

**SEMINOLE COUNTY GOVERNMENT  
AGENDA MEMORANDUM**

**SUBJECT:** Compensation and Benefits Briefing

**DEPARTMENT:** Human Resources **DIVISION:**

**AUTHORIZED BY:** Kevin Grace **CONTACT:** Janet Davis **EXT.** 7940

<b>Agenda Date</b> 7/27/04__ <b>Regular</b> <input checked="" type="checkbox"/> <b>Consent</b> <input type="checkbox"/> <b>Work Session</b> <input type="checkbox"/> <b>Briefing</b> <input type="checkbox"/>
<b>Public Hearing – 1:30</b> <input type="checkbox"/> <b>Public Hearing – 7:00</b> <input type="checkbox"/>

**MOTION/RECOMMENDATION:**

Present the Compensation and Benefits analysis and request Board approval to maintain the 4% salary adjustment.

**BACKGROUND:**

This fiscal year the County hired Palmer & Cay to conduct a review of the current compensation system. The attached review focused on identifying strengths and weaknesses and provided recommendations on the foundation for the compensation program. This was accomplished by evaluating the 1997 findings of the Coopers & Lybrand recommendations that were implemented by the organization.

The Coopers & Lybrand study centered on the County changing the foundational compensation system to broadbanding. The broadband system reduced the number of job classifications while focusing on jobs with varying required knowledge and skills being paid at the same rate.

The findings from the Palmer & Cay review indicated that overall, Seminole County has made progress toward maintaining competitive wages, but still falls slightly behind the market. The study also found that the County's benefit package is competitive with other area employers. The review further identified the need to readdress the broadband system. While broadbanding is an appropriate system that has improved the way compensation is administered, it was determined that the system as implemented, was too broad and required adjustments on the bands.

A review was also conducted on the County's annual merit increase practices. It was concluded that a 4% adjustment is consistent with standard compensation practices.

It is requested that in order to remain competitive, the Board maintain the 4% overall salary adjustment based on the following allocation:

- 2.5% Annual Adjustment - Calculated on the Total Salary
- 1.0% Merit - Calculated on the Mid-Point of Salary Range
- .5% One Time Adjustment - To be used to bring staff to market (Mid-Point)

<b>Reviewed by:</b>
<b>Co Atty:</b> _____
<b>DFS:</b> _____
<b>Other:</b> _____
<b>DCM:</b> <i>SS</i>
<b>CM:</b> <i>KB</i>
<b>File No.</b> _____



# Executive Summary

Recommendations

Compensation and Benefits Analysis

*Seminole County/BCC*

*Human Resources Department*

*December 2003*

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## Executive Summary

In 2002 Seminole County developed strategic planning goals. The findings of this report fulfill one of the Workforce Development goals: "We will undertake a comprehensive review of compensation and benefits by February 2004." Initiation of this goal began in July 2003 when a Request for Quote (RFQ) was prepared to solicit consultant services to conduct this review.

## Scope

The scope of the project included:

- I. Validity assessment of current *base pay systems* to include:
  - Job analysis process (Position Information Questionnaire)
  - Job descriptions format and general content
  - Job evaluation system
  - Band classification system
  - Methodology for pay range development
  - Methodology for base pay adjustments
  
- II. Assessment of *market competitiveness* of benefit programs and major practices to include:
  - Salary
  - Paid Time Off
  - Health Insurance Coverage (including medical and dental plans)
  - Long-term Disability Insurance
  - Optional Benefits
  - Holidays
  - Deferred Compensation
  - Florida Retirement System
  - Flexible Work Hours
  - Service Awards

A Seminole County Task Force was developed with all departments represented. On September 9<sup>th</sup> this task force selected Palmer and Cay Consulting Group. Palmer and Cay's first Task Force meeting was held on October 7, 2003. Task force representatives worked directly

with their departments collecting data as requested by Palmer and Cay. On December 3<sup>rd</sup>, Palmer and Cay presented their recommendations. Their recommendations are summarized in this report.

## Overall Recommendations

### Strengths

- Position Information Questionnaire is comprehensive with some minor changes.
- Flexibility in hire in starting salaries.
- Overall benefits package.

### Weaknesses

- Job descriptions in multiple formats.
- Internal equity.
- Pay compression.

### Recommendations

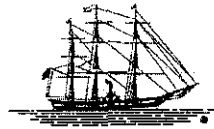
- Update all job descriptions to one format and delineate what is needed for the next level.
- Move up to the next level within the band if requirements are met/skill set acquired/value added.
- Develop one memo form for all job reclassifications.
- Maintain current organization charts for validity.
- List working titles under broad band title.
- Make more bands or pay zones within bands – rename.
- Contribute toward part-time (not seasonal) health insurance coverage.
- Redo band classification.

### Appendixes

**Seminole County  
Board of County Commissioners**

**Compensation and Benefits Analysis Services**

**December 2003**



**PALMER & CAY**  
**CONSULTING GROUP**

76 S. Laura St., Ste. 1400  
Jacksonville, FL 32202  
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1. Introduction
2. Base Pay Systems Review
3. Market Competitiveness Review
4. Overall Recommendations

## **Introduction**

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The Seminole County Board of County Commissioner's (the County) retained Palmer & Cay Consulting Group (PCCG) to provide compensation and benefits consulting services. Project objectives included:

- I. Validity assessment of current *base pay systems* to include:
  - Job analysis process (Position Information Questionnaire)
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## Job Analysis Process

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PCCG conducted a review of the Position Information Questionnaire (PIQ) currently utilized by the County, and we have provided the following comments by section.

### **General Information:**

This section contains the standard job information required for the job evaluation process. The County should consider adding a space for the supervisor's phone number, in case the evaluator has any questions or needs to schedule a job audit.

### **General Instructions:**

This section is very useful by providing answers to questions employees often have when completing the form.

#### **I. Position Summary:**

This section solicits information on the primary purpose of the position and tools and equipment used by the position. These are both important pieces of information to collect in a PIQ. Particularly helpful is the example provided for a Position Summary, as this is something that many employees have difficulty articulating in writing. In addition, the necessary tools and equipment required by the position is important to consider both for complexity of the job and for physical requirements.

#### **II. Principal Position Duties:**

Again, the instructions provided, especially the chart indicating the estimated percentage of time, should be helpful to employees completing the PIQ. For jobs being reviewed for possible reclassification, having the employee list the tasks that have been added in the last three years should assist the evaluator in determining how the job has changed.

#### **III. Job Evaluation Factors:**

Most job factors have seven (7) levels listed under each factor, resulting in an equally weighted point-factor system, and overall, there are clear distinctions between each level. All job factors appear to be relevant to jobs within the County. Additional comments on particular job factors are provided below:

##### **1. Formal Education/License, Certifications or Registrations**

Appropriate emphasis is placed on the minimum educational requirements of the job, rather than on the employee's own level of education. The County should consider formal licensing, certification, etc., in addition to college education, when assigning points for this factor.

##### **2. Work Experience**

The number of levels is appropriate, but the description of each level can be confusing due to overlap. The County should consider clarifying this, such as shown below:

Current	Recommended
0 to 1 year	Up to 1 year
1 year to 2 years	At least 1 year
2 years to 3 years	At least 2 years
3 years to 5 years	At least 3 years
5 years to 7 years	At least 5 years
7 years to 10 years	At least 7 years
Over 10 years	Over 10 years



## Job Analysis Process (continued)

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### **3. Impact of Actions/Impact on Budgets, Revenues and Grants/Dollar Magnitude**

The County should consider deleting Section 3b - Impact on Budgets, Revenues and Grants, or clarifying the terminology used in and providing specific examples of what is meant by the following terms:

- Incidental
- Supportive
- Recommending
- Controlling
- Delegating

### **4. Complexity**

This factor provides a good explanation and good distinction between levels.

### **5. Decision Making**

This factor provides a good explanation and good distinction between levels.

### **6. Communication**

This factor provides a good explanation and good distinction between levels.

### **7. Managerial Skills/Supervisory Knowledge of Staff's Occupations**

The County should consider asking for the number *and titles* of direct and indirect reports. It is not clear how the Supervisory Knowledge of Staff's Operations is used to evaluate jobs, and if it is not considered, it should be removed to simplify the form.

### **8. Responsibility for the Welfare of Others**

Unlike the others, this job factor has only three (3) levels *and* degrees within each level. The example provided shows the selection of one level of responsibility and one level of frequency; however, it appears that multiple levels with different levels of frequency could apply to some jobs. In addition, this is a job factor that is typically evaluated in a more active form, i.e., a risk/safety factor as it relates to the incumbent in the job being evaluated rather than the incumbent's responsibility for the welfare of others. In its current form, this job factor gives more weight to jobs with lead worker or supervisory responsibilities – jobs that already have many other directly related job factors. (Delete this factor.)

### **9. Innovation/Creativity**

This factor provides a good explanation, good distinction between levels, and asks for specific examples, which is helpful to the evaluator.

**Job Analysis Process (continued)**

**IV. Working Conditions/Physical Efforts**

This section appears to be a comprehensive list of the working conditions and physical efforts required of County jobs; however, due to the great diversity of County services and jobs, the County should consider adding space so that jobs with working conditions and physical efforts that do not fit into the categories provided can be described. Many organizations also wish to address the *frequency* of exposure when evaluating the job as well. An example is provided below.

Check All That Apply	Working Conditions	% of Time (Check one for each Working Condition selected)			
		Rare 0-25%	Occasional 25-50%	Frequent 50-75%	Constant 75-100%
	Normal office situation				
	Stockroom or warehouse				
	Typically works outside				
	High noise environment				
	High dust, dirt, grease environment				
	Works alone or closely with others				

Check All That Apply	Physical Efforts	% of Time (Check one for each Physical Effort selected)			
		Rare 0-25%	Occasional 25-50%	Frequent 50-75%	Constant 75-100%
	Typically sitting at a desk or table				
	Intermittently sitting, standing, stooping				
	Typically standing and/or walking				
	Typically bending, crouching, stooping				
	Typically crawling and/or kneeling				
	Typically jumping and/or throwing				

As it is currently written, this information does not appear to be considered in the job evaluation process. It is common for governmental-job evaluation systems to incorporate this information into a compensable job factor, so that jobs with the most strenuous physical efforts and adverse working conditions are given credit accordingly. It is important to consider the physical efforts and working conditions because many of the jobs with these characteristics would not otherwise rank very high on any other job factor, and it is these characteristics that add value to the job. (Collection of data for this factor provides the necessary information to remain compliant with the Americans with Disabilities Act.)

**V. Comments**

This section provides an opportunity for employees and supervisors to provide any final comments. For the Supervisor's comments section, the County should consider adding a statement that instructs them not to describe the incumbent employee's qualifications, skills or work performance, as the PIQ is not the appropriate place for such comments. Instead the Supervisor's comments should focus on how their views of the position's job, tasks, and requirements may differ from that which the employee described.

## Job Descriptions

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PCCG has provided the following recommendations based on our knowledge of best practices, experience with other clients, and taking into consideration feedback from the Task Force.

Although similar in format, some County jobs have job descriptions and some have position descriptions. The table below shows the sections of information contained in each format, listed in the order they appear on the documents:

<b>Job Description</b>	<b>Position Description</b>
Position Title	Classification Title
Working Title*	Work Area*
Class Code	Class Code
FLSA	FLSA
EEO Code	Effective Date
Effective Date	Function
Major Function	Education and Experience
Essential Functions	Special Requirements
Minimum Qualifications	Essential Functions
Working Conditions	Working Conditions

*\*For both, having a second, more descriptive title (working title, work area) is essential when using a band classification system, so that the specific job can be identified within the broad band of job titles.*

### **Recommendations – Job Description Format**

- Of the two formats currently being used, PCCG recommends using the job description format for all jobs.
  - In this format, the minimum qualifications section includes knowledge, skills and abilities required, and education, experience, special licenses/training; therefore it does not require a “Special Requirements” such as in the position description.
  - This format lists the requirements of the job section in an order that is more consistent with standard compensation practices.
- A “revision date” should be added to the job description format, which will show the history of changes to the job description (this would be in addition to the effective date).

## Job Descriptions (continued)

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### *Recommendations – Job Description Content*

- Based on the desired edits to the job description format we received as part of the internal review process for this project, it is clear that most job descriptions require some update. The County should have a policy that outlines the process for annually reviewing all job descriptions.
  - The annual job description review process is usually initiated by Human Resources.
  - Each Director is responsible for reviewing the job descriptions and recommending updates.
  - Human Resources is responsible for reviewing the proposed updates and revising the job descriptions as appropriate.
  - The revision date information will assist in identifying departments where job description updates are not being done consistently.
- To facilitate career pathing/succession planning, the minimum qualifications section should be modified to show what qualifications are required to reach the next level in a job series. For example, what specific knowledge, skills, abilities, formal education and/or experience does an “Analyst” need to become a “Senior Analyst” and then a “Principal Analyst”?

## Job Evaluation System

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PCCG reviewed the County’s current process for classifying jobs, and found that the process incorporates several strengths, or best practices:

### *Strengths*

- Requests from Departments are considered each fiscal year during the budget process. This is a trend we are seeing in many organizations as they try to simplify their processes and operate more effectively and efficiently.
- These changes are effective the first day of the new fiscal year.
- There are clear guidelines as to what documentation is needed to initiate the process.
- The process is sound, and both *internal equity* and *external competitiveness* are being considered.

### *Recommendations*

- The sample memorandums from Departments requesting an evaluation of a job should be combined into one memorandum with a check-off box indicating the type of request.
- In most organizations where HR Generalists serve as “consultants” assigned to specific departments, the individual Generalists will meet as a team first to discuss potential classifications/reclassifications prior to them being put in writing. This helps to maintain internal equity by being aware of the impact a change may have across departments, and helps to anticipate other problems that may be encountered.

## Band Classification System

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Banded classification systems, such as that used by the County, consist of broad classifications encompassing a variety of specific job titles that have similar qualifications, responsibilities and skill levels. It is a current trend in the field of compensation, and some of the desired outcomes of banded classification systems include:

- *Easier administration* due to fewer classifications;
- *Fewer reclassification requests*, since there should be a clear distinction between the band a classification is in and those above and below it; and
- *Fosters a team-oriented environment* by recognizing characteristics between wide varieties of job that are similarly valued.

Some of the difficulties associated with a banded classification system include:

- *Market pricing.* Reviewing external competitiveness by means of market pricing is done through salary surveys. An organization needs to be able to match the banded job with a more detailed description to facilitate appropriate survey matches. As an example, a salary survey will provide separate market data for a Budget Analyst, Human Resources Analyst, Network Analyst, etc. An administrator of a banded classification system has to be familiar with what specific duties fall into the “Analyst” classification in order to facilitate market pricing.
- *Maintaining Internal Equity.* If not carefully administered, it sometimes becomes the goal of trying to get a job into the desired pay grade by calling it an “Analyst” even though it does not have the same traits and requirements of other jobs in the category. This disrupts the balance of internal equity and can defeat the purpose of having a banded classification system.
- *FLSA.* The exempt/non-exempt status of jobs needs to be carefully monitored in a banded classification system, as this will be more driven by individual position than by overall classification (i.e., not all “Analysts” or “Coordinators” are necessarily the same exemption status).

### **Observations**

The County is currently experiencing several of these difficulties associated with its band classification system. In addition, PCCG found that the County’s current system appears to have jobs assigned to band classifications without any clear relationship from one level to the next. Typically, job title series in band classification systems (e.g., Analyst, Senior Analyst, Principal Analyst) identify career pathing opportunities within and across job families.

PCCG recommends that the County implement the following steps:

- Update the current job descriptions associated with the individual positions within the County.
- Review the banded classification assignment associated with each job description to ensure that the position is appropriately classified based on qualifications, responsibilities and skill levels, according to the County’s current job evaluation system.
- Implement any necessary changes to assigned classifications.
- Designate benchmark jobs associated with each classification title for the purposes of market pricing.
- Maintain an annual review policy (i.e., job descriptions and reclassification requests)

## **Methodology for Pay Range Development**

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Seminole County participates in compensation surveys covering other employers with similar jobs. This information is used to determine the relative competitive position of the County's pay structure. The Pay Plan contains salary ranges with a minimum and maximum rate for each title.

PCCG's recommended methodology for pay range development and update is also based on compensation surveys. To develop pay ranges, we recommend the County use, at a minimum, the following published survey sources:

- Economic Research Institute, *Salary Assessor Database*
- Florida Public Personnel Association, *Annual Market Survey*
- Watson Wyatt:
  - *ECS Geographic Report on Office Personnel Compensation*
  - *ECS Geographic Report on Professional & Scientific Personnel Compensation*
  - *ECS Geographic Report on Supervisory Management Compensation*
  - *ECS Geographic Report on Technician and Skilled Trades Personnel Compensation*
  - *ECS Geographic Report on Top Management Compensation*
  - *ECS Industry Report on Middle Management Compensation*
- William M. Mercer, *Benchmark Compensation Survey*

In addition to the published survey sources, PCCG recommends the County implement a customized private survey. A customized survey will help ensure that (1) the appropriate organizations are surveyed, (2) the appropriate jobs are surveyed, and (3) the matches of external organization jobs with County jobs are equivalent.

To maintain pay ranges, PCCG recommends the County use data from the WorldatWork's *Annual Salary Budget Increase Survey* (Seminole County currently does this) and/or comparable survey data. For example, if the WorldatWork data indicates an average two percent salary structure adjustment, all salary ranges (minimums, midpoints and maximums) should be adjusted by approximately two percent, if economically feasible, and the range spreads should remain consistent.

While it is important to review pay ranges annually, PCCG recommends that organizations conduct a detailed market analysis every three years to assess the integrity of its pay ranges with actual market conditions (i.e., midpoints should be closely aligned with the desired market position outlined in the organization's compensation strategy, or pay philosophy).

## Methodology for Pay Range Development (continued)

PCCG reviewed the County's current ranges for pay bands two through ten, and our observations are noted below:

Pay Band	Hourly			Annual			Range Spread (Width)	MP Differential
	Band Minimum	Band Midpoint	Band Maximum	Band Minimum	Band Midpoint	Band Maximum		
010	\$35.94	\$51.21	\$66.48	\$ 74,755	\$106,517	\$138,278	85%	30%
009	\$27.69	\$39.46	\$51.23	\$ 57,595	\$ 82,077	\$106,558	85%	24%
008	\$22.36	\$31.87	\$41.38	\$ 46,509	\$ 66,290	\$ 86,070	85%	22%
007	\$18.33	\$26.13	\$33.92	\$ 38,126	\$ 54,340	\$ 70,554	85%	22%
006	\$15.02	\$21.41	\$27.80	\$ 31,242	\$ 44,533	\$ 57,824	85%	22%
005	\$12.32	\$17.55	\$22.78	\$ 25,626	\$ 36,504	\$ 47,382	85%	22%
004	\$10.10	\$14.39	\$18.68	\$ 21,008	\$ 29,931	\$ 38,854	85%	15%
003	\$8.78	\$12.51	\$16.23	\$ 18,262	\$ 26,010	\$ 33,758	85%	15%
002	\$7.63	\$10.87	\$14.11	\$ 15,870	\$ 22,610	\$ 29,349	85%	

### Overall Observations



- The widths of the salary ranges are broader than those typically found for similar jobs. This results in the minimums being too low, which may lead to recruiting problems, and the maximums to be too high, which leads to potentially paying salaries that are higher than market norms, and is not an effective use of salary budget dollars.
- The midpoint differentials should reflect the differences in market rates for benchmark jobs within each pay band. Based on the market competitiveness review, overall the County's midpoints are slightly below the market median.
- Based on the market review, adjustments to the current pay bands will be required to facilitate career pathing within and across job families. Some options to accomplish this include adding additional pay grades with a common midpoint differential or widening the ranges to true "broad bands" and creating "pay zones" within the broad bands.

## **Methodology for Base Pay Adjustments**

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PCCG reviewed the County's current base pay adjustment policies, and found that they incorporate sound compensation practices, provided they are administered consistently. We have provided comments below for each method of base pay adjustment:

### ***New hire pay***

This policy is conservative yet provides some flexibility for hiring rates depending on an applicant's experience or skill level.

### ***Promotional increases***

This policy also provides flexibility to managers, but it is clear that a salary must stay within the salary range. If the County is experiencing inequities in promotional increases, or the perception of such, then it should consider adopting a policy with a more definite promotional amount.

### ***Lateral transfers***

The County's later transfer policy and procedures are written according to standard compensation practice.

### ***Reclassifications/transfers to lower level positions***

This policy incorporates a standard compensation practice by allowing some flexibility for a salary adjustment, under certain circumstances, providing it does not exceed the salary range.

### ***Reclassifications to higher-level position***

This policy incorporates a standard compensation practice by allowing some flexibility for a salary adjustment, and outlines that the salary should be at least equivalent to the new minimum.

### ***Internal/external equity adjustments***

This practice is growing in popularity, and is desirable because it helps to maintain morale so that new employees aren't seen as more valuable than tenured employees.

### ***Temporary assignments***

The amount of the temporary increase of 5% or to minimum of higher pay grade is a standard practices, but the County should consider reducing the number of days, which is currently 30, before awarding temporary assignment pay.

### ***Annual merit increases***

The County's policy is consistent with standard compensation practices and a leader in the public sector by basing salary adjustments on performance.

### ***Trainee positions***

PCCG considers this to be a best practice, one which is particularly helpful for hard to fill positions or for positions with specific minimum qualifications which are usually obtained through on the job training.

### ***Completion of career service probation***

This is a standard compensation practice, and one that is commonly used to support a base pay adjustment because it is based on demonstrated ability to perform the work.



## Benefits

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### *Paid Time Off*

Paid time off leave plans are a current trend. For the County, new full-time employees accrue 20 days per year of Paid Time Off (16 days for 24-hour shift personnel), and accrual rates increase with service time. This is competitive with the market.

### *Health Insurance Coverage*

Employees may choose a Managed Health Care (HMO) or Designated Provider Program (POSHMO). Dependent coverage is also available (the County pays 50% of dependent coverage). Most organizations comparable in employee size to Seminole County offer a variety of medical plans from which to choose.

### *Optional Benefits*

Seminole County offers the following additional optional benefits to employees:

- Dental Insurance: A choice of prepaid or indemnity plan available for employees and dependents at employee expense. *It is a common practice cross-industry to offer dental insurance at employee expenses; however, it is more common for public sector employers to contribute towards the cost.*
- Additional Life Insurance: At employee expense, additional life insurance up to four times annual salary; dependent coverage also available. *This is a standard practice and competitive with the market.*
- Short-Term Disability Insurance: At employee expense. *The availability of STD insurance is a standard practice for organizations utilizing PTO.*
- Long-Term Disability Insurance: Provides 50% of your salary if you become disabled. This benefit is paid by the employer. Employees have the option to increase the benefit to 60% and the employee pays for the additional coverage. Benefits are payable after 6 months of disability.
- Flexible Spending Account: A pre-tax account for childcare and un-reimbursed medical expenses. *This is a standard practice and competitive with the market.*
- Pre-Tax Payroll Deductions: Under Section 125 of the IRS Code, certain payroll deductions for insurance coverage may be taken out prior to income being taxed. *This is a standard practice and competitive with the market.*

### *Holidays*

Seminole County currently offers 11 paid holidays, which include an employee birthday holiday and a floating Work/Life Day. This number of paid holidays, as well as the policies and procedures associated with holiday pay is comparable with other public sector organizations. Eleven paid holidays is slightly more competitive than what is normally offered by private sector organizations.

### *Deferred Compensation*

Seminole County employees may choose to have pre-tax payroll deductions made for deposit into a 457 savings plan up to the IRS-established maximum of \$11,000 per year. *This is a standard practice and competitive with the market.*

## **Benefits (continued)**

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### ***Florida Retirement System***

All employees in regularly established positions are automatically covered from the first day of employment. Seminole County pays all contributions into the system in the employee's behalf. *This is a standard practice and competitive with the market.*

### ***Service Awards***

The County offers a comprehensive program of both formal and informal recognition and incentives to reward outstanding performance and enhance service to the citizens of Seminole County. We asked the Task Force to tell us what three Service Awards the employees in their Department appreciated the most, and the following received the most responses:

- Pat on the Back Award
- Years of Service Recognition Award
- Employee of the Month/Year
- Teamwork
- Gift Cards

Rewards and recognition programs are a current trend in compensation programs, and they should be monitored regularly for effectiveness and modified as needed.

## **Overall Recommendations**

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Our findings, based on this initial assessment of the County's Base Pay Systems and Market Competitiveness, indicate the base pay system is sound. Annual review to determine expected market fluctuations should continue to maintain the integrity of the system and to continue attracting, retaining and motivating quality employees in a fiscally responsible manner.

As stated previously in this report PCCG recommends the following steps be taken:

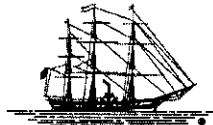
1. Job Description Update – Update all job descriptions using a consistent format and implement a process to review and update them annually.
2. Band Classification System/Internal Equity Review – Using the current job evaluation method, all working titles within each band (as opposed to the broad classification title) need to be evaluated individually based on the updated job descriptions to determine if they are in the correct band classification. Establish career paths within job families and across job families.
3. Update Salary Structure – Consider both the findings of the internal equity review and external market data to update and/or revise the current salary structure.
4. Cost Analysis – Conduct a cost analysis to determine the cost associated with implementing the changes, including a cost option to address the issue of pay compression.
5. Organizational Charts – Human Resources should conduct an annual review and update any changes to the organizational charts.

**Seminole County  
Board of County Commissioners**

**Compensation and Benefits Analysis Services**

**Draft Report**

**December 2003**



**PALMER & CAY**  
**CONSULTING GROUP**

76 S. Laura St., Ste. 1400  
Jacksonville, FL 32202  
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6. Appendix: Detailed Competitive Compensation Analysis

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This section solicits information on the primary purpose of the position and tools and equipment used by the position. These are both important pieces of information to collect in a PIQ. Particularly helpful is the example provided for a Position Summary, as this is something that many employees have difficulty articulating in writing. In addition, the necessary tools and equipment required by the position is important to consider both for complexity of the job and for physical requirements.

#### ***II. Principal Position Duties:***

Again, the instructions provided, especially the chart indicating the estimated percentage of time, should be helpful to employees completing the PIQ. For jobs being reviewed for possible reclassification, having the employee list the tasks that have been added in the last three years should assist the evaluator in determining how the job has changed.

#### ***III. Job Evaluation Factors:***

Most job factors have seven (7) levels listed under each factor, resulting in an equally weighted point-factor system, and overall, there are clear distinctions between each level. All job factors appear to be relevant to jobs within the County. Additional comments on particular job factors are provided below:

##### ***1. Formal Education/License, Certifications or Registrations***

Appropriate emphasis is placed on the minimum educational requirements of the job, rather than on the employee's own level of education.

##### ***2. Work Experience***

The number of levels is appropriate, but the description of each level can be confusing due to overlap. The County should consider clarifying this, such as shown below:

<b>Current</b>	<b>Recommended</b>
0 to 1 year	Up to 1 year
1 year to 2 years	At least 1 year
2 years to 3 years	At least 2 years
3 years to 5 years	At least 3 years
5 years to 7 years	At least 5 years
7 years to 10 years	At least 7 years
Over 10 years	Over 10 years

## **Job Analysis Process (continued)**

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### **3. *Impact of Actions/Impact on Budgets, Revenues and Grants/Dollar Magnitude***

The County should consider clarifying the terminology used in section 3b - Impact on Budgets, Revenues and Grants, or providing specific examples of what is meant by the following terms:

- Incidental
- Supportive
- Recommending
- Controlling
- Delegating

### **4. *Complexity***

This factor provides a good explanation and good distinction between levels.

### **5. *Decision Making***

This factor provides a good explanation and good distinction between levels.

### **6. *Communication***

This factor provides a good explanation and good distinction between levels.

### **7. *Managerial Skills/Supervisory Knowledge of Staff's Occupations***

The County should consider asking for the number *and titles* of direct and indirect reports. It is not clear how the Supervisory Knowledge of Staff's Operations is used to evaluate jobs, and if it is not considered, it should be removed to simplify the form.

### **8. *Responsibility for the Welfare of Others***

Unlike the others, this job factor has only three (3) levels *and* degrees within each level. The example provided shows the selection of one level of responsibility and one level of frequency; however, it appears that multiple levels with different levels of frequency could apply to some jobs. In addition, this is a job factor that is typically evaluated in a more active form, i.e., a risk/safety factor as it relates to the incumbent in the job being evaluated rather than the incumbent's responsibility for the welfare of others. In its current form, this job factor gives more weight to jobs with lead worker or supervisory responsibilities – jobs that already have many other directly related job factors.

### **9. *Innovation/Creativity***

This factor provides a good explanation, good distinction between levels, and asks for specific examples, which is helpful to the evaluator.



**Job Analysis Process (continued)**

**IV. Working Conditions/Physical Efforts**

This section appears to be a comprehensive list of the working conditions and physical efforts required of County jobs; however, due to the great diversity of County services and jobs, the County should consider adding space so that jobs with working conditions and physical efforts that do not fit into the categories provided can be described. Many organizations also wish to address the *frequency* of exposure when evaluating the job as well. An example is provided below.

		% of Time (Check one for each Working Condition selected)			
Check All That Apply	Working Conditions	<u>Rare</u> 0-25%	<u>Occasional</u> 25-50%	<u>Frequent</u> 50-75%	<u>Constant</u> 75-100%
	Normal office situation				
	Stockroom or warehouse				
	Typically works outside				
	High noise environment				
	High dust, dirt, grease environment				
	Works alone or closely with others				

		% of Time (Check one for each Physical Effort selected)			
Check All That Apply	Physical Efforts	<u>Rare</u> 0-25%	<u>Occasional</u> 25-50%	<u>Frequent</u> 50-75%	<u>Constant</u> 75-100%
	Typically sitting at a desk or table				
	Intermittently sitting, standing, stooping				
	Typically standing and/or walking				
	Typically bending, crouching, stooping				
	Typically crawling and/or kneeling				
	Typically jumping and/or throwing				

As it is currently written, this information does not appear to be considered in the job evaluation process. It is common for governmental-job evaluation systems to incorporate this information into a compensable job factor, so that jobs with the most strenuous physical efforts and adverse working conditions are given credit accordingly. It is important to consider the physical efforts and working conditions because many of the jobs with these characteristics would not otherwise rank very high on any other job factor, and it is these characteristics that add value to the job.

**V. Comments**

This section provides an opportunity for employees and supervisors to provide any final comments. For the Supervisor's comments section, the County should consider adding a statement that instructs them not to describe the incumbent employee's qualifications, skills or work performance, as the PIQ is not the appropriate place for such comments. Instead the Supervisor's comments should focus on how their views of the *position's* job, tasks, and requirements may differ from that which the employee described.

## Job Descriptions

PCCG reviewed the job description formats and content currently utilized by the County, and solicited feedback from the Task Force about what changes the County desired. As shown in the table below there was a wide variety of desired changes.

Task Force Feedback Regarding Job Descriptions			
Division	Current Uses	Desired Uses	Desired Format Changes
Roads/Stormwater	<ul style="list-style-type: none"> <li>Interview/hiring process, job class modifications, disciplinary actions and informing employees of duties</li> </ul>	<ul style="list-style-type: none"> <li>More loosely written to allow employees to be more widely utilized</li> <li>Clearer definition as to responsibilities and goals (to reflect employee's strengths)</li> </ul>	<ul style="list-style-type: none"> <li>Post hourly rate on vacancies rather than annual rate</li> <li>Signed and dated by employees</li> <li>More clearly defined to employees' actual job responsibilities</li> </ul>
Fiscal Services	<ul style="list-style-type: none"> <li>To establish duties and level of difficulty with work assignments</li> <li>Review when filling vacancy</li> <li>Review when initiating annual performance plans</li> <li>Used as minimum standards for hiring and for setting performance evaluation factors</li> </ul>	<ul style="list-style-type: none"> <li>Could be expanded to reflect the time % allocated to each task</li> <li>Could be expanded to include identification/ scheduling of daily, weekly, monthly, annual tasks</li> <li>Used as minimum standards for hiring and for setting performance evaluation factors</li> </ul>	<ul style="list-style-type: none"> <li>Revised position description provided (new format)</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>To fill vacant positions</li> <li>Recruitment and selection</li> </ul>	<ul style="list-style-type: none"> <li>Not recommended</li> </ul>	<ul style="list-style-type: none"> <li>Job titles could be more reflective of what the position entails</li> </ul>
Public Safety	<ul style="list-style-type: none"> <li>As part of our interview process, and to remind employees of their job obligations</li> <li>For hiring and identifying job roles and responsibilities</li> <li>To have a position posted and let person being interviewed have an idea of what would be expected of them</li> <li>Not followed closely – work is allocated based on interest and skills</li> <li>For hiring job advertisement.</li> <li>Some feel it is used solely for position posting and does not fit the actual duties assigned to the employee</li> </ul>	<ul style="list-style-type: none"> <li>Establishing a career path for promotion and employee growth</li> <li>Additional detail so we would not receive applicants that do not meet our needs</li> <li>For hiring job advertisements</li> <li>More specific to the type of work performed to attract the correct applicant and for accurate review of position pay criteria</li> <li>All positions should have one, not all do</li> </ul>	<ul style="list-style-type: none"> <li>Less generalization and more specific requirements</li> <li>More detail</li> <li>Change the title to better fit the job</li> <li>Detailed to fit the job instead of general type duties, e.g., clerical verses inventory tracking</li> </ul>
Parks and Recreation	<ul style="list-style-type: none"> <li>For hiring and to develop specific duties and responsibilities for employee reference</li> </ul>	<ul style="list-style-type: none"> <li>Current format meets our needs</li> </ul>	<ul style="list-style-type: none"> <li>None – no need to make more specific. It's general enough to get a basic idea of the skills and job knowledge needed to perform the job</li> </ul>
Deputy CM	<ul style="list-style-type: none"> <li>Recruitment and job responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Position and titles being comparable</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Hiring/job posting, recruitment, performance planners, position analysis, notify new employees of job responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Career pathing</li> </ul>	<ul style="list-style-type: none"> <li>Titles that reflect position responsibility</li> <li>Shorter, bulleted items</li> </ul>
Community Services	<ul style="list-style-type: none"> <li>Recruitment, KSA's, Evaluation, Orientation and Performance Measurement</li> </ul>	<ul style="list-style-type: none"> <li>Have them connected to the new proposed annual planner and performance evaluation document</li> </ul>	<ul style="list-style-type: none"> <li>Have them connected to the performance evaluation document and weight them for evaluation purposes</li> </ul>

**Job Descriptions (continued)**

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PCCG has provided the following recommendations based on our knowledge of best practices, experience with other clients, and taking into consideration feedback from the Task Force.

Although similar in format, some County jobs have job descriptions and some have position descriptions. The table below shows the sections of information contained in each format, listed in the order they appear on the documents:

<b>Job Description</b>	<b>Position Description</b>
Position Title	Classification Title
Working Title*	Work Area*
Class Code	Class Code
FLSA	FLSA
EEO Code	Effective Date
Effective Date	Function
Major Function	Education and Experience
Essential Functions	Special Requirements
Minimum Qualifications	Essential Functions
Working Conditions	Working Conditions

*\*For both, having a second, more descriptive title (working title, work area) is essential when using a band classification system, so that the specific job can be identified within the broad band of job titles.*

***Recommendations – Job Description Format***

- Of the two formats currently being used, PCCG recommends using the job description format for all jobs.
  - In this format, the minimum qualifications section includes knowledge, skills and abilities required, and education, experience, special licenses/training; therefore it does not require a “Special Requirements” such as in the position description.
  - This format lists the requirements of the job section in an order that is more consistent with standard compensation practices.
- A “revision date” should be added to the job description format, which will show the history of changes to the job description (this would be in addition to the effective date).

## **Job Descriptions (continued)**

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### ***Recommendations – Job Description Content***

- Based on the desired edits to the job description format we received as part of the internal review process for this project, it is clear that most job descriptions require some update. The County should have a policy that outlines the process for annually reviewing all job descriptions.
  - The annual job description review process is usually initiated by Human Resources.
  - Each Director is responsible for reviewing the job descriptions and recommending updates.
  - Human Resources is responsible for reviewing the proposed updates and revising the job descriptions as appropriate.
  - The revision date information will assist in identifying departments where job description updates are not being done consistently.
- To facilitate career pathing/succession planning, the minimum qualifications section should be modified to show what qualifications are required to reach the next level in a job series. For example, what specific knowledge, skills, abilities, formal education and/or experience does an “Analyst” need to become a “Senior Analyst” and then a “Principal Analyst”?

## **Job Evaluation System**

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PCCG reviewed the County's current process for classifying jobs, and found that the process incorporates several strengths, or best practices:

### ***Strengths***

- Requests from Departments are only considered each fiscal year during the budget process. This is a trend we are seeing in many organizations as they try to simplify their processes and operate more effectively and efficiently.
- All changes are effective the first day of the new fiscal year.
- There are clear guidelines as to what documentation is needed to initiate the process.
- The process is sound, and both internal equity and external competitiveness are being considered.

### ***Recommendations***

- The sample memorandums from Departments requesting an evaluation of a job should be combined into one memorandum with a check-off box indicating the type of request.
- In most organizations where HR Generalists serve as "consultants" assigned to specific departments, the individual Generalists will also meet as a group to discuss potential classifications/re-classifications. This helps to maintain internal equity by being aware of the impact a change may have across departments, and helps to anticipate other problems that may be encountered.

## **Band Classification System**

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Banded classification systems, such as that used by the County, consist of broad classifications encompassing a variety of specific job titles that have similar qualifications, responsibilities and skill levels. It is a current trend in the field of compensation, and some of the desired outcomes of banded classification systems include:

- *Easier administration* due to fewer classifications;
- *Fewer reclassification requests*, since there should be a clear distinction between the band a classification is in and those above and below it; and
- *Fosters a team-oriented environment* by recognizing characteristics between wide varieties of job that are similarly valued.

Some of the difficulties associated with a banded classification system include:

- *Market pricing.* Reviewing external competitiveness by means of market pricing is done through salary surveys. An organization needs to be able to match the banded job with a more detailed description to facilitate appropriate survey matches. As an example, a salary survey will provide separate market data for a Budget Analyst, Human Resources Analyst, Network Analyst, etc. An administrator of a banded classification system has to be familiar with what specific duties fall into the “Analyst” classification in order to facilitate market pricing.
- *Maintaining Internal Equity.* If not carefully administered, it sometimes becomes the goal of trying to get a job into the desired pay grade by calling it an “Analyst” even though it does not have the same traits and requirements of other jobs in the category. This disrupts the balance of internal equity and can defeat the purpose of having a banded classification system.
- *FLSA.* The exempt/non-exempt status of jobs needs to be carefully monitored in a banded classification system, as this will be more driven by individual position than by overall classification (i.e., not all “Analysts” or “Coordinators” are necessarily the same exemption status).

### ***Observations***

The County is currently experiencing several of these difficulties associated with its band classification system. In addition, PCCG found that the County’s current system appears to have jobs assigned to band classifications without any clear relationship from one level to the next. Typically, job title series in band classification systems (e.g., Analyst, Senior Analyst, Principal Analyst) identify career pathing opportunities within and across job families.

PCCG recommends that the County implement the following steps:

- Update the current job descriptions associated with the individual positions within the County.
- Review the banded classification assignment associated with each job description to ensure that the position is appropriately classified based on qualifications, responsibilities and skill levels, according to the County’s current job evaluation system.
- Implement any necessary changes to assigned classifications.
- Designate benchmark jobs associated with each classification title for the purposes of market pricing.
- Maintain current annual review policy.

## **Methodology for Pay Range Development**

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Seminole County participates in compensation surveys covering other employers with similar jobs. This information is used to determine the relative competitive position of the County's pay structure. The Pay Plan contains salary ranges with a minimum and maximum rate for each title.

PCCG's recommended methodology for pay range development and update is also based on compensation surveys. To develop pay ranges, we recommend the County use, at a minimum, the following published survey sources:

- Economic Research Institute, *Salary Assessor Database*
- Florida Public Personnel Association, *Annual Market Survey*
- Watson Wyatt:
  - *ECS Geographic Report on Office Personnel Compensation*
  - *ECS Geographic Report on Professional & Scientific Personnel Compensation*
  - *ECS Geographic Report on Supervisory Management Compensation*
  - *ECS Geographic Report on Technician and Skilled Trades Personnel Compensation*
  - *ECS Geographic Report on Top Management Compensation*
  - *ECS Industry Report on Middle Management Compensation*
- William M. Mercer, *Benchmark Compensation Survey*

In addition to the published survey sources, PCCG recommends the County implement a customized private survey. A customized survey will help ensure that (1) the appropriate organizations are surveyed, (2) the appropriate jobs are surveyed, and (3) the matches of external organization jobs with County jobs are equivalent.

To maintain pay ranges, PCCG recommends the County use data from the WorldatWork's *Annual Salary Budget Increase Survey* and/or comparable survey data. For example, if the WorldatWork data indicates an average two percent salary structure adjustment, all salary ranges (minimums, midpoints and maximums) should be adjusted by approximately two percent, if economically feasible, and the range spreads should remain consistent.

While it is important review pay ranges annually, PCCG recommends that organizations conduct a detailed market analysis every three years to assess the integrity of its pay ranges with actual market conditions (i.e., midpoints should be closely aligned with the desired market position outlined in the organization's compensation strategy, or pay philosophy).

## Methodology for Pay Range Development (continued)

PCCG reviewed the County's current ranges for pay bands two through ten, and our observations are noted below:

Pay Band	Hourly			Annual			Range Spread (Width)	MP Differential
	Band Minimum	Band Midpoint	Band Maximum	Band Minimum	Band Midpoint	Band Maximum		
010	\$35.94	\$51.21	\$66.48	\$ 74,755	\$106,517	\$138,278	85%	30%
009	\$27.69	\$39.46	\$51.23	\$ 57,595	\$ 82,077	\$106,558	85%	24%
008	\$22.36	\$31.87	\$41.38	\$ 46,509	\$ 66,290	\$ 86,070	85%	22%
007	\$18.33	\$26.13	\$33.92	\$ 38,126	\$ 54,340	\$ 70,554	85%	22%
006	\$15.02	\$21.41	\$27.80	\$ 31,242	\$ 44,533	\$ 57,824	85%	22%
005	\$12.32	\$17.55	\$22.78	\$ 25,626	\$ 36,504	\$ 47,382	85%	22%
004	\$10.10	\$14.39	\$18.68	\$ 21,008	\$ 29,931	\$ 38,854	85%	15%
003	\$8.78	\$12.51	\$16.23	\$ 18,262	\$ 26,010	\$ 33,758	85%	15%
002	\$7.63	\$10.87	\$14.11	\$ 15,870	\$ 22,610	\$ 29,349	85%	

### Overall Observations

- The widths of the salary ranges are broader than those typically found for similar jobs. This results in the minimums being too low, which may lead to recruiting problems, and the maximums to be too high, which leads to potentially paying salaries that are higher than market norms, and is not an effective use of salary budget dollars.
- The midpoint differentials should reflect the differences in market rates for benchmark jobs within each pay band. Based on the market competitiveness review (details are provided in the next section of this report), overall the County's midpoints are slightly below the market median.
- Based on the market review, adjustments to the current pay bands will be required to facilitate career pathing within and across job families. Some options to accomplish this include adding additional pay grades with a common midpoint differential or widening the ranges to true "broad bands" and creating "pay zones" within the broad bands.



## **Methodology for Base Pay Adjustments**

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PCCG reviewed the County's current base pay adjustment policies, and found that they incorporate sound compensation practices, provided they are administered consistently. We have provided comments below for each method of base pay adjustment:

### ***New hire pay***

This policy is conservative yet provides some flexibility for hiring rates depending on an applicant's experience or skill level.

### ***Promotional increases***

This policy also provides flexibility to managers, but it is clear that a salary must stay within the salary range. If the County is experiencing inequities in promotional increases, or the perception of such, then it should consider adopting a policy with a more definite promotional amount.

### ***Lateral transfers***

The County's lateral transfer policy and procedures are written according to standard compensation practice.

### ***Reclassifications/transfers to lower level positions***

This policy incorporates a standard compensation practice by allowing some flexibility for a salary adjustment, under certain circumstances, providing it does not exceed the salary range.

### ***Reclassifications to higher-level position***

This policy incorporates a standard compensation practice by allowing some flexibility for a salary adjustment, and outlines that the salary should be at least equivalent to the new minimum.

### ***Internal/external equity adjustments***

This practice is growing in popularity, and is desirable because it helps to maintain morale so that new employees aren't seen as more valuable than tenured employees.

### ***Temporary assignments***

The amount of the temporary increase of 5% or to minimum of higher pay grade is a standard practice, but the County should consider reducing the number of days, which is currently 30, before awarding temporary assignment pay.

### ***Annual merit increases***

The County's policy is consistent with standard compensation practices and a leader in the public sector by basing salary adjustments on performance.

### ***Trainee positions***

PCCG considers this to be a best practice, one which is particularly helpful for hard to fill positions or for positions with specific minimum qualifications which are usually obtained through on the job training.

### ***Completion of career service probation***

This is a standard compensation practice, and one that is commonly used to support a base pay adjustment because it is based on demonstrated ability to perform the work.

## Average Salaries

Based on competitive market data for over 80 benchmark jobs, we found the County's *average salaries* to be overall **3.8% below market median** and overall **5.4% below market average**. Comparisons to market by pay band are shown below:

	Average Salaries Compared to Market	
	To Market Median	To Market Average
Pay Band 2	(7.6%)	(9.9%)
Pay Band 3	(2.1%)	(4.0%)
Pay Band 4	(3.9%)	(7.3%)
Pay Band 5	(1.6%)	(3.6%)
Pay Band 6	(3.5%)	(6.6%)
Pay Band 7	(7.6%)	(7.6%)
Pay Band 8	(5.3%)	(1.9%)
Pay Band 9	5.9%	2.2%
<b>All Benchmark Jobs</b>	<b>(3.8%)</b>	<b>(5.4%)</b>

The following benchmark jobs have *average salaries* considered to be outside of a competitive market range (+/- 15% of the market median). This indicates that internal and/or external equity issues exist within the County.

Benchmark Jobs with Average Salaries Below a Competitive Market Range		
Job Class	Job Title	Compared to Market Median
Technician	Help Desk	(31.5%)
Program Manager	Human Resources (Comp Manager)	(27.8%)
Manager	Fiscal Services	(23.1%)
Principal Analyst	Web Developer	(21.7%)
Assistant Coordinator	Fleet Services	(19.9%)
Team Member	Meter Reader	(17.5%)
Senior Analyst	Senior Budget Analyst	(15.8%)

Benchmark Jobs with Average Salaries Above a Competitive Market Range		
Job Class	Job Title	Compared to Market Median
Assistant Fire Chief	Assistant Fire Chief	16.8%
Director	Information Technologies	17.7%
Senior Staff Assistant	Records Custodian/Imaging	24.1%

## Pay Band Midpoints

Based on competitive market data for over 80 benchmark jobs, we found the County's pay band *midpoints* to be overall **1.2% below market median** and overall **2.8% below market average**. Comparisons to market by Pay Band are shown below:

	Midpoints Compared to Market	
	To Market Median	To Market Average
Pay Band 2	2.4%	(0.2%)
Pay Band 3	2.4%	0.5%
Pay Band 4	(1.0%)	(1.7%)
Pay Band 5	(2.6%)	(5.0%)
Pay Band 6	0.7%	(1.4%)
Pay Band 7	(1.0%)	(0.6%)
Pay Band 8	(9.5%)	(9.1%)
Pay Band 9	(3.5%)	(9.6%)
<b>All Benchmark Jobs</b>	<b>(1.2%)</b>	<b>(2.8%)</b>

The following benchmark jobs have *midpoints* considered to be outside of a competitive market range (+/- 15% of the market median). This indicates that internal and/or external equity issues exist within the County.

Benchmark Jobs with Midpoints Below a Competitive Market Range		
Job Class	Job Title	Compared to Market Median
Assistant Coordinator	Fleet Services	(40.1%)
Program Manager	Geographic Information Services	(27.8%)
Senior Technician	Computer Systems Administrator	(25.6%)
Manager	Planning	(25.1%)
Coordinator	Contracts Administrator/Engineering	(18.2%)

Benchmark Jobs with Midpoints Above a Competitive Market Range		
Job Class	Job Title	Compared to Market Median
Associate Technician	Solid Waste	15.6%
Assistant Librarian	Assistant Librarian	18.6%
Senior Staff Assistant	Records Custodian/Imaging	22.5%
Chief Inspector	Public Safety/Hazardous Materials	27.9%
Tactical Radio Operator	Tactical Radio Operator	35.6%
Senior Planner	Economic Development	45.1%

## Summary of Competitive Market Data

The following table (sorted by pay band) provides a summary of the competitive market data and Seminole County comparisons to market. The detailed competitive compensation analysis is provided in the Appendix.

Seminole County Salary Data			Seminole County Pay Band Data				Market Data (Seminole FL)		Seminole County Average Salaries Compared to Market		Seminole County Midpoints Compared to Market	
JOB CLASS	JOB TITLE	Average Salary	Pay Band	Salary Range Minimum	Midpoint	Maximum	Market Median	Market Average	To Market Median	To Market Average	To Market Median	To Market Average
Staff Assistant	Clerk Typist	\$21,743	2	\$15,870	\$22,610	\$29,349	\$23,051	\$23,051	(5.3%)	(5.7%)	(1.5%)	(1.9%)
Team Member	Parks Maintenance Worker	\$20,887	2	\$15,870	\$22,610	\$29,349	\$22,956	\$22,956	(7.4%)	(9.0%)	0.3%	(1.5%)
Team Member	Meter Reader	\$18,209	2	\$15,870	\$22,610	\$29,349	\$23,063	\$23,146	(17.5%)	(21.3%)	2.4%	(2.3%)
Staff Assistant	Library Services	\$20,786	2	\$15,870	\$22,610	\$29,349	\$21,528	\$21,584	(6.2%)	(3.7%)	8.6%	4.8%
Team Member	Roads/Stormwater	\$19,526	2	\$15,870	\$22,610	\$29,349	No Match	No Match	n/a	n/a	n/a	n/a
<b>Pay Band 2 Average:</b>									<b>(7.6%)</b>	<b>(9.9%)</b>	<b>2.4%</b>	<b>(0.2%)</b>
Dispatcher	Roads	\$26,957	3	\$18,262	\$26,010	\$33,758	\$29,965	\$29,965	(8.0%)	(10.0%)	(11.2%)	(13.2%)
Senior Staff Assistant	Clerical Admin	\$30,900	3	\$18,262	\$26,010	\$33,758	\$30,420	\$30,420	6.7%	1.6%	(10.2%)	(14.5%)
Senior Team Member	Heavy Equipment Operator	\$25,125	3	\$18,262	\$26,010	\$33,758	\$29,203	\$29,203	(11.7%)	(14.0%)	(8.6%)	(10.9%)
Senior Staff Assistant	Animal Services	\$24,538	3	\$18,262	\$26,010	\$33,758	\$27,609	\$27,989	(11.1%)	(12.3%)	(5.8%)	(7.1%)
Associate Technician	Facilities Maintenance	\$24,248	3	\$18,262	\$26,010	\$33,758	\$27,265	\$27,265	(11.8%)	(11.1%)	(5.4%)	(4.6%)
Senior Staff Assistant	Senior Accounting Clerk	\$25,182	3	\$18,262	\$26,010	\$33,758	\$26,697	\$26,697	(4.1%)	(5.7%)	(1.0%)	(2.6%)
Associate Technician	Permit Tech	\$24,651	3	\$18,262	\$26,010	\$33,758	\$25,796	\$25,796	(4.2%)	(4.4%)	1.1%	0.8%
Associate Technician	Support Services	\$25,460	3	\$18,262	\$26,010	\$33,758	\$23,992	\$23,992	8.0%	6.1%	10.3%	8.4%
Associate Technician	Solid Waste	\$20,757	3	\$18,262	\$26,010	\$33,758	\$22,943	\$22,943	(7.7%)	(9.5%)	15.6%	13.4%
Assistant Librarian	Assistant Librarian	\$21,226	3	\$18,262	\$26,010	\$33,758	\$22,328	\$22,328	(3.2%)	(4.9%)	18.6%	16.5%
Senior Staff Assistant	Records Custodian/Imaging	\$26,354	3	\$18,262	\$26,010	\$33,758	\$21,896	\$21,896	24.1%	20.4%	22.5%	18.8%
<b>Pay Band 3 Average:</b>									<b>(2.1%)</b>	<b>(4.0%)</b>	<b>2.4%</b>	<b>0.5%</b>
Assistant Coordinator	Fleet Services	\$40,019	4	\$21,008	\$29,931	\$38,854	\$50,211	\$50,211	(19.9%)	(20.3%)	(40.1%)	(40.4%)
Technician	Accounting Technician	\$33,509	4	\$21,008	\$29,931	\$38,854	\$32,592	\$32,592	2.3%	2.8%	(8.6%)	(8.2%)
Administrative Assistant	Administrative Assistant	\$33,581	4	\$21,008	\$29,931	\$38,854	\$34,793	\$34,793	3.3%	(3.5%)	(7.9%)	(14.0%)
Technician	Solid Waste Operator III	\$26,915	4	\$21,008	\$29,931	\$38,854	\$31,165	\$31,165	(14.3%)	(13.6%)	(4.7%)	(4.0%)

*Market Competitiveness Review*

Seminole County Salary Data			Seminole County Pay Band Data				Market Data Sample	Seminole County Average Salaries Compared to Market		Seminole County Midpoints Compared to Market	
JOB CLASS	JOB TITLE	Average Salary	Pay Band	Range Minimum	Midpoint	Range Maximum	Market Average	To Market Median	To Market Average	To Market Median	To Market Average
Technician	Help Desk	\$21,008	4	\$21,008	\$29,931	\$38,854	\$32,144	(31.5%)	(34.6%)	(2.4%)	(6.9%)
Tradesworker	Tradesworker	\$29,279	4	\$21,008	\$29,931	\$38,854	\$32,127	(3.8%)	(8.9%)	(1.7%)	(6.8%)
Mechanic	Mechanic	\$28,120	4	\$21,008	\$29,931	\$38,854	\$29,942	(4.6%)	(6.1%)	1.5%	(0.0%)
Assistant Supervisor	Probation	\$30,836	4	\$21,008	\$29,931	\$38,854	\$29,397	4.9%	4.9%	1.8%	1.8%
Technician	Procurement Technician	\$29,370	4	\$21,008	\$29,931	\$38,854	\$28,531	5.3%	2.9%	7.3%	4.9%
Technician	Copy and Mail Center	\$28,580	4	\$21,008	\$29,931	\$38,854	\$28,216	3.1%	1.3%	8.0%	6.1%
Tactical Radio Operator	Tactical Radio Operator	\$24,760	4	\$21,008	\$29,931	\$38,854	\$26,210	12.1%	(5.5%)	35.6%	14.2%
Animal Services Officer	Animal Services Officer	\$22,880	4	\$21,008	\$29,931	\$38,854	\$25,587	n/a	(10.6%)	n/a	17.0%
Specialist	Community Assistance Specialist II	\$31,320	4	\$21,008	\$29,931	\$38,854	No Match	n/a	n/a	n/a	n/a
P.A.Y. Officer	P.A.Y. Officer	\$29,520	4	\$21,008	\$29,931	\$38,854	No Match	n/a	n/a	n/a	n/a
Crew Chief	Roads	\$26,513	4	\$21,008	\$29,931	\$38,854	\$30,405	n/a	(12.8%)	n/a	(1.6%)
Technician	Roadway Signing and Markings	\$26,566	4	\$21,008	\$29,931	\$38,854	\$26,140	n/a	1.6%	n/a	14.5%
<b>Pay Band 4 Average:</b>								<b>(3.9%)</b>	<b>(7.3%)</b>	<b>(1.0%)</b>	<b>(1.7%)</b>
Senior Technician	Computer Systems Administrator	\$43,451	5	\$25,626	\$36,504	\$47,382	\$49,921	(11.5%)	(13.0%)	(25.6%)	(26.9%)
Coordinator	Contracts Administrator/Engineering	vacant	5	\$25,626	\$36,504	\$47,382	\$45,332	n/a	n/a	(18.2%)	(19.5%)
Certified Tradesworker	Facilities Maintenance	\$35,066	5	\$25,626	\$36,504	\$47,382	\$41,251	(13.3%)	(15.0%)	(9.7%)	(11.5%)
Team Leader	Circulation Services	\$36,957	5	\$25,626	\$36,504	\$47,382	\$39,495	(7.7%)	(6.4%)	(8.8%)	(7.6%)
Lead Technician	Traffic Signals	vacant	5	\$25,626	\$36,504	\$47,382	\$36,214	n/a	n/a	(5.1%)	0.8%
Lead Inspector	Building Inspection	\$35,701	5	\$25,626	\$36,504	\$47,382	\$37,961	(5.3%)	(6.0%)	(3.2%)	(3.8%)
Team Leader	Road Operations/Stormwater	\$35,256	5	\$25,626	\$36,504	\$47,382	\$34,865	(4.3%)	1.1%	(0.9%)	4.7%
Lead Inspector	Roads	\$40,007	5	\$25,626	\$36,504	\$47,382	\$37,062	9.7%	7.9%	0.1%	(1.5%)
Senior Technician	Support Services	vacant	5	\$25,626	\$36,504	\$47,382	\$37,423	n/a	n/a	0.9%	(2.5%)
Lead Inspector	Environmental Services	\$38,444	5	\$25,626	\$36,504	\$47,382	\$38,208	8.2%	0.6%	2.8%	(4.5%)
Senior Technician	Communications Electronics Bench Technician	\$31,963	5	\$25,626	\$36,504	\$47,382	\$35,949	(6.9%)	(11.1%)	6.3%	1.5%
Team Leader	Water and Sewer Maintenance	\$38,228	5	\$25,626	\$36,504	\$47,382	\$33,922	13.2%	12.7%	8.1%	7.6%
Librarian	Librarian	\$33,290	5	\$25,626	\$36,504	\$47,382	\$34,828	(1.1%)	(4.4%)	8.4%	4.8%
Senior Technician	Signals	\$34,256	5	\$25,626	\$36,504	\$47,382	\$33,510	1.9%	1.5%	8.6%	8.1%

Market Competitiveness Review

Seminole County Salary Data			Seminole County Pay Bands				Market Data (based and adjusted for Seminole County)		Seminole County Average Salaries Compared to Market		Seminole County Midpoints Compared to Market	
JOB CLASS	JOB TITLE	Average Salary	Pay Band	Pay Band Minimum	Midpoint	Salary Maximum	Market Median	Market Average	To Market Median	To Market Average	To Market Median	To Market Average
Coordinator	Emergency Management	\$44,741	5	\$25,626	\$36,504	\$47,382	No Match	No Match	n/a	n/a	n/a	n/a
Coordinator	Fixed Assets	\$38,501	5	\$25,626	\$36,504	\$47,382	\$46,820	\$46,820	n/a	(17.8%)	n/a	(22.0%)
Team Leader	Parks and Recreation	\$40,487	5	\$25,626	\$36,504	\$47,382	\$39,476	\$39,476	n/a	2.6%	n/a	(7.5%)
Probation Officer	Probation Officer	\$32,058	5	\$25,626	\$36,504	\$47,382	No Match	No Match	n/a	n/a	n/a	n/a
<b>Pay Band 5 Average:</b>									<b>(1.6%)</b>	<b>(3.6%)</b>	<b>(2.6%)</b>	<b>(5.0%)</b>
Senior Coordinator	Facilities Maintenance	\$49,224	6	\$31,242	\$44,533	\$57,824	\$51,808	\$51,808	(4.9%)	(5.0%)	(14.0%)	(14.0%)
Chief Inspector	Building	\$53,373	6	\$31,242	\$44,533	\$57,824	\$49,645	\$49,645	(10.6%)	7.5%	(7.7%)	(10.3%)
Senior Analyst	Administrative Services	\$41,974	6	\$31,242	\$44,533	\$57,824	\$48,628	\$48,628	(12.6%)	(13.7%)	(7.3%)	(8.4%)
Engineer	Development Review	\$41,280	6	\$31,242	\$44,533	\$57,824	\$47,566	\$47,566	(12.7%)	(13.2%)	(5.8%)	(6.4%)
Senior Analyst	Senior Budget Analyst	\$38,813	6	\$31,242	\$44,533	\$57,824	\$46,381	\$46,381	(15.8%)	(16.3%)	(3.4%)	(4.0%)
Senior Coordinator	Solid Waste Contracts Management	\$42,505	6	\$31,242	\$44,533	\$57,824	\$48,066	\$48,066	(6.5%)	(11.6%)	(2.1%)	(7.4%)
Senior Coordinator	Support Services	\$42,828	6	\$31,242	\$44,533	\$57,824	\$44,768	\$44,768	(2.1%)	(4.3%)	1.8%	(0.5%)
Senior Buyer	Senior Procurement Analyst	\$44,096	6	\$31,242	\$44,533	\$57,824	\$44,881	\$44,881	1.5%	(1.7%)	2.5%	(0.8%)
Planner	Planning and Development	\$40,382	6	\$31,242	\$44,533	\$57,824	\$43,125	\$43,125	(3.7%)	(6.4%)	6.2%	3.3%
Senior Analyst	Human Resources	\$42,432	6	\$31,242	\$44,533	\$57,824	\$42,169	\$42,169	3.8%	0.6%	9.0%	5.6%
Chief Inspector	Public Safety/Hazardous Materials	\$36,192	6	\$31,242	\$44,533	\$57,824	\$37,787	\$37,787	3.9%	(4.2%)	27.9%	17.9%
Plans Examiner	Development Review	\$36,733	6	\$31,242	\$44,533	\$57,824	\$41,322	\$41,322	n/a	(11.1%)	n/a	7.8%
Senior Coordinator	Information Services	\$36,084	6	\$31,242	\$44,533	\$57,824	No Match	No Match	n/a	n/a	n/a	n/a
<b>Pay Band 6 Average:</b>									<b>(3.5%)</b>	<b>(6.6%)</b>	<b>0.7%</b>	<b>(1.4%)</b>
Program Manager	Geographic Information Services	\$64,584	7	\$38,126	\$54,340	\$70,554	\$76,197	\$76,197	(14.2%)	(15.2%)	(27.8%)	(28.7%)
Program Manager	Human Resources (Comp Manager)	\$44,803	7	\$38,126	\$54,340	\$70,554	\$61,663	\$61,663	(27.8%)	(27.3%)	(12.4%)	(11.9%)
Principal Coordinator	Project Management	\$52,285	7	\$38,126	\$54,340	\$70,554	\$58,492	\$58,492	(12.2%)	(10.6%)	(8.7%)	(7.1%)
Principal Coordinator	Development Review	vacant	7	\$38,126	\$54,340	\$70,554	\$59,008	\$59,008	n/a	n/a	(8.1%)	(7.9%)
Senior Engineer	PEI (Projects Manager)	\$55,089	7	\$38,126	\$54,340	\$70,554	\$60,503	\$60,503	(6.5%)	(8.9%)	(7.8%)	(10.2%)
Principal Analyst	Web Developer	\$45,848	7	\$38,126	\$54,340	\$70,554	\$56,382	\$56,382	(21.7%)	(18.7%)	(7.1%)	(3.6%)
Program Manager	Community Resources	\$51,127	7	\$38,126	\$54,340	\$70,554	\$55,339	\$55,339	(10.8%)	(7.6%)	(5.2%)	(1.8%)
Principal Coordinator	Information Services	\$48,892	7	\$38,126	\$54,340	\$70,554	\$54,342	\$54,342	(10.9%)	(10.0%)	(1.0%)	(0.0%)
Program Manager	Deputy Building Official	\$59,228	7	\$38,126	\$54,340	\$70,554	\$56,049	\$56,049	9.9%	5.7%	0.8%	(3.0%)

Market Competitiveness Review

Seminole County Salary Data			Seminole County Pay Band Data				Market Data (Based and Adjusted for Seminole County)		Seminole County Average Salaries Compared to Market		Seminole County Midpoints Compared to Market	
JOB CLASS	JOB TITLE	Average Salary	Pay Band	Pay Band Minimum	Midpoint	Salary Range Maximum	Market Median	Market Average	To Market Median	To Market Average	To Market Median	To Market Average
Senior Engineer	Development Review (Code)	\$53,061	7	\$38,126	\$54,340	\$70,554	\$53,474	\$53,922	(0.8%)	(1.6%)	1.6%	0.8%
Senior Planner	Planning	\$49,164	7	\$38,126	\$54,340	\$70,554	\$52,631	\$53,391	(6.6%)	(7.9%)	3.2%	1.8%
Principal Planner	Development Review	\$49,005	7	\$38,126	\$54,340	\$70,554	\$42,290	\$42,899	3.1%	14.2%	14.3%	26.7%
Senior Planner	Economic Development	\$40,331	7	\$38,126	\$54,340	\$70,554	\$38,730	\$40,385	7.7%	(0.1%)	45.1%	34.6%
Program Manager	Community Assistance	\$47,819	7	\$38,126	\$54,340	\$70,554	n/a	\$53,180	n/a	(10.1%)	n/a	2.2%
Principal Coordinator	Technical Engineer	vacant	7	\$38,126	\$54,340	\$70,554	No Match	No Match	n/a	n/a	n/a	n/a
<b>Pay Band 7 Average:</b>									<b>(7.6%)</b>	<b>(7.6%)</b>	<b>(1.0%)</b>	<b>(0.6%)</b>
Manager	Planning	\$80,205	8	\$46,509	\$66,290	\$86,070	\$76,067	\$83,726	(9.3%)	(4.2%)	(25.1%)	(20.8%)
Manager	Information Services	\$65,395	8	\$46,509	\$66,290	\$86,070	\$77,244	\$76,197	(13.1%)	(14.2%)	(11.9%)	(13.0%)
Manager	Fiscal Services	\$57,242	8	\$46,509	\$66,290	\$86,070	\$70,970	\$76,333	(23.1%)	(25.0%)	(11.0%)	(13.2%)
Manager	Parks and Recreation	\$61,818	8	\$46,509	\$66,290	\$86,070	\$61,818	\$61,807	(12.7%)	0.0%	(6.4%)	7.3%
Assistant Fire Chief	Assistant Fire Chief	\$81,557	8	\$46,509	\$66,290	\$86,070	\$76,040	\$76,699	16.8%	6.3%	(5.1%)	(13.6%)
Principal Engineer	Engineering	\$71,018	8	\$46,509	\$66,290	\$86,070	\$66,992	\$66,709	9.6%	6.5%	2.3%	(0.6%)
Building Official	Building Official	\$86,070	8	\$46,509	\$66,290	\$86,070	\$73,714	\$73,397	n/a	17.3%	n/a	(9.7%)
Manager	Probation	\$63,898	8	\$46,509	\$66,290	\$86,070	No Match	No Match	n/a	n/a	n/a	n/a
<b>Pay Band 8 Average:</b>									<b>(5.3%)</b>	<b>(1.9%)</b>	<b>(9.5%)</b>	<b>(9.1%)</b>
Director	Planning and Development	\$92,248	9	\$57,595	\$82,077	\$106,558	\$92,248	\$94,495	(0.3%)	(2.4%)	(11.3%)	(13.1%)
Director	Fiscal Services	\$88,504	9	\$57,595	\$82,077	\$106,558	\$85,270	\$85,438	0.3%	3.6%	(7.0%)	(3.9%)
Director	Information Technologies	\$89,648	9	\$57,595	\$82,077	\$106,558	\$83,290	\$83,589	17.7%	7.2%	7.8%	(1.8%)
Director	Public Works	\$102,274	9	\$57,595	\$82,077	\$106,558	\$102,274	\$101,982	n/a	0.3%	n/a	(19.5%)
<b>Pay Band 9 Average:</b>									<b>5.9%</b>	<b>2.2%</b>	<b>(3.5%)</b>	<b>(9.6%)</b>
Senior Programmer	Senior Programmer	\$57,585	Not listed	n/a	n/a	n/a	\$57,585	\$61,035	(9.2%)	(5.7%)	n/a	n/a
Senior Operator	Treatment Plant Operator	\$29,492	Not listed	n/a	n/a	n/a	\$29,492	\$32,524	(0.4%)	(9.3%)	n/a	n/a
<b>Overall Average for All Pay Bands:</b>									<b>(3.8%)</b>	<b>(5.4%)</b>	<b>(1.2%)</b>	<b>(2.8%)</b>

## **Benefits**

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### ***Paid Time Off***

Paid time off leave plans are a current trend. For the County, new full-time employees accrue 20 days per year of Paid Time Off (16 days for 24-hour shift personnel), and accrual rates increase with service time. This is competitive with the market.

### ***Health Insurance Coverage***

Employees may choose a Managed Health Care (HMO) or Designated Provider Program (POSHMO). Dependent coverage is also available at employee expense. Most organizations comparable in employee size to Seminole County offer a variety of medical plans from which to choose. In our experience however, most public sector employers contribute towards dependent coverage as well.

### ***Optional Benefits***

Seminole County offers the following additional optional benefits to employees:

- **Dental Insurance:** A choice of prepaid or indemnity plan available for employees and dependents at employee expense. *It is a common practice cross-industry to offer dental insurance at employee expenses; however, it is more common for public sector employers to contribute towards the cost.*
- **Additional Life Insurance:** At employee expense, additional life insurance up to four times annual salary; dependent coverage also available. *This is a standard practice and competitive with the market.*
- **Short-Term Disability Insurance:** At employee expense. *The availability of STD insurance is a standard practice for organizations utilizing PTO.*
- **Flexible Spending Account:** A pre-tax account for childcare and un-reimbursed medical expenses. *This is a standard practice and competitive with the market.*
- **Pre-Tax Payroll Deductions:** Under Section 125 of the IRS Code, certain payroll deductions for insurance coverage may be taken out prior to income being taxed. *This is a standard practice and competitive with the market.*

### ***Holidays***

Seminole County currently offers 11 paid holidays, which include an employee birthday holiday and a floating Work/Life Day. This number of paid holidays, as well as the policies and procedures associated with holiday pay is comparable with other public sector organizations. Eleven paid holidays is slightly more competitive than what is normally offered by private sector organizations.

### ***Deferred Compensation***

Seminole County employees may choose to have pre-tax payroll deductions made for deposit into a 457 savings plan up to the IRS-established maximum of \$11,000 per year. *This is a standard practice and competitive with the market.*

### ***Florida Retirement System***

All employees in regularly established positions are automatically covered from the first day of employment. Seminole County pays all contributions into the system in the employee's behalf. *This is a standard practice and competitive with the market.*



**Benefits (continued)**

*Flexible Work Hours*

The use of flex-time is a growing trend among all types of organizations, and the County should reconsider the use of this program, if feasible. The table below summarizes the feedback we received from the Task Force about PTO and flexible work hours.

Department	PTO	Utilizing Flexible Work Hours?
Parks and Recreation	Division is open 14 hours a day, 7 days a week, 363 days a year – flexibility is not possible in this environment.	None
Public Safety	PTO is too flexible resulting in excessive unscheduled PTO. PTO is not fair between 56 hr and 40 hr employees	Only to meet needs of department, not employee
Economic Development	Effective, flexible and meet the needs	None
Fiscal Services	Mixed responses (both effective and not effective)	None Eliminated by County policy
Roads/Stormwater Division	Feel there was decrease in time when County converted to PTO system	Some – before it was taken away
County Manager	Effective, flexible and meet staffs needs	Limited to what is work related
Human Resources	PTO is effective, flexible and meets our needs	No – however, flextime would be viewed as a benefit and would not be detrimental to service
Community Services	Flexible and meet our needs	Per County policy, flexible work schedules were drastically reduced this year. No 4 day work weeks. Have the ability to adjust for work purposes only

*Service Awards*

The County offers a comprehensive program of both formal and informal recognition and incentives to reward outstanding performance and enhance service to the citizens of Seminole County. We asked the Task Force to tell us what three Service Awards the employees in their Department appreciated the most, and the following received the most responses:

- Pat on the Back Award
- Years of Service Recognition Award
- Employee of the Month/Year
- Teamwork
- Gift Cards

Rewards and recognition programs are a current trend in compensation programs, and they should be monitored regularly for effectiveness and modified as needed.

## **Employee Feedback**

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We have included the following *employee comments* in this report because we believe they are representative of some of the compensation and benefits related issues that currently exist within the County. Comments have been edited by PCCG to make them more concise or to make them more “generic” and not identify the employee.

### ***Compensation for Obtaining Certain Job-Related Licenses (i.e., Inspectors)***

Training efforts should have compensation rewards so that employees can strive to be the best while our jobs remain exciting. Compensation for efforts helps us feel the growth and continued support from our employer that our knowledge and education is our "Stock in Trade."

### ***Flex-Time***

Flex-time is a morale booster and it offers employees the ability to work hours that are more conducive to their home/personal life. It is a benefit for some that far exceeds increases in other areas of the entire benefit package. It might be for child care or just simply to avoid the central Florida traffic at rush hour; for whatever reason, flex-time appears to be a valuable tool in keeping valued employees.

### ***Fire Department Benefits***

Fire Department benefits should be reviewed, especially to compare our time off policy fairly as it compares to other Fire Departments in the area. We have been informed by some in administration that we receive much more time off than surrounding departments. When you compare our paid time off (PTO) to other Fire Departments' Vacation Time alone it does appear, at first glance, that we receive more time off. This is not the case. Similarly sized Fire Departments in the area also receive Sick Time and Kelly Days. We do not receive these additional benefits. When compared fairly we actually receive less total time off.

### ***Administrative/Clerical/Accounting Positions***

Due to some of these positions having the same or similar title, an in-depth review of these job families is needed to determine where internal inequities exist.

### ***Traffic Signal Shop***

The jobs of technicians, lead and senior technicians, senior coordinators and principal coordinators have changed so dramatically to keep up with technology, an in-depth review of these jobs is needed.

### ***Base Pay (Pay Compression)***

It is very demoralizing to have new employees come to work and start out making what it took some of us many years to make. I know we need to have an attractive starting salary, but it is really discouraging for the rest of us. How about compensating the people that have been here for years that help make Seminole County what it is today? Without us the County wouldn't be able to consider offering a base pay increase.

## **Employee Feedback**

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### ***Exempt/Non-Exempt Status***

The FLSA status of some jobs need to be reviewed, particularly those jobs in banded classifications which may require different FLSA status within the same job title. Also, the policy related to promotions when a job becomes exempt should be reviewed; in some cases, a promotion results in less salary due to no longer receiving overtime.

### ***Insurance***

The dental insurance that we have now is not adequate to meet our needs. Rising insurance costs reduce and in some cases eliminate an employee's merit increase.

### ***Part-Time Benefits***

The County lacks medical and dental benefits for part-time employees. The County should look at other government agencies that do offer medical benefits to their part-time employees. Even if the premiums are more, it would be better than no medical options at all.

## **Overall Recommendations**

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Our findings, based on this initial assessment of the County's Base Pay Systems and Market Competitiveness, indicate the need for a more comprehensive review. This will ensure that the most appropriate internal equity and salary structure adjustments are made to enable the County to attract, retain and motivate quality employees in a fiscally responsible manner.

As stated previously in this report PCCG recommends the following steps be taken:

1. Job Description Update – Update all job descriptions using a consistent format and implement a process to review and update them annually.
2. Band Classification System/Internal Equity Review – Using the current job evaluation method, all working titles within each band (as opposed to the broad classification title) need to be evaluated individually based on the updated job descriptions to determine if they are in the correct band classification.
3. Update Salary Structure – Consider both the findings of the internal equity review and external market data to update and/or revise the current salary structure.
4. Cost Analysis – Conduct a cost analysis to determine the cost associated with implementing the changes, including a cost option to address the issue of pay compression.

## Appendix: Detailed Competitive Compensation Analysis

SEMINOLE COUNTY DATA			SURVEY DATA						Aged Market Salary Data (adjusted geographically to reflect the labor market in Sanford, FL)			
JOB CLASS	JOB TITLE	Average Salary	SURVEY SOURCE	SURVEY MATCH	# ORGS	# INCS	SURV CODE	SCOPE	25th %ile	50th %ile	75th %ile	Avg
Technician	Accounting Technician	\$33,509	ERI	Accounting Technician Generic	n/a	n/a	n/a	All Industries - 3 years	\$30,323	\$32,759	\$36,658	\$33,315
Technician	Accounting Technician	\$33,509	FLOC/FPPA	Accounting Technician	28	n/a	n/a	All Orgs: >1000 FTEs				\$31,869
<b>Accounting Technician Average</b>		<b>\$33,509</b>							<b>\$30,323</b>	<b>\$32,759</b>	<b>\$36,658</b>	<b>\$32,592</b>
Administrative Assistant	Administrative Assistant	\$33,581	ECS-Office	Administrative Assistant	1552	19,170	7250	All Orgs - Level 2	\$28,655	\$32,368	\$36,366	\$32,939
Administrative Assistant	Administrative Assistant	\$33,581	ERI	Administrative Assistant	n/a	n/a	n/a	All Industries - All Incs	\$30,041	\$32,642	\$36,806	\$33,200
Administrative Assistant	Administrative Assistant	\$33,581	FLOC/FPPA	Administrative Assistant	33	n/a	n/a	All Orgs: >1000 FTEs				\$38,239
<b>Administrative Assistant Average</b>		<b>\$33,581</b>							<b>\$29,348</b>	<b>\$32,505</b>	<b>\$36,586</b>	<b>\$34,793</b>
Senior Analyst	Administrative Services	\$41,974	ECS-Prof	Financial or Business Analyst	785	3,572	0630	All Orgs - Level 2	\$40,690	\$45,422	\$50,248	\$45,895
Senior Analyst	Administrative Services	\$41,974	ERI	Economic Analyst	n/a	n/a	n/a	All Industries - 7 years	\$46,586	\$50,621	\$57,076	\$51,360
<b>Administrative Services Average</b>		<b>\$41,974</b>							<b>\$43,638</b>	<b>\$48,021</b>	<b>\$53,662</b>	<b>\$48,628</b>
Senior Staff Assistant	Animal Services	\$24,538	ECS-Office	Administrative Assistant	989	12,428	7250	All Orgs - Level 1	\$24,276	\$27,608	\$31,416	\$27,989
<b>Animal Services Average</b>		<b>\$24,538</b>							<b>\$24,276</b>	<b>\$27,608</b>	<b>\$31,416</b>	<b>\$27,989</b>
Animal Services Officer	Animal Services Officer	\$22,880	FLOC/FPPA	Animal Control Officer	16	n/a	n/a	All Orgs: >1000 FTEs				\$25,587
<b>Animal Services Officer Average</b>		<b>\$22,880</b>							<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$25,587</b>
Assistant Fire Chief	Assistant Fire Chief	\$81,557	FLOC/FPPA	Fire Chief (adjusted for Assistant)	29	n/a	n/a	All Orgs: >1000 FTEs				\$80,057
Assistant Fire Chief	Assistant Fire Chief	\$81,557	IONA	Assistant Fire Chief (Operations Chief/Deputy Chief)	12	17	2	All Organizations	\$68,336	\$69,845	\$76,560	\$73,341
<b>Assistant Fire Chief Average</b>		<b>\$81,557</b>							<b>\$68,336</b>	<b>\$69,845</b>	<b>\$76,560</b>	<b>\$76,899</b>
Assistant Librarian	Assistant Librarian	\$21,226	ERI	Library Assistant	n/a	n/a	n/a	All Industries - 4 years	\$22,615	\$24,019	\$26,265	\$24,478
Assistant Librarian	Assistant Librarian	\$21,226	FLOC/FPPA	Library Assistant	18	n/a	n/a	All Orgs: >1000 FTEs				\$21,886
Assistant Librarian	Assistant Librarian	\$21,226	Plant City	Library Assistant I	8	15	28	All Organizations	\$17,638	\$19,845	\$22,163	\$20,920
<b>Assistant Librarian Average</b>		<b>\$21,226</b>							<b>\$20,127</b>	<b>\$21,932</b>	<b>\$24,214</b>	<b>\$22,328</b>
Chief Inspector	Building	\$53,373	ERI	Construction Inspector	n/a	n/a	n/a	All Industries - 10 years	\$38,961	\$42,581	\$48,372	\$43,241
Chief Inspector	Building	\$53,373	Plant City	Building Superintendent (Official)	14	14	4	All Organizations	\$47,827	\$53,906	\$61,972	\$56,049
<b>Building Average</b>		<b>\$53,373</b>							<b>\$43,394</b>	<b>\$48,243</b>	<b>\$55,172</b>	<b>\$49,645</b>
Lead Inspector	Building Inspection	\$35,701	ECS-Tech	Construction & Building Inspector	11	201	5970	All Orgs - Level 1	\$31,606	\$39,127	\$41,317	\$38,080
Lead Inspector	Building Inspection	\$35,701	ERI	Construction Inspector	n/a	n/a	n/a	All Industries - 5 years	\$33,364	\$36,463	\$41,423	\$37,062
Lead Inspector	Building Inspection	\$35,701	FLOC/FPPA	Building Construction Inspector (Single License)	24	n/a	n/a	All Orgs: >1000 FTEs				\$38,244
Lead Inspector	Building Inspection	\$35,701	Ft Pierce	Building Inspector I	14	68	4	All Organizations	\$33,280	\$37,543	\$45,170	\$38,458
<b>Building Inspection Average</b>		<b>\$35,701</b>							<b>\$32,750</b>	<b>\$37,711</b>	<b>\$42,636</b>	<b>\$37,961</b>
Building Official	Building Official	\$86,070	FLOC/FPPA	Chief Building Official	26	n/a	n/a	All Orgs: >1000 FTEs				\$73,397
<b>Building Official Average</b>		<b>\$86,070</b>							<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$73,397</b>
Team Leader	Circulation Services	\$36,957	ECS-Prof	Technical Librarian	82	338	2280	All Orgs - Level 2	\$36,621	\$39,650	\$44,949	\$40,217
Team Leader	Circulation Services	\$36,957	ECS-Prof	Employment/Recruiter Representative	300	840	1265	All Orgs - Level 2	\$36,811	\$40,407	\$45,611	\$41,258
Team Leader	Circulation Services	\$36,957	FLOC/FPPA	Librarian	18	n/a	n/a	All Orgs: >1000 FTEs				\$37,008
<b>Circulation Services Average</b>		<b>\$36,957</b>							<b>\$36,716</b>	<b>\$40,028</b>	<b>\$45,280</b>	<b>\$39,495</b>

Notes:

All survey data was aged to January 2004 and a salary differential was applied to reflect the cost for labor in the Sanford, FL geographic area.

## Appendix: Detailed Competitive Compensation Analysis

SEMINOLE COUNTY DATA			SURVEY DATA					Aged Market Salary Data (adjusted geographically to reflect the labor market in Sanford, FL)				
JOB CLASS	JOB TITLE	Average Salary	SURVEY SOURCE	SURVEY MATCH	# ORGS	# INCS	SURV CODE	SCOPE	25th %ile	50th %ile	75th %ile	Avg
Senior Staff Assistant	Clerical Admin	\$30,900	ECS-Office	Secretary	3,346	30,833	2470	All Orgs - All Levels	\$25,694	\$29,417	\$32,939	\$29,702
Senior Staff Assistant	Clerical Admin	\$30,900	ERI	Secretary 2	n/a	n/a	n/a	All Industries - 2 years	\$26,218	\$28,489	\$32,122	\$29,004
Senior Staff Assistant	Clerical Admin	\$30,900	FLOC/FPPA	Administrative Secretary	26	n/a	n/a	All Orgs: >1000 FTEs				\$32,554
	<b>Clerical Admin Average</b>	<b>\$30,900</b>							<b>\$26,056</b>	<b>\$28,953</b>	<b>\$32,530</b>	<b>\$30,420</b>
Staff Assistant	Clerk Typist	\$21,743	ECS-Office	Clerk - Typist	132	2,356	2220	All Organizations	\$20,087	\$23,038	\$26,275	\$23,705
Staff Assistant	Clerk Typist	\$21,743	ERI	Clerk Typist	n/a	n/a	n/a	All Industries - All Incs	\$21,414	\$22,873	\$25,206	\$23,323
Staff Assistant	Clerk Typist	\$21,743	FLOC/FPPA	Clerk Typist	28	n/a	n/a	All Orgs: >1000 FTEs				\$22,124
	<b>Clerk Typist Average</b>	<b>\$21,743</b>							<b>\$20,751</b>	<b>\$22,956</b>	<b>\$25,741</b>	<b>\$23,051</b>
Senior Technician	Communications Electronics Bench Technician	\$31,963	ECS-Tech	Electronics Technician	157	1,775	3990	All Orgs - Level 2	\$32,654	\$36,557	\$40,841	\$36,842
Senior Technician	Communications Electronics Bench Technician	\$31,963	ERI	Electronic Equipment Repairer	n/a	n/a	n/a	All Industries - 5 years	\$29,574	\$32,134	\$36,232	\$32,687
Senior Technician	Communications Electronics Bench Technician	\$31,963	FLOC/FPPA	Electronics Technician	16	n/a	n/a	All Orgs: >1000 FTEs				\$38,318
	<b>Communications Electronics Bench Technician Average</b>	<b>\$31,963</b>							<b>\$31,114</b>	<b>\$34,346</b>	<b>\$38,536</b>	<b>\$35,949</b>
Program Manager	Community Assistance	\$47,819	FLOC/FPPA	Community Project Manager	18	n/a	n/a	All Orgs: >1000 FTEs				\$55,846
Program Manager	Community Assistance	\$47,819	FLOC/FPPA	Program Manager, Social Services	9	n/a	n/a	All Orgs: >1000 FTEs				\$50,514
	<b>Community Assistance Average</b>	<b>\$47,819</b>							<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$53,180</b>
Specialist	Community Assistance Specialist II	\$31,320		No Match					n/a	n/a	n/a	n/a
	<b>Community Assistance Specialist II Average</b>	<b>\$31,320</b>							<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
Program Manager	Community Resources	\$51,127	FLOC/FPPA	Community Project Manager	18	n/a	n/a	All Orgs: >1000 FTEs				\$55,846
Program Manager	Community Resources	\$51,127	Plant City	Community Development Director	8	8	10	All Organizations	\$47,179	\$57,309	\$57,473	\$54,832
	<b>Community Resources Average</b>	<b>\$51,127</b>							<b>\$47,179</b>	<b>\$57,309</b>	<b>\$57,473</b>	<b>\$55,339</b>
Senior Technician	Computer Systems Administrator (No JD)	\$43,451	ECS-Prof	Systems Analyst	409	3,880	1940	All Orgs - Level 2	\$43,340	\$47,977	\$54,128	\$48,923
Senior Technician	Computer Systems Administrator (No JD)	\$43,451	ERI	Computer Systems Analyst	n/a	n/a	n/a	All Industries - 4 years	\$46,185	\$50,184	\$56,584	\$50,919
	<b>Computer Systems Administrator Average</b>	<b>\$43,451</b>							<b>\$44,762</b>	<b>\$49,081</b>	<b>\$55,356</b>	<b>\$49,921</b>
Coordinator	Contracts Administrator/Engineering	vacant	ECS-Prof	Contract Administrator	222	790	2030	All Orgs - Level 2	\$39,460	\$43,813	\$48,923	\$44,381
Coordinator	Contracts Administrator/Engineering	vacant	FLOC/FPPA	Contracts Specialist	23	n/a	n/a	All Orgs: >1000 FTEs				\$43,550
Coordinator	Contracts Administrator/Engineering	vacant	SJRWMD	Senior Contracts Administrator	9	41	55	All Organizations	\$42,609	\$45,466	\$48,435	\$48,066
	<b>Contracts Administrator/Engineering Average</b>	<b>vacant</b>							<b>\$41,035</b>	<b>\$44,640</b>	<b>\$48,679</b>	<b>\$45,332</b>
Technician	Copy and Mail Center	\$28,580	ECS-Office	Photocopy Machine Operator	167	1,220	2080	All Orgs - Level 2	\$23,800	\$27,513	\$31,797	\$27,989
Technician	Copy and Mail Center	\$28,580	ERI	Mailroom Supervisor	n/a	n/a	n/a	All Industries - 2 years	\$22,039	\$23,540	\$25,941	\$23,997
Technician	Copy and Mail Center	\$28,580	ERI	Printing Supervisor	n/a	n/a	n/a	All Industries - 2 years	\$29,550	\$32,109	\$36,203	\$32,661
	<b>Copy and Mail Center Average</b>	<b>\$28,580</b>							<b>\$25,130</b>	<b>\$27,720</b>	<b>\$31,314</b>	<b>\$28,216</b>
Program Manager	Deputy Building Official	\$59,228	Plant City	Building Superintendent (Official)	14	14	4	All Organizations	\$47,827	\$53,906	\$61,972	\$56,049
	<b>Deputy Building Official Average</b>	<b>\$59,228</b>							<b>\$47,827</b>	<b>\$53,906</b>	<b>\$61,972</b>	<b>\$56,049</b>

Notes:  
All survey data was aged to January 2004 and a salary differential was applied to reflect the cost for labor in the Sanford, FL geographic area.

## Appendix: Detailed Competitive Compensation Analysis

SEMINOLE COUNTY DATA			SURVEY DATA						Aged Market Salary Data <small>(adjusted geographically to reflect the labor market in Sanford, FL)</small>			
JOB CLASS	JOB TITLE	Average Salary	SURVEY SOURCE	SURVEY MATCH	# ORGS	# INCS	SURV CODE	SCOPE	25th %ile	50th %ile	75th %ile	Avg
Engineer	Development Review	\$41,280	ECS-Prof	Civil Engineer	208	1,553	3850	All Orgs - Level 2	\$45,043	\$49,964	\$54,128	\$49,869
Engineer	Development Review	\$41,280	ERI	Civil Engineer	n/a	n/a	n/a	All Industries - 5 years	\$40,793	\$44,583	\$50,647	\$45,263
	<b>Development Review Average</b>	<b>\$41,280</b>							<b>\$42,918</b>	<b>\$47,274</b>	<b>\$52,387</b>	<b>\$47,566</b>
Plans Examiner	Development Review	\$36,733	FLOC/FPPA	Plans Examiner	26	n/a	n/a	All Orgs: >1000 FTEs				\$41,322
	<b>Development Review Average</b>	<b>\$36,733</b>							n/a	n/a	n/a	<b>\$41,322</b>
Principal Coordinator	Development Review	vacant	Ft Pierce	Planning Coordinator	12	24	26	All Organizations	\$53,094	\$59,150	\$63,567	\$59,008
	<b>Development Review Average</b>	<b>vacant</b>							<b>\$53,094</b>	<b>\$59,150</b>	<b>\$63,567</b>	<b>\$59,008</b>
Principal Planner	Development Review	\$49,005	SJRWMD	Land Resource Planner II	7	28	49	All Organizations	\$35,373	\$47,523	\$47,855	\$42,899
	<b>Development Review Average</b>	<b>\$49,005</b>							<b>\$35,373</b>	<b>\$47,523</b>	<b>\$47,855</b>	<b>\$42,899</b>
Senior Engineer	Development Review (Code)	\$53,061	ECS-Prof	Civil Engineer	216	1,611	3850	All Orgs - Level 3	\$54,317	\$59,332	\$64,253	\$59,522
Senior Engineer	Development Review (Code)	\$53,061	ERI	Civil Engineer	n/a	n/a	n/a	All Industries - 7 years	\$43,565	\$47,613	\$54,088	\$48,323
	<b>Development Review (Code) Average</b>	<b>\$53,061</b>							<b>\$48,941</b>	<b>\$53,473</b>	<b>\$59,171</b>	<b>\$53,922</b>
Senior Planner	Economic Development	\$40,331	FLOC/FPPA	Planner	32	n/a	n/a	All Orgs: >1000 FTEs				\$42,482
Senior Planner	Economic Development	\$40,331	Ft Pierce	Planner	17	59	25	All Organizations	\$36,400	\$39,325	\$43,845	\$42,796
Senior Planner	Economic Development	\$40,331	Plant City	Planner	14	15	33	All Organizations	\$33,424	\$35,554	\$40,168	\$37,876
	<b>Economic Development Average</b>	<b>\$40,331</b>							<b>\$34,912</b>	<b>\$37,439</b>	<b>\$42,006</b>	<b>\$40,385</b>
Coordinator	Emergency Management	\$44,741		No Match					n/a	n/a	n/a	n/a
	<b>Emergency Management Average</b>	<b>\$44,741</b>							n/a	n/a	n/a	n/a
Principal Engineer	Engineering	\$71,018	ECS-Prof	Civil Engineer	187	1,025	3850	All Orgs - Level 4	\$64,632	\$69,174	\$74,851	\$69,741
Principal Engineer	Engineering	\$71,018	ERI	Civil Engineer	n/a	n/a	n/a	All Industries - 8 years	\$44,899	\$49,070	\$55,745	\$49,797
Principal Engineer	Engineering	\$71,019	Ft Pierce	City Engineer	14	13	6	All Organizations	\$70,468	\$74,971	\$91,511	\$81,599
Principal Engineer	Engineering	\$71,019	Plant City	City Engineer	10	11	7	All Organizations	\$57,184	\$65,953	\$74,662	\$65,698
	<b>Engineering Average</b>	<b>\$71,019</b>							<b>\$59,296</b>	<b>\$64,792</b>	<b>\$74,192</b>	<b>\$66,709</b>
Lead Inspector	Environmental Services	\$38,444	FLOC/FPPA	Environmental Specialist	25	n/a	n/a	All Orgs: >1000 FTEs				\$39,847
Lead Inspector	Environmental Services	\$38,444	Ft Pierce	Engineering Inspector	14	61	14	All Organizations	\$37,217	\$42,566	\$48,535	\$42,540
Lead Inspector	Environmental Services	\$38,444	Plant City	Engineering Tech IV	5	5	12	All Organizations	\$28,067	\$28,469	\$34,523	\$32,237
	<b>Environmental Services Average</b>	<b>\$38,444</b>							<b>\$32,642</b>	<b>\$35,517</b>	<b>\$41,529</b>	<b>\$38,208</b>
Associate Technician	Facilities Maintenance	\$24,248	ERI	Building Maintenance Repairer	n/a	n/a	n/a	All Industries - All Incs	\$25,730	\$27,482	\$30,286	\$27,979
Associate Technician	Facilities Maintenance	\$24,248	FLOC/FPPA	Building Maintenance Worker	33	n/a	n/a	All Orgs: >1000 FTEs				\$26,551
	<b>Facilities Maintenance Average</b>	<b>\$24,248</b>							<b>\$25,730</b>	<b>\$27,482</b>	<b>\$30,286</b>	<b>\$27,285</b>
Certified Tradesworker	Facilities Maintenance	\$35,066	ECS-Tech	General Maintenance Repair Worker	303	2,566	5960	All Orgs - Level 3	\$33,034	\$37,414	\$43,126	\$38,366
Certified Tradesworker	Facilities Maintenance	\$35,066	ERI	General Maintenance Supervisor	n/a	n/a	n/a	All Industries - 5 years	\$39,773	\$43,468	\$49,380	\$44,137
	<b>Facilities Maintenance Average</b>	<b>\$35,066</b>							<b>\$36,404</b>	<b>\$40,441</b>	<b>\$46,253</b>	<b>\$41,251</b>
Senior Coordinator	Facilities Maintenance	\$49,224	ECS-Supv	Building/Facilities Supervisor	413	1,040	2387	All Orgs - Level 2	\$42,427	\$48,691	\$55,430	\$50,305
Senior Coordinator	Facilities Maintenance	\$49,224	ERI	Building Maintenance Supervisor	n/a	n/a	n/a	All Industries - 5 years	\$50,492	\$54,866	\$61,861	\$55,647
Senior Coordinator	Facilities Maintenance	\$49,224	FLOC/FPPA	Building Maintenance Superintendent	16	n/a	n/a	All Orgs: >1000 FTEs				\$52,913
Senior Coordinator	Facilities Maintenance	\$49,224	FLOC/FPPA	Facilities Maintenance Supervisor	25	n/a	n/a	All Orgs: >1000 FTEs				\$48,369
	<b>Facilities Maintenance Average</b>	<b>\$49,224</b>							<b>\$46,460</b>	<b>\$51,778</b>	<b>\$58,646</b>	<b>\$51,808</b>

Notes:  
All survey data was aged to January 2004 and a salary differential was applied to reflect the cost for labor in the Sanford, FL geographic area.

## Appendix: Detailed Competitive Compensation Analysis

SEMINOLE COUNTY DATA			SURVEY DATA					Aged Market Salary Data (adjusted geographically to reflect the labor market in Sanford, FL)				
JOB CLASS	JOB TITLE	Average Salary	SURVEY SOURCE	SURVEY MATCH	# ORGS	# INCS	SURV CODE	SCOPE	25th %ile	50th %ile	75th %ile	Avg
Director	Fiscal Services	\$88,504	ECS-Top	Top Budgeting Executive	26	~1173	0325	All Orgs: 500-2000 FTEs	\$70,946	\$103,966	\$119,061	\$98,966
Director	Fiscal Services	\$88,504	ERI	Budget Director	n/a	n/a	n/a	Public Administration 1360 FTEs	\$70,288	\$80,560	\$96,996	\$81,623
Director	Fiscal Services	\$88,504	ERI	Financial Analysis Director	n/a	n/a	n/a	Public Administration 1360 FTEs	\$74,559	\$84,938	\$101,545	\$86,042
Director	Fiscal Services	\$88,504	FLOC/FPPA	Finance Director	25	n/a	n/a	All Orgs: >1000 FTEs				\$77,838
Director	Fiscal Services	\$88,504	Ft Pierce	Director of Finance	17	17	10	All Organizations	\$84,386	\$91,296	\$98,235	\$93,447
Director	Fiscal Services	\$88,504	Plant City	Finance Director	14	14	17	All Organizations	\$63,954	\$80,455	\$84,250	\$74,715
	<b>Fiscal Services Average</b>	<b>\$88,504</b>							<b>\$72,827</b>	<b>\$88,243</b>	<b>\$100,017</b>	<b>\$85,438</b>
Manager	Fiscal Services	\$57,242	ECS-MM	Budgetary Control Manager	59	66	0330	All Orgs: 500-2000 FTEs	\$64,442	\$75,230	\$88,194	\$77,974
Manager	Fiscal Services	\$57,242	ERI	Budget Manager	n/a	n/a	n/a	All Industries - 8 years	\$67,844	\$73,719	\$83,119	\$74,692
	<b>Fiscal Services Average</b>	<b>\$57,242</b>							<b>\$66,143</b>	<b>\$74,475</b>	<b>\$85,657</b>	<b>\$76,333</b>
Coordinator	Fixed Assets	\$38,501	FLOC/FPPA	Records Coordinator	20	n/a	n/a	All Orgs: >1000 FTEs				\$46,820
	<b>Fixed Assets Average</b>	<b>\$38,501</b>							<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$46,820</b>
Assistant Coordinator	Fleet Services	\$40,019 (prior Inc)	ERI	Fleet Supervisor	n/a	n/a	n/a	All Industries - 6 years	\$42,089	\$46,000	\$52,257	\$46,695
Assistant Coordinator	Fleet Services	\$40,019 (prior Inc)	SJRWMD	Operations Supervisor - Fleet Operations and Maintenance	14	23	24	All Organizations	\$43,488	\$53,912	\$63,131	\$53,727
	<b>Fleet Services Average</b>	<b>\$40,019</b>							<b>\$42,789</b>	<b>\$49,956</b>	<b>\$57,694</b>	<b>\$50,211</b>
Program Manager	Geographic Information Services	\$64,584	ECS-MM	Information Systems Operations Manager	74	83	1730	All Orgs: 500-2000 FTEs	\$68,417	\$78,069	\$86,112	\$79,015
Program Manager	Geographic Information Services	\$64,584	ERI	Information Systems Operations Manager	n/a	n/a	n/a	All Industries - 8 years	\$66,261	\$72,417	\$82,267	\$73,379
	<b>Geographic Information Services Average</b>	<b>\$64,584</b>							<b>\$67,339</b>	<b>\$75,243</b>	<b>\$84,190</b>	<b>\$76,197</b>
Senior Team Member	Heavy Equipment Operator	\$25,125	ERI	Heavy Equipment Operator	n/a	n/a	n/a	All Industries - 1 year	\$27,229	\$29,932	\$34,258	\$30,468
Senior Team Member	Heavy Equipment Operator	\$25,125	FLOC/FPPA	Heavy Equipment Operator	29	n/a	n/a	All Orgs: >1000 FTEs				\$31,247
Senior Team Member	Heavy Equipment Operator	\$25,125	Ft Pierce	Equipment Operator II (Heavy)	17	221	15	All Organizations	\$27,161	\$30,503	\$33,044	\$30,346
Senior Team Member	Heavy Equipment Operator	\$25,125	Plant City	Equipment Operator III	10	38	15	All Organizations	\$23,652	\$24,898	\$26,478	\$24,750
	<b>Heavy Equipment Operator Average</b>	<b>\$25,125</b>							<b>\$26,014</b>	<b>\$28,444</b>	<b>\$31,260</b>	<b>\$29,203</b>
Technician	Help Desk	\$21,008	ECS-Tech	Information Systems Help Desk Coordinator	245	1,229	1725	All Orgs - Level 1	\$28,179	\$31,416	\$34,558	\$31,702
Technician	Help Desk	\$21,008	ERI	Help Desk Technician	n/a	n/a	n/a	All Industries - 2 years	\$27,356	\$29,898	\$33,964	\$29,898
Technician	Help Desk	\$21,008	FLOC/FPPA	Help Desk/End User Support Technician	24	n/a	n/a	All Orgs: >1000 FTEs				\$34,834
	<b>Help Desk Average</b>	<b>\$21,008</b>							<b>\$27,768</b>	<b>\$30,657</b>	<b>\$34,261</b>	<b>\$32,144</b>

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## Appendix: Detailed Competitive Compensation Analysis

SEMINOLE COUNTY DATA			SURVEY DATA					Aged Market Salary Data (adjusted geographically to reflect the labor market in Sanford, FL)				
JOB CLASS	JOB TITLE	Average Salary	SURVEY SOURCE	SURVEY MATCH	# ORGS	# INCS	SURV CODE	SCOPE	25th %ile	50th %ile	75th %ile	Avg
Senior Analyst	Human Resources	\$42,432	ECS-Prof	Employee Training Specialist	387	1,519	1150	All Orgs - Level 2	\$36,621	\$40,880	\$46,274	\$41,637
Senior Analyst	Human Resources	\$42,432	ECS-Prof	Employee Relations Representative	91	203	1198	All Orgs - Level 2	\$38,798	\$44,381	\$48,829	\$44,097
Senior Analyst	Human Resources	\$42,432	ERI	Training Specialist	n/a	n/a	n/a	All Industries - 5 years	\$35,005	\$38,036	\$42,886	\$38,648
Senior Analyst	Human Resources	\$42,432	ERI	Human Resources Analyst	n/a	n/a	n/a	All Industries - 5 years	\$33,678	\$36,594	\$41,260	\$37,391
Senior Analyst	Human Resources	\$42,432	FLOC/FPPA	HR Analyst	28	n/a	n/a	All Orgs: >1000 FTEs	\$42,432	\$42,432	\$42,432	\$42,488
Senior Analyst	Human Resources	\$42,432	FT Pierce	Human Resources Coordinator	14	22	20	All Organizations	\$37,948	\$44,417	\$59,759	\$48,955
	<b>Human Resources Average</b>	<b>\$42,432</b>							<b>\$36,410</b>	<b>\$40,862</b>	<b>\$47,801</b>	<b>\$42,169</b>
Program Manager	Human Resources (Comp Manager)	\$44,803	ERI	Compensation Manager	n/a	n/a	n/a	All Industries - 7 years	\$61,387	\$67,090	\$76,215	\$67,998
Program Manager	Human Resources (Comp Manager)	\$44,803	JCA	Human Resources Manager	16	20	535	All Companies	\$49,099	\$60,952	\$66,762	\$58,492
Program Manager	Human Resources (Comp Manager)	\$44,803	Mercer	Senior Compensation Analyst	199	334	1642	All Orgs - National	\$50,168	\$58,119	\$66,355	\$58,498
	<b>Human Resources (Comp Manager) Average</b>	<b>\$44,803</b>							<b>\$53,552</b>	<b>\$62,054</b>	<b>\$69,777</b>	<b>\$61,663</b>
Manager	Information Services	\$65,395	ECS-MM	Information Systems Operations Manager	74	83	1730	All Orgs: 500-2000 FTEs	\$68,417	\$78,069	\$86,112	\$79,015
Manager	Information Services	\$65,395	ERI	Information Systems Operations Manager	n/a	n/a	n/a	All Industries - 8 years	\$66,261	\$72,417	\$82,267	\$73,379
	<b>Information Services Average</b>	<b>\$65,395</b>							<b>\$67,339</b>	<b>\$75,243</b>	<b>\$84,190</b>	<b>\$76,197</b>
Principal Coordinator	Information Services	\$48,892	SJRWMD	Computer Systems Specialist	12	102	12	All Organizations	\$50,778	\$54,886	\$57,462	\$54,342
	<b>Information Services Average</b>	<b>\$48,892</b>							<b>\$50,778</b>	<b>\$54,886</b>	<b>\$57,462</b>	<b>\$54,342</b>
Senior Coordinator	Information Services	\$36,084		No Match					n/a	n/a	n/a	n/a
	<b>Information Services Average</b>	<b>\$36,084</b>							<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
Director	Information Technologies	\$89,648	ERI	Information Technologies Director	n/a	n/a	n/a	Public Administration 1360 FTEs	\$66,436	\$76,146	\$91,680	\$77,163
Director	Information Technologies	\$89,648	FLOC/FPPA	Information Technology Director	34	n/a	n/a	All Orgs: >1000 FTEs	\$66,436	\$76,146	\$91,680	\$90,015
	<b>Information Technologies Average</b>	<b>\$89,648</b>							<b>\$66,436</b>	<b>\$76,146</b>	<b>\$91,680</b>	<b>\$83,589</b>
Librarian	Librarian	\$33,290	ERI	Librarian	n/a	n/a	n/a	All Industries - 5 years	\$32,883	\$35,730	\$40,287	\$36,319
Librarian	Librarian	\$33,290	FLOC/FPPA	Librarian	18	n/a	n/a	All Orgs: >1000 FTEs	\$32,883	\$35,730	\$40,287	\$37,008
Librarian	Librarian	\$33,290	Plant City	Librarian I	8	17	27	All Organizations	\$25,363	\$31,609	\$37,150	\$31,158
	<b>Librarian Average</b>	<b>\$33,290</b>							<b>\$29,123</b>	<b>\$33,670</b>	<b>\$38,719</b>	<b>\$34,828</b>
Staff Assistant	Library Services	\$20,786	ERI	Library Assistant	n/a	n/a	n/a	All Industries - 1 year	\$20,536	\$21,811	\$23,851	\$22,248
Staff Assistant	Library Services	\$20,786	FLOC/FPPA	Library Assistant	18	n/a	n/a	All Orgs: >1000 FTEs	\$20,536	\$21,811	\$23,851	\$21,586
Staff Assistant	Library Services	\$20,786	Plant City	Library Assistant I	8	15	28	All Organizations	\$17,638	\$19,845	\$22,163	\$20,920
	<b>Library Services Average</b>	<b>\$20,786</b>							<b>\$19,087</b>	<b>\$20,828</b>	<b>\$23,007</b>	<b>\$21,584</b>
Mechanic	Mechanic	\$28,120	ECS-Tech	Maintenance Mechanic	1,202	12,850	5940	All Orgs - All Levels	\$28,846	\$33,701	\$38,842	\$34,082
Mechanic	Mechanic	\$28,120	ERI	Mechanic Machinery Maintenance	n/a	n/a	n/a	All Industries - 2 years	\$24,760	\$26,904	\$30,335	\$27,404
Mechanic	Mechanic	\$28,120	ERI	Maintenance Water Worker	n/a	n/a	n/a	All Industries - All Incs	\$25,764	\$27,834	\$31,147	\$28,341
	<b>Mechanic Average</b>	<b>\$28,120</b>							<b>\$26,457</b>	<b>\$29,480</b>	<b>\$33,441</b>	<b>\$29,942</b>

**Notes:**

All survey data was aged to January 2004 and a salary differential was applied to reflect the cost for labor in the Sanford, FL geographic area.

## Appendix: Detailed Competitive Compensation Analysis

SEMINOLE COUNTY DATA			SURVEY DATA						Aged-Market Salary Data (adjusted geographically to reflect the labor market in Sanford, FL)			
JOB CLASS	JOB TITLE	Average Salary	SURVEY SOURCE	SURVEY MATCH	# ORGS	# INCS	SURV CODE	SCOPE	25th %ile	50th %ile	75th %ile	Avg
Team Member	Meter Reader	\$18,209	ERI	Meter Reader	n/a	n/a	n/a	All Industries - 1 year	\$22,773	\$24,324	\$26,804	\$24,789
Team Member	Meter Reader	\$18,209	FLOC/FPPA	Meter Reader	25	n/a	n/a	All Orgs: >1000 FTEs				\$23,573
Team Member	Meter Reader	\$18,209	Plant City	Meter Reader	13	32	31	All Organizations	\$19,160	\$19,843	\$24,010	\$21,076
	<b>Meter Reader Average</b>	<b>\$18,209</b>							<b>\$20,966</b>	<b>\$22,083</b>	<b>\$25,407</b>	<b>\$23,146</b>
P.A.Y. Officer	P.A.Y. Officer	\$29,520		No Match					n/a	n/a	n/a	n/a
	<b>P.A.Y. Officer Average</b>	<b>\$29,520</b>							n/a	n/a	n/a	n/a
Manager	Parks and Recreation	\$61,818	FLOC/FPPA	Recreation Superintendent	24	n/a	n/a	All Orgs: >1000 FTEs				\$59,265
Manager	Parks and Recreation	\$61,818	FLOC/FPPA	Parks Superintendent	29	n/a	n/a	All Orgs: >1000 FTEs				\$58,340
Manager	Parks and Recreation	\$61,818	Plant City	Recreation/Parks Director	14	14	43	All Organizations	\$55,721	\$70,831	\$80,817	\$67,815
	<b>Parks and Recreation Average</b>	<b>\$61,818</b>							<b>\$55,721</b>	<b>\$70,831</b>	<b>\$80,817</b>	<b>\$61,907</b>
Team Leader	Parks and Recreation	\$40,487	FLOC/FPPA	Recreation Supervisor	20	n/a	n/a	All Orgs: >1000 FTEs				\$39,476
	<b>Parks and Recreation Average</b>	<b>\$40,487</b>							n/a	n/a	n/a	<b>\$39,476</b>
Team Member	Parks Maintenance Worker	\$20,887	ECS-Tech	Groundskeeper	261	3,178	5820	All Orgs - All Levels	\$22,943	\$24,086	\$29,322	\$25,133
Team Member	Parks Maintenance Worker	\$20,887	ERI	Groundskeeper	n/a	n/a	n/a	All Industries - All Incs	\$21,137	\$22,705	\$25,214	\$23,160
Team Member	Parks Maintenance Worker	\$20,887	FLOC/FPPA	Groundskeeper	25	n/a	n/a	All Orgs: >1000 FTEs				\$20,895
Team Member	Parks Maintenance Worker	\$20,887	Ft Pierce	Ground Maintenance Specialist	15	420	18	All Organizations	\$22,036	\$23,434	\$26,639	\$25,060
Team Member	Parks Maintenance Worker	\$20,887	Plant City	Groundskeeper I	14	62	25	All Organizations	\$18,700	\$19,983	\$21,813	\$20,533
	<b>Parks Maintenance Worker Average</b>	<b>\$20,887</b>							<b>\$21,204</b>	<b>\$22,552</b>	<b>\$25,747</b>	<b>\$22,956</b>
Senior Engineer	PEI (Projects Manager)	\$55,089	ECS-Prof	Civil Engineer	216	1,611	3850	All Orgs - Level 3	\$54,317	\$59,332	\$64,253	\$59,522
Senior Engineer	PEI (Projects Manager)	\$55,089	ERI	Civil Engineer	n/a	n/a	n/a	All Industries - 7 years	\$43,565	\$47,613	\$54,088	\$48,323
Senior Engineer	PEI (Projects Manager)	\$55,089	SJRWMD	Senior Project Manager	12	71	58	All Organizations	\$66,106	\$69,897	\$81,389	\$73,666
	<b>PEI (Projects Manager) Average</b>	<b>\$55,089</b>							<b>\$54,663</b>	<b>\$58,947</b>	<b>\$66,577</b>	<b>\$60,503</b>
Associate Technician	Permit Tech	\$24,651	FLOC/FPPA	Permit Technician	29	n/a	n/a	All Orgs: >1000 FTEs				\$26,146
Associate Technician	Permit Tech	\$24,651	Ft Pierce	Licensing & Permit Clerk	18	64	21	All Organizations	\$23,105	\$26,374	\$27,948	\$25,759
Associate Technician	Permit Tech	\$24,651	SJRWMD	Permit Data Technician	12	91	6	All Organizations	\$22,952	\$25,100	\$26,538	\$25,483
	<b>Permit Tech Average</b>	<b>\$24,651</b>							<b>\$23,029</b>	<b>\$25,737</b>	<b>\$27,243</b>	<b>\$25,796</b>
Manager	Planning	\$80,205	ERI	Planning Manager Long Range	n/a	n/a	n/a	All Industries - 10 years	\$80,476	\$88,467	\$101,252	\$80,339
Manager	Planning	\$80,205	FLOC/FPPA	Planning Director	28	n/a	n/a	All Orgs: >1000 FTEs				\$87,113
	<b>Planning Average</b>	<b>\$80,205</b>							<b>\$80,476</b>	<b>\$88,467</b>	<b>\$101,252</b>	<b>\$83,726</b>
Senior Planner	Planning	\$49,164	ERI	Planner	n/a	n/a	n/a	All Industries - 7 years	\$48,436	\$52,631	\$59,341	\$53,391
	<b>Planning Average</b>	<b>\$49,164</b>							<b>\$48,436</b>	<b>\$52,631</b>	<b>\$59,341</b>	<b>\$53,391</b>
Director	Planning and Development	\$92,248	ERI	Planning & Development Director	n/a	n/a	n/a	Public Administration 1360 FTEs	\$81,722	\$92,538	\$109,845	\$93,717
Director	Planning and Development	\$92,248	FLOC/FPPA	Development Director	16	n/a	n/a	All Orgs: >1000 FTEs				\$95,274
	<b>Planning and Development Average</b>	<b>\$92,248</b>							<b>\$81,722</b>	<b>\$92,538</b>	<b>\$109,845</b>	<b>\$94,495</b>
Planner	Planning and Development	\$40,382	ERI	Planner	n/a	n/a	n/a	All Industries - 5 years	\$44,452	\$48,301	\$54,460	\$49,016
Planner	Planning and Development	\$40,382	FLOC/FPPA	Planner	32	n/a	n/a	All Orgs: >1000 FTEs				\$42,482
Planner	Planning and Development	\$40,382	Plant City	Planner	14	15	33	All Organizations	\$33,424	\$35,554	\$40,168	\$37,876
	<b>Planning and Development Average</b>	<b>\$40,382</b>							<b>\$38,938</b>	<b>\$41,928</b>	<b>\$47,314</b>	<b>\$43,125</b>
Assistant Supervisor	Probation	\$30,836	ERI	Secretarial Supervisor	n/a	n/a	n/a	All Industries - 5 years	\$27,054	\$29,397	\$33,146	\$29,397
	<b>Probation Average</b>	<b>\$30,836</b>							<b>\$27,054</b>	<b>\$29,397</b>	<b>\$33,146</b>	<b>\$29,397</b>

Notes:  
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## Appendix: Detailed Competitive Compensation Analysis

SEMINOLE COUNTY DATA			SURVEY DATA					Aged Market Salary Data (adjusted geographically to reflect the labor market in Sanford, FL)				
JOB CLASS	JOB TITLE	Average Salary	SURVEY SOURCE	SURVEY MATCH	# ORGS	# INCS	SURV CODE	SCOPE	25th %ile	50th %ile	75th %ile	Avg
Manager	Probation	\$63,898		No Match					n/a	n/a	n/a	n/a
	<b>Probation Average</b>	<b>\$63,898</b>							n/a	n/a	n/a	n/a
Probation Officer	Probation Officer	\$32,058		No Match					n/a	n/a	n/a	n/a
	<b>Probation Officer Average</b>	<b>\$32,058</b>							n/a	n/a	n/a	n/a
Technician	Procurement Technician	\$29,370	ECS-Office	Purchasing Clerk	715	2,070	6080	All Orgs - All Levels	\$25,418	\$28,655	\$33,130	\$29,417
Technician	Procurement Technician	\$29,370	ERI	Procurement Clerk	n/a	n/a	n/a	All Industries - All Incs	\$25,274	\$27,149	\$30,149	\$27,646
	<b>Procurement Technician Average</b>	<b>\$29,370</b>							<b>\$25,346</b>	<b>\$27,902</b>	<b>\$31,639</b>	<b>\$28,531</b>
Principal Coordinator	Project Management	\$52,285	Plant City	Community Development Director	8	8	10	All Organizations	\$47,179	\$57,309	\$57,473	\$54,832
Principal Coordinator	Project Management	\$52,285	SJRWMD	Construction Program Manager	9	25	35	All Organizations	\$54,173	\$61,745	\$71,176	\$62,153
	<b>Project Management Average</b>	<b>\$52,285</b>							<b>\$50,676</b>	<b>\$59,527</b>	<b>\$64,325</b>	<b>\$58,492</b>
Chief Inspector	Public Safety/Hazardous Materials	\$36,192	FLOC/FPPA	Environmental Specialist	25	n/a	n/a	All Orgs: >1000 FTEs				\$39,847
Chief Inspector	Public Safety/Hazardous Materials	\$36,192	SJRWMD	Environmental Scientist I	14	61	40	All Organizations	\$32,124	\$34,824	\$37,918	\$35,727
	<b>Public Safety/Hazardous Materials Average</b>	<b>\$36,192</b>							<b>\$32,124</b>	<b>\$34,824</b>	<b>\$37,918</b>	<b>\$37,787</b>
Director	Public Works	\$102,274	FLOC/FPPA	Public Works Director	27	n/a	n/a	All Organizations				\$101,982
	<b>Public Works Average</b>	<b>\$102,274</b>							n/a	n/a	n/a	<b>\$101,982</b>
Senior Staff Assistant	Records Custodian/Imaging	\$26,354	ECS-Office	Micrographics (imaging) Operator	151	932	2247	All Organizations	\$19,706	\$21,230	\$23,990	\$21,896
	<b>Records Custodian/Imaging Average</b>	<b>\$26,354</b>							<b>\$19,706</b>	<b>\$21,230</b>	<b>\$23,990</b>	<b>\$21,896</b>
Team Leader	Road Operations/Stormwater	\$35,256	F1 Pierce	Foreman I	14	173	17	All Organizations	\$29,677	\$36,846	\$37,995	\$34,865
	<b>Road Operations/Stormwater Average</b>	<b>\$35,256</b>							<b>\$29,677</b>	<b>\$36,846</b>	<b>\$37,995</b>	<b>\$34,865</b>
Crew Chief	Roads	\$26,513	FLOC/FPPA	Crew Leader	28	n/a	n/a	All Orgs: >1000 FTEs				\$30,405
	<b>Roads Average</b>	<b>\$26,513</b>							n/a	n/a	n/a	<b>\$30,405</b>
Dispatcher	Roads	\$26,957	ECS-Tech	Dispatcher	449	2,202	6360	All Orgs - Level 1	\$25,323	\$31,511	\$39,413	\$32,366
Dispatcher	Roads	\$26,957	ERI	Dispatcher	n/a	n/a	n/a	All Industries - All Incs	\$25,196	\$27,066	\$30,057	\$27,561
	<b>Roads Average</b>	<b>\$26,957</b>							<b>\$25,260</b>	<b>\$29,288</b>	<b>\$34,735</b>	<b>\$29,965</b>
Lead Inspector	Roads	\$40,007	ERI	Construction Inspector	n/a	n/a	n/a	All Industries - 5 years	\$33,364	\$36,463	\$41,423	\$37,062
	<b>Roads Average</b>	<b>\$40,007</b>							<b>\$33,364</b>	<b>\$36,463</b>	<b>\$41,423</b>	<b>\$37,062</b>
Team Member	Roads/Stormwater	\$19,526		No Match					n/a	n/a	n/a	n/a
	<b>Roads/Stormwater Average</b>	<b>\$19,526</b>							n/a	n/a	n/a	n/a
Technician	Roadway Signing and Markings	\$26,586	FLOC/FPPA	Traffic Signs/Markings Technician	19	n/a	n/a	All Orgs: >1000 FTEs				\$26,140
	<b>Roadway Signing and Markings Average</b>	<b>\$26,586</b>							n/a	n/a	n/a	<b>\$26,140</b>
Senior Staff Assistant	Senior Accounting Clerk	\$25,182	ECS-Office	Accounting Clerk	1,314	10,228	0320	All Orgs - Level 2	\$24,657	\$27,418	\$30,464	\$27,798
Senior Staff Assistant	Senior Accounting Clerk	\$25,182	ERI	Accounting Clerk	n/a	n/a	n/a	All Industries - All Incs	\$23,520	\$25,122	\$27,685	\$25,596
	<b>Senior Accounting Clerk Average</b>	<b>\$25,182</b>							<b>\$24,089</b>	<b>\$26,270</b>	<b>\$29,075</b>	<b>\$26,697</b>

Notes:

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JOB CLASS	JOB TITLE	Average Salary	SURVEY SOURCE	SURVEY MATCH	# ORGS	# INCS	SURV CODE	SCOPE	25th %ile	50th %ile	75th %ile	Avg
Senior Analyst	Senior Budget Analyst	\$38,813	ECS-Prof	Budget Analyst	188	988	0350	All Orgs - Level 2	\$40,123	\$45,043	\$49,112	\$45,043
Senior Analyst	Senior Budget Analyst	\$38,813	ERI	Budget Analyst	n/a	n/a	n/a	All Industries - 6 years	\$42,394	\$46,332	\$52,635	\$47,031
Senior Analyst	Senior Budget Analyst	\$38,813	SJRWMD	Budget Analyst	18	150	32	All Organizations	\$41,619	\$46,916	\$51,791	\$47,070
	<b>Senior Budget Analyst Average</b>	<b>\$38,813</b>							<b>\$41,378</b>	<b>\$46,097</b>	<b>\$51,179</b>	<b>\$46,381</b>
Senior Buyer	Senior Procurement Analyst	\$44,096	ECS-Prof	Buyer	673	2,376	6040	All Orgs - Level 2	\$36,338	\$40,596	\$45,517	\$41,069
Senior Buyer	Senior Procurement Analyst	\$44,096	Plant City	Purchasing Agent	11	11	42	All Organizations	\$37,746	\$46,312	\$60,023	\$48,694
	<b>Senior Procurement Analyst Average</b>	<b>\$44,096</b>							<b>\$37,042</b>	<b>\$43,454</b>	<b>\$52,770</b>	<b>\$44,881</b>
Senior Programmer	Senior Programmer	\$57,585	ECS-Prof	General Programmer/Analyst	638	6,855	1950	All Orgs - Level 3	\$50,721	\$56,777	\$63,496	\$57,534
Senior Programmer	Senior Programmer	\$57,585	ERI	Programmer Analyst	n/a	n/a	n/a	All Industries - 8 years	\$56,998	\$62,293	\$70,766	\$63,152
Senior Programmer	Senior Programmer	\$57,585	FLOC/FPPA	Sr. Programmer/Analyst	27	n/a	n/a	All Orgs: >1000 FTEs				\$54,867
Senior Programmer	Senior Programmer	\$57,585	JCA	Analyst/Programmer III	9	178	655	All Companies	\$57,439	\$71,115	\$75,625	\$68,786
	<b>Senior Programmer Average</b>	<b>\$57,585</b>							<b>\$55,052</b>	<b>\$63,395</b>	<b>\$69,962</b>	<b>\$61,035</b>
Senior Technician	Signals	\$34,256	ERI	Street Light Repairer	n/a	n/a	n/a	All Industries - 2 years	\$31,467	\$33,610	\$37,039	\$34,169
Senior Technician	Signals	\$34,256	FLOC/FPPA	Traffic Signal Technician	21	n/a	n/a	All Orgs: >1000 FTEs				\$33,345
	<b>Signals Average</b>	<b>\$34,256</b>							<b>\$31,467</b>	<b>\$33,610</b>	<b>\$37,039</b>	<b>\$33,757</b>
Associate Technician	Solid Waste	\$20,757	ERI	Water Maintenance Worker	n/a	n/a	n/a	All Industries - 1 year	\$20,818	\$22,491	\$25,168	\$22,943
	<b>Solid Waste Average</b>	<b>\$20,757</b>							<b>\$20,818</b>	<b>\$22,491</b>	<b>\$25,168</b>	<b>\$22,943</b>
Senior Coordinator	Solid Waste Contracts Management	\$42,505	SJRWMD	Senior Contracts Administrator	9	41	55	All Organizations	\$42,609	\$45,466	\$48,435	\$48,066
	<b>Solid Waste Contracts Management Average</b>	<b>\$42,505</b>							<b>\$42,609</b>	<b>\$45,466</b>	<b>\$48,435</b>	<b>\$48,066</b>
Technician	Solid Waste Operator III	\$26,915	ERI	Heavy Equipment Operator	n/a	n/a	n/a	All Industries - 2 years	\$28,565	\$31,402	\$35,939	\$31,952
Technician	Solid Waste Operator III	\$26,915	FLOC/FPPA	Solid Waste Equipment Operator	18	n/a	n/a	All Orgs: >1000 FTEs				\$30,378
	<b>Solid Waste Operator III Average</b>	<b>\$26,915</b>							<b>\$28,565</b>	<b>\$31,402</b>	<b>\$35,939</b>	<b>\$31,165</b>
Associate Technician	Support Services	\$25,460	ECS-Office	Office Services Assistant	157	625	2245	All Orgs - Level 1	\$22,467	\$25,228	\$28,084	\$25,418
Associate Technician	Support Services	\$25,460	ECS-Tech	Photocopy Machine Operator	124	985	2080	All Orgs - Level 2	\$23,419	\$26,942	\$30,750	\$27,513
Associate Technician	Support Services	\$25,460	ERI	Mailroom Clerk	n/a	n/a	n/a	All Industries - All Incs	\$17,846	\$18,954	\$20,726	\$19,362
Associate Technician	Support Services	\$25,460	ERI	Printer Job	n/a	n/a	n/a	All Industries - 1 year	\$21,363	\$23,214	\$26,174	\$23,676
	<b>Support Services Average</b>	<b>\$25,460</b>							<b>\$21,274</b>	<b>\$23,584</b>	<b>\$26,433</b>	<b>\$23,992</b>
Senior Coordinator	Support Services	\$42,828	ECS-Supv	Generic Administrative Services Supervisor	1889	5,892	2715	All Orgs - Level 2	\$37,396	\$43,471	\$51,539	\$45,179
Senior Coordinator	Support Services	\$42,828	ERI	Graphic Supervisor	n/a	n/a	n/a	All Industries - 7 years	\$41,324	\$45,163	\$51,306	\$45,850
Senior Coordinator	Support Services	\$42,828	ERI	Print Shop Foreman	n/a	n/a	n/a	All Industries - 7 years	\$39,422	\$42,589	\$47,658	\$43,275
	<b>Support Services Average</b>	<b>\$42,828</b>							<b>\$39,381</b>	<b>\$43,741</b>	<b>\$50,167</b>	<b>\$44,768</b>
Senior Technician	Support Services	vacant	SJRWMD	Associate Contracts Administrator	11	27	31	All Organizations	\$33,599	\$36,167	\$42,473	\$37,423
	<b>Support Services Average</b>	<b>vacant</b>							<b>\$33,599</b>	<b>\$36,167</b>	<b>\$42,473</b>	<b>\$37,423</b>
Tactical Radio Operator	Tactical Radio Operator	\$24,760	ERI	Dispatcher Generic	n/a	n/a	n/a	All Industries - 1 year	\$20,556	\$22,081	\$24,521	\$22,526
Tactical Radio Operator	Tactical Radio Operator	\$24,760	FLOC/FPPA	Emergency Communications Operator Dispatch	26	n/a	n/a	All Orgs: >1000 FTEs				\$29,894
	<b>Tactical Radio Operator Average</b>	<b>\$24,760</b>							<b>\$20,556</b>	<b>\$22,081</b>	<b>\$24,521</b>	<b>\$26,210</b>
Principal Coordinator	Technical Engineer (No JD)	vacant		No Match					n/a	n/a	n/a	n/a
	<b>Technical Engineer Average</b>	<b>vacant</b>							<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

Notes:  
All survey data was aged to January 2004 and a salary differential was applied to reflect the cost for labor in the Sanford, FL geographic area.

## Appendix: Detailed Competitive Compensation Analysis

SEMINOLE COUNTY DATA			SURVEY DATA						Aged Market Salary Data (adjusted geographically to reflect the labor market in Sanford, FL)			
JOB CLASS	JOB TITLE	Average Salary	SURVEY SOURCE	SURVEY MATCH	# ORGS	# INCS	SURV CODE	SCOPE	25th %ile	50th %ile	75th %ile	Avg
Tradesworker	Tradesworker	\$29,279	ECS-Tech	General Maintenance Repair Worker	572	4,499	5960	All Orgs - Level 2	\$26,561	\$30,559	\$34,843	\$30,940
Tradesworker	Tradesworker	\$29,279	ERI	General Maintenance Worker	n/a	n/a	n/a	All Industries - All Incs	\$25,369	\$27,096	\$29,861	\$27,589
Tradesworker	Tradesworker	\$29,279	FLOC/FPPA	Carpenter	25	n/a	n/a	All Orgs: >1000 FTEs				\$31,941
Tradesworker	Tradesworker	\$29,279	FLOC/FPPA	Electrician	31	n/a	n/a	All Orgs: >1000 FTEs				\$35,952
Tradesworker	Tradesworker	\$29,279	FLOC/FPPA	Painter	21	n/a	n/a	All Orgs: >1000 FTEs				\$29,904
Tradesworker	Tradesworker	\$29,279	Ft Pierce	Electrician	17	93	12	All Organizations	\$31,282	\$33,684	\$39,326	\$36,436
<b>Tradesworker Average</b>		<b>\$29,279</b>							<b>\$27,737</b>	<b>\$30,446</b>	<b>\$34,677</b>	<b>\$32,127</b>
Lead Technician	Traffic Signals	vacant	ERI	Street Light Repairer	n/a	n/a	n/a	All Industries - 5 years	\$36,021	\$38,474	\$42,398	\$39,082
Lead Technician	Traffic Signals	vacant	FLOC/FPPA	Traffic Signal Technician	21	n/a	n/a	All Orgs: >1000 FTEs				\$33,345
<b>Traffic Signals Average</b>		<b>vacant</b>							<b>\$36,021</b>	<b>\$38,474</b>	<b>\$42,398</b>	<b>\$36,214</b>
Senior Operator	Treatment Plant Operator	\$29,492	ECS-Tech	Wastewater Treatment Technician	111	1,092	4087	All Orgs - All Levels	\$26,275	\$32,368	\$38,366	\$32,749
Senior Operator	Treatment Plant Operator	\$29,492	ERI	Water Treatment Operator	n/a	n/a	n/a	All Industries - 5 years	\$27,148	\$29,670	\$33,706	\$30,201
Senior Operator	Treatment Plant Operator	\$29,492	FLOC/FPPA	Treatment Plant Operator - A	16	n/a	n/a	All Orgs: >1000 FTEs				\$41,132
Senior Operator	Treatment Plant Operator	\$29,492	Plant City	Plant Operator II (Water/Wastewater)	16	41	34	All Organizations	\$26,207	\$28,822	\$31,920	\$29,067
Senior Operator	Treatment Plant Operator	\$29,492	SJRWMD	Invasive Plant Technician	6	57	22	All Organizations	\$26,431	\$27,609	\$32,835	\$29,469
<b>Treatment Plant Operator Average</b>		<b>\$29,492</b>							<b>\$26,515</b>	<b>\$29,617</b>	<b>\$34,207</b>	<b>\$32,524</b>
Team Leader	Water and Sewer Maintenance	\$38,228	ECS-Tech	Maintenance Mechanic	526	6,123	5940	All Orgs - Level 2	\$29,798	\$33,606	\$37,223	\$33,891
Team Leader	Water and Sewer Maintenance	\$38,228	ERI	Water Maintenance Worker	n/a	n/a	n/a	All Industries - All Incs	\$25,764	\$27,834	\$31,147	\$28,341
Team Leader	Water and Sewer Maintenance	\$38,228	Plant City	Chief Plant Operator	10	16	5	All Organizations	\$34,255	\$39,910	\$43,786	\$39,533
<b>Water and Sewer Maintenance Average</b>		<b>\$38,228</b>							<b>\$29,939</b>	<b>\$33,783</b>	<b>\$37,385</b>	<b>\$33,922</b>
Principal Analyst	Web Developer	\$45,848	ECS-Prof	Web Developer	321	1,331	1652	All Organizations	\$48,261	\$55,453	\$64,253	\$56,967
Principal Analyst	Web Developer	\$45,848	ERI	Web Developer	n/a	n/a	n/a	All Industries - 7 years	\$57,660	\$61,586	\$67,868	\$62,428
Principal Analyst	Web Developer	\$45,848	FLOC/FPPA	Webmaster	17	n/a	n/a	All Orgs: >1000 FTEs				\$49,752
<b>Web Developer Average</b>		<b>\$45,848</b>							<b>\$52,960</b>	<b>\$58,519</b>	<b>\$66,061</b>	<b>\$56,382</b>
<b>Survey Sources:</b>												
ECS-MM = Watson Wyatt, <i>ECS Industry Report on Middle Management Compensation</i>												
ECS-Office = Watson Wyatt, <i>ECS Geographic Report on Office Personnel Compensation</i>												
ECS-Prof = Watson Wyatt, <i>ECS Geographic Report on Professional &amp; Scientific Personnel Compensation</i>												
ECS-Supv = Watson Wyatt, <i>ECS Geographic Report on Supervisory Management Compensation</i>												
ECS-Tech = Watson Wyatt, <i>ECS Geographic Report on Technician and Skilled Trades Personnel Compensation</i>												
ECS-Top = Watson Wyatt, <i>ECS Geographic Report on Top Management Compensation</i>												
ERI = Economic Research Institute												
Ft Pierce = Palmer & Cay Consulting Group Private Survey - City of Ft. Pierce, FL												
IONA - Palmer & Cay Consulting Group Private Survey - IONA-McGregor Fire District, FL												
JCA = Jacksonville Compensation Association ( <i>Compensation Survey 2002</i> )												
Mercer = Benchmark Compensation Survey ( <i>2002 Metropolitan Survey</i> )												
Plant City = Palmer & Cay Consulting Group Private Survey - City of Plant City, FL												
SJRWMD - Palmer & Cay Consulting Group Private Survey - St. Johns River Water Management Systems, FL												

**Notes:**

All survey data was aged to January 2004 and a salary differential was applied to reflect the cost for labor in the Sanford, FL geographic area.