

**Robert C. Edwards**  
Mayor

**Susie Walters**  
Mayor Pro Tem

**Cliff Ogburn**  
Town Manager



**Town of Nags Head**  
Post Office Box 99  
Nags Head, North Carolina  
27959  
Telephone 252-441-5508  
Fax 252-441-0776  
[www.nagsheadnc.gov](http://www.nagsheadnc.gov)

**M. Renée Cahoon**  
Commissioner

**John Ratzenberger**  
Commissioner

**Marvin Demers**  
Commissioner

NORTH CAROLINA  
DARE COUNTY

PROFESSIONAL SERVICES CONTRACT  
PURCHASE ORDER # 563

**THIS CONTRACT IS NOT VALID WITHOUT THE REQUIRED ACCOMPANYING/  
CORRESPONDING PURCHASE ORDER**

\_\_\_\_\_  
(CONTRACTOR *initials*)

THIS CONTRACT is made and entered into this the 30<sup>th</sup> day of November, 2015, by and between the TOWN OF NAGS HEAD, a public body corporate of the State of North Carolina, (hereinafter referred to as "the TOWN") party of the first part and Piedmont Triad Regional Council, (hereinafter referred to as "CONTRACTOR"), party of the second part.

1. SERVICES TO BE PROVIDED AND AGREED CHARGES

As the services to be performed under this CONTRACT, PTRC shall perform all those services set forth on the attached "Professional Services Offered to Town of Nags Head for a Classification and Pay Study", attached hereto as Exhibit 1. The charges for those services are not to exceed \$15,300.

It is mutually agreed by and between the TOWN and CONTRACTOR that work under this contract will commence no later than November 30, 2015. The contract completion date shall be April 30, 2015.

2. DESCRIPTION OF SERVICES

The scope of work to be performed under this CONTRACT is described in Parts I through V on Exhibit 1, attached hereto.

3. TERM OF CONTRACT

The term of this CONTRACT for SERVICES is from November 30, 2015 until the obligations of the CONTRACT are fulfilled and accepted by the TOWN pursuant to its terms or until the CONTRACT is terminated pursuant to its terms. Either party may nonetheless cancel this CONTRACT on thirty (30) days written notice to the other party by certified mail or personal delivery. This CONTRACT is subject to the availability of funds to purchase the specified SERVICES and may be terminated at any time if such funds become unavailable.

Notwithstanding provisions of this Section 3 to the contrary, the following shall survive the termination of this CONTRACT: the provisions of Section 6 regarding indemnity; and the provisions of Section 10.

4. PAYMENT TO CONTRACTOR

The TOWN agrees to pay at the rates specified for SERVICES satisfactorily performed in accordance with this contract. Unless otherwise specified, the CONTRACTOR shall submit an itemized invoice to the TOWN by the end of the month in which SERVICES are completed. Payment will be processed promptly upon receipt and approval by the TOWN of the invoice.

5. INDEPENDENT CONTRACTOR

Both the TOWN and the CONTRACTOR agree that the CONTRACTOR shall act as an independent contractor and shall not represent itself as an agent or employee of the TOWN for any purpose in the performance of the CONTRACTOR'S duties under this contract. Accordingly, the CONTRACTOR shall be responsible for payment of all Federal, State and local taxes arising out of the CONTRACTOR'S activities in accordance with this contract, including by way of illustration by not limitation, Federal and State income tax, Social Security tax, Unemployment Insurance taxes, and any other taxes or business license fees as required.

In performing the SERVICES, the CONTRACTOR is acting as an independent contractor and shall perform SERVICES in accordance with currently approved methods and practice in the CONTRACTOR'S professional capacity and in accordance with the standards of applicable professional organizations and licensing agencies.

6. INSURANCE AND INDEMNITY

The CONTRACTOR shall indemnify and save harmless the TOWN, its agents and employees from and against all actions, liability, claims, suits, damages, cost or expenses of any kind which may be brought or made against the TOWN or which the TOWN must pay and incur by reason of or in any manner resulting from injury, loss or damage to persons or property resulting from negligent performance of or failure to perform any of its obligations under the terms of this CONTRACT.

The CONTRACTOR shall be fully responsible to the TOWN for the acts and omissions of its sub-contractors and of persons either directly or indirectly employed by it, as the CONTRACTOR is for the acts and omissions of persons directly employed by it.

In addition, the CONTRACTOR shall comply with the North Carolina Worker's Compensation Act and shall provide for the payment of workers' compensation to its employees in the manner and to the extent required by such Act. In the event the CONTRACTOR is excluded from the requirements of such Act and does not voluntarily carry workers' compensation coverage, the CONTRACTOR shall carry or cause its employees to carry adequate medical/accident insurance to cover any injuries sustained by its employees or agents during the performance of SERVICES.

The CONTRACTOR agrees to furnish the TOWN proof of compliance with said Act or adequate medical/accident insurance coverage upon request.

The CONTRACTOR upon request by the TOWN shall furnish a Certificate of Insurance from an insurance company, licensed to do business in the State of North Carolina and acceptable to the TOWN verifying the existence of any insurance coverage required by the TOWN. The Certificate will provide for sixty (60) days advance notice in the event of termination or cancellation of coverage.

7. HEALTH AND SAFETY

The CONTRACTOR shall be responsible for initiating, maintaining and supervising all safety precautions and programs in connection with the work. The CONTRACTOR shall take all necessary precautions for the safety of, and shall provide the necessary protection to prevent damage, injury or loss to all employees from the work and other persons who may be affected thereby.

8. NON-DISCRIMINATION IN EMPLOYMENT

The CONTRACTOR shall not discriminate against any employee or applicant for employment because of age, sex, race, creed, or national origin. The CONTRACTOR shall take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their age, sex, race, creed, or national origin. In the event the CONTRACTOR is determined by the final order of an appropriate agency or court to be in violation of any non-discrimination provision of federal, state or local law or this provision, this Contract may be cancelled, terminated or suspended in whole or in part by the TOWN, and the CONTRACTOR may be declared ineligible for further contracts.

9. E-VERIFICATION OF EMPLOYEES

The CONTRACTOR represents and warrants that it has ensured and will ensure for itself and each subcontractor that it uses to perform obligations under this CONTRACT, that either:

- (1) The CONTRACTOR or subcontractor employs less than 25 employees; or
- (2) The CONTRACTOR or subcontractor: (a) employs 25 or more employees who are employed for 9 months or more during a 12-consecutive-month period; and (b) has used the E-Verify program, which program is operated by the United States Department of Homeland Security and is defined in N.C. Gen. Stat. § 64-25 (5), to verify the work authorization of each employee.

10. GOVERNING LAW

This contract shall be governed by and in accordance with the laws of the State of North Carolina. All actions relating in any way to this contract shall be brought in the General Court of Justice of the State of North Carolina or in the Federal District Court for the Eastern District of North Carolina, and the parties hereby submit to venue in and the personal jurisdiction of the said Courts.

11. OTHER PROVISIONS

This Contract is subject to such additional provisions as are set forth in any addendum executed separately by each party and attached hereto.

12. CONTRACT DOCUMENTS/AMENDMENTS

This document together with the purchase order and any attached exhibits constitutes the entire Contract between the said two parties and may only be modified by a written mutual agreement signed by the parties and attached hereto. In the event of any conflict between this contract and any attached documents, the contract language will prevail.

13. SIGNATURES

Both the TOWN and the CONTRACTOR agree to the above contract.

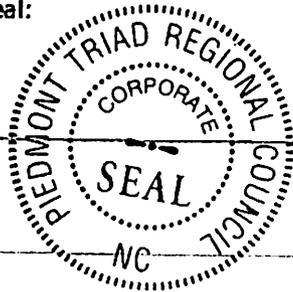
Cassidy R. Pritchard  
Witnessed or Attested By:



By: [Signature]  
Title: Town Manager  
Date: 12-2-15

Cassidy R. Pritchard  
Witnessed or Attested By:

Corporate Seal:



CONTRACTOR

By: [Signature]  
Printed Name: Matthew L. Dolge  
Title: Executive Director  
Date: 12-16-15

"This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act."

[Signature]  
Deputy Finance Officer

APPROVED AS TO FORM AND LEGAL SUFFICIENCY.

[Signature]  
TOWN ATTORNEY

HR Essentials Consulting



Your Human Resources Partner  
Providing Human Resources Leadership for  
North Carolina's Local Governments

Mr. Cliff Ogburn, Manager  
Town of Nags Head  
P.O. Box 99  
Nags Head, North Carolina 27959

September 28, 2015

RE: Town of Nags Head Request for Proposal for Classification and Salary Plan Study

Mr. Ogburn

Enclosed herein is HRE Consulting's proposal submission to your above referenced request for proposals. The members of HRE Consulting brings to you over 80 years' experience in the provision of quality personnel services. In addition to the specific requirements of your RFP, HRE Consulting also has demonstrated proficiencies in Performance Evaluation System Development; Personnel Policies Development; Fair Labor Standards Act compliance studies; ADA Accessibility and Feasibility Studies; Supervisory Training (i.e., Workplace Harassment Training, Compensation Training, Interviewing and Selection Training, Supervisory Skills Training, to name a few); and, Executive Search Services.

This letter and the accompanying Professional Services Proposal contain responses pertinent to your RFP request. Specifically,

- Clients and addresses, statement of methods and procedures, structure and content of work product, project schedule and project costs are provided in the Professional Services Proposal.
- The Project Manager will be Mr. David Hill and he will be accompanied and working closely with Mr. Bob Carter and Mr. Kim Newsom as well as other staff as may be deemed necessary and appropriate. A full biographical sketch of the staff is included in the accompanying Professional Services Proposal.
- HRE Consulting understands and agrees to (a) deliver the final report to the Town Manager; (b) provide twenty-five (25) copies of the final report and all associated

HR Essentials Consulting, P.O. Box 222, Patterson, North Carolina 28661  
828-758-7532

and supporting documents; (c) appear at a scheduled Commissioners' work session or regular meeting, as needed, to discuss the recommendations and final report; and, (d) meet with employees, if desired, to discuss study findings and recommendations.

In addition to the specific responses to your above referenced Request for Proposal, we have included, for your review and consideration, (1) a copy of the Position Analysis Questionnaire (PAQ) to be completed by each employee; and, (2) a copy of a job description prepared for the Town of Carolina Beach as part of a recently completed classification and pay plan study.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "David Hill".

David Hill

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**PROFESSIONAL SERVICES OFFERED TO  
TOWN OF NAGS HEAD  
FOR  
A CLASSIFICATION AND PAY STUDY**

This is a proposal and agreement by HRE Consulting (HRE) to provide services to the Town of Nags Head (hereinafter “the Town”) to conduct a comprehensive job classification and compensation study.

These services will be conducted according to the scope of work described below in the following sections:

**I. Work Elements for the Job Classification and Compensation Study**

As part of the job classification and compensation study, HRE agrees to review the existing job classifications and pay plan for appropriateness, internal equity and external competitiveness in accordance with the Scope of Work contained within the Town’s Request for Proposals and conduct the following work elements:

- A. Analyze the identified classifications for internal equity and external competitiveness with neighboring local governments as well as other coastal local governments and other employers who are similarly staffed, provide similar services and who may be labor market competitors.
- B. Meet with Town Manager and Human Resources Director before commencement of the position classification and pay study to discuss the following issues: methodology and expectations of the study, confirmation of labor market comparisons, the understanding of the classifications and pay process, and implementation principles.
- C. Hold individual meetings with Department Heads to obtain an understanding of each Department’s mission, vision and organizational structure and discuss any concerns regarding the study.
- D. Conduct orientation sessions with the employees for the purpose of explaining the study and to distribute and explain the Position Analysis Questionnaire (PAQ). HRE will provide the design and format of the PAQs which are to be completed by every employee. The questionnaires provide the detailed information necessary to address the classification criteria.

- E. Interview each employee who wishes to be interviewed; however, HRE reserves the right to conduct group interviews with employees in the same job classification. A minimum of one person from each classification will be interviewed. The interviews provide an opportunity to see the employee's work environment, to ask the employee additional questions, to allow the employee to add information that may have been left off the questionnaire, and to obtain a "personal feel" for the position.
- F. Collect salary data from employers in the labor market with whom the Town competes. The Town will have input as to whom data is collected from and generally what weight data is given.
- G. Assign each classification to a salary grade based on an assessment of the classification, market data collected, and internal relationships.
- H. Assign each employee to a position and classification. Implementation costs for any recommended changes will be calculated and shall include, but not be limited to, addressing salary compression. A printout will be provided to management which will include name, current title and proposed title, current grade and proposed grade, current salary and proposed salary, dollar increase on an annual basis, and percent increase. These costs will be summarized by department based on the way the information is provided by the Town. The Town will need to provide guidance as to how implementation will be administered.
- I. Assign each employee to a FLSA designation of exempt or non-exempt. The assignment of exempt will be confirmed by the Town's management based on a description of work applied to FLSA criteria.
- J. Write job description specifications for classifications without appropriate specifications that will include, but not be limited to, FLSA, Safety Sensitive, Essential and Non-Essential designation and specifications for ADA compliance. The Job Descriptions shall accurately identify the essential functions; knowledge, skills and abilities; educational and experience required for each position; supervisory and reporting relationships.
- K. Meet with Department Heads and management prior to finalizing the recommendations to discuss findings and receive input.
- L. Present to management a summary of the study and recommendations.
- M. Deliver to the Town a final compilation of the study that will contain the assignment of classifications to grades, schedule of changes, and allocation list.

*Proposal and Agreement from HRE to Town of Nags Head for professional services*

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- N. Attend meeting(s), as necessary, with Town Council to make presentation of project to include, but not be limited to, explanation of methodology, survey results and recommendations.
- O. Meet with employees and/or department heads to present and discuss survey results and recommendations.
- P. Consult on miscellaneous items such as report preparation to communicate study results to employees, organizational design of departments, and other related subjects up to 7.5 hours.

**II. Responsibilities of the Town**

In order to facilitate relevant and useful study results the Town agrees to provide to HRE the following:

- A. Input as to whom data is collected from and generally what weight data is given. Because this element is so important in determining recommended salary ranges, it is suggested this be discussed and resolved before the data is collected in order to obtain some consensus about data collection and what emphasis should be placed on the larger employers in the market.
- B. Copies of existing class specifications/job descriptions. Electronic copies are preferred,
- C. Access to employees for interviews for data collection about the work they perform.
- D. Provide a computer or digital database of current payroll and salary administration information. This database should include the employee's name, current title, current grade, current salary, employment date, date placed in current position and any other relevant information related to classification or study implementation decisions. HRE will summarize the study reports based on the way the information is provided by the Town.
- E. Guidance as to how the implementation of the study's results will be administered.
- F. Access to appropriate management staff, as determined by the Town Manager, to meet with HRE's representatives to gather information, discuss recommendations and receive input.
- G. A contact person for all business related to the project including the scheduling of interviews, necessary meeting space, information referral to the Town Manager and any other items necessary to the completion of this project.

Until otherwise directed the designated contact and address is –

Mr. Cliff Ogburn  
Town Manager  
Town of Nags Head  
P.O. Box 99  
Nags Head, North Carolina 27959  
Cliff.ogburn@nagsheadnc.gov

### **III. Timeline for Project Completion**

#### *October 2015*

- Meet with Town Manager and Human Resources Officer to discuss the methodology and expectations of the classification and pay study, confirmation of labor market comparisons.

#### *October-November 2015*

- Meet with department heads and supervisors.
- Hold orientation sessions with employees.

#### *November-December 2015*

- Conduct employee interviews.
- Gather and analyze labor market position classification and salary data.

#### *January 2016*

- Meet with Town Manager and other Management Team to discuss preliminary findings and recommendations to receive input.
- Final presentation will be made to management summarizing the study and recommendations.

#### *February-March 2016*

- Deliver final compilation of the study to the Town.
- Present study findings and recommendations to Town Council.
- Meet with employees, if directed, to discuss study findings and recommendations.

#### **IV. Method of Classification**

HRE utilizes the whole job comparison method of job evaluation. The duties and responsibilities of individual positions are evaluated to determine their relative level of difficulty and responsibility. The factors used are generally accepted principles in the human resources field. The following are among the classification factors used in determining the level of each position:

1. Working conditions
2. Nature and significance of public contacts
3. Variety and complexity of work
4. Decision making
5. Consequence of error
6. Supervision given
7. Supervision received
8. Knowledge, skills, and abilities

It is mutually understood that individual employee compensation is not being studied and HRE will not be making recommendations regarding individual employee compensation. Further it is understood that the Town's management and employment practices and such factors as individual employee performance determine individual compensation.

#### **V. Staff**

The staff who will be working on the scope-of-work elements outlined in the Town's RFP are very experienced in human resources work. David Hill will be project manager. David retired from Caldwell County as the Human Resources Director. David brings both a private and public sector perspective having worked within a unionized private sector establishment as well as state and local government within NC. David received a Bachelor's Degree in Economics from UNC Asheville and has over 40 years of experience in human resources management. David is a graduate of the School of Government's Municipal and County Administration program, is a former member of IPMA, and SHRM. David served for six years as a Trustee for the NC Association of County Commissioner's Health, Workers' Comp, and Property & Liability Insurance Pools and is a past member of the Board of Directors for the Foothills Area Mental Health Authority. David's specialties include employee benefits development, labor contract negotiations, development of policies and procedures, federal contract compliance, employee and management training, compensation and classification analysis, conflict resolution, Affirmative Action and EEO compliance, and establishment and management of a Substantially Equivalent HR System.

Bob Carter retired from the City of Greensboro and is experienced in managing the employment, interviewing, and employee records maintenance functions for small and large organizations. His breadth of experience includes labor contract administration and the development of

*Proposal and Agreement from HRE to Town of Nags Head for professional services*

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operating budgets. He has significant job evaluation experience and has conducted salary studies to ensure workforce competitiveness. He also has experience in the development and administration of local government substantial equivalency compensations systems to ensure compliance with State of NC guidelines. Bob has served as a subject matter expert for three different local government employers implementing client server human resource information systems. Bob graduated from High Point University with a bachelor's degree in Business Administration and has completed post graduate work in public administration at UNCG and Florida International University. He is a graduate of the School of Government's Municipal and County Administration Course, and he holds a certification as a Certified Compensation Professional (CCP).

Kim Newsom retired from Randolph County as the Personnel Director. A native of the Piedmont Triad, Kim also boasts more than 40 years of human resources management experience including work with the NC Office of State Personnel, the Greenville Utilities Commission, and the NC Department of Human Resources, serving as personnel analyst for local mental health, public health, and social services departments in a 21 County region. Kim holds a Bachelor's Degree in Economics from NC State University and has completed graduate level coursework at NC State and East Carolina University. Kim has demonstrated skill sets in a full range of human resources services with an emphasis on employee relations, classification and compensation, policy development and administration, interpretation and application of federal and state legislation, drug and alcohol policy administration, and supervision and managerial development. Kim is a former member of IPMA, serving as President of the NC chapter and as President of the Southern Region during his tenure.

Proposal and Agreement from HRE to Town of Nags Head for professional services

**VI. References**

The following is a partial list of local governments for which services have been rendered recently and would be familiar with our work.

Town of Beech Mountain	Town of Lake Lure
Town of Carolina Beech	Town of Maggie Valley
Town of Highlands	Town of Sawmills
Town of Jamestown	Town of Warrenton
City of Newton	Piedmont Triad Regional Council of Governments

A list of specific individual contact information is included with this proposal.

**VII. Fees for Service**

HRE proposes to complete the pay and classification study for a fee of \$15,300. This fee will be billed in three installments; twenty-five percent (25%) upon acceptance of the proposal; fifty percent (50%) upon delivery of the recommended job classification and position evaluation system with implementation options; and, twenty-five percent (25%) on final acceptance of all product deliverables. Any alteration or modification from the above specifications involving extra cost of material or labor will be implemented only upon written instructions from the designated contact with the Town.

<b>Fee Component</b>	<b>Fee</b>
Professional Services	\$10,400
Motel	\$2,250
Meals	\$750
Travel	\$1,500
Supplies	\$400
Total	\$15,300

**VIII. Acceptance of Proposal and Agreement**

If you are in agreement with the terms of this proposal please indicate by signing below and returning a signed original to the offices of the HRE. HRE staff will begin work as soon as we are notified of your acceptance. This confirms your intention to accept the scope of work as indicated in the proposal presented by the HRE, provide assistance and otherwise meet the responsibilities outlined, and you are confirming the encumbrance of funds sufficient to pay the fees for services rendered.

Proposal and Agreement from HRE to Town of Nags Head for professional services

Please return acceptance to:  
David Hill  
HRE Consulting  
P.O. Box 222  
Patterson, North Carolina 28661

For your information:  
828-758-7532  
dhill@ptrc.org

Town of Nags Head

\_\_\_\_\_  
Clerk ATTEST

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

\_\_\_\_\_  
(Signature of Finance Officer).

\_\_\_\_\_  
Date

*HR Essentials Consulting*



Your Human Resources Partner  
*Providing Human Resources Leadership for  
North Carolina's Local Governments*

Town of Lake Lure  
Anita Taylor, HR Director  
2948 Memorial Drive  
Lake Lure, North Carolina 28746  
828-625-9983

[personnel@townoflakelure.com](mailto:personnel@townoflakelure.com)

Town of Maggie Valley  
Shayne Wheeler, Finance Officer  
987 Soco Road  
Maggie Valley, NC 28751  
828-926-0866 ext 101  
828-926-3576 (fax)  
[swheeler@townofmaggievalley.com](mailto:swheeler@townofmaggievalley.com)

Town of Sawmills  
Kim Trivette, Office Manager  
4076 U.S. Highway 321-A  
Sawmills, NC 28630  
828-396-7903  
[ktrivette@townofsawmills.com](mailto:ktrivette@townofsawmills.com)

Town of Beech Mountain  
Jennifer Broderick, CMC, NCCMC  
403 Beech Mountain Parkway  
Beech Mountain, NC 28604  
828-387-4236  
[clerk@townofbeechmountain.com](mailto:clerk@townofbeechmountain.com)

Town of Carolina Beach  
Holly Brooks, HR Director  
1121 N. Lake Boulevard  
Carolina Beach, NC 28428  
910-458-9530  
[Holly.brooks@townofcarolinabeach.org](mailto:Holly.brooks@townofcarolinabeach.org)

Town of Highlands  
Sonjia Gibson, HR Director  
PO Box 460  
Highlands, NC 28741  
828-526-2118 ext 1105  
[Sonjia.Gibson@highlandsc.org](mailto:Sonjia.Gibson@highlandsc.org)

City of Newton  
Teresa Laffon, SPHR, IPMA-CP  
City of Newton  
PO Box 550  
Newton, NC 28658  
828-695-4260  
[tlaffon@newtonnc.gov](mailto:tlaffon@newtonnc.gov)

Town of Warrenton  
Robert Davie, Town Administrator  
PO Box 281  
Warrenton, NC 27589  
252-257-1122  
[townadministrator@warrenton.nc.gov](mailto:townadministrator@warrenton.nc.gov)

Town of Jamestown  
Chuck Smith, Town Manager  
PO Box 848  
Jamestown, NC 27282  
336-454-1138  
[csmith@jamestown-nc.gov](mailto:csmith@jamestown-nc.gov)

Piedmont Regional Council of Government  
Matt Reece, Assistant Director  
1398 Carrollton Crossing Drive  
Kernersville, NC 27284  
336-904-0300  
[MReece@ptrc.org](mailto:MReece@ptrc.org)

Town of Holly Springs  
Erika Phillips, Human Resources Director  
128 South Main Street  
P.O. Box 8  
Holly Springs, North Carolina 27540  
919-557-3911  
[Erika.Phillips@hollyspringsnc.us](mailto:Erika.Phillips@hollyspringsnc.us)

Yadkin Valley Economic Development, Inc.  
Kathy Payne, Executive Director  
533 N. Carolina Avenue, Highway 601 N  
P.O. Box 309  
Boonville, North Carolina 27011  
336-367-3520  
[KPayne@yveddi.com](mailto:KPayne@yveddi.com)

Town of Granite Falls  
Jerry Church, Town Manager  
P.O. Drawer 10  
Granite Falls, NC 28630  
828-396-3131  
828-396-3133 (fax)  
[church@granitefallsncc.com](mailto:church@granitefallsncc.com)



## TOWN OF NAGS HEAD

### POSITION ANALYSIS QUESTIONNAIRE

This form is designed to assist you in describing your position. We rely on you to complete this form because you know the duties and responsibilities of your position better than anyone else. If a question does not apply to your position, please write "Not Applicable" or "N/A" for that question. Please print or write your answers very legibly. Thank you very much for your assistance.

NOTE: The information contained in this questionnaire is for the purpose of describing and analyzing the elements of the position being studied, not the employee.

POSITION TITLE: \_\_\_\_\_

EMPLOYEE'S NAME: \_\_\_\_\_

DEPARTMENT/SECTION: \_\_\_\_\_

WORK TELEPHONE NUMBER: \_\_\_\_\_

IMMEDIATE SUPERVISOR'S  
NAME AND TITLE: \_\_\_\_\_

DEPARTMENT DIRECTOR'S  
NAME AND TITLE: \_\_\_\_\_

**A. POSITION'S PURPOSE:** Briefly state the main purpose of your position. What do you believe is the major purpose of your job? If your position requires the performance of two or more entirely different occupational assignments (such as Planner/Finance Analyst, for example), please answer Question A for both occupations. Add additional pages if needed.

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**B. WORK ACTIVITIES:** THIS SECTION IS VERY IMPORTANT TO UNDERSTANDING YOUR JOB DUTIES. Please describe, in detail, the major elements of what you do in your job. List only the major functions, separately, in order of importance. Provide a detailed description of each duty so someone not familiar with your job can understand what you do. Please use action words such as *prepares*, *calculates*, *operates*, etc. to begin each statement. Indicate the approximate percentage of total working time you spend on each major work activity. You may use any time period that is convenient, such as daily, weekly, monthly or yearly but be consistent throughout.

	% of Time	Function/Duty/Task
1.		
2.		
3.		
4.		
5.		

6.		
7.		
8.		

Add additional pages as needed.

**C. KNOWLEDGE, SKILLS AND ABILITIES:** This section helps us understand the minimum levels and type of knowledge, skills and abilities needed to effectively perform the functions of your job.

What knowledge, skills and/or abilities are required to perform your job? *Examples: data entry keyboard skills, supervisory skills, project management skills, etc.*

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**D. INFORMATION SOURCES:** What information sources are required for you to do your job? *Examples: internet, manufacturer equipment manuals, building codes, repair manuals, etc.*

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**E. EDUCATION, TRAINING AND EXPERIENCE:** Please check your educational level and the MINIMUM education level required for your job:

You Have:		You Need:	
<input type="checkbox"/>	High School Diploma/GED	<input type="checkbox"/>	High School Diploma/GED
<input type="checkbox"/>	Associate's Degree (AA/AS)	<input type="checkbox"/>	Associate's Degree (AA/AS)
<input type="checkbox"/>	Bachelor's Degree (BS/BA)	<input type="checkbox"/>	Bachelor's Degree (BS/BA)
<input type="checkbox"/>	Graduate Degree (MS/MA)	<input type="checkbox"/>	Graduate Degree (MS/MA)
<input type="checkbox"/>	Post Graduate (PhD)	<input type="checkbox"/>	Post Graduate (PhD)
<input type="checkbox"/>	Other (please indicate below)	<input type="checkbox"/>	Other (please indicate below)

Please identify the field of study or coursework for the educational degree you indicated is necessary in the "You Need" section above. Include any vocational training or special training programs that would substitute for the above education. *Example: AA/AS in Accounting, BA/BS in Journalism, Level III Electrical Inspection Certification, etc.*

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**F. REQUIRED LICENSES AND CERTIFICATIONS:** Does your job require a license, certification, registration or other regulatory requirements? *Examples: engineering certification or license, CDL, etc.* If "yes" provide the name, type, class, level of license, certification, registration and the issuing agency or authority.

License or Certification Name	Type, Class or Level

Were they required at the time of employment? \_\_\_ Yes \_\_\_ No

If "No", when were they required? Within \_\_\_\_\_ Weeks \_\_\_\_\_ Months  
 \_\_\_\_\_ Years of employment.

**G. EQUIPMENT, TOOLS AND MACHINERY:** What machinery, vehicles or motorized equipment do you use in your work, and how often do you use each (rarely, frequently or constantly)?

Equipment, Tools and/or Machinery Used	Frequency of Use (rarely, frequently, constantly)

**H. PHYSICAL REQUIREMENTS:** Are there any special or unusual physical skills or efforts required on your job? *Examples: climbing ladders, digging or working in trenches, handling extremely hot or cold materials, etc.*

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What is the approximate percentage of your time on this job that you spend doing the following? (These can add up to more than 100%)

Task	% of Time	Task	% of Time
Sitting		Listening	
Walking		Standing	
Driving		Talking	

How much weight (pounds) are you required to manually lift and/or carry at any one time: \_\_\_\_\_ Pounds.

Is the lifting/carrying done regularly? \_\_\_ Yes \_\_\_ No

How many hours per day? \_\_\_\_\_ Hours

**I. EXTRAORDINARY WORKING CONDITIONS:** What unusual and/or special working conditions affect or are part of your job? Answer all that apply and indicate whether the condition applies Regularly or Occasionally

Exposure to **dangerous machinery** (state what type)

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

Exposure to **extreme weather conditions** (state what type)

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

Potential **physical harm** (state condition, activity or situation)

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

**Hazardous Chemicals** (state what type)

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

**Infectious Disease** (state what type)

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

**Other** (Explain)

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

\_\_\_\_\_ ( ) Regularly ( ) Occasionally

**J. PROBLEM SOLVING INSTRUCTIONS:** How do you receive your instructions?

Orally \_\_\_ Yes \_\_\_ No

Written \_\_\_ Yes \_\_\_ No

How specific or general are these instructions? Please explain.

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How are priorities and/or deadlines determined for your position?

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What occasions are there, if any, when instructions are not provided?

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At what stages and by whom (Job Title) are your assignments normally reviewed?

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How do you and your supervisor determine the quality of your work?

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How often do you meet with your supervisor, and for what purposes?

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**L. INTERACTION WITH OTHERS:** To do your job effectively, what people **within** your organization are you required to interact with, other than your immediate supervisor and department co-workers?

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If you have direct contact and interaction with people **outside** the organization such as the public, community groups, other governmental agencies, vendors, suppliers, contractors, etc., please indicate the nature and purpose of these contacts and interactions.

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**M. WORKPLACE SAFETY - PPE:** List the Personal Protective Equipment (PPE) required in the performance of your work activities.

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**N. WORKPLACE SAFETY – TRAINING:** List the safety training required for the safe performance of your work activities.

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EMPLOYEE SIGNATURE: \_\_\_\_\_

TODAY'S DATE: \_\_\_\_\_

DATE EMPLOYED BY NAGS HEAD: \_\_\_\_\_

DATE EMPLOYED IN PRESENT POSITION \_\_\_\_\_

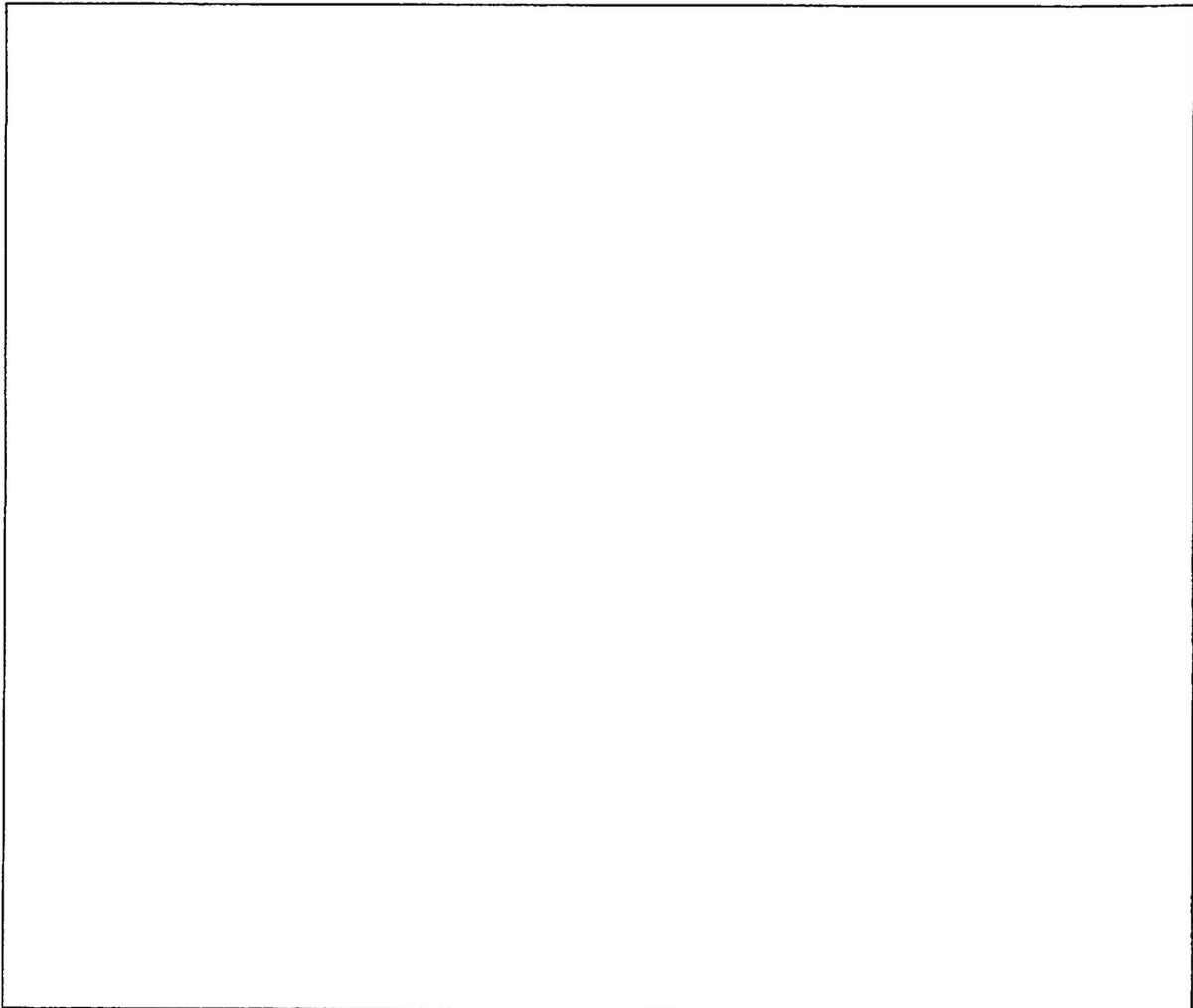
After signing and dating this questionnaire please make a copy for yourself and give the completed form to your immediate supervisor no later than \_\_\_\_\_.

***If you have supervisory responsibilities, complete and sign the follow sections.  
Otherwise, go to page 15 and continue***

**SUPERVISORY POSITION SUPPLEMENTAL QUESTIONNAIRE**

(To be completed only by individuals who supervise other employees)

**O. SUPERVISION/SPAN OF CONTROL:** Please indicate the job titles and names of the employees who report directly to you. In addition to Regular employees, include Temporary, Part-Time, Occasional, Community Service Workers, etc. Attach your department's organizational chart or sketch an organizational chart showing the reporting relationships in your department.



**P. SUPERVISORY RESPONSIBILITIES:** Does your position have the authority to take any of the following actions? If not, does your supervisor rely mainly on your recommendation to make the decision?

RESPONSIBILITY	YES	NO	RECOMMEND ONLY	N/A
Hire Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transfer Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare Work Schedules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assign/Review Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Train Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assign/approve overtime/comp. time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Approve sick/vacation leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recall employees to work in emergencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Award Merit Increases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discipline Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suspend Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Terminate Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

EMPLOYEE SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

Please Note: All signatures verify the information is accurate and complete. Please return the completed and signed questionnaire to your supervisor no later than

\_\_\_\_\_

**DEPARTMENT MANAGER'S REVIEW FOR ACCURACY  
AND COMPLETENESS**

**Q. DEPARTMENT MANAGER'S REVIEW FOR ACCURACY:** I have reviewed and discussed the contents of this position analysis questionnaire with the employee. Except for the items noted below, I find the Position Analysis Questionnaire accurate and complete. (Attach additional pages if necessary).

DEPARTMENT MANAGER'S SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

**SUPPLEMENTAL QUESTIONNAIRE TO ASSIST IN  
DETERMINING COMPLIANCE WITH THE AMERICANS WITH  
DISABILITIES ACT (ADA)**

**Physical Activities and Requirements, Visual Acuity and Working Conditions  
Check List of the Position**

**The physical activities of this position.**  
**Check ALL that apply:**

- ( ) A. Climbing: Ascending or descending ladders, stairs, scaffolding, ramps, poles and the like using feet and legs and/or hands and arms. Body agility is emphasized. This factor is important if the amount and kind of climbing required exceeds that required for ordinary locomotion.
- ( ) B. Balancing: Maintaining body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces. This factor is important if the amount and kind of balancing exceeds that needed for ordinary locomotion and maintenance of body equilibrium.
- ( ) C. Stooping: Bending body downward and forward by bending spine at the waist. This factor is important if it occurs to a considerable degree and requires full use of the lower extremities and back muscles.
- ( ) D. Kneeling: Bending legs at knee to come to a rest on knee or knees.
- ( ) E. Crouching: Bending the body downward and forward by bending legs and spine.
- ( ) F. Crawling: Moving about on hands and knees or hands and feet.
- ( ) G. Reaching: Extending hand(s) and arm(s) in any direction.
- ( ) H. Standing: Remaining upright on the feet, particularly for sustained periods of time.
- ( ) I. Walking: Moving about on foot to accomplish tasks, particularly for long distances or moving from one work site to another.

J. Pushing: Using upper extremities to press against something with steady force in order to thrust forward, downward or outward.

K. Pulling: Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.

L. Lifting: Raising objects from a lower to a higher position or moving objects horizontally from position-to-position. This factor is important if it occurs to a considerable degree and requires the substantial use of the upper extremities and back muscles.

M. Fingering: Picking, pinching, typing or otherwise working, primarily with fingers rather than with whole hand or arm as in handling.

N. Grasping: Applying pressure to an object with the fingers and palm.

O. Feeling: Perceiving attributes of objects, such as size, shape, temperature or texture by touching with skin, particularly that of fingertips.

P. Talking: Expressing or exchanging ideas by means of the spoken word; those activities where detailed or important spoken instructions must be conveyed to other workers accurately, loudly or quickly.

Q. Hearing: Perceiving the nature of sounds at normal speaking levels with or without correction, and having the ability to receive detailed information through oral communications, and making fine discriminations in sound.

R. Repetitive Motions: Making substantial movements (motions) of the wrists, hands and/or fingers.

**The physical requirements of this position.**

**Check only ONE requirement.**

A. Sedentary Work: Exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.

B. Light Work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move

objects. If the use of arm and/or leg controls requires exertion of forces greater than that of Sedentary Work and the worker sits most of the time, the job is rated for Light Work.

( ) C. Medium Work: Exerting up to 50 pounds of force occasionally, and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.

( ) D. Heavy Work: Exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects.

( ) E. Very Heavy Work: Exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects.

**The visual acuity requirements including color, depth perception and field of vision.**  
**Check only ONE requirement.**

( ) A. The worker is required to have close visual acuity to perform an activity such as: preparing and analyzing data and figures; transcribing; viewing a computer terminal; extensive reading; visual inspection involving small defects, small parts and/or operation of machines (including inspection); using measurement devices and/or assembly or fabrication of parts at distances close to the eyes.

( ) B. The worker is required to have visual acuity to perform an activity such as: operating machines such as lathes, drill presses, power saws and mills where the seeing job is at or within arm's reach; performing mechanical or skilled trades tasks or a non-repetitive nature such as ones by carpenters, technicians, service people, plumbers, painters, mechanics, etc.

( ) C. The worker is required to have visual acuity to operate motor vehicles or heavy equipment.

( ) D. The worker is required to have visual acuity to determine the accuracy, neatness and thoroughness of the work assigned (i.e., custodial, food services, general labor, etc.) or to make general observations of facilities or structures (i.e., security guard, inspection, etc.).

**The conditions the worker will be subject to in this position.**

**Check ALL conditions that apply.**

- A. The worker is subject to inside environmental conditions: Protection from weather conditions but not necessarily from temperature changes.
- B. The worker is subject to outside environmental conditions: No effective protection from weather.
- C. The worker is subject to both environmental conditions: Activities occur inside and outside.
- D. The worker is subject to extreme cold: Temperatures typically below 32 degrees for periods of more than one hour. Consideration should be given to the effect of other environmental conditions such as wind and humidity.
- E. The worker is subject to extreme heat: Temperatures above 100 degrees for periods of more than one hour. Consideration should be given to the effect of other environmental conditions such as wind and humidity.
- F. The worker is subject to noise: There is sufficient noise to cause the worker to shout in order to be heard above the ambient noise level.
- G. The worker is subject to vibration: Exposure to oscillating movements of the extremities or whole body.
- H. The worker is subject to hazards: Includes a variety of physical conditions, such as proximity to moving mechanical parts, moving vehicles, electrical current, working on scaffolding and high places, exposure to high heat or exposure to chemicals.
- I. The worker is subject to atmospheric conditions: One or more of the following conditions that affect the respiratory system of the skin: fumes, odors, dust, mists, gases or poor ventilation.
- J. The worker is subject to oils: There is air and/or skin exposure to oils and other cutting fluids.
- K. The worker is required to wear a respirator.
- L. The worker frequently is in close quarters, crawl spaces, shafts, manholes, small enclosed rooms, small sewage and water line pipes and other areas, which could cause claustrophobia.
- M. The worker is required to function in narrow aisles or passageways.

( ) N. The worker is exposed to infectious diseases.

( ) O. The worker is required to function around prisoners or institutional patients.

( ) P. None: The worker is not substantially exposed to adverse environmental conditions (as in typical office or administrative work).

Employee's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Immediate Supervisor's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Department Manager's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Town of Carolina Beach  
Public Works Supervisor**

**Primary Reason Why Classification Exists**

To plan and supervise the work of labor and equipment operations personnel engaged in the repair of streets, buildings and grounds, and solid waste collection and disposal.

**Distinguishing Features of the Class**

An employee in this class supervises work crews engaged in manual and equipment operation to maintain streets and other paved surfaces, solid waste collection and disposal, building and grounds maintenance, and other services to citizens. Work is performed under general supervision of the Public Works Director and is evaluated on the basis of timely and accurate completion of assignments, safety of employees, positive feedback from citizens, and productivity of the unit.

**Illustrative Examples of Work**

- Supervises and participates in the maintenance and cleaning of streets, erection and maintenance of street signs, collection and disposal of garbage, trash, and vegetative waste; maintenance and cleaning of buildings and grounds including custodial care, and plumbing, HVAC, and carpentry maintenance and repair work
- Prioritizes projects and coordinates the use of available equipment, materials, and staff to obtain maximum effectiveness and economy
- Coordinates work with property owners if work affects or impedes access to their property
- Assigns crew members to projects based on employee skills; conducts periodic and final inspection to ensure compliance with project requirements
- Monitors construction projects from private contractors; makes final inspections upon completion and submits certificate of completion to Public Works Director for authorization to disburse funds
- Prepares pay records
- Trains employees in required safety procedures and ensures compliance by observation
- Creates and maintains records and prepares reports; prepares purchase orders and requisitions
- Participates in the interviewing, hiring, and performance management of personnel
- Provides information and explanation of services performed to the public regarding solid waste and other services
- Performs related duties as assigned

**Knowledge, Skills, and Abilities**

- Considerable knowledge of methods and procedures to repair of asphalt and/or concrete surfaces, make repairs to buildings, installation and maintenance of street and other signage, and collect and dispose of solid waste
- Considerable knowledge of engineering specifications, blueprints, and environmental laws
- Considerable knowledge of the Town's personnel, budgeting, and purchasing procedures
- Knowledge of OSHA rules and regulations as they apply to maintenance of streets, buildings, and collection and disposal of leaves and brush

- Knowledge of the characteristics of concrete and masonry work including rough carpentry to construct forms to finish curbs, gutters, ramps and related areas
- Knowledge of supervisory principles and practices including hiring, interpersonal communications, motivation, performance management, coaching, leadership, and discipline
- Knowledge of project management techniques and quality measurement
- Knowledge of the purposes and uses of motorized heavy equipment such as loaders, tractors, mowers, skid steer loaders, chippers, rollers, beach rake, can machine and other equipment
- Knowledge of Town disaster planning and emergency procedures to ensure adequate staffing
- Knowledge of preventative maintenance practices to make routine adjustments, replace minor parts, and lubricate equipment to keep proper operating condition
- Knowledge of public relations to establish and maintain respectful, professional, and positive communications with co-workers and the general public
- Knowledge of types of materials and equipment used in the work performed
- Skill in collaborative conflict resolution
- Ability to read plans maps and drawings
- Ability to maintain and prepare accurate plans and reports
- Ability to make repairs to asphalt and/or concrete surfaces
- Ability to evaluate work performed using project management and measuring techniques
- Ability to operate various motorized heavy equipment such as loaders, tractors, mowers, chippers, and other equipment and train subordinates in their use and operation
- Ability to enforce Town, state, and federal safety rules and regulations in the work performed
- Ability to apply public relations in a respectful, professional, and positive manner to elicit cooperation and teamwork with co-workers and the general public
- Ability to work outside in a variety of environmental extremes such as heat, cold, rain, snow and ice, air pollution, and dust/dirt
- Ability to communicate effectively with staff and the public both verbally and in writing

### **Physical Requirements**

Work in this class is defined as heavy work requiring physical exertion of in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of frequently, and/or up to 20 pounds of force constantly to move objects. Employee has to perform physical activities such as climbing, balancing, stooping, kneeling, crouching, reaching, walking, standing, pushing, pulling, lifting, grasping, feeling talking, and hearing. Employee must have the visual acuity to visually inspect small defects or parts, operation or inspection of machines and earth moving equipment, use measurement devices, and to determine the neatness and accuracy of work assigned. Employee must be able to speak and hear at normal spoken levels and to speak or understand communication from others when using mechanical equipment. Employee must have the stamina to work for extended periods some of which in emergency situations.

### **Working Conditions**

Work is performed primarily in outside environmental conditions including extreme heat and cold with snow and ice. Employee is subject to noise which may cause the employee to shout in order to be heard above the ambient noise level. Employee is subject to vibration, such as exposure to oscillating movements of the extremities or whole body and is also subject to

workplace hazards including proximity to moving mechanical parts or exposure to chemicals, oils, fuels, and potential for blood borne pathogens in raw untreated sewage. Employee is subject to atmospheric conditions due to exposure to fumes, odors, and dusts and may work in close quarters, crawl spaces, shafts, man holes, and other areas which could cause claustrophobia.

**Education**

Graduation from high school or GED equivalency

**Experience**

Five (5) to seven (7) years of experience in street maintenance and repair, building maintenance, and solid waste management. At least two (2) years supervisory experience is required.

**Special Requirements**

- Valid North Carolina commercial driver's license (CDL-B)
- CPR, AED and First aid certification; immunization from Blood Borne Pathogens
- Employee required to successfully complete the NIMS course work applicable to the position within one year

**FLSA Status:** Nonexempt (eligible for overtime or equivalent compensatory time at 1½ times the employee's regular weekly rate for all hours worked in excess of 40 hours in the Town's official work week and not the employee's work schedule)

**Disclaimer**

This classification specification has been designed to indicate the general nature and level of work performed by employees within this classification. It is not designed to contain or be interpreted as a comprehensive inventory of all duties, responsibilities, and qualifications required of employees to perform the job. The Physical Requirements and Working Conditions section of this classification may vary from position to position and a more thorough description of these elements can be found in the employee's Position Analysis Questionnaire (PAQ). The Town of Carolina Beach reserves the right to assign or otherwise modify the duties assigned to this classification.

April 2015