

NOTICE OF STANDING COMMITTEES

Scheduled for
Tuesday, June 27, 2017,
beginning at 7:30 p.m. in

Council Chambers
Village Hall of Tinley Park
16250 S. Oak Park Avenue
Tinley Park, Illinois

Finance Committee, *followed by*
Economic Development & Marketing Committee, *followed by*
Administration & Legal Committee

A copy of the agendas for these meetings is attached hereto.

Kristin A. Thirion
Clerk
Village of Tinley Park

**NOTICE OF MEETING OF THE
ADMINISTRATION & LEGAL COMMITTEE**

Notice is hereby given that a Meeting of the Administration & Legal Committee of the Village of Tinley Park, Cook and Will Counties, Illinois, will begin at 7:30 p.m. on Tuesday, June 27, 2017, in Council Chambers at the Village Hall of Tinley Park, 16250 S. Oak Park Avenue, Tinley Park, Illinois.

The agenda is as follows:

1. OPEN THE MEETING
2. CONSIDER THE APPROVAL OF THE MINUTES OF THE ADMINISTRATION AND LEGAL COMMITTEE MEETING HELD ON MAY 23, 2017.
3. REVIEW STAFFING STUDY.
4. REVIEW COMPENSATION AND BENEFITS STUDY.
5. DISCUSS FURTHER DEFINING CONSENT AGENDA ITEMS.
6. DISCUSS RESIDENCY FOR VILLAGE EMPLOYEES.
7. DISCUSS RELEASE OF REAL ESTATE – TINLEY DOWNES SUBDIVISION.
8. DISCUSS RELEASE OF REAL ESTATE – JOHN M. RAUHOFF SUBDIVISION.
9. DISCUSS RESOLUTION REGARDING THE APPOINTMENT OF THE DELEGATE AND ALTERNATE DELEGATE TO THE INTERGOVERNMENTAL RISK MANAGEMENT (IRMA).
10. RECEIVE COMMENTS FROM THE PUBLIC.

ADJOURNMENT

KRISTIN A. THIRION
VILLAGE CLERK

MINUTES

Administration and Legal Committee Meeting

May 23, 2017– 7:30 P.M.

Council Chambers at
Tinley Park Village Hall
16250 S. Oak Park Ave.
Tinley Park, IL 60477

Members Present:

M. Pannitto, Chairman
C. Berg, Village Trustee
M. Mangin, Village Trustee

Other Board Members Present:

M. Glotz, Trustee
K. Thirion, Village Clerk

Absent:

Staff Present:

D. Niemeyer, Village Manager
B. Bettenhausen, Village Treasurer
P. Connelly, Village Attorney
P. Hoban, Economic Development Manager
S. Kisler, Planner I
D. Framke, Marketing Manager
G. Horan, Human
L. Godette, Deputy Clerk
L. Valley, Executive Secretary
B. Bennett, Commission Secretary

Item #1 – The meeting of the Administration & Legal Committee Meeting was called to order at 8:23 p.m.

Item #2 – CONSIDER THE APPROVAL OF THE MINUTES OF THE BUDGET, AUDIT AND ADMINISTRATION COMMITTEE MEETING HELD ON APRIL 18, 2017 - Attorney Connelly asked the existing new Committee Members to consider approving the minutes from the April 18, 2017 meeting even though they were not Committee Members at that time in the interest of getting those minutes posted.

Motion was made by Trustee Mangin, seconded by Trustee Berg to approve the minutes of the April 18, 2017 Budget Audit and Administration Committee Meeting.

ROLL CALL:

Ayes: Trustee Mangin, Trustee Berg, Chairman Pannitto

Nays: None

Chairman Pannitto declared the motion was unanimously approved

Item #3 – REVIEW THE COMMITTEE’S ASSIGNED RESPONSIBILITIES UNDER ORDINANCE

2017-0-040 – Chairman Pannitto noted as far as the Administration and Legal Committee’s functions, I would like to make a disclaimer. I cannot oversee and monitor Federal legislation. We are not responsible for them. Attorney Connelly replied they would not be asking them to pass any Federal Laws. The idea is when laws change at the Federal level this is the Committee that would report those changes.

Item #4 – DISCUSS IMRF BOARD RESOLUTION 2017-R-028 FOR ELECTED OFFICIALS PARTICIPATION IN

IMRF – Village Treasurer, Brad Bettenhausen stated the IMRF Board of Trustees recently adopted Board Resolution 2017-0-13. This new rule requires all governing bodies of units of government with elected positions participating IMRF to pass new resolutions re-affirming that the positions meet the IMRF hourly standard (1,000 hours per year).

Elected officials have the option to opt in to participate in IMRF, but they must keep records that they are meeting the required hours. IMRF is now requiring the municipality to pass a resolution that those positions are qualified. The Village Board elected to allow the Village officials to participate in IMRF back in 2004. In 2014 IMRF did an audit of our Village records and analysis was done to see if they met the standards. At that time, they met the standard. They are now requiring the municipalities to pass this resolution by September 1, 2017. If we take no action, they will terminate participation by the elected officials of Tinley Park. We can also pass a resolution opting to cease to participate, however; part of that resolution would be a statement that says that the positions no longer meet the hourly standard.

There are some officials that do participate. The rules say you don’t have to opt in initially, you can opt in later and you have the option to purchase 50 prior months of service if you choose to do it later.

Attorney Connelly stated if you pass this ordinance elected officials still have the option to participate. If you pass the other ordinance everyone is out. If you pass this tonight and recommend this to the Board you would certify the 1000 hours. It is likely you will spend 1000 hours on this job.

Mr. Bettenhausen said you have 3 options,

- Pass the resolution to say you would discontinue allowing elected officials to participate,
- This resolution meets the hourly standard and
- No action and on September 1st IMRF would make the decision for you.

Motion was made by Trustee Magnin, seconded by Trustee Berg to recommend to the Village Board the IMRF Resolution regarding Elected Officials Participation re-affirming that the positions meet the IMRF hourly standard (1,000 hours per year).

ROLL CALL:

Ayes: Trustee Mangin, Trustee Berg

Nays: Chairman Pannitto

Chairman Pannitto declared the motion approved

Item #5 – DISCUSS IRMA DELEGATE APPOINTMENT – Village Manager Dave Niemeyer stated Patrick Carr should be appointed to replace Steve Tilton, Former Assistant Village Manager as the Delegate to represent the Village of Tinley Park on the Board of Directors of said Intergovernmental Risk Management Agency (IRMA) commencing June 7, 2017.

Motion was made by Trustee Pannitto, seconded by Trustee Berg to recommend to the Village Board appointment of Patrick Carr as the Delegate to represent the Village of Tinley Park on the Board of Directors of IRMA commencing June 7, 2017.

ROLL CALL:

Ayes: Trustee Mangin, Trustee Berg, Chairman Pannitto

Nays: None

Chairman Pannitto declared the motion unanimously approved.

Item #6 – RECEIVE STATUS UPDATE ON THE FOLLOWING ADMINISTRATION AND LEGAL COMMITTEE ITEMS:

a) **COMPENSATION AND BENEFIT ANALYSIS**

b) **STAFFING LEVEL ANALYSIS**

Village Manager, Dave Niemeyer stated last fall a request for proposals to do a Comprehensive Compensation Benefit Analysis for every position in the Village except the Union positions. Staff has received the first draft and the consultants need further feedback regarding percentile ranking and some other things. Mr. Niemeyer asked Trustee Mangin to be involved and give direction.

The Staffing Level Analysis is at a point where we are ready to present this to the Committee. Staff has reviewed it with the department heads. Staff would like to schedule it for the next Committee Meeting. The Committee replied that was acceptable.

Item #7 – RECEIVE COMMENTS FROM THE PUBLIC

Resident #1 would like to thank Trustee Pannitto for your "NO" vote. Regarding the Staff Analysis, can you give the Clerk the initial draft so we are prepared and we can make our own intelligent observation?

ADJOURNMENT – ADJOURN TO EXECUTIVE SESSION TO DISCUSS LITIGATION, WHEN AN ACTION AGAINST, AFFECTING OR ON BEHALF OF THE PARTICULAR PUBLIC BODY HAS BEEN FILED AND IS PENDING BEFORE A COURT OR ADMINISTRATIVE TRIBUNAL, OR WHEN THE PUBLIC BODY FINDS THAT AN ACTION IS PROBABLE OR IMMINENT, IN WHICH CASE THE BASIS FOR THE FINDING SHALL BE RECORDED AND ENTERED INTO THE MINUTES OF THE CLOSED MEETING

Motion was made by Trustee Magnin, seconded by Trustee Berg to adjourn to Executive Session at 8:40 p.m.

Ayes: Trustee Mangin, Trustee Berg, Chairman Pannitto

Nays: None

Chairman Pannitto declared the motion unanimously approved.

bb

cc: Village Board
Village Manager
Assistant Village Manager
Village Treasurer
Deputy Village Clerk

MEMORANDUM



To: Administration and Legal Committee

From: Pat Carr, Interim Asst. Village Manager

Cc: David Niemeyer, Village Manager

Date: June 23, 2017

Re: Village Hall Staffing Study – Final Report

Attached is the staffing study final report from the Matrix Group.

The Matrix Group kicked off the organizational and staffing study on November 14, 2016. The project team conducted personal staff interviews over a three week period. Throughout the interviews, staff spoke openly with the project team and prepared for their respective interviews.

The creation and distribution of a data collection list was developed by staff and the Matrix Group. This listing provided key documents and data to assist in the preparation of the report. Throughout the following months, employee surveys and additional interviews were conducted to clarify and validate report information.

Draft forms of the report were distributed to village hall staff for further comments. On June 12th we received the final report from the Matrix Group. There will be a presentation of this report on Tuesday's committee meeting.

Staffing Level Analysis of Administrative Departments

TINLEY PARK, ILLINOIS



June 12, 2017

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1. INTRODUCTION AND EXECUTIVE SUMMARY

This introductory chapter outlined the purpose of this staffing assessment, a summary of the approach utilized by the project team in conducting the engagement, and a summary of the recommended staffing modifications.

1. INTRODUCTION

The Village of Tinley Park undertook this staffing level assessment to take a comprehensive look at the staffing requirement of selected Village Hall functions. The departments and functions included within the review included the following:

- Mayor's Office,
- City Manager's Office,
- Human Resources,
- Treasurer's Office,
- Village Clerk's Office,
- Information Technology,
- Marketing and Special Events, and
- Community Development.

The overall goal is to assess the staffing resources required in each function to provide services to the residents of the Village of Tinley Park, and to identify potential changes in staffing allocations or use of positions that would increase productivity and efficiency.

2. STUDY METHODOLOGY

As part of this study, the project team took a phased approach that included the following activities:

- Conducted detailed interviews with staff each of the areas under review.
- Collected and analyzed data regarding services provided and existing service levels, where available and appropriate.
- Conducted an anonymous online survey of Village Management staff to gather input regarding the level of service provided by internal support functions (specifically, financial functions, Human Resources and Information Technology) to understand how well services are provided to the organization and identify issues related to service delivery impacting the organization.
- Conducted a comparative assessment that compared staffing allocations of the Village of Tinley Park against other comparable municipal operations.
- Analyzed staffing levels against the services and service levels in the Village of Tinley Park against best practices seen by the project team in other communities.
- Provided performance measures for each functional area in order for the Village to benchmark their operations.
- Analyzed potential cost saving methods that may be implemented to further increase efficiency of staffing resources.

These efforts have resulted in the following recommendations for staffing modification.

3. SUMMARY OF RECOMMENDATIONS

The following table summarizes the recommended changes in personnel by each department / division that was reviewed:

TINLEY PARK, IL
Staffing Level Analysis of Administrative Departments

DEPARTMENT / DIVISION	STAFFING / OPERATIONAL MODIFICATION RECOMMENDED
Mayor's Office	No change recommended.
Village Manager's Office	The second Assistant Village Manager position should be eliminated (as currently being implemented by the Village)
	The Village should consider implementation of an Internal Audit position reporting to the Village Manager with indirect reporting to the Village Board.
Human Resources	The Human Resources Deputy Director should transition to a full-time position.
	The Human Resources Department should develop a more focused training effort for the Village.
Information Technology	The Village should hire an Information Technology Manager to supervise the existing 3 FT staff in the function, bringing the total to 4 FTE's. This is an increase of one full-time staff.
	Information Technology should become its own department, with the Manager reporting directly to the Village Manager's Office.
Treasurer's Office	The Village should fill the vacant positions in the Treasurer's Office.
	The Village should consolidate and formalize the purchasing function within the Treasurer's Office to achieve cost savings from bulk pricing, increased and enhanced bidding and the ability to enhance the use of piggybacking on existing contracts developed by the State and other governmental entities. This may require the creation of a Purchasing Coordinator position.
	The Village should institute a purchasing card program to achieve more cost-efficient and effective purchasing.
	The Village should transition from a Treasurer position responsible to the Village Board and replace it with a Finance Director position reporting to the Village Manager.
	The Village should transfer financial functions performed by the Village Clerk's Office to the Treasurer's Office to consolidate financial functions into a single department.
Village Clerk's Office	The Village should retain the Clerks and Administrative Assistants in the Village Clerk's Office as presently allocated.
	The Village should eliminate the vacant part-time FOIA Office position.
	The Village should move to use more full-time staff rather than the heavy percentage of part-time staff in the current staffing arrangement.

DEPARTMENT / DIVISION	STAFFING / OPERATIONAL MODIFICATION RECOMMENDED
	The Village should evaluate the business necessity of maintaining Saturday hours for the Clerk’s Office to achieve costs savings.
	If financial functions are not consolidated and transferred to the Treasurer’s Office, the Deputy Collector position in the Treasurer’s Office and the collections function should be moved to the Village Clerk’s Office.
Community Development	The Community Development Department should include the Planning and Economic Development Department and Building Department, with management provided by a Community Development Director who reports to the Village Manager.
	The Zoning Administrator position should convert to a full-time position.
	The position of Clerical Assistant should be added to provide administrative support to the Community Development Director and to the Planning and Economic Development Department.
	The implementation of a new permitting software system with online application and inspection request capabilities will allow for Building Permitting and Clerk staff to be more efficient. New software is in-lieu of hiring a part-time technician.
	Over time, the Village should transition to having multi-trade inspectors conducting building inspections, and consider the out-sourcing of plumbing inspections.
	The part-time Code Enforcement Officer position should be made full-time to increase proactivity in the community.
Marketing and Special Events	The Village should retain its existing Marketing and Events staff as presently allocated. Future review of staffing should be conducted if the number of programs and events increases.
	The Marketing and Events Department should be led by a full-time Director.

Each of these changes is discussed in greater detail in the following chapters of the report.

4. DISCUSSIONS OF COST SAVINGS

An integral part of this study was to look at the staffing and organization structure of the specific departments within Village Hall. In addition to the staffing and organizational component of this project, the project team was tasked with identifying

potential cost savings with an emphasis on staffing. When analyzing the staff composition of the Village departments included in the study, there was one unique approach to staffing identified by the project team. Due to the policy requiring full-time Village employees to reside within the Village, the Village has employed a practice of utilizing part-time employees for key positions within the Village to a level typically not seen in other comparable organizations.

While part-time employees provide many benefits to most organizations, currently most part-time positions in our analyzed work greater than 20 hours per a week. For part-time employees that work greater than 20 hours per week, the Village is required to provide pension benefits to these employees. Additionally, employees who work greater than 30 hours per week, are also eligible to receive medical benefits. While the project team did not review pay scales or employee benefit costs, it is clear that the principal financial benefits of using multiple part-time employees is essentially offset due to the fact that benefits are being provided to a large percentage of the part-time employees.

For example, four hypothetical staff are each considered 75% of an FTE and are each paid \$45,000 annually. They collect approximately \$21,000 each in annual benefits. The Village’s total cost for these employees is \$66,000 x 4, or \$264,000 per year. See the table below:

SHIFTING TO FULL-TIME STAFF SAVES THE VILLAGE MONEY							
Part-Time Staff (75% FTE Each)				Full-Time Staff			
Employee #	Annual Pay	Annual Benefits	Total Compensation	Employee #	Annual Pay	Annual Benefits	Total Compensation
1	\$45,000	\$21,000	\$66,000	1	\$60,000	\$21,000	\$81,000
2	\$45,000	\$21,000	\$66,000	2	\$60,000	\$21,000	\$81,000
3	\$45,000	\$21,000	\$66,000	3	\$60,000	\$21,000	\$81,000
4	\$45,000	\$21,000	\$66,000				
Total	\$180,000	\$84,000	\$264,000	Total	\$180,000	\$63,000	\$243,000

If one of the four employees leave or retires and the other three are transitioned to full-time status (with a proportional increase in salary), the Village now has 3 FT staff

on the payroll making \$60,000 per year and collecting the same \$21,000 each in annual benefits. The total cost to the Village is now \$81,000 x 3, or \$243,000 per year. This is a savings of \$21,000 per year, equal to the annual benefits which were being paid to the part-time employee with no loss of allocated hours to provide service. A smaller head count would also reduce the amount of HR and payroll support required.

A measure like this one could be approached by allowing attrition to thin the total number of staff on the payroll with minimal impact, if any, on allocated hours toward service delivery. Depending on the labor market and availability of applicants for Village positions, it may require that the Village reconsider the Village's existing policy on residency to the extent the Village feels this policy limits or inhibits their ability to attract and retain the most qualified personnel for positions. There are some cases where, due to specialized skills or abilities, the Village needs two part-time staff each with specific skills where it may not be possible to find a single individual who possesses both skill sets.

2. MAYOR’S OFFICE AND VILLAGE MANAGER’S OFFICE

The Mayor’s Office is responsible for overall policy support, public recognitions and community outreach events and the coordination of PACE the local senior Bus service. The Village Manager’s Office is responsible for providing administrative oversight of the day to day operations of the Village. The Village Manager receives strategic direction and input from the Village Board. Additionally, the Human Resource functions are located in the Village Manager’s Office, but are separated out in this report.

1. STAFFING GUIDELINES

Traditional staffing levels for management functions include a Village Manager, Assistant (or Deputy Village) Manager positions, and administrative support staff. Additionally, staffing levels for management is guided by each municipalities government body and management structure. In Tinley Park, the adopted structure is for a Village Manager to provide day-to-day administrative oversight of Village functions.

2. COMPARATIVE SURVEY RESULTS

The following tables show the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in the Mayor’s Office and the Village Manager’s Office each comparable municipality, and compares the average of those organizations to Tinley Park’s totals.

MAYOR'S OFFICE STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	1	1	1.25
Mount Prospect	0	7	1.40
Oak Lawn	1	0	1.00
Oak Park	0	0	0.00
Orland Park	1	5	
Palatine	0	0	0.00
Skokie	1	0	1.00
Wheaton	0	0	0.00
Average	0.50	1.63	0.66
Tinley Park	1	0	1.00

Tinley Park is comparatively staffed to its peers in this area. Other municipalities reported a variety of staffing approaches to the Mayor’s Office. Half of them have a single FT administrative or executive assistant. Two villages reported no staff in the Mayor’s Office other than elected officials – administrative support is provided by the Clerk’s Office.

Two villages reported numerous PT staff in the Mayor’s Office, dedicated to their veteran’s affairs, museum curation, facilities maintenance, etc. Tinley Park has 1 FT Executive Assistant, which aligns with the practice in many other towns and villages. The principal operational duty assigned to this division – the coordination of the PACE senior bus service is handled by the Administrative support position within the office. This function is alternatively provided in some communities by staff in other Departments – the specific location varies, but is recommended to remain in the Mayor’s Office at the present time.

VILLAGE MANAGER'S OFFICE STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	3	2	4.00
Mount Prospect	3	1	3.85
Oak Lawn	1	2	
Oak Park	3	2	3.75
Orland Park	4	2	
Palatine	4	0	

VILLAGE MANAGER'S OFFICE STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Skokie	4	0	4.00
Wheaton	2	1	3.50
Average	3.00	1.25	3.82
Tinley Park	4	1	4.63

- Human Resources staff were excluded from this comparison, since they were compared separately. For Tinley Park and other villages which locate the human resource function in the Manager’s Office, only the Manager and staff in general management/support functions were compared.
- Tinley Park’s 4 full-time authorized staff are just above the average of 3.0 in other organizations. Six of the eight comparable municipalities have either 3 or 4 full-time staff. Likewise, the number of part-time staff ranges from 0-2 among these municipalities, placing Tinley Park squarely within the typical range.
- The average number of authorized FTE’s in the Manager’s Office of reporting comparable organizations is 3.82. With an intern, Tinley Park has 4.63 authorized positions, slightly greater than the average.

Tinley Park is slightly overstaffed in this area in comparison to peer municipalities. The 4.63 authorized FTE’s in Tinley Park are slightly more than the average (3.82) of other towns and villages. The number of *currently filled* FTE’s (3.63) in Tinley Park is nearly identical to the average authorized FTE count in other municipalities. If the Village fills the vacant Deputy Village Manager position, they would be staffed above the peer average by approximately ¾ of a position. As part of the overall organizational structure evaluation, we will be providing a recommendation on whether this position is necessary or an alternative staffing allocation should be implemented.

3. PERFORMANCE MEASURES

Performance measures related to the Village Manager and Mayor’s Offices primarily focus on the level of customer service provided to the citizens of Tinley Park. Other areas that management and elected officials have influence on, such as budgets, tax rates, customer service, etc. are discussed in more detail in the respective

department analysis, as each departments' operations is affected more so by adopting these standards than the Manager or elected officials. Examples of performance measures include:

- Conducting an annual citizen survey with results being rated as good or excellent (satisfied or very satisfied) by 85% of respondents.
- Conducting monthly non-formal meetings with the Village Manager or elected officials (e.g. coffee and conversation, meet and greets with the mayor). Emphasize on meeting with a percentage of the population (e.g. 25 citizens each month, or 5% of the Village population, local service organizations, etc.).

Performance measures for the Village Manager, Mayor, and other elected officials should focus on citizen outreach and focus on the level of service provided by the Village.

4. RECOMMENDATIONS

No changes are recommended for the Mayor's Office Staffing allocations.

The Village of Tinley Park should eliminate the second Village Manager position. It is recommended that the Village Manager's Office continue with the current staffing levels of one Village Manager, one Assistant Village Manager, and an Executive Assistant. Additionally, the project team does not see the need to fill the second Assistant Village Manager position that primarily managed the Community Development functions. This is in alignment with the direction already underway by the Village. These changes coincide with the proposed changes discussed in the Community Development Department section of this report. The Village Manager's Office organizational structure and staffing levels will remain status quo.

The Village should consider the implementation of an Internal Auditor position. Over the last year, the Village has had internal discussions about the need to implement an internal audit function within the Village. Several options have been considered including a dedicated position and the use of contractual resources. In our experience with other communities of this size, the use of an internal auditor is not as

common as it is in larger organizations. Notwithstanding this, the implementation of an internal auditor could have many benefits for the organization including increased focus on continuous improvement (through the conduct of performance and financial audits), and the provision additional resources to evaluate and develop internal procedures and policies. We would recommend that if the Village desires to move forward and implement an Internal Auditor position, that the position should report to the Village Manager with an indirect reporting relationship to the Village Board. An annual work plan should be developed in consultation with the Village Manager and the Budget, Audit and Administration Committee with final approval being granted by the Village Board. Quarterly updates on the annual work plan should be provided to the Budget, Audit and Administration Committee.

To minimize financial impacts of recommendations within this report, the Internal Auditor could be tasked, as one of many duties, with the implementation of the centralized purchasing functions discussed in the Treasurer's Office section of this report (rather than creating two new positions). This could be a short-term approach to gain implementation of both efforts (Internal Audit and Purchasing enhancements) without requiring two positions immediately. Over-time, the Internal Audit and Purchasing functions can be separated into two positions if workload necessitates.

When considering potential cost savings for the Mayor's and Village Manager's office, there were no items identified outside of permanently removing the second Assistant Village Manager from the budget. From the project team's perspective, the Mayor and Manager functions are currently very efficient in their staffing and organizational structure.

Recommendation: The second Assistant Village Manager position should be eliminated (as currently being implemented by the Village).

Recommendation: The Village should consider implementation of an Internal Audit position reporting to the Village Manager with indirect reporting to the Village Board.

3. HUMAN RESOURCES

The Village's Human Resource (HR) functions is currently under the Village Manager's Office, and directly reporting to the Village Manager. HR is responsible for maintaining and enhancing the Village through planning, implementing, and evaluating employee relations through effective policies, programs, and training. Ultimately, HR is responsible for recruiting, hiring, and retaining quality Village employees. HR supports all employees of the Village. This section discusses the processes used by the project team and provides recommendations for appropriate staffing within this function.

1. STAFFING GUIDELINES

Human Resources is currently comprised of a full-time Director which is supplemented by a part-time deputy director. Throughout the year, HR may share an intern with the Village Manager's Office. The Society for Human Resource Management presents in their study of over 2,000 organizations in 2015, stated that for organizations up to 250 full-time equivalent employees average 3.4 full-time HR staff¹.

2. COMPARATIVE SURVEY RESULTS

The table below shows the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in the human resources function for each comparable municipality, and compares the average of those organizations to the totals in Tinley Park.

¹ *How Organizational Staff Size Influence HR Metrics. Society for Human Resource Management, Published 2015.*

HUMAN RESOURCES STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	3	0	3.00
Mount Prospect	2	0	2.00
Oak Lawn	2	1	
Oak Park	4	0	4.00
Orland Park	3	3	
Palatine	2	2	
Skokie	2	0	2.00
Wheaton	2	1	2.50
Average	2.50	0.88	2.70
Tinley Park	1	1	1.75

- All other towns and villages have at least 2 authorized full-time staff, for an average of 2.50. Tinley Park’s 1 full-time human resources employee is below this average.
- The average authorized FTE count among comparable towns and villages was 2.70, with the number of full-time and part-time staff in those that do not report FTE’s suggesting that it may actually be closer to 3.00. Tinley Park currently has 1.75 authorized FTE’s, which is below this average.

Tinley Park is understaffed relative to peer municipalities in this area. The Village relies more heavily on its one part-time employee than its peers and has a lower FTE count. For a theoretical organization of 120 employees, the difference between 2.70 and 1.75 human resources FTE’s is 44.4 to 68.6 served by each FTE, a service gap of 14 staff. Filling the vacant part-time position will bring the Village up from the currently filled 1.75 FTE’s to a more comparable level, but it will not change the fact that other towns and villages have at least 2 dedicated full-time staff for human resources functions.

3. CUSTOMER SATISFACTION SURVEY RESULTS

The following table shows the responses of staff in internal customer departments to a series of questions about the service provided by the Village’s Human Resource staff. Responses are broken down by level of satisfaction with each area:

Very Satisfied (VS), Satisfied (S), Neutral (N), Dissatisfied (D), and Very Dissatisfied (VD).

Statement	VD	D	N	S	VS
1. Accessibility of HR Staff	3%	20%	23%	40%	13%
2. Accessibility of Policies and Procedures	3%	13%	43%	23%	17%
3. Appropriate follow-up by staff	3%	27%	37%	20%	13%
4. Accuracy of Information Provided	7%	30%	30%	20%	13%
5. Clarity of policies and procedures	10%	40%	20%	20%	10%
6. Customer Service / Courteousness	3%	10%	37%	33%	17%
7. Fair and consistent in providing service	10%	31%	21%	24%	14%
8. Knowledge of Service Area	10%	24%	24%	28%	14%
9. Maintaining confidentiality	10%	7%	24%	41%	17%
10. Professionalism of staff	3%	10%	24%	45%	17%
11. Responsiveness	7%	10%	45%	17%	21%
12. Support provided to my department	10%	38%	21%	17%	14%
13. Timeliness in responding to requests	7%	14%	41%	21%	17%

As presented in the table above, the statements about follow up (#3), accuracy of information provided (#4), clarity of policy and procedures (#5), being fair and consistent (#7), and support provided to their department (#12) received the greatest number of dissatisfied responses. These responses clearly indicate areas that respondents desire to see improvements.

Additionally, respondents were asked to identify areas for improvements. Key themes of the responses received included:

- Increased access for all department and employees, some non-Village Hall personnel felt disconnected due to their location.
- Increase training opportunities
- Clarity and consistency in policy and procedures (developing, implementing, and enforcing.)
- Increased role in risk management functions. (determining and mitigating liability and risks)
- Having more thorough employee review criteria and standardized process.
- Desire for increased communication about changes in policy and procedures.

The responses received clearly indicated the desire of staff to see increased HR support and improved operations. In order to provide better services internally, the project team analyzed current staffing allocation in order to determine recommendations to improve service.

4. PERFORMANCE MEASURES

There are several performance measures related to the quantifiable outcomes for Human Resource related activities. While much of the workload of Human Resources staff is influenced based on actions beyond their control. For example, employee turnover, changes in State or Federal laws, etc. However, many of the things that HR is responsible for is measurable and by meeting these performances may better the working environment for Village employees and provide increased service to customers. The following performance measures have been developed by the project team for consideration by the Village:

- Establishing defined time periods for filling positions from date of request to fill to time applicant selected and appointed (i.e. – Average working days for external recruitment (approved requisition to conclusion of interview process - 60 days for entry level positions, 90 days for management positions).
- Percentage of successful new hires still employed 12 months after hire date (target 90%+).
- Annual turnover rate for public safety employees and non-public safety employees.
- Annual training hours provided to specific employee categories. (e.g. 10 hours for support staff, 20 hours for Planners, 40 hours for Information Technology, etc.). All employees should receive ongoing skills training.

- Percentage of employees receiving required trainings (i.e. – sexual harassment, discrimination, workplace safety, etc.) – target 100%
- Percentage of employee evaluations completed by due date – target 95%
- Annually reviewing a defined percentage (target 25%) of job descriptions and duties to ensure job descriptions remain accurate and reflect duties performed.
- Annual worker’s compensation claims per 100 employees – compare to State statistics for local government employees.

Additionally, there are programs that should be developed to further guide operations of the Human Resources Department including the following:

- Adoption of a formalized training program developed for all Village employees.
- Development of a succession planning document and approach to encourage internal staff development.

Many of these performance measures are tangible and the Village should determine the appropriate threshold that is supported by the level of service they wish to provide to the organization. Many of these performance measures for HR are related to services provided to Village employees and subject to staff and funding availability. Additionally, some employees are already required to have minimum training hours (Police, Fire, etc.), and HR should work with these staff to provide additional training resources and set a minimum threshold based on the needs of each department. The performance measures presented for HR are representative of best practices and ones that may be accomplished in Tinley Park.

5. RECOMMENDATIONS

[The Human Resources Deputy Director position should be a full-time position.](#) The result of having a second dedicated full-time human resources staffer will

be more in line with the entities identified in the comparison analysis. Additionally, the following result should be achieved with this changed:

- Increased internal customer service.
 - Quicker response times.
 - Increased communication.
- Proactively update policy and procedures.
- Incorporate standardization of employee review process.
- Opportunity to provide more training.

Overall, this is an increase in one full-time position in Human Resources. This is an increase in one of full-time equivalent employee above current authorized levels.

Moreover, it is important to note that the Human Resources Department will still reside under the umbrella of the Village Manager's Office, while reporting directly to the Village Manager.

While there are no easily quantifiable cost savings identified for Human Resources, there are several cultural philosophies that HR and the Village may incorporate to help lower risks. By instituting a safety-first culture, that emphasizes safety training on a regular basis should result in a reducing in the number of worker's compensation claims and workplace accidents and carelessness. This may result in less number of lost work days, claim payouts, and damaged or lost equipment, resulting in less expenditures by the Village.

In addition, it was identified in the internal customer survey that many of the respondents indicated the desire to perform more risk management analysis on an on-going basis. Subsequently, there will be an increase in expenditure for adding a Deputy HR Director to complete risk management related duties. Resulting in decreased expenditures in each department by mitigating more adverse risks.

Finally, it is recommended in addition to a safety-first culture, the Village should look at implementing a physical and mental well-being culture. This would require the

Village to develop an employee wellness plan and promoting a healthier work environment. By encouraging physical activity in the workplace and instituting these practices, it can result in reduce insurance premiums for the Village along with employee's individual premiums. Additionally, many insurance companies will work with their clients to implement new programs to encourage physical and mental well-being in the workplace for little or no cost to the Village.

Overall, there were three areas that the Village may dedicate resources to in the short term, to achieve reoccurring savings. While two out of these three areas focus on philosophical and thought process, many public and private agencies have seen a financial savings as a result of these initiatives. It is recommended that the Village create a safety centric training curriculum and culture, increase risk management activities, and expand an emphasis on the well-being of all employees.

Recommendation: The Human Resources Deputy Director should transition to a full-time position.

Recommendation: The Human Resources Department should develop a more focused training effort for the Village.

4. INFORMATION TECHNOLOGY

The Village’s Information Technology staff currently function as part of the Treasurer’s office, and they report to the Treasurer. They are responsible for maintenance of Village network connectivity, both internally and externally, including related hardware and software; providing support to all departments regarding hardware, software, and connectivity. This section explores the analytical process used by the project team and provides recommendations for appropriate staffing within this function.

1. STAFFING GUIDELINES

The Information Technology staff in Tinley Park should be equipped with the tools and training to support all digital technology in use by Village administrative staff, and they should be able to respond to all requests in a timely manner. IT staff should account for approximately 2-3% of a municipal organization’s positions², meaning that each position in this function should be responsible for supporting no more than 50 staff.

2. COMPARATIVE SURVEY RESULTS

The following table shows the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in each peer municipality, and compares the average of those towns and villages to the totals in Tinley Park.

INFORMATION TECHNOLOGY STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	4	1	4.50
Mount Prospect	5	0	5.00

INFORMATION TECHNOLOGY STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Oak Lawn	3	0	
Oak Park	8	0	8.00
Orland Park	4	3	
Palatine	7	1	
Skokie	6	0	6.00
Wheaton	5	0	5.00
Average	5.25	0.63	5.70
Tinley Park	3	0	3.00

The results of the comparative survey suggest that the Village’s IT function is understaffed in comparison to its peers. Tinley Park has 3 authorized full-time positions, all of which are currently filled. Other municipalities average 5.25 authorized full-time staff. Tinley Park’s 3 staff are well below this average. All but one peer municipality has more than 3 full-time IT staff. Use of part-time staff is not widespread in information technology, and Tinley Park is similar to many of its peers in using only full-time staff for IT work.

3. CUSTOMER SATISFACTION SURVEY RESULTS

The following table shows the responses of staff in internal customer departments to a series of questions about the service provided by the Village’s IT staff. Responses are broken down by level of satisfaction with each area: Very Satisfied (VS), Satisfied (S), Neutral (N), Dissatisfied (D), and Very Dissatisfied (VD).

INTERNAL SATISFACTION SURVEY RESULTS – INFORMATION TECHNOLOGY					
Statement	VS	S	N	D	VD
1. Accessibility of IT Staff	6%	42%	26%	23%	3%
2. Accessibility of Policies and Procedures	3%	30%	37%	20%	10%
3. Appropriate follow-up by staff	10%	42%	19%	23%	6%
4. Accuracy of Information Provided	16%	45%	23%	13%	3%
5. Clarity of policies and procedures	7%	30%	33%	27%	3%
6. Customer Service / Courteousness	13%	48%	19%	19%	0%
7. Fair and consistent in providing service	7%	47%	27%	17%	3%
8. Knowledge of Service Area	16%	42%	26%	13%	3%

INTERNAL SATISFACTION SURVEY RESULTS – INFORMATION TECHNOLOGY					
Statement	VS	S	N	D	VD
9. Maintaining confidentiality	26%	52%	10%	13%	0%
10. Professionalism of staff	19%	52%	19%	10%	0%
11. Responsiveness	10%	32%	19%	29%	10%
12. Support provided to my department	13%	26%	26%	26%	10%
13. Timeliness in responding to requests	16%	23%	32%	19%	10%

As indicated in the table above, areas of greatest concern are responsiveness (#11), support (#12), and timeliness in responding to requests (#13). Each of these areas focus on customer service.

Respondents were also asked to identify areas for improvement in an open-ended question. The responses were focused on the following themes:

- Response Time
- Lack of detail knowledge about specific software programs
- Staffing, particularly the need for a dedicated Supervisor
- Desire for increased end-user training

These responses make it clear that timely responses are the biggest opportunity for improvement. Timeliness can be improved by increasing the number of staff available to respond to requests.

4. PERFORMANCE MEASURES

The information technology function can benefit from performance measures that focus on the level of service provided to the Village’s devices, software systems, and users. This includes the availability of IT resources, timeliness of response to issues, and efficiency in budget and personnel utilization. Some examples may include:

- Network “up-time” (a typical target is 99.9%)

- Percent of issues resolved:
 - at first contact (target 25%)
 - within 24 hours (target 85%)
 - within 5 business days (target 95%)
- Level of satisfaction with IT Department on internal survey (target 85%)
- IT budget as a percentage of Village operating budget
- IT staff as a percentage of Village-wide FTE's (generally 2-3%)

The performance measures used in information technology should ensure that management remains informed about the reliability and availability of the Village's network, the percentage of Village resources which are allocated to information technology, and the IT department's ability to respond to service requests and resolve issues quickly. Likewise, the department should track its customer satisfaction ratings, and examine the *type* of service requests they receive to determine if there are some routine issues which could be resolved by users with some focused training. The metrics gauging level of service should be set by the Village based on the needs of user departments and the resources available for the IT department.

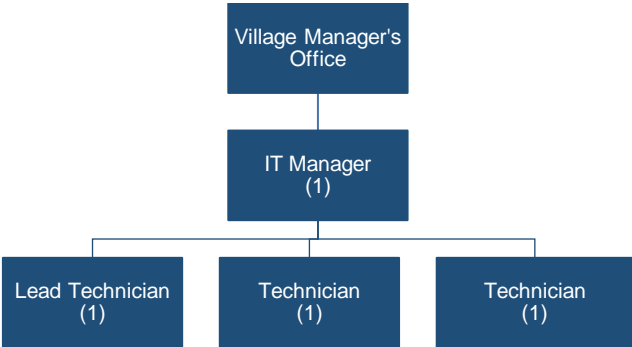
5. RECOMMENDATIONS

The Village should introduce a full-time Information Technology Manager to directly supervise the existing full-time positions. In addition to providing a number of staff more closely aligned with the typical range found in other towns and villages (although 4 FT staff is still comparatively lean), this step would produce a number of other benefits:

- It would provide a management position focused exclusively on IT, which would ensure that this function gets the necessary focus to provide a high level of service internally and lead the Village in a more accessible, citizen-friendly approach to digital technology.

- It will provide a dedicated management position able to lead and delegate the management of new software implementation along with maintaining current software and hardware systems.
- It will provide additional staffing to address the service level issues related to responsiveness and timely support which were identified in the internal customer satisfaction survey.

Additionally, the Information Technology function should be broken out as a separate department, with the Manager of the department reporting directly to the Village Manager's Office. The resulting organizational structure would look like the following:



This adjustment to the organizational structure will be more similar to that of the Village's peer organizations (none of which place the IT function in the Treasurer's Office). It will also reflect the department's role of internal service to all Village departments and ensure that the Village Manager's Office has the ability to closely monitor technology initiatives which impact multiple departments.

From a fiscal perspective, the creation of a separate Information Technology department with its own budget and oversight of the Village's hardware and software will allow the Village to accurately assess where technology expenditures arise. It will also provide opportunities to save money by standardizing Village-wide hardware and consolidating the purchasing and licensing of software. Efficiencies will be achieved

through a consolidated IT budget, reducing the number of software programs and licenses, and result in a standardization of equipment and software life cycle.

Recommendation: The Village should hire an Information Technology Manager to supervise the existing 3 FT staff in the function, bringing the total to 4 FTE's. This is an increase of one full-time staff.

Recommendation: Information Technology should become its own department, with the Manager reporting directly to the Village Manager's Office.

5. TREASURER’S OFFICE

The Treasurer’s Office is responsible for all accounting and financial functions for the Village, including preparing the annual budget and CAFR, administering the Village’s tax levy, conducting payroll and tax-related work associated with it, insurance payments, and other Village financial operations. The Treasurer reports to the Village Manager and Village Board. The following section describes the analysis conducted by the project team and provides recommendations for appropriate staffing within this department.

1. STAFFING GUIDELINES

The Treasurer’s Office should be sufficiently staffed and adequately trained on the Village’s financial management information systems to manage routine and recurring tasks such as budget preparation, taxes, and insurance payments; reactive tasks such as paying the Village’s bills and tracking accounts receivable; and proactive and long-term projects such as developing sound financial management policies and enhancing the Village’s existing practices.

2. COMPARATIVE SURVEY RESULTS

The following table shows the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in the Treasurer/Budget/Finance function for each peer municipality, and compares the average of those towns and villages to the totals in Tinley Park.

TREASURER/FINANCE STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	9	5	11.50
Mount Prospect	11	4	13.00
Oak Lawn	8	1	
Oak Park	12	1	12.50
Orland Park	10	6	
Palatine	9	10	
Skokie	10	7	
Wheaton	11	0	11.00
Average	10.00	4.25	12.00
Tinley Park	7	4	10.41

An initial glance at the results of this survey suggests that Tinley Park is understaffed relative to its peers. The Village has 7 authorized full-time staff in the budget and finance function, whereas peer municipalities average 10 full-time staff, and all of them have more than 7. The average number of part-time staff is 4.25 among peer towns and villages, which is similar to the 4 in Tinley Park. With interns, Tinley Park has authorized 10.41 FTE’s, which is slightly below the 12.0 average authorized number of peer organizations. Due to vacancies, currently only 5.66 FTE’s are filled in Tinley Park.

A closer look, however, shows that in all other organizations surveyed, the responsibility for cashiering, collecting bill payments and license fees, and balancing cash drawers falls to the Treasurer/Finance Office. In Tinley Park, 5 authorized positions (totaling 4.25 FTE’s) dedicate a significant portion of their time to these duties, but they are located in the Clerk’s Office rather than the Treasurer’s Office. Adding these staff to the Treasurer’s Office in Tinley Park would place the Department at 10 FT staff (equal to the average of other municipalities) and 6 PT staff (slightly greater than the average of its peers). As a result, the function appears to be staffed appropriately when compared to other towns and villages.

3. CUSTOMER SATISFACTION SURVEY RESULTS

The following table shows the responses of staff in internal customer departments to a series of questions about the service provided by the Treasurer’s Office. Responses are broken down by level of satisfaction with each area: Very Satisfied (VS), Satisfied (S), Neutral (N), Dissatisfied (D), and Very Dissatisfied (VD).

INTERNAL SATISFACTION SURVEY RESULTS – INFORMATION TECHNOLOGY					
Statement	VS	S	N	D	VD
1. Accessibility of Finance Staff	30%	44%	22%	4%	0%
2. Accessibility of Policies and Procedures	7%	33%	48%	11%	0%
3. Appropriate follow-up by staff	30%	44%	26%	0%	0%
4. Accuracy of Information Provided	33%	41%	22%	0%	4%
5. Clarity of policies and procedures	7%	33%	41%	15%	4%
6. Customer Service / Courteousness	30%	37%	22%	11%	0%
7. Fair and consistent in providing service	26%	37%	30%	7%	0%
8. Knowledge of Service Area	26%	56%	19%	0%	0%
9. Maintaining confidentiality	19%	44%	37%	0%	0%
10. Professionalism of staff	15%	56%	26%	0%	4%
11. Responsiveness	37%	37%	22%	4%	0%
12. Support provided to my department	30%	41%	26%	4%	0%
13. Timeliness in responding to requests	30%	44%	22%	4%	0%

Responses to these questions were generally positive – no statement received more than 19% total disagreement. This suggests that the Treasurer’s Office is not a source of frustration or dissatisfaction for other Village staff. The only statement to receive more than 11% disagreement dealt with the clarity of policies and procedures. A high rate of “neutral” responses was received to these statements, demonstrating that Village staff generally lack strong opinions on the Office. This may result from the fact that much of the Office’s duties are not in direct service to other Village Departments, and thus are not immediately visible to Village staff.

An open-ended question was also included to provide respondents a chance to highlight areas where they believe the Department could improve. The following issues surfaced as themes from these responses.

- Need for additional staff.
- Updated policy and procedures with focus on transparency.
- Technology Improvements.
 - Expand online payment platform
 - Additional software training
 - Updating software programs

The responses of Village staff to the multiple-choice statements and open-ended questions on the survey show that they are generally satisfied with the internal service provided by the Treasurer's Office. Where opportunities for improvement exist, they primarily focus on providing clarity on policies and procedures for other Departments.

4. PERFORMANCE MEASURES

The Treasurer's Office should consider a number of performance metrics which focus on the standards of budgeting and financial reporting, the efficiency of financial transactions, and the overall financial health of the Village. The following metrics represent good examples:

- Percent of payroll conducted with electronic payments
- Village Bond Rating
- Receipt of GFOA Annual Report award
- Receipt of GFOA Budget Report award
- Percent of invoices processed within 5 business days of approval
- Percent of purchase orders issued within 5 business days of approved requisition
- Percent accuracy of annual budgeted revenue to actual revenue
- Percent of purchases made via P-Card

- Percent of purchases made via purchase order
- Percentage of vendor payments made through electronic funds transfer

These example performance measures are centered to ensure that the Treasurer’s Office is being as efficient as possible by making use of electronic payment mechanisms and tracking the speed with which invoices and purchase orders are processed, holding a high standard for budgeting and financial reporting by tracking the accuracy of budget expectations and pursuing the GFOA excellence awards for budgets and CAFR’s, and securing the least expensive debt financing possible for the Village by upholding a AAA bond rating. For some of these metrics, an acceptable benchmark should be determined and set by the Village.

5. RECOMMENDATIONS

The Village should fill the vacant positions in the Treasurer’s Office. The number of staff in the Treasurer’s Office is light compared to other towns and villages, but this is due to the fact that the office does not handle utility payments or cashiering, unlike peer municipalities. A search of authorized positions in other organizations reveals that an average of about 2.88 FTE’s are dedicated to cashiering and receiving payments, as shown in the table below:

CASHIERS IN THE TREASURER/FINANCE DEPARTMENT	
Municipality	FTE’S
Des Plaines	3
Mount Prospect	5
Oak Lawn	2
Oak Park	2.5
Orland Park	2.5
Palatine	3
Skokie	3
Wheaton	2
Average	2.88
Tinley Park	0

Given this difference, the number of authorized positions in Tinley Park are appropriate for the duties performed – budget preparation, accounting, tax levy, payroll, etc. The number of actual staff is currently low, however, because a number of vacancies exist in the Office. As a result, staff are able to manage routine and reactive work, but they lack sufficient capacity to address proactive and long-term projects such as internal auditing, reviewing special assessment and escrow funds, developing sound financial management policies, and enhancing the Village’s existing practices. This reality is reflected in the results of the internal customer survey, which saw most departments pleased with the level of service they receive, but some staff unclear or dissatisfied with the policies and procedures of the Office.

The Village should consolidate and formalize the purchasing function within the Treasurer’s Office. Under the Village’s existing model, threshold standards are in place for when a purchase must pass through various approval levels (anything above \$20,000 must have the approval of the Village Board, for example). The actual process of securing bids and generating requisitions, however, is conducted by individual departments, rather than by a central purchasing agent. This limits the Village in a number of ways:

- It makes it more difficult to track the Village’s expenditures on common items or items in a particular category, because the expenditures are being handled and authorized by staff from multiple departments.
- It makes it more difficult to standardize the purchase of common and technical items, which would allow the Village to take advantage of bulk pricing and improve efficiency by standardizing technology and specialized equipment.
- It makes it more difficult to piggyback Village purchases on larger County or State contracts which could save the Village money.

By centralizing procurement duties under a single purchasing officer, the Village can eliminate these issues and take advantages of the efficiencies that come with a consolidated purchasing operation. To implement, this may require the addition of a Purchasing Coordinator position.

The Village should also institute a purchasing card program. By providing select staff with the ability to quickly make electronic purchases, the Village can make it easier to track payment history, increase the convenience and speed with which orders are placed and fulfilled, reduce paperwork, and in some cases secure better pricing on goods or open up a wider range of vendors. Purchasing cards can be defended from misuse by instituting monthly limits on their usage, and they hold the ability to save money for the Village by freeing up staff time and reducing paperwork.

The Village should transition the Treasurer position to a Finance Director position appointed by and responsible to the Village Manager. The comparative survey conducted during this engagement identified only one community (of those included in the survey) where a Treasurer, appointed by the Board, was in use – namely in Oak Lawn. All of the other positions surveyed – which included Des Plaines, Mount Prospect, Oak Park, Orland Park, Palatine, Skokie, and Wheaton – had a full-time Finance Director who reported to the City / Village Manager. This position had responsibility for the financial functions currently performed by the Treasurer position in Tinley Park. The Village of Tinley Park should consider modifying the Village’s organizational structure to implement a Finance Director / Treasurer position that is appointed by and responsible to the Village Manager in the same manner as all other Village Department Heads. Many of the duties performed by this position, are integral and intertwined with key responsibilities of the Village Manager (establishment of a budget, budget monitoring, etc.). As seen in other communities, it is most common to have a consolidated Finance Director / Treasurer function reporting to the Village Manager.

The Village should transfer financial functions performed by the Village Clerk to the Treasurer’s Office. The Village Clerk’s Office in Tinley Park conducts more financial functions (such as taking and recording payments) than is typical for most local governments. If the current allocation of duties between the Treasurer’s Office and the Village Clerk’s Office continues, the Village should consider relocating the collections functions to the Clerk’s Office. This move aligns with the best practice of

grouping like functions together for organizational structures. This recommendation is discussed in the section dedicated to the Village Clerk's Office. Additionally, the position of Deputy Collector is authorized in the Treasurer's Office budget. If the current split of duties remains, this position should be reallocated to the Village Clerk's Office along with the previously mentioned collections function.

However, it is important to note that in the Village of Tinley Park, the Village Clerk's Office is much more heavily involved in financial functions than in other communities and the Village should consider implementing a more traditional Village Clerk's Office with the financial functions currently performed by the Village Clerk's Office transferred to the Treasurer's Office. If this were to occur, the Deputy Collector position, and the collection function, would remain within the Treasurer's Office.

Recommendation: *The Village should fill the vacant positions in the Treasurer's Office.*

Recommendation: *The Village should consolidate and formalize the purchasing function within the Treasurer's Office to achieve cost savings from bulk pricing, increased and enhanced bidding and the ability to enhance the use of piggybacking on existing contracts developed by the State and other governmental entities.*

Recommendation: *The Village should institute a purchasing card program to achieve more cost efficient and effective purchasing.*

Recommendation: *The Village should transition from a Treasurer position responsible to the Village Board and replace it with a Finance Director position reporting to the Village Manager.*

Recommendation: *The Village should transfer financial functions performed by the Village Clerk's Office to the Treasurer's Office to consolidate financial functions into a single department.*

6. VILLAGE CLERK’S OFFICE

The Village Clerk’s Office is the custodian of the Village seal and keeper of Village records. The office maintains Village codes and official documents. The Clerk’s Office also provides elections and polling information, and is responsible for ethics management for all elected and appointed officials. The Clerk’s Office serves as the official collector for the Village of Tinley Park, staffing cashier positions, collecting money due to the Village, and maintaining receipts for Village revenues. The Office dispenses licenses and permits, handles FOIA requests, and conducts census activity and voter registration. This section describes the project team’s analysis of the Clerk’s Office and provides recommendations for appropriate staffing within this function.

1. STAFFING GUIDELINES

The Clerk’s Office should be adequately staffed to manage the internal functions of the Office such as records maintenance and balancing cash drawers, as well as the outward-facing duties such as receiving payments from Village residents, administering seasonally heavy license programs such as vehicle stickers, and handling FOIA requests in a timely manner. Staff should be well-familiarized with the software in use by the Office to manage both internal and outward-facing functions.

2. COMPARATIVE SURVEY RESULTS

The following table shows the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in the Clerk’s Office of each peer municipality, and compares the average of those towns and villages to the totals in Tinley Park.

CLERK'S OFFICE STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	2	0	2.00
Mount Prospect	2	0	2.00
Oak Lawn	2	1	
Oak Park	3	0	3.00
Orland Park	3	2	
Palatine	3	0	
Skokie	2	0	2.00
Wheaton	1	0	1.00
Average	2.25	0.38	2.00
Tinley Park	5	6	8.50

The initial comparative survey results make it appear that Tinley Park is significantly overstaffed in this area compared to its peers. The Village has 5 authorized full-time staff in this office, well above the average of other towns and villages, none of which has more than 3 authorized full-time staff. Tinley Park also has 6 authorized part-time staff, while only two other municipalities have any part-time staff and the average number of part-time staff is 0.38.

A review of the functional duties in each comparable municipality, however, reveals that the Clerk's Office in Tinley Park takes on a wider range of responsibilities than peer towns and villages:

- The Clerk's Office has 3 authorized FT positions and 2 PT staff (for a total of 4.25 FTE's) who dedicate the majority of their time to cashiering, collecting bill payments and license fees, and balancing cash drawers. No other municipality surveyed handles those duties in the Clerk's Office; they are typically placed within the Finance Department (equivalent to the Treasurer's Office).
- The Clerk's Office in Tinley Park administers the Village's numerous licensing programs, including business licenses, vehicle stickers, tobacco and liquor licenses, pet licenses, crime free housing licenses, and solicitor licenses. In many other Villages, these programs are administered by the Finance Department or the Village Manager's Office, rather than the Clerk's Office.
- Tinley Park receives approximately 600 FOIA requests per year, and the Village

has 2 authorized PT positions dedicated to handling them. While other towns and villages see higher FOIA request volumes (an average of over 1,000 reported requests annually), most of them do not dedicate specific positions to dealing with these requests.

Accounting for the additional staff dedicated to these functions and subtracting them from the total in Tinley Park yields 2 authorized FT staff and 4 authorized PT staff, figures much more aligned with the average of peer organizations.

3. PERFORMANCE MEASURES

The Village Clerk's office in Tinley Park encompasses a greater range of duties than the typical Clerk's Office. As a result, the performance measures which are appropriate for this organizational unit cover a verity of topics, from supporting the Village Board, to issuing licenses efficiently, to handling FOIA and internal information requests, to conducting elections. Examples of performance measures which should be considered include:

- Turnaround time for "targeted" (specific) and "sweep" (generic) FOIA requests (suggested benchmark: 2 days and 5 days, respectively)
- Percent of internal records requests handled within the same business day
- Percent of board meetings with:
 - agenda publicly posted within statutorily required timeframe
 - agenda packets distributed to board 2 business days before meeting
 - summary of board actions posted online within 3 days following a board meeting,
 - minutes posted online within 48 hours of approval
 - all resolutions and ordinances posted online within 30 days of Board action
- Percent of licenses issued same-day
- Percent of payments received electronically

- Level of satisfaction with Clerk's Office on internal survey (target 85%)
- Average workdays to resolve / respond to service requests

These performance measures will help to ensure that the Clerk's Office – as well as the Village Board and Manager – remain aware of the Office's performance status. From a customer satisfaction standpoint, and tracking results on internal surveys. Recording turnaround time for FOIA and internal document requests will ensure that research and file management is conducted efficiently, while tracking the time required to issue licenses and handle board-related items keeps the focus on responsiveness to the Village's residents and leadership. Other measures such as receiving payments electronically and avoiding election controversy ensure Clerk's Office functions are handled as efficiently and accurately as possible. Some of these measures, such as the level of customer satisfaction on surveys or the percent of payments received electronically, will be up to the Village's discretion to set a benchmark.

4. RECOMMENDATIONS

[The Village should retain the Clerks and Administrative Assistants in the Village Clerk's Office.](#) While the Clerk's Office has far more staff than the average municipality surveyed, this additional staffing allocation corresponds to a range of duties which are uncommon for a Clerk's Office among comparable towns and villages. Most notably, the responsibilities of cashiering and recording payments for the village, as well as the multiple license and sticker programs administered by the office, create the need for more staff hours in this office than the average organization.

When comparing the staffing of the front desk/cashier function, the Village has more staff handling these duties than other organizations, as shown in the table below. It should be noted, however, that the desk/cashier staff in Tinley Park assist with other Clerk functions and run licensing programs, so the amount of time spent on collecting payments is actually less than the 4.25 FTE's shown.

FRONT DESK/CASHIER STAFF	
Municipality	FTE'S
Des Plaines	3
Mount Prospect	5
Oak Lawn	2
Oak Park	2.5
Orland Park	2.5
Palatine	3
Skokie	3
Wheaton	2
Average	2.88
Tinley Park	4.25

Subtracting these staff and FOIA staff from the contingent in Tinley Park leaves just 2 FT staff for other functions, which is comparable to other municipalities.

The Village should eliminate the vacant part-time FOIA Officer position. The Village has a FOIA Coordinator dedicated to handling the Freedom of Information Act requests received by the Village. Most peer municipalities do not have such a position – the Clerks handle FOIA duties – although many of them report much higher FOIA request volumes, as shown in the table below.

ANNUAL FOIA REQUEST VOLUME	
Municipality	Requests
Des Plaines	1,500
Mount Prospect	740
Orland Park	1,500
Palatine	600
Skokie	850
Average	1,038
Tinley Park (2015)	508

Given the comparatively moderate volume of FOIA requests received by the Village and the presence of a dedicated FOIA Coordinator to handle them, the second PT position (currently vacant) is not justified, and should be eliminated.

The Clerk's Office is affected by an issue which prevails across the Village. A number of staff are considered part-time, although many of them work more than 20 or 30 hours per week, which means that they receive the same benefits of a full-time employee. This results in the Village paying more in benefits per FTE than they would if a greater percentage of staff actually worked as full-time employees. As discussed in the Introduction, the Village Management team and the managers in the Clerk's Office should evaluate the cost benefit of greater number of part-time to full-time employees.

The Village would save money by not providing service on weekends and still provide service levels comparable to other municipalities. The Village is currently open for limited services on Saturdays from 9 am to 1 pm. The comparative survey work conducted by the project team revealed that Tinley Park is the only municipality among the peer group surveyed which opens on the weekend. Limiting Village business hours to weekdays would allow cost savings and align the Village's practices with its peer group.

While the purpose for Saturday office hours is to provide better customer service to the public, this may be offset by providing more services online, or extend office hours during the week (e.g. on Tuesday and Wednesday). To efficiently achieve extended office hours during the week, a few staff members would either have to start work earlier and leave work early, or start later in the day and work later. Additionally, reducing weekend hours may result in the need for fewer employees in the future and this may be achieved through attrition.

If financial functions are not consolidated and transferred to the Treasurer's Office, the collections function should be moved to the Village Clerk's Office. The position of Deputy Collector is currently authorized and budgeted in the Treasurer's Office. Whether the Village opts to fill this position or contract with a collections agency, this function (either the position, or responsibility for overseeing a contract) should be moved to the organizational grouping which has responsibility for taking and recording payments. Placing the collections function in the same

departments as the cashiering and billing function ensures that like duties are grouped together in the Village's organizational structure. However, it is not typical to have financial collections performed by Village Clerk staff. As previously noted, we are recommending that this function be consolidated and transferred to the Treasurer's Office. This would require the reallocation of the clerical staff that provide these functions. If this is not done, then the Deputy Collector position and associated functions should move to the Village Clerk's Office.

Recommendation: The Village should retain the Clerks and Administrative Assistants in the Village Clerk's Office as presently allocated.

Recommendation: The Village should eliminate the vacant part-time FOIA Officer position.

Recommendation: The Village should move to use more full-time staff rather than the heavy percentage of part-time staff in the current staffing arrangement.

Recommendation: The Village should evaluate the business necessity of maintaining Saturday hours for the Clerk's Office.

Recommendation: If financial functions are not consolidated and transferred to the Treasurer's Office, the Deputy Collector position in the Treasurer's Office and the collections function should be moved to the Village Clerk's Office.

7. COMMUNITY DEVELOPMENT

The concept of a consolidated Community Development Department is relatively new to Tinley Park. Due to vacancies of the Planning, Building, and Economic Development Manager positions, all of which reported to a vacant Assistant Village Manager, an interim director was appointed to oversee each of these departments. As a necessity, the previously referenced departments were combined into the Community Development Department. With the subsequent lack of funding for the vacant Assistant Village Manager position that was primarily responsible for oversight of the three Community Development departments, the Community Development Department Director position and consolidated department has remained. Ultimately, the project team recommends that Tinley Park keep the Community Development Department with additional changes discussed below.

1. STAFFING GUIDELINES

As noted in the overview above, Community Development is comprised of three main functions: Planning, building (permitting and inspections), and Economic Development. Each of these functional areas provide a wide variety of services to the public and other Village Departments, while ultimately focusing on providing proper oversight to the recruitment, permitting, inspection, and retention of desired development. Each functional area has unique and specific functions which guide staffing needs, and are discussed in greater detail below.

Planning staff primarily focus their daily efforts on short and long term planning efforts. Short term efforts include the review of planning and development applications, site plan reviews, rezoning applications, verification of as-builts for zoning compliance, change of use compliance, etc. The turnaround time for these functions may be immediate review, a couple of weeks, or for rezoning or other public hearing

applications 60 to 90 days. Additionally, it is the responsibility of planning staff to conduct long-term planning functions. Examples of long-term planning includes updating the comprehensive plan, develop small area plans, updating adopted development related ordinances, codes, and design guidelines, and other analysis as assigned by various boards, commissions, and departments. Many of these long-term planning efforts take many months to complete, and require active participation and engagement with community stakeholders. Currently, due to vacancies within the department, staff are primarily focusing on day-to-day tasks which primarily consists of completing short term related work. Staffing levels need to focus on completing both short and long-term planning related tasks.

The Building Department is responsible for several functional areas including the proper review, permitting, and inspection of all new residential and commercial construction in the Village. The review and subsequent permitting functions are required to be completed in a variety of time periods. For example, some building permits are issued over the counter, while commercial plan review requires several weeks for review. In addition to trade permits being issued over the counter, they are typically reviewed and permitted by a permit technician or clerk. Building plans are reviewed by inspectors or Building Official and then permitted by the technicians. The permit type impacts staffing level for both technicians and inspectors. Additionally, inspectors typically complete inspections next day (some inspections require same day, e.g. concrete), which takes precedence over completing plan review. Ultimately, Building Department staff have multiple demands on them, and results in different staffing guidelines dependent on their function.

Moreover, the Code Enforcement functions are located under the Building Department. Staffing guidelines for Code Enforcement are dependent on several factors: proactive level desired by the Village, number of complaints received, and how well non-compliance violators are processed. In Tinley Park, the majority of complaints are received from the community, and compliance enforcement is fairly high. This results in the need for sufficient officers to respond to complaints and to achieve

compliance through all available means. Currently staff are primarily focusing on investigating community generated complaints and achieving compliance with low proactive time available.

The Economic Development functions require both immediate and prolong efforts in order to complete tasks. While it is important to respond quickly to initial inquiries from potential businesses and developers, it may take months or even years for staff to finalize efforts. Additionally, staffing levels are dependent on the desired effort level that Tinley Park put forth in the recruitment and retention efforts. Based on conversations with the internal project team, Economic Development efforts are a high priority for Tinley Park, and thus subsequent staffing recommendations are representative.

Overall, each area that is under Community Development has a different services level and timelines, independently affecting staffing requirements. Each functional area will be discussed in greater detail in the following sections.

2. COMPARATIVE SURVEY RESULTS

The following table shows the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in each peer municipality, and compares the average of those organizations to the totals in Tinley Park. Because Community Development encompasses many functional areas which can be sub-divided in various ways, the table for this portion of the comparative survey is divided into multiple divisions (Administration, Planning and Zoning, Building, Code Enforcement, and Other).

COMMUNITY DEVELOPMENT STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
All Divisions			
Des Plaines	15	1	15.25
Mount Prospect	17	5	18.75
Oak Lawn	7	9	
Oak Park	24	2	25

TINLEY PARK, IL
Staffing Level Analysis of Administrative Departments

COMMUNITY DEVELOPMENT STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Orland Park	21	11	
Palatine	21	2	
Skokie	17.4	2	
Wheaton	9	0	9
Average	16.4	4	17
Tinley Park	13	5	15.7
Administration			
Des Plaines	2	0	2
Mount Prospect	2	0	2
Oak Lawn	2	0	
Oak Park	2	1	2.5
Orland Park	6	0	
Palatine	1	0	
Skokie	5	1	
Wheaton	1	0	1
Average	2.6	0.3	3.1
Tinley Park	1	3	1.81
Planning and Zoning			
Des Plaines	1	1	1.75
Mount Prospect	4	2	4.75
Oak Lawn	1	0	1
Oak Park	3	0	3
Orland Park	4	2	
Palatine	4	1	
Skokie	2.4	0	
Wheaton	1.5	0	1.5
Average	2.6	0.9	1.92
Tinley Park	2	1	2.75
Building			
Des Plaines	5.5	0	5.5
Mount Prospect	5.5	1	5.75
Oak Lawn	2	2	
Oak Park	6	1	6.5
Orland Park	5.5	5	
Palatine	7	0	
Skokie	5.5	0	
Wheaton	5	0	5
Average	5.3	1.3	6.5

COMMUNITY DEVELOPMENT STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Tinley Park	6	0	6
Code Enforcement			
Des Plaines	5.5	0	5.5
Mount Prospect	5.5	2	6.25
Oak Lawn	2	7	
Oak Park	8	0	8
Orland Park	2.5	3	
Palatine	5	0	
Skokie	4.5	1	
Wheaton	1	0	1
Average	4.25	1.9	6.5
Tinley Park	2	1	2.6
Other			
Des Plaines	1	0	1
Mount Prospect			
Oak Lawn			
Oak Park	5	0	5
Orland Park	3	1	
Palatine	4	1	
Skokie			
Wheaton	0.5	0	0.5
Average	2.7	0.4	2.2
Tinley Park	1	1	1.5

Results were varied among each functional area in community development related functions. The following points summarizes the findings:

- Tinley Park has 13 full-time staff in Community Development. Comparable municipalities vary widely in the number of full-time staff assigned to this function, but their average is 16.4 authorized staff, slightly higher than the Village. Part-time staffing likewise varies by organization, but the average is 4, just below the 5 authorized part-time staff in Tinley Park.
- Six out of eight peer municipalities have more than Tinley Park’s 2 full-time staff in Planning and Zoning with an average of 2.6 full-time employees. The Village’s single part-time employee in this area aligns with the other towns and villages, which typically have 1 or 2 part-time Planning and Zoning staff.

- The peer organizations have an average of 5.3 full-time Building Division staff, typically with 1 or 2 part-time employees. Tinley Park has 6 full-time staff in this area and 0 part-time staff, resulting in an equivalent staffing allocation with the peer communities.
- Most peer municipalities have at least 4.5 full-time Code Enforcement staff, and those with only 2 or 2.5 full-time tend to supplement them with at least 3 part-time staff. Wheaton is the only exception to this trend. Tinley Park falls below the typical range, with just one full-time Code Enforcement staff, one part-time Code Enforcement Office and one Health Safety Officer. The staffing for Code Enforcement functions falls below that seen in most comparable communities.
- The “other” in Tinley Park refers to the economic development staff – one Manager and a Business Retention Specialist. The “other” staff in Des Plaines and Wheaton are devoted to economic development, while those in other towns and villages refer to business licensing, GIS, engineering, grants administration, and environmental health. The Village contracts for GIS functions. The economic development team in Tinley Park is similar to the number of staff that other municipalities dedicate to economic development.

Tinley Park is generally appropriately staffed in total numbers of positions relative to its peers in this area. With the exception of the Code Enforcement function, the number of full-time and part-time staff in Tinley Park’s Community Development Department is similar to that found in peer organizations.

3. PERFORMANCE MEASURES

The Community Development functions include multiple performance measures due to the wide variety of services they provide. Many of the tangible performance measures are related to the level of customer service provided. Additionally, as a majority regulatory department, many of the day to day task are measured by conformance to adopted ordinances, regulations, and standards. Ultimately, the enforcement of adopted regulations improves the safety and wellbeing of the community. Performance measures are outlined by Planning and Economic Development and Building functional areas.

Planning and Economic Development

- Percentage of permits issued over the counter.
- Percentage of “simple permits” issued within 5 business days.
- Percentage of plan reviews completed within defined / adopted plan review targets (maximum review period is 14 business days for initial review)
- Zoning violations:
 - Percentage of initial inspections conducted within two days of notification.
 - Percentage of zoning cases closed within 30 days
- Number of economic development business visits conducted annually

Additionally, there are programs that should be developed to further guide operations of the Department including the following:

- Conduct one small area (or specialty plan) each year.
- Update the adopted Comprehensive Plan every five years.
- Conduct a minimum of two community meetings annually.
- Develop a thorough database of current vacant properties within Tinley Park.

Building Department

- 100% of building inspections occur next day when requested (exceptions for same day services, e.g. concrete).
- 95% of building inspections are scheduled online.
- Percentage of Building Department budget funded through permit and inspection fees (e.g. adopt a cost-recovery policy outlining targeted level of cost-recovery from fees).
- Meet with the building and development community on a quarterly basis.
- All simple building applications are review within five business days.
- Major development applications are reviewed within 14 business days.
- 75% of over the counter building permits are submitted and issued via a web-based portal.
- All over the counter building permits are issued same day.

- Average days from complete application to issuance for:
 - Building permits (by type) – additionally, this should be segregated by residential and commercial permits
- Code Enforcement:
 - Percentage of initial inspections conducted within two days of receipt of complaints
 - Percentage of cases closed within 30 days
- Percentage of time Code Enforcement staff spends on proactive cases (e.g. target of 40% of cases as proactive).
- Change of use / owner inspections conducted within two days of request.
- Health Inspector conducts monthly educational workshops.

The performance goals listed here cover a broad range of areas, but focus on services provided to the customers. The Community Development Department already produces a monthly statistical report, which is best practice. The monthly reports should be modified to capture many of the measures discussed. Several measures under the Building Department include utilizing more online resources which currently are not available. However, these technology related tools are discussed in the following recommendations section.

4. RECOMMENDATIONS

There are several organizational and staffing related recommendations for community development functions. Recommendations will be made for each functional area and will be grouped by department.

The Village should retain the Community Development Department and include the functions of Planning, Building and Inspections, and Economic Development. Additionally, the Community Development Department should be overseen by a Director, who reports to the Village Manager's Office. It is important for the Community Development Director to report to the Village Manager directly due to

the importance of the services provided and the fact that Community Development has a significant number of public hearings and numerous interactions with the Village Board. Additionally, with the decision to eliminate the second Assistant Village Manager position, it is important to have one position providing oversight of Community Development, and reporting directly to the Village Manager. This change also reduces the number of direct reports to the Village Manager.

Planning and Economic Development functions should be consolidated into one department. Currently, the Planning and Economic Development Departments are two separate functions. Traditionally in the Village and other jurisdictions these functions are siloed, but require a strong working relationship to be effective. Moreover, in Tinley Park, each department manager has traditionally had three or less employees to supervise. Currently, the Planning Manager supervises a total of two staff, while the Economic Development Manager supervises one part-time staff and the occasional intern. By consolidating these two areas, a new position of Planning and Economic Development Manager would be created while eliminating the positions of Planning Manager and Economic Development Manager. This would result in the Planning and Economic Development Manager supervising a total of four permanent staff, while reporting to the Community Development Director. This approach would require the ability to hire an individual with the skill-sets of both areas. If this is not possible, the existing structure should be maintained – with the two positions remaining separate but with both functions included in the new Community Development Department.

Combining planning and economic development functions into one division, it will provide for more efficiency. This would be a one stop shop for all economic and development related inquires. These two functions are strongly interconnected and this combining of departments would allow for increased knowledge transfer between planning and economic development staff, which results in increased customer service to the public. By combining these two areas, results in a unified manager that can better recruit and retain businesses in the Village.

In the combined Planning and Economic Development Division, the staffing allocation would include the positions of Planner II, Planner I, Zoning Administrator, and Business Retention Specialist. The Planner II position focuses on long term planning efforts, while the Planner I position focuses on more day to day operations. Based on the Village's adoption of several tax increment finance districts, small area plans, and other long term plans and studies, one position focusing on long term efforts is appropriate. Moreover, based on the workload for the Planner I position which averaged 40 applications from 2013 to 2015 for Special Use/Variances and Zoning Board of Appeals applications, this workload within a typical range seen by the project team on other projects. It is recommended to maintain two planner positions with one focusing on long term planning and the other focusing on development review.

Additionally, the Zoning Administrator is responsible for site plan review, fence permits, sign permits, change of use and zoning compliance, field inspections, etc. This position currently works 30-hours per week. Limited workload data was provided on the number of task the Zoning Administrator completed annually, but based on a one month snapshot, a total of nine field inspections were completed, 23 residential and commercial business visited, and approximately 40 signs removed from the right-of-way, in addition to other officer related duties. The duties assigned to the Zoning Administrator are varied and require a field and office work. Considering that the Zoning Administrator currently works 30 hours a week, it is recommended to transition the position to full-time to increase proactivity in the community.

The Business Retention Specialist is a part-time position. This position is responsible for developing initiatives to attract and retain business in the Village. It is recommended to keep the Business Retention Specialist as a part-time position.

A full-time position of Clerical Assistant should be added to the Planning and Economic Development Department. Currently, neither Planning or Economic Development have dedicated administrative support staff. A Building Clerk provides administrative type support to the Planning Department approximately 25% of their time,

but their primary duties are to support the Building Department. Due to the nature of Planning and Economic Development functions, there are many administrative duties (e.g. Plan Commission packet preparation and distribution, application intake, responding to economic development related inquiries, data collection and distribution etc.) that a clerical assistant can complete to alleviate the burden currently placed on professional staff. Moreover, with the creation of the Community Development Director position, it is important to have a clerical assistant to provide administrative support.

By adding a clerical assistant position, it will provide much needed support to the executive staff of this department. Ideally, the clerical assistant would report to Community Development Director, while supporting both Planning and Economic Development functions. The Clerical Assistant would spend approximately 25% of their time supporting the Community Development Director and 75% of their time performing Planning and Economic Development related tasks.

A new permitting system will allow for a more efficient permitting process.

During this project, it was indicated by staff that it takes approximately 15 to 25 minutes to process a new building application and 5 to 10 minutes to input an inspection request. This results in a significant amount of time for staff to enter these requests. From 2013 to 2015, the Village issued an average of 2,832 building permits annually. In order for the two Building Clerks, Permit Technician, and Office Coordinator to work more efficiently, and to maintain a more adequate workload, the permitting software should be updated. New permitting software has the capability to allow for online permit submittal, issuance, and inspection request. By utilizing these advances in technology, it can reduce the inputting and processing time for each permit or application, reduce the number of counter visits, enable field entry of inspections, and provide online permitting services.

Additionally, the new permitting software will provide better customer service to the development community, while reducing the workload of Building Department staff. Updating the permitting software will allow the Village to maintain current staffing levels

for the Office Coordinator, Building Clerks, and Permit Technician. It is recommended that the Clerks and Technician still report to the Office Coordinator who will continue to report to the Building Official / Manager. Overall, the implementation of a new permitting software system that allows for online permit application and inspection requests, and one that incorporates a more streamlined approach to entering the permit will allow the Village to maintain current staffing levels. Alternatively, the Village may consider creating a position of part-time Building Clerk to augment staff and to provide relief when staff are on vacation.

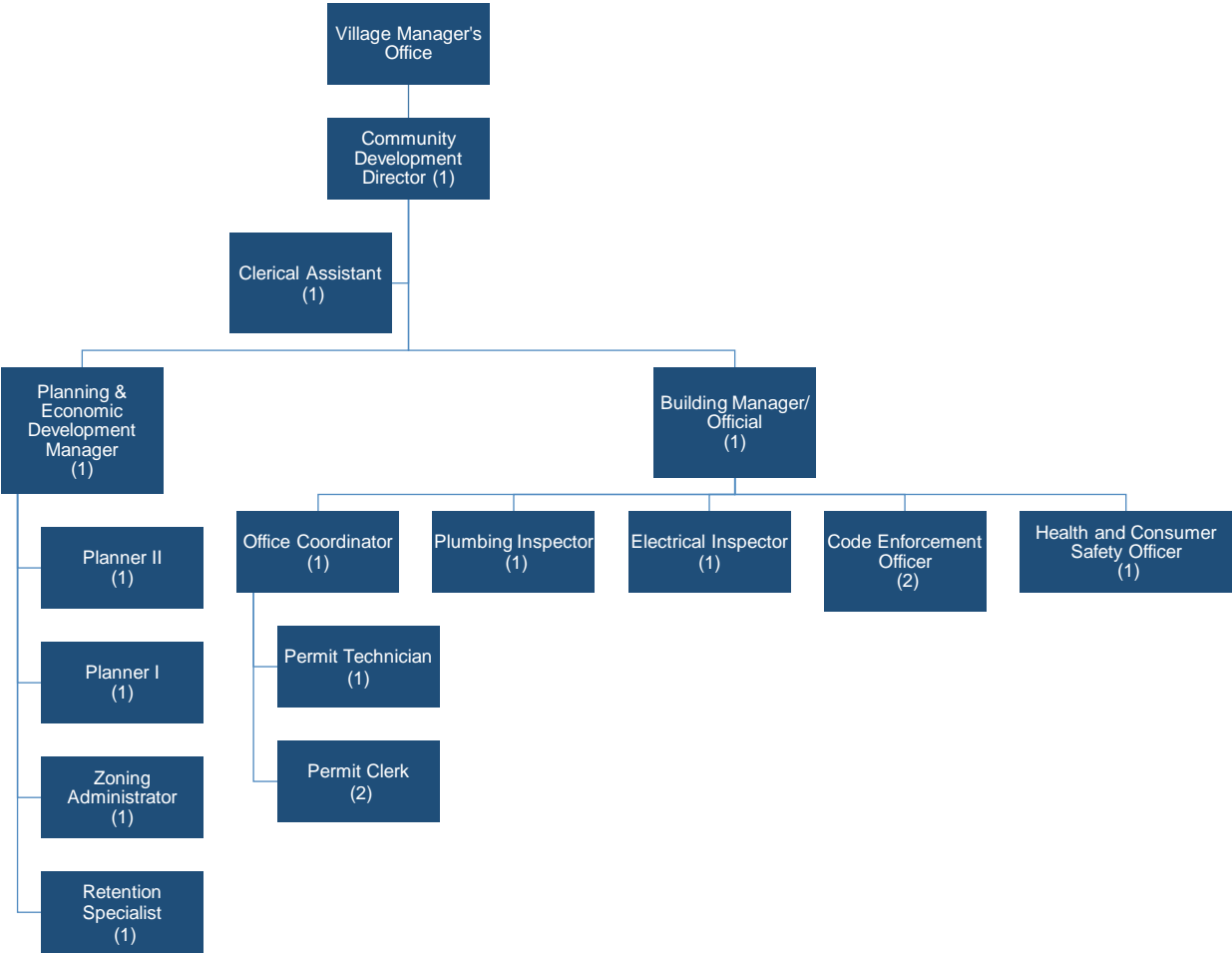
The Village has adequate number of Inspectors in total, but a different mix of positions would improve productivity and service delivery. Currently, there is the Plumbing, Electrical, and Building Official positions that provide plan review and inspection services for the Village. Staff provided an estimate that inspectors perform approximately 5,000 inspections annually. This averages approximately 20 inspections per workday. Considering that all three staff members that are tasked with performing plan review as well, this is within the typical workload range of between 7 and 12 inspections performed daily per inspector. There should be no organizational changes for the building inspectors.

Longer-term, the Village should look at implementing combination inspections and potentially contracting out the plumbing inspections. Given the limited staffing levels and the variation in the types of inspections that must be conducted, the Village would be better served by having multi-trade inspectors who can perform inspections in a multiple of fields. The International Code Council (ICC) has national certifications that can be included in the job description for this position to ensure future employees have the required skills and abilities to perform inspections in multiple disciplines. This is a best practice that most communities have moved towards. Given existing state regulations, there will still be a need for a dedicated plumbing inspector. However, based upon workload, this position could be contracted out rather than being provided with a full-time staff position.

To increase proactivity levels, Code Enforcement should transition to two full-time officers. Currently, Code Enforcement includes one full-time and one part-time officer. (Note: this excludes the Health and Consumer Safety Officer). The part-time officer position was added in 2015, and works 25-hours per a week. The increase in additional staff has led to an increase in violations from 406 in 2014 to 717 in 2015. Data from 2016 was not available at the time of this report, but indications were the number of cited violations would increase again. The addition of the part-time officer in 2015 has allowed for a quicker response from community generated complaints, and increased proactivity. Depending on the desires of the community and the continued willingness of the Village to prosecute to gain compliance, it is recommended to increase the hours of the part-time officer from 25 to 35 hours a week. This results in two full-time code enforcement officer positions.

The Health and Consumer Safety Officer should remain one full-time position. Currently, this position conducts approximately 500 to 525 restaurant inspections annually, which averages two per business day. In addition, to annual inspections, the position is also responsible for special event inspections, community complaints, and enforcement of needed corrections. Based on standard workload metrics that the average workload is between three and five inspections per day, then one full-time health and consumer safety officer is recommended, based on current inspection volumes and other miscellaneous duties. This recommendation results in no changes to staffing levels.

Based on the recommendations that have been presented in this section of the report, the following chart outlines the revised organizational structure:



The changes in the organizational structure will provide a more streamlined approach to providing services to the development community. Additionally, the changes in staffing allocation results in a total of 17 employees with 16 of these being full-time. The proposed staffing level changes are in line with the Village’s peer organizations. This increase in staffing allows for increased proactivity in Code Enforcement and reallocating administrative tasks to be more efficient and providing increased support to supervisory personnel. Additionally, it is important for the Village to immediately fill the vacant positions within the Community Development Department.

In addition to the recommendations discussed previously, which identified two cost savings (reduction in one manager, and new software versus additional permitting staff), there are several additional areas the Village may consider:

- Evaluate permitting and inspection fees annually and update accordingly **or** adopt a cost recovery model that incorporates a certain percentage of permit and inspection fees cover Building Department operational cost.
- Transition to an online permitting center will help eliminate cost associated with printing, filing, and physical storage of applications and permits. (Please note cost associated with cloud storage may NOT result in cost savings).
- While not recommended, the Village may reduce the number of required permits and subsequent inspections. (e.g. change of owner /use inspections). This would deviate from best practice.

Overall, the Community Development Department is running efficiently and the greatest cost savings will occur with the combination of the Planning and Economic Development Manager and the implementation of more efficient permitting software that allows for web-based submittals. Additionally, the Village may consider adopting a cost recovery model for the Building Department, but this will require additional workload for multiple departmental staff annually.

The following points summarize the recommended changes to community development functions:

Recommendation: The Community Development Department should include the Planning and Economic Development Department and Building Department, with management provided by a Community Development Director who reports to the Village Manager.

Recommendation: Planning and Economic Development functions should be consolidated into one department and eliminate one managerial position.

Recommendation: The Zoning Administrator position should convert to a full-time position.

Recommendation: The position of Clerical Assistant should be added to provide administrative support to the Community Development Director and to the Planning and Economic Development Department.

Recommendation: The implementation of a new permitting software system with online application and inspection request capabilities will allow for Building Permitting and Clerk staff to be more efficient. New software is in-lieu of hiring a part-time technician.

Recommendation: Over time, the Village should transition to having multi-trade inspectors conducting building inspections, and consider the out-sourcing of plumbing inspections.

Recommendation: The part-time Code Enforcement Officer position should be made full-time to increase proactivity in the community.

8. MARKETING AND EVENTS

The Village’s Marketing and Special Events Department is responsible for all forms of community engagement from Village Hall. This takes the form of official Village communications such as newsletters, press releases, and the Village website and social media pages, as well as tourism and branding, Village-sponsored special events, video production and social media, and Downtown Tinley promotions. The Department is funded by Village hotel/motel tax, rather than the general fund. The following section outlines the analysis conducted by the project team and provides staffing recommendations for the Department.

1. STAFFING GUIDELINES

The Department should have enough staff to manage each of its program areas and initiatives. A clear point of contact should be in place for each of the Department’s functions, and the Village should be equipped to increase or decrease the number of hours dedicated to each functional area as dictated by new initiatives or seasonal fluctuations in workload.

2. COMPARATIVE SURVEY RESULTS

The following table shows the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in the Marketing/Events/Promotions Department of each peer municipality, and compares the average of those towns and villages to the totals in Tinley Park.

MARKETING AND EVENTS STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	2	1	2.25
Mount Prospect	1	4	2.90
Oak Lawn			
Oak Park	3	0	3.00
Orland Park	1	3	
Palatine	1	2	
Skokie	3	0	3.00
Wheaton	4	0	4.00
Average	2.14	1.43	3.03
Tinley Park	0	6	4.18

Of the towns and villages that reported Marketing and Events staff, the authorized full-time count ranges from 1-4, with an average of 2.14. Tinley Park has no full-time staff at all in this function. The Village does, however, have 6 part-time staff assigned to Marketing and Events, which is far greater than the 1.43 averaged by other municipalities. The use of solely part-time employees in this function for the Village is atypical compared to the staffing reported by its peers, but the 6 part-time staff exceed the part-time staffing of all comparable towns and villages. Many of the part-time staff in Tinley Park work nearly full-time hours, which is why the FTE count in the Village exceeds the average of its peers. The Village is somewhat similar to Mount Prospect, which uses 1 full-time staff and 4 part-time staff.

The Village’s Marketing and Events staffing appears to exceed the typical range for other municipalities, but the workload of this Department is also atypical among peer municipalities. Along with public communication, the Department is responsible for hosting more than 15 Village events annually (including 2 major festivals and 10 5k runs), and assisting/sponsoring more than 40 others. In addition, the Department promotes the Downtown Tinley commercial district, and the Village’s planned expansion of programming and promotion for this initiative will only increase the workload of the Department.

3. PERFORMANCE MEASURES

The Marketing and Special Events department differs from the other departments discussed in this report because their focus is primarily on generating and sustaining new growth for the Village, rather than serving internal departments or individual members of the public. The Department does not handle a high volume of service requests or transactional tasks. Accordingly, the performance measures appropriate for this group focus on outcomes more than inputs or efficiencies. Some examples of this include:

- Utilization rate of Tinley Park Convention Center (percentage of space rented annually)
- Number of and attendance for Village-supported events,
- Percentage of events that are “cost-neutral” to the Village
- Hotel/motel tax generation due to events sponsored by Village
- Total circulation of the community email newsletter
- Tinley TV viewership
- Number of Tinley TV programs developed annually
- Village website hits and social media interactions

These metrics place the focus of the department squarely on improving the business and tourism environment of the Village, boosting attendance and out-of-town visits, and expanding the market for the Village’s promotional materials and various channels of televised and digital marketing. As the Village ramps up its focus on these areas in the coming years, benchmarks for these performance measures should be set with the expectation of growth in mind.

4. RECOMMENDATIONS

The Village should retain its existing Marketing and Events staff and increase the number as necessary to support the Department's programs. As described above, the Village asks more from its Marketing and Events staff than most of its peers. Coordinating events with the convention center, along with managing a robust events calendar and promoting Downtown Tinley, require more capacity than simply creating village communications and maintaining its website. The increased role that this department plays in the Village is appropriately reflected in the slightly greater number of staff in the department.

As the Village expands its programming and promotional efforts, the number of staff may increase further in order to effectively manage the Village's marketing, communications, and events. As long as this increased focus on the Department's work is the policy set by the Village board, a corresponding increase in staff is appropriate. Because the Department is funded by a hotel/motel tax, any staffing increase should have no impact on the general fund.

The Marketing and Events Department should be led by a full-time Director. As the Department takes an expanded role in the Village, it will become increasingly valuable to have a full-time director in place. While the Department is affected by the reliance on part-time staff that is prevalent across the Village, it can take a different approach to gauging return on investment than other Departments can, because a) the focus of this group is on growth, and 2) its funding comes from a separate tax rather than the general fund. A number of benefits exist, however, for having the Department led by a full-time employee:

- A full-time Director can put in more hours than a part-time employee, which will be valuable as more work needs to be done.

- If more staff are in fact added to the Department, a full-time director will be better able to manage them than a part-time employee because they will always be present when other staff are on duty.
- The presence of a full-time director ensures that there is a single leader and unified point of contact for the Department regardless of the time or day.

In order to realize these benefits and ensure a level of dedicated leadership commensurate with the key role that the Department will play in the Village's growth, a full-time Director should be in place.

Recommendation: The Village should retain its existing Marketing and Events staff as presently allocated. Future review of staffing should be conducted if the number of programs and events increases.

Recommendation: The Marketing and Events Department should be led by a full-time Director.

A. PROFILE OF ADMINSTRATIVE DEPARTMENTS

The following provides a descriptive profile of the administrative functions of the Village of Tinley Park. The purpose of this profile is to document the project team's understanding of the current organization, staffing, service provision approaches, operations, and workload for the Village's administrative departments. The data contained in the profile was developed based on the work conducted by the project team, including:

- Interviews conducted with staff;
- Collection of workload and service provision data;
- Review of strategic documents outlining budget and organizational structure.

The descriptive profile is not intended to include every organizational and operational facet of the organization, but rather to provide an overview and to serve as the "base line" or "status quo" against which recommendations at the conclusion of the study can be compared to demonstrate the change in role, organizational structure, or operational practice.

The following functions are specifically included: Village Manager's Office (including Human Resources) Treasurer's Office. Village Clerk's Office, Information Technology, Marketing & Special Events, and Community Development (Planning, Building, and Economic Development).

The profile includes a summary of the Village's budget and technology utilization, as well as the organizational structure of each department, roles and responsibilities of

their staff, and their key workload indicators. As part of this review, the project team spoke directly with Village staff and collected and reviewed various data describing the organization and work processes.

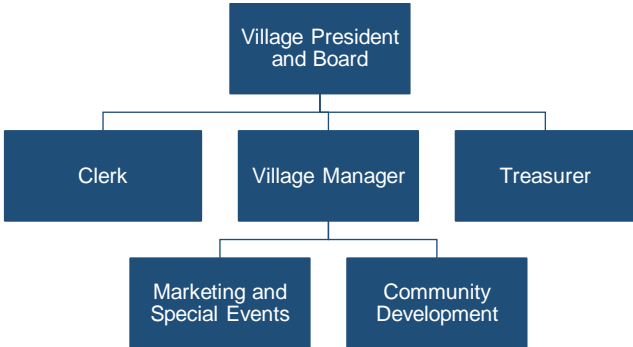
Information contained in this descriptive profile will be employed in the analysis of issues during subsequent stages of the project.

1. INTRODUCTION

The Village of Tinley Park serves nearly 60,000 citizens over 16 square miles. The administrative departments, located in Village Hall, serve the citizens and other departments by providing management of the Village’s monetary and human capital, keeping the Village’s records, serving as the Village’s liaison with other governmental entities, ensuring that the Village has adequate technological capacity and digital security, and communicating key information to staff and residents.

(1) Organizational Structure

The following organizational chart shows the overall structure of the Village’s administrative departments. More detailed organizational charts are presented in following sections for each of the departments under review.



(2) Budget

The Village’s budget for each administrative department is presented in the

following table.

2014 - 2016 BUDGET			
	2014 Actual	2015 Actual	2016 Budget
Revenue	\$44,313,987	\$48,786,037	\$51,789,210
Expenditures			
Village Manager	\$487,905	\$906,309	\$1,025,835
Clerk	\$497,633	\$541,179	\$599,680
Finance	\$1,082,938	\$999,961	\$3,102,073
Building	\$867,443	\$889,218	\$1,172,225
Planning	\$440,677	\$450,444	\$626,766
Economic Development	\$288,241	\$273,083	\$326,640
Marketing/Communications	\$375,498	\$359,393	\$491,860
Other Departments, Bus Service, Commissions	\$29,242,323	\$29,833,500	\$33,951,411
Transfers, Incentives, Contingency	\$10,688,862	\$13,890,243	\$8,308,865
Total	\$43,971,520	\$48,143,330	\$49,605,355
Surplus (Deficit)	\$342,467	\$642,707	\$2,183,855

As the table shows, the budget for each department under review is anticipated to rise from 2015 levels by at least 10% in 2016, and spending in other departments and commissions is similarly slated to rise by about 13%. This is partially offset by a 49% cut in transfers, and revenue is expected to surpass 2015 levels by \$3 million (about 6.2%), producing a \$2.2 million surplus for capital expenditures or growing the Village's cash balance.

(3) Technology

The table below provides a summary of the various technology tools in use by the Village's administrative departments. It provides a short description of the function and uses of each system.

Technology	Description
Eden	<p>Village-wide FMIS and community development case management system.</p> <p>Used by Finance staff to develop, manage, and report on the Village's financial transactions and accounts.</p> <p>Used by Building, Planning, and Code Enforcement staff to manage permit applications and code enforcement cases.</p>
Citrix	<p>Application delivery system used to provide multiple enterprise applications to various Village departments.</p> <p>Used by IT staff to manage enterprise applications.</p>
OnBase	<p>Electronic file structure for storage of documents, PDF's, and scanned images.</p> <p>Used by staff in Clerk's Office for maintenance and retention of Village documents.</p>
GovQA	<p>FOIA request management system, used by FOIA Coordinator to record volume, date, and nature of FOIA requests and create summary reports on the function.</p>
OneStep	<p>Electronic cashiering system integrated with Eden FMIS.</p> <p>Used by cashiers and other Clerk's Office staff to record transactions, issue receipts, and electronically import them to Eden.</p>
Metavante / Checkfree	<p>Web-based electronic funds transfer services used by Finance Department staff to issue electronic checks.</p>
CivicPlus	<p>The Village's website platform, used by the Clerk's Office to post documents list meeting agendas and minutes for public access.</p>
MapOffice	<p>Village GIS system provided online through a multiple-jurisdiction GIS consortium.</p> <p>Used by Community Development and FOIA staff to research physical properties within the Village.</p>

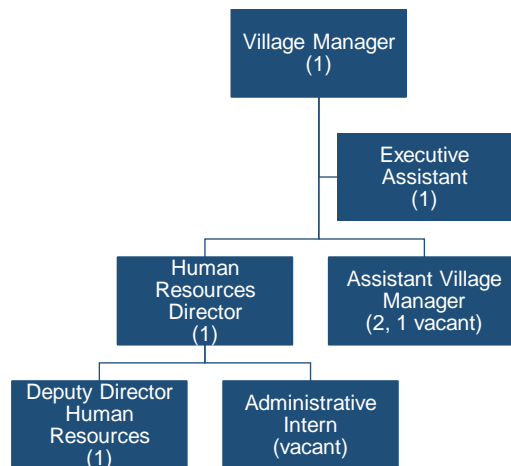
Technology	Description
Sharepoint	Web-based document routing system integrated with Microsoft Office, used by the Marketing and Special events team in a project management capacity to track and prepare for upcoming events.

2. VILLAGE MANAGER’S OFFICE

The Village Manager’s Office is responsible for oversight of all Village departments not led by elected officials, including the Community Development departments and Marketing and Special Events in Village Hall. The Office also oversees the Village’s human resources function. The Village Manager is appointed by, and reports to, the Village Board of Trustees.

(1) Organizational Chart

The organizational chart below shows the reporting relationships of staff within the Village Manager’s Office.



(2) Historical Staffing

The table below shows the number of staff in the Village Manager’s Office, by position type, for each of the last 3 years.

STAFFING BY YEAR			
Position Title	2014	2015	2016
Village Manager (FT)	1	1	1
Assistant Village Manager (FT)	2	2	1
Executive Assistant (FT)	1	1	1
Human Resources Director (FT)	1	1	1
Deputy Director of HR (PT)	1	1	1
Administrative Intern (PT)	0	1	0
Total	5	6	5

(3) Key Roles and Responsibilities

The following table shows the key roles and responsibilities of each position in the Village Manager’s Office. The bullet points below are not intended to describe positions’ functions with the depth of a traditional job description, but to provide summary overview of their primary duties.

TABLE TITLE			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Village Manager	1	1	<ul style="list-style-type: none"> • Serves as chief administrative officer responsible to Board for day to day operations of the Village. • Oversees policy development and service delivery for Village. • Responsible for supervising department heads and ensuring Village operations are run efficiently and effectively.
Assistant Village Manager	1	1	<ul style="list-style-type: none"> • Reports to Village Manager. • Oversees weekly committee and board agenda preparation activities. • General oversight of operating departments. • Responsible for Risk Management activities related to IRMA (risk management association). • Participates as part of labor negotiation team.

TINLEY PARK, IL
Staffing Level Analysis of Administrative Departments

TABLE TITLE			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Human Resources Director	1	1	<ul style="list-style-type: none"> • Reports to Village Manager. • Oversees all Human Resources functions for the Village including recruitment, classification and compensation, negotiations, and benefit programs. • Conducts and/or coordinates recruitments efforts of the Village. • Provides HR advice and employee relations support to the Village Manager and Department Directors as needed. • Coordinates civil service process for positions covered. • Coordinates benefit programs and assists with resolution of major issues. • Audits payroll to ensure accuracy. • Oversees training program. • Develops policies and procedures as needed. • Involved with supporting labor relations activities.
Deputy Director of HR	1	1	<ul style="list-style-type: none"> • Assists Human Resources Director and backs up his position as necessary. • Manages recruitment process through multiple avenues and onboarding/drug testing for Village Hall. • Point of contact for benefits vendors and IRMA for risk management and workers' comp cases. • Occasional payroll data entry; provides data to collective bargaining team. • Manages personnel files. • Part-time employee (35 hours/week)
Executive Assistant	1	1	<ul style="list-style-type: none"> • Reports to Village Manager. • Provides executive level administrative support to the Village Manager, Assistant Village Manager and 6 Trustees including drafting correspondence, coordinating schedules and meetings, events, etc. • Coordinates Village Manager's daily schedule. • Handles utility complaints on behalf of Village. • Coordinates monthly report to Village Board from Departments.
Mayor's Assistant	1	1	<ul style="list-style-type: none"> • Reports to Mayor. • Handles all scheduling of appointment, meetings, events, etc. attended to by the Mayor. • Handles administrative processing of Video Gaming permits for Mayor's review. • Assists with FOIA responses.

TABLE TITLE			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
			<ul style="list-style-type: none"> • Coordinates PACE bus program activities. • Supports city events scheduled by Mayor including scheduling, event coordination / set-up, ordering necessary supplies / food. • Handles administrative duties on behalf of Mayor including responding to calls, drafting correspondence, proclamations and resolutions, etc. • Attends all board meetings.

(4) Workload/Performance Measures

The table below shows some key performance and workload indicators for the Village Manager’s Office.

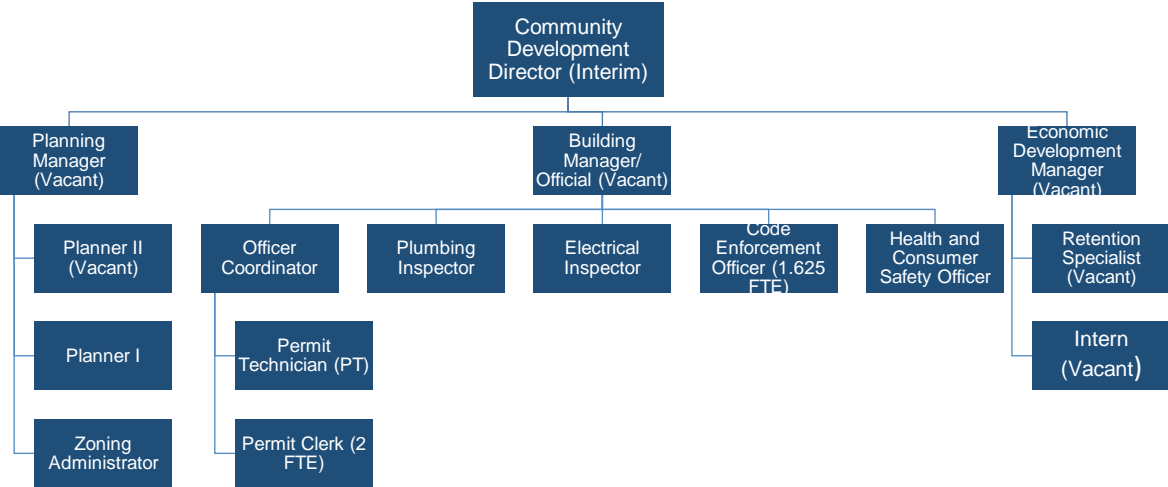
WORKLOAD AND PERFORMANCE DATA			
Workload/Performance Measure	2014	2015	2016
Positions Recruited	12	13	20
Applications Received	380	300	700

3. COMMUNITY DEVELOPMENT

Currently, there are several departments that are included in Community Development due to director/manager vacancies. These departments include Planning and Zoning, Building, and Economic Development departments. A number of key positions in these departments are vacant, and an Interim Community Development Director position has been created to provide supervision as a stopgap measure. For practicality, Planning and Zoning, Building, and Economic Development functions are classified as Community Development, though they function as independent departments.

(1) Organizational Chart

The following chart shows the current organizational structure of the Community Development Department.



(2) Historical Staffing

The table below shows the number of staff in the Community Development Department, by position type, for each of the last 3 years.

STAFFING BY YEAR			
Position Title	2014	2015	2016
Assistant Village Manager / Community Development Director (FT)	1	1	1
Planning Manager (FT)	1	1	1
Planner II (FT)	1	1	1
Planner I (FT)	1	1	1
Zoning Administrator (PT)	1	1	1
Building Official (FT)	1	1	1
Plumbing Inspector (FT)	1	1	1
Electrical Inspector (FT)	1	1	1
Building Office Coordinator (FT)	1	1	1
Building Clerk (FT)	1	1	1
Building Clerk (FT)	1	1	1
Building Permit Technician (PT)	1	1	1

Code Enforcement Officer (FT)	1	1	1
Code Enforcement Officer (PT)	0	1	1
Health and Consumer Safety Officer (FT)	1	1	1
Economic Development Manager (FT)	1	1	1
Business Retention Specialist (PT)	1	1	1
Economic Development Intern	1	1	1
Total	17	18	18

Currently, there is a total of 18 authorized positions in the Community Development functions. This includes a total of 13 full-time employees and five (5) part-time employees. The number of authorized staff has remained steady over the past three (3) years, with the exception of adding a part-time code enforcement officer and converting one building clerk to full-time in 2015. While not shown in the table above, at the time of this profile development a total of six (6) positions were vacant.

(3) Key Roles and Responsibilities

The following table shows the key roles and responsibilities of each position in the Community Development Department. The bullet points below are not intended to describe positions’ functions with the depth of a traditional job description, but to provide summary overview of their primary duties.

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Community Development Director (Interim)	0	1	<ul style="list-style-type: none"> • Serves as Department Head over Planning and Zoning, Building, and Economic Development. • Provides strategic direction to departments. • Prepares annual budget, employee evaluations, and participates in hiring of new employees. • Prepares staff reports and presents to Village Board. • Reports to the Village Manager. • Full-time employee (40 hours per week)

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Planning Department			
Planning Manager	1	0	<ul style="list-style-type: none"> Oversees the Planning and Zoning Department. (Planner I & II, Zoning Administrator) Prepares staff reports and presents Planning related applications to the Village Board, Planning Commission, and Zoning Board of Appeals. Full-time employee (40 hours per week)
Planner II	1	0	<ul style="list-style-type: none"> Oversees the long-range planning efforts of the Village. Serves as the staff liaison to the Long-Range Plan Commission Performs staff review on various planning projects. Focuses on reviewing landscape plans, and larger commercial site plans. Full-time employee (40 hours per week)
Planner I	1	1	<ul style="list-style-type: none"> Responsible for day to day planning duties, including interacting with public, processing development review applications, and reviewing site plans. Duties include processing rezoning, variances, and other public hearing applications. Prepares and presents staff reports to the Zoning Board of Appeals, and Long Range Planning Commission. Full-time employee (40 hours per week)
Zoning Administrator	1	1	<ul style="list-style-type: none"> Performs residential site plan review for zoning compliance. Processes change of use applications, sign and fence permits. Part-time employee (30 hours per week)
Building Department			
Building Manager / Official	1	0	<ul style="list-style-type: none"> Serves as the Building Department Director. Responsible for residential and commercial building plan review. Serves as the Building Inspector for the Village. Has ability to perform all required inspections, with the exception of Plumbing. Performs Certificate of Occupancy inspections. Full-time employee (40 hours per week)
Plumbing Inspector	1	1	<ul style="list-style-type: none"> Performs all building plan review for plumbing systems. Performs plumbing and concrete inspections. Full-time employee (40 hours per week)

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Electrical Inspector	1	1	<ul style="list-style-type: none"> • Performs all building plan review for electrical and mechanical trades. • Performs electrical, mechanical, fence, and concrete inspections. • Full-time employee (40 hours per week)
Office Coordinator	1	1	<ul style="list-style-type: none"> • Supervises the building clerks and permit technician. • Responsible for oversight of the building application and permitting center. Including the acceptance, processing, and issuance of building and trade permits. • Provides backup public counter support. • Issues Certificate of Occupancy permits. • Full-time employee (40 hours per week)
Building Clerk	2	2	<ul style="list-style-type: none"> • Provides customer support for building department. • Responsible for processing all building applications. Including inputting application into permitting software. • Schedules building inspections. • One clerk provides administrative support to Planning Department (25% of time), duties include preparing and sending Planning Commission and Zoning Board of Appeal packets, intake of planning applications, and publishing public notices. • Full-time employee (35 hours per week)
Permit Technician (PT)	1	1	<ul style="list-style-type: none"> • Responsible for the issuance of all building related permits (permit release) • Oversees the contractor licensing program. • Full-time employee (35 hours per week), position classified as civil servant.
Code Enforcement Officer (1 FT / 1 PT)	2	2	<ul style="list-style-type: none"> • Responsible for investigating and achieving compliance of property maintenance violations. • Compliance is achieved through citation, fines, or court hearings. • Enforces high grass and weed complaints. • Performs change of use inspections. • Works with contractors/ land owners on demolition of non-compliant structures.

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Health and Consumer Safety Officer	1	1	<ul style="list-style-type: none"> • Performs annual restaurant and food preparation facilities inspections. • Reviews and permits temporary food vendor permits, including inspection of temporary food preparation areas. • Investigates food related complaints such as food borne illness, etc. • Performs CO inspections for buildings that include a commercial food preparation area.
Economic Development			
Economic Development Manager	1	0	<ul style="list-style-type: none"> • Leads the recruitment and retention of business and industry for the Village. • Provides staff report and presentations to the Village Board. • Collects, analyses and presents economic data as it relates to the Village. • Works with multiple stakeholder groups to promote Tinley Park. • Full-time employee (40 hours per week)
Business Retention Specialist (PT)	1	0	<ul style="list-style-type: none"> • Works with the Economic Development Director and other village staff to recruit and retain businesses in the Village. • Assist in data collection and analyzes for the village and with businesses considering locating in Tinley Park. • Part-time employee (35 hours per week)
Intern	1	0	<ul style="list-style-type: none"> • Provides data entry, maintains inventory, updates website, and other administrative duties as assigned.

(4) Workload/Performance Measures

The table below shows some key performance and workload indicators for the Community Development Department.

WORKLOAD AND PERFORMANCE DATA			
Workload/Performance Measure	2013	2014	2015
Rezoning	0	1	3
Special Use Permits/ Variances	5	8	15
Site Plan	9	11	11
Zoning Board of Appeals	16	11	16

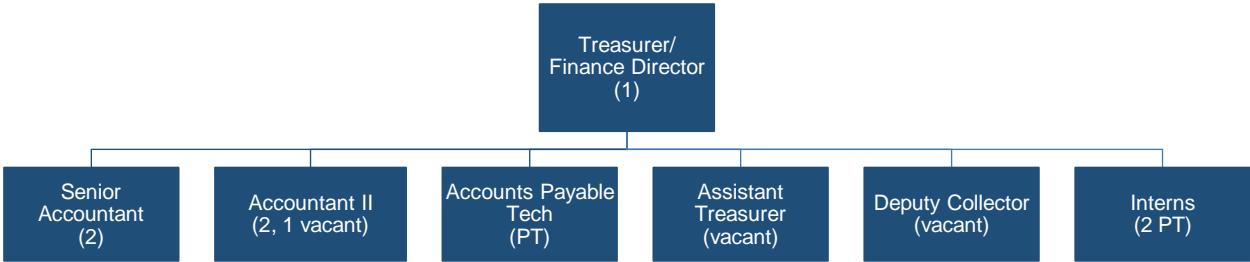
WORKLOAD AND PERFORMANCE DATA			
Workload/Performance Measure	2013	2014	2015
Building Permits Issued	2,513	2,766	3,219
Code Enforcement Violations (w/o Weeds)	273	244	468
Code Enforcement Violations - Weeds	133	162	249
Restaurant Health Inspections (Nov '15 – Oct '16)			510

4. TREASURER

The Treasurer’s Office is responsible for all accounting and financial functions for the Village, including preparing the annual budget and CAFR, administering the Village’s tax levy, conducting payroll and tax-related work associated with it, and handling accounts receivable, utility bills, insurance payments, and other Village financial operations. The Treasurer reports to the Village Manager and Village Board. The Treasurer also oversees the Village’s IT function; those duties are explored in a later section.

(1) Organizational Chart

The following organizational chart shows the structure of financial staff in the Treasurer’s Office.



(2) Historical Staffing

The table below shows the number of staff in the Finance Department, by position type, for each of the last 3 years.

STAFFING BY YEAR			
Position Title	2014	2015	2016
Treasurer/Finance Director (FT)	1	1	1
Assistant Treasurer (FT)	0	1	0
Deputy Collector (FT)	0	0	0
Senior Accountant (FT)	2	2	2
Accountant II (FT)	1	1	1
Accounting Technician (PT)	1	1	1
Clerical Assistant (PT)	0	0	0
Intern (PT)	1	1	2
Total	6	7	7

(3) Key Roles and Responsibilities

The following table shows the key roles and responsibilities of each position in the Treasurer’s Office. The bullet points below are not intended to describe positions’ functions with the depth of a traditional job description, but to provide summary overview of their primary duties.

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Treasurer/ Finance Director	1	1	<ul style="list-style-type: none"> • Reports to Village Board and Manager. • Supervises Village financial and accounting staff and provides them with strategic direction. • Leads development of Village financial reports including the annual budget and CAFR. • Supports and gives oversight to the cashier in the Clerk’s Office as necessary. • Directs the execution of payroll and payroll-related tax work. • Oversees payment of health insurance and other Village bills. • Full-time employee

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Senior Accountant	1	2	<ul style="list-style-type: none"> • Conducts monthly bank reconciliation and reviews general ledger funds. • Provides assistance to other departments in preparing and managing their annual budget and implementing Eden FMIS. • Tracks and reports on Village investments, generates annual and monthly financial reports. • Performs closing journal entries for annual CAFR • Handles special projects as assigned. Full-time employee
Accountant II	2	1	<ul style="list-style-type: none"> • Prepares bi-weekly payroll for HR Dept. approval and disburses checks. • Tracks payroll and balance monthly/quarterly for state report and unemployment. • Approves payable invoices when entered and interfaces with vendors. • Assists multiple departments with annual budget development. • Preps monthly financial presentations for Board and library funds. • Prepares documentation for annual audit. • Manages use of Village vehicles • Full-time employee.
Accounts Payable Tech (PT)	1	1	<ul style="list-style-type: none"> • Processes all invoices for the Village, scans and enters into Eden, checks vendor for W-9. • Performs general bookkeeping, keeps records of invoices received and paid. • Ensures that purchase orders and allocations are correct, match with invoices. • Processes payroll insurance and library checks weekly, and prescription reimbursement check monthly. • Maintains petty cash for Village Hall. • Part-time employee (33 hrs/week)
Intern	2	2	<ul style="list-style-type: none"> • Processes water bill e-payments, credit card payments, and cash payments; posts to Eden. • Posts approved journal entries to the general ledger. • Performs journal entries for police pension fund; records community parking lot revenue. • Assists in researching FOIA requests. • Miscellaneous tasks and spreadsheet work as assigned. Hours/week worked

(4) Workload/Performance Measures

The table below shows some key performance and workload indicators for the Finance Department.

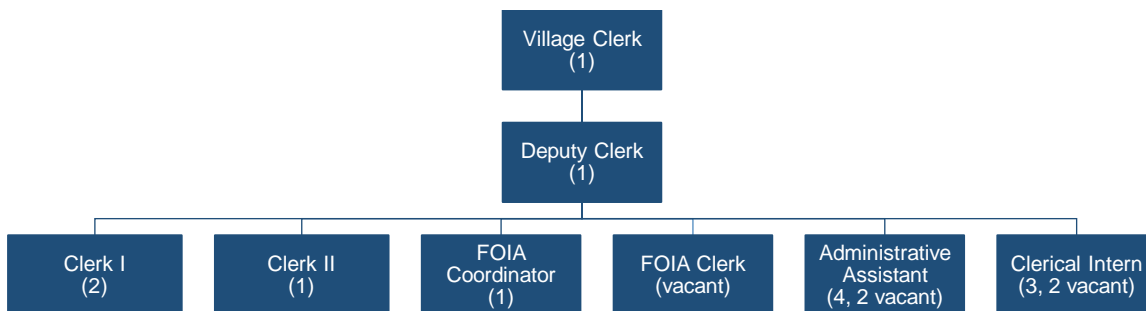
WORKLOAD AND PERFORMANCE DATA			
Workload/Performance Measure	2014	2015	2016
Invoices Processed	11,580	10,646	10,835

5. VILLAGE CLERK

The Village Clerk’s Office is the custodian of the Village seal and keeper of Village records. The office maintains Village codes and official documents. The Clerk’s Office also provides information on elections and location of polling places, and is responsible for ethics management for all elected and appointed officials. The Office dispenses licenses and permits, handles FOIA requests, and conducts census activity and voter registration.

(1) Organizational Chart

The chart below shows the organizational structure and reporting relationships of staff in the Clerk’s Office.



(2) Historical Staffing

The table below shows the number of staff in the Village Clerk’s Office, by position type, for each of the last 3 years.

STAFFING BY YEAR			
Position Title	2014	2015	2016
Village Clerk (FT)	1	1	1
Deputy Clerk (FT)	1	1	1
Clerk II (FT)	1	1	1
Clerk I (FT)	2	2	2
FOIA Coordinator (FT)	1	1	1
FOIA Clerk (PT)	0	0	0
Administrative Assistant (PT)	2	0	2
Intern (PT)	0	0	1
Total	8	6	9

(3) Key Roles and Responsibilities

The following table shows the key roles and responsibilities of each position in the Village Clerk’s Office. The bullet points below are not intended to describe positions’ functions with the depth of a traditional job description, but to provide summary overview of their primary duties.

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Deputy Clerk	1	1	<ul style="list-style-type: none"> • Reports to the Village Clerk and provides executive support to the Office as necessary; supervises daily activity of Clerk’s Office staff. • Serves as Village election and census official. • Attends Board of Trustees meetings; schedules support staff for other boards and commissions. • Supervises vehicle sticker program and distribution of other licenses by the Office. • Takes on special tasks and assignments such as implementing the Village’s FOIA request management system, as necessary. • Full-time employee

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
FOIA Coordinator	1	1	<ul style="list-style-type: none"> • Dedicated entirely to handling FOIA requests from the public. • Receives and records FOIA requests in GovQA system (formerly excel spreadsheet), classifies by request type. • Reviews requests, conducts research, and submits to appropriate department to provide additional information if necessary. • Educates other departments on FOIA compliance and procedures, as well as GovQA system. • Conferences with Village Attorney to ensure compliance with FOIA and limit liability. • Full-time employee
Clerk II	1	1	<ul style="list-style-type: none"> • Prepares, compiles, and distributes agenda for Board meetings. • Provides backup to cashiers; answering phones, receiving payments, customer service to residents. • Works on seasonal projects like vehicle stickers, facilitating elections, annual ethics report for Cook County. • Creates weekly status and information update for Village Hall staff. • Full-time employee
Clerk I	2	2	<ul style="list-style-type: none"> • Balance cash draw from previous day, including creating daily deposit. • Coordinates the business licensing program, including sending notices, receiving payments, and issuing annual license. • Reconcile utility bill donations as part of the help a resident program. • Responsible for vehicle sticker program and train station parking program. • Responsible for Crime Free Housing program. • Proof Village Board agendas, minutes, and public notices. • Registers residents to vote. • Backfill at public counter. • Full-time employee (35 hours per week).

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Administrative Assistant (Clerical)	4	2	<ul style="list-style-type: none"> Assists FOIA Coordinator in researching FOIA requests, recording them, redacting sensitive information, and providing to requestor. Assists Deputy Clerk and Clerk II in preparing packets for board meetings and posting minutes. Issues solicitation and dog permits. Provides backup to cashiers; answering phones, receiving payments, customer service to residents. Data entry tasks as assigned. Part-time employee (30 hours per week).
Intern	3	1	<ul style="list-style-type: none"> Assists with FOIA research. Works on special assignments and clerical work as assigned. Part-time employee (hours vary)

(4) Workload/Performance Measures

The table below shows some key performance and workload indicators for Village Clerk’s Office.

WORKLOAD AND PERFORMANCE DATA	
Workload/Performance Measure	Value
Board of Trustees Committees Supported	6
Commissions Supported	14
Focused FOIA requests	2016: 350 2015: 405 2014: 309
Sweep FOIA requests	2016: 88 2015: 103 2014: 78
Vehicle Stickers	2016: 32,493 2015: 32,788 2014: 34,923
Business Licenses Issued 2014-2016	2,442
Amusement Licenses Issued 2014-2016	342
Tobacco Licenses Issued 2014-2016	111
Crime Free Housing Licenses Issued 2014-2016	354
Liquor Licenses Issued 2014-2016	261

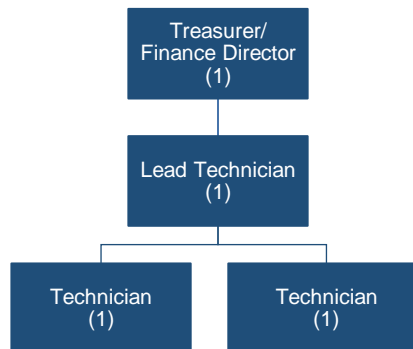
WORKLOAD AND PERFORMANCE DATA	
Workload/Performance Measure	Value
Video Gaming Licenses Issued 2014-2016	42
Dog Licenses Issued 2014-2016	1,468
Solicitor Licenses Issued 2014-2016	95

6. INFORMATION TECHNOLOGY

The Village’s Information Technology staff function as part of the Finance office, and they report to the Treasurer/Finance Director. They are responsible for maintenance of Village network connectivity, both internally and externally, including related hardware and software; providing support to all departments regarding hardware, software, and connectivity.

(1) Organizational Chart

The following organizational chart shows the reporting relationships of IT staff in the Village.



(2) Historical Staffing

The following table shows the number of Information Technology staff by position type for each of the last 3 years.

STAFFING BY YEAR			
Position Title	2014	2015	2016
Lead Technician	1	1	1
Technician	2	2	2
Total	3	3	3

(3) Key Roles and Responsibilities

The following table shows the key roles and responsibilities of each information technology position. The bullet points below are not intended to describe positions’ functions with the depth of a traditional job description, but to provide summary overview of their primary duties.

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Lead Technician	1	1	<ul style="list-style-type: none"> • Serves as supervisor of IT Unit. • Is the computer network administrator. • Performs initial setup and maintenance of computer network, software, and hardware applications. • Completes FOIA request by retrieving data from the computer and email servers. • Full-time employee (40 hours per week)
Technician	2	2	<ul style="list-style-type: none"> • Respond to staff requests for assistance, either in person or through HelpDesk. • Available every 3 weeks on 24-hr standby. • Maintains the Village’s servers and enterprise applications, supports Village computers, mobile devices, and business machines. • Recommends technological upgrades to Village staff and assists with implementation. • Assists with special projects, setup of new hardware, and rollout of new software such as Eden. • Full-time employees.

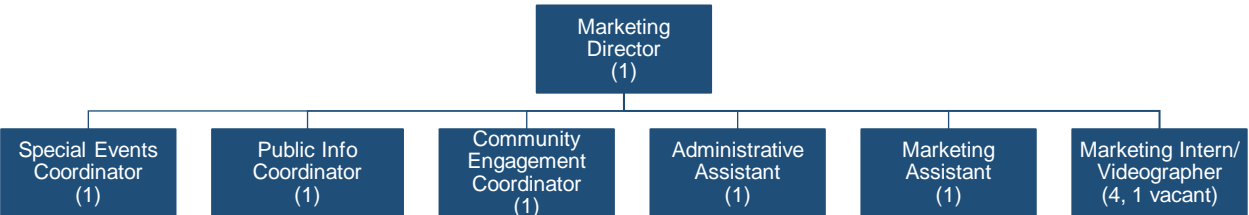
7. MARKETING & SPECIAL EVENTS

The Village’s Marketing and Special Events Department is led by a director who reports to the Village Manager. The Department is responsible for official Village

communications like newsletters, press releases, and the Village website, as well as tourism and branding, Village-sponsored special events, video production and social media, and Downtown Tinley promotions.

(1) Organizational Chart

The following chart shows the organizational structure of the Marketing and Special Events staff.



(2) Historical Staffing

The table below shows the number of Marketing and Special Events staff, by position type, for each of the last 3 years.

STAFFING BY YEAR			
Position Title	2014	2015	2016
Marketing Director	1	1	1
Special Events Coordinator	1	1	1
Public Information Coordinator	1	1	1
Community Engagement Coordinator	0	0	1
Administrative Assistant	0	0	1
Marketing Assistant	1	1	1
Marketing Intern/Videographer	1	2	3
Total	5	5	9

(3) Key Roles and Responsibilities

The following table shows the key roles and responsibilities of each marketing and special events position. The bullet points below are not intended to describe

positions' functions with the depth of a traditional job description, but to provide summary overview of their primary duties.

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Marketing Director	1	1	<ul style="list-style-type: none"> • Reports to the Village Manager. • Oversees all operations of the Marketing Department including public education, communications, public information, transparency efforts, marketing, special events, etc. • Establishes service levels, evaluates programs and assigns work to staff. • Establishes work priorities and evaluates staff on performance. • Serves as liaison to Main Street Commission.
Special Events Coordinator	1	1	<ul style="list-style-type: none"> • Manages planning, execution, and wrap-up of the Village's special events (over 50 events). • Creates event budgets, coordinates with commissions, supervises events in progress, leads post-event meetings. • Writes, manages, and reports on state tourism grants. • Manages distribution of special events permits to the public and the convention center. • Part-time employee (25 hours/week) 8:30a-3pm, 4 days/week
Public Information Coordinator	1	1	<ul style="list-style-type: none"> • Official point of contact for distributing Village communication to residents, media, and Village board/staff. • Creates and updates content on Village website • Writes Village press releases for distribution on website, local TV, and social media. • Manages TinleyTV station. • Manages weekly e-newsletter, and newsletter and website for Downtown Tinley. • Proofreads and provides marketing copy for promotional materials. • Part-time employee (30 hours/week) 9a-4:30p, 4 days/week

TINLEY PARK, IL
Staffing Level Analysis of Administrative Departments

KEY ROLES AND RESPONSIBILITIES			
Position Title	Authorized Positions	Filled Positions	Key Roles and Responsibilities
Community Engagement Coordinator	1	1	<ul style="list-style-type: none"> • Reports to Marketing Director. • Responsible for Village’s social media presence including facebook and twitter accounts. Develops and publishes all postings. • Coordinates with Public Information Officer to ensure public notifications through social media are utilized. • Coordinates public input through targeted surveys, as needed. • Provides limited support on special events. • Works 30 hours per week.
Administrative Assistant	1	1	<ul style="list-style-type: none"> • Performs graphic design for the Village and various departments, commissions, etc. • Creates flyers and promotional materials for all events and a Village-wide newsletter 2-3 times per year. • Contacts artists and coordinates with sponsors for the Village’s “Benches on the Avenue” project. • Maintains content and graphics on Village website for all departments. • Maintains mailing lists for various marketing promotional materials • Part-time employee (20 hrs/week) 9a-2p, 4 days/week
Marketing Assistant	1	1	<ul style="list-style-type: none"> • Prepares for major marketing events, helps Special Events Coordinator with production of block party and holiday market. • Maintains Downtown Tinley e-newsletter mailing list, coordinates with Chamber of Commerce to promote. • Manages ordering and distribution of Village-branded promotional materials. • Helps other departments publicize their events. • Part-time employee (24 hours/week) 9a-3p, 4 days/week
Marketing Intern/ Videographer	4	3	<ul style="list-style-type: none"> • Set up video equipment for board and commission meetings and Village events. • Shoot video footage for editing and distribution to the public. • Other marketing and promotion-related tasks as assigned. • Part-time employees (varying hours)

(4) Workload/Performance Measures

The table below shows some key performance and workload indicators for marketing and special events.

2016 WORKLOAD AND PERFORMANCE DATA	
Event Type	Count
Village Events - Major	2
Other Village Events	14
Events for Other Hosts	46
5k Runs	10

B. COMPARATIVE SURVEY ANALYSIS

As part of the Matrix Consulting Group’s staffing study for the Village of Tinley Park, the project team conducted a comparative survey of peer municipalities. The purpose of this comparative survey is to determine how staffing allocations in Tinley Park compare to peer municipalities and identify areas where significant differences may exist between the Village’s staffing approach and that of its peers.

The towns and villages included in this survey were selected to provide a comparative sample of administrative functions in organizations of a relatively similar size to Tinley Park. The following table shows the municipalities included in this survey, and their respective populations:

COMPARABLE MUNICIPALITIES	
Municipality	Population
Des Plaines	58,900
Mount Prospect	54,800
Oak Lawn	57,000
Oak Park	52,000
Orland Park	58,600
Palatine	69,400
Skokie	65,200
Wheaton	53,700
Average	58,700
Tinley Park	57,300

The survey was conducted by researching the budget and staffing information available for each municipality. In some towns and villages, the organizational structure of administrative services differed from that in Tinley Park. In these instances, the project team examined individual divisions and position titles within each organizational grouping in order to produce a staffing summary that can be compared, on a functional basis, to that of Tinley Park.

It should be noted that the FTE calculations used in Tinley Park may differ from those in comparable towns and villages, since the definition of a full-time equivalent may range from 35 to 40 hours, and part-time staff in Tinley Park work a wide range of hourly schedules. This document should be used accordingly, as a reasonable guideline rather than an exact comparison.

The following sections summarize the staffing complement of comparable municipalities for each functional area, and compare it to the number of staff in Tinley Park. Each section contains a brief analysis of the findings and key conclusions regarding staffing for the functional area.

1. MAYOR AND VILLAGE MANAGER’S OFFICE

The following tables show the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in the Mayor’s Office and the Village Manager’s Office each comparable municipality, and compares the average of those organizations to Tinley Park’s totals.

MAYOR’S OFFICE STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	1	1	1.25
Mount Prospect	0	7	1.40
Oak Lawn	1	0	1.00
Oak Park	0	0	0.00
Orland Park	1	5	
Palatine	0	0	0.00
Skokie	1	0	1.00
Wheaton	0	0	0.00
Average	0.50	1.63	0.66
Tinley Park	1	0	1.00

Tinley Park is comparatively staffed to its peers in this area. Other municipalities reported a variety of staffing approaches to the Mayor’s Office. Half of

them have a single FT administrative or executive assistant. Two villages reported no staff in the Mayor’s Office other than elected officials – administrative support is provided by the Clerk’s Office. Two villages reported numerous PT staff in the Mayor’s Office, dedicated to their veteran’s affairs, museum curation, facilities maintenance, etc. Tinley Park has 1 FT Executive Assistant, which aligns with the practice in many other towns and villages.

VILLAGE MANAGER’S OFFICE STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	3	2	4.00
Mount Prospect	3	1	3.85
Oak Lawn	1	2	
Oak Park	3	2	3.75
Orland Park	4	2	
Palatine	4	0	
Skokie	4	0	4.00
Wheaton	2	1	3.50
Average	3.00	1.25	3.82
Tinley Park	4	1	4.63

- Human Resources staff were excluded from this comparison, since they were compared separately. For Tinley Park and other villages which locate the human resource function in the Manager’s Office, only the Manager and staff in general management/support functions were compared.
- Tinley Park’s 4 full-time authorized staff are just above the average of 3.00 in other organizations. Six of the eight comparable municipalities have either 3 or 4 full-time staff. Likewise, the number of part-time staff ranges from 0-2 among these municipalities, placing Tinley Park squarely within the typical range.
- The average number of authorized FTE’s in the Manager’s Office of reporting comparable organizations is 3.82. With an intern, Tinley Park has 4.63 authorized positions, slightly greater than the average.

Tinley Park is slightly overstaffed in this area in comparison to peer municipalities. The 4.63 authorized FTE’s in Tinley Park are slightly more than the average (3.82) of other towns and villages. The number of *currently filled* FTE’s (3.63) in

Tinley Park is nearly identical to the average authorized FTE count in other municipalities. If the Village fills the vacant Deputy Village Manager position, they would be staffed above the peer average by approximately $\frac{3}{4}$ of a position. As part of the overall organizational structure evaluation, we will be providing a recommendation on whether this position is necessary or an alternative staffing allocation should be implemented.

2. HUMAN RESOURCES

The table below shows the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in the human resources function for each comparable municipality, and compares the average of those organizations to the totals in Tinley Park.

HUMAN RESOURCES STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	3	0	3.00
Mount Prospect	2	0	2.00
Oak Lawn	2	1	
Oak Park	4	0	4.00
Orland Park	3	3	
Palatine	2	2	
Skokie	2	0	2.00
Wheaton	2	1	2.50
Average	2.50	0.88	2.70
Tinley Park	1	1	2.06

- All other towns and villages have at least 2 authorized full-time staff, for an average of 2.50. Tinley Park’s 1 full-time human resources employee is below this average. However, Tinley Park has 2 authorized part-time staff; only two peer organizations have than many, and half of them have none at all.
- The average authorized FTE count among comparable towns and villages was 2.70, with the number of full-time and part-time staff in those that do not report FTE’s suggesting that it may actually be closer to 3.00. Tinley Park currently has

1.75 authorized FTE’s, which is below this average.

Tinley Park is understaffed relative to peer municipalities in this area. The Village relies more heavily on its one part-time employee than its peers and has a lower FTE count. For a theoretical organization of 120 employees, the difference between 2.70 and 1.75 human resources FTE’s is 44.4 to 68.6 served by each FTE, a service gap of 14 staff. Filling the vacant part-time position will bring the Village up from the currently filled 1.75 FTE’s to a more comparable level, but it will not change the fact that other towns and villages have at least 2 dedicated full-time staff for human resources functions.

3. INFORMATION TECHNOLOGY

The following table shows the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in each peer municipality, and compares the average of those towns and villages to the totals in Tinley Park.

INFORMATION TECHNOLOGY STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	4	1	4.50
Mount Prospect	5	0	5.00
Oak Lawn	3	0	
Oak Park	8	0	8.00
Orland Park	4	3	
Palatine	7	1	
Skokie	6	0	6.00
Wheaton	5	0	5.00
Average	5.25	0.63	5.70
Tinley Park	3	0	3.00

- Tinley Park has 3 authorized full-time positions, all of which are currently filled. Other municipalities average 5.25 authorized full-time staff. Tinley Park’s 3 staff are well below this average. All but one peer municipality has more than 3 full-time IT staff.

- Use of part-time staff is not widespread in information technology, and Tinley Park is similar to many of its peers in using only full-time staff for IT work. Staffing comparison in this functional area is, for most purposes, purely a comparison of full-time staff.

The Village is understaffed in this area relative to its peers. Other towns and villages average at least 5 full-time staff, while Tinley Park has only 3 total positions. For a theoretical organization of 120 employees, the difference between 5 and 3 information technology FTE’s is 24 to 40 served by each FTE, a service gap of 16 staff.

4. TREASURER AND FINANCE

The table below shows the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in each comparable municipality, and compares the average of those organizations to Tinley Park’s totals.

TREASURER AND FINANCE STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	9	5	11.50
Mount Prospect	11	4	13.00
Oak Lawn	8	1	
Oak Park	12	1	12.50
Orland Park	10	6	
Palatine	9	10	
Skokie	10	7	
Wheaton	11	0	11.00
Average	10.00	4.25	12.00
Tinley Park	7	4	10.41

- Tinley Park has 7 authorized full-time staff in the budget and finance function, whereas peer municipalities average 10 full-time staff, and all of them have more than 7. The number of part-time staff varies widely among peer towns and villages, but the average is 4.25. The 4 authorized part-time staff in Tinley Park are comparable to this average.
- The average FTE count among those municipalities that report FTE’s is 12.0.

With interns, Tinley Park has authorized 10.41 FTE’s, which is slightly below the average authorized number of peer organizations. Due to vacancies, currently only 5.66 FTE’s are filled.

The Village is similarly staffed to its peers in this area. An initial glance at the results of this survey suggests that Tinley Park is understaffed relative to other towns and villages. Tinley Park’s authorized count of full-time and part-time staff is well below the average of its peers, and this shortfall is compounded by the number of vacancies in the budget and finance function. The use of interns in this Department provides some support, but the staffing situation remains lean compared to peer organizations.

A closer look, however, shows that in all other organizations surveyed, the responsibility for cashiering, collecting bill payments and license fees, and balancing cash drawers falls to the Treasurer/Finance Office. In Tinley Park, 5 authorized positions (totaling 4.25 FTE’s) dedicate a significant portion of their time to these duties, but they are located in the Clerk’s Office rather than the Treasurer’s Office. Adding these staff to the Treasurer’s Office in Tinley Park would place the Department at 10 FT staff (equal to the average of other municipalities) and 6 PT staff (slightly greater than the average of its peers). As a result, the function appears to be staffed rather appropriately when compared to other towns and villages.

5. CLERK’S OFFICE

The number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in each peer municipality are shown, and the average of those towns and villages are compared to the totals in Tinley Park.

CLERK’S OFFICE STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	2	0	2.00
Mount Prospect	2	0	2.00
Oak Lawn	2	1	
Oak Park	3	0	3.00

CLERK'S OFFICE STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Orland Park	3	2	
Palatine	3	0	
Skokie	2	0	2.00
Wheaton	1	0	1.00
Average	2.25	0.38	2.00
Tinley Park	5	6	8.50

- Other towns and villages average 2.25 authorized full-time staff in the Clerk's Office, and no peer municipality has more than 3 of them. Tinley Park has 5 authorized full-time staff in this office, well above the average. Tinley Park also has 6 authorized part-time staff, while only two other municipalities have any part-time staff and the average number of part-time staff is 0.38.
- The average authorized number of FTE's among reporting peer municipalities is 2.00. With interns, Tinley Park has 8.5 authorized FTE's in the Clerk's Office.

The Village is neither overstaffed nor understaffed compared to its peers.

The initial comparative survey results make it appear that Tinley Park is significantly overstaffed in this area compared to other towns and villages. Peer municipalities have far fewer staff than Tinley Park, to the degree that it suggests a fundamental difference in the function of the Office. A review of the duties handled in each comparable municipality reveals that such a functional difference does, in fact, exist:

- The Clerk's Office has 3 authorized FT positions and 2 PT staff (for a total of 4.25 FTE's) who dedicate the majority of their time to cashiering, collecting bill payments and license fees, and balancing cash drawers. No other municipality surveyed handles those duties in the Clerk's Office.
- The Clerk's Office in Tinley Park administers the Village's numerous licensing programs, including business licenses, vehicle stickers, tobacco and liquor licenses, pet licenses, crime free housing licenses, and solicitor licenses. In many other Villages, these programs are administered by the Finance Department or the Village Manager's Office, rather than the Clerk's Office.
- Tinley Park receives approximately 600 FOIA requests per year, and the Village has 2 authorized PT positions dedicated to handling them. While other towns and

villages see higher FOIA request volumes (an average of over 1,000 reported requests annually), most of them do not dedicate specific positions to dealing with these requests.

Accounting for the additional staff dedicated to these functions and subtracting them from the total in Tinley Park yields 2 authorized FT staff and 4 authorized PT staff, figures much more aligned with the average of peer organizations.

6. COMMUNITY DEVELOPMENT

The following table shows the number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents in each peer municipality, and compares the average of those organizations to the totals in Tinley Park. Because community development encompasses many duties which can be sub-divided in various ways, the table for this portion of the comparative survey is divided into multiple divisions (Administration, Planning and Zoning, Building, Code Enforcement, and Other).

COMMUNITY DEVELOPMENT STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
All Divisions			
Des Plaines	15	1	15.25
Mount Prospect	17	5	18.75
Oak Lawn	7	9	
Oak Park	24	2	25
Orland Park	21	11	
Palatine	21	2	
Skokie	17.4	2	
Wheaton	9	0	9
Average	16.425	4	17
Tinley Park	12	6	15.69
Administration			
Des Plaines	2	0	2
Mount Prospect	2	0	2
Oak Lawn	2	0	
Oak Park	2	1	2.5

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Staffing Level Analysis of Administrative Departments

COMMUNITY DEVELOPMENT STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Orland Park	6	0	
Palatine	1	0	
Skokie	5	1	
Wheaton	1	0	1
Average	2.63	0.25	3.13
Tinley Park	1	3	1.81
Planning and Zoning			
Des Plaines	1	1	1.75
Mount Prospect	4	2	4.75
Oak Lawn			
Oak Park	3	0	3
Orland Park	4	2	
Palatine	4	1	
Skokie	2.4	0	
Wheaton	1.5	0	1.5
Average	2.84	0.86	2.38
Tinley Park	2	1	2.75
Building			
Des Plaines	5.5	0	5.5
Mount Prospect	5.5	1	5.75
Oak Lawn	2	2	
Oak Park	6	1	6.5
Orland Park	5.5	5	
Palatine	7	0	
Skokie	5.5	0	
Wheaton	5	0	5
Average	5.25	1.29	6.5
Tinley Park	6	0	6
Code Enforcement			
Des Plaines	5.5	0	5.5
Mount Prospect	5.5	2	6.25
Oak Lawn	2	7	
Oak Park	8	0	8
Orland Park	2.5	3	
Palatine	5	0	
Skokie	4.5	1	
Wheaton	1	0	1
Average	4.25	1.86	6.5

COMMUNITY DEVELOPMENT STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Tinley Park	2	1	2.63
Other			
Des Plaines	1	0	1
Mount Prospect			
Oak Lawn	1		
Oak Park	5	0	5
Orland Park	3	1	
Palatine	4	1	
Skokie			
Wheaton	0.5	0	0.5
Average	2.42	0.4	3
Tinley Park	1	1	1.5

- Tinley Park has 13 full-time staff in Community Development. Comparable municipalities vary widely in the number of full-time staff assigned to this function, but their average is 15.5 authorized staff, slightly higher than the Village. Part-time staffing likewise varies by organization, but the average is 4.13, just below the 5 authorized part-time staff in Tinley Park.
- Tinley Park relies more heavily on part-time staff than other municipalities in the Administration function, with 1 director, 1 part-time clerical position, and 2 interns. Six out of eight comparable towns and villages have more than 1 full-time administrative position, and none of them have more than 1 part-timer.
- Six out of eight peer municipalities have more than Tinley Park’s 2 full-time staff in Planning and Zoning. The Village’s single part-time employee in this area aligns with the other towns and villages, which typically have 1 or 2 part-time Planning and Zoning staff.
- Most peer organizations have 5 or 5.5 full-time Building Division staff, sometimes with 1 or 2 part-time employees. Tinley Park uses 6 full-time staff in this area and 0 part-time staff, resulting in a total well within the typical range for comparable towns and villages.
- Most peer municipalities have at least 4.5 full-time Code Enforcement staff, and those with only 2 or 2.5 full-time tend to supplement them with at least 3 part-time staff. Wheaton is the only exception to this trend. Tinley Park falls below the typical range, with just 2 full-time Code Enforcement staff and a single part-timer.

- The “other” in Tinley Park refers to the economic development staff – one Manager and a Business Retention Specialist. The “other” staff in Des Plaines and Wheaton are devoted to economic development, while those in other towns and villages refer to business licensing, GIS, engineering, grants administration, and environmental health. The economic development team in Tinley Park is similar to the number of staff that other municipalities dedicate to economic development.

Tinley Park is appropriately staffed relative to its peers in this area. With the possible exception of Code Enforcement, the number of full-time and part-time staff in Tinley Park’s Community Development Department is similar to its peer organizations, as is the total FTE count.

7. MARKETING AND EVENTS

The table below shows each comparable municipality’s number of authorized full-time staff, part-time or seasonal staff, and full-time equivalents, and it compares the average of those municipalities to Tinley Park’s totals.

MARKETING AND EVENTS STAFFING			
Municipality	FT Staff	PT/S Staff	FTE's
Des Plaines	2	1	2.25
Mount Prospect	1	4	2.90
Oak Lawn			
Oak Park	3	0	3.00
Orland Park	1	3	
Palatine	1	2	
Skokie	3	0	3.00
Wheaton	4	0	4.00
Average	2.14	1.43	3.03
Tinley Park	0	6	4.18

- Not every comparable municipality reported staff assigned to Marketing and Events. Oak Lawn did not include any marketing staff in their documents.

- Of the towns and villages that did report staff, the authorized full-time count ranges from 1-4, with an average of 2.14. Tinley Park has no full-time staff at all in this function. The Village does, however, have 6 part-time staff assigned to Marketing and Events, which is far greater than the 1.43 averaged by other municipalities.
- The municipalities reporting authorized FTE's average 3.03, and a count of full-time and part-time staff in the other towns and villages suggests that this number may be slightly lower. With an intern, Tinley Park currently has 4.18 FTE's, slightly more than its peers.
- The lack of full-time employees in this function for the Village is atypical compared to the staffing reported by its peers, but the 6 part-time staff exceed the part-time staffing of all comparable towns and villages. The Village is somewhat similar to Mount Prospect, which uses 1 full-time staff and 4 part-time staff. This degree reliance on part-time staff is unusual in most other peers. Many of the part-time staff in Tinley Park work nearly full-time hours, which is why the FTE count in the Village exceeds the average of its peers.

The Village has more staff in this area than its peers, but also handles a greater workload. The Village's Marketing and Events staffing appears to exceed the typical range for other municipalities, but the workload of this Department is atypical among peer municipalities. Along with public communication, the Department is responsible for hosting more than 15 Village events annually (including 2 major festivals and 10 5k runs), and assisting/sponsoring more than 40 others. In addition, the Department promotes the Downtown Tinley commercial district, and the Village's planned expansion of programming and promotion for this initiative will only increase the workload of the Department.

C. EMPLOYEE SURVEY SUMMARY

INTRODUCTION AND SURVEY FORMAT

As part of the staffing and organizational study Matrix Consulting Group is conducting for the Village of Tinley Park, an anonymous survey was distributed electronically to all current personnel within the selected departments, allowing for employees to add input to the study. Because the survey invitation was delivered to unique email addresses, respondents were only able to complete the survey once. Given that the survey is completely anonymous, unique identifiers have not been transmitted or retained by the project team.

Several types of questions were asked to respondents in the survey:

- **Background questions:** Primarily located at the start of the survey, questions were asked to better understand response rates, as well as ability to analyze specific groups of respondents (e.g., supervisors versus staff) to questions that are tailored to their unique assignment. In total, 38 out of 41 employees completed the survey.
- **Multiple choice questions:** Respondents were given statements on a wide range of topics and asked to select an answer – Strongly Agree, Agree, Disagree, Strongly Disagree, or No Opinion. Respondents could also opt against providing an answer to each question.
- **Open-ended response questions:** Text boxes were included at certain points in order provide the opportunity for commentary on specific topics, as well as on any of the areas covered in the survey. The input received through these questions is covered within the sections for each topic.

BACKGROUND INFORMATION

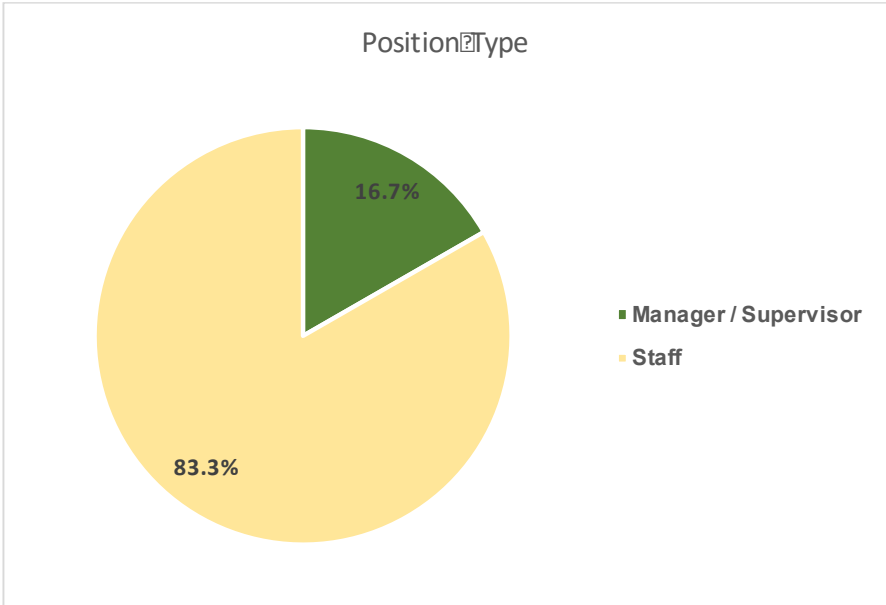
The first section of the survey asked the respondent several demographic related questions in order to help identify potential issues and to confirm that there was a broad group of respondents. Questions in this section focused on department, position (supervisory vs staff), and full-time versus part-time employees.

When asked to identify which department they were assigned, the following responses were received.

Functional Area	Count	% of Response
Village Manager (incl HR)	11	30%
Community Development Dept	12	32%
Treasurer/ Information Technology	9	24%
Village Clerk	5	14%

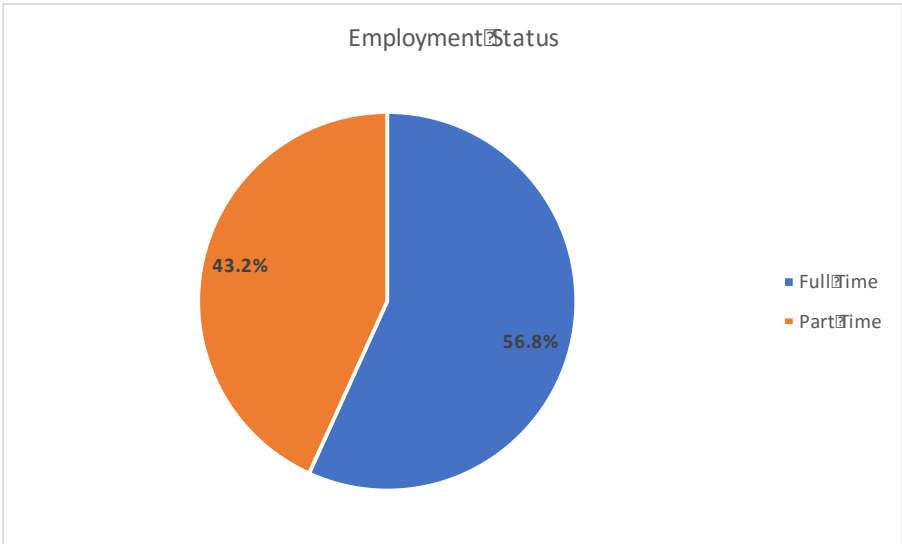
As seen in the table, each department included in the study were well represented, with larger departments having a greater percentage of the responses.

In addition to asking about which department respondents worked in, individuals were asked to identify if they were management or staff. The following results were received.



83% of respondents identified themselves as staff, while 17% indicated they were supervisors or managers.

Additionally, respondents were asked if they were considered full-time employees (35 hours or greater per week) or if they were part-time. As seen in the following chart, 57% indicated they were full-time, while 43% were part-time.



The demographic data was used to analyze individual trends between different groups. Responses that were different between groups (e.g. full versus part-time) will be noted in the subsequent analysis.

MULTIPLE – CHOICE STATEMENTS

The second set of questions of the survey included multiple-choice questions that respondents were asked their level of agreement. There was a total of 5 choices for each statement. Respondents could either choose Strongly Agree, Agree, Disagree, Strongly Disagree, or No Opinion. Also, respondents were given the ability to skip the question if they desired. Please note, that of the 37 responses received, only 1 respondent declined to answer the multiple-choice statements.

Abbreviations are used as follows in the summaries of multiple choice question results:

- SA** Strongly Agree
- A** Agree
- D** Disagree
- SD** Strongly Disagree
- N** No Opinion

The following sections present an analysis of key findings from the employee survey, organized by subject or functional area. The analysis does not cover all of the questions that respondents were asked, and instead focuses on presenting only the most relevant and important findings.

KEY FINDINGS:

Generally, staff feel that they receive adequate training, held accountable, and department managers provide strong leadership.

This section focused on statements related to overall management, staffing, and employee development. The following table presents the results of this section.

Statement	SA	A	D	SD	No Opinion
1. I receive the training needed to be an effective and efficient employee.	25%	67%	3%	3%	3%
2. The performance expectations of my job are clear to me.	36%	53%	8%	0%	3%
3. There is a strong sense of teamwork within my department.	50%	36%	6%	0%	8%
4. There is a strong sense of teamwork between Village Departments.	11%	44%	33%	0%	11%
5. Personnel within my department are held accountable for their performance.	31%	47%	17%	0%	6%
6. The workload is well balanced among the personnel in my department.	17%	47%	22%	0%	14%
7. The workload activity is well balanced among the different Village Departments.	0%	25%	28%	6%	42%
8. My Department has the appropriate number of personnel to provide high levels of service.	3%	29%	31%	29%	9%
9. My department has an appropriate mix between the number of managers and staff.	17%	47%	19%	6%	11%
10. Managers in my department provide strong leadership and clear direction for the future.	17%	46%	17%	9%	11%
11. I feel supported by the managers in my department.	36%	42%	11%	3%	8%
12. My department is rarely in a crisis mode.	8%	33%	33%	17%	8%

As seen in the table, the majority of the responses are in agreement, with the exception of statements #8 and #12. Overall, respondents felt that they received adequate training to complete their job, and that they know what is expected of them. 86% of the respondents felt that there was a strong sense of teamwork within their department, but interestingly only 55% indicated a strong sense of teamwork between Village Departments.

When analyzing the responses received about workload, 64% indicated that workload is balanced in their department, while only 25% indicated that workload is

balanced between departments. Interestingly, 42% responded no opinion about workload levels between department, indicating that many of the respondents do not know about the workload levels of other departments, which is not unusual for most municipalities.

There were mixed results for the statements that discussed appropriate staffing levels. The majority of respondents thought that there was proper ratios of managers and staff, but did not feel as confident about the number of personnel in their department. Interestingly, staff felt supported by their managers, but 50% of respondents thought their department operated in crisis mode on a regular basis.

Overall, the responses received in this section were positive (or in agreement), with the exception of the two statements as identified. While respondents thought they needed more staff, they felt that their managers were effective and that training was adequate.

KEY FINDINGS:

Respondents felt that processes and practices were efficient and effective, with an emphasis on providing customer service.

Respondents were asked to evaluate the current operating practices and processes. The statements in this section focus on business practices, policies and procedures, performance evaluation, and customer service. The following table presents the results.

Statement	SA	A	D	SD	No Opinion
13. The business processes within my department are efficient and effective.	19%	44%	25%	8%	3%
14. The business processes involving other departments are efficient and effective.	6%	22%	28%	17%	28%

TINLEY PARK, IL
Staffing Level Analysis of Administrative Departments

15. My department performs work that is not duplicated by other departments.	42%	50%	6%	0%	3%
16. My department has well documented policies and procedures to guide my work.	14%	47%	25%	3%	11%
17. In my department, we do a good job planning and scheduling our work.	28%	50%	14%	0%	8%
18. In my department, part-time staff are scheduled during peak times.	14%	42%	19%	6%	19%
19. The performance evaluation process is fair and consistent.	22%	31%	8%	19%	19%
20. Problems and issues in the Village are resolved in a timely manner.	8%	33%	28%	14%	17%
21. Customer service to the community is a high priority in the Village.	50%	47%	3%	0%	0%
22. Internal customer service is a high priority in the Village.	36%	36%	17%	3%	8%

As similar to the previous section, responses were generally in agreement for most statements. Only statements #14 and #20 had more disagreement responses than agreement. These statements focused on business practices in other departments, and resolution of problems and issues resolved in a timely manner. The low level of agreement to business processes in other department statement, is likely due to limited knowledge of these practices by respondents and thus not a major concern of the project team. It should be noted that only 53% of the respondents indicate they thought the performance evaluation process is fair and consistent. This may be an area of improvement moving forward for the Village management team.

Areas where respondents indicated a high level of agreement includes non-duplicated work areas, proactive planning and scheduling of workload, emphasis on customer service (external and internal). Statement #19, received a 97% agreement rate, which is important since staff feel that customer service to the community is a high priority.

KEY FINDINGS:

Respondents felt that they had adequate technology to complete their duties, but do not feel that current technology allows them to be more efficient.

Respondents were asked a total of six statements about equipment and technology. Five out of six responses were in agreement. The following table provides the results.

Statement	SA	A	D	SD	No Opinion
23. Our current technology systems allow personnel to be more efficient.	6%	39%	36%	17%	3%
24. Our department utilizes web-based applications to allow citizens / customers to conduct business.	14%	47%	14%	11%	14%
25. I have access to the appropriate tools and equipment to do my job well.	25%	50%	14%	8%	3%
26. I receive the proper amount of training to use our technology systems.	19%	39%	19%	11%	11%
27. Our equipment / technology is well maintained.	14%	54%	11%	6%	14%
28. I have access to the necessary software and technology needed to perform my duties.	14%	56%	22%	6%	3%

Overall, responses were generally in agreement for this section, with agreement rates ranging from 45% to a high of 75%. Respondents did not feel (45% agreement rate) that their current technology systems allowed them to be more efficient, while only 61% felt that their department utilizes web-based applications to conduct business with the public. 75% of the respondents felt that they have access to appropriate tools and equipment to do their job well. Subsequently, respondents felt that their equipment and technology systems were well maintained. Interestingly, only 58% indicated they received the proper amount of training for their technical systems. Areas of improvement may focus on incorporating more web-based customer oriented applications and additional training for staff with an emphasis on becoming more efficient.

KEY FINDINGS:

Respondents are pleased with the organizational structure of their department and the Village.

Survey takers were asked their opinions about the organizational structure of their department and the Village as a whole. As seen in the following table, the majority of respondents were in agreement.

Statement	SA	A	D	SD	No Opinion
29. The organizational structure of the Village promotes the efficient and effective delivery of services.	19%	33%	25%	3%	19%
30. The organizational structure of my department is well suited to its responsibilities.	22%	44%	22%	8%	3%
31. There are no functions / services performed by my department that are more appropriately conducted by another department.	31%	44%	11%	3%	11%

All statements received a minimum of 53% agreement and a maximum of 30% disagreement. Respondents are satisfied about the organizational structure of their department and within in the Village, and think that services are provided effectively and efficiently. 75% of respondents thought that the duties performed by their department are appropriate and that these duties should not be performed by other departments.

KEY FINDINGS:

The majority of respondents felt that the workload was high, but that they could generally keep up.

Respondents were asked to rate their workload level. The following responses were received.

Statement	% Response
I am always overloaded. I can never catch up.	25%
Sometimes my workload is heavy, but most of the time I can keep up.	53%

I have the right balance between time available and the amount of work.	17%
I could handle more work without being overloaded.	6%

The majority of respondents (53%) indicated that sometimes their workload is heavy but that they generally can keep up. While 25% of respondents indicated they are always overloaded, and can never catch up. 17% indicated they had the right balance of workload and time available, while 6% said they could handle more work.

KEY FINDINGS:

83% of Respondents felt there is a good balance between the number of supervisors and employees.

When asked about the span of control by supervisors, an overwhelming majority (83%) indicated that there is a good balance between the number of supervisors and employees, while 11% indicated there were too few supervisors, and 6% said there was too many supervisors in relation to the number of employees.

OPEN ENDED QUESTIONS AND RESPONSES

The final section of questions was open-ended. Open-ended questions provide respondents a free form response to three questions. For each of the open-ended question key themes were developed from the responses received.

QUESTION:

Are there areas within the Village’s organizational structure where you feel spans of control should be modified to improve efficient use of resources?

The intent of this question by the project team was to identify areas where respondents felt the span of control was not conducive to efficient operations or use of resources. Based on the responses received, respondents identified several areas,

where they felt staffing was insufficient. Please note that the project team is aware of several staffing vacancies at the time of this survey, but the themes identified below are the opinions of respondents to this survey.

- Finance needs additional full-time staff.
- Information Technology needs additional staff.
- Building Department needs additional clerks and updated software system.
- Planning Department needs additional staff.

It was clear that respondents felt that most functional areas needed additional staffing. All 14 responses received for this question focused on staffing level, either for departments included in this study or for other Village departments.

QUESTION:

Are there any operating efficiencies (either within your department or in other departments) or staffing changes that you feel the project team should consider during this study?

This question allowed respondents to openly discuss efficiencies that they thought would be beneficial to individual departments or the Village as whole. The following key themes were identified.

- Increase training opportunities.
- Additional staffing in the following departments
 - Information Technology
 - Building
 - Finance
 - Information Technology
- Add a purchasing agent to handle all procurement activities.

- Public Works staff should be cross-trained (please not Public Works not included in this study)
- New software system for utility billing and permitting. Allow more on-line transaction for citizens.
- Strategic plan for Information Technology

As to be expected, responses focused on staffing related issues and the increase use of technology. There was a strong desire to have a new permitting and finance software. Several responses focused on the idea that new software would help create more efficiencies in Permitting and Finance.

QUESTION:

Are there opportunities for consolidation / sharing of services between the Village and other entities (public or private) that may provide a higher level of service or reduce operating cost?

This section asked respondents to identify areas that the project team should consider for consolidation or shared services. A total of 11 responses were received.

The following considerations were provided:

- Consolidated dispatch operations
- Community Development consolidation (Planning, Building, and Economic Development)
- Utility billing should move from Public Works to Finance.
- Consolidation of Information Technology functions between the Village, Park District, and Library.

Respondents provided several areas they thought could provide better service, unfortunately many of these suggestions fall outside the departments included in this study with the exception of Community Development. The project team will consider Community Development consolidation in their analysis.

CONCLUSION

A total of 37 responses were received out of a total of 41 invites for this survey. The majority of the responses received were in agreement for the multiple-choice statements. Several key themes were identified by the respondents for improvement. These areas included additional staffing resources, particularly in Community Development and Finance, the need for updated financial and permitting software systems, and the desire for on-going training. Over half of the respondents indicated they had the proper amount of workload, while 25% thought they had more work than they could handle. The bulk of the survey was positive in nature and open ended responses were consistent with the responses received from the multiple-choice statements.

MEMORANDUM



To: Administration and Legal Committee

From: David Niemeyer, Village Manager

cc: Village Board
Pat Carr, Interim Assistant Village Manager
Denise Maiolo, Interim HR Director
Samantha Brunell, Interim Deputy HR Director
Patrick Connelly, Village Attorney

Date: June 23, 2017

Re: Compensation and Benefits Analysis (Pay Plan)

Last year, the Village Board directed staff to undertake a comprehensive compensation and benefits plan review and develop a new compensation and benefits plan and salary schedule. It has been 11 years since the Village undertook a comprehensive review of its pay system. Doing a comprehensive study like this, internally, would not be feasible for a large organization with the lean staff that we have. Further, using an outside consultant will insure a measure of independence that is important for this type of study.

Steve Tilton, Gerry Horan, Denise Maiolo and I interviewed 3 firms. We reviewed this with the Budget, Audit and Administration Committee. We all agreed that PayPoint HR was the best firm with experience doing these pay plans for several local governments including: Mid-America Regional Council: nonprofit association of 119 cities and 9 county governments; Prince Georges County Maryland: school system's 18,000 union & non-union employees; Anne Arundel County Maryland; school system 11,000 employees; US Dept. of Agriculture; NASA Federal Credit Union; Dept. of Veteran's Affairs Federal Credit Union and more. The cost of the study was \$37,500.

Over the last several months we also worked with trustees and board committees to develop criteria for comparable communities that Pay Point HR surveyed. We also included elected officials in the discussion of the various percentiles that the Village could consider.

Attached is the study that PayPoint HR completed. A PowerPoint will also be presented summarizing the results, I will present to you as soon as we receive. Because of the complexity

of the issue, no decisions on the actual study will be requested at this meeting. We will discuss the next steps to take.

However, I would like to make a recommendation to the Committee and the Village Board on some increases to the pay ranges for non union employees retroactive to May 1, the beginning of the fiscal year. Typically, the Village Board annually makes an adjustment to the non union ranges based on what our comparable communities and Village unions are receiving. Below are some of the results:

COMMUNITY	NON-UNION FY 2017
Bourbonnais	Undecided still.
Downers Grove	2%
Flossmoor	0%
Homewood	2.5%
Lombard	2%
Mokena	2.5%
Oak Forest	2.5%
Oak Park	2.25%
Park Forest	2.5%
Plainfield	2.5%
Woodridge	2%

For 2017-18, the two unions are receiving the following pay range adjustments:

- Local 150 Public works 2.5%
- MAP police 2.75%

In addition I have attached the history of range increases the last 11 years for non union and union employees.

My recommendation, at this point, would be to increase the salary ranges for all positions who are listed as at or below the market for the 60% percentile as outlined in the Pay Point HR study. In terms of how to handle those positions that are above the market, the Village Board should discuss at a future meeting some of the options outlined in the PayPoint HR study.

Please let me know if you have any questions.

**VILLAGE OF TINLEY PARK
ANNUAL PAY INCREASES**

Effective Date	Non-Union				Patrol Union	PW Union
5/1/2003						
5/1/2004						
5/1/2005						
1/1/2006	Pay & Comp Implementation					
5/1/2006	3.50%					
5/1/2007	3.50%					
5/1/2008	3.50%				4.00%	maint worker
5/1/2009	0.00%				4.00%	
11/1/2009	2.00%					
5/1/2010	0.00%					
5/1/2011	2.00%					
5/1/2012	1.00%	2.00%	Increased by ORD 2013-O-037	8/20/13 effective 5/1/12	2.00%	0.50%
5/1/2013	2.00%				2.50%	2.00%
5/1/2014	2.00%				2.50%	2.50%
5/1/2015	2.50%				2.50%	2.50%
5/1/2016	2.50%		Approved at 7/5/16 board meeting		2.50%	2.50%
5/1/2017	0.00%				2.75%	2.50%
5/1/2018					2.50%	
5/1/2019					2.50%	



Village of Tinley Park
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Compensation and Benefits Plan Review & Analysis



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Submitted on
June 12, 2017



Village of Tinley Park

Compensation and Benefits Plan Review and Analysis

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Village of Tinley Park

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Village of Tinley Park

Compensation and Benefits Plan Review and Analysis

Introduction

Paypoint HR is pleased to present this Compensation and Benefits Plan Review & Analysis to the Village of Tinley Park, Illinois. The study began October 3, 2016 and was completed for presentation to the Village Board on June 12, 2017. The intent of the study was to review the existing classification, compensation, and benefits plan (“Pay Plan”), to ensure that employee compensation is internally equitable and externally competitive. The study included approximately 281 select positions within the estimated 449 full and part-time total Village employees. The employees included in the study are categorized into 73 job descriptions for the Village. This study did not include Police and Public Works employees covered by Collective Bargaining Agreements.

The point of the Introduction is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to read the document in its entirety in order to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. The consultant can identify opportunities but it is up to the leadership team of the Village to determine which are most appropriate and the timing of implementation.

Current Status

The Village of Tinley Park is well established as a cultural, economic, and educational leader in the Chicago Metropolitan area. Ranked as one of the largest municipalities in the Metro Area, the Village’s Strategic Plan is to continue to be a great place to do business and raise a family. With strong leadership and a new brand, the Village plans to promote cooperation and develop innovative solutions, e.g., the new downtown plaza project, while providing a forum for the community to work together to advance social, economic, and environmental progress. The Village of Tinley Park envisions a revitalization that will enhance the Village’s position in the region, increase demand for residential properties, and positively impact home values. With some of the best resources, quality public transportation systems, cultural attractions, and plans for new venues, the Village is poised to make its vision a reality. To do this successfully, the Village will need to rely heavily on its existing employee base and attract qualified additions to its staff as appropriate.

The last study of this kind was completed in 2006 and the Village has been operating under the recommendations from this plan since that time. Changes in the Village’s operation, increased needs of the community, major economic shifts, and evolving job roles in the last several years has impacted the type, scope, and level of work being performed by employees. To address these issues, the Village has modified the existing plan over the years. For the last decade, the Village made changes to the base pay plan based on cost of living and adjusted pay within departments or work groups.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

The results of reactionary adjustments such as these are that over time they become confusing to explain and difficult to administer. A sense of unease can occur from a lack of understanding of the plan or more seriously, a perception of “special deals” being built in to the system. Another common issue with the reactionary adjustments is that they may penalize the employees who have the most experience with the organization through hiring new employees at market while not making accommodations for the existing staff. This can cause experienced employees to look to the external labor market to see what is being paid elsewhere for their position.

To level the playing field for its staff and position itself for the future, the Village has set out to conduct a compensation and benefits plan review and analysis. An advantage to conducting this project using an outside consultant was the ability to look objectively at pay across the organization in a cost-effective manner. This study enabled the collection of more robust and thorough data. This information will help the Village to make informed decisions about employee pay. In turn, the Village will be able to attract and retain the best employees to care for the community it serves and improve its ability to meet community goals.

Comprehensive wage comparability studies ensure that wages paid to all staff, from management to the front-line, are competitive to both those within the organization and those paid for similar work in the labor markets in which the Village competes.

In summary, the need for the Classification and Compensation Study was determined for:

- Improved productivity
- Economies of scale
- More robust information through aggregate data
- Ability to receive information from a custom salary survey
- Motivated salary survey respondents
- Third party review and analysis of data
- Impartial recommendations and confidentiality
- Ability to adopt standardized job titles and salary pay ranges while maintaining autonomy about decisions on pay

Scope of Work

The scope of the study included development of a credible Pay Plan that recognizes these risks: ensure positions performing similar work with essentially the same level of complexity, responsibility knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned differential between individual classes; and maintain currency with relevant labor markets. The overarching goal was to improve the Village’s ability to attract and retain high-performing employees and to ensure the Village of Tinley Park is an “employer of choice” in the labor market where it competes.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

The tasks as set forth by the Request for Proposal include:

Task 1 - The consultant shall perform a salary survey of communities comparable to the Village of Tinley Park in size, population, economic climate, and proximity, etc., that are collaboratively agreed upon by the Village and the consultant. The consultant shall also conduct a salary survey for similar positions within private sector businesses, also agreed upon by the Village. The salary study should include the hours worked per week by employees in the various positions in an effort to consider both internal and external equity. Survey results should also detail compensation and benefits processes, merit based or salary increases based on market wage adjustment. The consultant shall develop recommendations that are externally competitive and internally equitable for each job classification.

Task 2 - Compensation and Benefits Schedule: Utilizing the survey results and comparable job descriptions, the consultant shall prepare a recommended compensation and benefits plan and salary schedule to correspond to the applicable classification plan.

The study was divided into two parts: an internal equity classification phase and an external equity compensation phase. The classification phase was initiated first and included the identification, review, and analysis of work being performed in various positions. Paypoint HR then used this information to more accurately compare compensation for work done by employees within the Village to employees doing similar work in the external market.

Tinley Park and Paypoint HR worked together to clarify job roles to ensure the data compares “apples to apples” for the essential functions of the positions studied. It was decided to involve employees and get their input through job analysis questionnaires to assist in the clarification of current job duties and help uncover areas of improvement. The resulting standardized job definitions were helpful in accurately and effectively determining internal equity and conducting the external market analysis.

The purpose of collecting and analyzing external market data was to understand the external value of jobs, compare the findings to the Village’s Pay Plan, and develop recommendations.

The market data serves as an indicator of market trends and the internal job analysis serves as a balancing element for determining pay grade assignment. Paypoint HR’s target salary recommendations consider the following:

- Tinley Park’s short and long-term strategic plan,
- Current salary,
- Current job title or rank
- Education, Experience, Knowledge, Skills, Abilities, Certification levels, and,
- Length of service.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

The integrated findings from both the classification phase and the compensation phase has resulted in the overall recommendations and has been critical in addressing the following issues:

- Difficulty in recruiting qualified individuals for certain positions;
- Difficulty in retaining qualified employees;
- Internal and external pay equity;
- Pay compression;
- Strengths and weaknesses of the existing Pay Plan; and,
- Fiscal impact of recommendations.

As part of the research developed by Paypoint HR, we have generated comparative ratio report including each position. The industry term for this report is a comparative ratio report or compa-ratio report. These reports show each position considered in this study, and their respective compensation and compensation relative to the external market data. All calculations consider the standard number of hours an employee is expected to work based on the position. Using an hourly rate allows for a fair comparison of pay from one organization to another as each organization may have different expectations for the number of hours worked. This approach eliminates confusion caused when using annual salaries.

The final report includes current market pay data by job and compares Tinley Park's Pay Plan to the overall findings.

Classification Survey Findings Summary

An initial kick-off meeting was held with the Village's leadership team to gain understanding of the current pay structure, establish reporting relationships, determine schedules for meeting project milestones, and to collect needed background data.

Paypoint HR used the background data collected from the leadership team to establish a baseline on the relationship between job roles and associated compensation. The initial review of the existing pay scales revealed that the multiple tables for calculating pay is overly complex and confusing. This leads to difficulty understanding, explaining, administering, and maintaining the plans.

For the job analysis, Paypoint HR worked with the Village's Human Resources department to schedule briefing sessions with employees. In preparation for this portion of the study Paypoint HR developed a custom website for the employees of Tinley Park to complete a job analysis questionnaire. Position Vantage Point (PVP) is the proprietary tool designed by Paypoint HR to collect information about job duties from the employees. Employees are considered Subject Matter Experts on their position and their input was highly encouraged. Questions within the PVP were divided into four (4) categories. Each category covered compensable factors associated to the category. Compensable factors are reasons for differentiation in pay for jobs. The four (4) categories in the PVP were background, skill, environment, and authority.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

The internal relationship of positions and salary levels of job titles were determined by required knowledge, skills, and abilities as well as the environment and scope of decisions for which each job was responsible. Logically, titles with the most complex and most impacting decision levels were at the highest salary levels and titles with the lowest level of decision making were classified in the lower salary levels.

The purpose of the briefing sessions was to discuss the project scope, expectations, the roles of employees and supervisors, as well as to review the job analysis questionnaire. During the briefings, employees were given instructions on how to complete their individual job analysis using the PVP questionnaire. Each employee had the option to complete the questionnaire online or on a paper copy. This gave employees that either do not have access to a computer or who prefer to complete a printed version an opportunity to participate. Employees who completed a hard copy version were asked to seal their responses in an envelope provided by Paypoint HR to hand in to either their supervisor or Human Resources. The due date for submission of PVP responses was set for November 16, 2016, giving the employees ample time from the briefing session to complete the survey.

The completed paper version PVPs were then collected and mailed directly to Paypoint HR. Paper copies were reviewed by Paypoint HR and manually entered into the electronic database creating a central location for all responses. The electronic database with employees' responses was locked at this time to maintain its integrity. Copies of employee results were reviewed by their respective supervisor on a separate custom website developed for the Village. The supervisors were only able to review a copy of the employees' responses who are in their charge. The supervisor's review insured compliance and accuracy. Supervisors were not able to change the employees' response but were asked to give their own response to the same questions.

After using several techniques in analyzing the data collected from the Position Vantage Point (PVP) job analysis, it was determined that enough data was collected for there to be a clear understanding of the compensable factors associated with positions. Having the PVP responses reviewed from a quantitative perspective further confirms objectivity and validity. It was uncovered through the PVP findings that positions within the Village align with the expected responsibilities and background requirements. One observation made is that across the board, job descriptions currently do not incorporate the industry norms for minimum education and experience levels required for positions. It was found that certain positions may need to be reclassified.

One test used to look at PVP results was a regression analysis against the market study findings. The findings were determined to be a good predictor of compensation. We will expand on this in our recommendations for ongoing administration of the pay plan.

The current system was reviewed for salary compression. Compression typically develops over time and impacts long-tenured employees who have not received pay increases commensurate with the market while new hires with less experience are



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

brought on-board at market rate. The result is that pay is not commensurate with knowledge, skills, and abilities. It is common to see compression in pay following an economic downturn. As the economy strengthens, new employees are brought on at market while existing employees who have been subject to pay freezes are overlooked. It was found that within Tinley Park there are positions experiencing compression. Tinley Park has a large number of both management and non-management employees at the maximum pay for their respective grades. This implies the employees have “maxed out” on their ability to grow within the organization which in turn leads to low morale. The Market Comparison for Full and Part-Time employees show specific job titles affected by compression.

Further review of the current salary schedules shows that there is a narrow “spread” between the minimum and maximum within each pay grade. Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often is a contributing factor to wage compression as the maximum salary is quickly achieved. Our recommendations address and resolve these issues.

External Survey Findings Summary

The custom external market survey was conducted to capture a clear picture of pay in the labor market. Paypoint HR collaborated with the leadership team to develop topics to consider for the benefits survey and benchmark positions to include in the salary survey. The Village specifically wanted to review ancillary benefits that other communities may offer their employees. These benefits included 457 contributions, bonuses, stipends, and take-home vehicles/car allowances. Both vetted public and private organizations were given the questions on the benefits and salaries they offer employees. The salary information collected from the organizations that participated represented the majority of positions included in the survey. To validate the findings of the custom study, Paypoint HR used additional external market data from our resource library. Based on the results, the findings from the custom survey were found to be in line with the data from a larger pool of participants indicating that findings were relevant.

For this study, Paypoint HR gathered and compiled current pay information from the Village’s key competitors for labor. In order to yield results that are indicative of the labor market, both private and public-sector employers were considered. Much effort was put into determining appropriate organizations to consider for participation in the study. There were eight economic metrics considered for comparable organization selection. Paypoint HR’s final report provides data representative of organizations near Tinley Park. The eight metrics considered include:

- Proximity,
- Population,
- Housing Value,



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- Household Income,
- Cost of Living,
- Unemployment Rates,
- Labor Force Size, and,
- Taxable Value.

Benefit Survey

The benefit survey was designed to get a snapshot of the participant's employee benefit offerings. It was not intended to be an in-depth benefit survey comparing the benefit summaries, premiums, co-pays, and deductibles. Further, benefit analysis looks at benefits as a portion of total compensation. In aggregate data, it is reported as a percentage of pay using the number of employees within each organization. Elements within each organization are not equal. For example, there may be more part-time or seasonal workers employed at an organization who are not eligible for benefits. Using part-time or seasonal wages in the calculation could skew the findings.

Questions included in the Benefit Survey addressed the following:

- 1) Background data on the organization and the person completing the survey on behalf of the organization,
- 2) Percentage of total compensation attributed to benefits,
- 3) Information on how the organization adjusts salaries,
- 4) Types of benefits offered,
- 5) Retirement health coverage,
- 6) Vacation, sick days offered,
- 7) Qualified pension plan offering,
- 8) Retirement pension matching,
- 9) Date of last salary update,
- 10) Pay-for-performance,
- 11) Auto use or allowance,
- 12) Recruiting and hiring plans, and
- 13) Compensation for exempt employees who work over-time.

Summary of responses:

- 1) The respondents completing the survey listed their roles to be in either Finance or Human Resources.
- 2) The percentage of total compensation attributed to benefits at Tinley Park was roughly 2% higher than the respondents.
- 3) Organizations reported that pay is adjusted based on longevity, market analysis of comparable communities annually, classification studies consistently every four (4) years, positive performance review, Cost of Living Adjustments (COLA), based on Collective Bargaining Agreements (CBAs), and additional education.
- 4) In addition to major medical, dental, and vision respondents listed the following benefits as ancillary offerings in their benefit packages:



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- a) Flexible Spending Accounts (FSAs).
 - b) Health Savings Accounts (HSAs),
 - c) Wellness Benefits- one respondent replied they have a \$172,000 annual budget for Wellness Programs,
 - d) Cash Pay-Outs for Comp Time or Pay Over-Time,
 - e) 457 Deferred Compensation - half of the respondents replied they offer it,
 - f) Life Insurance,
 - g) Auto Allowance,
 - h) Uniform Allowance,
 - i) Cash Fringe Benefits,
 - j) Performance Benefits,
 - k) Voluntary Benefits like AFLAC,
 - l) Tuition Assistance, and
 - m) Disability Insurance.
- 5) Retirement Health - approximately half of the respondents stated they either have retirement health insurance available. Some paid a portion of the premium on behalf of the retiree. Retirement Pension Matching approximately 58% of respondents replied that they offer an employer contribution to pensions for retirees. A major trend in the labor force is moving away from paying for retiree health insurance and instead contributing to a Retirement Health Savings Account for retirees.
- 6) All of the respondents reported holiday, vacation, and sick pay. None of the respondents reported the time as a collective Paid-time-off bank of hours. Most organizations offer 10 -25 paid holidays. The most vacation an employee can earn in a year was reported at one organization to be 30 paid holidays. All organizations have longevity requirements for employees to earn additional vacation and/or sick time. A few respondents reported allowing carry over days into the following year. The number of sick days offered ranged from 8 to 15 days.
- 7) Approximately 37% of respondents offer 403(b) or 457 qualified retirement plans.
- 8) The amount of the match ranged from a flat dollar amount of \$1,000 to \$19,861.50. The respondents that reported matches as a percent said they match 4.5% - 17.16%.
- 9) About 90% of the respondents had made adjustments to their pay plan in the last year. Notably one respondent stated they had not received any increase in five (5) years and the next increase will be in 2019.
- 10) 64% of respondents reported a pay for performance bonus or stipend plan.
- 11) 72% of respondents offer either an automobile allowance or auto use for department heads and police and fire. Those that reported an allowance stated a monthly allowance between \$50 to \$600 for key positions.
- 12) 11% of respondents reported having a formal recruiting, hiring, or retention plan.



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- 13) About 22% respondents reported giving sell back cash payments of compensatory time for over-time hours to employees that normally are exempt from overtime.

Recommendations

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data and analysis it is possible to make informed decisions with regard to possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. The Village of Tinley Park will need to consider both components in making final decisions. Lower turnover rates, the ability to attract a better pool of job candidates, and improved morale are examples of positive benefits of introducing an internally and externally equitable classification and compensation system.

Paypoint HR recognizes that implementations of the new or revised compensation and classification programs must take into account the financial environment, current pay structures, and other variables unique to Tinley Park. Paypoint HR has worked to provide an implementation plan that will address current inequities and will provide a framework for external competitiveness. It is especially important for public sector organizations to be good stewards of their service programs and the budgets that support them. Having excellent staff is key to successful centers. It is important for Tinley Park to retain a highly qualified work force by providing a transparent, fair, fiscally responsible and competitive compensation program. It is equally important, that the organizations not overpay positions. The proposed implementation plan carefully balances these two very important considerations.

Paypoint HR has calculated the cost of implementing increases in the minimum pay employees who fall below the minimum for their position.

Our recommendations address both external (market) and internal (job responsibility) equity issues. The recommendations in the report accomplish the following:

- Brings about internal equity for employees in consideration of time in position;
- Greatly simplifies the salary plan for internal administration;
- Provides a simple, easy to understand plan for employees;
- Addresses any salary that exceeds the range maximum; and,
- Allows for simplification of future pay structure adjustments to accommodate for market changes.

These recommendations achieve the maximum amount of internal equity without reducing the pay of any employee. Once the recommendations are put in place, the Village will experience full equity as new hires are brought on and the Village experiences normal attrition.



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Compliance Recommendations

Based on the findings from the Position Vantage Point (PVP) questionnaires completed by employees, the Village should strongly consider updating job descriptions to properly reflect the education, certification, and experience required for each position and to accurately reflect the essential job functions. Further, the Personnel Handbook should be reviewed and updated. There are items such as pagers, residency requirements, longevity, and benefit offerings that are outdated or no longer applicable.

Pay Structure Recommendations

To simplify and add clarity to pay, we recommend the Village adopt an overall structural change in its salary scales and adopt a single salary schedule for all employees. The recommended scale correlates to the findings of the job analysis and the necessary knowledge, skills, and abilities required to perform the job. The scale offers a wider spread between the minimum and maximum pay in the recommended grade scale, which adds additional opportunities for growth to those who are currently at the maximum of their pay grade. It should be noted that the use of longevity bonuses or any instrument of pay that could be considered a “special deal” is not recommended. As employees gain experience, knowledge, and abilities the standard pay scale will allow them to move up the pay ladder.

Timing of implementation of the new pay scale should occur at either the adoption of the new budget or at the beginning of the calendar year. Prior to implementation there should be education on the updates done by Human Resources with each employee. The education should include a simple spreadsheet showing the employee their pay on the current system and comparing it directly to their pay on the new system.

Managing compensation overall is a fluid task and it is recommended that the Village adopt a pro-active approach by conducting regular market analysis on certain key positions annually and every 3-4 years conduct a formal comprehensive study. Paypoint HR has developed a Compensation Factor System (CFS) to help the Village determine the proper classifications for existing positions as the job evolves over time as well as to assist in the appropriate placement of new positions within the existing system.

Benefit Offering Recommendations

Tinley Park’s current benefit offering were compared to the survey results and it was found that the Village is generally competitive in the market.

As premiums, coverages, benefit summaries, and other factors are difficult to compare side-by-side, a 2% difference in the cost of benefits as a percentage of total pay was considered negligible. The national average for benefits as a percent of total compensation is 30-35% for non-union and 40% for union employees. The Villages’ cost for employee benefits are well within this range. Other than making the



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recommendation to re-evaluate health, dental, and vision plans annually, the Village should not make any major changes to health, dental, and vision contributions.

The current trend in employee compensation is to move away from longevity pay and to focus more on other measurable factors. These factors include the employee's ability to acquire additional education, training, certifications, meet goals, and expand their skills and abilities. The reason for this trend is that longevity based pay can promote mediocrity and discourage top performers.

Performance Pay

As employers adapt to greater number of experienced employees in the Baby Boomer generation leaving the labor force, the need to invest in the education and training of newer employees to get them to acceptable performance levels will increase.

Approximately 38% of both the non-management and management staff working for the Village are at the maximum of their salary range. These employees have reached the top of their pay grade by working for the Village for a number of years. They likely are nearing retirement and are a challenge to continue to motivate as there is not clear platform for them to grow in their position.

In addition to making scale adjustments, the Village can offer these employees performance based incentives so that they will continue to perform at exceptional levels. For the newer employees, it is likely that they will be Millennials who have the desire to make a difference and have growth opportunities. By designing a performance pay that values experience, encourages education and new opportunities, the Village will be positioned to both attract and retain employees.

The Village has an annual performance review included in the Personnel Manual and a pay-for-performance pay structure in place. The system does not seem to be fully deployed though 8-9 employees do receive bonuses for exceptional performance annually. It was found that 64% of the surveyed comparable organizations offer performance bonuses.

There are a number of reasons for limited use of performance plans. To overcome the obstacles in the implementation and administration of a pay-for-performance plan, it is recommended to make performance pay:

- Go beyond financial rewards,
- Be part of a broader development efforts for the organization and its employees,
- Have clear goals,
- Include employees in the planning and implementation process,
- Use evaluators who are thoroughly trained and consistent,
- Have employees who are confident that there is a professional two-way trust relationship between staff and supervisors, a valid instrument for review, and an existing professional environment.



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- Have adequate funds - those motivated by money will typically need 10-15% pay award to change behavior.

The Village should consider whether the current cultural, political, and financial environment allows for such a plan to take place and whether it is worth the effort. Paypoint HR is able to assist in the development of such a plan to either adjust what is in place or create a new structure.

Performance Reviews

The challenges with annual performance reviews are in making them simple enough to complete, unbiased, timely, and agile. Whether or not the Village chooses to continue the existing structure, we recommend that the Village incorporate a 360° review approach to performance reviews. A 360°- degree review includes information solicited from an employee's subordinates, peers, and supervisors, as well as a self-evaluation by the employee themselves. To address the issues of making the review timely so that employees can make adjustments to positively impact their pay, we recommend quarterly conversations with managers where the focus is on development and short-term goals. Implementation would consider conducting an initial 360° and then using the results to determine short-term focus.

If the Village prefers it may choose to initially conduct 360° performance reviews for management positions only. This approach may allow for a "beta" test and should improve morale of employees by having management model the behaviors it is trying to encourage. Either the highest scoring performers in the review or those that met pre-set standards would then be eligible to receive performance pay.

Supplemental Benefits

The Villages' supplemental benefit package offers a strong competitive plan for employees overall. One possible improvement would be with regard to educational assistance. The Village should consider developing a more formal policy and setting aside funds annually for employees to take advantage of the benefit. An example of a more formal educational assistance program would be to establish the types of courses eligible, acceptable educational facilities, expectation of minimum performance requirements, annual or lifetime maximums for assistance, as well as a potential pay-back scale if the employee terminates before specified anniversary dates.

Auto allowance was offered at 72% of the organizations that responded to the custom study. An auto allowance should be considered for employees using their own vehicles to meet the demands required of their position.



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Sample Car Allowance Policy

The list below are positions appointed by the Village Board and are eligible to receive the following flat rate monthly car allowance:

City Manager \$300.00
Deputy City Manager \$200.00
Assistant City Manager \$200.00
Department Directors, Deputy Department Directors \$200.00
Assistant City Secretary, Assistant Department Directors \$100.00

1. **Termination of Car Allowance:** Each authorization for a flat monthly car allowance will be automatically terminated when an employee resigns or vacates the position held.
2. **Use of Private Vehicle:** An employee who receives a monthly car allowance is expected to use his or her private vehicle for Village business. Use of a Village vehicle is authorized only in emergency situations.
3. **Trips Outside Village Limits:** Any eligible employee who receives a flat monthly car allowance, and who drives a personal vehicle on Village business outside of the Village limits, will be eligible for reimbursement based on documented mileage at the IRS approved reimbursement rate at the time of the travel. It is the responsibility of individuals who receive a car allowance to keep adequate mileage and auto expense records for personal tax purposes. If Village employees who are eligible to receive a car allowance choose to use a phone software such as MileIQ, to track mileage, the Village will reimburse for the cost of the software license.
4. **City Gasoline and Oil:** City gasoline and oil will not be dispensed to privately owned vehicles.
5. **Requirements for Car Allowance Recipients:** Employees who receive a car allowance must maintain a valid driver's license, a vehicle that is legally licensed, registered, and meet the basic insurance requirements for that type of vehicle under state laws.



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Managing Pay Ranges

The custom study has developed a pay structure for the Village of Tinley Park similar to the existing salary schedules as it is based on pay grades. The spread between the minimum pay and the maximum for each pay grade is recommended at 60% from the existing 40%. This allows for room in each grade for career growth based on metrics the organization determines important.

The additional spread in pay means employees can continue to have increases in pay due to performance, experience, market rates, cost of living, education and/or credentials.

Employees Below the Range

For employees that fall below the range, or what are considered to be “green circled”, there are a number of options for managing their pay. Generally, management of green-circle employees is a challenge for budgetary reasons. Increases to pay will be reflected in the organization’s overall budget and will need to have ongoing revenues to fund them in order to have a balanced budget going forward. Paypoint HR has calculated the Fiscal Impact of recommended changes for the Village Board to utilize when making decisions on how best to make course corrections for the effected positions.

Options recommended for Village of Tinley Park for employees below the range:

1. Bring all employees who are not at minimum to the minimum of the pay range. Giving priority to the positions who are paid significantly under the market minimum. This option is often chosen by organizations that have a strong commitment to correcting outliers in the compensation plan.
2. Allocate increases based on where employees are in their grade (which is alignment to the market). This option is often used by organizations that want to stay competitive in the market.

Another option, but one that is not addressed in the pay scale but instead in the performance pay recommendations is:

3. Allocate increases based on the employee’s placement in the range and their performance. For example, a star performer who is lower in the range may get a higher increase than a star performer who is high in the range. In the long term, high performers will have higher salaries and moderate performers will shift as the market shifts.

Employees Above the Range

How is it possible for employees to be paid above the market rate? Reasons include change in market conditions, employees who have a long tenure, job responsibilities are



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varied or have decreased or there are shifts in pay philosophy. If opting to apply restrictions to employees that fall above the maximum pay range there are several factors to consider. Outlier policies for those above the market maximum should not be used where employee discipline is a factor. It can create confusion about the issues at hand. In addition, be careful not to discriminate against those that belong to a protected class of employees.

Consider a partial application of a red-outlier policy. Options 2 and 3 explained below are partial application policies. Last but not least, consider morale. It is possible that applying a red-outlier policy may send a positive message to employees below the maximum. Also, the strategy may help deter pay discrimination claims from employees who are on the low end of the pay range for the same position.

Employees whose pay falls above the range, or what we call “red circled” present their own set of challenges for the organization. This requires very clear expectations and possibly having hard conversations with employees. But again, there are several options.

Options for Employees Above the Range

1. Continue to give increases to employees, even if they fall over the top of the pay range. This is most often used when it is acceptable to have outliers above the range and if there is a risk of the employee leaving the organization.
2. Continue to allocate increases to outliers falling above the range, but give a smaller percentage than to those in or below the range. This approach has less risk of turnover with “red circled” employees.
3. Discontinue base-pay increases for red outliers, until the market catches up. Offer clear incentives for pay-for-performance bonuses at appropriate intervals. Reward only the top performers among the red outliers. This option carries risk of turnover among low performing red outliers, which may not be a bad result.
4. Discontinue base pay increases for red outliers until the market catches up. This brings risk of turnover, even with top performers.
5. What about decreasing base pay for red outliers to the maximum of the range and allowing increases with market increases? This option is for organizations that have a strong commitment to internal equity and market based pay. It entails a very high risk of turnover among red outliers, especially top performers. As such, this option is rarely, if ever, exercised or encouraged.

The option recommended for the Village of Tinley Park is:

4. Discontinue base-pay increases for red outliers, until the market catches up. Offer clear incentives for pay-for-performance bonuses at appropriate



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intervals. Reward only the top performers among the red outliers. This option carries risk of turnover among low performing red outliers-which may not be a bad result.

Salary Recommendations – Market Average

1. Raise the salary of Part-Time positions that are *substantially* below market, first, at a cost of \$10,150 - 13 Auxiliary Police Officers (\$8,112) and 1 Part-Time Fire Inspector (\$2,038).
2. Raise the salaries of non-management positions that are *substantially* below market, second, at a cost of \$73,523 - 2 Computer Technicians (\$45,964 total), 1 Marketing Assistant (\$15,276), and 1 Zoning Administrator (\$12,283).
3. Raise the salaries of non-management positions that are below market, third, at a cost of \$30,323 - 1 Accounting Technician (\$5,021), 3 Administrative Assistants (\$12,057 total), 1 Health & Consumer Protection Officer (\$5,871), and 1 Planner I (\$7,374).
4. Raise the salaries of management positions that are *substantially* below market, fourth, at a cost of \$85,824 - 1 Deputy Fire Chief (\$35,017), 1 Human Resources Director (\$28,059), and 1 Marketing Director (\$22,748).
5. Raise the salaries of management positions that are below market, fifth, at a cost of \$60,320 - 1 Deputy Clerk (\$6,221), 1 Deputy Director Human Resources (\$8,800), 2 Deputy Police Chiefs (\$23,211 total), 2 Senior Accountants (\$12,323 total), and 1 Treasurer/Finance Director (\$9,765).
6. Continue to adjust the salaries of positions that are near market with cost of living adjustments.
7. Discontinue making cost of living adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market.
8. Recommend reclassifying positions in accordance with the Compensable Factor Score (CFS) produced from the employee and management Position Vantage Point (PVP) job description surveys.
9. Recommend reclassifying Clerk I, Administrative Assistant, Clerk/Matron, Midnight Records Clerk, Clerk II as Administrative Assistant due to commonality of job description.
10. Recommend reclassifying Computer Technician to Network Analyst based on job description.
11. Recommend reclassifying Accountant I and Accountant II as Accountant.
12. Recommend reclassifying Deputy Director Human Resources as Human Resources Generalist.

To implement recommendations 1 through 5 would cost Tinley Park approximately \$260,140 in additional wages and would impact the salaries of 34 people.



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Salary Recommendations – Market 60th Percentile

1. Raise the salary of Part-Time positions that are *substantially* below market, first, at a cost of \$10,150 – 13 Auxiliary Police Officers (\$8,112) and 1 Part-Time Fire Inspector (\$2,038).
2. Raise the salaries of non-management positions that are *substantially* below market, second, at a cost of \$104,437 – 2 Computer Technicians (\$45,964 total), 1 Planner I (\$11,740), 1 Marketing Assistant (\$15,276), 3 Administrative Assistants (\$15,371 total), and 1 Zoning Administrator (\$16,087).
3. Raise the salaries of non-management positions that are below market, third, at a cost of \$30,697 – 1 Accounting Technician (\$6,923), and 1 Health & Consumer Protection Officer (\$8,054), and 2 Code Enforcement Officers (\$15,720 total).
4. Raise the salaries of management positions that are *substantially* below market, fourth, at a cost of \$152,588 – 1 Treasurer/Finance Director (\$18,466), 1 Deputy Fire Chief (\$35,017), 1 Marketing Director (\$22,748), 1 Human Resources Director (\$28,059), 2 Senior Accountants (\$24,649), 1 Deputy Director Human Resources (\$11,676), and 1 Deputy Clerk (\$11,973).
5. Raise the salaries of management positions that are below market, fifth, at a cost of \$52,505 – 2 Deputy Police Chiefs (\$31,331 total), 1 Assistant Village Manager (\$9,751), and 2 Executive Assistants (\$11,423).
6. Continue to adjust the salaries of positions that are near market with cost of living adjustments.
7. Discontinue making cost of living adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market.
8. Recommend reclassifying positions in accordance with the Compensable Factor Score (CFS) produced from the employee and management Position Vantage Point (PVP) job description surveys.
9. Recommend reclassifying Clerk I, Administrative Assistant, Clerk/Matron, Midnight Records Clerk, Clerk II as Administrative Assistant due to commonality of job description.
10. Recommend reclassifying Computer Technician to Network Analyst based on job description.
11. Recommend reclassifying Accountant I and Accountant II as Accountant.
12. Recommend reclassifying Deputy Director Human Resources as Human Resources Generalist.

To implement recommendations 1 through 5 would cost Tinley Park approximately \$350,377 in additional wages and would impact the salaries of 39 people.



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Salary Recommendations – Market 70th Percentile

1. Raise the salary of Part-Time positions that are *substantially* below market, first, at a cost of \$10,150 – 13 Auxiliary Police Officers (\$8,112) and 1 Part-Time Fire Inspector (\$2,038).
2. Raise the salaries of non-management positions that are *substantially* below market, second, at a cost of \$176,303 – 2 Computer Technicians (\$48,840 total), 2 Code Enforcement Officers (\$20,397 total), 1 Health & Consumer Protection Officer (\$10,237), 1 Community Engagement Coordinator (\$6,939), 1 Public Information Coordinator (\$9,452), 1 Planner I (\$16,106), 1 Accounting Technician (\$8,824), 1 Marketing Assistant (\$15,276), 3 Administrative Assistants (\$20,341 total), and 1 Zoning Administrator (\$19,890).
3. Raise the salaries of non-management positions that are below market, third, at a cost of \$31,202 – 1 Quality & Training Coordinator (\$4,722), 1 Inspector – Plumbing (\$7,144), 1 FOIA Coordinator (\$4,399), 1 Inspector – Electrical (\$7,800), 1 Midnight Records Clerk (\$7,137).
4. Raise the salaries of management positions that are *substantially* below market, fourth, at a cost of \$240,596 – 1 Treasurer/Finance Director (\$18,466), 1 Deputy Fire Chief (\$35,017), 2 Deputy Police Chiefs (\$39,452 total), 1 Marketing Director (\$30,327), 1 Human Resources Director (\$28,059), 1 Assistant Village Manager (\$9,751), 2 Senior Accountants (\$30,812), 1 Deputy Director Human Resources (\$17,428), 1 Deputy Clerk (\$14,849), and 2 Executive Assistants (\$16,434).
5. Raise the salaries of management positions that are below market, fifth, at a cost of \$22,058 – 1 Facility / Fleet Superintendent (\$6,402), 1 Water & Sewer Superintendent (\$9,254), and 1 Street Superintendent (\$6,402).
6. Continue to adjust the salaries of positions that are near market with cost of living adjustments.
7. Discontinue making cost of living adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market.
8. Recommend reclassifying positions in accordance with the Compensable Factor Score (CFS) produced from the employee and management Position Vantage Point (PVP) job description surveys.
9. Recommend reclassifying Clerk I, Administrative Assistant, Clerk/Matron, Midnight Records Clerk, Clerk II as Administrative Assistant due to commonality of job description.
10. Recommend reclassifying Computer Technician to Network Analyst based on job description.
11. Recommend reclassifying Accountant I and Accountant II as Accountant.
12. Recommend reclassifying Deputy Director Human Resources as Human Resources Generalist.

To implement recommendations 1 through 5 would cost Tinley Park approximately \$480,310 in additional wages and would impact the salaries of 49 people.



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Classification and Compensation Maintenance

To maintain the integrity of the recommended pay, it is advisable for Tinley Park to review cost components to pay annually. As a rule, changes to pay should be applied across the organization.

To ensure the pay ranges for the job classification are appropriately assigned, the Human Resources Department should perform periodic reviews. Each classification should be reviewed on a five-year rotation or more frequently, as necessary. To maintain an understanding of the external market more formal studies should be completed every 3-5 years. An important factor is to maintain consistency. If during the review there is a 10% or more shift in the market rates, a change in the pay grade may be recommended for that class.

Other factors that may be considered for a market rate adjustment include a change in organizational structure, difficulty in recruiting and retaining staff, internal equity and other related issues. The Human Resources Department should also continually monitor classifications to ensure that they accurately reflect substantial changes in the job duties and responsibilities and consider other compensable factors.

External market findings may warrant the adjustment of pay for individual positions. Restraint should be practiced when considering individual reclassification done outside the normal budget cycle.



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Methodology

To begin the study, Paypoint HR requested and reviewed preliminary information and arranged for phone and on-site meetings with members of the Tinley Park leadership team. Paypoint HR conducted initial meetings with the Tinley Park project team and tailored several instruments to be used in conducting the compensation and classification analysis, including:

- Review purpose, scope methodology, and desired results of the study
- Encouragement of employee cooperation with the study
- Establish reporting relationships
- Establish realistic expectations on milestones and schedules
- Discuss current pay philosophies and preferences
- Review of Paypoint HR's role in the project

The study methodology included:

- Collection of background information
- Development distribution, collection, and analysis of job titles based on internal clarification of job duties
- Determination of comparable agencies for market analysis
- Identification of classification benchmarks
- Identification and selection of comparable agencies for the market salary survey
- Analysis of current pay structures and review of strengths and weaknesses
- Analysis concerning market position strategy
- A salary/wage survey and analysis

Communication of Information

To ensure that all employees/stakeholders had access to information about the processes and progress of the study, Paypoint HR developed a communication system for the effective relay of information. Communication is organized to reflect the current phase of the study and archive past information. Included in the communication is:

- The Compensation Study announcement letter from the Village Leadership
- Power Point presentations of information and training sessions
- Frequently Asked Questions (FAQ's) for each phase of the study
- Forms with instructions on how to use them
- Process explanations targeted at employees and supervisors
- Support data for the classification process, such as definitions for job titles and job families
- Information updates as the study progressed over time
- Results of the study, such as summary reports



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Process Methodology

The flow chart below illustrates the process steps involved in completing the Classification and Compensation Study

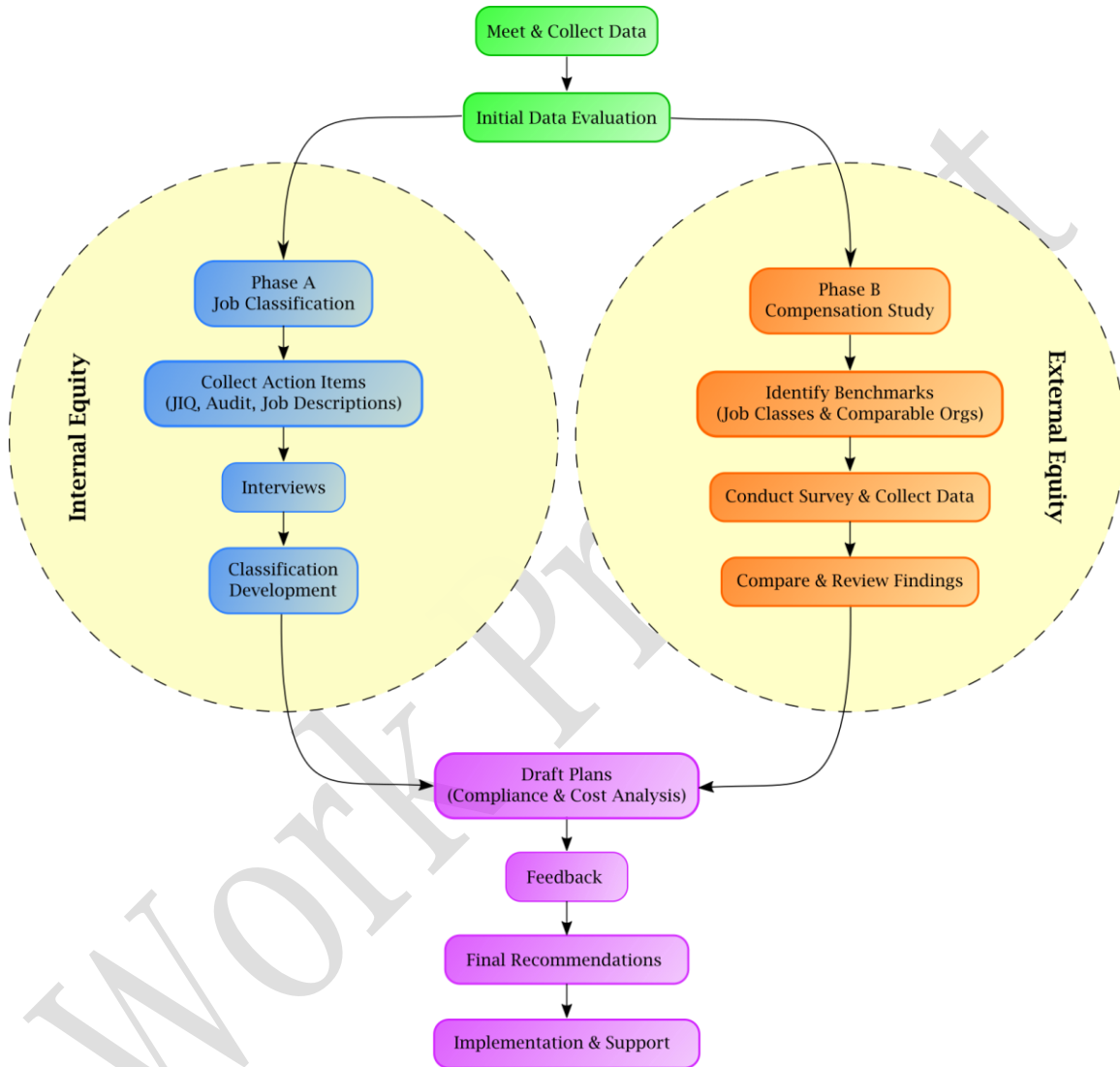


Figure 1 - Flow Chart



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Administration Guidelines

Compliance

From a compliance standpoint, as long as the organization's pay range management philosophy is supported by valid business reasons, it should be in compliance with EEOC guidelines for compliance.

Distribution Administration

Numerous opportunities exist for varied work experiences and career advancement within the Village. The following outlines how associated pay changes should be administered based on the category of change. In all instances of employee/job reassignment, the employee would be placed in the range, not to exceed the maximum of the range unless specifically stated.

A. Hiring

Pay grades are market based and new employees are expected to start at the entry rate and progress through the pay grade with step increases as they increase their knowledge in the position. The hire rate for a new employee with no equivalent and relevant level experience is at the entry level of the salary range to which the job classification is assigned.

It is the policy of the organization to make every effort to avoid inverted salary relationships by bringing in newly hired employees at a salary or rate that exceeds the current salaries of comparably placed existing employees in the same/similar job class.

The Department Head must prepare a memorandum indicating what qualifies the new hire for a starting rate above the minimum. The Human Resources Director will review the justification and determine if it is sufficient to necessitate a starting rate above the entry level. The Human Resources Director will also consider the tenure of other employees in the same job classification or similarly situated within the department in determining whether to recommend a starting rate above Step 1. The internal relationship of positions and salary levels of job titles were determined by required knowledge, skills, and abilities as well as the environment and scope of decisions for which each job was responsible. Logically, titles with the most complex and most impacting decision levels were at the highest salary levels and titles with the lowest level of decision making were classified in the lower salary levels.

The Human Resources Director will provide their recommendations either concurring or denying a starting rate above Step 1. If the request is between Step 2-5, the appropriate Assistant Village Manager must approve the request. Any offer above Step 6 or above must have the concurrence of the Director of Human Resources, the appropriate Assistant Village Manager, and be approved



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by the Village Manager. If the Department Head disagrees with the Director of Human Resources, the Department Head should take their request to the Village Manager.

The Human Resources department may additionally consider higher salary if the open position is determined to be a “hard to fill” position. “Hard to fill” positions will be determined by the Human Resources Department and will be based on the length of time the position has remained unfilled, the difficulty to recruit, and the market conditions of the position at the time of a vacancy. Hiring can occur up to the midpoint of the pay range considering directly relevant experience on exceeding the minimum qualifications of experience, educational credentials and certification required for the job that can be verified by the Human Resources Department. Hiring Range is typically considered the span in salary between the minimum of the range and the midpoint for most positions.

B. Starting Rate on Return to Duty or Rehire

Employees being rehired in the position after a separation from the Village service of not more than one year, and which separation was without prejudice may, at the discretion of the Village Manager, or designee, receive the same rate of pay received at the time of separation. The anniversary date in the position will be the date of rehire into the position.

C. Starting Rate on Return from Military Service

Any Village employee who is deployed to active duty in the armed forces of the United States, and who at the end of his/her deployment returns to a similar position held prior to deployment, such employee, shall be entitled to receive a salary at the rate to which the employee would have been entitled had such service with the Village not been interrupted by service in the armed forces, assuming the employee's performance to be that evidenced prior to such military service. The Village shall comply with all requirements of the Uniformed Services Employment and Reemployment Rights Act. This rule does not apply to an employee who resigns his or her position to enter military service.

D. Reclassification

When a job has been reclassified to a higher pay grade, use developed guidelines for increasing pay. If the reclassification results in an upgrade of one pay grade, the pay raise will be moved upward in the new pay range. Consideration to how pay may change over time should be considered. For general reclassifications done as a result of an internal or external compensation study, or as a result of a normal budget process review, the organization needs to determine effective dates.

Reclassification is not to be used as a means to circumvent the competitive promotional process. If it is determined that the department needs a position with broader scope, more complexity duties and responsibilities, the position should be reclassified and then employees can compete for the position as a promotion. If



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the department is changing a vacant position to a different but existing classification, a Compensation Factor System (CFS) will not be required, but the department must submit a memo justifying the change. Human Resources must approve the change in classification and Management and Budget must authorize that funding.

Reclassification requests will only be considered if there is a significant change in duties and responsibility resulting from department reorganization or restructuring.

A reclassification request will be made by the department by submitting PVP results as applied to the Compensation Factor System (CFS) to the Human Resources Department. The CFS must be thorough, complete and have approvals from the supervisors and Department Director, if additional funding is needed, Budget must also approve the CFS.

Human Resources will review the CFS and conduct a job analysis to determine if a change in classification is warranted. A reclassification may result in: a) no change in the classification b) creating a new position; c) moving the employee into a different classification; or, d) assigning a new pay grade.

An employee advanced to a higher pay grade as a result of a classification change due to position reevaluation shall be advanced to the minimum of the new pay grade or to the step closest to the current salary without loss of pay. Subsequent advancement within the range will be on the same basis as that for other incumbents within the pay grade.

A reclassification of an incumbent will not change the position date or date they will be eligible for their "Step Increase" unless they received a pay increase as a result of the reclassification.

If the position is downgraded, the salary rate for the employee may be reduced to the same step in the new pay grade; i.e. if the new grade is lower, then the employee's pay may be reduced to the same step in the lower grade. If such pay results in the employee being over the maximum of the new range, the employee will not be eligible for a pay increase until such time as the maximum of the grade is changed and the employee falls below the maximum.

E. Executive Pay Plan: Initial Hire, Promotion, Salary Advancement, Reclassification, Title Revisions, and Other Changes

Pay for initial hire, promotion, performance-based salary advancement, reclassification, title revisions, and other changes within the Executive Pay Plan, with the exception of Board-appointed positions, shall be made at the sole discretion of the Village Manager provided such changes are made within the pay



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ranges that have been authorized by the Village Board and within the appropriation of total pay funded for the fiscal year.

F. Temporary Acting in Charge (AIC)

An employee assigned supervisory duties over other employees holding positions in the same grade shall be eligible to receive a (2-step) pay adjustment over the pay rate received immediately prior to the AIC assignment.

1. Department Head, or designee, may approve an initial request for up to two (2) months. Extension for an additional three (3) month period requires Assistant City Manager approval.
2. Acting in Charge assignments are temporary and should not exceed five (5) months. During the five (5) months the position shall be evaluated and if determined to be a permanent need, a reclassification request shall be submitted and an appropriate classification assigned.
3. Acting in Charge pay will be effective the date initially assigned.

G. Promotion

Employees are not eligible for promotion until they have completed an initial six months probationary period with the Village of Tinley Park. When an employee is promoted, as a result of a job change or job progression, to a higher pay grade position, the salary placement within the new pay grade will need to be determined.

There may be times when the uniqueness of an individual job and level or necessary skills required by the organization, and not just possessed by the incumbent may require a higher salary schedule placement than stipulated in this section. Under such circumstances, management may recommend a higher salary placement within the assigned pay grade.

The pay rate of an employee who is promoted to a classification with a higher pay grade, shall be either; (1) the minimum of the new grade, or (2) the closest step in the new pay grade which allows for a 2.5% to 10 % pay increase at the discretion of the hiring Department Head. Any increase above 10.5% will require approval from the Village Manager.

H. Lateral Transfer

A lateral transfer occurs when an employee is transferred from one job class to another in the same, or equivalent, pay grade. When there is no change in pay grade there shall be no adjustment in base salary. A lateral transfer is not considered a reclassification or a promotion. Lateral transfers from one pay plan to another will result in the employee being placed in the new pay range.



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I. Demotion

A demotion occurs when an employee is transferred from one job class to another and the new job class is in a pay grade (or substantially equivalent pay range) that is less than the origination pay grade (or substantially equivalent pay range). In most cases, when a demotion occurs, the incumbent can expect that their pay will be reduced, to within the standard pay grade for the new job class. Consideration will need to be given to each type of demotion. Demotions can occur for several reasons:

1. Voluntary Demotion - When an employee accepts a position in a lower pay grade it is considered a voluntary demotion. Upon a voluntary demotion, the employee shall accept a reduction in pay by moving to the same step in the new pay grade as the step currently held; i.e. if the employee is in pay grade 115, step 7 and the demotion is to grade 113, the employee will be placed at grade 113, step 7.
 - a. If after taking the voluntary demotion the employee returns to the prior job within twelve months of the voluntary demotion, the employee will return to the pay grade and step previously held.
 - b. If the employee has been in their current position less than six (6) months and received a promotion pay increase with the job change, the pay increase received to move to the current position will be rescinded.
 - c. Effect on Position Date - a voluntary demotion will change the employee's position date and the new position date shall be the date the demotion is effective.
 - d. Exceptions to waive the reduction in salary may be requested through and approved by the Village Manager.
2. Involuntary Demotion - When an employee is demoted to a position in a lower pay grade as a result of disciplinary action, the employee's pay shall be reduced. The employee will be demoted to the same step in the lower pay graded position as held in their previous position or lower, but shall not be placed below the entry rate of the pay grade.

J. Temporary Assignment(s)

"Acting" or temporary assignment(s) occurs when the organization recognizes a critical job assignment need that must be met and cannot be met through the normal recruitment process. This can occur when an unexpected vacancy occurs; when a mission critical job cannot be filled in a timely fashion; or when a mission objective changes abruptly and requires an immediate action. Temporary or "acting" assignment(s) would be anticipated to last more than 30 days, but less than 6 months. A temporary or "acting" assignment is to fill a vacancy and not to assume the duties of another employee who is on approved leave, i.e. vacation, holiday, medical, or other short term absence(s). Standards



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should be developed for when the position assigned is lower in pay or if the position is assigned a higher pay.

K. Reduction in Force

From time to time, due to economic conditions, budget constraints, reorganization, or other management decisions, the Village may need to institute a reduction in force (RIF). The Village will attempt to place employees who are negatively impacted by a reduction in force.

When an employee accepts a position with the same pay grade the employee shall receive the same base pay.

If the employee accepts a job in a lower pay grade, the employee will move to the closest step in the lower pay grade which enables the employee to maintain pay, but not receive an increase. In no circumstance will the employee be able to exceed the maximum of the range. If the employee's current salary exceeds the maximum of the range in the new position, they will be moved to the maximum of the range.

The employee's position date for the purpose of salary step increases will be the effective date in the newly assigned position.

L. Rehire from Recall List

When an employee, previously laid off under the reduction in force policy, is rehired from the Recall List to the same job title and pay grade as the position previously held, the employee will be placed in the same pay grade and step held immediately prior to the reduction in force. If recalled to a lower level position, the employee will be placed in the step in the lower pay grade which is closest to the pay received prior to the RIF, except that if that rate exceeds the maximum of the pay, in which case, the employee will be placed at maximum of the range. In no case will the pay exceed the amount received prior to the RIF.

M. Alternate Job Placement

When an employee is assigned duties and responsibilities in a different position, and the change is due to an alternate job placement in accordance with the Modified Duty and/or Reasonable Accommodation Policy, the employee shall receive pay within the pay grade and step closest to the position previously held, i.e. if the pay grades are the same, the pay rate will remain the same, if the pay grade is lower, then the employee's pay will be reduced to the step in the lower pay grade which is closest with to their current pay without a pay increase, except if the rate exceeds the maximum pay rate, in such case the employee will be placed at the maximum of the pay grade. Any exception or request to waive a reduction in pay may be submitted to the Director of Human Resources and approved by the Village Manager.



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N. Maximum of the Range

Ranges are established to reflect the market value of a job and not an incumbent. Once an employee reaches the maximum of his/her assigned range, the salary is frozen and the employee is not eligible for any additional compensation unless there is a range movement that would result in a higher maximum.

O. Salary Adjustment for Department Heads

There should be some flexibility for making salary adjustments for Departmental Directors beyond an annual increase, when it is based on exceptional performance. The salaries of other substantially equivalent employees should also be given consideration so as to not create undue inequity in the salary relationships.

For Directorships or above level positions, the qualifications of the applicant and/or the needs of the organization should include the discretion to hire anywhere within the range. However, consideration should still be given to existing salaries of other employees who are in directly comparable positions.

Fiscal Impact

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data and analysis it is possible to make informed decisions with regard to possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. Tinley Park will need to consider both components in making final decisions. Lower turnover rates, the ability to attract a better pool of job candidates, and improved morale are examples of positive benefits of introducing an internally and externally equitable classification and compensation system.

Paypoint HR recognizes that implementations of the new or revised compensation and classification programs must take into account the financial environment, current pay structures, and other variables unique to Tinley Park. Paypoint HR has worked to provide an implementation plan that will address current inequities and will provide a framework for external competitiveness. It is especially important for public sector organizations to be good stewards of their service programs and the budgets that support them. Having excellent staff is key to successful communities. It is important for Tinley Park to retain a highly-qualified work force by providing a transparent, fair, fiscally responsible and competitive compensation program. It is equally important, that the organizations not overpay positions. The proposed implementation plan carefully balances these two very important considerations.

Paypoint HR has calculated the cost of implementing increase for employees who fall substantially below the market for pay in their position.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Village Board Approved Public Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of Tinley Park to those of proximal communities.

Methodology

The goal was to understand how each of the eighty-one (81) proximal communities considered compared with Tinley Park. The seven (7) metrics chosen for evaluation were:

Population
Labor Force Participation Rate
Cost of Living Adjustment
Taxable Value

Unemployment Rate
Median Household Income
Median Housing Price

Each metric was assumed to be equally important and were examined individually and in combination.

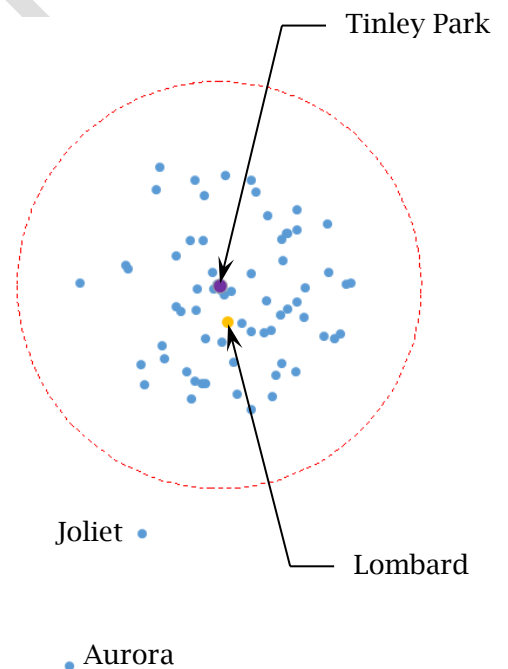
A statistic for each of the seven (7) metrics was calculated. In the case of population, we examined the difference in population between each proximal community and Tinley Park. We also considered how the population difference with respect to Tinley Park for each community compared with the other eighty (80) proximal communities.

The seven (7) statistics were then summed to produce a composite total score. Proximal communities with the smallest total score were considered to be the best comparators to Tinley Park.

Results

In Table 1, the results of this analysis are presented.

The communities within 30 miles of Tinley Park are listed along with their total score.





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Table 1 - Communities within 30 miles of Tinley Park, Sorted by Total Score

Name	Distance	Total	Name	Distance	Total
Brookfield	27	1.388	Flossmoor	8	2.682
Addison	30	1.488	La Grange Park	24	3.243
Shorewood	30	1.622	Lemont	17	3.349
Romeoville	25	1.636	Matteson	8	3.412
Bolingbrook	29	1.658	Frankfort	11	3.572
Woodridge	30	1.664	Palos Heights City	7	3.650
Oak Lawn	11	1.775	Crestwood	7	3.655
Villa Park	28	1.799	Lansing	16	3.682
Lockport	21	2.018	Forest View	16	3.822
Orland Park	6	2.144	Riverside	21	3.992
Berwyn City	18	2.229	Worth	7	4.246
Oak Forest City	3	2.274	Joliet	21	4.407
New Lenox	16	2.276	Country Club Hills City	6	4.432
Homer Glen	9	2.311	Calumet City	18	5.003
Westmont	30	2.311	Chicago Heights	14	5.121
Darien	21	2.401	Palos Park	8	5.170
Mokena	10	2.409	Park Forest	15	5.719
Evergreen Park	13	2.445	Clarendon Hills	22	7.189
Homewood	9	2.513	Western Springs	21	7.496
Burbank	12	2.572	Hinsdale	25	13.051
Hickory Hills	11	2.654	Oak Brook	28	13.903



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Village Board Approved Private Comparators

In selecting private organizations to collect salary and benefit data from for the study, we considered companies that were local to Tinley Park, that likely have employees in positions similar to those of Tinley Park, and had a relatively large number of employees.

Table 2 - Private Comparators in Proximity to Tinley Park

Name	Location	Name	Location
Abercrombie & Kent, LLC	Downers Grove	CompTIA	Downers Grove
Acquity Group	Chicago	Conifer Health Solutions	Tinley Park
Adventist Bolingbrook Hospital	Bolingbrook	D&W Fine Pack HQ	Elk Grove
Advocate Health Care	Downers Grove	DeVrey Education Group Inc	Oak Brook
Apidel Technologies, LLC	Rolling Meadows	Digital Living	Oak Park
Aryzta	Romeoville	Dover Corporation	Downers Grove
Association for Individual Development	Aurora	EMKAY Inc. Dupage County	Itasca
Atlas Putty	Tinley Park	ESPO Engineering Corp	Willowbrook
BBJ Linen	Niles	Exelon Corporation	Oak Brook
Bettenhausen Alfa-Romeo FIAT	Tinley Park	Exelon Corporation HQ	Dearborn
Black Diamond Plumbing & Mechanical	McHenry	Frank Consolidated Enterprises, Inc	Des Plaines
Chamberlain Group	Elmhurst	Freedom Imaging Systems	Aurora
Chicago Microelectronics	Aurora	G & W Electric CO	Bolingbrook
Cimation	Chicago	GROWMARK	Bloomington
Cloud Gate Consulting	Elmhurst	HAVI Group LP	Downers Grove
Cogent Data Solutions	Hoffman Estates	Henry Pratt	Aurora
Comcast Call Center	Tinley Park	Heritage Enterprises	Bloomington



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Name	Location	Name	Location
HS2 Solutions	Wheaton	Randall Industries	Elmhurst
Hub Group, Inc	Oak Brook	Red Caffeine	Lombard
Ingalls Family Care Center	Flossmoor	Reynolds Consumer Products	Lake Forest
Integrated Data Storage, LLC	Oak Brook	Richards-Wilcox	Aurora
IPMG	St. Charles	RR Donnelly	Warrenville
ITW Deltar (Illinois Tool Works)	Frankfort	Sears Hometown & Outlet Stores Inc	Hoffman Estates
Klein Tools	Lincolnshire	Sentinel Technologies, Inc	Downers Grove
KVH Industries, Inc.	Tinley Park	Stark Excavating	Bloomington
LaSalle Network, Inc		The Moran Group	Downers Grove
Leopardo Construction	Hoffman Estates	The Morton Arboretum	Lisle
MAC Consulting		The Salem Group	Oak Brook
M Block	Bedford Park	Titan Security Group	Chicago
McMaster-Carr Supply Co.	Elmhurst	Topco Associates, LLC	Elk Grove
Navistar International Corp.	Lisle	Triton College (Sergeant)	River Grove
Omnicare (Part of CVS)	Des Plaines	Ulta Salon Cosmetics & Fragrance Inc	Bolingbrook
Omron Automation and Safety (International)	Hoffman Estates	Vision Integrated Graphics Group	Bolingbrook
Pace Suburban Bus	Arlington Heights	Walden University	
Panduit	Tinley Park	Weber-Stephen Products LLC	Palatine
Porte Brown LLC	Elk Grove	Wheels.com	Des Plaines
Pronger Smith MedicalCare	Tinley Park	Wi-Tronix	Bolingbrook
Proven Business Systems	Tinley Park		



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Part-Time Salary Schedules

The salary schedule for part-time position is summarized below from Tinley Park's Village Ordinance No. 2016-O-026. Some positions provide higher levels of pay based on increased skills levels from completion of training programs or certification efforts, e.g., Firefighter, Part-Time Patrol Officer, and Telecommunicator. Some positions, including, Crossing Guards, Part-Time Clerk/Matrons, Part-Time Custodians, and Not Otherwise Classified, receive higher compensation based on completed years of service/longevity. As every position does not have a tenure component, it is recommended that this provision be removed and replaced by a salary range based on performance and/or skill level.

Auxiliary Police Officer (Ref. Ordinance No. 2016-O-026, Section Five)

0 or more years of service - \$13.87/hr

Crossing Guard (Ref. Ordinance No. 2016-O-026, Section Four)

Entry level - \$10.59/hr

1 year of service - \$14.11/hr

2 or more years of service - \$17.37/hr

Emergency Management Personnel (Ref. Ordinance No. 2016-O-026, Section Five)

Emergency Management Personnel - 19.41/hr

Fire Pay (Ref. Ordinance No. 2016-O-026, Section Three)

Firefighter (Non-Certified) - \$8.25/hr

Firefighter (Certified) - \$14.59/hr

Firefighter - \$18.13/hr

Engineer - \$19.77/hr

Lieutenant - \$20.62/hr

Captain - \$21.70/hr

Assistant Fire Chief - \$24.71/hr

Part-Time Clerk/Matron (Ref. Ordinance No. 2016-O-026, Section Six)

Entry level - \$12.84/hour

1 year of service - \$13.77/hr

2 years of service - \$14.61/hr

3 years of service - \$15.61/hr

4 years of service - \$16.58/hr

5 years of service - \$17.72/hr

Part-Time Commission Secretary (Ref. Ordinance No. 2016-O-026, Section Six)

Commission Secretary - \$16.52/hr



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Part-Time Custodian (Ref. Ordinance No. 2016-O-026, Section Six)

Entry level - \$12.30/hr
1 year of service - \$14.35/hr
2 years of service - \$16.40/hr

Part-Time Inspector (Ref. Ordinance No. 2016-O-026, Section Six)

Fire Inspector - \$20.15/hr

Part-Time Patrol Officer (Ref. Ordinance No. 2016-O-026, Section Five)

Officer (Non-Certified) - Minimum Wage - \$8.25/hr
Officer (Certified) - \$15.92/hr
Officer (Certified w/ Field Training Program) - \$26.61/hr

Part-Time Telecommunicator (Ref. Ordinance No. 2016-O-026, Section Six)

Telecommunicator - \$20.15/hr
Telecommunicator (Training Program) - \$20.80/hr

Part-Time SCADA Engineer (Ref. Ordinance No. 2016-O-026, Section Six)

SCADA Engineer - \$40.00/hr

Part-Time Not Otherwise Classified (Ref. Ordinance No. 2016-O-026, Section Six)

Entry level - \$11.64/hr
1 year of service - \$12.48/hr
2 years of service - \$13.39/hr
3 years of service - \$14.36/hr
4 years of service - \$15.38/hr
5 years of service - \$16.52/hr



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Full-Time Salary Schedules

The salary schedule for full-time employees from Tinley Park's Village Ordinance No. 2016-O-026 is presented in Table 3 for Non-Management Positions and in Table 4 for Management Positions. All salaries are presented as hourly rates for comparative purposes as employees within the same grade may work different number of hours in a typical two-week pay cycle, e.g., Accounting Technician, Clerk/Matron, and Midnight Records Clerk.

Midpoints for each salary grade have also been calculated for comparison with external market data. The number of employees (#) for each position is also presented.

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited.

It is important that the spread is consistent amongst all employees so that all positions have a relatively equal advancement opportunity. The designation of management versus non-management should not be a sufficient criterion for the existence of a spread difference.

The Non-Management Salary Schedule has a narrow spread at 40%. The Management Salary Schedule also has a narrow spread at 30%. A more robust spread of 60% is recommended for both Salary Schedules.

Ladders define the percentage salary difference between consecutive groups of job titles. Ladders can be used to differentiate employees with different knowledge, skills, and abilities and motivate career advancement.

The Non-Management Salary Schedule has a narrow ladder of 2%. Advancement from a Clerk/Matron position to a Clerk II position would entail a 2% increase for example. The Management Salary Schedule has a narrow ladder of 1.5%. A more robust spread is recommended.

In Table 5 through Table 8 and Figure 2 and Figure 3, the distribution of salaries for Non-Management and Management positions is presented. In Non-Management positions, 11% of those employed are at entry level, while 38% are at the maximum compensation of the grade. This suggests that retention of employees has not been problematic but with a narrow pay spread of 40%, compression issues may arise. (Compression can occur when employers, in order to attract new employees, have to compensate at rates above the minimum for the grade, thus "compressing" the relative compensation of longer tenured employees, especially those at the maximum of the grade.)



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It may be a concern to Tinley Park that a very high percentage of its Non-Management employees are at the maximum compensation of their respective grades. Without the potential for advancement for such a large percentage of employees, low morale may become an issue if the current salary structure is retained.

In Management positions, 38% of the work force is also at the maximum compensation of the grade. The same issues that may exist for Non-Management positions, compression and morale, may be true for Management positions as well.

In Table 7 and Table 8, the distribution of salaries relative to the midpoint of the salary range is presented. For both Non-Management (61%) and Management (72%), compensation of the workforce is decidedly skewed to the higher end.

The histograms in Figure 2 and Figure 3, summarize the preceding tables in graphical form using the A through J 10-step categorizations. The red curves represent the probability density functions. The large spikes at Step J skew the salary distributions significantly. In general, it is preferable if the distribution is more uniform, i.e., flat, thus representing a broad-based workforce at all skill/experience levels, where career advancement and career development/growth is possible.



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Table 3 – Current Pay Schedule, Non-Management

Current Position	Current Grade	#	Min Salary	Mid Salary	Max Salary	Spread
Clerk I	NM001a	8	\$19.89	\$23.85	\$27.81	40%
Administrative Assistant	NM001a	3	\$19.89	\$23.85	\$27.81	40%
Marketing Assistant	NM001a	1	\$19.89	\$23.85	\$27.81	40%
Accounting Technician	NM003b	1	\$18.09	\$21.71	\$25.32	40%
Clerk/Matron	NM003a	6	\$20.68	\$24.81	\$28.94	40%
Midnight Records Clerk	NM003b	1	\$18.09	\$21.71	\$25.32	40%
Clerk II	NM004a	1	\$21.09	\$25.30	\$29.51	40%
Community Service Officer	NM006a	5	\$21.96	\$26.33	\$30.70	40%
Secretary	NM006a	1	\$21.96	\$26.33	\$30.70	40%
Zoning Administrator	NM008b	1	\$20.00	\$23.98	\$27.96	40%
Utility Billing Technician	NM015b	1	\$22.96	\$27.53	\$32.11	40%
Work Order Technician	NM015b	1	\$22.96	\$27.53	\$32.11	40%
Building Permit Technician	NM015b	1	\$22.96	\$27.53	\$32.11	40%
Telecommunicator	NM017b	12	\$23.89	\$28.66	\$33.42	40%
Fire Alarm Service Officer	NM017b	1	\$23.89	\$28.66	\$33.42	40%
Planner I	NM018b	1	\$24.36	\$29.22	\$34.07	40%
Special Events Coordinator	NM019b	1	\$24.86	\$29.81	\$34.76	40%
Lead Telecommunicator	NM020b	3	\$25.35	\$30.39	\$35.44	40%
Public Information Communicator	NM020b	1	\$25.35	\$30.39	\$35.44	40%
Community Engagement Coordinator	NM020b	1	\$25.35	\$30.39	\$35.44	40%
Office Coordinator	NM022b	3	\$26.37	\$31.63	\$36.89	40%
FOIA Coordinator	NM022b	1	\$26.37	\$31.63	\$36.89	40%
Quality & Training Coordinator	NM022b	1	\$26.37	\$31.63	\$36.89	40%
Computer Technician	NM026b	2	\$28.54	\$34.23	\$39.93	40%



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Current Position	Current Grade	#	Min Salary	Mid Salary	Max Salary	Spread
Fire Inspector	NM028b	1	\$29.70	\$35.62	\$41.54	40%
Plumbing Inspector	NM028b	1	\$29.70	\$35.62	\$41.54	40%
Electrical Inspector	NM028b	1	\$29.70	\$35.62	\$41.54	40%
Health & Consumer Protection Officer	NM028b	1	\$29.70	\$35.62	\$41.54	40%
Code Compliance Officer	NM028b	2	\$29.70	\$35.62	\$41.54	40%

Notes: Individuals employed in a position with a “a” grade designation are nominally compensated at the given rate for 1820 hours per year. Individuals employed in a position with a “b” grade designation are nominally compensated at the given rate for 2080 hours per year.

Table 4 – Current Pay Schedule, Management

Current Position	Current Grade	#	Min Salary	Mid Salary	Max Salary	Spread
Executive Assistant	M001	2	\$27.96	\$32.22	\$36.48	30%
Accountant II	M008	1	\$31.03	\$35.76	\$40.49	30%
Deputy Director Human Resources	M008	1	\$31.03	\$35.76	\$40.49	30%
Operations Coordinator	M009	1	\$31.50	\$36.30	\$41.10	30%
Records Supervisor	M009	1	\$31.50	\$36.30	\$41.10	30%
Deputy Clerk	M012	1	\$32.93	\$37.95	\$42.97	30%
Deputy Fire Chief	M013	1	\$33.43	\$38.52	\$43.62	30%
Senior Accountant	M015	2	\$34.44	\$39.69	\$44.94	30%
Foreman – Electric	M020	1	\$37.10	\$42.76	\$48.41	30%
Foreman – Street	M020	1	\$37.10	\$42.76	\$48.41	30%
Head Mechanic	M020	1	\$37.10	\$42.76	\$48.41	30%
Foreman – Street	M024	1	\$39.38	\$45.38	\$51.38	30%
Foreman – Water Department	M024	1	\$39.38	\$45.38	\$51.38	30%



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Current Position	Current Grade	#	Min Salary	Mid Salary	Max Salary	Spread
Human Resources Director	M028	1	\$41.79	\$48.16	\$54.53	30%
Marketing Director	M028	1	\$41.79	\$48.16	\$54.53	30%
Facility / Fleet Superintendent	M030	1	\$43.06	\$49.62	\$56.18	30%
Street Superintendent	M030	1	\$43.06	\$49.62	\$56.18	30%
Water & Sewer Superintendent	M030	1	\$43.06	\$49.62	\$56.18	30%
Emergency Management & Communications Director	M035	1	\$46.39	\$53.45	\$60.52	30%
Deputy Fire Chief	M038	1	\$48.50	\$55.90	\$63.29	30%
Deputy Police Chief	M038	2	\$48.50	\$55.90	\$63.29	30%
Assistant Village Manager	M041	1	\$50.72	\$58.45	\$66.18	30%
Treasurer / Finance Director	M044	1	\$53.04	\$61.12	\$69.20	30%
Director - Public Works	M045	1	\$53.83	\$62.04	\$70.24	30%
Police Chief	M048	1	\$56.29	\$64.87	\$73.45	30%
Village Manager	M066	1	\$73.59	\$84.81	\$96.02	30%

WORK



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 5 – Full-Time Employees at Min/Max, Non-Management

Current Position	Current Grade	#	# at Min	% at Min	# at Max	% at Max
Clerk I	NM001a	8	1	13%	4	50%
Administrative Assistant	NM001a	3	0	0%	1	33%
Marketing Assistant	NM001a	1	0	0%	0	0%
Accounting Technician	NM003b	1	0	0%	1	100%
Clerk/Matron	NM003a	6	0	0%	4	67%
Midnight Records Clerk	NM003b	1	0	0%	1	100%
Clerk II	NM004a	1	0	0%	1	100%
Community Service Officer	NM006a	5	2	40%	1	20%
Secretary	NM006a	1	0	0%	1	100%
Zoning Administrator	NM008b	1	1	100%	0	0%
Utility Billing Technician	NM015b	1	0	0%	0	0%
Work Order Technician	NM015b	1	0	0%	0	0%
Building Permit Technician	NM015b	1	0	0%	0	0%
Telecommunicator	NM017b	12	1	8%	3	25%
Fire Alarm Service Officer	NM017b	1	0	0%	0	0%
Planner I	NM018b	1	0	0%	0	0%
Special Events Coordinator	NM019b	1	0	0%	0	0%
Lead Telecommunicator	NM020b	3	0	0%	3	100%
Public Information Communicator	NM020b	1	0	0%	0	0%
Community Engagement Coordinator	NM020b	1	1	100%	0	0%
Office Coordinator	NM022b	3	0	0%	0	0%
FOIA Coordinator	NM022b	1	1	100%	0	0%
Quality & Training Coordinator	NM022b	1	0	0%	1	100%
Computer Technician	NM026b	2	0	0%	1	50%



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Current Position	Current Grade	#	# at Min	% at Min	# at Max	% at Max
Fire Inspector	NM028b	1	0	0%	1	100%
Plumbing Inspector	NM028b	1	0	0%	1	100%
Electrical Inspector	NM028b	1	0	0%	0	0%
Health & Consumer Protection Officer	NM028b	1	0	0%	0	0%
Code Compliance Officer	NM028b	2	0	0%	0	0%
Totals		64	7	11%	24	38%

Table 6 - Full-Time Employees at Min/Max, Management

Current Position	Current Grade	#	# at Min	% at Min	# at Max	% at Max
Executive Assistant	M001	2	1	50%	0	0%
Accountant II	M008	1	0	0%	0	0%
Deputy Director Human Resources	M008	1	0	0%	1	100%
Operations Coordinator	M009	1	0	0%	0	0%
Records Supervisor	M009	1	0	0%	0	0%
Deputy Clerk	M012	1	0	0%	0	0%
Deputy Fire Chief	M013	1	0	0%	0	0%
Senior Accountant	M015	2	0	0%	2	100%
Foreman - Electric	M020	1	0	0%	0	0%
Foreman - Street	M020	1	0	0%	0	0%
Head Mechanic	M020	1	0	0%	1	100%
Foreman - Street	M024	1	0	0%	1	100%
Foreman - Water Department	M024	1	0	0%	1	100%



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Current Position	Current Grade	#	# at Min	% at Min	# at Max	% at Max
Human Resources Director	M028	1	0	0%	1	100%
Marketing Director	M028	1	0	0%	0	0%
Facility / Fleet Superintendent	M030	1	0	0%	1	100%
Street Superintendent	M030	1	0	0%	1	100%
Water & Sewer Superintendent	M030	1	0	0%	0	0%
Emergency Management & Communications Director	M035	1	0	0%	0	0%
Deputy Fire Chief	M038	1	0	0%	0	0%
Deputy Police Chief	M038	2	0	0%	0	0%
Assistant Village Manager	M041	1	0	0%	0	0%
Treasurer / Finance Director	M044	1	0	0%	1	100%
Director - Public Works	M045	1	0	0%	0	0%
Police Chief	M048	1	0	0%	1	100%
Village Manager	M066	1	0	0%	0	0%
Totals		29	1	3%	11	38%

WORK



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Table 7 – Employees Near Midpoint, Non-Management

Current Position	Current Grade	#	Below Mid		Above Mid	
Clerk I	NM001a	8	3	38%	5	63%
Administrative Assistant	NM001a	3	2	67%	1	33%
Marketing Assistant	NM001a	1	0	0%	1	100%
Accounting Technician	NM003b	1	0	0%	1	100%
Clerk/Matron	NM003a	6	2	33%	4	67%
Midnight Records Clerk	NM003b	1	0	0%	1	100%
Clerk II	NM004a	1	0	0%	1	100%
Community Service Officer	NM006a	5	3	60%	2	40%
Secretary	NM006a	1	0	0%	1	100%
Zoning Administrator	NM008b	1	1	100%	0	0%
Utility Billing Technician	NM015b	1	0	0%	1	100%
Work Order Technician	NM015b	1	1	100%	0	0%
Building Permit Technician	NM015b	1	1	100%	0	0%
Telecommunicator	NM017b	12	4	33%	8	67%
Fire Alarm Service Officer	NM017b	1	1	100%	0	0%
Planner I	NM018b	1	1	100%	0	0%
Special Events Coordinator	NM019b	1	0	0%	1	100%
Lead Telecommunicator	NM020b	3	0	0%	3	100%
Public Information Communicator	NM020b	1	1	100%	0	0%
Community Engagement Coordinator	NM020b	1	1	100%	0	0%
Office Coordinator	NM022b	3	0	0%	3	100%
FOIA Coordinator	NM022b	1	1	100%	0	0%
Quality & Training Coordinator	NM022b	1	0	0%	1	100%
Computer Technician	NM026b	2	0	0%	2	100%



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Current Position	Current Grade	#	Below Mid		Above Mid	
Fire Inspector	NM028b	1	0	0%	1	100%
Plumbing Inspector	NM028b	1	0	0%	1	100%
Electrical Inspector	NM028b	1	0	0%	1	100%
Health & Consumer Protection Officer	NM028b	1	1	100%	0	0%
Code Compliance Officer	NM028b	2	2	100%	0	0%
Totals		64	25	39%	39	61%

Table 8 - Employees Near Midpoint, Management

Current Position	Current Grade	#	Below Mid		Above Mid	
Executive Assistant	M001	2	2	100%	0	0%
Accountant II	M008	1	0	0%	1	100%
Deputy Director Human Resources	M008	1	0	0%	1	100%
Operations Coordinator	M009	1	0	0%	1	100%
Records Supervisor	M009	1	1	100%	0	0%
Deputy Clerk	M012	1	0	0%	1	100%
Deputy Fire Chief	M013	1	1	100%	0	0%
Senior Accountant	M015	2	0	0%	2	100%
Foreman - Electric	M020	1	1	100%	0	0%
Foreman - Street	M020	1	0	0%	1	100%
Head Mechanic	M020	1	0	0%	1	100%
Foreman - Street	M024	1	0	0%	1	100%
Foreman - Water Department	M024	1	0	0%	1	100%



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Current Position	Current Grade	#	Below Mid		Above Mid	
Human Resources Director	M028	1	0	0%	1	100%
Marketing Director	M028	1	1	100%	0	0%
Facility / Fleet Superintendent	M030	1	0	0%	1	100%
Street Superintendent	M030	1	0	0%	1	100%
Water & Sewer Superintendent	M030	1	1	100%	0	0%
Emergency Management & Communications Director	M035	1	0	0%	1	100%
Deputy Fire Chief	M038	1	1	100%	0	0%
Deputy Police Chief	M038	2	0	0%	2	100%
Assistant Village Manager	M041	1	0	0%	1	100%
Treasurer / Finance Director	M044	1	0	0%	1	100%
Director - Public Works	M045	1	0	0%	1	100%
Police Chief	M048	1	0	0%	1	100%
Village Manager	M066	1	0	0%	1	100%
Totals		29	8	28%	21	72%

WORK



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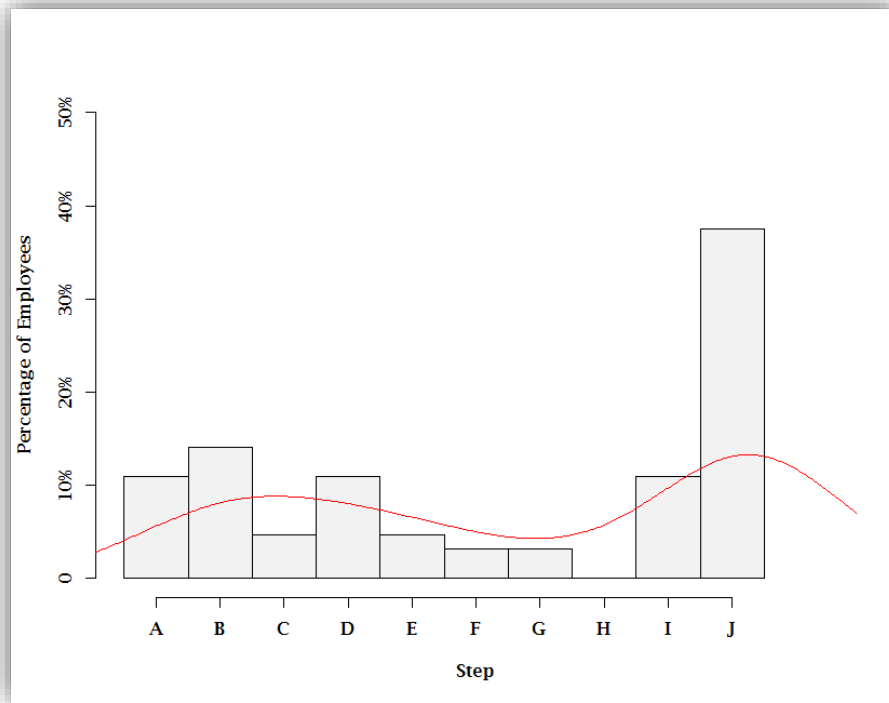


Figure 2 - Non-Management Salary Distribution

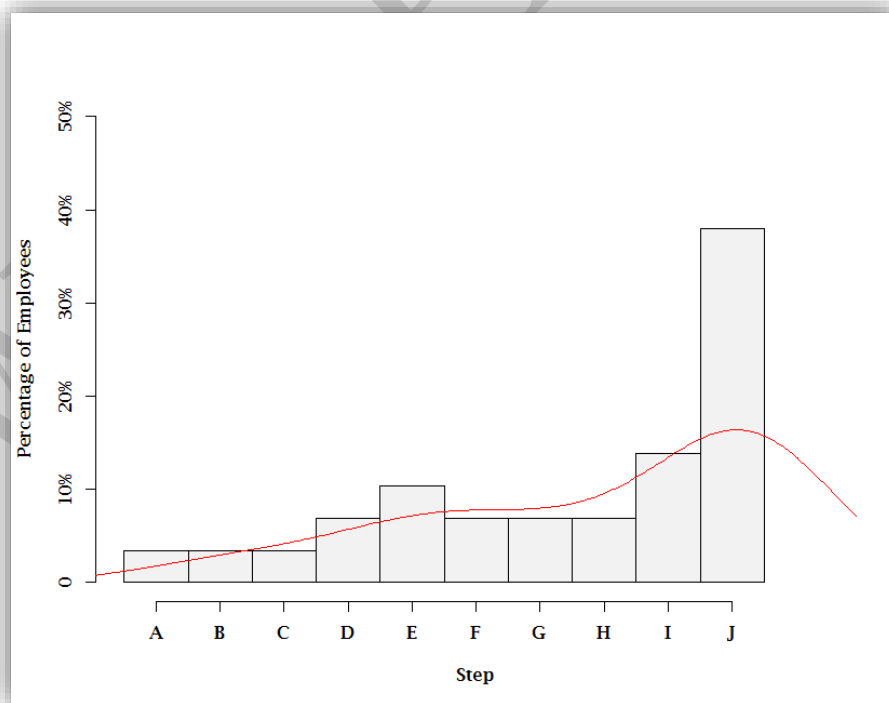


Figure 3 - Management Salary Distribution



Village of Tinley Park

Compensation and Benefits Plan Review and Analysis

External Market Comparison for Part-Time Firefighters, Market Average

Determining fair compensation for the Part-Time Firefighters employed by Tinley Park was considered to be of great importance to the Village. Few jurisdictions from the list of comparators approved by the Village Council employ Part-Time Firefighters. In order to have sufficient data for comparative purposes, additional jurisdictions were examined and are identified for each job description. **NOTE:** Only in the case of Part-Time Firefighters were locations outside of those approved by the Village Council were examined. All other positions, including Full-Time Firefighters, were only compared against positions from the approved list of comparators.

As can be seen in the tables below, Part-Time Firefighters that were employed within 30 miles of Tinley Park were compensated on average at \$18.59, that is, 2.5% more than those employed by Tinley Park. This would indicate that Tinley Park is compensating Part-Time Firefighters at market and that no salary adjustment would be recommended.

It would be reasonable to assume that all “Fire” positions at Tinley Park, namely, Firefighter (Non-certified), Firefighter (Certified), Engineer, Lieutenant, Captain, and Assistant Fire Chief, are similarly compensated on average 2.5% less than employers within 30 miles of Tinley Park. As a consequence, no salary adjustment would be recommended for these positions.

Firefighter (Non-certified)

A Firefighter (Non-certified) starts with no prior firefighter certification, training or experience. A Firefighter with Paramedic or EMT certification were considered substantially dissimilar to a Firefighter without these certifications.

Current Position	Min	Mean	Max
Firefighter (Non-Certified)	\$9.50	\$11.72	\$15.00

Locations used in External Survey (distance from Tinley Park)

Westmont (30), Wilmington FPD (34), North Aurora Countryside FPD (46), Maple Park Countryside FPD (66), Beach Park FPD (69), Spring Grove FPD (77), Richmond FPD (88)

Firefighter (Certified)

A Firefighter (Certified) is considered a probationary/new hire with prior certification and training as a firefighter from the Illinois State Fire Marshall. A Firefighter with Paramedic or EMT certification were considered substantially dissimilar to a Firefighter without these certifications.



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The Firefighter (Certified) salary is 80% of the Firefighter salary at Tinley Park. No external survey data exists for this job description.

Firefighter

A Firefighter has completed the necessary training (Tinley Park Fire Department blue/red books) and completed probation. A Firefighter with Paramedic or EMT certification were considered substantially dissimilar to a Firefighter without these certifications.

Current Position	Min	Mean	Max
Firefighter (All Locations)	\$10.00	\$16.45	\$21.00
Firefighter (≤ 30 miles)	\$11.00	\$18.59	\$21.62

Locations used in External Survey (distance from Tinley Park)

Homewood (9), North Palos FPD (10), Evergreen Park (13), Hometown FPD (13), Forest View (16), Peotone FPD (18), Lemont FPD (19), Manhattan FPD (20), Riverside (21), Central Stickney FPD (24), Elwood FPD (26), Villa Park (28), Oakbrook Terrace FPD (29), Westmont (30), Wilmington FPD (34), Warrenville FPD (36), Northlake FPD (37), Winfield FPD (41), Montgomery Countryside FPD (44), North Aurora FPD (46), Hanover Park (48), Sugar Grove FPD (52), Northfield (53), Bartlett FPD (54), Fox River Countryside FPD (58), Countryside FPD (65), Rutland-Dundee Township FPD (66), Maple Park Countryside FPD (66), Beach Park FPD (69), Grayslake FPD (69), Burlington Community FPD (73), Hampshire FPD (74), Fox Lake FPD (75), Antioch FPD (76), McHenry FPD (79), Wonder Lake FPD (84), Marengo FPD (84)

Engineer

An Engineer with Paramedic or EMT certification were considered substantially dissimilar to an Engineer without these certifications.

No external survey data exists for this job description.

Lieutenant

A Lieutenant with Paramedic or EMT certification were considered substantially dissimilar to a Lieutenant without these certifications.

Current Position	Min	Mean	Max



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Lieutenant	\$11.25	\$17.55	\$21.59
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Locations used in External Survey (distance from Tinley Park)

Hometown FPD (13), Riverside (21), York Center FPD (31), North Aurora FPD (46), Fox River Countryside FPD (58), Newport FPD (70), Nunda Rural FPD (73), Fox Lake FPD (75), Spring Grove FPD (77), Wonder Lake FPD (84)

Captain

A Captain with Paramedic or EMT certification were considered substantially dissimilar to a Captain without these certifications.

Current Position	Min	Mean	Max
Captain	\$11.18	\$19.76	\$30.42

Locations used in External Survey (distance from Tinley Park)

Hometown FPD (13), Troy FPD (26), Westmont (30), Fox River Countryside FPD (58), Nunda Rural FPD (73), Spring Grove FPD (77)

Assistant Fire Chief / Shift Commander

An Assistant Fire Chief / Shift Commander with Paramedic or EMT certification were considered substantially dissimilar to an Assistant Fire Chief / Shift Commander without these certifications.

Current Position	Min	Mean	Max
Assistant Fire Chief	\$11.25	\$22.54	\$34.69

Locations used in External Survey (distance from Tinley Park)

Hometown FPD (13), Riverside (21), Westmont (30), Wilmington FPD (34), Melrose Park (35), Newport FPD (70), Nunda Rural FPD (73), Burlington Community FPD (73), Spring Grove FPD (77)



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

External Market Comparison for Other Part-Time Positions – Market Average

Table 9 shows the details of the external survey for several of the Part-Time Positions at Tinley Park. The Min, Mean, and Max salary values for each position was taken from the Village Council approved listed of Tinley Park comparators. The % Diff value calculates the percent difference the compensation at Tinley Park differs from the comparators. Values in **green** indicate where Tinley Park is currently paying **less** than market. Values in **red** indicate where Tinley Park is currently paying **more** than market.

Table 9 - External Market Data for Other Part-Time Positions

Current Position	Min	Mean	% Diff	Max
Auxiliary Police Officer	\$13.87	\$15.43	-10.1%	\$20.00
Crossing Guard (All)	\$9.00	\$14.46	-	\$25.00
Crossing Guard (1 year of experience)	\$9.00	\$10.50	+34.4%	\$10.52
Crossing Guard (2 years of experience)	\$9.00	\$15.49	+12.1%	\$25.00
Part-Time Custodian	\$11.48	\$17.23	-4.8%	\$24.33
Not Otherwise Classified (All)	\$9.00	\$12.26	+34.7%	\$16.52
Not Otherwise Classified (Entry Level)	\$9.00	\$11.77	-1.1%	\$14.74
Not Otherwise Classified (1 year of service)	\$9.00	\$12.64	-1.3%	\$14.00
Part-Time Fire Inspector	\$20.00	\$24.07	-16.3%	\$27.40
Part-Time Patrol Officer	\$18.75	\$20.66	+28.8%	\$26.61

Insufficient external salary data for Emergency Management Personnel, Part-Time Clerk Matron, Part-Time Commission Secretaries, Part-Time Telecommunicator, and Part-Time SCADA Engineer was found. It is recommended that these positions be compared to similar Full-Time positions, namely, Emergency Management Personnel and Part-Time Telecommunicator to Full-Time Telecommunicator, Part-Time Clerk Matron to Full-Time Clerk Matron, Part-Time Commission Secretary to Secretary, and Part-Time SCADA Engineer to Foreman. As is shown below, all of these Full-Time comparable positions are paid substantially more than market, that is, % Diff > +10%.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

External Market Comparison for Full-Time Positions – Market Average

A summary of the results from the comparison of Tinley Park salaries to the external market is presented in Table 10 through Table 14. Table 15 and Table 16 show the details of the external survey in comparison to compensation at Tinley Park. The Min, Mean, and Max salary values for each position was taken from the Village Council approved listed of Tinley Park comparators. The % Diff value calculates the percent difference the compensation at Tinley Park differs from the comparators. Values in **green** indicate where Tinley Park is currently paying **less** than market. Values in **red** indicate where Tinley Park is currently paying **more** than market.

Table 10 – Positions Compensated Substantially Below Market (% Diff < -10%)

Marketing Assistant	Zoning Administrator
Computer Technician	Deputy Fire Chief
Human Resources Director	Marketing Director

Table 11 – Positions Compensated Below Market (-10% < % Diff < -5%)

Administrative Assistant	Accounting Technician
Planner I	Health & Consumer Protection Officer
Deputy Director Human Resources	Deputy Clerk
Senior Accountant	Deputy Police Chief
Treasurer / Finance Director	



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Table 12 – Positions Compensated Near Market (-5% < % Diff < +5%)

Midnight Records Clerk	Public Information Communicator
Community Engagement Coordinator	Office Coordinator
FOIA Coordinator	Quality & Training Coordinator
Fire Inspector	Plumbing Inspector
Electrical Inspector	Code Compliance Officer
Executive Assistant	Facility / Fleet Superintendent
Street Superintendent	Water & Sewer Superintendent
Deputy Fire Chief	Assistant Village Manager
Director – Public Works	Police Chief

Table 13 – Positions Compensated Above Market (+5% < % Diff < +10%)

Clerk I	Special Events Coordinator
Lead Telecommunicator	

Table 14 – Positions Compensated Substantially Above Market (% Diff > +10%)

Clerk/Matron	Clerk II
Community Service Officer	Secretary
Utility Billing Technician	Work Order Technician
Building Permit Technician	Telecommunicator
Accountant II	Operations Coordinator
Records Coordinator	Foreman – Electric
Foreman – Street	Head Mechanic
Foreman – Water Department	Emergency Management & Communications Director
Village Manager	



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Table 15 - External Survey, Non-Management

Current Position	Min	% Diff	Mean	% Diff	Max	% Diff
Clerk I	\$17.43	+14.1%	\$21.94	+8.7%	\$25.83	+7.6%
Administrative Assistant	\$19.90	+0.0%	\$25.61	-6.9%	\$31.29	-11.1%
Marketing Assistant	\$23.99	-17.1%	\$29.63	-19.5%	\$35.93	-22.6%
Accounting Technician	\$18.30	-1.2%	\$23.39	-7.2%	\$27.40	-7.6%
Clerk/Matron	\$15.74	+31.4%	\$21.10	+17.6%	\$25.54	+13.3%
Midnight Records Clerk	\$15.74	+15.0%	\$21.10	+2.9%	\$25.54	-0.9%
Clerk II	\$19.20	+9.8%	\$22.33	+13.3%	\$26.39	+11.8%
Community Service Officer	\$15.38	+42.8%	\$21.04	+25.1%	\$28.57	+7.5%
Secretary	\$17.08	+28.6%	\$22.17	+18.8%	\$26.98	+13.8%
Zoning Administrator	\$26.42	-24.3%	\$31.04	-22.7%	\$35.41	-21.0%
Utility Billing Technician	\$16.56	+38.7%	\$21.31	+29.2%	\$25.54	+25.7%
Work Order Technician	\$16.56	+38.7%	\$21.31	+29.2%	\$25.54	+25.7%
Building Permit Technician	\$16.56	+38.7%	\$21.31	+29.2%	\$25.54	+25.7%
Telecommunicator	\$19.12	+24.9%	\$24.70	+16.0%	\$29.66	+12.7%
Fire Alarm Service Officer	-	-	-	-	-	-
Planner I	\$25.43	-4.2%	\$32.29	-9.5%	\$39.32	-13.3%
Special Events Coordinator	\$22.42	+10.9%	\$28.14	+5.9%	\$34.06	+2.1%
Lead Telecommunicator	\$23.20	+9.3%	\$27.71	+9.7%	\$32.59	+8.7%
Public Information Communicator	\$24.74	+2.5%	\$31.01	-2.0%	\$38.66	-8.3%
Community Engagement Coordinator	\$24.74	+2.5%	\$31.01	-2.0%	\$38.66	-8.3%
Office Coordinator	\$23.45	+12.4%	\$30.60	+3.4%	\$36.42	+1.3%
FOIA Coordinator	\$25.30	+4.2%	\$31.08	+1.8%	\$37.42	-1.4%
Quality & Training Coordinator	\$25.30	+4.2%	\$31.08	+1.8%	\$37.42	-1.4%
Computer Technician	\$36.42	-21.6%	\$43.40	-21.1%	\$51.34	-22.2%



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Current Position	Min	% Diff	Mean	% Diff	Max	% Diff
Fire Inspector	\$28.94	+2.6%	\$37.15	-4.1%	\$43.70	-4.9%
Plumbing Inspector	\$28.04	+5.9%	\$35.73	-0.3%	\$43.18	-3.8%
Electrical Inspector	\$28.04	+5.9%	\$35.73	-0.3%	\$43.18	-3.8%
Health & Consumer Protection Officer	\$30.53	-2.7%	\$37.85	-5.9%	\$45.60	-8.9%
Code Compliance Officer	\$25.90	+14.7%	\$36.07	-1.2%	\$44.85	-7.4%

Table 16 - External Survey, Management

Current Position	Min	% Diff	Mean	% Diff	Max	% Diff
Executive Assistant	\$26.79	+4.4%	\$33.71	-4.4%	\$39.36	-7.3%
Accountant II	\$23.37	+32.8%	\$31.78	+12.5%	\$39.88	+1.5%
Deputy Director Human Resources	\$30.66	+1.2%	\$38.53	-7.2%	\$46.55	-13.0%
Operations Coordinator	\$23.25	+35.5%	\$31.89	+13.8%	\$39.53	+4.0%
Records Supervisor	\$24.53	+28.4%	\$30.94	+17.3%	\$38.86	+5.8%
Deputy Clerk	\$32.35	+1.8%	\$40.28	-5.8%	\$47.53	-9.6%
Deputy Fire Chief	\$49.82	-32.9%	\$54.27	-29.0%	\$58.47	-25.4%
Senior Accountant	\$34.09	+1.0%	\$42.06	-5.6%	\$50.49	-11.0%
Foreman - Electric	\$29.70	+24.9%	\$37.17	+15.0%	\$44.04	+9.9%
Foreman - Street	\$29.70	+24.9%	\$37.17	+15.0%	\$44.04	+9.9%
Head Mechanic	\$30.07	+23.4%	\$36.34	+17.7%	\$41.38	+17.0%
Foreman - Street	\$29.70	+32.6%	\$37.17	+22.1%	\$44.04	+16.7%
Foreman - Water Department	\$29.70	+32.6%	\$37.17	+22.1%	\$44.04	+16.7%



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Current Position	Min	% Diff	Mean	% Diff	Max	% Diff
Human Resources Director	\$46.77	-10.6%	\$59.91	-19.6%	\$75.18	-27.5%
Marketing Director	\$48.19	-13.3%	\$57.24	-15.9%	\$67.55	-19.3%
Facility / Fleet Superintendent	\$41.15	+4.7%	\$49.54	+0.2%	\$57.87	-2.9%
Street Superintendent	\$41.15	+4.7%	\$49.54	+0.2%	\$57.87	-2.9%
Water & Sewer Superintendent	\$41.15	+4.7%	\$49.54	+0.2%	\$57.87	-2.9%
Emergency Management & Communications Director	\$38.25	+21.3%	\$46.73	+14.4%	\$54.76	+10.5%
Deputy Fire Chief	\$49.82	-2.6%	\$54.27	+3.0%	\$58.47	+8.2%
Deputy Police Chief	\$52.68	-7.9%	\$60.01	-6.8%	\$65.04	-2.7%
Assistant Village Manager	\$49.39	+2.7%	\$59.22	-1.3%	\$67.86	-2.5%
Treasurer / Finance Director	\$52.49	+1.0%	\$65.06	-6.1%	\$79.61	-13.1%
Director - Public Works	\$55.88	-3.7%	\$60.12	+3.2%	\$64.24	+9.3%
Police Chief	\$55.97	+0.6%	\$62.48	+3.8%	\$67.66	+8.6%
Village Manager	\$65.80	+11.8%	\$76.67	+10.6%	\$87.53	+9.7%

Note: % Diff measures how far **below** or **above** the current pay grade is relative to the minimum salary, mean salary, or max salary of similar positions in the external market.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

External Market Comparison for Full-Time Positions – Market 60th Percentile

A summary of the results from the comparison of Tinley Park salaries to the external market is presented in Table 17 through Table 21. Table 22 and Table 23 show the details of the external survey in comparison to compensation at Tinley Park. The Min, 60% Market Level, and Max salary values for each position was taken from the Village Council approved listed of Tinley Park comparators. The % Diff value calculates the percent difference the compensation at Tinley Park differs from the comparators. Values in **green** indicate where Tinley Park is currently paying **less** than market. Values in **red** indicate where Tinley Park is currently paying **more** than market.

Table 17 – Positions Compensated Substantially Below Market (% Diff < -10%)

Administrative Assistant	Marketing Assistant
Zoning Administrator	Planner I
Computer Technician	Fire Inspector
Deputy Director Human Resources	Deputy Clerk
Deputy Fire Chief	Senior Accountant
Human Resources Director	Marketing Director
Treasurer / Finance Director	

Table 18 – Positions Compensated Below Market (-10% < % Diff < -5%)

Accounting Technician	Health & Consumer Protection Officer
Code Compliance Officer	Executive Assistant
Deputy Police Chief	Assistant Village Manager



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 19 – Positions Compensated Near Market (-5% < % Diff < +5%)

Clerk I	Midnight Records Clerk
Special Events Coordinator	Public Information Communicator
Community Engagement Coordinator	Office Coordinator
FOIA Coordinator	Quality & Training Coordinator
Plumbing Inspector	Electrical Inspector
Facility / Fleet Superintendent	Street Superintendent
Water & Sewer Superintendent	Deputy Fire Chief
Director - Public Works	Police Chief

Table 20 – Positions Compensated Above Market (+5% < % Diff < +10%)

Telecommunicator	Lead Telecommunicator
Accountant II	Foreman - Electric
Foreman - Street	Emergency Management & Communications Director
Village Manager	

Table 21 – Positions Compensated Substantially Above Market (% Diff > +10%)

Clerk Matron	Clerk II
Community Service Officer	Secretary
Utility Billing Technician	Work Order Technician
Building Permit Technician	Operations Coordinator
Records Supervisor	Head Mechanic
Foreman - Street	Foreman - Water Department



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 22 – External Survey, Non-Management

Current Position	Min	% Diff	60%	% Diff	Max	% Diff
Clerk I	\$17.43	+14.1%	\$22.96	+3.9%	\$25.83	+7.6%
Administrative Assistant	\$19.90	+0.0%	\$26.56	-10.2%	\$31.29	-11.1%
Marketing Assistant	\$23.99	-17.1%	\$30.55	-21.9%	\$35.93	-22.6%
Accounting Technician	\$18.30	-1.2%	\$24.00	-9.5%	\$27.40	-7.6%
Clerk/Matron	\$15.74	+31.4%	\$22.55	+10.0%	\$25.54	+13.3%
Midnight Records Clerk	\$15.74	+15.0%	\$22.55	-3.7%	\$25.54	-0.9%
Clerk II	\$19.20	+9.8%	\$22.97	+10.1%	\$26.39	+11.8%
Community Service Officer	\$15.38	+42.8%	\$20.70	+27.2%	\$28.57	+7.5%
Secretary	\$17.08	+28.6%	\$23.70	+11.1%	\$26.98	+13.8%
Zoning Administrator	\$26.42	-24.3%	\$33.08	-27.5%	\$35.41	-21.0%
Utility Billing Technician	\$16.56	+38.7%	\$22.64	+21.6%	\$25.54	+25.7%
Work Order Technician	\$16.56	+38.7%	\$22.64	+21.6%	\$25.54	+25.7%
Building Permit Technician	\$16.56	+38.7%	\$22.64	+21.6%	\$25.54	+25.7%
Telecommunicator	\$19.12	+24.9%	\$26.09	+9.8%	\$29.66	+12.7%
Fire Alarm Service Officer	-	-	-	-	-	-
Planner I	\$25.43	-4.2%	\$34.67	-15.7%	\$39.32	-13.3%
Special Events Coordinator	\$22.42	+10.9%	\$30.01	-0.6%	\$34.06	+2.1%
Lead Telecommunicator	\$23.20	+9.3%	\$28.36	+7.1%	\$32.59	+8.7%
Public Information Communicator	\$24.74	+2.5%	\$31.26	-2.8%	\$38.66	-8.3%
Community Engagement Coordinator	\$24.74	+2.5%	\$31.26	-2.8%	\$38.66	-8.3%
Office Coordinator	\$23.45	+12.4%	\$32.05	-1.3%	\$36.42	+1.3%
FOIA Coordinator	\$25.30	+4.2%	\$32.00	-1.2%	\$37.42	-1.4%
Quality & Training Coordinator	\$25.30	+4.2%	\$32.00	-1.2%	\$37.42	-1.4%
Computer Technician	\$36.42	-21.6%	\$43.36	-21.1%	\$51.34	-22.2%



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Current Position	Min	% Diff	60%	% Diff	Max	% Diff
Fire Inspector	\$28.94	+2.6%	\$40.05	-11.1%	\$43.70	-4.9%
Plumbing Inspector	\$28.04	+5.9%	\$37.01	-3.7%	\$43.18	-3.8%
Electrical Inspector	\$28.04	+5.9%	\$37.01	-3.7%	\$43.18	-3.8%
Health & Consumer Protection Officer	\$30.53	-2.7%	\$39.01	-8.7%	\$45.60	-8.9%
Code Compliance Officer	\$25.90	+14.7%	\$39.00	-8.7%	\$44.85	-7.4%

Table 23 – External Survey, Management

Current Position	Min	% Diff	60%	% Diff	Max	% Diff
Executive Assistant	\$26.79	+4.4%	\$35.04	-8.0%	\$39.36	-7.3%
Accountant II	\$23.37	+32.8%	\$33.61	+6.4%	\$39.88	+1.5%
Deputy Director Human Resources	\$30.66	+1.2%	\$40.60	-11.9%	\$46.55	-13.0%
Operations Coordinator	\$23.25	+35.5%	\$32.72	+10.9%	\$39.53	+4.0%
Records Supervisor	\$24.53	+28.4%	\$32.26	+12.5%	\$38.86	+5.8%
Deputy Clerk	\$32.35	+1.8%	\$43.16	-12.1%	\$47.53	-9.6%
Deputy Fire Chief	\$49.82	-32.9%	\$55.82	-31.0%	\$58.47	-25.4%
Senior Accountant	\$34.09	+1.0%	\$44.16	-10.1%	\$50.49	-11.0%
Foreman - Electric	\$29.70	+24.9%	\$39.91	+7.1%	\$44.04	+9.9%
Foreman - Street	\$29.70	+24.9%	\$39.91	+7.1%	\$44.04	+9.9%
Head Mechanic	\$30.07	+23.4%	\$37.44	+14.2%	\$41.38	+17.0%
Foreman - Street	\$29.70	+32.6%	\$39.91	+13.7%	\$44.04	+16.7%
Foreman - Water Department	\$29.70	+32.6%	\$39.91	+13.7%	\$44.04	+16.7%



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Current Position	Min	% Diff	60%	% Diff	Max	% Diff
Human Resources Director	\$46.77	-10.6%	\$62.23	-22.6%	\$75.18	-27.5%
Marketing Director	\$48.19	-13.3%	\$58.72	-18.0%	\$67.55	-19.3%
Facility / Fleet Superintendent	\$41.15	+4.7%	\$52.07	-4.7%	\$57.87	-2.9%
Street Superintendent	\$41.15	+4.7%	\$52.07	-4.7%	\$57.87	-2.9%
Water & Sewer Superintendent	\$41.15	+4.7%	\$52.07	-4.7%	\$57.87	-2.9%
Emergency Management & Communications Director	\$38.25	+21.3%	\$48.81	+9.5%	\$54.76	+10.5%
Deputy Fire Chief	\$49.82	-2.6%	\$55.82	+0.1%	\$58.47	+8.2%
Deputy Police Chief	\$52.68	-7.9%	\$61.62	-9.3%	\$65.04	-2.7%
Assistant Village Manager	\$49.39	+2.7%	\$62.91	-7.1%	\$67.86	-2.5%
Treasurer / Finance Director	\$52.49	+1.0%	\$68.47	-10.7%	\$79.61	-13.1%
Director - Public Works	\$55.88	-3.7%	\$61.62	+0.7%	\$64.24	+9.3%
Police Chief	\$55.97	+0.6%	\$64.70	+0.3%	\$67.66	+8.6%
Village Manager	\$65.80	+11.8%	\$79.69	+6.4%	\$87.53	+9.7%

Note: % Diff measures how far **below** or **above** the current pay grade is relative to the minimum salary, mean salary, or max salary of similar positions in the external market.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

External Market Comparison for Full-Time Positions – Market 70th Percentile

A summary of the results from the comparison of Tinley Park salaries to the external market is presented in Table 24 through Table 28. Table 29 and Table 30 show the details of the external survey in comparison to compensation at Tinley Park. The Min, 70% Market Level, and Max salary values for each position was taken from the Village Council approved listed of Tinley Park comparators. The % Diff value calculates the percent difference the compensation at Tinley Park differs from the comparators. Values in **green** indicate where Tinley Park is currently paying **less** than market. Values in **red** indicate where Tinley Park is currently paying **more** than market.

Table 24 – Positions Compensated Substantially Below Market (% Diff < -10%)

Administrative Assistant	Marketing Assistant
Accounting Technician	Zoning Administrator
Planner I	Public Information Communicator
Community Engagement Coordinator	Computer Technician
Fire Inspector	Health & Consumer Protection Officer
Code Compliance Officer	Executive Assistant
Deputy Director Human Resources	Deputy Clerk
Deputy Fire Chief	Senior Accountant
Human Resources Director	Marketing Director
Deputy Police Chief	Assistant Village Manager
Treasurer / Finance Director	

Table 25 – Positions Compensated Below Market (-10% < % Diff < -5%)

Midnight Records Clerk	FOIA Coordinator
Quality & Training Coordinator	Plumping Inspector
Electrical Inspector	Facility / Fleet Superintendent
Street Superintendent	Water & Sewer Superintendent



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 26 - Positions Compensated Near Market (-5% < % Diff < +5%)

Clerk I	Clerk / Matron
Special Events Coordinator	Lead Telecommunicator
Office Coordinator	Accountant II
Operations Coordinator	Foreman - Electric
Foreman - Street	Deputy Fire Chief
Director - Public Works	Police Chief

Table 27 - Positions Compensated Above Market (+5% < % Diff < +10%)

Clerk II	Community Service Officer
Secretary	Telecommunicator
Records Supervisor	Emergency Management & Communications Director
Village Manager	

Table 28 - Positions Compensated Substantially Above Market (% Diff > +10%)

Utility Billing Technician	Work Order Technician
Building Permit Technician	Head Mechanic
Foreman - Street	Foreman - Water Department



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 29 – External Survey, Non-Management

Current Position	Min	% Diff	70%	% Diff	Max	% Diff
Clerk I	\$17.43	+14.1%	\$24.60	-3.0%	\$25.83	+7.6%
Administrative Assistant	\$19.90	+0.0%	\$27.69	-13.9%	\$31.29	-11.1%
Marketing Assistant	\$23.99	-17.1%	\$31.98	-25.4%	\$35.93	-22.6%
Accounting Technician	\$18.30	-1.2%	\$25.00	-13.2%	\$27.40	-7.6%
Clerk/Matron	\$15.74	+31.4%	\$23.81	+4.2%	\$25.54	+13.3%
Midnight Records Clerk	\$15.74	+15.0%	\$23.81	-8.8%	\$25.54	-0.9%
Clerk II	\$19.20	+9.8%	\$23.94	+5.7%	\$26.39	+11.8%
Community Service Officer	\$15.38	+42.8%	\$24.73	+6.5%	\$28.57	+7.5%
Secretary	\$17.08	+28.6%	\$24.23	+8.7%	\$26.98	+13.8%
Zoning Administrator	\$26.42	-24.3%	\$34.41	-30.3%	\$35.41	-21.0%
Utility Billing Technician	\$16.56	+38.7%	\$23.41	+17.6%	\$25.54	+25.7%
Work Order Technician	\$16.56	+38.7%	\$23.41	+17.6%	\$25.54	+25.7%
Building Permit Technician	\$16.56	+38.7%	\$23.41	+17.6%	\$25.54	+25.7%
Telecommunicator	\$19.12	+24.9%	\$26.60	+7.8%	\$29.66	+12.7%
Fire Alarm Service Officer	-	-	-	-	-	-
Planner I	\$25.43	-4.2%	\$36.84	-20.7%	\$39.32	-13.3%
Special Events Coordinator	\$22.42	+10.9%	\$31.10	-4.2%	\$34.06	+2.1%
Lead Telecommunicator	\$23.20	+9.3%	\$29.49	+3.1%	\$32.59	+8.7%
Public Information Communicator	\$24.74	+2.5%	\$34.24	-11.2%	\$38.66	-8.3%
Community Engagement Coordinator	\$24.74	+2.5%	\$34.24	-11.2%	\$38.66	-8.3%
Office Coordinator	\$23.45	+12.4%	\$32.88	-3.8%	\$36.42	+1.3%
FOIA Coordinator	\$25.30	+4.2%	\$33.45	-5.4%	\$37.42	-1.4%
Quality & Training Coordinator	\$25.30	+4.2%	\$33.45	-5.4%	\$37.42	-1.4%
Computer Technician	\$36.42	-21.6%	\$45.18	-24.2%	\$51.34	-22.2%



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Current Position	Min	% Diff	70%	% Diff	Max	% Diff
Fire Inspector	\$28.94	+2.6%	\$40.95	-13.0%	\$43.70	-4.9%
Plumbing Inspector	\$28.04	+5.9%	\$37.90	-6.0%	\$43.18	-3.8%
Electrical Inspector	\$28.04	+5.9%	\$37.90	-6.0%	\$43.18	-3.8%
Health & Consumer Protection Officer	\$30.53	-2.7%	\$40.81	-12.7%	\$45.60	-8.9%
Code Compliance Officer	\$25.90	+14.7%	\$40.45	-12.0%	\$44.85	-7.4%

Table 30 – External Survey, Management

Current Position	Min	% Diff	70%	% Diff	Max	% Diff
Executive Assistant	\$26.79	+4.4%	\$35.96	-10.4%	\$39.36	-7.3%
Accountant II	\$23.37	+32.8%	\$35.69	+0.2%	\$39.88	+1.5%
Deputy Director Human Resources	\$30.66	+1.2%	\$42.52	-15.9%	\$46.55	-13.0%
Operations Coordinator	\$23.25	+35.5%	\$35.24	+3.0%	\$39.53	+4.0%
Records Supervisor	\$24.53	+28.4%	\$33.17	+9.4%	\$38.86	+5.8%
Deputy Clerk	\$32.35	+1.8%	\$44.36	-14.4%	\$47.53	-9.6%
Deputy Fire Chief	\$49.82	-32.9%	\$56.27	-31.5%	\$58.47	-25.4%
Senior Accountant	\$34.09	+1.0%	\$45.75	-13.3%	\$50.49	-11.0%
Foreman - Electric	\$29.70	+24.9%	\$41.16	+3.9%	\$44.04	+9.9%
Foreman - Street	\$29.70	+24.9%	\$41.16	+3.9%	\$44.04	+9.9%
Head Mechanic	\$30.07	+23.4%	\$38.58	+10.8%	\$41.38	+17.0%
Foreman - Street	\$29.70	+32.6%	\$41.16	+10.2%	\$44.04	+16.7%
Foreman - Water Department	\$29.70	+32.6%	\$41.16	+10.2%	\$44.04	+16.7%



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Current Position	Min	% Diff	70%	% Diff	Max	% Diff
Human Resources Director	\$46.77	-10.6%	\$64.17	-24.9%	\$75.18	-27.5%
Marketing Director	\$48.19	-13.3%	\$63.26	-23.9%	\$67.55	-19.3%
Facility / Fleet Superintendent	\$41.15	+4.7%	\$53.33	-7.0%	\$57.87	-2.9%
Street Superintendent	\$41.15	+4.7%	\$53.33	-7.0%	\$57.87	-2.9%
Water & Sewer Superintendent	\$41.15	+4.7%	\$53.33	-7.0%	\$57.87	-2.9%
Emergency Management & Communications Director	\$38.25	+21.3%	\$50.40	+6.1%	\$54.76	+10.5%
Deputy Fire Chief	\$49.82	-2.6%	\$56.27	-0.7%	\$58.47	+8.2%
Deputy Police Chief	\$52.68	-7.9%	\$63.91	-12.5%	\$65.04	-2.7%
Assistant Village Manager	\$49.39	+2.7%	\$65.03	-10.1%	\$67.86	-2.5%
Treasurer / Finance Director	\$52.49	+1.0%	\$71.16	-14.1%	\$79.61	-13.1%
Director - Public Works	\$55.88	-3.7%	\$61.81	+0.4%	\$64.24	+9.3%
Police Chief	\$55.97	+0.6%	\$65.59	-1.1%	\$67.66	+8.6%
Village Manager	\$65.80	+11.8%	\$80.14	+5.8%	\$87.53	+9.7%

Note: % Diff measures how far **below** or **above** the current pay grade is relative to the minimum salary, mean salary, or max salary of similar positions in the external market.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Compensable Factor Score from Position Vantage Point Job Survey

To assist in determining the internal hierarchy of positions at Tinley Park, the employees and managers of the Village participated in the Position Vantage Point Job Survey. Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score as shown in Table 31 for Full-Time employees and Table 32 for Part-Time employees.

Work Product



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 31 – Compensable Factor Score (CFS) – Full-Time Employees

Current Grade	Job Title	CFS Score
M066	Village Manager	108.6
M048	Police Chief	79.8
M045	Director – Public Works	62.3
M044	Treasurer / Finance Director	61.4
M035	Emergency Management & Communications Director	56.5
M038	Deputy Fire Chief	54.1
M038	Deputy Police Chief	53.8
M028	Marketing Director	49.6
M028	Human Resources Director	47.5
M030	Facility / Fleet Superintendent	45.1
M041	Assistant Village Manager	42.6
M030	Water & Sewer Superintendent	42.0
M030	Street Superintendent	34.8
M015	Senior Accountant	31.2
M008	Deputy Director Human Resources	29.5
M012	Deputy Clerk	28.8
NM026	Computer Technician	27.3
M020	Foreman – Water Department	22.8
M020	Foreman – Street	22.2
M020	Head Mechanic	22.2
M020	Foreman – Electric	20.8
NM022	Quality & Training Coordinator	20.2
NM028	Inspector – Plumbing	19.7
M001	Executive Assistant	18.7
M008	Accountant II	18.3



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Current Grade	Job Title	CFS Score
NM022	FOIA Coordinator	17.1
NM022	Office Coordinator	17.0
M009	Operations Coordinator	16.8
NM020	Lead Telecommunicator	16.8
NM028	Code Enforcement Officer	16.0
NM028	Inspector - Electrical	15.7
NM028	Health & Consumer Protection Officer	14.7
NM020	Community Engagement Coordinator	14.0
NM020	Public Information Coordinator	13.9
NM018	Planner I	13.5
NM019	Special Events Coordinator	13.4
NM028	Fire Inspector I	13.3
M009	Records Supervisor	12.7
NM017	Telecommunicator	11.3
NM006	Secretary	10.2
NM003	Midnight Records Clerk	9.9
NM004	Clerk II	9.2
NM006	Community Service Officer	9.1
NM017	Fire Alarm Service Officer	8.8
NM015	Work Order Technician	8.7
NM003	Accounting Technician	8.5
NM001	Marketing Assistant	8.3
NM015	Utility Billing Technician	7.9
NM003	Clerk/Matron	7.4
NM001	Administrative Assistant	6.8
NM001	Clerk I	6.5
NM015	Building Permit Technician	-



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 32 – Compensable Factor Score (CFS) – Part-Time Employees

Current Grade	Job Title	CFS Score
fire_afc	Part-Time Assistant Fire Chief	45.7
fire_capt	Part-Time Captain	21.3
fire_lieut	Part-Time Lieutenant	16.8
fire_ff	Part-Time Firefighter	11.6
fire_eng	Part-Time Engineer	11.2
tco_pt	Part-Time Telecommunicator	8.4
-	Part-Time Not Otherwise Classified	7.4
matron	Part-Time Clerk/Matron	6.5
insp_fire	Part-Time Fire Inspector	-
res	Part-Time Patrol Officer	-
esda	Part-Time Emergency Management	-
cross	Part-Time Crossing Guard	-
aux	Part-Time Auxiliary Police Officer	-
cust	Part-Time Custodian	-
-	Part-Time Firefighter (Certified)	
-	Part-Time Firefighter (Non-certified)	



Village of Tinley Park

Compensation and Benefits Plan Review and Analysis

Proposed Salary Schedule

A common salary scale for all Full-Time employees, but which may also include Part-Time employees, is shown in Table 33 and Table 34. A common scale should eliminate any perceived inequalities between employees as to whether they are “management.”

The minimum salary was set to the Tinley Park/Cook County Living Wage specified on 20 December 2016 and listed at <http://www.tinleypark.org/Index.aspx?NID=129>. The maximum salary was set to the highest salary on the current pay scale. The spread was widened from 40% and 30% to 60%, a common market amount, to allow for growth opportunities and to address the skewed salary distributions mentioned earlier.

The number of steps was set to 15. For each pay grade, the difference between each step was set at a constant dollar amount.

The number of grades was set at 25 to accommodate the range of CFS Scores. The number of grades in turn set the Ladders to 7.138%. Currently, the ladders for Management Positions is 1.5% and 2.0% for Non-Management positions. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

A summary of the input parameters follows:

- Minimum Salary = \$11.47 (Tinley Park/Cook County Living Wage)
- Maximum Salary = \$96.02 (Maximum of Management066)
- Number of Grades = 25
- Number of Steps = 15 [A through O]
- Spread between Minimum and Maximum = 60% (Consistent with all grades)
- % between Steps = 4.286% (Constant dollar increase between steps in each grade)
- % between Grades [Ladders] = 7.138% (Constant percentage between adjacent grades)



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 33 – Proposed Salary Schedule for All Positions

Grade/ Step	A (Min)	H (Mid)	O (Max)	Spread
1	\$11.47	\$14.91	\$18.35	60%
2	\$12.29	\$15.98	\$19.66	60%
3	\$13.17	\$17.12	\$21.07	60%
4	\$14.11	\$18.34	\$22.57	60%
5	\$15.11	\$19.65	\$24.18	60%
6	\$16.19	\$21.05	\$25.91	60%
7	\$17.35	\$22.55	\$27.76	60%
8	\$18.59	\$24.16	\$29.74	60%
9	\$19.91	\$25.89	\$31.86	60%
10	\$21.33	\$27.73	\$34.13	60%
11	\$22.86	\$29.71	\$36.57	60%
12	\$24.49	\$31.83	\$39.18	60%
13	\$26.24	\$34.11	\$41.98	60%
14	\$28.11	\$36.54	\$44.97	60%
15	\$30.12	\$39.15	\$48.19	60%
16	\$32.27	\$41.95	\$51.62	60%
17	\$34.57	\$44.94	\$55.31	60%
18	\$37.04	\$48.15	\$59.26	60%
19	\$39.68	\$51.58	\$63.49	60%
20	\$42.51	\$55.27	\$68.02	60%
21	\$45.55	\$59.21	\$72.88	60%
22	\$48.80	\$63.44	\$78.08	60%
23	\$52.28	\$67.97	\$83.65	60%
24	\$56.01	\$72.82	\$89.62	60%
25	\$60.01	\$78.02	\$96.02	60%



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 34 – Proposed Salary Schedule for All Positions (Expanded)

Grade/ Step	Min A	B	C	D	E	F	G	Mid H
1	\$11.47	\$11.96	\$12.45	\$12.94	\$13.44	\$13.93	\$14.42	\$14.91
2	\$12.29	\$12.82	\$13.34	\$13.87	\$14.40	\$14.92	\$15.45	\$15.98
3	\$13.17	\$13.73	\$14.29	\$14.86	\$15.42	\$15.99	\$16.55	\$17.12
4	\$14.11	\$14.71	\$15.31	\$15.92	\$16.52	\$17.13	\$17.73	\$18.34
5	\$15.11	\$15.76	\$16.41	\$17.06	\$17.70	\$18.35	\$19.00	\$19.65
6	\$16.19	\$16.89	\$17.58	\$18.27	\$18.97	\$19.66	\$20.36	\$21.05
7	\$17.35	\$18.09	\$18.83	\$19.58	\$20.32	\$21.06	\$21.81	\$22.55
8	\$18.59	\$19.38	\$20.18	\$20.98	\$21.77	\$22.57	\$23.36	\$24.16
9	\$19.91	\$20.77	\$21.62	\$22.47	\$23.33	\$24.18	\$25.03	\$25.89
10	\$21.33	\$22.25	\$23.16	\$24.08	\$24.99	\$25.91	\$26.82	\$27.73
11	\$22.86	\$23.84	\$24.82	\$25.80	\$26.77	\$27.75	\$28.73	\$29.71
12	\$24.49	\$25.54	\$26.59	\$27.64	\$28.69	\$29.74	\$30.79	\$31.83
13	\$26.24	\$27.36	\$28.49	\$29.61	\$30.73	\$31.86	\$32.98	\$34.11
14	\$28.11	\$29.31	\$30.52	\$31.72	\$32.93	\$34.13	\$35.34	\$36.54
15	\$30.12	\$31.41	\$32.70	\$33.99	\$35.28	\$36.57	\$37.86	\$39.15
16	\$32.27	\$33.65	\$35.03	\$36.41	\$37.80	\$39.18	\$40.56	\$41.95
17	\$34.57	\$36.05	\$37.53	\$39.01	\$40.49	\$41.98	\$43.46	\$44.94
18	\$37.04	\$38.62	\$40.21	\$41.80	\$43.39	\$44.97	\$46.56	\$48.15
19	\$39.68	\$41.38	\$43.08	\$44.78	\$46.48	\$48.18	\$49.88	\$51.58
20	\$42.51	\$44.33	\$46.16	\$47.98	\$49.80	\$51.62	\$53.44	\$55.27
21	\$45.55	\$47.50	\$49.45	\$51.40	\$53.36	\$55.31	\$57.26	\$59.21
22	\$48.80	\$50.89	\$52.98	\$55.07	\$57.16	\$59.26	\$61.35	\$63.44
23	\$52.28	\$54.52	\$56.76	\$59.00	\$61.24	\$63.49	\$65.73	\$67.97
24	\$56.01	\$58.41	\$60.82	\$63.22	\$65.62	\$68.02	\$70.42	\$72.82
25	\$60.01	\$62.58	\$65.16	\$67.73	\$70.30	\$72.87	\$75.44	\$78.02



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Grade/ Step	Mid H	I	J	K	L	M	N	Max O
1	\$14.91	\$15.40	\$15.89	\$16.39	\$16.88	\$17.37	\$17.86	\$18.35
2	\$15.98	\$16.50	\$17.03	\$17.56	\$18.08	\$18.61	\$19.14	\$19.66
3	\$17.12	\$17.68	\$18.24	\$18.81	\$19.37	\$19.94	\$20.50	\$21.07
4	\$18.34	\$18.94	\$19.55	\$20.15	\$20.76	\$21.36	\$21.96	\$22.57
5	\$19.65	\$20.29	\$20.94	\$21.59	\$22.24	\$22.89	\$23.53	\$24.18
6	\$21.05	\$21.74	\$22.44	\$23.13	\$23.82	\$24.52	\$25.21	\$25.91
7	\$22.55	\$23.30	\$24.04	\$24.78	\$25.53	\$26.27	\$27.01	\$27.76
8	\$24.16	\$24.96	\$25.75	\$26.55	\$27.35	\$28.14	\$28.94	\$29.74
9	\$25.89	\$26.74	\$27.59	\$28.45	\$29.30	\$30.15	\$31.01	\$31.86
10	\$27.73	\$28.65	\$29.56	\$30.48	\$31.39	\$32.31	\$33.22	\$34.13
11	\$29.71	\$30.69	\$31.67	\$32.65	\$33.63	\$34.61	\$35.59	\$36.57
12	\$31.83	\$32.88	\$33.93	\$34.98	\$36.03	\$37.08	\$38.13	\$39.18
13	\$34.11	\$35.23	\$36.36	\$37.48	\$38.60	\$39.73	\$40.85	\$41.98
14	\$36.54	\$37.75	\$38.95	\$40.16	\$41.36	\$42.57	\$43.77	\$44.97
15	\$39.15	\$40.44	\$41.73	\$43.02	\$44.31	\$45.60	\$46.89	\$48.19
16	\$41.95	\$43.33	\$44.71	\$46.09	\$47.48	\$48.86	\$50.24	\$51.62
17	\$44.94	\$46.42	\$47.90	\$49.38	\$50.87	\$52.35	\$53.83	\$55.31
18	\$48.15	\$49.73	\$51.32	\$52.91	\$54.50	\$56.08	\$57.67	\$59.26
19	\$51.58	\$53.28	\$54.99	\$56.69	\$58.39	\$60.09	\$61.79	\$63.49
20	\$55.27	\$57.09	\$58.91	\$60.73	\$62.55	\$64.38	\$66.20	\$68.02
21	\$59.21	\$61.16	\$63.12	\$65.07	\$67.02	\$68.97	\$70.92	\$72.88
22	\$63.44	\$65.53	\$67.62	\$69.71	\$71.80	\$73.89	\$75.99	\$78.08
23	\$67.97	\$70.21	\$72.45	\$74.69	\$76.93	\$79.17	\$81.41	\$83.65
24	\$72.82	\$75.22	\$77.62	\$80.02	\$82.42	\$84.82	\$87.22	\$89.62
25	\$78.02	\$80.59	\$83.16	\$85.73	\$88.30	\$90.88	\$93.45	\$96.02



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Recommended Salary Adjustments – Market Average

A regression analysis of the CFS Score and the salary survey results indicate that 87.9% of the market mean salary for all positions is predicted by the CFS Score. In other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate well with the external markets' valuation of the job positions at Tinley Park

Positions marked in **green** have been recommended for adjustments based on the external market findings. Their current salaries were scaled by the % Diff values from Table 15 and Table 16.

Each position was placed in the “New Grades” from Table 34 according to the Compensable Factor Scores from Table 31. All positions were placed at the step closest to the “New Rate.” No salary reductions were recommended.

The three (3) superintendent positions, Facility/Fleet Superintendent, Water & Sewer Superintendent, and Street Superintendent were all placed in the same grade, Grade 18, despite the variation in the Compensable Factor Score. The two (2) inspector positions, Inspector - Plumbing and Inspector - Electrical, were also placed in the same grade, Grade 14, despite the variation in the Compensable Factor Score. No CFS Score was available for the Building Permit Technician and Zoning Administrator. Both positions were placed in the same grade, Grade 10, as the Utility Billing Technician and Work Order Technician.

It may be also useful to include Part-Time positions in Grades 1-7.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 35 – Recommended Salary Adjustments, Market Average

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
108.6	Village Manager	M066 G (b)	\$87.87	25 L	\$87.87
79.8	Police Chief	M048 J (b)	\$73.45	23 K	\$73.45
62.3	Director - Public Works	M045 G (b)	\$64.28	22 I	\$64.28
61.4	Treasurer / Finance Director	M044 J (b)	\$69.20	22 M	\$73.89
56.5	Emergency Management & Communications Director	M035 H (b)	\$57.05	21 G	\$57.05
54.1	Deputy Fire Chief	M038 E (b)	\$54.59	21 F	\$54.59
54.1	Deputy Fire Chief	M013 D (b)	\$36.52	21 E	\$53.36
53.8	Deputy Police Chief	M038 I (b)	\$61.44	21 L	\$67.02
53.8	Deputy Police Chief	M038 I (b)	\$61.44	21 L	\$67.02
49.6	Marketing Director	M028 C (b)	\$44.33	20 H	\$55.27
47.5	Human Resources Director	M028 J (b)	\$54.53	20 O	\$68.02
45.1	Facility / Fleet Superintendent	M030 J (b)	\$56.18	18 N	\$57.67
42.6	Assistant Village Manager	M041 F (b)	\$58.80	19 M	\$60.09
42.0	Water & Sewer Superintendent	M030 E (b)	\$48.46	18 I	\$49.73
34.8	Street Superintendent	M030 J (b)	\$56.18	18 M	\$57.67



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
31.2	Senior Accountant	M015 J (b)	\$44.94	17 J	\$47.90
31.2	Senior Accountant	M015 J (b)	\$44.94	17 J	\$47.90
29.5	Deputy Director Human Resources	M008 J (b)	\$40.48	16 J	\$44.71
28.8	Deputy Clerk	M012 I (b)	\$41.72	16 J	\$44.71
27.3	Computer Technician	NM026 J (b)	\$39.92	16 O	\$51.62
27.3	Computer Technician	NM026 G (b)	\$35.70	16 K	\$46.09
22.8	Foreman - Water Department	M024 J (b)	\$51.38	15 O	\$51.38
22.2	Foreman - Street	M024 J (b)	\$51.38	15 O	\$51.38
22.2	Foreman - Street	M020 F (b)	\$43.01	15 K	\$43.01
22.2	Head Mechanic	M020 J (b)	\$48.41	15 O	\$48.41
20.8	Foreman - Electric	M020 E (b)	\$41.76	15 K	\$41.76
20.2	Quality & Training Coordinator	NM022 J (b)	\$36.88	15 G	\$36.88
19.7	Inspector - Plumbing	NM028 J (b)	\$41.54	14 M	\$42.57
18.7	Executive Assistant	M001 B (b)	\$28.79	14 C	\$30.52
18.7	Executive Assistant	M001 A (b)	\$27.96	14 B	\$29.31
18.3	Accountant II	M008 H (b)	\$38.16	14 J	\$38.16
17.1	FOIA Coordinator	NM022 A (b)	\$26.37	13 B	\$26.37



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
17.0	Office Coordinator	NM022 I (b)	\$35.54	13 J	\$35.54
17.0	Office Coordinator	NM022 G (b)	\$32.97	13 G	\$32.97
17.0	Office Coordinator	NM022 F (b)	\$31.78	13 F	\$31.78
16.8	Operations Coordinator	M009 I (b)	\$39.89	13 N	\$39.89
16.8	Lead Telecommunicator	NM020 J (b)	\$35.44	13 J	\$35.44
16.8	Lead Telecommunicator	NM020 J (b)	\$35.44	13 J	\$35.44
16.8	Lead Telecommunicator	NM020 J (b)	\$35.44	13 J	\$35.44
16.0	Code Enforcement Officer	NM028 D (b)	\$33.21	13 H	\$34.11
16.0	Code Enforcement Officer	NM028 B (b)	\$30.82	13 F	\$31.86
15.7	Inspector - Electrical	NM028 I (b)	\$40.02	14 K	\$40.16
14.7	Health & Consumer Protection Officer	NM028 D (b)	\$33.21	12 L	\$36.03
14.0	Community Engagement Coordinator	NM020 A (b)	\$25.35	12 C	\$26.59
13.9	Public Information Coordinator	NM020 D (b)	\$28.34	12 F	\$29.74
13.5	Planner I	NM018 D (b)	\$27.24	12 G	\$30.79
13.4	Special Events Coordinator	NM019 F (b)	\$29.94	12 G	\$29.94
13.3	Fire Inspector I	NM028 J (b)	\$41.54	12 O	\$43.33
12.7	Records Supervisor	M009 D (b)	\$34.42	12 K	\$34.42



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
11.3	Telecommunicator	NM017 J (b)	\$33.42	11 L	\$33.42
11.3	Telecommunicator	NM017 J (b)	\$33.42	11 L	\$33.42
11.3	Telecommunicator	NM017 J (b)	\$33.42	11 L	\$33.42
11.3	Telecommunicator	NM017 I (b)	\$32.20	11 K	\$32.20
11.3	Telecommunicator	NM017 E (b)	\$27.73	11 F	\$27.73
11.3	Telecommunicator	NM017 E (b)	\$27.73	11 F	\$27.73
11.3	Telecommunicator	NM017 D (b)	\$26.71	11 E	\$26.71
11.3	Telecommunicator	NM017 C (b)	\$25.73	11 D	\$25.73
11.3	Telecommunicator	NM017 B (b)	\$24.79	11 C	\$24.79
11.3	Telecommunicator	NM017 B (b)	\$24.79	11 C	\$24.79
11.3	Telecommunicator	NM017 B (b)	\$24.79	11 C	\$24.79
11.3	Telecommunicator	NM017 A (b)	\$23.89	11 C	\$23.89
10.2	Secretary	NM006 J (a)	\$30.70	10 L	\$30.70
9.9	Midnight Records Clerk	NM003 I (a)	\$27.96	10 I	\$27.96
9.2	Clerk II	NM004 J (a)	\$29.51	10 J	\$29.51



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
9.1	Community Service Officer	NM006 J (a)	\$30.70	10 L	\$30.70
9.1	Community Service Officer	NM006 I (a)	\$29.58	10 K	\$29.58
9.1	Community Service Officer	NM006 D (a)	\$24.55	10 E	\$24.55
8.8	Fire Alarm Service Officer	NM017 E (b)	\$27.73	10 H	\$27.73
8.7	Work Order Technician	NM015 B (b)	\$23.83	10 D	\$23.83
8.5	Accounting Technician	NM003 J (b)	\$25.32	10 H	\$27.73
8.3	Marketing Assistant	NM001 I (a)	\$26.79	10 O	\$34.13
7.9	Utility Billing Technician	NM015 I (b)	\$30.94	10 L	\$30.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 C (a)	\$22.28	9 D	\$22.28
7.4	Clerk/Matron	NM003 C (a)	\$22.28	9 D	\$22.28
6.8	Administrative Assistant	NM001 J (a)	\$27.81	8 O	\$29.74
6.8	Administrative Assistant	NM001 D (a)	\$22.23	8 H	\$24.16
6.8	Administrative Assistant	NM001 B (a)	\$20.63	8 F	\$22.57



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
6.5	Clerk I	NM001 J (a)	\$27.81	8 M	\$27.81
6.5	Clerk I	NM001 J (a)	\$27.81	8 M	\$27.81
6.5	Clerk I	NM001 J (a)	\$27.81	8 M	\$27.81
6.5	Clerk I	NM001 J (a)	\$27.81	8 M	\$27.81
6.5	Clerk I	NM001 I (a)	\$26.79	8 L	\$26.79
6.5	Clerk I	NM001 B (a)	\$20.63	8 D	\$20.63
6.5	Clerk I	NM001 B (a)	\$20.63	8 D	\$20.63
6.5	Clerk I	NM001 A (a)	\$19.89	8 C	\$19.89
-	Building Permit Technician	NM015 B (b)	\$23.83	10 D	\$23.83
-	Zoning Administrator	NM008 A (b)	\$20.00	10 F	\$25.91

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Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Recommended Salary Adjustments – Market 60th Percentile

A regression analysis of the CFS Score and the salary survey results indicate that 87.9% of the market mean salary for all positions is predicted by the CFS Score. In other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate well with the external markets' valuation of the job positions at Tinley Park

Positions marked in **green** have been recommended for adjustments based on the external market findings. Their current salaries were scaled by the % Diff values from Table 22 and Table 23.

Each position was placed in the “New Grades” from Table 34 according to the Compensable Factor Scores from Table 31. All positions were placed at the step closest to the “New Rate.” No salary reductions were recommended.

The three (3) superintendent positions, Facility/Fleet Superintendent, Water & Sewer Superintendent, and Street Superintendent were all placed in the same grade, Grade 18, despite the variation in the Compensable Factor Score. The two (2) inspector positions, Inspector - Plumbing and Inspector - Electrical, were also placed in the same grade, Grade 14, despite the variation in the Compensable Factor Score. No CFS Score was available for the Building Permit Technician and Zoning Administrator. Both positions were placed in the same grade, Grade 10, as the Utility Billing Technician and Work Order Technician.

It may be also useful to include Part-Time positions in Grades 1-7.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 36 – Recommended Salary Adjustments, Market 60th Percentile

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
108.6	Village Manager	M066 G (b)	\$87.87	25 L	\$87.87
79.8	Police Chief	M048 J (b)	\$73.45	23 K	\$73.45
62.3	Director - Public Works	M045 G (b)	\$64.28	22 I	\$64.28
61.4	Treasurer / Finance Director	M044 J (b)	\$69.20	22 O	\$78.08
56.5	Emergency Management & Communications Director	M035 H (b)	\$57.05	21 G	\$57.05
54.1	Deputy Fire Chief	M038 E (b)	\$54.59	21 F	\$54.59
54.1	Deputy Fire Chief	M013 D (b)	\$36.52	21 E	\$53.36
53.8	Deputy Police Chief	M038 I (b)	\$61.44	21 M	\$68.97
53.8	Deputy Police Chief	M038 I (b)	\$61.44	21 M	\$68.97
49.6	Marketing Director	M028 C (b)	\$44.33	20 H	\$55.27
47.5	Human Resources Director	M028 J (b)	\$54.53	20 O	\$68.02
45.1	Facility / Fleet Superintendent	M030 J (b)	\$56.18	18 O	\$59.26
42.6	Assistant Village Manager	M041 F (b)	\$58.80	19 O	\$63.49
42.0	Water & Sewer Superintendent	M030 E (b)	\$48.46	18 J	\$51.32
34.8	Street Superintendent	M030 J (b)	\$56.18	18 O	\$59.26



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
31.2	Senior Accountant	M015 J (b)	\$44.94	17 L	\$50.87
31.2	Senior Accountant	M015 J (b)	\$44.94	17 L	\$50.87
29.5	Deputy Director Human Resources	M008 J (b)	\$40.48	16 K	\$46.09
28.8	Deputy Clerk	M012 I (b)	\$41.72	16 L	\$47.48
27.3	Computer Technician	NM026 J (b)	\$39.92	16 O	\$51.62
27.3	Computer Technician	NM026 G (b)	\$35.70	16 K	\$46.09
22.8	Foreman - Water Department	M024 J (b)	\$51.38	15 O	\$51.38
22.2	Foreman - Street	M024 J (b)	\$51.38	15 O	\$51.38
22.2	Foreman - Street	M020 F (b)	\$43.01	15 K	\$43.01
22.2	Head Mechanic	M020 J (b)	\$48.41	15 O	\$48.41
20.8	Foreman - Electric	M020 E (b)	\$41.76	15 K	\$41.76
20.2	Quality & Training Coordinator	NM022 J (b)	\$36.88	15 G	\$37.86
19.7	Inspector - Plumbing	NM028 J (b)	\$41.54	14 N	\$43.77
18.7	Executive Assistant	M001 B (b)	\$28.79	14 D	\$31.72
18.7	Executive Assistant	M001 A (b)	\$27.96	14 C	\$30.52
18.3	Accountant II	M008 H (b)	\$38.16	14 J	\$38.16
17.1	FOIA Coordinator	NM022 A (b)	\$26.37	13 B	\$27.36



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
17.0	Office Coordinator	NM022 I (b)	\$35.54	13 J	\$36.36
17.0	Office Coordinator	NM022 G (b)	\$32.97	13 H	\$34.11
17.0	Office Coordinator	NM022 F (b)	\$31.78	13 G	\$32.98
16.8	Operations Coordinator	M009 I (b)	\$39.89	13 N	\$39.89
16.8	Lead Telecommunicator	NM020 J (b)	\$35.44	13 J	\$35.44
16.8	Lead Telecommunicator	NM020 J (b)	\$35.44	13 J	\$35.44
16.8	Lead Telecommunicator	NM020 J (b)	\$35.44	13 J	\$35.44
16.0	Code Enforcement Officer	NM028 D (b)	\$33.21	13 K	\$37.48
16.0	Code Enforcement Officer	NM028 B (b)	\$30.82	13 H	\$34.11
15.7	Inspector - Electrical	NM028 I (b)	\$40.02	14 M	\$42.57
14.7	Health & Consumer Protection Officer	NM028 D (b)	\$33.21	12 M	\$37.08
14.0	Community Engagement Coordinator	NM020 A (b)	\$25.35	12 C	\$26.59
13.9	Public Information Coordinator	NM020 D (b)	\$28.34	12 F	\$29.74
13.5	Planner I	NM018 D (b)	\$27.24	12 I	\$32.88
13.4	Special Events Coordinator	NM019 F (b)	\$29.94	12 G	\$30.79
13.3	Fire Inspector I	NM028 J (b)	\$41.54	12 O	\$39.18
12.7	Records Supervisor	M009 D (b)	\$34.42	12 K	\$34.42



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
11.3	Telecommunicator	NM017 J (b)	\$33.42	11 L	\$33.42
11.3	Telecommunicator	NM017 J (b)	\$33.42	11 L	\$33.42
11.3	Telecommunicator	NM017 J (b)	\$33.42	11 L	\$33.42
11.3	Telecommunicator	NM017 I (b)	\$32.20	11 K	\$32.20
11.3	Telecommunicator	NM017 E (b)	\$27.73	11 F	\$27.73
11.3	Telecommunicator	NM017 E (b)	\$27.73	11 F	\$27.73
11.3	Telecommunicator	NM017 D (b)	\$26.71	11 E	\$26.71
11.3	Telecommunicator	NM017 C (b)	\$25.73	11 D	\$25.73
11.3	Telecommunicator	NM017 B (b)	\$24.79	11 C	\$24.79
11.3	Telecommunicator	NM017 B (b)	\$24.79	11 C	\$24.79
11.3	Telecommunicator	NM017 B (b)	\$24.79	11 C	\$24.79
11.3	Telecommunicator	NM017 A (b)	\$23.89	11 C	\$23.89
10.2	Secretary	NM006 J (a)	\$30.70	10 L	\$30.70
9.9	Midnight Records Clerk	NM003 I (a)	\$27.96	10 J	\$29.56
9.2	Clerk II	NM004 J (a)	\$29.51	10 J	\$29.51



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
9.1	Community Service Officer	NM006 J (a)	\$30.70	10 L	\$30.70
9.1	Community Service Officer	NM006 I (a)	\$29.58	10 K	\$29.58
9.1	Community Service Officer	NM006 D (a)	\$24.55	10 E	\$24.55
8.8	Fire Alarm Service Officer	NM017 E (b)	\$27.73	10 H	\$27.73
8.7	Work Order Technician	NM015 B (b)	\$23.83	10 D	\$23.83
8.5	Accounting Technician	NM003 J (b)	\$25.32	10 I	\$28.65
8.3	Marketing Assistant	NM001 I (a)	\$26.79	10 O	\$34.13
7.9	Utility Billing Technician	NM015 I (b)	\$30.94	10 L	\$30.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 C (a)	\$22.28	9 D	\$22.28
7.4	Clerk/Matron	NM003 C (a)	\$22.28	9 D	\$22.28
6.8	Administrative Assistant	NM001 J (a)	\$27.81	8 O	\$29.74
6.8	Administrative Assistant	NM001 D (a)	\$22.23	8 I	\$24.96
6.8	Administrative Assistant	NM001 B (a)	\$20.63	8 G	\$23.36



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
6.5	Clerk I	NM001 J (a)	\$27.81	8 M	\$27.81
6.5	Clerk I	NM001 J (a)	\$27.81	8 M	\$27.81
6.5	Clerk I	NM001 J (a)	\$27.81	8 M	\$27.81
6.5	Clerk I	NM001 J (a)	\$27.81	8 M	\$27.81
6.5	Clerk I	NM001 I (a)	\$26.79	8 L	\$26.79
6.5	Clerk I	NM001 B (a)	\$20.63	8 D	\$20.63
6.5	Clerk I	NM001 B (a)	\$20.63	8 D	\$20.63
6.5	Clerk I	NM001 A (a)	\$19.89	8 C	\$19.89
-	Building Permit Technician	NM015 B (b)	\$23.83	10 D	\$23.83
-	Zoning Administrator	NM008 A (b)	\$20.00	10 H	\$27.73

WOL



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Recommended Salary Adjustments – Market 70th Percentile

A regression analysis of the CFS Score and the salary survey results indicate that 87.9% of the market mean salary for all positions is predicted by the CFS Score. In other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate well with the external markets' valuation of the job positions at Tinley Park

Positions marked in **green** have been recommended for adjustments based on the external market findings. Their current salaries were scaled by the % Diff values from Table 29 and Table 30.

Each position was placed in the “New Grades” from Table 34 according to the Compensable Factor Scores from Table 31. All positions were placed at the step closest to the “New Rate.” No salary reductions were recommended.

The three (3) superintendent positions, Facility/Fleet Superintendent, Water & Sewer Superintendent, and Street Superintendent were all placed in the same grade, Grade 18, despite the variation in the Compensable Factor Score. The two (2) inspector positions, Inspector - Plumbing and Inspector - Electrical, were also placed in the same grade, Grade 14, despite the variation in the Compensable Factor Score. No CFS Score was available for the Building Permit Technician and Zoning Administrator. Both positions were placed in the same grade, Grade 10, as the Utility Billing Technician and Work Order Technician.

It may be also useful to include Part-Time positions in Grades 1-7.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

Table 37 – Recommended Salary Adjustments, Market 70th Percentile

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
108.6	Village Manager	M066 G (b)	\$87.87	25 L	\$87.87
79.8	Police Chief	M048 J (b)	\$73.45	23 K	\$74.69
62.3	Director - Public Works	M045 G (b)	\$64.28	22 I	\$64.28
61.4	Treasurer / Finance Director	M044 J (b)	\$69.20	22 O	\$78.08
56.5	Emergency Management & Communications Director	M035 H (b)	\$57.05	21 G	\$57.05
54.1	Deputy Fire Chief	M038 E (b)	\$54.59	21 F	\$55.31
54.1	Deputy Fire Chief	M013 D (b)	\$36.52	21 E	\$53.36
53.8	Deputy Police Chief	M038 I (b)	\$61.44	21 N	\$70.92
53.8	Deputy Police Chief	M038 I (b)	\$61.44	21 N	\$70.92
49.6	Marketing Director	M028 C (b)	\$44.33	20 J	\$58.91
47.5	Human Resources Director	M028 J (b)	\$54.53	20 O	\$68.02
45.1	Facility / Fleet Superintendent	M030 J (b)	\$56.18	18 O	\$59.26
42.6	Assistant Village Manager	M041 F (b)	\$58.80	19 O	\$63.49
42.0	Water & Sewer Superintendent	M030 E (b)	\$48.46	18 K	\$52.91
34.8	Street Superintendent	M030 J (b)	\$56.18	18 O	\$59.26



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
31.2	Senior Accountant	M015 J (b)	\$44.94	17 M	\$52.35
31.2	Senior Accountant	M015 J (b)	\$44.94	17 M	\$52.35
29.5	Deputy Director Human Resources	M008 J (b)	\$40.48	16 M	\$48.86
28.8	Deputy Clerk	M012 I (b)	\$41.72	16 M	\$48.86
27.3	Computer Technician	NM026 J (b)	\$39.92	16 O	\$51.62
27.3	Computer Technician	NM026 G (b)	\$35.70	16 L	\$47.48
22.8	Foreman - Water Department	M024 J (b)	\$51.38	15 O	\$51.38
22.2	Foreman - Street	M024 J (b)	\$51.38	15 O	\$51.38
22.2	Foreman - Street	M020 F (b)	\$43.01	15 K	\$43.01
22.2	Head Mechanic	M020 J (b)	\$48.41	15 O	\$48.41
20.8	Foreman - Electric	M020 E (b)	\$41.76	15 K	\$41.76
20.2	Quality & Training Coordinator	NM022 J (b)	\$36.88	15 H	\$39.15
19.7	Inspector - Plumbing	NM028 J (b)	\$41.54	14 O	\$44.97
18.7	Executive Assistant	M001 B (b)	\$28.79	14 E	\$32.93
18.7	Executive Assistant	M001 A (b)	\$27.96	14 D	\$31.72
18.3	Accountant II	M008 H (b)	\$38.16	14 J	\$38.16
17.1	FOIA Coordinator	NM022 A (b)	\$26.37	13 C	\$28.49



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
17.0	Office Coordinator	NM022 I (b)	\$35.54	13 I	\$37.48
17.0	Office Coordinator	NM022 G (b)	\$32.97	13 G	\$35.23
17.0	Office Coordinator	NM022 F (b)	\$31.78	13 F	\$34.11
16.8	Operations Coordinator	M009 I (b)	\$39.89	13 M	\$39.89
16.8	Lead Telecommunicator	NM020 J (b)	\$35.44	13 I	\$35.44
16.8	Lead Telecommunicator	NM020 J (b)	\$35.44	13 I	\$35.44
16.8	Lead Telecommunicator	NM020 J (b)	\$35.44	13 I	\$35.44
16.0	Code Enforcement Officer	NM028 D (b)	\$33.21	13 G	\$38.60
16.0	Code Enforcement Officer	NM028 B (b)	\$30.82	13 E	\$35.23
15.7	Inspector - Electrical	NM028 I (b)	\$40.02	14 K	\$43.77
14.7	Health & Consumer Protection Officer	NM028 D (b)	\$33.21	12 K	\$38.13
14.0	Community Engagement Coordinator	NM020 A (b)	\$25.35	12 B	\$28.69
13.9	Public Information Coordinator	NM020 D (b)	\$28.34	12 E	\$32.88
13.5	Planner I	NM018 D (b)	\$27.24	12 F	\$34.98
13.4	Special Events Coordinator	NM019 F (b)	\$29.94	12 F	\$31.83
13.3	Fire Inspector I	NM028 J (b)	\$41.54	12 O	\$39.18
12.7	Records Supervisor	M009 D (b)	\$34.42	12 K	\$34.42



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
11.3	Telecommunicator	NM017 J (b)	\$33.42	11 L	\$33.42
11.3	Telecommunicator	NM017 J (b)	\$33.42	11 L	\$33.42
11.3	Telecommunicator	NM017 J (b)	\$33.42	11 L	\$33.42
11.3	Telecommunicator	NM017 I (b)	\$32.20	11 K	\$32.20
11.3	Telecommunicator	NM017 E (b)	\$27.73	11 F	\$27.73
11.3	Telecommunicator	NM017 E (b)	\$27.73	11 F	\$27.73
11.3	Telecommunicator	NM017 D (b)	\$26.71	11 E	\$26.71
11.3	Telecommunicator	NM017 C (b)	\$25.73	11 D	\$25.73
11.3	Telecommunicator	NM017 B (b)	\$24.79	11 C	\$24.79
11.3	Telecommunicator	NM017 B (b)	\$24.79	11 C	\$24.79
11.3	Telecommunicator	NM017 B (b)	\$24.79	11 C	\$24.79
11.3	Telecommunicator	NM017 A (b)	\$23.89	11 C	\$23.89
10.2	Secretary	NM006 J (a)	\$30.70	10 L	\$30.70
9.9	Midnight Records Clerk	NM003 I (a)	\$27.96	10 L	\$31.39
9.2	Clerk II	NM004 J (a)	\$29.51	10 J	\$29.51



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
9.1	Community Service Officer	NM006 J (a)	\$30.70	10 L	\$30.70
9.1	Community Service Officer	NM006 I (a)	\$29.58	10 K	\$29.58
9.1	Community Service Officer	NM006 D (a)	\$24.55	10 E	\$24.55
8.8	Fire Alarm Service Officer	NM017 E (b)	\$27.73	10 H	\$27.73
8.7	Work Order Technician	NM015 B (b)	\$23.83	10 D	\$23.83
8.5	Accounting Technician	NM003 J (b)	\$25.32	10 J	\$29.56
8.3	Marketing Assistant	NM001 I (a)	\$26.79	10 O	\$34.13
7.9	Utility Billing Technician	NM015 I (b)	\$30.94	10 L	\$30.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 J (a)	\$28.94	9 L	\$28.94
7.4	Clerk/Matron	NM003 C (a)	\$22.28	9 D	\$22.28
7.4	Clerk/Matron	NM003 C (a)	\$22.28	9 D	\$22.28
6.8	Administrative Assistant	NM001 J (a)	\$27.81	8 O	\$29.74
6.8	Administrative Assistant	NM001 D (a)	\$22.23	8 K	\$26.55
6.8	Administrative Assistant	NM001 B (a)	\$20.63	8 H	\$24.16



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

CFS Score	Job Title	Current Grade	Current Rate	New Grade	New Rate
6.5	Clerk I	NM001 J (a)	\$27.81	8 N	\$28.94
6.5	Clerk I	NM001 J (a)	\$27.81	8 N	\$28.94
6.5	Clerk I	NM001 J (a)	\$27.81	8 N	\$28.94
6.5	Clerk I	NM001 J (a)	\$27.81	8 N	\$28.94
6.5	Clerk I	NM001 I (a)	\$26.79	8 M	\$28.14
6.5	Clerk I	NM001 B (a)	\$20.63	8 E	\$21.77
6.5	Clerk I	NM001 B (a)	\$20.63	8 E	\$21.77
6.5	Clerk I	NM001 A (a)	\$19.89	8 D	\$20.98
-	Building Permit Technician	NM015 B (b)	\$23.83	10 D	\$24.08
-	Zoning Administrator	NM008 A (b)	\$20.00	10 J	\$29.56

WOL



Village of Tinley Park

Compensation and Benefits Plan Review and Analysis

Benefit Survey Findings

The average cost of benefits as a percent of total compensation for the participants was 30%. Tinley Park's total compensation as a percent of benefits is 32%. The participants reported the following types of salary adjustments:

- Step increases for longevity,
- Union agreements,
- Cost of living,
- Education,
- Performance,
- Annual increases,
- Prevailing wages, and
- Market Analysis.

All respondents reported offering: major medical, vision, dental. Additional benefits reported include: flexible spending accounts, life insurance, and disability insurance.

Roughly, 64% of public sector respondents reported offering retirement benefits. Details show that employees had to meet certain longevity requirements in order to qualify. Approximately half the number of public sector organizations contributed towards a portion of premiums with the other half requiring 100% of the premiums to be paid by the retiree.

All of the respondents reported holiday, vacation, and sick pay. None of the respondents reported the time as a collective Paid-time-off bank of hours. Most organizations offer 10 holidays. All organizations have longevity requirements for employees to earn additional vacation and/or sick time. The ranges of vacation days were 10 to 30 days total. A few respondents reported allowing carry over days into the following year. The number of sick days offered ranged from 8 to 15 days.

Approximately 37% of respondents offer 403(b) or 457 qualified retirement plans.

Approximately 58% of respondents stated the amount of the employer match ranged from a flat dollar amount of \$1,000 to \$19,861.50. For those that reported employer match as a percent reported 4.5% - 17.16%.

About 90% of the respondents had made adjustments to their pay plan in the last year.

64% of respondents reported a pay for performance bonus or stipend plan.

72% of respondents offer either an automobile allowance or auto use for department heads and police and fire. Those that reported an allowance stated a monthly allowance between \$50 to \$600 for key positions.

11% of respondents reported having a formal recruiting, hiring, or retention plan.

About 22% respondents reported giving sell back cash payments of compensatory time for over-time hours to employees that normally are exempt from overtime.



Village of Tinley Park

Compensation and Benefits Plan Review and Analysis

Additional Items

Compensation Factor System

In light of the high degree of correlation between the market mean salary for all positions and the corresponding CFS Score, it is recommended that Tinley Park consider the PVP and CFS Scoring system as a valuable tool for future job classifications. Accordingly, Paypoint HR will be making the CFS Scoring system along with the PVP Questionnaire available to Tinley Park, at no cost, for the next year to aid in the transition process.

A spreadsheet that will calculate the salary schedule for Tinley Park has been included. By adjusting the minimum and maximum value for the entire schedule, the rest of the values are automatically updated.

Paypoint HR appreciates the opportunity to serve the employees and taxpayers of Tinley Park and would welcome the ability to continue to do so on an on-going basis.



Tinley Park Salary
Schedule.xlsx

360° Performer

Paypoint HR's 360° Performer Employee/Peer/Manager (EPM) System provides an analytical tool to measure the performance of employees by seeking the input of not only the individual employee and their respective manager, but also their peers within the organization. Paypoint's 360°-Performer System involves asking a series of performance related questions to each employee/manager while also allowing each employee/manager to answer the same questions about the performance of their peers/employees and their managers. The system categorizes the responses based on the respondent and delivers objective metrics to quantify performance. It is typically recommended that the employees who receive top scores receive an equal share of both a monetary and non-monetary form of compensation for their performance. Non-monetary forms of compensation can be anything from a parking spot to official public recognition to a department pizza party in their honor. For the employees who score low both relative to the responses of their peers and managers, it is recommended that remedial action be considered. A sample of questions that are typically asked follows, but can be customized for the client. Narrative questions can also be included for employee feedback purposes.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

360 Performer



Character

Question #1

This person is open to positive feedback and constructive criticism.

- Strongly agree
- Somewhat agree
- No opinion
- Somewhat disagree
- Strongly disagree

Question #2

This person is sensitive to satisfaction and morale in the organization.

- Strongly agree
- Somewhat agree
- No opinion
- Somewhat disagree
- Strongly disagree

Question #3

This person creates an atmosphere that inspires others to achieve at a higher level.

- Strongly agree
- Somewhat agree
- No opinion
- Somewhat disagree
- Strongly disagree

Use of Paypoint HR's 360° Employee/Peer/Manager (EPM) System would be provided at no cost for the first review. Subsequent reviews would be priced to reflect the needs of the client. Typically, Paypoint charges a setup fee of \$1,000 (waived) and \$50 per participant with a minimum purchase of \$2,500 worth of services.



Village of Tinley Park

Compensation and Benefits Plan Review and Analysis

Briefing Sessions FAQ's

What is this study/form?

The classification and compensation study is to better determine how to pay employees fairly based on both internal and external equity. The Position Vantage Point (PVP) Questionnaire asks questions about your job functions. For example, does your position require specialized training, where do you conduct your job and what tasks are required in your position? The responses are strictly for development of accurate job descriptions, not for performance review. Make your responses objective in nature regarding job requirements, not personal or individual information.

Am I required to do this?

Usually participation is required. Keep in mind, we are evaluating your job to properly categorize it in the classification plan. If you do a good job accurately explaining your job, we will be more effective in correctly placing it in the classification system. If you don't complete the questions well, you will be trusting others to properly represent the work.

How do I access the form?

Depending on your access to computers and what format best suits the situation, you may be able to access the form online, via another electronic media or a hard copy. You will receive specific access information and time to complete the questionnaire.

How am I expected to complete the form?

The quality of the findings is based on the quality of the information received. Your input is appreciated. Don't be concerned about the answers you give being overly precise, simply do your best. Completion of the form is as easy or as difficult as you want to make it. In addition to asking you about tasks required in your position, you will be asked to provide statements that establish various levels of involvement with regard to components used to develop pay. Typically there are 10-15 components considered. You will be asked to make a statement about the component as it relates to your position. Below is a summary of the approach that our participants have suggested to make the process as simple as possible.

Read and re-read the entire list of questions looking for items that remind you of the work you perform. You will find you perform work at several levels. Check the highest level that best represents the level of work you perform on a regular basis as part of your job. After that, describe what you do that supports your selection in the comments section by telling us in your own words how the factor applies to your job.



Village of Tinley Park Compensation and Benefits Plan Review and Analysis

This component does not apply to me/my organization so what do I do?

If that is the case, this section will only take a few seconds of your time. You will still need to select a level and add your comment. All work will have some involvement with each component.

How hard is this going to be and how much of my time is it going to take?

The questionnaire takes approximately one hour to complete and it will require considerable thought to effectively describe what you do. With that being said, if it seems like it is taking longer than expected, you may be over-thinking it. Remember, the components relate to the work you do every day.

I don't have time to do it all, do I really have to participate?

Typically, we ask that the questionnaires be completed in a week to 10 business days. You can work on it a little at a time or in one sitting.

Who will see the results?

Your supervisor will see your results and give us input on your position too. Once you have finished the form, your responses cannot be changed by your supervisor. The supervisor will only agree or disagree with you. Any additional comments are separate. The responses of both you and your supervisor create a record that is recognized in the court system as having been prepared by "subject matter experts." In addition to your supervisor, we will review the document with the project team and appropriate stakeholders.

Do's and Don'ts on Position Description Evaluation

Do plan ahead. Look at your schedule and fit time in the first few days after being asked to complete the form.

Don't procrastinate and leave it to the last few hours. You will be pressured and it is likely you will be less focused.

Do take it seriously. Your responses will affect how you are classified within your organization and the topics are based on factors affecting pay.

Don't give half-hearted answers. See above.

Do trust yourself to give the most accurate responses about your position.

Don't leave it to others in the same position to explain what it is you do. You know best, what your work requires of you each day.

Don't stress. If you find it overly difficult, lighten up and focus on your everyday work assignments not tasks you are asked to do infrequently.

ITEM #5

**DISCUSS FURTHER
DEFINING CONSENT
AGENDA ITEMS**

MEMORANDUM



To: Administration and Legal Committee

From: David Niemeyer, Village Manager *djm*

cc: Village Board
Pat Carr, Interim Assistant Village Manager
Patrick Connelly, Village Attorney

Date: June 23, 2017

Re: Residency Requirement

As you know, the residency requirement for Police Officers was recently eliminated from the police collective bargaining agreement as a result of a stipulated arbitration and instead officers are now required to live within 30 miles of the Village (within Illinois). As was noted in that discussion, the only area communities that are still requiring residency for all employees include Chicago and Rosemont.

The Committee should discuss whether they would recommend eliminating the residency requirement for other employees. Some communities, including Elk Grove Village, Homewood and Skokie have a residency requirement for the Village Manager and the Department Heads.

An argument could be made that the Manager, Police Chief and Fire Chief should live in the community, due to the nature of their positions and public safety. However, I would suggest that the need for residency is less important for other department head positions, such as the Community Development Director, Public Works Director and Village Treasurer. It is difficult to recruit good candidates for these positions even without a residency requirement; having a residency requirement makes this even more challenging.

In light of the need to restart the Community Development Director recruitment process due to the top candidate from last year's recruitment turning down the job due to the residency requirement, I would like to get Committee and Village Board direction on eliminating the residency requirement for other Village employees. The Village Board could also require other employees to live within a 30 mile radius; however, most of these positions are not of an emergency nature like police are so the need for a 30 mile radius is less. The Village Board may still want to keep in place a residency requirement for the Village Manager, Fire Chief and Police Chief.



MEMORANDUM



TO: Administration and Legal Committee

FROM: Brad Bettenhausen, Treasurer

RE: Transfer Deed for 7942-7950 172nd Street (PINs 27-25-316-001, -002, and -003)

DATE: 15 June 2017

With the development of the Bickford of Tinley Park Senior Living facility at 17301 80th Avenue, the developers were required to construct a central stormwater detention pond. (That pond "G-1" can be seen at the bottom of the map excerpt accompanying this memo.)

The Village collected funds from other developments toward the construction of this central pond over many years, so the full weight of the related construction was not solely on Bickford. The construction of this central pond was not required until the former "Farmer Jones" property was redeveloped (Bickford).

When the second phase of the Tinley Downes (generally the southeast corner of 171st Street and 80th Avenue) residential subdivision (Tinley Downes Addition) was proposed in 1993, the developer Mike Murphy/Mallow Construction, was required to construct a temporary detention pond on Lots 1, 2, and 3 and deed those lots to the Village. (See highlighted lots on accompanying map excerpt.) This temporary pond was to remain in service until such time as the larger central stormwater detention pond was constructed. The temporary detention pond and its future return to the developer were memorialized in the annexation agreement adopted under Resolution 93-R-021 approved on 18 May 1993.

The central stormwater detention pond has been completed and accepted by the Village which now makes this temporary detention pond lots eligible to be returned to the developer in accordance with the annexation agreement. The requisite deed to transfer these lots in the Tinley Downes Addition subdivision to Mike Murphy has been prepared. At his expense, Mr. Murphy will be required to construct the necessary storm sewer line to join the temporary pond's existing inlet with its outlet pipe so that the former temporary detention pond is bypassed before these lots can be developed with new homes.

This transaction is considered a routine administrative matter and a legal requirement under the annexation agreement which is why it is being brought before this committee. If recommended for approval, this item (the transfer of real estate) is anticipated to appear on the 11 July 2017 board agenda to create a proper paper trail for the transaction. As this type of situation is not encountered that frequently (particularly as there are not that many developments that have required such arrangements), we wished to bring it to your attention and explain the history behind this transaction before it appeared on a Village Board agenda. Should you have any questions, please do not hesitate to contact.



STATE OF ILLINOIS)
COUNTY OF COOK) SS.
COUNTY OF WILL)

CLERK'S CERTIFICATE

I, _____, the duly appointed, qualified, and acting Village _____ of the Village of Tinley Park, Cook and Will Counties, Illinois, do hereby certify that attached hereto is a true and correct copy of the Ordinance now on file in my office, entitled:

ORDINANCE NO. 2017-O-043

**AN ORDINANCE AUTHORIZING THE TRANSFER OF REAL ESTATE IN THE
TINLEY DOWNES ADDITION SUBDIVISION (7942-7950 172ND STREET)**

which was passed by the Board of Trustees of the Village of Tinley Park at a regular meeting held on the 11th day of July, 2017, at which meeting a quorum was present, and approved by the President of Tinley Park on the 11th day of July, 2017.

I further certify that the vote on the question of the passage of the said Ordinance by the Board of Trustees of the Village of Tinley Park was taken by the Ayes and Nays and recorded in the Journal of Proceedings of the Board of Trustees of the Village of Tinley Park, and that the result of the vote was as follows, to wit:

AYES:

NAYS:

ABSENT:

I do further certify that the original Ordinance, of which the attached is a true copy, is entrusted to my care for safekeeping, and that I am the lawful keeper of the same.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Village of Tinley Park, this ____ day of _____, 20__.

By: _____

PAMPHLET

FRONT OF PAMPHLET

ORDINANCE NO. 2017-O-043

**AN ORDINANCE AUTHORIZING THE TRANSFER OF REAL ESTATE IN THE
TINLEY DOWNES ADDITION SUBDIVISION (7942-7950 172ND STREET)**

Published in pamphlet form this 11th day of July, 2017, by Order of the Corporate Authorities of the Village of Tinley Park, Cook and Will Counties, Illinois.

By: _____
Village Clerk

ORDINANCE NO. 2017-O-043

**AN ORDINANCE AUTHORIZING THE TRANSFER OF REAL ESTATE IN THE
TINLEY DOWNES ADDITION SUBDIVISION (7942-7950 172ND STREET)**

WHEREAS, Section 6(a) of Article VII of the 1970 Constitution of the State of Illinois provides that any municipality which has a population of more than 25,000 is a home rule unit, and the Village of Tinley Park, Cook and Will Counties, Illinois, with a population in excess of 25,000 is, therefore, a home rule unit and, pursuant to the provisions of said Section 6(a) of Article VII, may exercise any power and perform any function pertaining to its government and affairs, including, but not limited to, the power to tax and to incur debt; and

WHEREAS, the Corporate Authorities of the Village of Tinley Park desire to convey title to the following real property (the "Property") to Michael and Margaret Murphy (the "Grantees"), pursuant to the terms of an annexation agreement previously entered into by and between the Village of Tinley Park and the Grantees/Mallow Construction Co.:

LOTS 1, 2, AND 3 IN TINLEY DOWNES ADDITION, BEING A SUBDIVISION OF PART OF THE SOUTHWEST 1/4 OF SECTION 25, TOWNSHIP 36 NORTH, RANGE 12 EAST OF THE THIRD PRINCIPAL MERIDIAN, IN COOK COUNTY, ILLINOIS.

Parcel Index Numbers: 27-25-316-001-0000, 27-25-316-002-0000, 27-25-316-003-0000

Commonly known as: 7950, 7946, and 7942 172nd Street, Tinley Park, IL 60477, respectively

WHEREAS, the Corporate Authorities of the Village of Tinley Park have determined that it is in the best interests of said Village of Tinley Park to convey the title to the Property to the Grantees; and

NOW, THEREFORE, BE IT ORDAINED BY THE PRESIDENT AND BOARD OF TRUSTEES OF THE VILLAGE OF TINLEY PARK, COOK AND WILL COUNTIES, ILLINOIS, as follows:

Section 1: The Preambles hereto are hereby made a part of, and operative provisions of, this Ordinance as fully as if completely repeated at length herein.

Section 2: The President and Board of Trustees of the Village of Tinley Park hereby approve the transfer of the Property to the Grantees.

Section 3: Upon passage and approval of this Ordinance, the Village Treasurer and/or Village Clerk are hereby authorized and directed to execute and deliver such instruments and documents as may be necessary or convenient to consummate the transfer of title of the Property from the Village of Tinley Park to the Grantees, subject to review and revisions as to form by the Village Attorney.

Section 4: Conflict. Any policy, resolution, or ordinance of the Village of Tinley Park that conflicts with the provisions of this Ordinance shall be and is hereby repealed to the extent of such conflict.

Section 5: Effective Date. This Ordinance shall be in full force and effect from and after its passage, approval and publication in pamphlet form as provided by law.

Section 6: Publication. The Village Clerk be and is hereby directed to publish this Ordinance in pamphlet form.

PASSED this 11th day of July, 2017, by the Corporate Authorities of the Village of Tinley Park on a roll call vote as follows:

AYES:

NAYS:

ABSENT:

APPROVED this 11th day of July, 2017, by the President of the Village of Tinley Park.

By: _____
Village President

ATTEST:

By: _____
Village Clerk

PAMPHLET

BACK OF PAMPHLET

ORDINANCE NO. 2017-O-043

**AN ORDINANCE AUTHORIZING THE TRANSFER OF REAL ESTATE IN THE
TINLEY DOWNES ADDITION SUBDIVISION (7942-7950 172ND STREET)**

Published in pamphlet form by Order of the Corporate Authorities of the Village of Tinley Park,
Cook and Will Counties, Illinois



MEMORANDUM



TO: Administration and Legal Committee

FROM: Brad Bettenhausen, Treasurer

RE: Transfer Deeds for small lots in the John M Rauhoff Subdivision

DATE: 22 June 2017

Into the early part of the Twentieth Century, it was common practice in real estate subdivisions to provide for a rear yard alleyway. These alleyways were typically 16 feet wide.

The John M Rauhoff Subdivision lies north of the former Chicago Rock Island and Pacific Rail Road line and covers an area roughly from 69th Avenue to 71st Avenue and ending approximately a block north of 173rd Place (formerly Andres Avenue). This subdivision was platted in 1909. At that time, the land lying north of the subdivision was vacant farmland. As part of the subdivision plan, Mr. Rauhoff created six lots (labeled A through F) at the end of each north-south street and alleyway as a "block" to prevent the extension of the existing roads and alleys without the specific permission of Mr. Rauhoff (see map exhibit at the end of the memo). It was typically intended that a monetary transaction would take place to "sell" and remove the blocks. These parcels are sometimes referred to as "spite strips."

The Village acquired these six lots from the Rauhoff family in 1952 in advance of the Thies First Addition to Tinley Park subdivision (platted April 1953) and the Town and Country subdivision (platted December 1969) which lie north of the Rauhoff subdivision. Without the Village owning these parcels, 69th, 70th and 71st Avenues would not have been able to be through streets as they are today.

Under Ordinance 2006-O-024 approved 25 April 2006, the Village of Tinley Park vacated a number of alleyways that were not used or otherwise developed, including several located in the John M Rauhoff subdivision. The alleyways were generally divided equally between the two adjacent properties. We have only recently discovered that these "spite strip" lots had not been addressed when the alleyway vacations were approved. As a result, the five adjacent property owners' new rear yard lines have had a small corner cut out at the north end of their properties. These alleyway "spite strip" parcels have no useful value to the Village and it is proposed to deed them to the adjacent property owners to match up to the alleyway that we had previously vacated and "square up" their properties.

The Cook County Assessor currently has the six original lots bundled under two separate PIN (permanent index number). The Village is preparing a Petition for Division to separate these lots and to further tax divide two of the three alleyway lots in half so that the Village can deed the respective half lots to the adjacent property owners and have each resulting individual

parcel assigned its own PIN. The third alleyway lot (Lot F) only constitutes the east half of an alleyway, so that lot does not need to be further divided.

Along with the Division Petition, the Village will proceed to approve an ordinance, similar to what we have done for returning the temporary detention lots in the Tinley Downes subdivision area to the owner. This will create a solid paper trail for the action.

Letters will be prepared to advise the five affected homeowners of this pending transaction. Once the Ordinance is approved, Quit Claim deeds will be prepared to transfer the portions of the lots to the adjacent owners. It will be suggested that the owners have the Assessor's Office consolidate the PIN for this small parcel with their primary lot PIN to keep their property tax records most simple and straightforward.

The five affected properties are as follows:

- Lot 40 - 17300 69th Avenue, Tinley Park, IL 60477 (receiving east half of Lot B)
- Lot 41 - 17301 70th Avenue, Tinley Park, IL 60477 (receiving west half of Lot B)
- Lot 44 - 17302 70th Avenue, Tinley Park, IL 60477 (receiving east half of Lot D)
- Lot 49 - 17303 71st Avenue, Tinley Park, IL 60477 (receiving west half of Lot D)
- Lot 90 - 17304 71st Avenue, Tinley Park, IL 60477 (receiving Lot F)

Should you have any questions, please do not hesitate to contact.



ORDINANCE NO. 2017-O-044

**AN ORDINANCE AUTHORIZING THE TRANSFER OF REAL ESTATE IN THE
JOHN M RAUHOFF SUBDIVISION**

WHEREAS, Section 6(a) of Article VII of the 1970 Constitution of the State of Illinois provides that any municipality which has a population of more than 25,000 is a home rule unit, and the Village of Tinley Park, Cook and Will Counties, Illinois, with a population in excess of 25,000 is, therefore, a home rule unit and, pursuant to the provisions of said Section 6(a) of Article VII, may exercise any power and perform any function pertaining to its government and affairs, including, but not limited to, the power to tax and to incur debt; and

WHEREAS, the Corporate Authorities of the Village of Tinley Park find that it owns several small parcels of land, commonly referred to as “spite strips,” within the John M Rauhoff Subdivision that had previously served as blocks at the northerly end of certain streets and alleys within said subdivision; and

WHEREAS, under Ordinance 2006-O-024 adopted on 25 April 2006, the Village of Tinley Park vacated certain alleyways within the John M Rauhoff Subdivision and the vacated alleyway was split and vested to the adjacent property owners; and

WHEREAS, the aforementioned parcels represent a continuation of the alleyways that were heretofore vacated by said Ordinance 2006-O-024, and following the alleyway vacations, the adjacent property owners have had an irregular lot line at the north end of the rear corner of their respective lots as a result of these “spite strip” parcels; and

WHEREAS, the Corporate Authorities of the Village of Tinley Park finds that these parcels are of no significant value to the Village and desire to convey title to the following real property (the “Property”) to the adjacent property owners in a manner similar to the alleyways that were heretofore vacated under Ordinance 2006-O-024:

Parcel 1

East half of Lot B in John M Rauhoff’s Subdivision of part of the South half of Lots 1 and 2 of the Southwest Quarter of Section 30, Township 36 North, Range 13, East of the Third Principal Meridian in Cook County, Illinois. Recorded as Document 4404934 on 12 July 1909

Common Address 17300 69th Avenue, Tinley Park, IL 60477

PIN 28-30-300-003-0000 (PART)

Parcel 2

Lot B, excluding the East half thereof, in John M Rauhoff's Subdivision of part of the South half of Lots 1 and 2 of the Southwest Quarter of Section 30, Township 36 North, Range 13, East of the Third Principal Meridian in Cook County, Illinois. Recorded as Document 4404934 on 12 July 1909

Common Address 17301 70th Avenue, Tinley Park, IL 60477

PIN 28-30-300-003-0000 (PART)

Parcel 3

East half of Lot D in John M Rauhoff's Subdivision of part of the South half of Lots 1 and 2 of the Southwest Quarter of Section 30, Township 36 North, Range 13, East of the Third Principal Meridian in Cook County, Illinois. Recorded as Document 4404934 on 12 July 1909

Common Address 17302 70th Avenue, Tinley Park, IL 60477

PIN 28-30-300-002-0000 (PART)

Parcel 4

Lot D, excluding the East half thereof, in John M Rauhoff's Subdivision of part of the South half of Lots 1 and 2 of the Southwest Quarter of Section 30, Township 36 North, Range 13, East of the Third Principal Meridian in Cook County, Illinois. Recorded as Document 4404934 on 12 July 1909

Common Address 17303 71st Avenue, Tinley Park, IL 60477

PIN 28-30-300-002-0000 (PART)

Parcel 5

Lot F in John M Rauhoff's Subdivision of part of the South half of Lots 1 and 2 of the Southwest Quarter of Section 30, Township 36 North, Range 13, East of the Third Principal Meridian in Cook County, Illinois. Recorded as Document 4404934 on 12 July 1909

Common Address 17304 71st Avenue, Tinley Park, IL 60477

PIN 28-30-300-002-0000 (PART)

WHEREAS, the Corporate Authorities of the Village of Tinley Park have determined that it is in the best interests of said Village of Tinley Park to convey the title to the Property to the Grantees; and

NOW, THEREFORE, BE IT ORDAINED BY THE PRESIDENT AND BOARD OF TRUSTEES OF THE VILLAGE OF TINLEY PARK, COOK AND WILL COUNTIES, ILLINOIS, as follows:

Section 1: The Preambles hereto are hereby made a part of, and operative provisions of, this Ordinance as fully as if completely repeated at length herein.

Section 2: The President and Board of Trustees of the Village of Tinley Park hereby approve the transfer of the Property to the Grantees.

Section 3: Upon passage and approval of this Ordinance, the Village Treasurer and/or Village Clerk are hereby authorized and directed to execute and deliver such instruments and documents as may be necessary or convenient to consummate the transfer of title of the Property from the Village of Tinley Park to the Grantees, subject to review and revisions as to form by the Village Attorney.

Section 4: Conflict. Any policy, resolution, or ordinance of the Village of Tinley Park that conflicts with the provisions of this Ordinance shall be and is hereby repealed to the extent of such conflict.

Section 5: Effective Date. This Ordinance shall be in full force and effect from and after its passage, approval and publication in pamphlet form as provided by law.

Section 6: Publication. The Village Clerk be and is hereby directed to publish this Ordinance in pamphlet form.

PASSED this ____ day of _____, 2017, by the Corporate Authorities of the Village of Tinley Park on a roll call vote as follows:

AYES:

NAYS:

ABSENT:

APPROVED this ____ day of _____, 2017, by the President of the Village of Tinley Park.

By: _____

Jacob C. Vandenberg
Village President

ATTEST:

By: _____

Kristin A. Thirion
Village Clerk

DRAFT

MEMORANDUM



To: Administration and Legal Committee

From: David Niemeyer, Village Manager *DNM*

cc: Village Board
Denise Maiolo, Interim Human Resource Director

Date: June 23, 2017

Re: IRMA Alternate Representative Assignment – Denise Maiolo

Due to the fact that Gerry Horan is no longer a member of Village Staff, a new alternate representative to represent the Village of Tinley Park on the Board of Directors of the Intergovernmental Risk Management Agency (IRMA) needs to be named. I am requesting that Denise Maiolo be named the Village's alternate representative at the July 11th Village Board meeting. The Village Board will need to pass a resolution approving this appointment.

RESOLUTION 2017-R-037

**A RESOLUTION REGARDING THE APPOINTMENT
OF THE DELEGATE AND ALTERNATE DELEGATE TO THE
INTERGOVERNMENTAL RISK MANAGEMENT AGENCY**

WHEREAS, the Village of Tinley Park adopted the Contract and By-Laws of the Intergovernmental Risk Management Agency by Ordinance 98-O-038 and thereby became a member of said cooperative; and

WHEREAS, said contract provides that member units of local government shall by majority vote of its corporate authorities select one (1) person to represent that body on the Board of Directors of said Intergovernmental Agency.

NOW, THEREFORE, BE IT RESOLVED by the President and Board of Trustees of the Village of Tinley Park, Cook and Will Counties, Illinois, that Patrick Carr, Assistant Village Manager, of the Village of Tinley Park is hereby appointed as the Delegate to represent the Village of Tinley Park on the Board of Directors of said Intergovernmental Risk Management Agency effective June 7, 2017.

BE IT FURTHER RESOLVED that Denise Maiolo, Acting Human Resources Director, is hereby appointed as the alternate representative if Patrick Carr, Delegate, is unable to carry out his aforesaid duties as the representative of the Village of Tinley Park to said Intergovernmental Agency.

PASSED by the Board of Trustees of the Village of Tinley Park, Illinois, this ___ Day of ___, 2017 by a roll call vote as follows:

AYES:

NAYS:

ABSENT:

APPROVED by the President of the Village of Tinley Park, Illinois this ___ Day of _____, 2017.

Jacob C. Vandenberg
Village President

ATTEST:

Kristin A. Thirion
Village Clerk