

**Laura Conant - Compensation Change - Human Resources Supervisor**

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**From:** Claudia Hazelhurst  
**To:** Laura Conant  
**Date:** 1/14/2016 11:10 AM  
**Subject:** Compensation Change - Human Resources Supervisor  
**Cc:** Capri George; Shelley Caskey

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Laura,

At the January 6, 2016 meeting of Department Heads, they approved an increase in pay for the Human Resources Supervisor in an effort to address its under-market pay condition. The new range will be \$6828 - \$7849/month.

This pay change is to be applied to your salary as well, retroactive to pay period 1 of 2016.

Please advise as to whether you need additional information to effect this change.

Thanks,  
Claudia

Human Resources Supervisor

CITY OF GRAND JUNCTION 2014 MARKET SURVEY

MSEC match to first-line supervisor, highest level supervised: non-supervisory exempt employees.

Entity	Position Title	Minimum	Midpoint	Maximum	Rank	Average Actual	Notes:
Lakewood	Personnel Manager	\$79,414	\$99,258	\$119,101	1		
Loveand	Human Resources Manager	\$74,500	\$96,800	\$119,100	2	\$84,531	
Castle Rock	Human Resources Manager	\$80,372	\$96,451	\$112,529	3	\$107,324	
Avada	Employment Manager	\$81,059	\$95,948	\$110,836	4	\$108,663	
Broomfield	Human Resources Administrator	\$70,408	\$88,296	\$106,184	5	\$87,256	
Commerce City	Human Resources Manager	\$68,162	\$85,202	\$102,242	6	\$72,000	Union
Fort Collins	HR Strategic Partner Manager	\$66,163	\$75,683	\$85,203	7		
Boulder	No Match						
Englewood	No Match						
Mesa County	No Match						
Greeley	No Match						
Littleton	No Match						
MSEC Western Slope Private	No Match						
Pueblo	No Match						
State of Colorado	No Match						
Westminster	No Match						
Longmont	No Match						
School District 51	No Match						

<b>Grand Junction</b>	<b>HR Supervisor</b>	<b>\$74,164</b>	<b>\$79,729</b>	<b>\$85,293</b>
Median Midpoint Rank	4.0			
Market Median Midpoint	\$95,948			
<b>GJ 2014 Midpoint</b>	<b>\$79,729</b>			
Projected Market Change 2015	0.0%			
<b>GJ Target 2015</b>	<b>\$95,948</b>			
% GJ Above/Below Target	-20.34%			

\$91,955 Market Average Actual				
MSEC Statewide Private Sector				
Min	Mid	Max		
N/A				
Estimated GJ 2015 Range				
Min	Mid	Max		
\$ 93,663	\$ 95,948	\$ 98,346	Annual	
\$ 7,805	\$ 7,996	\$ 8,196	Monthly	

City of Avada

2015 JOB FAMILY

MANAGEMENT											
TITLE	GRADE	ANNUAL		MONTHLY		BIWEEKLY		HOURLY			
		MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX		
Deputy City Attorney	MGMT11	\$ 108,657	\$ 148,571	\$9,054.73	\$12,380.95	\$ 4,179.11	\$5,714.29	\$ 52.24	\$ 71.43		
Assistant Finance Director	MGMT10	\$ 98,546	\$ 134,746	\$8,212.16	\$11,228.87	\$ 3,790.23	\$5,182.56	\$ 47.38	\$ 64.78		
Chief Operating Officer											
Engineering Services Manager											
Technology and Project Services Manager											
Business Systems Manager	MGMT9	\$ 89,376	\$ 122,208	\$7,448.00	\$10,183.99	\$ 3,437.54	\$ 4,700.31	\$ 42.97	\$ 58.75		
Communications Manager											
Controller											
Director of Financial Operations											
Manager of City Facilities											
Manager of City Planning and Development											
Manager of Housing Preservation and Resources											
Technology Infrastructure and Operations Manager											
Parks and Urban Design Manager											
Senior Civil Engineer											
Senior Technical Project Manager											
Senior Traffic Engineer											
Chief Building Official	MGMT8	\$ 81,059	\$ 110,836	\$6,754.94	\$9,236.35	\$ 3,117.66	\$4,262.93	\$ 38.97	\$ 53.29		
Civil Engineer IV											
Communications Center Manager											
Compensation and Benefits Manager											
Court Administrator											
Development Manager											
Employment Manager											
Fleet Manager											
Golf Course Manager											
Manager of Golf Course Operations											
Parks Manager											
Performing Arts Manager											
Risk Manager											
Streets Manager											
Wastewater and Stormwater Manager											
Water Resources Administrator											
Water System Manager											
Water Treatment Manager											



2015 JOB FAMILY

PROFESSIONAL										
TITLE	GRADE	ANNUAL		MONTHLY		BIWEEKLY		HOURLY		
		MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX	
Senior Assistant City Attorney	PROF-11	\$ 93,047	\$ 127,227	\$7,753.91	\$10,602.28	\$3,578.73	\$4,893.36	\$ 44.73	\$ 61.17	
Special Projects Engineer										
Redevelopment Manager										
	PROF-10	\$ 84,205	\$ 115,138	\$7,017.11	\$9,594.83	\$3,238.67	\$4,428.38	\$ 40.48	\$ 55.35	
Performance Budget Manager										
	PROF-9	\$ 76,204	\$ 104,197	\$6,350.33	\$8,683.10	\$2,930.92	\$4,007.59	\$ 36.64	\$ 50.09	
Assistant City Attorney										
Civil Engineer III										
Traffic Engineer III										
Environmental Health and Safety Officer										
Public Relations Coordinator										
Senior Landscape Architect										
Transportation Engineer										
Utilities Project Manager										
Civil Engineer II										
Financial Systems Analyst										
Lead Forensic Interviewer / Therapist										
Marketing Program Manager										
Senior Planner										
Benefits Specialist										
Crime Analyst										
Employment Specialist										
Exhibition Manager										
Housing Rehabilitation /Loan Specialist										
Property and Casualty Claims Manager										
Public Relations Specialist										
Regulatory Analyst										
Senior GIS Analyst										
Traffic Engineer I /Bicycle and Pedestrian Coordinator										
Water Resources Analyst										
Accountant										
Accreditation Specialist										
Associate Producer										
Budget Analyst										
Business Analyst										
Economic Development Specialist										
Forensic Interviewer / Therapist										
Grants Accountant										

2015 JOB FAMILY

TECHNICAL & BUSINESS SUPPORT										
TITLE	GRADE	ANNUAL		MONTHLY		BIWEEKLY		HOURLY		
		MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX	
Printing Technician	TBS6	\$ 43,407	\$ 59,353	\$3,617.26	\$4,946.05	\$1,669.51	\$2,282.79	\$ 20.87	\$ 28.53	
Survey Technician III										
Traffic Signs and Marking Technician										
Accounting Technician III	TBS5	\$ 39,407	\$ 53,883	\$3,283.94	\$4,490.29	\$1,515.67	\$2,072.44	\$ 18.95	\$ 25.91	
Administrative Coordinator										
Administrative Court Clerk										
Administrative Specialist										
Animal Management Officer										
Assistant Golf Professional										
Assistant Production Manager										
Customer Information Lead										
Housing Services Specialist										
Lead Police Support Specialist										
Legal Secretary										
Police Services Technician										
Risk Management and Wellness Technician										
Senior Customer Service Representative										
Survey Technician II										
Teen Court Coordinator / Administrative Court Clerk										
Accounting Technician II	TBS4	\$ 35,776	\$ 48,918	\$2,981.34	\$4,076.52	\$1,376.00	\$1,881.47	\$ 17.20	\$ 23.52	
Collections Agent										
Customer Information Specialist										
Lead Theater Technician										
Police Support Specialist										
Revenue Technician										
Sound Technician										
Accounting Technician I	TBS3	\$ 32,479	\$ 44,411	\$2,706.62	\$3,700.88	\$1,249.21	\$1,708.10	\$ 15.62	\$ 21.35	
Administrative Assistant										
Community Communications Coordinator										
Customer Service Representative										
Education Assistant										
Police Courier										
School Programs Associate										
Utility Service Representative										
Security Operations Officer	TBS2	\$ 29,487	\$ 40,318	\$2,457.21	\$3,359.86	\$1,134.10	\$1,550.70	\$ 14.18	\$ 19.38	
Services Technician	TBS1	\$ 26,769	\$ 36,603	\$2,230.79	\$3,050.26	\$1,029.59	\$1,407.81	\$ 12.87	\$ 17.60	



Job Title: Employment Manager  
Department: Human Resources  
Division:  
Reports To: Director of Human Resources

81,059 - 110,836

Grade: MGMT8  
FLSA Status: Exempt  
Date Prepared: June 2002  
Date Revised: December 2011

## EMPLOYMENT MANAGER

### POSITION PURPOSE:

Manages daily operations of the human resources department and oversees the City of Arvada's recruitment and employee benefit program. Provides employee relations consulting to employees and supervisors. Manages large scale projects for the human resources department which impact the entire organization

### JOB KNOWLEDGE - Essential Functions, Knowledge, Skills and Abilities

#### 1. Daily Operations Management

- a. Manages day-to-day operations of the human resources department.
- b. Has the authority, responsibility, and accountability for attaining objectives and implementing approved policies/programs in the areas of recruitment and employee benefits.
- c. Manages the human resources department budget.
- d. Acts as an effective member of the mid-level management team.
- e. Demonstrates strong leadership skills.
- f. Knowledgeable in strategic planning and organizational development.
- g. Has in-depth knowledge of recruitment and employee benefits theory and practices.
- h. Has ability to track trends and changes in field of expertise, anticipate changes, and create solutions for the organization to respond.
- i. Knowledgeable of budget and fiscal management.

#### 2. Employee Relations

- a. Articulates and embodies the core values and competencies of the overall organization and those of the department. Encourages employees to become more self-directed and collaborative in their individual and collective work efforts.
- b. Acts as a consultant to supervisors and employees concerning city policies, federal and state laws and regulations.
- c. Facilitates the resolution of conflict of personnel issues. Conducts exit interviews.
- d. Conducts investigations concerning perceived violations of state, city or federal laws, as well as, the city's personnel rules and regulations or other city policies.
- e. Counsels management on appropriate disciplinary actions to ensure compliance with federal, state and local laws and regulations. Responsible for appeals and dispute resolution.
- f. Represents the city in unemployment hearings and in court on employment litigation matters.
- g. Experience in establishing and maintaining effective working relationship with employees, supervisors, department heads, city councilors, and citizens.
- h. Has thorough knowledge of human resources field. Knowledge must include federal and state laws regarding employment issues with an extensive background in employee relations.
- i. Effectively communicates and interacts with all level of personnel within the city.
- j. Displays excellent customer service skills.
- k. Knowledgeable of conflict resolution, consensus building, and persuasive techniques.
- l. Ability to attend off-site meetings.

#### 3. Project Management

- a. Creates and implements strategies to attract, retain and develop a competent and knowledgeable work force for the city.
- b. Manages large scale projects for Human Resources Department, many of which impact the entire organization.
- c. Reviews and recommends change in current policies and programs or develops and implements new ones that effect entire organization.
- d. Experience in communicating effectively, verbally and in writing, and to prepare comprehensive reports and presentations
- e. Strong project management skills.
- f. Experience in leading large-scale projects.
- g. Strong knowledge in the development and implementation of policies and procedures.
- h. Experience in analyzing complex issues and develop recommendations that affect a wide scope of areas.
- i. Ability to assess the potential short-term and long-term impact of decisions.
- j. Excellent organization and detail skills.

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- k. Has strong computer skills.
- l. Can work independently.

#### **4. Essential Supervisory Duties**

- a. Develops and/or participates in the development of staff work plans, measures and tracks progress towards goals, prepares and conducts timely and constructive performance appraisals.
- b. Schedules staff, assigns and supervises work, prioritizes programs and projects and effectively uses available resources to accomplish objectives.
- c. Makes decisions or recommendations for hiring, promotions, transfers, disciplinary action, and other personnel actions as necessary.
- d. Coaches, counsels and supports staff to maximize efficiency and effectiveness. Consistently educates and advises staff on organizational rules, regulations, policies and procedures. Supports creative thinking and problem solving and encourages participatory decision making when appropriate.
- e. Provides training and job enrichment opportunities and encourages professional growth and development.

#### **OTHER FUNCTIONS:**

- 1. Other duties as required.
- 2. Acts as director of human resources in director's absence.

—Employees are held accountable for all duties of this job—

#### **SCOPE OF AUTHORITY:**

Receives minimal supervision under the direction of the director of human resources. Plans daily work activities and prioritizes tasks. Prepares and/or develops plans for projects and programs involving coordination with other departments and/or outside organizations. Some precedents and/or procedures exist. Expected to handle difficult and specialized situations in human resources department or functional area. Assists director in developing complex ideas in new and undefined areas pertaining to human resources functions that effect the entire organization.

##### Financial Accountability:

Develops the budget for the department. Makes recommendations to the director of human resources for budget allocations.

#### **SUPERVISION EXERCISED:**

Supervises three (3) full-time staff: Administrative specialist III, human resources analyst, and benefits analyst.

#### **COMMUNICATION/WORKING RELATIONSHIPS:**

Internal Contacts: Supervisors, department heads, city council, human resources staff, and city employees.

External Contacts: Applicants, candidates, human resource peers from other organizations, both public and private, and vendors.

#### **WORKING ENVIRONMENT/PHYSICAL ACTIVITIES:**

Work is primarily performed in an office environment.

#### **MINIMUM EDUCATION OR FORMAL TRAINING AND EXPERIENCE:**

Bachelor's Degree in Human Resources or related field plus five (5) years' experience as a senior human resources generalist or related area. Master's Degree preferred. Two (2) years supervisory experience required. A combination of education and experience may be considered. SPHR certification highly desirable. An individual with excellent human relations skills, extensive project management experience, good conflict management skills, strong participative management orientation, strong organizational skills. Must have a valid Colorado driver license.



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**MATERIAL AND EQUIPMENT DIRECTLY USED:**

Requires use of computer and office equipment. Microsoft Word, Excel, Oracle, HR Smart, and PowerPoint software used. Copier and fax also used.

**Note:** This job description is not intended to be an exhaustive list of all duties, responsibilities, or qualifications associated with the job.

**EQUAL OPPORTUNITY EMPLOYER**

Department Head: \_\_\_\_\_

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

Human Resources: \_\_\_\_\_

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





## Human Resources Administrator

Class Code:  
667

Bargaining Unit: Not Applicable

CITY AND COUNTY OF BROOMFIELD  
Revision Date: Oct 2, 2010

### **SALARY RANGE**

\$33.85 - \$51.05 Hourly  
\$70,408.00 - \$106,184.00 Annually

### **DESCRIPTION:**

This class consists of staff level professional and administrative work supervising a team of human resources staff members. Performs professional and supervisory duties relating to the planning, managing, organizing, implementing, and coordinating assigned programs and activities. Provide holistic services to the public by seeking ways to integrate programs or services provided by other departments, divisions and agencies. The incumbent works in partnership with other employees, departments/divisions, agencies and the public in delivering effective and innovative services.

### **ESSENTIAL REQUIRED TASKS/EXAMPLES OF DUTIES:**

(Persons hired in this position must be able to perform all the essential tasks required by the position. The following statements are illustrative of the essential functions of the job and do not include other nonessential or peripheral duties that may be required. Broomfield retains the right to modify or change the duties or essential and additional functions of the job at any time without notice.)

Maintain confidentiality of information consistent with applicable federal, state, and city and county rules and regulations. The incumbent is responsible for planning, developing, and implementing assigned programs and projects. Establishes goals and objectives for assigned area. Assists department head in long-range planning. Responsible for recommending changes in organizational structure, methods, and procedures. Participates in the development and implementation of departmental policies and procedures. Conducts planning/ideation sessions with appropriate audience in order to gather ideas and information to effect innovative and cost-effective programs. Coordinates and balances assigned activities with those of other divisions or departments, governmental agencies, or community organizations. Maintains awareness of federal, state, and local laws, rules and regulations pertaining to human resources operations. Assigns work to subordinate staff. Issues oral and written guidelines and reviews procedures developed by subordinate staff. Reviews and analyzes work completed to determine effectiveness in meeting standard, goals and objectives. Implements change and develops or assists in development of new projects or activities. Maintains responsibility for all equipment in use by assigned staff; ensures that they are operating effectively and safely. Assists in the assessment of departmental needs to determine necessity of capital improvements and equipment acquisition.

Hires, assigns, schedules, evaluates and directs work of subordinates; trains subordinates to render effective service to the department. Determines training needs for subordinate staff, completes needs assessments with employees to determine appropriate on-the-job and classroom training. Approves and evaluates effectiveness of training programs utilized for subordinate personnel. Appraises performance of subordinate staff. Assists subordinate employees in problematic areas by establishing and monitoring performance plans. Initiates appropriate corrective or disciplinary actions based on performance/conduct of assigned employees.

Handles recruitment for assigned area. Creates/revises job descriptions accordingly. Prepares ads, job announcements, and application forms; develops evaluation materials; coordinates and conducts evaluations, screening, and interviewing; notifies applicants of their status and extends job offers. Prepares personnel action forms to make changes in payroll status. Ensures that required data are pre-filled on personnel action form. Updates and maintains PeopleTrak in a timely and accurate manner. May conduct employee orientation sessions to include information on benefit package and Personnel



Merit System. Assists employees with questions, complaints, problems, or claims. Assists in the development and maintenance of the City and County's position classification system. Reviews system periodically and revises as needed. Assists in the audit of positions and prepares classification recommendations to department heads.

Advises managers on employee relations and organizational development issues and interpretations of personnel rules and policies. Assures compliance to the Personnel Merit System, Broomfield personnel policies and applicable state and federal laws and regulations. Provides assistance and participates in administrative decisions. Advises department officials and employees on the policies, rules, regulations and procedures relating to various employee programs such as leave, insurance and other employee programs and benefits. Assists in the preparation and presentation of information to employees regarding employee benefits and policies. Assists in the preparation and review of human resources policies and procedures as necessary to maintain the effectiveness of the human resources program. Assists in the preparation of annual audit data as required. Conducts exit interviews. Looks for patterns and summarizes responses. Makes recommendations regarding working conditions.

Assists with the administration of the employee fringe benefit program: Resolves inquiries and problems concerning life, accident and health benefits, leave administration, workers' compensation, organizational issues and development, employee relations, classification, and compensation programs. Participates in the enrollment of employees in insurance (including COBRA), retirement programs, and other benefit programs. Resolves inquiries and problems concerning employee insurance or benefit application. Analyzes and processes unemployment compensation claims as required. Advises Director of Human Resources and applicable administrators or agencies of potential problems or concerns. Conducts periodic surveys related to local human resource management practices. Compiles data and presents recommendations to department head. Completes various surveys related to personnel policies, benefits and pay rates as requested from other public and private entities. Assists in the oversight and coordination of training program for City and County employees. Schedules or conducts appropriate in-house training. Assists employees in locating training sources. Responsible for the revision of and maintenance of the position classification system.

Prepares a variety of reports and projects as requested by the department head. Provides input to annual departmental budget. Elicits information from subordinate personnel regarding needs of work units. Presents and defends budget proposal to department head. Administers assigned budget to ensure effective expenditure of allocated funds; authorizes purchases of supplies, materials, and equipment. Keeps operational records and makes required reports. Addresses inquiries and complaints from the public or other divisions or departments concerning department's programs and activities. Make presentations regarding department activities before civic or school groups. Represents the department at various governmental and professional meetings. Attends meetings, workshops, and conventions as necessary for the maintenance of effective services. Reviews proposed ordinances and regulations, plans, and technical reports related to departmental activities for content, accuracy, and feasibility. Provides assistance to other City and County departments as required. Evaluates service costs and makes related recommendations. Identifies and recommends improvements in departmental operations to ensure assigned functions are efficient and cost effective. Takes proper safety precautions, anticipates unsafe circumstances, and acts accordingly to prevent accidents. Uses all required safety equipment. Performs related duties as required.

The incumbent is responsible for effectively managing his or her workload to achieve departmental goals. Assures that responsibilities are performed in compliance with federal and state regulations, Broomfield policies and procedures and the Broomfield Municipal Code. Maintain confidentiality of information consistent with Colorado and federal laws. Manage and supervise operations to achieve goals within available resources; plan and organize workloads and staff assignments; train, motivate and evaluate assigned staff; review progress and direct change as needed. Provide leadership and direction in the development of short and long range plans; gather, interpret, and prepare data for studies, reports and recommendations; coordinate department activities with other departments and agencies as needed. Assure that responsibilities are performed within budget; perform cost control activities; monitor revenues and expenditures to assure sound fiscal control; prepare annual and semi-annual budget requests; assure effective and efficient use of budgeted funds, personnel, materials, facilities, and time.

Provide professional advice on issues to department heads, City and County Manager and City Council;



make presentations to supervisors, boards, commissions, civic groups and the general public. Communicate official plans, policies and procedures to staff and the general public. Maintain liaison with other departments as well as state, local, and other public officials. Answer letters of inquiry and talk with patrons; address public and civic organizations, which inform the public of policies, procedures and the availability of facilities for public use.

Determine work procedures, prepare work schedules, and expedite workflow; study and standardize procedures to improve efficiency and effectiveness of operations. Issue written and oral instructions; assign duties and examine work for exactness, neatness, and conformance to policies and procedures. Maintain harmony among workers and resolve grievances; perform or assist subordinates in performing duties; adjust errors and complaints. Develop and implement policies, procedures and standards for efficient and effective operation and maintenance of operations. Assure compliance with established policies and procedures.

The incumbent is responsible for administering the following programs within his or her assigned area including the oversight of subordinate employees assigned to these activities: recruitment, employee relations, compensation, classification, benefits administration, training coordination and assessment. This includes but is not limited to the production of all required paperwork, coordination of and participation in all meetings and interviews, completion of all paperwork, assessment of applicants' and employees' skills, facilitating meetings between employees, conducting investigations, etc. The incumbent operates a personnel computer utilizing word processing, worksheet and database software such as Word, EXCEL, PeopleTrak and ACCESS. The incumbent operate a motor vehicle in order to attend off-site meetings. Act as a consultant for departments and employees in all areas of human resource management including employee relations, classification, training assessments, organizational development, benefits, compensation, etc. Assists in the enrollment of employees in insurance, retirement, and other benefit programs. Answer questions and concerns regarding employee benefits and other programs. Conduct salary and benefit surveys and surveys on working conditions and personnel policies and procedures; summarize findings and prepare analysis of data. Assure that facilities and equipment are maintained properly and coordinate maintenance and repair functions. The following statements are illustrative of the essential functions of the job and do not include other nonessential or peripheral duties that may be required. The City and County of Broomfield retains the right to modify or change the duties or essential and additional functions of the job at any time.

**MINIMUM QUALIFICATIONS:**

**Training** - Bachelor's degree from an accredited college or university in human resources, public administration or closely related field - Master's degree preferred

**Experience** - Five years of increasingly responsible experience in human resource management with specific experience in the recruitment of exempt and non-exempt positions, benefits administration including health and welfare plans, leave administration, compensation, classification, and employee relations, preferably in a municipality or public jurisdiction. Must also have at least two years experience supervising employees.

Preferred – PHR/SPHR certification and/or certification from the American Compensation Association.

OR

Any equivalent combination of training and experience that provides evidence that the applicant possesses the Necessary Applicant Traits.

**Necessary Special Requirements** - Must be at least 21 years of age. Must possess and maintain a valid driver's license and safe driving record for continued employment. New hires must, as a condition of employment, pass the following pre-offer and post-offer/hire processes: oral board, reference checks, background checks including local police check and sex-offender registry, drug screen, driving records check through DMV, and fingerprint checks through CBI/FBI.

**WORKING CONDITIONS:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. The noise level in the environment is moderate. Work is generally scheduled Monday through Friday with some evening, weekend and



holidays hours required. The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. While performing the duties of this job, the employee is frequently required to sit, talk or hear, walk and use hands to finger, handle, or feel objects, tools, or controls. The employee is occasionally required to reach with hands and arms, stand, climb or balance, stoop, kneel, crouch, or crawl. Physical demands are described as sedentary (exert up to 10 lbs. 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. Involves sitting most of the time but may involve walking or standing for brief periods of time). Data entry and other tasks may require sitting at a computer for several hours. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, and ability to adjust focus. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

**NECESSARY APPLICANT TRAITS:**

**Knowledge** - Considerable knowledge of the principles and procedures of public sector human resource management, employee benefit plan management and administration, employee 401a and 457 pension plan administration, public sector employment law and contract administration, and personnel policy development and administration. Considerable knowledge of the principles and practices of local government budgeting including the expertise to develop budget estimates and performance measurements. Considerable knowledge of the principles, laws, regulations and case law related to benefits and human resource management including but not limited to Fair Labor Standards Act, Title VII, ADA, ADEA, other civil rights laws, IRCA, COBRA, FMLA, other public sector employment law, applicable pension regulations under the IRS Code, applicable health and welfare plan regulations under the IRS Code and DOL, other wage and hours laws, unemployment compensation, workers' compensation, Open Records, and Open Meetings. Working knowledge of contract administration and purchasing concepts. Considerable knowledge of the practices and theories of classification systems, compensation and salary survey studies. Working knowledge of personnel policy development and administration. Working knowledge of the principles and practices of workplace safety, loss prevention, occupational medicine, medical case management. Working knowledge of electronic information systems and assigned software including word processing, desktop publishing, Internet, worksheet and database applications. Working knowledge of the principles and practices of modern office management and recordkeeping.

**Skills** - Skill in understanding and responding to customer needs. Skill in the operation of a motor vehicle driving under all conditions. Skill in the operation of a personal computer (including required software such as Word, Excel and Access), telephone, copier and calculator.

**Abilities** - Ability to handle confidential information; exercise considerable initiative and sound judgment; plan, organize, assign and review the work of subordinate staff; communicate effectively verbally and in writing; work well with varied and demanding people; effectively motivate, develop and discipline subordinate staff; evaluate program effectiveness and efficiency; develop budget estimates and monitor budget expenditures; work from broad direction with limited supervision; work well with culturally diverse people; prepare budget documents, reports, and statistics; establish and maintain effective working relationships with employees, public, and other agencies; organize information in a clear and logical format; evaluate resources and personnel needs; identify, analyze, and address problems and trends in a timely, efficient, and equitable manner; organize activities in order to complete tasks in accordance with priorities, address multiple demands, or meet deadlines; organize tasks and working environment to maximize efficiency; focus attention on tasks, which may be complex, routine, or repetitive, without losing concentration or becoming distracted by external activities; adapt to interruptions, equipment failures, unusual demands, or changing priorities; handle confidential information; employ and enforce safety practices and policies; and coordinate, analyze and utilize a variety of reports and records.

**PERFORMANCE INDICATORS:**

(Identifies specific job performance requirements to measure performance criteria for job evaluations.)

The incumbent performs duties within the organizational structure of the Department/Division, following appropriate procedures and policies. The incumbent is evaluated in the following areas:

Adherence to the Mission Statement and Guiding Values	Job Knowledge/Technical Expertise	Quantity and Quality of Work
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<b>Leadership Factors</b> Provide direction Lead courageously Influence others Foster teamwork Motivate others Coach and develop Champion positive change	<b>Interpersonal Factors</b> Build relationships Display organizational savvy Manage disagreements	<b>Self-management Factor</b> Act with integrity Demonstrate adaptability Develop oneself
<b>Thinking Factors</b> Analyze issues Use sound judgment	<b>Motivation Factors</b> Drive for results Show work commitment	<b>Communication Factor</b> Speak effectively Foster open communication Listen to others
<b>Administrative Factor</b> Establish plans Manage execution	<b>Organizational Knowledge</b> Use technical/functional expertise Know the business	

A review of the incumbent's performance on the above performance indicators will be conducted on a periodic basis as determined by the supervisor. The supervisor evaluates the incumbent's administration of policies and procedures through daily observations, spot checks, written reports, feedback from other staff members and the public, and communication with the incumbent.

**WORKING RELATIONSHIPS:**

**Independence of Action** - Works under the general direction of the Director of Human Resources. Meets with the supervisor to establish overall goals and objectives. Exercises considerable independence of judgment in meeting assigned objectives and implementing department operations, services, and programs. The supervisor is kept informed of progress and potentially controversial matters and areas of far-reaching implications. Completed work is reviewed from an overall standpoint of meeting the department's goals and in providing acceptable service levels to the City and County/community. Errors could affect employee pay, benefits, records, or status resulting in poor employee morale, poor public relations, civil liability, or inadequate City personnel services.

**Personnel Management Responsibility** - Management of assigned programs requires the personal supervision of professional, administrative, and clerical subordinates including hiring, scheduling, delegating tasks, reviewing performances, recommending corrective or disciplinary actions and providing training. Goals, objectives, policies and procedures for completing job tasks and assignments are outlined by the incumbent. Employees' performance, as well as the over all department's performance, is the responsibility of the incumbent.

**Working Relationships** - Working relationships are typically with other divisional/departmental employees, department heads, personnel from other public or private entities, vendors, and the public.



CITY OF COMMERCE CITY  
Revision Date: Dec 9, 2013

## Human Resources Manager

Bargaining Unit: At Will

Class Code:  
244-020

### SALARY RANGE

\$32.77 - \$49.15 Hourly  
\$2,621.62 - \$3,932.38 Biweekly  
\$68,162.02 - \$102,241.98 Annually

### GENERAL PURPOSE:

The Human Resources Manager manages and coordinates the City's classification, recruitment, employment, benefit and compensation functions. The incumbent supervises professional staff as assigned and provides information and assistance to departments on policies and procedures relative to human resources. Drives Human Resources projects and processes.

### ESSENTIAL DUTIES & RESPONSIBILITIES:

- Manages and coordinates the City's classification, recruitment, employment, benefits and compensation functions
- Assists in preparation of department budget, monitors expenditures, and maintains records
- Monitors, maintains and makes recommendation to update the City's compensation plan and classification system
- Interprets, evaluates, modified, updates and applies administrative and City policies and procedures
- Interprets and applies wage and benefit laws and regulations
- Develops recommendations regarding appropriate pay levels based upon internal equity and external market data
- Investigates workplace allegations and reports findings to management.
- Maintains the confidentiality of sensitive management and department information
- Works with City Attorney's Office and department managers/supervisors in the development of solutions to address employee performance issues and disciplinary matters
- Researches, analyzes, summarizes and prepares varied reports including annual market survey and employee benefits
- Provides research and analysis for departments resolving compensation, classification and organizational issues
- Provides information to employees and management regarding city policies, regulations and ordinances as it relates to human resources.
- Maintain effective working relationship with employees, management, citizens, and elected officials
- Prepares correspondence, department documentation and personnel reports independently using prescribed format and conforming to all rules of punctuation, spelling, grammar, diction, and style
- Coordinates and oversees complex special projects
- Oversees coordination with departments in planning and implementing recruiting strategies
- Participates in professional organizations; stays abreast of new trends and innovations in the field of human resources
- Develops and recommends new and improved policies and plans regarding human resources
- Monitors and coordinates human resources processes and recommends opportunities for improvement
- Motivates and influences people to facilitate the City's mission



- Handles sensitive situations with tact and diplomacy
- Utilizes critical thinking skills to manage conflicting demands and priorities within the department and among staff
- Represents Human Resources at meetings and serves on committees
- Conducts one-on-one performance discussions with assigned staff
- Creates an inclusive environment by acknowledging the differences, perspectives and ideas of others
- Establishes budgetary and performance standards and controls
- Clearly define expectations and prepares timely performance evaluations
- Documents performance highlights and provides regular feedback to employees
- Develop recommendations regarding selection, hiring, training, evaluating, and disciplining assigned employees
- Mentors staff and identifies training opportunities to maximize performance
- Monitors training outcomes based on established training standards and requirements
- Performs supervisory activities including instructing, assigning, and reviewing work; maintaining standards, allocating personnel, acting on employee problems, selecting new employees; and implementing discipline, termination, and evaluation procedures
- Provides accurate feedback about the work produced
- Coaches and mentors employees for effective professional development and growth

#### **MINIMUM QUALIFICATIONS:**

Bachelor's degree in human resources, business administration or related field and six years of relevant, progressively responsible experience, including two years supervisory/lead experience. Municipal government experience preferred. Proficiency with Microsoft Office software applications. PHR or SPHR Certificate preferred. An equivalent combination of training and experience that provides the required knowledge, skills, and abilities may be considered. Must have a valid driver's license.

#### **KNOWLEDGE, SKILLS AND ABILITIES**

- Strong knowledge of principles, practices and methodologies of compensation and employment administration
- Solid knowledge of applicable federal and state regulations
- Solid knowledge of the preparation, processing and maintenance of established departmental standards, reports, and records that meet the requirements of the department and the City
- Strong interpersonal, analytical, decision making, problem solving and organizational skills
- Excellent customer service and communication skills
- Strong conflict resolution skills
- Effective and persuasive speaking, writing, and listening skills
- Ability to coordinate and work effectively with a variety of individuals and groups
- Ability to promote and enhance a team oriented work environment
- Ability to apply diplomacy to sensitive situations
- Ability to mentor and develop employees
- Ability to be creative, innovative and flexible in managing the changing needs of the department and the City
- Strong knowledge of general office operations, office equipment, and office management principles and practices
- Strong knowledge of business letter writing and report preparation, *data analysis & reporting*
- Advanced computer skills in Adobe and Microsoft Office Suite including Excel, Word, Power Point; broad knowledge of other computer applications use in the department

#### **EQUIPMENT USED, WORK ENVIRONMENT AND PHYSICAL ACTIVITIES:**

- Driving: Must be physically capable of operating motor vehicles in the normal course of assignments
- Office equipment: Daily use of a copier, scanner, and printer; occasional use of a calculator, and binding machine
- Computer equipment: Daily use of a personal computer, printer, MS Office software, document management software, and cell phone.
- Language skills: Reads and interprets documents, instructions, and manuals; writes reports and correspondence using proper spelling, grammar, and style; presents information and responds to questions individually and in small groups.
- Mathematical skills: Performs basic math calculations and uses a calculator
- Reasoning ability: Identifies and solves problems with a variety of concrete and abstract variables
- Physical activities: Sits for long periods of time; may walk, stand, bend, stoop, reach, climb, carry and lift for varying periods
- Lifting: May lift and carry up to 25 lbs
- Vision and hearing: Must have visual acuity to see and read paper and electronic documents; must be able to answer telephones, hear conversation and respond to verbal inquiries.
- Exposure to environmental conditions: Not applicable



*Reports to Director of Employee Relations*  
**CITY OF LAKEWOOD**  
**JOB DESCRIPTION**

<b><u>Personnel Manager/C0111</u></b>		<b>\$79,414 - 119,101</b>
Job Title/Job Type		
<b><u>Executive / C08/8810</u></b>	<b><u>Employee Relations Director</u></b>	
Occ. Group/Level / WCC	Title of Immediate Supervisor	
<b><u>Employee Relations/Personnel</u></b>	<b><u>November 6, 2012</u></b>	
Department/Division	Effective Date CC Req. Added	

### **JOB SUMMARY**

As a division manager, serves as the Personnel Manager in the Employee Relations Department, managing recruiting, training, and employee relations functions. Develops and administers City of Lakewood policies and procedures, as well as Federal, State and local laws and ordinances. Determines priorities and goals for the division, as well as for the department.

### **MAJOR TASKS, DUTIES AND RESPONSIBILITIES (This job description does not intend to list every function of the position.)**

#### **ESSENTIAL FUNCTIONS**

Prepares the Personnel Division annual budget and assists with departmental budget, as well as departmental budgets with regards to staffing and employees in conjunction with the Finance Department.

Supervises the Personnel Division staff to include hiring, writing performance evaluations, making pay recommendations, delegating work duties, etc.

Reviews and analyzes programs, policies, operations and forecasts departmental progress with regard to stated objectives and future needs of the City, to include department reorganizations and City-wide staffing.

Advises and assists supervisors on a variety of employee issues, including disciplinary actions and hearings, unemployment hearings, special evaluation process, etc.

Serves as a leader in the training and development of supervisors with regards to employment law, salary setting, performance evaluations, budget and staffing issues, etc. Is key in the development and implementation of an in-house, formal supervisory training program which provides opportunities for individual supervisor's growth and long-range development of employees.

Directs the development of the performance review and development system through Compensation Task Force, comprised of other Employee Relations Department staff, division managers, and high-level supervisors.

Develops and recommends policies or guidelines or changes to existing policies administered by the Employee Relations Department.

Evaluates the results of overall operations and service levels by the Personnel Division and provides regular reports to the Employee Relations Director, as needed.

Conducts investigations of complex or sensitive issues with other department personnel, including Police Department. Renders decisions and recommendations from result of investigations to appropriate department directors and/or managers.



Initiates and directs special projects and programs and coordinates with managers and supervisors within the City, to include Transitional Status, mediations, and orientations.

Participates in the annual pay recommendation program, advising supervisors and managers regarding salary increases.

Makes presentations to employee and citizen groups on various subjects and matters concerning employment, recruitment, diversity, culture, etc.

Attends meetings on a regular basis to ensure coordination with other departments and entities in personnel matters, to include employee counseling, terminations, and disciplinary actions.

Makes recommendations and provides oversight regarding classification and reclassification of positions presented by subordinates in the Personnel Division.

Serves as Acting Employee Relations Director in his/her absence.

Counsels employees on a variety of issues, including working hours, performance, pay, discrimination, etc.

Mediates employee issues with managers to resolve problems and minimize claims.

Must be able to interact with others in a positive manner.

Requires regular and prompt attendance.

## **ORGANIZATIONAL RELATIONSHIPS**

### **Supervision Received**

Receives supervision from the Director of Employee Relations.

### **Supervision Given**

Supervises the Employee Relations Specialist, Senior Employee Relations Coordinators (2) and the Employee Relations Coordinator.

## **ESSENTIAL QUALIFICATIONS (Knowledge, Skills and Abilities)**

### **Education**

Bachelor's degree, preferably in Human Resources Management or related field.

### **Experience**

A minimum of 5 years of increasingly responsible experience in human resource management, employee relations, or related field, including supervision of staff.

## **PREFERRED QUALIFICATIONS**

### **Preferred Experience**

Experience in forecasting and organizational development.

Senior Professional Human Resources (SPHR) certification.

### **Other Knowledge, Skills, and Abilities**

Substantial knowledge of personnel issues, employment law, including discrimination and sexual harassment.

Superior oral and written communication skills and ability.

Ability to demonstrate a high degree of ethics and integrity.

Ability to be innovative and creative in the development of plans, projects and programs addressing personnel issues.

Ability to work effectively with a wide variety of individuals; respect for diversity.

Ability to exhibit a record of continuing education and professional development.

Familiarity with Microsoft Office software.

Superior management and supervisory skills.

Possess high degree of confidentiality in handling delicate employee issues.

Must have highly developed communication skills to persuade and influence others to take the right course of action in handling sensitive employee and policy issues. Must be very articulate in communicating to others. Communication must be detailed, precise and meaningful so that others understand direction or advice.

Tact, poise, and diplomacy and the ability to convey negative information with composure and compassion.

Administrative courage and fairness and the ability to make decisions even in circumstances of conflict.

Must have ability to work independently and as a team member.

Strong organizational and analytical skills.

Must have exceptional customer service skills.

Ability to be proactive and identify potential problems and provide solutions.

Must have common sense and judgment skills to effectively solve problems and identify sensitive issues where a partner in the problem solving process is necessary.

Criminal background check is required.

Pre-employment credit check required.

## **PHYSICAL AND MENTAL REQUIREMENTS**

### **PHYSICAL REQUIREMENTS**

#### **Lifting and Carrying**

Must be able to lift/move files weighing up to 20 pounds; a cart is available to facilitate process.

#### **Body Position**

Sitting for extended periods of time. Moving about City complex and outlying areas. Bending and stooping to retrieve files.

#### **Hearing**

Must be able to respond to communication from customers, employees, citizens, etc. via telephone, computer and in person and to hear audible signals from computer and office equipment and surrounding environment.

#### **Vision**

Uses vision to read handwritten documents, enter data into computer and observe staff performance.

### **MENTAL REQUIREMENTS**

#### **Mathematics**

Must have basic addition and subtraction skills and ability to use computer or calculator to calculate salary and budget information.

#### **Remembering**

Must have ability to remember various regulations and instructions given and how policies and procedures are implemented.

Must be able to keep track of multiple projects simultaneously, as well as track projects being



handled by staff members.

### **Language Ability**

Must be able to read documents and communicate in assorted ways with individuals at all levels of the organization, as well as citizens and City Council members.

Must have ability to conduct training and other presentations to large and small groups of people.

Must be able to read and interpret HR material, employment law information, and policies and be comfortable in communicating with colleagues and staff.

### **Reasoning**

Must have the ability to apply common sense, understanding and good judgment in making decisions relevant to the position and manage multiple tasks and people resources.

Must have ability to make sound judgments in order to make effective recommendations and decisions.

Must have the ability to define problems, collect data, establish facts, and draw valid conclusions.

### **WORK ENVIRONMENT**

Work involves continuous interruptions, strict deadlines, and the need for attention to detail.

Work is performed in an office environment with travel to off-site locations. Work involves dealing with people who may be hostile, angry, frustrated, or upset. May involve occasional evening and/or early morning meetings. Work requires the ability to manage several projects simultaneously.

### **EQUIPMENT USED**

Computer and Laptop computer

Telephone

Photocopier

Fax machine

Calculator

Printer

Shredder

Television

Overhead projector

Job Description Approved by

Employee Relations Review by

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date



Loveland, CO

**POSITION TITLE:** HUMAN RESOURCES MANAGER

**DEPARTMENT:** Human Resources

**DIVISION:**

**REVISION DATE:** April 15, 2010

**FLSA STATUS:** X Exempt        Non-exempt

min 74,500  
max 119,100  
actual 84,531

**GENERAL PURPOSE:**

The Human Resource Manager is responsible for providing strategic and tactical leadership and support in all aspects of human resources for a diverse public sector organization. This includes, but is not limited to, recruitment and retention, employee relations, performance management, employee training and development, leadership coaching, conflict resolution, HRIS, policy/process monitoring and development, compensation, wellness and benefits. In addition, this position develops and monitors departmental budgets and programs, supervises designated human resource personnel and assists City departments with organizational and personnel related initiatives.

**ESSENTIAL JOB FUNCTIONS:**

Working with assigned client groups and the human resources staff this position will take a proactive, leadership role in creating strong partnerships with supervisors and employees to address high impact human resource issues. The position provides strategic leadership and support in the following areas: recruitment and retention, employee relations management with employees and supervisors, performance management, employee training and development, leadership coaching, conflict resolution, legal and policy compliance and development. In addition this person will consult on initiatives relating to compensation, benefits and wellness, and payroll.

Incumbents should have significant, detailed knowledge of all HR disciplines and programs as well as strong business acumen. In addition the incumbent will display an in-depth working knowledge of all local, state and federal laws and guidelines related to employment with a Colorado municipality. Responsible for conducting investigations of complex and/or sensitive nature and analyzing/researching critical HR issues. This role is responsible for communicating summary information and recommendations on various HR related topics, both verbally and in writing, to all levels of the organization including employees, supervisors, executive management and/or City Council. Professional and effective communication with external vendors, candidates and citizens is also a key function of the position.

Internal to the Human Resources department, this position assists the HR Director develop and monitor operational and program budgets. This includes analyzing programs, benefits and other workforce costs to identify success factors and cost savings

opportunities. This position assists with setting short term and long term goals and objectives.

**SUPERVISORY DUTIES:**

This position is responsible for supervision of City employee(s).

Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

**JOB QUALIFICATIONS:**

**Knowledge, skills and abilities:**

In-depth knowledge of the theories and practices associated with the field of human resources. Ability to analyze, evaluate and make sound decisions or recommendations. Strong detail, analytical and statistical orientation. Ability to communicate clearly and concisely, both orally and in writing, including making public presentations. Ability to write comprehensive reports on complex issues. Ability to direct, guide and develop staff. Thorough knowledge of applicable federal and state laws regarding employment issues. Strong customer service ethic, sound judgment and interpersonal skills. Ability to work effectively as a member of the Human Resources Department along with ability to work independently with very little direction. Ability to demonstrate a high degree of ethics, integrity and discretion.

**Core competencies:**

Accountability, Collaboration, Courtesy and kindness, Innovation, Integrity, Safety, Service

**Job specific competencies:**

Tactical Decision Making  
Leadership  
Business Acumen  
Job Expertise  
Performance Management  
Impact & Influence

**Education and/or formal training:**

Bachelor's degree in Human Resources Management, Business or related field required. Master's in Public Administration, Business Administration, Management, Labor and Industrial Relations or related field desired. Professional certifications and additional training related to conflict resolution and change management desired.

**Experience:**

In-depth knowledge of human resources principles and practices usually associated with a minimum five years of progressively more responsible human resources experience. Requires three to five years experience as an HR generalist or a specialist role with



exposure to all HR functions. Extensive experience in employee relations, recruitment strategy, and policy and program development highly desired. Supervisory experience desired.

**Material and equipment directly used:**

Personal computer and various software programs, laser printer, telephone, photocopier, calculator, fax machine

**Working environment/physical activities:**

Work is generally performed in an office environment that may require sitting for extended periods of time, with some standing, kneeling, bending, reaching and stooping and the ability to travel to various facilities. Light physical effort required by handling objects up to 20 pounds occasionally.

*Reasonable accommodations will be made to enable qualified individuals with disabilities to perform the essential functions.*

**Job 16841: Human Resources Supervisor/Manager (Supervise Non-Ex/Exempt)****Human Resources**

This Position is a: First-Line Supervisor. Highest Level Supervised: Non-Supervisory Exempt Employees. Develops, maintains and administers personnel management programs encompassing all functional areas of personnel/labor relations. Responsibilities include employment, salary administration, benefits, training, EEO, and planning of staffing requirements. Incumbent must spend 100% of time in human resources activities and is responsible for recommending and setting personnel policies. Excludes incumbents who only administer personnel policies.

Exempt: 100% Non-Exempt: 0%	Rates Actually Being Paid									Rate Ranges		
	No. Orgs.	No. Emps.	Avg.	Wtd. Avg.	Percentiles Reported					No. Orgs.	Avg. Min.	Avg. Max.
					10th	25th	50th	75th	90th			
<b>Individual Organizations</b>												
City and County of Broomfield	1	1	87,256	87,256	Human Resources Administrator					1	69,161	103,793
City and County of Denver	1	9	103,291	103,291	Human Resources Manager					1	74,395	119,031
City of Arvada	1	1	108,663	108,663	Employment Manager					1	79,470	108,663
City of Colorado Springs	1	1	100,302	100,302	Human Resources Manager					1	80,372	110,511
City of Commerce City	1	1	72,000	72,000	Human Resources Manager					1	68,163	85,203
City of Fort Collins	0				HR Strategic Partner Manager					1	66,163	92,311
City of Lakewood	1	1	100,090	100,090	Personnel Manager					1	71,053	106,538
City of Lone Tree	1	1	86,890	86,890	Human Resources Manager					1	70,501	105,701
City of Loveland	1	1	84,531	84,531	Human Resources Manager					1	73,501	117,601
City of Wheat Ridge	1	1	101,699	101,699	Human Resources Manager					1	75,109	112,695
County - Adams	1	2	90,918	90,918	Human Resources Manager					1	68,430	95,801
County - Arapahoe	1	2	96,439	96,439	Manager HR/Talent MHRM04					1	69,669	105,764
County - La Plata	1	1	56,356	56,356	HR Analyst-Sr					1	51,575	77,363
County - Mesa	1	1	78,726	78,726	DIRECTOR-HUMAN RESOURCES					1	60,733	85,026
County - Montrose	1	1	66,102	66,102	Human Resources Manager					1	52,874	79,311
County - Pueblo	1	1	72,804	72,804	HUMAN RESOURCES DIRECTOR 490					1	63,625	90,625
Fire - South Metro Fire Rescue	1	1	122,041	122,041	Human Resources Director					0		
Park & Rec - Foothills	1	1	74,718	74,718	Human Resources Manager					1	68,101	98,701
Town of Castle Rock	1	1	107,324	107,324	HR Manager					1	80,372	112,529
<b>Total Responses</b>	18	28	89,453	93,708	71,410	85,121	95,394	102,466	114,866	18	69,070	100,398
<b>Type of Public</b>												
City	10	18	95,205	97,301	-	87,119	100,249	106,749	-	11	73,478	106,779
County	6	8	76,891	81,088	-	67,778	84,021	93,175	-	6	61,151	88,981
Fire Department/District	1	1	122,041	122,041	-	-	-	-	-	0		
Parks & Recreation	1	1	74,718	74,718	-	-	-	-	-	1	68,101	98,701