,464	68,439	71,464	74,540	77,667	80,845	84,074	87,355	90,688	94,073	97,511	101,003	104,551	108,156	111,819	115,542	119,325	123,168	127,072	131,038	135,067	139,159	143,315	147,536	151,823	156,176	160,595	165,080
25.0%	68,123	71,198	74,323	77,499	80,726	84,004	87,333	90,714	94,147	97,633	101,173	104,767	108,416	112,121	115,883	119,704	123,585	127,527	131,531	135,598	139,729	143,925	148,187	152,515	156,909	161,370	165,898	170,493
26.0%	70,822	73,997	77,222	80,498	83,825	87,204	90,635	94,118	97,653	101,241	104,883	108,580	112,333	116,143	119,911	123,737	127,623	131,570	135,579	139,651	143,787	147,988	152,255	156,588	160,988	165,455	169,989	174,591
27.0%	73,561	76,836	80,161	83,537	86,964	90,443	93,974	97,557	101,192	104,880	108,623	112,425	116,287	120,110	123,994	127,939	131,946	136,016	140,150	144,349	148,614	152,946	157,346	161,814	166,351	170,957	175,633	180,380
28.0%	76,340	79,715	83,140	86,616	90,143	93,722	97,353	101,036	104,772	108,562	112,407	116,308	120,265	124,288	128,377	132,532	136,754	141,044	145,403	149,832	154,332	158,903	163,546	168,262	173,051	177,913	182,848	187,857
29.0%	79,159	82,634	86,160	89,736	93,363	97,042	100,773	104,557	108,395	112,288	116,237	120,243	124,306	128,427	132,606	136,844	141,143	145,504	149,927	154,413	158,963	163,587	168,286	173,061	177,913	182,844	187,855	192,937
30.0%	82,018	85,593	89,219	92,895	96,622	100,401	104,232	108,116	112,054	116,047	120,096	124,202	128,365	132,587	136,868	141,209	145,611	150,075	154,603	159,196	163,856	168,583	173,377	178,239	183,171	188,174	193,248	198,393
31.0%	84,917	88,592	92,318	96,094	99,921	103,800	107,731	111,715	115,753	119,846	123,995	128,201	132,465	136,787	141,168	145,609	150,112	154,678	159,308	164,002	168,761	173,586	178,478	183,438	188,467	193,566	198,736	203,977
32.0%	87,856	91,631	95,457	99,333	103,260	107,239	111,270	115,354	119,492	123,685	127,934	132,239	136,601	141,021	145,500	150,040	154,642	159,308	164,040	168,829	173,676	178,582	183,548	188,575	193,664	198,816	204,042	209,334
33.0%	90,835	94,810	98,836	102,913	107,042	111,223	115,457	119,746	124,091	128,493	132,953	137,472	142,052	146,693	151,396	156,162	161,000	165,901	170,867	175,899	181,000	186,170	191,410	196,721	202,104	207,560	213,088	218,689
34.0%	93,854	97,929	102,056	106,235	110,467	114,752	119,092	123,488	127,941	132,452	137,022	141,653	146,345	151,099	155,917	160,799	165,746	170,759	175,839	180,987	186,205	191,494	196,855	202,289	207,797	213,379	219,037	224,772
35.0%	96,913	101,088	105,315	109,594	113,926	118,313	122,756	127,256	131,814	136,430	141,105	145,840	150,636	155,494	160,416	165,403	170,457	175,580	180,773	186,037	191,373	196,782	202,255	207,793	213,397	219,077	224,833	230,666
36.0%	99,912	104,187	108,514	112,893	117,325	121,812	126,356	130,957	135,616	140,335	145,115	149,957	154,863	159,835	164,874	169,981	175,157	180,404	185,723	191,115	196,582	202,125	207,745	213,443	219,219	225,075	231,003	237,003
37.0%	102,951	107,326	111,753	116,232	120,765	125,354	130,000	134,704	139,467	144,291	149,176	154,123	159,134	164,210	169,353	174,565	179,847	185,201	190,628	196,130	201,708	207,363	213,097	218,911	224,806	230,783	236,843	242,977
38.0%	106,030	110,505	115,032	119,612	124,247	128,938	133,687	138,495	143,364	148,295	153,288	158,344	163,464	168,649	173,899	179,216	184,601	190,059	195,595	201,209	206,902	212,675						

Step	1.0%				1.5%				2.0%				2.5%				3.0%											
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D								
A	27,006	27,457	27,631	27,807	28,186	28,458	28,733	29,040	29,391	29,624	29,850	30,228	30,622	30,827	31,135	31,467	31,761	32,079	32,359	32,659	33,181	33,715	34,052	34,383	34,727	35,084	35,455	
B	28,528	28,815	29,111	29,418	29,723	30,030	30,341	30,654	30,971	31,290	31,613	31,938	32,265	32,594	32,924	33,256	33,590	33,926	34,264	34,604	34,946	35,290	35,635	35,981	36,328	36,676	37,025	37,375
C	30,101	30,453	30,728	31,007	31,408	31,683	31,963	32,248	32,528	32,812	33,091	33,374	33,658	33,943	34,229	34,516	34,803	35,090	35,378	35,666	35,954	36,242	36,531	36,820	37,109	37,398	37,687	37,976
D	31,634	31,978	32,232	32,488	32,834	33,081	33,328	33,576	33,824	34,072	34,320	34,568	34,816	35,064	35,312	35,560	35,808	36,056	36,304	36,552	36,800	37,048	37,296	37,544	37,792	38,040	38,288	38,536
E	33,228	33,524	33,772	34,020	34,317	34,565	34,813	35,061	35,309	35,557	35,805	36,053	36,301	36,549	36,797	37,045	37,293	37,541	37,789	38,037	38,285	38,533	38,781	39,029	39,277	39,525	39,773	40,021
F	34,883	35,131	35,379	35,627	35,875	36,123	36,371	36,619	36,867	37,115	37,363	37,611	37,859	38,107	38,355	38,603	38,851	39,099	39,347	39,595	39,843	40,091	40,339	40,587	40,835	41,083	41,331	41,579
G	36,601	36,849	37,097	37,345	37,593	37,841	38,089	38,337	38,585	38,833	39,081	39,329	39,577	39,825	40,073	40,321	40,569	40,817	41,065	41,313	41,561	41,809	42,057	42,305	42,553	42,801	43,049	43,297
H	38,384	38,632	38,880	39,128	39,376	39,624	39,872	40,120	40,368	40,616	40,864	41,112	41,360	41,608	41,856	42,104	42,352	42,600	42,848	43,096	43,344	43,592	43,840	44,088	44,336	44,584	44,832	45,080
I	40,233	40,481	40,729	40,977	41,225	41,473	41,721	41,969	42,217	42,465	42,713	42,961	43,209	43,457	43,705	43,953	44,201	44,449	44,697	44,945	45,193	45,441	45,689	45,937	46,185	46,433	46,681	46,929
J	42,150	42,398	42,646	42,894	43,142	43,390	43,638	43,886	44,134	44,382	44,630	44,878	45,126	45,374	45,622	45,870	46,118	46,366	46,614	46,862	47,110	47,358	47,606	47,854	48,102	48,350	48,598	48,846
K	44,144	44,392	44,640	44,888	45,136	45,384	45,632	45,880	46,128	46,376	46,624	46,872	47,120	47,368	47,616	47,864	48,112	48,360	48,608	48,856	49,104	49,352	49,600	49,848	50,096	50,344	50,592	50,840
L	46,215	46,463	46,711	46,959	47,207	47,455	47,703	47,951	48,199	48,447	48,695	48,943	49,191	49,439	49,687	49,935	50,183	50,431	50,679	50,927	51,175	51,423	51,671	51,919	52,167	52,415	52,663	52,911
M	48,364	48,612	48,860	49,108	49,356	49,604	49,852	50,100	50,348	50,596	50,844	51,092	51,340	51,588	51,836	52,084	52,332	52,580	52,828	53,076	53,324	53,572	53,820	54,068	54,316	54,564	54,812	55,060
N	50,593	50,841	51,089	51,337	51,585	51,833	52,081	52,329	52,577	52,825	53,073	53,321	53,569	53,817	54,065	54,313	54,561	54,809	55,057	55,305	55,553	55,801	56,049	56,297	56,545	56,793	57,041	57,289
O	52,905	53,153	53,401	53,649	53,897	54,145	54,393	54,641	54,889	55,137	55,385	55,633	55,881	56,129	56,377	56,625	56,873	57,121	57,369	57,617	57,865	58,113	58,361	58,609	58,857	59,105	59,353	59,601
P	55,300	55,548	55,796	56,044	56,292	56,540	56,788	57,036	57,284	57,532	57,780	58,028	58,276	58,524	58,772	59,020	59,268	59,516	59,764	60,012	60,260	60,508	60,756	61,004	61,252	61,500	61,748	62,000
Q	57,787	58,035	58,283	58,531	58,779	59,027	59,275	59,523	59,771	60,019	60,267	60,515	60,763	61,011	61,259	61,507	61,755	62,003	62,251	62,499	62,747	62,995	63,243	63,491	63,739	63,987	64,235	64,483
R	60,358	60,606	60,854	61,102	61,350	61,598	61,846	62,094	62,342	62,590	62,838	63,086	63,334	63,582	63,830	64,078	64,326	64,574	64,822	65,070	65,318	65,566	65,814	66,062	66,310	66,558	66,806	67,054
S	63,014	63,262	63,510	63,758	64,006	64,254	64,502	64,750	64,998	65,246	65,494	65,742	65,990	66,238	66,486	66,734	66,982	67,230	67,478	67,726	67,974	68,222	68,470	68,718	68,966	69,214	69,462	69,710
T	65,755	66,003	66,251	66,499	66,747	66,995	67,243	67,491	67,739	67,987	68,235	68,483	68,731	68,979	69,227	69,475	69,723	69,971	70,219	70,467	70,715	70,963	71,211	71,459	71,707	71,955	72,203	72,451
U	68,583	68,831	69,079	69,327	69,575	69,823	70,071	70,319	70,567	70,815	71,063	71,311	71,559	71,807	72,055	72,303	72,551	72,799	73,047	73,295	73,543	73,791	74,039	74,287	74,535	74,783	75,031	75,279
V	71,500	71,748	71,996	72,244	72,492	72,740	72,988	73,236	73,484	73,732	73,980	74,228	74,476	74,724	74,972	75,220	75,468	75,716	75,964	76,212	76,460	76,708	76,956	77,204	77,452	77,700	77,948	78,196
W	74,503	74,751	75,000	75,248	75,496	75,744	75,992	76,240	76,488	76,736	76,984	77,232	77,480	77,728	77,976	78,224	78,472	78,720	78,968	79,216	79,464	79,712	79,960	80,208	80,456	80,704	80,952	81,200
X	77,596	77,844	78,092	78,340	78,588	78,836	79,084	79,332	79,580	79,828	80,076	80,324	80,572	80,820	81,068	81,316	81,564	81,812	82,060	82,308	82,556	82,804	83,052	83,300	83,548	83,796	84,044	84,292
Y	80,781	81,029	81,277	81,525	81,773	82,021	82,269	82,517	82,765	83,013	83,261	83,509	83,757	84,005	84,253	84,501	84,749	84,997	85,245	85,493	85,741	85,989	86,237	86,485	86,733	86,981	87,229	87,477
Z	84,060	84,308	84,556	84,804	85,052	85,300	85,548	85,796	86,044	86,292	86,540	86,788	87,036	87,284	87,532	87,780	88,028	88,276	88,524	88,772	89,020	89,268	89,516	89,764	90,012	90,260	90,508	90,756

STRATEGIC PAY SCALE (2017)

Step	1.0%				1.0%				1.0%				1.0%				1.0%				1.0%			
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
A	35,215	36,147	36,508	36,874	37,241	37,615	37,991	38,371	38,754	39,142	39,533	39,929	40,328	40,731	41,139	41,550	41,966	42,385	42,809	43,237	43,670	44,108	44,557	44,993
B	38,000	39,000	39,794	40,592	41,394	42,204	43,024	43,852	44,688	45,532	46,384	47,244	48,112	48,996	49,896	50,812	51,744	52,692	53,656	54,636	55,632	56,644	57,672	58,716
C	42,521	43,645	43,776	43,809	43,848	43,889	43,937	43,984	44,030	44,074	44,116	44,156	44,194	44,230	44,264	44,296	44,326	44,354	44,380	44,404	44,426	44,448	44,466	44,482
D	45,996	46,992	46,912	46,876	46,841	46,806	46,771	46,736	46,701	46,666	46,631	46,596	46,561	46,526	46,491	46,456	46,421	46,386	46,351	46,316	46,281	46,246	46,211	46,176
E	49,462	49,331	47,804	48,282	48,765	49,253	49,745	50,243	50,745	51,253	51,765	52,283	52,806	53,334	53,867	54,406	54,950	55,499	56,058	56,627	57,196	57,775	58,364	58,963
F	49,674	50,371	50,673	51,178	51,681	52,208	52,730	53,257	53,789	54,326	54,869	55,418	55,973	56,534	57,101	57,674	58,253	58,838	59,429	60,026	60,629	61,238	61,853	62,474
G	52,455	53,113	53,713	54,250	54,783	55,341	55,894	56,463	57,037	57,618	58,204	58,796	59,394	59,998	60,608	61,224	61,846	62,474	63,108	63,748	64,394	65,046	65,704	66,368
H	57,334	57,967	58,547	59,133	59,724	60,321	60,924	61,534	62,150	62,772	63,400	64,034	64,674	65,320	65,972	66,630	67,294	67,964	68,640	69,322	70,010	70,704	71,404	72,110
I	64,323	64,924	65,573	66,218	66,861	67,501	68,146	68,796	69,451	70,101	70,756	71,416	72,081	72,741	73,406	74,076	74,751	75,431	76,116	76,806	77,501	78,201	78,906	79,616
J	71,394	71,714	72,042	72,378	72,711	73,041	73,368	73,691	74,011	74,328	74,641	74,951	75,258	75,561	75,861	76,158	76,451	76,741	77,028	77,311	77,591	77,868	78,141	78,411
K	87,213	87,844	88,464	89,084	89,704	90,324	90,944	91,564	92,184	92,804	93,424	94,044	94,664	95,284	95,904	96,524	97,144	97,764	98,384	99,004	99,624	100,244	100,864	101,484
L	101,523	102,562	103,571	104,511	105,411	106,281	107,121	107,941	108,741	109,541	110,321	111,081	111,821	112,541	113,241	113,921	114,581	115,221	115,841	116,441	117,021	117,581	118,121	118,641
M	119,479	120,442	121,416	122,413	123,413	124,413	125,413	126,413	127,413	128,413	129,413	130,413	131,413	132,413	133,413	134,413	135,413	136,413	137,413	138,413	139,413	140,413	141,413	142,413
N	134,789	136,077	137,378	138,682	139,989	141,288	142,588	143,888	145,188	146,488	147,788	149,088	150,388	151,688	152,988	154,288	155,588	156,888	158,188	159,488	160,788	162,088	163,388	164,688
O	146,532	148,987	151,441	153,894	156,347	158,800	161,253	163,706	166,159	168,612	171,065	173,518	175,971	178,424	180,877	183,330	185,783	188,236	190,689	193,142	195,595	198,048	200,501	202,954
P	168,817	170,505	172,210	173,932	175,672	177,429	179,201	180,988	182,791	184,609	186,441	188,288	190,151	192,029	193,924	195,836	197,764	199,708	201,668	203,644	205,636	207,644	209,668	211,708
Q	188,095	190,566	193,076	195,624	198,211	200,834	203,494	206,191	208,924	211,691	214,494	217,334	220,211	223,124	226,074	229,061	232,084	235,144	238,241	241,374	244,544	247,754	250,994	254,264
R	212,546	217,701	223,878	230,077	236,297	242,538	248,801	255,084	261,388	267,914	274,461	281,029	287,618	294,229	300,864	307,524	314,209	320,919	327,654	334,414	341,199	348,009	354,844	361,704
S	243,587	246,002	248,462	250,967	253,512	256,097	258,722	261,387	264,092	266,837	269,622	272,447	275,312	278,217	281,162	284,147	287,172	290,237	293,342	296,487	299,672	302,897	306,162	309,467
T	270,359	273,682	277,042	280,447	283,897	287,392	290,932	294,517	298,147	301,822	305,547	309,322	313,147	317,022	320,947	324,922	328,947	333,022	337,147	341,322	345,547	349,822	354,147	358,522
U	300,008	303,009	306,110	309,321	312,642	316,073	319,614	323,265	327,036	330,927	334,938	339,069	343,320	347,691	352,182	356,803	361,554	366,435	371,446	376,587	381,858	387,359	392,990	398,761
V	333,129	336,448	339,885	343,448	347,137	350,952	354,893	358,960	363,153	367,372	371,727	376,218	380,845	385,608	390,509	395,546	400,719	406,028	411,473	417,054	422,771	428,624	434,613	440,738
W	360,751	372,419	377,183	386,955	394,765	402,612	410,604	418,739	427,009	435,424	444,081	452,881	461,824	470,911	480,142	489,517	499,036	508,700	518,509	528,464	538,565	548,817	559,220	569,784
X	410,404	414,528	418,678	422,864	427,085	431,341	435,632	440,059	444,624	449,327	454,067	458,944	463,957	469,004	474,184	479,497	484,944	490,531	496,154	501,913	507,807	513,836	519,901	526,001
Y	455,578	460,126	464,727	469,379	474,082	478,835	483,638	488,491	493,394	498,347	503,350	508,403	513,506	518,659	523,862	529,115	534,418	539,771	545,174	550,725	556,430	562,189	568,004	573,875
Z	505,883	510,740	515,647	520,604	525,611	530,668	535,775	540,932	546,139	551,396	556,653	561,910	567,167	572,424	577,681	582,938	588,195	593,452	598,709	603,966	609,223	614,480	619,737	625,000

CTP POSITIONS (GWA)

Authority	Position	JE Points	Grade
GWA	Accountant I	670	J
GWA	Accountant II	796	K
GWA	Accountant III	913	L
GWA	Accounting Technician I	431	F
GWA	Accounting Technician II	503	G
GWA	Accounting Technician III	606	I
GWA	Administrative Aide	353	D
GWA	Administrative Assistant	527	H
GWA	Administrative Officer	611	I
GWA	Asset Man. and Maint. Information System Officer	913	L
GWA	Assistant Chief Engineer	1232	Q
GWA	Assistant Chief Financial Officer	1122	O
GWA	Assistant General Manager Collection & Distribution	1173	P
GWA	Assistant General Manager Compliance & Safety	1152	O
GWA	Assistant General Manager Production & Treatment	1173	P
GWA	Automotive Mechanic I	477	G
GWA	Automotive Mechanic II	561	I
GWA	Biologist I	590	H
GWA	Biologist II	708	J
GWA	Biologist III	848	K
GWA	Budget Analyst	779	K
GWA	Building Custodian	228	A
GWA	Buyer I	381	F
GWA	Buyer II	496	H
GWA	Buyer Supervisor I	735	J
GWA	Buyer Supervisor II	834	K

CTP POSITIONS (GWA)

Authority	Position	JE Points	Grade
GWA	Carpenter I	461	G
GWA	Carpenter II	543	I
GWA	Carpenter Leader	683	J
GWA	Cashier I	315	C
GWA	Cashier II	358	E
GWA	Centralized Wastewater Maintenance Superintendent	998	N
GWA	Chemist I	600	I
GWA	Chemist II	754	J
GWA	Chemist III	858	L
GWA	Chief Budget Officer	994	N
GWA	Chief Engineer, PE (GWA)	1514	R
GWA	Chief Water and Wastewater Systems Dispatcher	984	N
GWA	Clerk I	212	A
GWA	Clerk II	270	B
GWA	Clerk III	322	C
GWA	Clerk Typist I	270	B
GWA	Clerk Typist II	322	C
GWA	Clerk Typist III	346	D
GWA	Collection Agent	421	E
GWA	Collection Supervisor	795	K
GWA	Communications Manager	1060	N
GWA	Community Maintenance Worker	422	E
GWA	Computer Operations Supervisor	844	K
GWA	Computer Operator I	356	E
GWA	Computer Operator II	506	G
GWA	Computer Operator III	637	I

CTP POSITIONS (GWA)

Authority	Position	JE Points	Grade
GWA	Computer Technician I	479	G
GWA	Computer Technician II	575	I
GWA	Computer Technician Leader	709	J
GWA	Computer Technician Supervisor	897	L
GWA	Construction Inspector I	498	G
GWA	Construction Inspector II	622	I
GWA	Construction Inspector III	732	K
GWA	Contracts & Small Claims Administrator	798	K
GWA	Controller	1079	O
GWA	Customer Service Representative	461	G
GWA	Customer Service Representative Supervisor	795	K
GWA	Electrician I	478	G
GWA	Electrician II	569	I
GWA	Electrician Leader	712	J
GWA	Employee Development Specialist I	503	H
GWA	Employee Development Specialist II	670	J
GWA	Employee Development Specialist III	796	K
GWA	Engineer I	687	J
GWA	Engineer II	809	K
GWA	Engineer III	931	M
GWA	Engineer Supervisor	1044	O
GWA	Equipment Maintenance Superintendent	998	N
GWA	Equipment Operator-I	397	E
GWA	Equipment Operator II	445	F
GWA	Equipment Operator III	511	G
GWA	Equipment Operator IV	546	H

CTP POSITIONS (GWA)

Authority	Position	JE Points	Grade
GWA	Equipment Operator Leader I	644	I
GWA	Equipment Operator Leader II	661	J
GWA	Equipment Operator Supervisor	795	K
GWA	General Accounting Supervisor	1001	N
GWA	General Manager (GWA)	1734	S
GWA	GIS Analyst I	502	H
GWA	GIS Analyst II	612	J
GWA	GIS Analyst III	756	K
GWA	GIS/LIS Manager	910	L
GWA	Grants Administrator	994	N
GWA	Heavy Equipment Mechanic I	477	G
GWA	Heavy Equipment Mechanic II	561	I
GWA	Heavy Equipment Mechanic Leader	700	J
GWA	Heavy Equipment Mechanic Supervisor	909	L
GWA	Information Technology Manager	1064	O
GWA	Internal Auditor	1019	N
GWA	Inventory Management Officer	824	K
GWA	Laboratory Technician I	469	F
GWA	Laboratory Technician II	576	I
GWA	Laboratory Technician Supervisor	837	K
GWA	Land Agent I	362	E
GWA	Land Agent II	465	G
GWA	Land Agent III	531	I
GWA	Legal Secretary I	397	E
GWA	Legal Secretary II	460	G
GWA	Legal Secretary III	532	H

CTP POSITIONS (GWA)

Authority	Position	JE Points	Grade
GWA	Maintenance Welder I	477	G
GWA	Maintenance Welder II	557	I
GWA	Maintenance Welder III	696	J
GWA	Maintenance Worker	422	E
GWA	Management Analyst I	503	H
GWA	Management Analyst II	670	J
GWA	Management Analyst III	796	K
GWA	Management Analyst IV	913	L
GWA	Meter Reader I	319	C
GWA	Meter Reader II	406	E
GWA	Meter Reader Leader	553	H
GWA	Monitoring Laboratory Services Administrator	1074	O
GWA	Network Analyst	793	J
GWA	Network Systems Administrator	897	L
GWA	Operations & Maintenance Manager	1189	P
GWA	Payroll Clerk I	346	D
GWA	Payroll Clerk II	438	G
GWA	Payroll Clerk III	493	H
GWA	Payroll Supervisor	805	K
GWA	Personnel Assistant I	364	D
GWA	Personnel Assistant II	433	F
GWA	Personnel Services Administrator	1064	O
GWA	Personnel Specialist I	503	H
GWA	Personnel Specialist II	670	J
GWA	Personnel Specialist III	796	K
GWA	Personnel Specialist IV	913	L

CTP POSITIONS (GWA)

Authority	Position	JE Points	Grade
GWA	Planner / Co-ordinator I	503	H
GWA	Planner / Co-ordinator II	670	J
GWA	Planner / Co-ordinator III	796	K
GWA	Planner / Co-ordinator IV	913	L
GWA	Planner I	503	H
GWA	Planner II	670	J
GWA	Planner III	796	K
GWA	Planner IV	913	L
GWA	Plant Electrical Instrument Superintendent	1003	N
GWA	Plant Electrical Instrument Technician I	488	G
GWA	Plant Electrical Instrument Technician II	576	I
GWA	Plant Electrical Instrument Technician Leader	722	J
GWA	Program Coordinator I	503	H
GWA	Program Coordinator II	670	J
GWA	Program Coordinator III	796	K
GWA	Program Coordinator IV	913	L
GWA	Programmer Analyst I	683	J
GWA	Programmer Analyst II	910	L
GWA	Pumping Station Leader	702	J
GWA	Pumping Station Operator I	486	G
GWA	Pumping Station Operator II	568	I
GWA	Pumping Station Supervisor	866	L
GWA	Quality Control / Quality Assurance Officer	851	L
GWA	Refrigeration Mechanic I	477	G
GWA	Refrigeration Mechanic II	561	I
GWA	Refrigeration Mechanic Leader	696	J

CTP POSITIONS (GWA)

Authority	Position	JE Points	Grade
GWA	Right of Way Supervisor	915	L
GWA	Safety Inspector I	418	F
GWA	Safety Inspector II	539	H
GWA	Safety Inspector III	741	J
GWA	Safety Supervisor	872	K
GWA	Secretary I	378	E
GWA	Secretary I (Typist)	378	E
GWA	Secretary II	438	G
GWA	Secretary II (Typist)	438	G
GWA	Senior Engineer Supervisor, PE	1217	P
GWA	Senior Engineer, PE	1044	O
GWA	Senior Regulatory Analyst	1019	N
GWA	Sewer Plant Leader	702	J
GWA	Sewer Plant Operator I	486	G
GWA	Sewer Plant Operator II	568	I
GWA	Sewer Plant Supervisor	866	L
GWA	Shop Planner	786	K
GWA	Source Control Manager	980	M
GWA	Staff Attorney	1199	P
GWA	Storekeeper I	322	C
GWA	Storekeeper II	424	F
GWA	Supply Management Administrator	990	M
GWA	Survey Supervisor	900	L
GWA	Systems & Programming Administrator	968	L
GWA	Systems / Trouble Dispatch Supervisor	788	K
GWA	Systems Dispatcher I	660	J

CTP POSITIONS (GWA)

Authority	Position	JE Points	Grade
GWA	Systems Dispatcher II	788	K
GWA	Systems Dispatcher III	911	L
GWA	Technical Support Analyst	683	J
GWA	Tool Clerk	275	B
GWA	Trades Helper	272	B
GWA	Training & Development Manager	913	L
GWA	Training Specialist	503	H
GWA	Trouble Dispatcher	474	G
GWA	Trouble Dispatcher Leader	600	J
GWA	Trouble Dispatcher Supervisor	788	K
GWA	Utility Services Administrator	1075	O
GWA	Warehouse Supervisor I	724	J
GWA	Warehouse Supervisor II	803	K
GWA	Wastewater Collection Superintendent	998	N
GWA	Wastewater Construction / Maintenance Superintendent	998	N
GWA	Wastewater Maintenance Mechanic I	486	G
GWA	Wastewater Maintenance Mechanic II	568	I
GWA	Wastewater Maintenance Mechanic Leader	702	J
GWA	Wastewater Maintenance Mechanic Supervisor	866	L
GWA	Wastewater Plant Superintendent	998	N
GWA	Water & Wastewater Systems Control Dispatcher I	660	J
GWA	Water & Wastewater Systems Control Dispatcher II	788	K
GWA	Water / Sewer Maintenance Leader	702	J
GWA	Water / Sewer Maintenance Supervisor	866	L
GWA	Water / Sewer Maintenance Worker I	486	G
GWA	Water / Sewer Maintenance Worker II	568	I

CTP POSITIONS (GWA)

Authority	Position	JE Points	Grade
GWA	Water and Wastewater Systems Leader	702	J
GWA	Water Construction / Maintenance Superintendent	998	N
GWA	Water Distribution System Manager	998	N
GWA	Water Meter Maintenance & Repair Leader	702	J
GWA	Water Meter Maintenance & Repair Supervisor	866	L
GWA	Water Meter Maintenance & Repair Worker I	486	G
GWA	Water Meter Maintenance & Repair Worker II	568	I
GWA	Water Meter Reader I	319	C
GWA	Water Meter Reader II	406	E
GWA	Water Meter Reader Leader	553	H
GWA	Water Meter Reader Supervisor	734	J
GWA	Water Plant Leader	702	J
GWA	Water Plant Operator I	486	G
GWA	Water Plant Operator II	568	I
GWA	Water Plant Supervisor	866	L
GWA	Water Treatment Plant Superintendent	998	N
GWA	Welder I	477	G
GWA	Welder II	557	I
GWA	Welder III	696	J
GWA	Word Processing Secretary I	378	E
GWA	Word Processing Secretary II	438	G

PROPOSED NEW POSITIONS TO ADD TO CTP LIST (GWA)

Authority	Position	JE Points	Grade
GWA	Utility Accounting Technician I	431	F
GWA	Utility Accounting Technician II	503	G
GWA	Utility Accounting Technician III	606	I
GWA	Utility Administrative Aide	353	D
GWA	Utility Administrative Assistant	527	H
GWA	Utility Cashier I	315	C
GWA	Utility Cashier II	358	E
GWA	Utility General Accounting Supervisor	1001	N
GWA	Utility Personnel Assistant I	364	D
GWA	Utility Personnel Assistant II	433	F
GWA	Utility Storekeeper I	322	C
GWA	Utility Storekeeper II	424	F
GWA	Utility Trades Helper	272	B

Five (5) Sub-Step Implementation Range (15 th Market Percentile)											
UTILITY	STATUS	POSITION	JE	Structural Adjustment – MIN				Structural Adjustment - MAX			
				Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	FILLED	Accounting Technician III	606	43,606	I	5	B	45,377	I	6	B
GWA	FILLED	Administrative Aide	353	29,366	D	4	A	30,559	D	5	A
GWA	FILLED	Administrative Assistant	527	39,323	H	5	C	40,920	H	6	C
GWA	FILLED	Cashier I	315	26,904	C	3	C	27,997	C	4	C
GWA	FILLED	Cashier II	315	30,247	E	4	A	31,475	E	5	A
GWA	FILLED	Storekeeper II	424	32,062	F	4	A	33,364	F	5	A
GWA	FILLED	Trades Helper	272	24,683	B	3	C	25,685	B	4	C

Five (5) Sub-Step Implementation Range (15 th Market Percentile)											
UTILITY	STATUS	POSITION	JE	Structural Adjustment – MIN				Structural Adjustment - MAX			
				Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	NEW	Utility Personnel Assistant I	364	29,366	D	4	A	30,559	D	5	A
GWA	NEW	Utility Personnel Assistant II	433	32,706	F	4	C	34,034	F	5	C
GWA	NEW	General Accounting Supervisor	1001	82,303	N	3	D	85,645	N	4	D
GWA	NEW	Accounting Technician I	431	31,745	F	3	D	33,033	F	4	D
GWA	NEW	Accounting Technician II	503	36,076	G	5	C	37,541	G	6	C
GWA	NEW	Storekeeper I	322	26,904	C	3	C	27,997	C	4	C

Seven (7) Sub-Step Implementation Range (15 th Market Percentile)											
UTILITY	STATUS	POSITION	JE	Structural Adjustment – MIN				Structural Adjustment - MAX			
				Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	FILLED	Accounting Technician III	606	42,747	I	4	D	45,377	I	6	B
GWA	FILLED	Administrative Aide	353	28,788	D	3	C	30,559	D	5	A
GWA	FILLED	Administrative Assistant	527	38,549	H	5	A	40,920	H	6	C
GWA	FILLED	Cashier I	315	26,374	3	C	A	27,997	C	4	C
GWA	FILLED	Cashier II	322	29,651	E	3	C	31,475	E	5	A
GWA	FILLED	Storekeeper II	424	31,430	F	3	C	33,364	F	5	A
GWA	FILLED	Trades Helper	272	24,196	B	3	A	25,685	B	4	C

Seven (7) Sub-Step Implementation Range (15 th Market Percentile)											
UTILITY	STATUS	POSITION	JE	Structural Adjustment – MIN				Structural Adjustment - MAX			
				Base Salary	Grade	Step	Sub Step	Base Salary	Grade	Step	Sub Step
GWA	NEW	Utility Personnel Assistant I	364	28,788	D	3	C	30,559	D	5	A
GWA	NEW	Utility Personnel Assistant II	433	32,062	F	4	A	34,034	F	5	C
GWA	NEW	General Accounting Supervisor	1001	80,682	N	3	B	85,645	N	4	D
GWA	NEW	Accounting Technician I	431	31,119	F	3	B	33,033	F	4	D
GWA	NEW	Accounting Technician II	503	35,366	G	5	A	37,541	G	6	C
GWA	NEW	Storekeeper I	322	26,374	C	3	A	27,997	C	4	C

1 **CONSOLIDATED COMMISSION ON UTILITIES**

2 **RESOLUTION NO. 2012-49**

3
4 ***RESOLUTION RELATIVE TO AMENDING THE PROMOTION/DEMOTION/TRANSFER***
5 ***POLICY***
6

7 **WHEREAS**, the General Manager, Guam Power Authority petitions the Consolidated
8 Commission on Utilities (CCU) to amend the Promotion/Demotion/Transfer Policy, and
9

10 **WHEREAS**, the CCU has the lawful authority under Public Law 28-159, Section 3.0.b to
11 approve and amend a unified pay scale and implementation plan for employees in certified,
12 technical, and professional positions; and
13

14 **WHEREAS**, the Guam Power Authority is a public corporation established and existing
15 under the laws of Guam; and
16

17 **WHEREAS**, in 2007, the CCU adopted the recommendations of the Compensation and
18 Benefits Study conducted by Alan Searle & Associates; and
19

20 **WHEREAS**, the CCU also endorsed a plan to transition GPA to the new compensation
21 model over a five (5) year period beginning fiscal year 2008; and
22

23 **WHEREAS**, the transition plan also included a compensation formula used to determine
24 new rates of pay upon an employee's promotion and/or demotion into another position; and
25

26 **WHEREAS**, based on the current pay policy, upon promotion, an employee's new base
27 salary is determined by slotting the current salary into the higher pay grade closest to but not
28 less than the current salary earned and is then awarded a further six sub-steps; and

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WHEREAS, the implementation of the current pay policy distorts internal equity; and

WHEREAS, when upon promotion, junior employees are slotted at the minimum range with an additional six sub-steps increase surpassing senior employees whose step placements were slotted at the minimum range at the time of a transitional movement to the next market percentile.

WHEREAS, the proposed policy change corrects this problem by making a process change to when the six sub-steps is applied.

WHEREAS, when an employee is being promoted the first step will be to identify a new base salary six sub-steps up from the employee's current base salary. If the new base salary is still below the minimum of the implementation range he/she is promoted to then they are slotted at the minimum of the new implementation range.

WHEREAS, for demotions, the process will be applied with a six sub-step decrease down the grade prior to slotting into the new lower grade.

NOW THEREFORE, BE IT RESOLVED, by the Consolidated Commission on Utilities does hereby approve and authorize as follows:

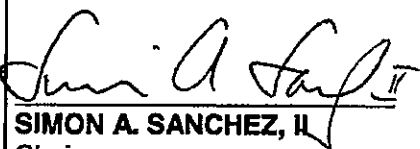
1. The amendment of the Promotion/Demotion/Transfer Policy applicable to CTP positions and personnel at GPA as delineated in Appendices "D, E and F" of Exhibit 1.
2. That the Guam Waterworks Authority also review the effect of the pay policy applicable to the determination of new pay rates assigned upon a promotion/demotion/transfer of personnel in CTP positions as delineated in Appendices "D, E and F" of Exhibit 1.

1 **RESOLVED**, that the Chairman certified and the Board Secretary attests to the adoption
2 of this Resolution.

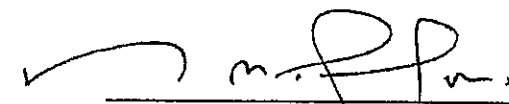
3
4 **DULY AND REGULARLY ADOPTED** this 24th day of July, 2012.

5
6 **Certified by:**

Attested by:

7
8
9 

10 **SIMON A. SANCHEZ, II**
11 Chairperson
 Consolidated Commission on Utilities



GLORIA B. NELSON
 Secretary
 Consolidated Commission on Utilities

12
13 **SECRETARY'S CERTIFICATE**

14 I, Gloria B. Nelson, Board Secretary of the Consolidated Commission on Utilities evidenced by my
15 signature do hereby certify as follows:

16 The foregoing is a full, true and accurate copy of the resolution duly adopted at a regular meeting by the
17 members of the Guam Consolidated Commission on Utilities, duly and legally held at a place properly
18 noticed and advertised at which meeting a quorum was present and the members who were present
 voted as follows:

19 AYES: 4
20 NAYS: 0
21 ABSTENTIONS: 0
22 ABSENT: 1



GUAM POWER AUTHORITY
HUMAN RESOURCES DIVISION
STAFF REPORT

I. REQUEST:

The General Manager requests the Consolidated Commission on Utilities (CCU) to amend the Promotion/Demotion/Transfer Policy applicable to certified, technical, and professional (CTP) positions.

II. AUTHORITY: P.L. 28-159, Section 3.0.b.

III. BACKGROUND:

In March 2007, the CCU adopted the recommendations of the Compensation and Benefits Study conducted by Alan Searle and Associates. These recommendations included a comprehensive compensation methodology, a pay scale, an implementation plan and a list of positions distributed as List A and List B of certified, technical and professional positions. The scope of the study involved comparisons of all GPA positions to industry standards and the national average market conditions. This was necessary to retain employees and provide incentives to attract new ones. Further, the pay scale in effect prior to the adoption of the new pay scale was outdated and had not been revisited since its implementation in 1990.

In adopting the recommendations presented by Alan Searle and Associates, the CCU was prudent and endorsed a plan to transition GPA to the new compensation model over a five year period beginning in fiscal year 2008. The incremental transitions provide a more competitive market position for GPA. The initial structural adjustment was made to the 5th market percentile in 2008. In 2009, GPA targeted a second structural pay adjustment at the 15th market percentile. However, based on funding availability the second structural pay adjustment was allocated at the 10th market percentile. To date, most positions are on or near the 12th market percentile as a result of performance pay increments.

The recommendations adopted by the CCU also included a compensation formula that is used to determine new rates of pay upon an employee's promotion and or demotion into another position. Based on the current policy, 6% is tagged on to the new base salary in the higher grade closest to but not less than the current salary earned. At face value, the formula appeared to work well. However, in its implementation there was discrepancy overall in the slotting of new rates with regard the implementation range of a position during a transitional pay adjustment placing the new rate of pay above the minimum range creating internal inequity.

IV. DISCUSSION:

When moving from one market percentile to the next higher percentile, the impact in moving from a position of a lower grade and implementation pay range to a position of a higher grade and implementation pay range is significant. The result of this process is similar to a step to step movement which creates a wider gap between incumbent employees being bypassed by the newly promoted employees in the same position. It is important to note, that when moving from one market percentile to the next higher market percentile, there are incumbent employees in positions whose current salaries are below the minimum step of the implementation range. From there, their salaries will be brought up to the minimum range during the transitional and structural pay adjustment. There are also employees whose current salaries are slotted above the minimum step of the implementation range. This is where the discrepancy exists. Under the current pay policy, junior employees who are promoted are slotted above the minimum range with an additional six percent increase. Thus, exceeding current incumbents placements during a transitional movement.

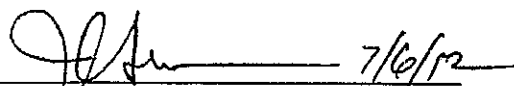
The proposed amendment will provide the six percent increase from the employees current pay grade and sub-step prior to slotting into the new pay grade and sub-step of the position promoted to. This process will maintain internal equity between the positions and the gaps that exist between junior and senior employees. (See Exhibit 1 Alan Searle & Associates Report, May 2012).

V. RECOMMENDATION:

- a. To approve the amendment of the Promotion/Demotion/Transfer Policy applicable to CTP positions and personnel at GPA as delineated in Appendices "D, E and F" of Exhibit 1.
- b. To request that the Guam Waterworks Authority also review the effect of the pay policy applicable to the determination of new pay rates assigned upon the promotion/demotion/transfer of personnel in CTP positions as delineated in Appendices "D, E and F" of Exhibit 1.



Julie L. Quinata
Personnel Services Administrator

 7/6/12

JOAQUIN C. FLORES, P.E.
General Manager, GPA

GUAM POWER AUTHORITY
COMPENSATION & BENEFITS STUDY

Request to Amend
Promotion / Demotion Policy
May 2012



ALAN SEARLE & ASSOCIATES LIMITED

Management Consultants, Auckland, New Zealand

EXHIBIT "1"

Appendix E6

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GUAM POWER AUTHORITY

Request To Amend Promotion / Demotion / Transfer Policy

1.0 Background

When the compensation study for GPA and GWA was ratified a policy (Appendix A) concerning promotions, demotions and transfers was also included. However it has since been identified that under certain promotional situations employees are effectively receiving "two bites at the cake" so to speak. The certain situations referred to above are those instances where (prior to the promotion) the employee's current base salary is below the minimum of the implementation range they are being promoted to. In this situation current policy is such that the employee is initially slotted at the minimum of the implementation range he/she is being promoted to (seen as the first "bite of the cake") and is then awarded a further six sub-steps (seen as the second "bite of the cake") in order to identify their new base salary. This policy whilst attractive to the employee being promoted needs to be amended in order to ensure internal relativities and equity are maintained.

Please note that the above also applies to PAG, GIAA and GCC who also have the same policy in place with regards their compensation models.

2.0 Current Policy

Current policy (to handling promotions and demotions) is outlined in Appendix A

An example of current policy relating to promotions is outlined in Appendix B

An example of current policy relating to demotions is outlined in Appendix C

3.0 Proposed Policy

The proposed policy change corrects the problem by simply making a process change to when the six sub-steps is applied. In short, when an employee is being promoted the first step will be to identify a new base

salary six sub-steps up from the employee's current base salary (grade, step and sub-step). If this new base salary is still below the minimum of the implementation range he/she is being promoted to then they are simply slotted at the minimum of the new implementation range. If on the other hand the new base salary is above the minimum of the implementation range he/she is being promoted to then they would be slotted at the closest sub-step just on the high side.

In summary, the proposed change simply applies (as an initial step) the six sub-steps to the employee's current base salary and grade. For promotions this is a six sub-step increase up the grade or for demotions it is a six sub-step decrease down the grade. This then identifies a value that can then be compared to the implementation range of the position the employee is being promoted or demoted to.

The proposed policy (to handling promotions and demotions) is outlined in Appendix D

An example of the proposed policy relating to promotions is outlined in Appendix E

An example of the proposed policy relating to demotions is outlined in Appendix F

4.0 Impact / Handling of Proposed Policy Change

Whilst some employees at GPA have benefited from existing policy in the handling of their promotion we cannot turn around now and reduce their base salaries as the policy was correctly followed at the time the promotion was calculated. However, any advantage can be brought back to a "level playing field" when GPA / GWA make their next structural adjustment in pay and move i.e. to a higher market percentile. For information purposes, both GPA / GWA are currently around the 10th - 15th market percentile compared to utilities (both electric and water) on the U.S. mainland.

The "level playing field" is achieved as follows : when the next structural adjustment is calculated we identify (which is part of the normal process) a new implementation range for every position. With regards the minimum of that range an employee's current base salary is either above or below it. So therefore the salary of an employee who (by virtue of their promotion) may have exceeded a longer serving employee in the same position are now both treated the same and depending on the implementation criteria will be slotted accordingly.

5.0 Summary

Whilst current promotion policy has benefited some employees slightly the situation can be corrected. As outlined earlier, the optimum time to make that change is when GPA / GWA make their next structural adjustment in pay and move to a higher market percentile. The process is straightforward for once the new implementation ranges have been identified (at the preferred market percentile) all employees are treated the same, and as previously outlined, depending on the implementation criteria will be slotted accordingly.

APPENDIX A

1.1 Promotion

- a) A pay adjustment resulting in an increase / promotion either by competition, reclassification, pay grade reassignment or temporary appointment is effectuated by identifying from the new pay grade the salary (sub-step) closest to, but not less than the salary currently being received prior to promotion plus an additional six (6) sub-steps. This identifies the new base salary.
- b) A pay adjustment where the salary received prior to promotion is below the low end of the new implementation range shall be slotted at the lowest sub-step of the new implementation range plus an additional six (6) sub-steps. This identifies the new base salary.
- c) The General Manager at his / her discretion, or upon the recommendation of a respective Division Manager, may grant up to three (3) additional sub-steps, based on superior performance, significant contributions made to the business unit or the Authority as a whole, or demonstration of personal enrichment and development related to and beyond the job requirement. All requests for additional sub-step placement must be justified in writing.

1.2 Demotion

- a) A pay adjustment resulting in a decrease either by demotion, voluntary, reclassification, or pay grade reassignment is effectuated by identifying from the amended pay grade the salary (sub-step) closest to, but not more than the salary (sub-step) currently being received prior to demotion less an additional six (6) sub-steps. This identifies the new base salary.
- b) A pay adjustment where the salary received prior to demotion, voluntary, reclassification, or pay grade reassignment is below the lowest sub-step of the new implementation range shall be slotted at the lowest sub-step of the new implementation range. This identifies the new base salary.

APPENDIX "A"

Appendix B : Example - Promotions (Current Policy)

	Step 3				Step 4				Step 5				Step 6				Step 7				Step 8							
	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D		
Position A	33,509	33,642	33,978	34,319	34,661	35,008	35,356	35,712	36,068	36,429	36,784	37,142	37,513	37,893	38,241	38,842	39,444	39,857	40,241	40,643	41,050	41,460	41,875	42,293				
Position B	37,872	38,332	38,735	39,123	39,514	39,909	40,308	40,711	41,118	41,530	41,945	42,354	42,768	43,216	43,648	44,071	44,525	44,984	45,374	46,333	46,787	47,264	47,737	48,214				
Position C	43,288	43,721	44,156	44,590	45,046	45,496	45,951	46,411	46,875	47,344	47,817	48,285	48,778	49,268	49,759	50,259	50,759	51,266	51,778	52,297	52,820	53,348	53,881	54,420	54,965			

Low end of implementation range

Employees current grade, step and sub-step prior to promotion i.e. Grade I, Step 8, Sub-step B (\$41,875)

Step 1 : Initially move to closest sub-step on new grade (high side) i.e. Grade J, Step 5, Sub-step A (\$41,945)

Step 2 : Increase by a number 8 (113) sub-steps to identify final grade, step and sub-step i.e. Grade J, Step 6, Sub-step C (\$44,325)

	Step 2				Step 3				Step 4				Step 5				Step 6				Step 7				Step 8				
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	
Position A	25,125	25,378	25,630	25,886	26,145	26,407	26,671	26,937	27,207	27,479	27,754	28,031	28,312	28,595	28,881	29,169	29,461	29,756	30,053	30,354	30,657	30,964	31,274	31,586	31,902				
Position B	28,643	28,928	29,218	29,510	29,806	30,104	30,405	30,709	31,016	31,326	31,639	31,956	32,275	32,598	32,924	33,253	33,586	33,922	34,261	34,603	34,949	35,298	35,652	36,008	36,368				

Low end of implementation range

Employees current grade, step and sub-step prior to promotion i.e. Grade O, Step 4, Sub-step C (\$27,94)

Step 1 : As employees current base salary is below minimum initially move to low end of implementation range of new grade i.e. Grade H, Step 2, Sub-step C (\$28,210)

Step 2 : Increase by 8 (113) sub-steps to identify new grade, step and sub-step i.e. Grade H, Step 4, Sub-step A (\$31,916)

Appendix C : Example - Demotions (Current Policy)

	Step 3				Step 4				Step 5				Step 6				Step 7				Step 8				
	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C
Position A	33,309	33,642	33,978	34,318	34,661	35,008	35,356	35,712	36,069	36,429	36,784	37,142	37,503	37,868	38,238	38,611	38,987	39,367	39,750	40,137	40,528	40,923	41,322	41,725	42,133
Position B	37,872	38,352	38,725	39,123	39,514	39,909	40,308	40,711	41,118	41,530	41,945	42,364	42,788	43,218	43,648	44,084	44,525	44,971	45,420	45,874	46,333	46,797	47,264	47,737	48,214
Position C	43,268	43,721	44,158	44,600	45,048	45,498	45,951	46,411	46,875	47,344	47,817	48,295	48,778	49,266	49,759	50,256	50,759	51,266	51,778	52,297	52,820	53,348	53,881	54,420	54,965

Low end of implementation range

Employees current grade, step and sub-step prior to demotion i.e. Grade J, Step 5, Sub-step A (\$41,842)

Step 1 : Initially move to closest substep on lower grade (low side) i.e. Grade I, Step 4, Sub-step B (\$41,872)

Step 2 : Decrease by 6 (six) sub-steps to identify final grade, step and sub-step i.e. Grade I, Step 6, Sub-step D (\$39,448)

	Step 3				Step 4				Step 5				Step 6				Step 7				Step 8				
	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C
Position A	33,209	33,642	33,978	34,318	34,661	35,008	35,358	35,712	36,068	36,429	36,784	37,142	37,503	37,868	38,238	38,611	38,987	39,367	39,750	40,137	40,528	40,923	41,322	41,725	42,133
Position B	37,872	38,352	38,725	39,123	39,514	39,909	40,308	40,711	41,118	41,530	41,945	42,364	42,788	43,218	43,648	44,084	44,525	44,971	45,420	45,874	46,333	46,797	47,264	47,737	48,214
Position C	43,288	43,721	44,158	44,600	45,048	45,498	45,951	46,411	46,875	47,344	47,817	48,295	48,778	49,266	49,759	50,256	50,759	51,266	51,778	52,297	52,820	53,348	53,881	54,420	54,965

Low end of implementation range

Employees current grade, step and sub-step prior to demotion i.e. Grade J, Step 2, Sub-step D (\$39,352)

Step 1 : Initially move to closest substep on lower grade (low side) i.e. Grade I, Step 6, Sub-step A (\$39,288)

Step 2 : Decrease by 8 (eight) sub-steps to identify final grade, step and sub-step i.e. Grade I, Step 4, Sub-step C (\$36,089)

Note : If six (6) sub-steps cannot be taken, take low end of implementation range as new base salary

APPENDIX D

1.1 Promotion

A pay adjustment resulting in a promotion either by competition, reclassification, pay grade reassignment or temporary appointment is effectuated by initially increasing the employee's current base salary by six (6) sub-steps on the grade they are currently allocated. If this figure is :

- a) below the minimum of the new implementation range they would be slotted at the minimum of the new implementation range. This identifies the employee's new base salary.
- b) above the minimum of the new implementation range they would be slotted at the closest sub-step (just on the high side) of the new grade. This identifies the employee's new base salary.
- c) The General Manager at his / her discretion, or upon the recommendation of a respective Division Manager, may grant up to three (3) additional sub-steps, based on superior performance, significant contributions made to the business unit or the Authority as a whole, or demonstration of personal enrichment and development related to and beyond the job requirement. All requests for additional sub-step placement must be justified in writing.

1.2 Demotion

A pay adjustment resulting in a decrease either by demotion, voluntary, reclassification, or pay grade reassignment is effectuated by initially decreasing the employee's current base salary by six (6) sub-steps on the grade they are currently allocated. If this figure is :

- d) below the minimum of the new implementation range they would be slotted at the minimum of the new implementation range. This identifies the employee's new base salary.
- e) above the minimum of the new implementation range they would be slotted at the closest sub-step (just on the low side) of the new grade. This identifies the employee's new base salary.

Appendix E : Example - Promotions (Proposed Policy)

SCENARIO 1.

Position A	Step 2				Step 3				Step 4				Step 5				Step 6				Step 7													
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B								
Grade F	25,125	25,378	25,630	25,886	26,145	26,407	26,671	26,937	27,207	27,479	27,754	28,031	28,312	28,595	28,881	29,169	29,461	29,758	30,050	30,354	30,657	30,964	31,275	31,588	31,904	32,224	32,548	32,876	33,208	33,544	33,884	34,228	34,576	34,928
Grade H	28,643	28,928	29,218	29,510	29,806	30,104	30,405	30,709	31,018	31,328	31,639	31,956	32,275	32,598	32,924	33,253	33,586	33,922	34,261	34,603	34,949	35,299	35,652	36,008	36,367	36,729	37,094	37,462	37,833	38,207	38,584	38,964	39,347	39,733

Low end of implementation ranges (both Positions A & B)

Employee's current grade, step and sub-step prior to promotion i.e. Grade F, Step 4, Sub-step A (\$27,207)

Step 1: Initially move up the employee's current grade by six sub-steps to identify a value i.e. Grade F, Step 5, Sub-step B (\$28,031)

Step 2: Transpose that value to the new grade that the employee is being promoted to and to the closest sub-step "just on the high side" i.e. Grade H, Step 2, Sub-step B (\$28,928)

As this value is still BELOW the minimum of the new implementation range the employee would move to the minimum of the new implementation range i.e. Grade H, Step 3, Sub-step D (\$30,709) as their new base salary

SCENARIO 2.

Position A	Step 2				Step 3				Step 4				Step 5				Step 6				Step 7													
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B								
Grade F	25,125	25,378	25,630	25,886	26,145	26,407	26,671	26,937	27,207	27,479	27,754	28,031	28,312	28,595	28,881	29,169	29,461	29,758	30,050	30,354	30,657	30,964	31,275	31,588	31,904	32,224	32,548	32,876	33,208	33,544	33,884	34,228	34,576	34,928
Grade H	28,643	28,928	29,218	29,510	29,806	30,104	30,405	30,709	31,018	31,328	31,639	31,956	32,275	32,598	32,924	33,253	33,586	33,922	34,261	34,603	34,949	35,299	35,652	36,008	36,367	36,729	37,094	37,462	37,833	38,207	38,584	38,964	39,347	39,733

Low end of implementation ranges (both Positions A & B)

Employee's current grade, step and sub-step prior to promotion i.e. Grade F, Step 5, Sub-step C (\$28,881)

Step 1: Initially move up the employee's current grade by six sub-steps to identify a value i.e. Grade F, Step 7, Sub-step A (\$30,657)

Step 2: Transpose that value to the new grade that the employee is being promoted to and to the closest sub-step "just on the high side" i.e. Grade H, Step 3, Sub-step D (\$30,709)

As this value is ABOVE the minimum of the new implementation range the employee would stay at that value i.e. Grade H, Step 3, Sub-step D (\$30,709) as their new base salary

Appendix F : Example - Demotions (Proposed Policy)

SCENARIO 1.

Position A	Position B	Step 2				Step 3				Step 4				Step 5				Step 6				Step 7																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
		A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
Grade F	25,125	25,376	25,630	25,886	26,145	26,407	26,671	26,937	27,207	27,478	27,754	28,031	28,312	28,594	28,878	29,164	29,451	29,739	30,028	30,318	30,609	30,901	31,194	31,488	31,783	32,079	32,376	32,674	32,972	33,271	33,570	33,869	34,168	34,467	34,766	35,065	35,364	35,662	35,961	36,260	36,558	36,857	37,155	37,454	37,752	38,051	38,349	38,648	38,946	39,245	39,543	39,842	40,140	40,439	40,737	41,036	41,334	41,633	41,931	42,230	42,528	42,827	43,125	43,424	43,722	44,021	44,319	44,618	44,916	45,215	45,513	45,812	46,110	46,409	46,707	47,006	47,304	47,603	47,901	48,200	48,498	48,797	49,095	49,394	49,692	49,991	50,289	50,588	50,886	51,185	51,483	51,782	52,080	52,379	52,677	52,976	53,274	53,573	53,871	54,170	54,468	54,767	55,065	55,364	55,662	55,961	56,259	56,558	56,856	57,155	57,453	57,752	58,050	58,349	58,647	58,946	59,244	59,543	59,841	60,140	60,438	60,737	61,035	61,334	61,632	61,931	62,229	62,528	62,826	63,125	63,423	63,722	64,020	64,319	64,617	64,916	65,214	65,513	65,811	66,110	66,408	66,707	67,005	67,304	67,602	67,901	68,199	68,498	68,796	69,095	69,393	69,692	69,990	70,289	70,587	70,886	71,184	71,483	71,781	72,080	72,378	72,677	72,975	73,274	73,572	73,871	74,169	74,468	74,766	75,065	75,363	75,662	75,960	76,259	76,557	76,856	77,154	77,453	77,751	78,050	78,348	78,647	78,945	79,244	79,542	79,841	80,139	80,438	80,736	81,035	81,333	81,632	81,930	82,229	82,527	82,826	83,124	83,423	83,721	84,020	84,318	84,617	84,915	85,214	85,512	85,811	86,109	86,408	86,706	87,005	87,303	87,602	87,900	88,199	88,497	88,796	89,094	89,393	89,691	89,990	90,288	90,587	90,885	91,184	91,482	91,781	92,079	92,378	92,676	92,975	93,273	93,572	93,870	94,169	94,467	94,766	95,064	95,363	95,661	95,960	96,258	96,557	96,855	97,154	97,452	97,751	98,049	98,348	98,646	98,945	99,243	99,542	99,840	100,139	100,437	100,736	101,034	101,333	101,631	101,930	102,228	102,527	102,825	103,124	103,422	103,721	104,019	104,318	104,616	104,915	105,213	105,512	105,810	106,109	106,407	106,706	107,004	107,303	107,601	107,900	108,198	108,497	108,795	109,094	109,392	109,691	109,989	110,288	110,586	110,885	111,183	111,482	111,780	112,079	112,377	112,676	112,974	113,273	113,571	113,870	114,168	114,467	114,765	115,064	115,362	115,661	115,959	116,258	116,556	116,855	117,153	117,452	117,750	118,049	118,347	118,646	118,944	119,243	119,541	119,840	120,138	120,437	120,735	121,034	121,332	121,631	121,929	122,228	122,526	122,825	123,123	123,422	123,720	124,019	124,317	124,616	124,914	125,213	125,511	125,810	126,108	126,407	126,705	127,004	127,302	127,601	127,899	128,198	128,496	128,795	129,093	129,392	129,690	129,989	130,287	130,586	130,884	131,183	131,481	131,780	132,078	132,377	132,675	132,974	133,272	133,571	133,869	134,168	134,466	134,765	135,063	135,362	135,660	135,959	136,257	136,556	136,854	137,153	137,451	137,750	138,048	138,347	138,645	138,944	139,242	139,541	139,839	140,138	140,436	140,735	141,033	141,332	141,630	141,929	142,227	142,526	142,824	143,123	143,421	143,720	144,018	144,317	144,615	144,914	145,212	145,511	145,809	146,108	146,406	146,705	147,003	147,302	147,600	147,899	148,197	148,496	148,794	149,093	149,391	149,690	149,988	150,287	150,585	150,884	151,182	151,481	151,779	152,078	152,376	152,675	152,973	153,272	153,570	153,869	154,167	154,466	154,764	155,063	155,361	155,660	155,958	156,257	156,555	156,854	157,152	157,451	157,749	158,048	158,346	158,645	158,943	159,242	159,540	159,839	160,137	160,436	160,734	161,033	161,331	161,630	161,928	162,227	162,525	162,824	163,122	163,421	163,719	164,018	164,316	164,615	164,913	165,212	165,510	165,809	166,107	166,406	166,704	167,003	167,301	167,600	167,898	168,197	168,495	168,794	169,092	169,391	169,689	169,988	170,286	170,585	170,883	171,182	171,480	171,779	172,077	172,376	172,674	172,973	173,271	173,570	173,868	174,167	174,465	174,764	175,062	175,361	175,659	175,958	176,256	176,555	176,853	177,152	177,450	177,749	178,047	178,346	178,644	178,943	179,241	179,540	179,838	180,137	180,435	180,734	181,032	181,331	181,629	181,928	182,226	182,525	182,823	183,122	183,420	183,719	184,017	184,316	184,614	184,913	185,211	185,510	185,808	186,107	186,405	186,704	187,002	187,301	187,599	187,898	188,196	188,495	188,793	189,092	189,390	189,689	189,987	190,286	190,584	190,883	191,181	191,480	191,778	192,077	192,375	192,674	192,972	193,271	193,569	193,868	194,166	194,465	194,763	195,062	195,360	195,659	195,957	196,256	196,554	196,853	197,151	197,450	197,748	198,047	198,345	198,644	198,942	199,241	199,539	199,838	200,136	200,435	200,733	201,032	201,330	201,629	201,927	202,226	202,524	202,823	203,121	203,420	203,718	204,017	204,315	204,614	204,912	205,211	205,509	205,808	206,106	206,405	206,703	207,002	207,300	207,599	207,897	208,196	208,494	208,793	209,091	209,390	209,688	209,987	210,285	210,584	210,882	211,181	211,479	211,778	212,076	212,375	212,673	212,972	213,270	213,569	213,867	214,166	214,464	214,763	215,061	215,360	215,658	215,957	216,255	216,554	216,852	217,151	217,449	217,748	218,046	218,345	218,643	218,942	219,240	219,539	219,837	220,136	220,434	220,733	221,031	221,330	221,628	221,927	222,225	222,524	222,822	223,121	223,419	223,718	224,016	224,315	224,613	224,912	225,210	225,509	225,807	226,106	226,404	226,703	227,001	227,300	227,598	227,897	228,195	228,494	228,792	229,091	229,389	229,688	229,986	230,285	230,583	230,882	231,180	231,479	231,777	232,076	232,374	232,673	232,971	233,270	233,568	233,867	234,165	234,464	234,762	235,061	235,359	235,658	235,956	236,255	236,553	236,852	237,150	237,449	237,747	238,046	238,344	238,643	238,941	239,240	239,538	239,837	240,135	240,434	240,732	241,031	241,329	241,628	241,926	242,225	242,523	242,822	243,120	243,419	243,717	244,016	244,314	244,613	244,911	245,210	245,508	245,807	246,105	246,404	246,702	247,001	247,299	247,598	247,896	248,195	248,493	248,792	249,090	249,389	249,687	249,986	250,284	250,583	250,881	251,180	251,478	251,777	252,075	252,374	252,672	252,971	253,269	253,568	253,866	254,165	254,463	254,762	255,060	255,359	255,657	255,956	256,254	256,553	256,851	257,150	257,448	257,747	258,045	258,344	258,642	258,941	259,239	259,538	259,836	260,135	260,433	260,732	261,030	261,329	261,627	261,926	262,224	262,523	262,821	263,120	263,418	263,717	264,015	264,314	264,612	264,911	265,209	265,508	265,806	266,105	266,403	266,702	267,000	267,299	267,597	267,896	268,194	268,493	268,791	269,090	269,388	269,687	269,985	270,284	270,582	270,881	271,179	271,478	271,776	272,075	272,373	272,672	272,970	273,269	273,567	273,866	274,164	274,463	274,761	275,060	275,358	275,657	275,955	276,254	276,552	276,851	277,149	277,448	277,746	278,045	278,343	278,642	278,940	279,239	279,537	279,836	280,134	280,433	280,731	281,030	281,328	281,627	281,925	282,224	282,522	282,821	283,119	283,418	283,716	284,015	284,313	284,612	284,910	285,209	285,507	285,806	286,104	286,403	286,701	287,000	287,298	287,597	287,895	288,194	288,492	288,791	289,089	289,388	289,686	289,985	290,283	290,582	290,880	291,179	291,477	291,776	292,074	292,373	292,671	292,970	293,268	293,567	293,865	294,164	294,462	294,761	295,059	295,358	295,656	295,955	296,253	296,552	296,850	297,149	297,447	297,746	298,044	298,343	298,641	298,940	299,238	299,537	299,835	300,134	300,432	300,731	301,029	301,328	301,626	301,925	302,223	302,522	302,820	303,119	303,417	303,716	304,014	304,313	304,611	30