



# Classification and Compensation Study

City of Madison, WI



- Firm introduction
- Project team
- Project overview
- Project timeline
- Employee role



# About Us

## Baker Tilly

- Headquartered in Chicago, IL
- Baker Tilly has existed for more than 90 years, **and local governments were some of our first clients!**
- 85 + years of industry specialization

## Public Sector

- 650+ specialized government professionals
- Serving 4,200+ government clients

## Compensation Consulting

- 30+ years of providing similar services to local governments
- Conducted more than 500+ studies since 2012
- Specifically focused on providing compensation services
- Have our own point factor job evaluation tool, called SAFE



Public sector: **Experience that matters**



4,000+ public sector clients



90+ years of industry experience



Serving clients nationwide

# Our Footprint

## Organizations we work with

- City, Town, Township, Village, County, Parish
- Bridge, Tunnel Authority
- Community Development Agency
- Housing, Redevelopment Authority
- Library
- Metropolitan Planning Organization
- Public Employee Retirement System
- Public Health Agency
- Public Power (electric)
- Public Schools (k12)
- Tollway Authority
- Transportation (bus, rail, airport)
- Utilities (water, wastewater)
- Watershed/River Authority



## Current Clients / Projects

- Beltrami County, MN
- Columbus, OH
- Compton, CA
- Kansas City Police Department
- LaCrosse Utilities, WI
- Lake County, IL
- Middletown, CT
- Milwaukee Metro Sewer District
- Pasco, WA
- Paso Robles, CA
- Savannah, GA
- Seattle Housing Authority
- Sioux City, IA
- Summit County, CO
- Ulster County, NY
- Weld County, CO

## Our Wisconsin presence

Baker Tilly understands Wisconsin, its businesses and its industries because we've been a part of your state's fabric for more than 90 years.

We were founded in Wisconsin, and it is home to our largest business unit.

## Wisconsin local presence

**12,000+**  
Wisconsin clients

**Five offices**  
in Wisconsin

**90+ years**  
of experience serving area clients

**1,000+**  
professionals in Wisconsin



 Baker Tilly office locations



# Our Compensation Consulting Team



**Jay Borcena**  
Consultant,  
*CCP in progress*  
California



**Nic Cahala  
Monteagudo**  
Consultant,  
CCA, PHR  
Wisconsin



**Jennifer Curtis**  
Director,  
SPHR, CLRM  
Texas



**Christine Frost**  
Manager  
Illinois



**Marti Gregory**  
Consultant,  
CCA  
California



**Janet Jackson**  
Consultant,  
*CCP in progress*  
Arizona



**Jada Kent**  
Director, Practice Leader  
CCP, CLRP  
Texas



**Thomas Patton**  
Consultant,  
CCA, CCP in progress  
Texas



**Valerie Sauer**  
Consultant,  
DEI  
North Carolina



**Lexi Scholten**  
Manager,  
CCA, CLRP  
Minnesota



**Sarah Towne**  
Manager,  
CCA  
North Carolina

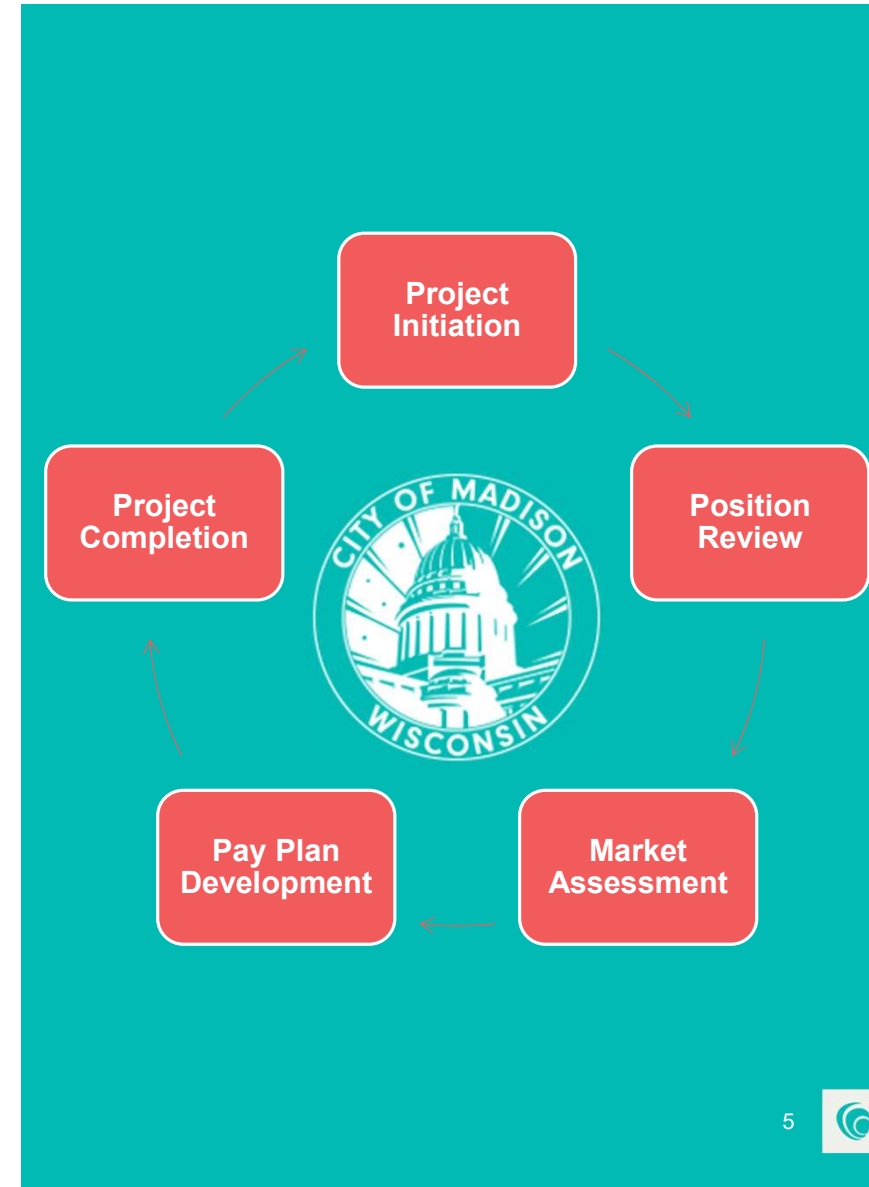


## Methodology

# Project Overview

## Project Initiation

- Planning meetings to establish goals and working relationships
  - Department Director Questionnaire (DDQ)
  - Timeline + Communication
  - Data collection:
    - Pay structures
    - Policy handbook
    - Job descriptions
    - Organization charts
    - Union or collective bargaining contracts
    - Census file (names, salaries, hire dates, etc.)
- Communication meetings for department heads and employees to learn about the study, to ask questions, walk through the PAQ.
- Position Analysis Questionnaires (PAQs)
  - Tell us in your own words about the work you perform
  - PAQs routed to supervisors for review



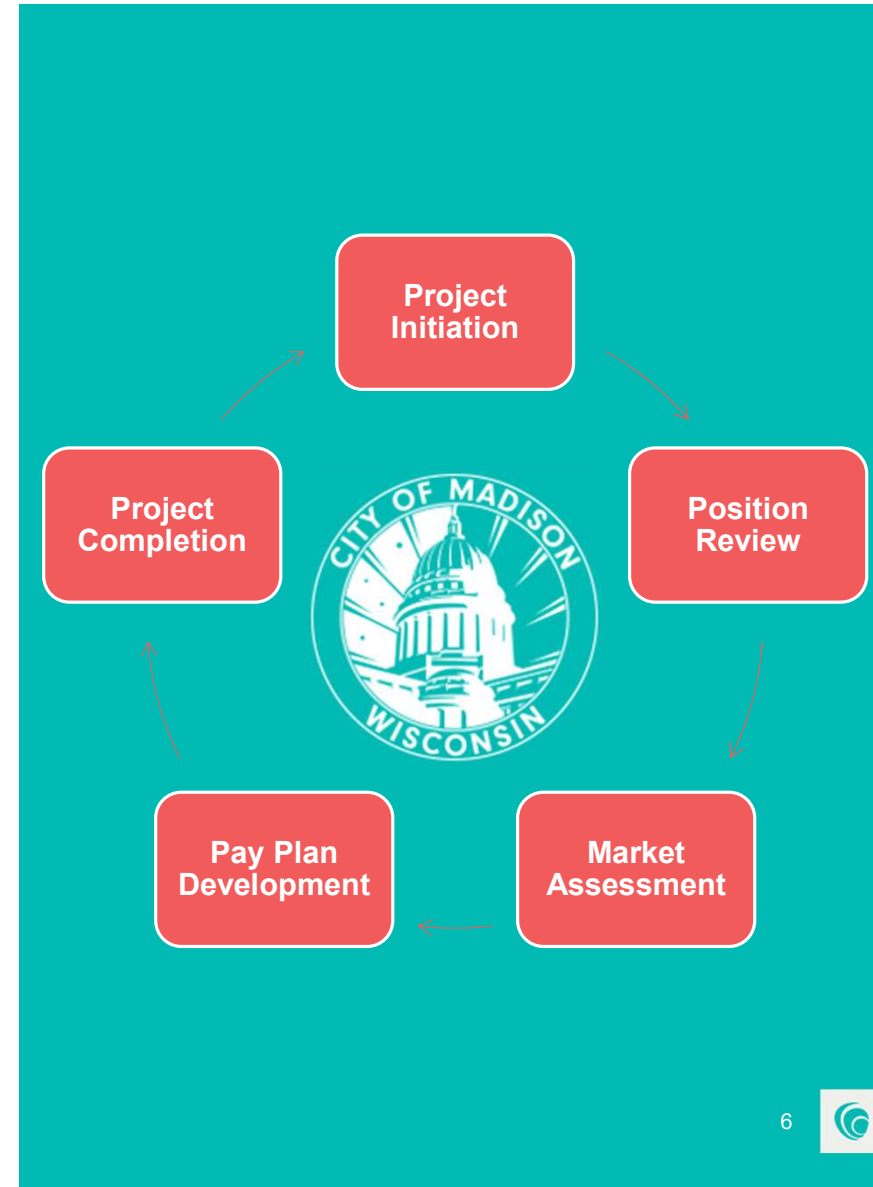
## Methodology

# Project Overview

## Position Review

- Title Review: We will review all titles and make recommendations for adjustments, as necessary
- Job Evaluation: We will conduct job evaluation using our point factor tool, called SAFE®. This process will establish a hierarchy of jobs within the organization that is reflective of internal equity.
  - ***This is a measurement of the position, NOT the person in the position***
- The 9 compensable factors:

1. Education	6. Working Conditions
2. Experience	7. Independence of Actions
3. Level of Work	8. Impact on the Organization/Community
4. Human Interaction	9. Supervision Exercised
5. Physical Demands	
- *SAFE is compatible and compliant with the Federal Equal Pay Act and Wisconsin's Fair Employment Law*

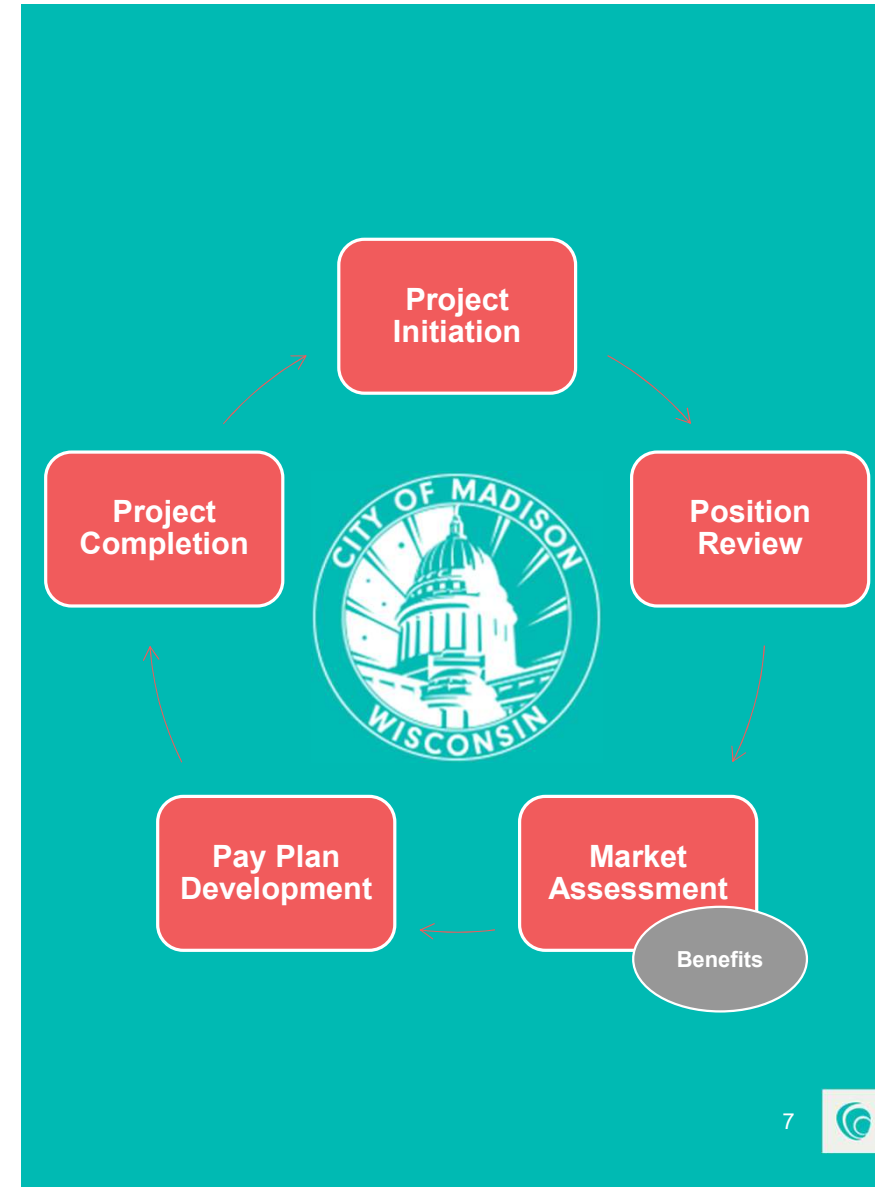


## Methodology

# Project Overview

## Market Assessment

- Peer Organizations (16): We will partner with the City to identify comparable and competitive peer organizations to include in the study.
  - Published salary survey data will be included to represent the private sector.
- Benchmark Positions: 560 positions out of 700 (80%) will be included as benchmarks in the survey.
- Data Adjustment: Some adjustments may be made to collected data to account for differences in work week, fiscal year, and geographic labor cost. *We do not weight the data.*
- Quality and Quantity Control: As a best practice, a “good match” is 75% overlap in duties and responsibilities + we require at least 3 or more matches per benchmark
- Market Report: reports demonstrating market averages and a comparison to the market will be prepared for review.
- Benefits Comparison: We will collect data on pay plans, pay policies, pay differentials, paid time off, medical premiums, retirement, and other pay and benefits program information for comparison to the City's offerings.

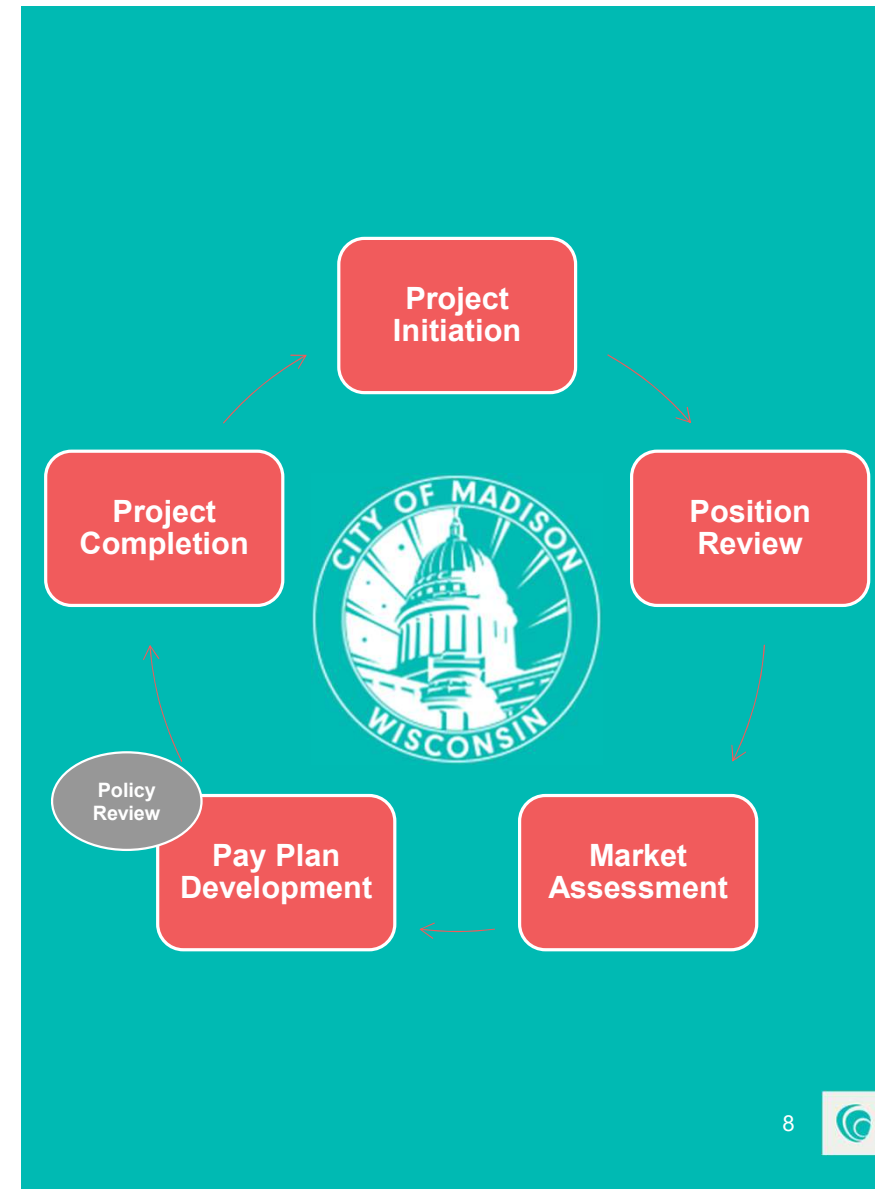


## Methodology

# Project Overview

## Pay Plan Development

- Pay Plan: We can utilize your existing pay plan and provide recommendations that are tailored to the study's results.
- Grade assignments will be based on internal equity (job evaluation), external equity (market), and existing equity (current midpoints and grade groupings) with consideration to career progressions, supervisor separation, business needs, etc.
  - We may recommend including department heads in a preliminary review of grade assignments.
- Implementation: We will prepare implementation calculations across 3 scenarios that will assist your organization in adopting the new classification and compensation system.
- Pay Policy Review: Using data collected from the benefits study and best practice, we will provide the City with recommended changes or additions to its policies describing how pay is administered.



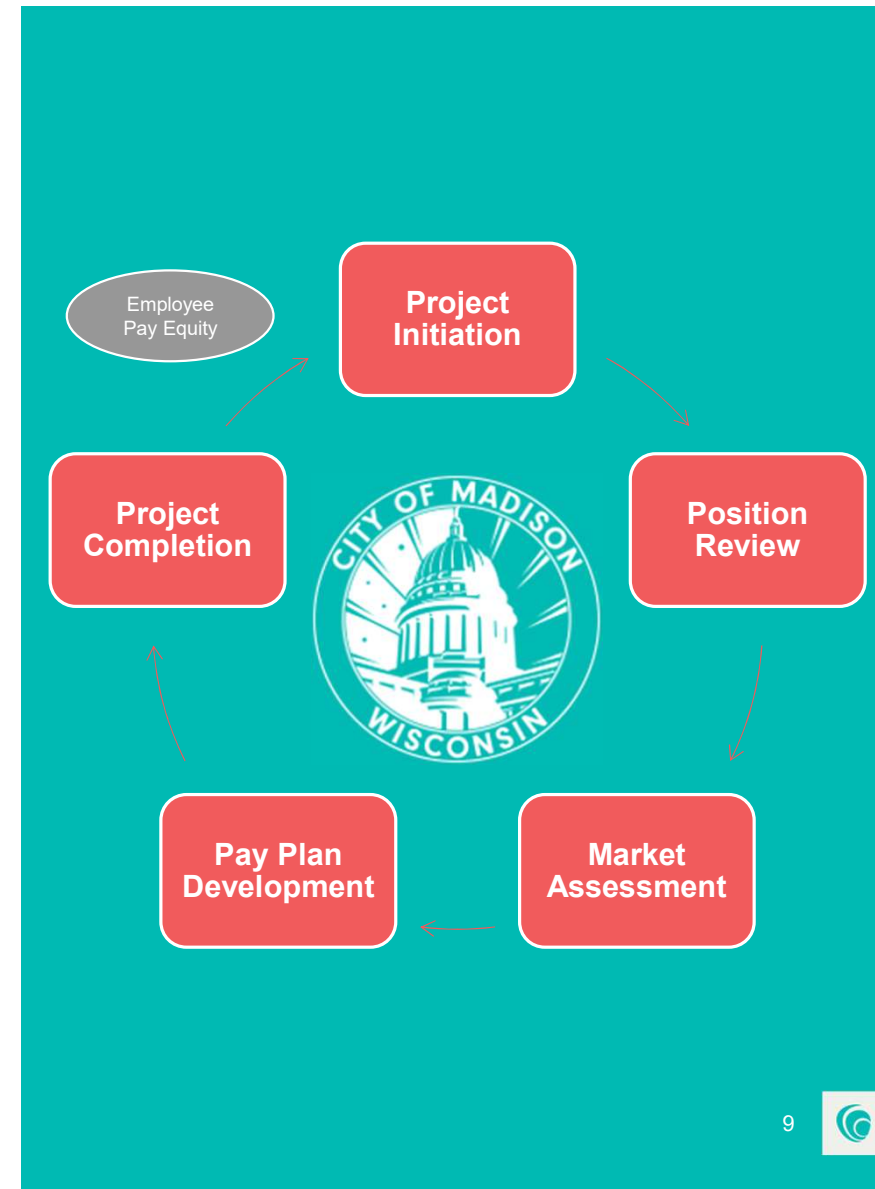


## Methodology

# Project Overview

## Project Completion

- Final report: We will document the methodology used to conduct the study, our findings, and recommendations.
- Final presentation(s): We can present the results to elected officials, senior leadership, employees, and/or designated staff, as desired.
- All project documentation will be delivered.
- Training: We will provide training to HR staff to administer and maintain the new classification and compensation system – including the SAFE® job evaluation process.
- Employee Pay Equity Review: We will analyze current and historical employee and pay data compiled by the City regarding specific factors expected to influence pay and determine to what extent protected characteristics (gender, race, and age) may influence employees' compensation, if any.





## Your role in the study - PAQs

- To properly review and evaluate positions, we need employee input!
- You are asked to complete an online Position Analysis Questionnaire (PAQ) which will allow you to provide details, in your own words, about the work performed in your position's title.
- PAQs will be distributed to your work email address with a link to access the questionnaire.
- Email from: ***admin@bakertillyusprod.appiancloud.com***
- You may download a copy of your PAQ responses before you click "submit."
- Once submitted, your PAQ is routed to your supervisor for review.



## Tips for completing the PAQ

- Explain the position, not the person in the position.
- *We're asking for the minimum requirements of the position and not your personal level of education/ experience.*
- Employees in the same title with similar responsibilities can collaborate to submit one PAQ as a group.
- *However, if you're in the same title and NOT performing the same tasks, please complete your own PAQ.*
- PAQ's will be routed to supervisors to review.
- *Supervisors are asked to review PAQs for accuracy and completeness and can provide feedback but cannot change the employee's original responses.*

- PAQs will be distributed: **Monday, July 22**
- Two weeks to complete, due: **Monday, August 5**
- Supervisor review due: **Monday, August 12**

# Frequently Asked Questions

## Will my job be cut?

- No. We are only looking at what jobs exist, what work is performed, and what is the value of that work.

## Will my salary be cut?

- Baker Tilly **does not** recommend pay decreases as a result of the study.

## Will my salary increase?

- Possibly, but no guarantee. This study will recalibrate the City's classification and compensation plan and that may mean individual salaries will need to be adjusted to fit into the new plan. The study may find that some positions were where they should be and adjustments may not take place.

## Is my performance being considered?

- **No.** We are only looking at the position, not the person in the position.

## What are essential functions? How do I account for duties that I only perform part of the year?

- We are looking for the MAJOR duties completed in your position. Consider all the tasks you are responsible for annually and how much time you spend on each. Some tasks may be consolidated.

## How many duties can I include?

- The online PAQ will allow up to 15 entries, but you only need to provide enough to capture the major duties of your position.

## I have temporarily taken on duties from a position that is vacant, do I include those?

- Unless your supervisor has indicated the vacant position has been eliminated and the additional duties are permanent to your role, do not include those tasks.

# Position Analysis Questionnaire

Employees will receive an email invitation to complete the PAQ.

Click “Start the Questionnaire” to open the Baker Tilly Appian homepage



Position Analysis Questionnaire Survey Invitation

admin@bakertillyusprod.appiancloud.com on behalf of Position  
To: Towne, Sarah

Wed 5/1/2024 1:38 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

**bakertilly**

**Position Analysis Questionnaire Invitation!**

Hi EMPLOYEE EXAMPLE

Please take a moment to complete your position analysis questionnaire:

[https://bakertillyusprod.appianportals.com/paq?\\$\\$p=AAAAAqAAAAAAAAABAAAAEHcHZINK5WBW-wV9MV88CLdijfPKP83T5szlab09UOJwAYrOfbpA8hal\\_X0FUq4fSin6zaRa-mIA6Hf1f5IC4OONymvvgX](https://bakertillyusprod.appianportals.com/paq?$$p=AAAAAqAAAAAAAAABAAAAEHcHZINK5WBW-wV9MV88CLdijfPKP83T5szlab09UOJwAYrOfbpA8hal_X0FUq4fSin6zaRa-mIA6Hf1f5IC4OONymvvgX)

Your insights are valuable in helping us to properly evaluate your position.

**Start the Questionnaire** 8/5/2024

**Questionnaire Due Date: 6/3/2024**

Instructions for Completing Your Position Analysis Questionnaire



# Position Analysis Questionnaire

## Position Analysis Questionnaire

**i** Questionnaire Information

? Basic Information

? Job Description

? Supervision

? ADA Supplemental Information

? Environmental Exposures

✓ Results

Welcome to the Questionnaire

EMPLOYEE EXAMPLE

Email

sarah.towne@bakertilly.com

Position

POSITION

Department

DEPT

**i** Questionnaire Instructions ← Instructions

This questionnaire is used to obtain information about your position and will be used to conduct a SAFE job evaluation and to develop a new position description. The questionnaire consists of multiple-choice and fill-in-the-blank questions; please be clear, accurate and complete. For multiple-choice questions, please check only the answer that fits best with your position. Once you complete the PAQ, your supervisor or department/division director will review and provide commentary; check only one box per question, except where indicated to 'select all that apply'.

SAVE FOR LATER    NEXT: BASIC INFORMATION

← Navigation information

The “Start the Questionnaire” link will bring you into the PAQ with your information loaded.



# Position Analysis Questionnaire

1. Date Of Hire

2. How many hours are you scheduled to work in a week?

- 35
- 37.5
- 40
- 43
- 56
- Other

**3 options on each page:**  
1) “Back” to return to a prior page  
2) “Save for later”  
3) “Next” to move forward to the next page

4. Explain shift rotation, (example: Stand-by, call back, etc)

 0/255

5. Date In Position



# Position Analysis Questionnaire

6. Job Summary - Briefly describe the purpose of your job in one (1) to three (3) sentences or phrases. This summary will describe your job in a manner similar to a job advertisement. It is a summary of the job's principal duties, as you might explain if someone asked you about your work. It is not intended to be an exhaustive list of duties and responsibilities. Start with an action verb describing the main covered by that statement, adding the object of that activity and conclude with the person, group or for whom the work is performed. What do you do, how, and for who? example: "Maintains facility and surrounding grounds by conducting minor maintenance, repair, landscaping, and custodial activities for the Parks and Recreation Department."

**You can recycle the summary from your existing JD if it is accurate. Or you can write a new summary, please use the example included.**

0/500

7. Essential Functions/List of Duties - Essential functions are the major duties performed - they are the reason the job exists. In writing each essential function, try to be as clear and concise as possible. Tip: focus on the goal and not the method for achieving it. Beginning each essential function with a verb is helpful (analyzes, develops, directs, coordinates, establishes, manages, responds, repairs, etc.) Please avoid abbreviations and jargon. In the right column, indicate the percentage of your time devoted to each entry. The total should amount to 100%. Duties that account for 10% or less of your time may not be a major function and can, instead, be lumped in with other entries. For duties that only take place part of the year, consider the percentage of time over a 1-year period this task is performed.

Description	Percentage	Delete
Task 1	30	X
Task 2	30	X
Task 3	50	X
Total (Should be 100%)	110%	

[+ Add Response](#)

**You can enter up to 15 essential functions. Each will need a % of time the activity is completed on an annual basis.**



# Position Analysis Questionnaire

8. Current Title - Do you think your current position title appropriately reflects the work?

Yes

No

9. If No, please provide the title that would be more appropriate

17/255

**What title best reflects the work performed?**

10. Which, if any, position titles does your position duties and responsibilities overlap with?

0/255

11. Which, if any, position titles fill in for you or perform your duties and responsibilities when you are absent or away?

0/255

12. Which, if any, position titles do you perform the duties and responsibilities for if they are absent or away?

**In considering current or recommended titles, understanding where your position does and does not overlap with other positions is helpful.**



# Position Analysis Questionnaire

**13. Education - Please indicate the minimum education level required to complete the normal, day-to-day tasks of this position**

- Less than High School Diploma or GED
- High School Diploma or GED
- Associates Degree
- Bachelors degree
- Masters degree
- PhD

**Minimum requirements of the position, not what education and experience you may personally hold.**

**15. Please indicate the minimum experience level required to complete the normal, day-to-day tasks of this position**

- No Experience
- Less than one year (minimal)
- One to three years (moderate)
- Three through five years (considerable)
- Six or more years (extensive)

**16. Licenses, Certificates and Registrations - Please indicate if there are any licenses, certificates and/or registrations required to perform your job (e.g., driver's license) (Supervisor's comments regarding this information may be provided in the Supervisor's Comments section below)**

License	Are these Required?	Delete
<p><b>List any additional qualifications and when they are required (upon hire, within 6 months, within 1 year, etc.)</b></p>		
<p><a href="#">+ Add Response</a></p>		



# Position Analysis Questionnaire

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**17. Work Level - Level of work required to complete your normal, day-to-day duties satisfactorily.**

- Handles every day, reoccurring basic assignments and problems.
- Handles a variety of typical assignments and problems independently
- Senior or supervisory level; handles advanced tasks and problems except those requiring policy or procedural change
- Managerial in nature; directs all assignments and deals with all problems

**18. Work Complexity - Complexity and difficulty level associated with the tasks necessary to complete your work. Consider the level of judgment, analytical ability and creativity required and whether there are standards, policies and procedures that guide your actions.**

- Regular and repetitive tasks, processes or operations requiring the selection and execution of actions based on defined procedures
- Fairly standard procedures and tasks where basic analytical ability is required, such as comparison of numbers and facts to select the correct actions. Detailed guidelines and procedures are generally used to make decisions or determine actions.
- Requires the application of a variety of procedures, policies and/or precedents and moderate analytic ability in adapting standard methods to fit facts and conditions.
- Considerable analytical ability is needed to select, evaluate and interpret data from several sources; interpretation of guidelines, policies and procedures is required
- Widely varied and involving many complex and significant variables, requiring analytical ability and inductive thinking in adapting policies, procedures and methods to fit unusual and complex situations

**19. Working Conditions - Conditions you are subjected to during your day-to-day duties:**

- Absence of disagreeable conditions
- Involves occasional exposure to some disagreeable elements (dust, heat, fumes, cold, noise, vibration or wetness) and accidents are improbable other than minor injuries
- One or more elements above; involves frequent exposure to hazards where lost-time accidents are definitely possible
- Several elements above are occasionally present to the extent of being objectionable or regular exposure to work situations that could result in incapacitating accidents or, on occasion, loss of life
- One or more of the above elements are regularly present and objectionable, or continuing exposure to work situations that could result in incapacitating accidents or periodic exposure to situations involving hazards that could result in total disability, critical illness or loss of life
- Continuous exposure to work situations involving hazards that could result in total disability, critical illness or loss of life, despite the provision and/or implementation of available safety measure

# Position Analysis Questionnaire

## 20. Interpersonal Skills and Communication Skills - Skills required during your day-to-day duties

- Little or no contact required except with immediate associates and direct supervisor
- Regular contact within the department, periodic contacts with other departments, outside agencies and the general public
- Regular contact within the department and other departments, outside agencies and general public (supplying or seeking information) on specialized matter
- Outside and inside contacts to carry out organization programs or occasional contacts with officials at higher levels on matters requiring cooperation, explanation and persuasion, or work requiring enforcement of laws, ordinances, policies and procedures
- Regular contact with persons of importance and influence involving considerable tact, discretion and persuasion
- Continuing contact involving difficult negotiations calling for well-developed sense of timing and strategy; representing department or organization in policy settings

## 21. Level of Responsibility - How much freedom or independence is required or allowed in the performance of your normal duties:

- Close supervision, or tasks are so routine and standardized that they do not require supervision
- Moderate supervision within standard operating procedures; supervisor or senior workers are generally nearby to answer questions, make judgment calls and/or prioritize work
- Limited supervision with general autonomy in determining how objectives are achieved; supervisors generally set operating benchmarks, goals and objectives
- General direction, based on broad goals and policies
- Involves setting policies and goals for the department or organization operation.

## 22. Organizational Impact and Consequences - How your daily duties impact the organization and the consequences of those duties:

- Supportive, informational, recording or other services to assist others in producing correct and effective results; minor consequences.
- Assisting and supporting others or individually providing data or facilitating services for use by others; minor to moderate consequence.
- Daily actions or services affect individual clients/citizens; activity has moderate impact on specific cases in service area
- Participating with others (within and/or outside of community/agency) in program development, service delivery and supervision of subordinate staff; moderate to serious impact
- Major individual impact on and accountability for end results affecting organizational unit or total community/agency

A value is required

# Position Analysis Questionnaire

23. Do you supervise people?

- Yes
- No

If “No” – you will not have to answer the following questions

24. Please check all that apply

- Work Group/Team
- Department
- Unit/Section
- Division
- Organization

25. Can you list the positions by title and number of individuals?

- Yes
- No

26. List the positions by title, along with number of individuals within the position, that you have responsibility for:

Position/Title	No. Individuals	Delete
Administrative Assistant	24/255	2
Maintenance Worker	18/255	5
<a href="#">+ Add Response</a>		

Please use position titles, not names of individuals

27. For the positions listed above, do you effectively recommend or take action on the following:

- Yes
- No

# Position Analysis Questionnaire

28. Which of the following actions do you take?

		Delete
Hire	Please Select a Value ▼	X
Assign Work	Please Select a Value ▼	X
Reward	Please Select a Value ▼	X
Transfer	Please Select a Value ▼	X
Promote	Please Select a Value ▼	X
Address Grievances	Please Select a Value ▼	X
Train	Please Select a Value ▼	X
Inspect Work	Please Select a Value ▼	X
Suspend	Please Select a Value ▼	X
Terminate	Please Select a Value ▼	X
Discipline (Oral Reprimand)	Please Select a Value ▼	X
Discipline (Written Reprimand)	Please Select a Value ▼	X
Evaluate Performance	Please Select a Value ▼	X
Demote	Please Select a Value ▼	X
Coach and/or Counsel	Please Select a Value ▼	X
Develop Staff Schedules	Please Select a Value ▼	X
<p><a href="#">+ Add Response</a></p>		

- Options:**
- Effectively Recommend
  - Take Action
  - N/A



# Position Analysis Questionnaire - ADA

To assist in developing class descriptions that recognize and accommodate the requirements of the Act, each employee is requested to complete the ADA supplemental information form. Please check only those physical requirements or activities and sensory requirements that are necessary to perform the essential functions of your job and those environmental conditions which apply.

**29. Physical Exertion (pounds) – This refers to the amount of force exerted on a day-to-day basis as a requirement of your position. The exertion refers to using personal force and strength to push, pull, or lift. This does not refer to items you use machinery to push, pull, or lift such that physical force is not required. Select the appropriate choice for each row.**

Pounds	Response	Delete
Up to 10 pounds of force	<i>Please Select a Value</i> ▾	✕
Up to 25 pounds of force	<i>Please Select a Value</i> ▾	✕
Up to 50 pounds of force	<i>Please Select a Value</i> ▾	✕
Up to 100 pounds of force	<i>Please Select a Value</i> ▾	✕
100 pounds or more of force	<i>Please Select a Value</i> ▾	✕

**Options:**

- Seldom or Never
- Sometimes
- Frequently or Most of the time

**30. If you responded sometimes or frequently, please provide examples of your duties that require the selected level of physical exertion.**

Please provide examples

0/500

**31. Physical Activity – This refers to the amount of time you spend sitting, walking, or standing on a day-to-day basis. Select the appropriate choice for each row.**

	Response	Delete
Stand	<i>Please Select a Value</i> ▾	✕
Walk	<i>Please Select a Value</i> ▾	✕
Sit	<i>Please Select a Value</i> ▾	✕

+ Add Response



# Position Analysis Questionnaire - ADA

32. Physical Agility – This refers to requirements involving movements such as climbing, stooping, kneeling, crouching, crawling, reaching, pushing, pulling, repetitive movements and manual dexterity. Select the appropriate choice for each row.

	Response	Delete
Climb or balance	Please Select a Value ▾	✕
Stoop, kneel, crouch or crawl	Please Select a Value ▾	✕
Reach with hands and arms	Please Select a Value ▾	✕
Taste or smell	Please Select a Value ▾	✕
Push or pull	Please Select a Value ▾	✕
Grasp, manipulate or make small precise hand movements	Please Select a Value ▾	✕
Make repetitive motions	Please Select a Value ▾	✕
<p><b>Options:</b></p> <ul style="list-style-type: none"> <li>• Seldom or Never</li> <li>• Sometimes</li> <li>• Frequently or Most of the time</li> </ul>		
<p><a href="#">+ Add Response</a></p>		

33. Sensory Requirements: Vision – This refers to the vision requirements. Select the choice that best reflects the requirements in your position.

- Standard vision requirements
- Special vision requirements - close and distance vision, ability to adjust focus, depth perception, color perception, night vision and/or peripheral vision

35. Sensory Requirements: Vocal – This refers to the vocal communications requirements. Select the choice that best reflects the requirements in your position.

- Ability to express ideas
- Ability to express detailed or important instructions to others accurately, loudly, and/or quickly

36. Sensory Requirements: Hearing – This refers to the auditory or hearing requirements. Select the choice that best reflects the requirements in your position.

- Standard hearing requirement
- Detailed hearing requirements: hear detailed information through oral communication and/or make fine distinctions in sound

BACK

SAVE FOR LATER

NEXT: ENVIRONMENTAL EXPOSURES

# Position Analysis Questionnaire - ADA

37. Environmental exposures – this refers to the specific disagreeable or hazardous conditions encountered as a result of day-to-day responsibilities in your position. Select the choice for each row.

			Delete
Work near moving mechanical parts		Please Select a Value ▾	✕
Work in high, precarious place		Please Select a Value ▾	✕
Toxic or caustic chemicals		Please Select a Value ▾	✕
Outdoor weather conditions		Please Select a Value ▾	✕
Extreme cold (non-weather)		Please Select a Value ▾	✕
Extreme heat (non-weather)		Please Select a Value ▾	✕
Moderate to very loud noise level		Please Select a Value ▾	✕
Blood borne pathogens	21/255	Please Select a Value ▾	✕
Communicable diseases	21/255	Please Select a Value ▾	✕

**Options:**

- Seldom or Never
- Sometimes
- Frequently or Most of the time

+ Add Response

BACK


SAVE FOR LATER RESULTS

Can “Save For Later” from every page.  
 You do not have to complete the PAQ all at once.

# Position Analysis Questionnaire - ADA




## Position Analysis Questionnaire

 Questionnaire Information

 Basic Information

 Job Description

 Supervision

 ADA Supplemental Information

 Environmental Exposures

 Results

## Survey Result

You have completed 100% of your questionnaire, do you want to submit your questionnaire?

**SUBMIT**

- or -


SAVE FOR LATER

- ✓ Once you complete the PAQ, you can still “Save For Later” if you want to come back to review.
- ✓ Once you click “Submit” you will not be able to edit or make changes to your PAQ.
- ✓ After you “Submit” your PAQ will be routed to your supervisor for review.




# Position Analysis Questionnaire - Supervisor

New Task: Position Analysis Questionnaire review for: RENEE BILLINGS

 Baker Tilly US <admin@bakertillyusprod.appiancloud.com>  
To: PAQSupport

[If there are problems with how this message is displayed, click here to view it in a web browser.](#)

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Position Analysis Questionnaire review for: RENEE BILLINGS 

This task was assigned to you on Feb 16, 2024 1:44 PM CST  
The task priority is Normal

[VIEW TASK](#)

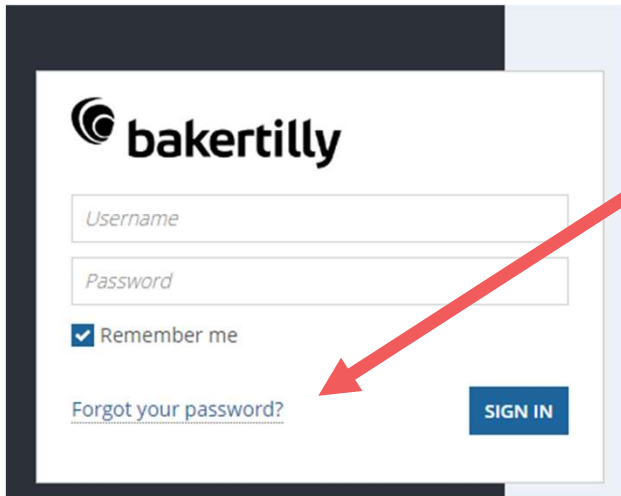
This message has been sent by Appian

**Supervisors will receive an email notifying of a PAQ ready to review.**

**Click “View Task” to open the Baker Tilly Appian homepage**



# Position Analysis Questionnaire - Supervisor



**bakertilly**

Username

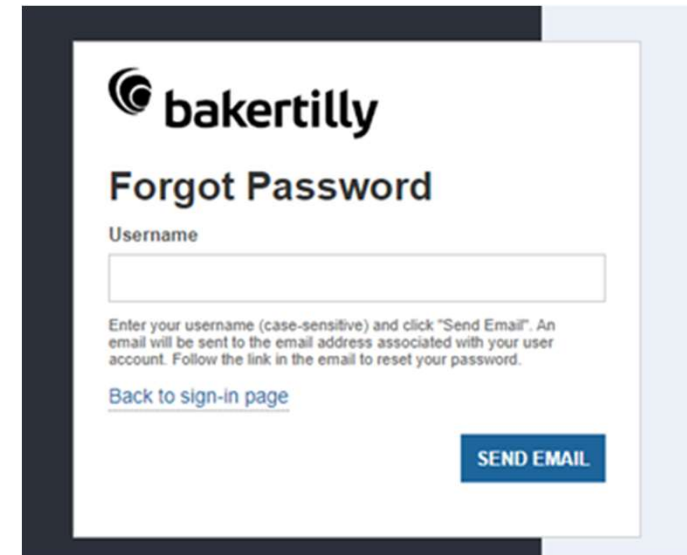
Password

Remember me

[Forgot your password?](#) **SIGN IN**

1. Click “Forgot your password?”
2. Enter your work email address as your username and click “Send Email”

- *A temporary password will be sent to your email.*
- *Once you click the link and log-in with the temporary password, you can create a new password.*
- *Recommend writing your new 15 character password down for safe keeping to log in later.*



**bakertilly**



## Forgot Password


Username

Enter your username (case-sensitive) and click “Send Email”. An email will be sent to the email address associated with your user account. Follow the link in the email to reset your password.

[Back to sign-in page](#) **SEND EMAIL**

# Position Analysis Questionnaire - Supervisor




 **Welcome, Vladimir**  
UAT TEST CLIENT SUPERVISOR

Survey Evaluations

NAME	START TIME	DUE DATE
Position Analysis Questionnaire review for: Dustin Struckman	1/29/2024 1:46 PM CST	1/29/2024 Due today
Position Analysis Questionnaire review for: Lexi Scholten	1/29/2024 2:10 PM CST	1/29/2024 Due today
Position Analysis Questionnaire review for: Lordina Samore	1/29/2024 12:27 PM CST	1/29/2024 Due today
Position Analysis Questionnaire review for: Vladimir Vasilev	1/29/2024 2:17 PM CST	1/29/2024 Due today
Position Analysis Questionnaire review for: Vladimir Vasilev	1/29/2024 2:25 PM CST	1/29/2024 Due today

5 items

**SURVEY DETAILS**



22 PLANNED | 1 COMPLETED

**OWN SURVEY**

Client: [UAT Test Client](#)

Due Date: 1/31/2024

Status: Pending

Own Survey Link: [CLICK TO COMPLETE OWN SURVEY](#)

**Supervisors will see all the PAQs assigned to them, including status, and any tasks to complete.**

# Position Analysis Questionnaire - Supervisor

13. Education - Please indicate the minimum education level required to complete the normal, day-to-day tasks of this position

- Less than High School Diploma or GED
- High School Diploma or GED
- Associates Degree
- Bachelors degree
- Masters degree
- PhD

14. Required Degree Major or Coursework  
test

Supervisor Comment

**Supervisors can provide comments but cannot change the employees original response.**

0/255

15. Please indicate the minimum experience level required to complete the normal, day-to-day tasks of this position

- No Experience
- Less than one year (minimal)
- One to three years (moderate)
- Three through five years (considerable)
- Six or more years (extensive)

Supervisor Comment

0/255



# Contact Information



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