



To: Ms. Jennifer Palmbos, Human Resources Director
From: Joel Palladini, Consultant
Sheena Horton, Director
Date: 4/23/2025
Re: Pay Grade Evaluation

This memo responds to your request for a pay grade evaluation of the following classification:

1. Central Records Specialist
2. Office Manager- Building Department

- It is our understanding that the **Central Records Specialist** position is responsible for complex clerical, administrative, and records management functions, with extensive customer service interaction. This includes researching and responding to public inquiries requiring a high degree of sensitivity and confidentiality. Required duties include skills with specialized law enforcement database software, public relations, detail-oriented database entry, and high proficiency in multi-tasking in a fast-paced environment.

MGT reviewed several potential benchmark positions to determine the best match for the specific duties and responsibilities of the given position. MGT selected the benchmark, "Legal Records Clerk I" from Salary.com's CompAnalyst database (Ann Arbor, MI | Government | All FTEs, base average: \$44,600).

Based on our assessment of position duties, Livingston County's 2024 pay grade order, and relevant external market data obtained from Salary.com CompAnalyst, we recommend the following:

- Grade Placement – Based on further analysis, MGT recommends **Grade 4** of Livingston County's grade order to ensure market competitiveness. The minimum salary for this recommended group is \$44,595.20, the midpoint salary is \$50,190.40 and the maximum salary is \$56,492.80. After further market analysis, the average salary of \$44,600 fits in the recommended pay grade range of Livingston County's 2024 pay grade order.

MGT believes this recommendation will appropriately reflect the level of skill, responsibility, and duties of the Central Records Specialist.

- It is our understanding that the **Office Manager** position is responsible for overseeing administrative support staff in delivering timely and accurate customer service to the public, managing front desk operations, and contributing to office efficiency through software implementation and the development of office-wide standards.



MGT reviewed several potential benchmark positions to determine the best match for the specific duties and responsibilities for the given position. MGT selected a hybrid benchmark that includes, “Administrative Assistant I (60%)” and “Office Manager (40%)” from Salary.com’s CompAnalyst database (Ann Arbor, MI | Government | All FTEs, base average: \$60,700).

Based on our assessment of position duties, Livingston County’s 2024 pay grade order, and relevant external market data obtained from Salary.com CompAnalyst, we recommend the following:

- Grade Placement – Based on further analysis, MGT recommends **Grade 7** of Livingston County’s grade order to ensure market competitiveness. The minimum salary for this recommended group is \$56,700.80, the midpoint salary is \$63,814.40 and the maximum salary is \$71,822.40. After further market analysis, the average salary of \$60,700 fits in the recommended pay grade range of Livingston County’s 2024 pay grade order.


MGT believes this recommendation will appropriately reflect the level of skill, responsibility, and duties of the Office Manager.

Sources:

<https://companalyst.salary.com/>

Central Records Specialist
Salary.com CompAnalyst

Title	Description	Base Average Salary	Weight
Legal Records Clerk I	Files, indexes, and codes legal documents. Assists in ensuring control and storage of legal records complies with external and organization's specific regulations and standards. Assists in quality checks and proper storage of documents. Coordinates off-site file storage and retrieval. Provides attorneys and legal staff with requested information. Requires a high school diploma. Typically reports to a supervisor. A01-Entry : Works under the close direction of senior personnel in the functional area. Possesses a moderate understanding of general aspects of the job. May require 0-1 year of general work experience.	\$44,600	1.0
	Ann Arbor, MI (Metro) Government All FTEs	\$44,600	1.0

SCOPE 	BASE(000s)			
	25TH	50TH	75TH	AVG.
Ann Arbor,MI (Metro) All Industries \$50M - \$200M Revenues (\$ USD)	41.5	47.3	53.5	47.4
Ann Arbor,MI (Metro) All Industries All FTEs	42.2	48.0	54.3	48.1
Ann Arbor,MI (Metro) Government \$50M - \$200M Revenues (\$ USD)	38.5	43.9	49.6	44.0
Ann Arbor,MI (Metro) Government All FTEs	39.1	44.6	50.4	44.6

Sources:


<https://companalyst.salary.com/>

Office Manager

Salary.com CompAnalyst

Title	Description	Base Average Salary	Weight
Administrative Assistant I	<p>Provides administrative support to an individual, team, department or group in an organization. Collects, reviews and analyzes data and prepares reports, charts, budgets, and other presentation materials utilizing word processing, spreadsheet, or specialized software. Prepares and distributes reports or other communications on a regular schedule. Maintains files, databases, and archives of relevant records. Screens calls and responds to or routes routine inquiries from external or internal sources with appropriate correspondence or other messaging. Schedules and coordinates meetings, travel, and other group activities. May manage expense reporting, invoicing, office supply inventory, or other routine processes. Requires a high school diploma. Typically reports to a supervisor or manager.</p> <p>A01-Entry : Works under the close direction of senior personnel in the functional area. Possesses a moderate understanding of general aspects of the job. May require 0-1 year of general work experience.</p>	\$46,900	.6
Office Manager	Oversees and manages the daily activities of office staff to ensure efficient operations, service delivery and expense control. Develops and implements procedures and policies for all administrative activities. Typically manages record-keeping, document preparation, mail distribution, reception, bill or invoice processing, maintenance services, technical support, project coordination/scheduling, and other related internal operations. Oversees the selection of vendors and the purchase of office equipment and supplies. Coordinates resources to troubleshoot, determine the best solutions, and	\$87,200	.4

	<p>solve problems. Tracks and analyzes operational costs and monitors budget. Recruits, trains, and coaches office staff to achieve optimal performance. May require a bachelor's degree. Typically reports to a head of a unit/department.</p> <p>M01-Entry Manager (Sr. Supervisor) : Supervises a group of primarily para-professional level staffs. May also be a level above a supervisor within high volume administrative/ production environments. Makes day-to-day decisions within or for a group/small department. Has some authority for personnel actions. Typically requires 3-5 years experience in the related area as an individual contributor. Thorough knowledge of functional area and department processes.</p>		
	Ann Arbor, MI (Metro) Government All FTEs	\$60,700	1.0

SCOPE 	BASE(000s)			
	25TH	50TH	75TH	AVG.
Ann Arbor,MI (Metro) All Industries \$50M - \$200M Revenues (\$ USD)	55.8	61.9	69.5	63.1
Ann Arbor,MI (Metro) All Industries All FTEs	57.9	64.1	72.1	65.5
Ann Arbor,MI (Metro) Government \$50M - \$200M Revenues (\$ USD)	51.8	57.5	64.6	58.6
Ann Arbor,MI (Metro) Government All FTEs	53.7	59.6	66.9	60.7