

## External Compensation Study

**Caroline County, Virginia**

September 12, 2017

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### ***Mission Statement***

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



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## LETTER OF TRANSMITTAL

September 28, 2017

The Honorable Jeffery S. Black, Chairperson  
and Members of the Caroline County Board of Supervisors  
212 North Main Street  
Bowling Green, VA 22427

### **Re: Final Compensation Study**

Dear Chairperson Black and Members of the Board of Supervisors:

Springsted Incorporated is pleased to provide you with the County's completed Compensation Study. This study provides an overview of the County's current classification and compensation system, as it relates to County positions, and our final report, including the methodology used to update the current compensation system, recommendations for implementing the core findings and for addressing issues related to salary compression, and other compensation and pay related issues.

Our review and update represents a thorough and comprehensive review of all aspects of the County's compensation system as related to the positions included in the study. The recommendations offered, we believe, will maintain the market competitiveness of the County's compensation program within the regional marketplace and provide increased internal equity among County positions. Implementation of the enclosed recommendations will also assist the County in attracting new employees, when necessary, and in retaining current employees needed to meet the service demands of the County's citizens.

Springsted expresses our thanks to Caroline County staff that supplied us with data and answered numerous questions throughout the process. We particularly want to express our gratitude to County staff for providing direction and feedback throughout all the phases of the study. Springsted appreciates the privilege of serving Caroline County and hope that we may be of assistance to you in the future.

Respectfully submitted,

*Steven B. Miner*

Steven B. Miner, Vice President  
Client Representative to Caroline County, Virginia

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## 1. Executive Summary

Springsted Incorporated completed a Compensation Study for Caroline County, Virginia in August 2017. The study represents a comprehensive review of the components that affect an organization's compensation program for specific positions – a review of the current compensation structure, the County's compensation philosophy, regional market competitiveness of County salaries, the internal equity of salaries paid to comparable County positions, and ongoing maintenance and administration of the compensation system.

While the County has worked to maintain the compensation system last adopted by the Board, as resources were available, some situations have developed that could be addressed by conducting a compensation study and implementing an up to date compensation system. Difficulty in recruiting and hiring new employees in certain departments, candidate pools lacking the skill sets required for some of the positions being recruited, and employee turnover in certain positions are all indications that the County's compensation program needs to be updated to be more competitive within the regional market.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct new and comprehensive classification and compensation studies every five (5) to seven (7) years ensuring their ability to hire and retain qualified employees and maintain equitable internal relationships. The external market focus is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees. If compensation levels fall below those in the regional marketplace, the organization will experience difficulty hiring people and increased employee turnover as employees seek jobs with other organizations that will pay the market rates for their skills and abilities.

Organizations should expect some employee turnover, typically in the 5% to 10% range annually, but when it becomes excessive, turnover has a serious impact on the organization's overall effectiveness. Advertising costs are a significant measurable cost of turnover, and as the County moves through the selection process, the time spent by current employees covering the void left by the departing employee often diverts their attention from their day to day responsibilities creating overtime demands and often frustration on the part of the remaining employees as they attempt to meet deadlines and maintain acceptable levels of service. Perhaps even more significant is the loss of knowledge and expertise that can be lost through employee turnover. These are some of the hidden and non-quantifiable costs associated with turnover. There is also a substantial cost for turnover that comes with training of new employees. Examples of these costs are reflected in estimated costs for training and equipping law enforcement officers which, based upon documentation we have received from Sheriffs and Police Chiefs, can range from \$20,000 to \$42,000 per law enforcement officer. Employees in well managed organizations receive significant on-the-job training which diverts the attention of other employees from their primary and regular duties to assist in training. Organizational effectiveness is affected as new employees learn the position and current employees help to train them. While these costs are not necessarily

visible in County expenditure reports, they will show up in performance data in the form of reduced service outcomes and staff stress levels.

As the County continues to experience change, it will also be important to offer competitive salaries to attract the best staff possible to serve the citizens of Caroline County in the future. Competition for a wide range of professions in the local government marketplace becomes more intense each year as the business community works to attract workers to higher paying jobs in the private sector, perceptions change in regard to public employment, local government curriculums are decreased at the college level, standards for hiring at the local level remain constant and increase, benefit levels drop for local government employees and competing organizations systematically increase their salaries to remain competitive and to meet demands for service in their communities.

The periodic review, which comes with completion of a comprehensive classification and compensation update, also enables an organization to account for changes in technology, changes in work processes, tools and equipment, and other factors that can affect job responsibilities. In today's fast paced world of technological change, this is especially important as almost every governmental process is affected by advancements in technology and, as this occurs, employee's skills, knowledge and abilities, as well as their proficiency in the use of required tools and equipment, changes. Changes in job requirements, such as addition of new programs or assumption of duties for a vacated position, sometimes results in a new pay grade assignment. In order to properly maintain the compensation system, an ongoing process is needed to review job responsibilities and job class assignment to pay grades to ensure jobs are properly compensated.

The following study documents the findings of a comprehensive review and evaluation of the County's existing classification and compensation system and the methodology used to update the classification and compensation system. The study was conducted with extensive participation from the County staff. The staff were interviewed concerning the nature of County operations and particular issues they were experiencing in regard to employee compensation issues, employee recruitment, and retention. The County's current class descriptions were evaluated by Springsted using the Systematic Analysis and Factor Evaluation (SAFE<sup>®</sup>) system. The SAFE<sup>®</sup> system provides a consistent and objective approach to evaluating jobs by applying standard criteria to the training and experience needed to perform the job, the level of complexity of the work performed, working conditions, the impact of end results and the consequences of errors, and other factors that relate to the type and level of the work performed.

A compensation survey was developed and comprehensive wage data was collected from comparable regional employers. The results of the job evaluation and the salary survey data were used to create a salary curve which served as the foundation for creating a revised compensation program.

The compensation program structure relied upon a review of compensation philosophy concepts that included:

- Providing fair and equitable compensation to employees in a competitive and changing labor market

- Maintaining a competitive pay structure that takes into consideration the County's fiscal resources
- Ensuring that employee compensation is based on individual performance that meets or exceeds expectations and reflects changing economic conditions
- Providing consistent administration of pay policies and procedures among all County departments

Major findings of the study can be summarized as follows:

- Salaries paid to some County employees are significantly lower than the average salary rates paid in comparable regional organizations. Because these salaries are below average market rates for the region, the County may experience difficulty hiring and retaining employees in certain positions. The County also has experienced turnover or had difficulty filling vacancies in positions that are paid at a higher rate by comparable organizations with which the County competes for employees. Notably, in Caroline County, concerns exist over loss or difficulty recruiting for several key positions, including critical public safety personnel and skilled utility workers.
- Our analysis of benchmark organizations indicated that the County's salaries in the benchmarked positions (the ones used to do the salary survey) were 11.41% below the minimum of the survey averages, 14.36% below the mid-point salaries, and 16.30% below the maximum salary levels of the responding organizations surveyed for these benchmarked positions. For overall perspective, based on the updated salary schedule developed as part of this study, we found that 69% of the County's workforce is being paid today below the minimum salary rate of their newly assigned pay grade.
- Internal pay relationship inequities exist within the County. Positions that require similar minimum qualifications and have comparable responsibilities should be compensated at comparable levels. We evaluated each County classification against standard criteria. Each job class was assigned to a pay grade that reflected its internal relationship to other County positions thereby ensuring equitable pay relationships.
- Pay compression issues exist within the County as they do in most communities. Compression among positions can be found in many departments, but are particularly acute in Groundskeepers, Emergency Medical Service, E911, and Sheriff's departments. This isn't a criticism, as the recession had the effect of causing much of that, as revenues fell and localities weren't able to continue established raise programs.
- The study offers a single recommended market-based compensation plan, with two additional rules. The first rule is intended to provide relief for the compression issue. It would apply to both full time and permanent part time employees and provides for a 0.5% increase per year of service in the employee's current department. A second rule provides that any full time employee with fifteen (15) years of service in position who wasn't taken to the mid-point of their new grade range by rule one, be assigned to the midpoint of their recommended grade. The purpose of this rule was to reward experience and initiate a policy that, if followed in the future, will create a clear career path for County employees by providing this into the future, thereby rewarding longevity by the recognition of the enhanced value that fifteen years' experience brings to the position. We strongly

recommend that, if adopted as part of the current pay plan, this policy be adopted by the County for use in future years.

- Caroline is a heavy user of part time workers. This is fiscally prudent due to savings on benefits and other costs. Currently, part time workers are not graded. This changes on the proposed plan, with all workers being proposed at a grade, though paid by the hour. Further, those in standing part time roles were considered in the decompression calculations, receiving credit for time with the County. Back fill or temporary workers were graded, but not included in the decompression calculations.



## 2. Introduction

Caroline County, Virginia retained Springsted Incorporated to conduct an External Compensation Study in late 2016. Completion of this study reflects a significant effort by County staff to supply policies and human resources data. Throughout this study we have introduced the staff to new concepts and terms. A glossary is provided in Appendix A to share our terminology with the reader.

The County identified four (4) major objectives for this update, which included:

- Create opportunity for management input into the process
- Compile and analyze market comparables and competitive data
- Create a transition plan after evaluation of classifications of positions jointly and separately
- Provide necessary tools for managing the program going forward

A comprehensive salary survey was also conducted as part of this update with the County reviewing and approving the proposed jurisdictions to be surveyed. Survey recipients were selected based on demographics, comparable levels of services provided by the entity surveyed and geographic proximity to Caroline County. Benchmark positions were included in the survey of market area entities. Each position included as a benchmark was selected to ensure a wide range of different job types were included across all departments to provide a representative sample throughout the organization. The ten (10) entities listed below, were invited to participate in the survey:

1. Dinwiddie County, VA
2. Hanover County, VA
3. King George County, VA
4. King William County, VA
5. New Kent County, VA
6. Orange County, VA
7. Powhatan County, VA
8. Prince George County, VA
9. Spotsylvania County, VA
10. City of Fredericksburg, VA

Information from some entities was difficult to obtain. However, requests by Springsted staff to some localities and organizations resulted in a strong representation of information being utilized from a range of eight (8) localities. Springsted was unable to obtain any information from the Counties of New Kent and the City of Fredericksburg.

Survey respondents were asked to provide information on only those benchmark positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.



### 3. Methodology

Springsted Incorporated used the following methodology in reviewing the compensation program for Caroline County.

1. Springsted staff met with County staff to discuss the project on March 23, 2017. The purpose of the meeting was to establish working relationships, review current policies and practices relating to the County's existing pay practices, collect all available data on programs and materials currently in use, and to identify apparent strengths and weaknesses in existing compensation systems. This meeting also provided an opportunity to discuss the County's goals in adopting a compensation plan for County employees.
2. The County provided copies of existing classification descriptions, the County's current payroll information and compensation policies, personnel policies and a list of positions identified by title, current grade, and current salary to be included in the study.
3. Springsted developed a comprehensive wage survey which included requests for general information on compensation policies, such as whether an open range or step system was utilized, years to maximum, number of steps (if utilized) and percentage between steps and grades. This information was requested from ten (10) agencies identified in consultation with the County to determine the market for certain benchmark positions.
4. All County positions were evaluated using Springsted's Systematic Analysis and Factor Evaluation (SAFE<sup>®</sup>) system to assist in assuring that the internal relationships of positions within the County were equitable. Positions were evaluated based on information provided in the County's current classification descriptions.
5. Utilizing the salary data supplied by comparable organizations and the results of the Systematic Analysis and Factor Evaluation (SAFE<sup>®</sup>) job evaluation system, each position was assigned to an appropriate salary grade in the County's compensation plan.
6. Springsted then worked closely with County staff to go over all preliminary results and invited all Department Heads to review and comment on the draft results. That input was further considered, leading to the current proposal.
7. Guidelines for implementation and ongoing administration of the compensation program were developed. These guidelines provide for annual adjustments to the salary schedule ensuring that the County's pay scales stay current with changing economic and market conditions. The guidelines also provide for annual salary adjustments for employees based on employee performance that meets or exceeds job expectations. A recommended implementation option and the estimated costs are provided as part of this study.

## 4. Findings and Recommendations

Developing a classification system and compensation program involves the analysis of substantial quantities of data collected from comparable employers and from the County. We have evaluated the County's existing compensation program based on our analysis of the study data and the survey results. Using this information, we have developed a compensation program for Caroline County, which is described below.

### A. Evaluation of the Current Compensation Program

Discussions with personnel and review of compensation data indicate that a number of employees of the County are under-compensated in relation to other comparable regional organizations. Other findings discussed earlier in the study indicate a wage problem demonstrated by:

- Concerns about employee turnover because employees may leave to take higher paying jobs with other employers
- Some departments experiencing some difficulty hiring new personnel in certain positions due to limited applicant pools and low starting salaries
- Job classes with comparable responsibilities requiring comparable education and experience that are assigned to different pay ranges resulting in significant pay differences
- Although not part of the study, anecdotal evidence points to a very competitive hiring environment in the region - both now and anticipated into the future.

### B. Compensation Philosophy

A compensation philosophy guides the design of a pay plan and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a compensation philosophy, compensation decisions tend to be viewed from a short-term standpoint apart from the organization's overall goals.

Market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. In addition, movement of positions through the pay grades is an important topic for consideration of local governments. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and to retain skilled employees (in other words, eliminating higher pay as the reason employees leave the organization) within the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to job classes with comparable duties and responsibilities.

Movement of positions through the assigned salary grade is also an important consideration for employees and their supervisors to understand. Employees should have an understanding of how they may obtain pay increases whether it is by merit or some other form, so that they believe that they have a future in the community that they serve.

In consultation with members of County's Management Team, Springsted staff developed a compensation philosophy framework guiding the compensation

program development and the direction of this study. As part of this study, we recommend that the County consider these concepts in the adoption of a formal compensation philosophy:

- Providing fair and equitable rates of pay to employees
- Developing a system of pay grades that state the minimum and maximum rates that the County will pay individuals within a job class and identify the midpoint of the range as the “market” rate
- Defining the County’s market area based on the nature of the job class requirements and the availability of potential candidates locally, state-wide, regionally or nationally
- Establishing rates of pay that allow the County to compete successfully for new employees within its market area
- Establishing a market position that is fiscally responsible with public resources
- Ensuring that pay rates for employees are based on individual performance that meets or exceeds expectations and reflects changing economic conditions
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, managers, the Board of Supervisors, and the public

### C. Evaluating Job Classes

The purpose of the study, as directed by the County, was to evaluate the level of compensation for employees. The County’s existing class descriptions were utilized to develop salary survey documents and, later in the process, to evaluate, rate, and rank jobs to establish internal class relationships.

In addition, all positions were evaluated in accordance with market data and the recommended salary schedule. Our analysis resulted in recommended changes to positions and their grades, with the goal of achieving grade parity for similar positions and to meet the market established rates of pay (as determined by the benchmark localities) for comparable positions. As indicated earlier, of the salaries of the 287 positions included in the study, 199 (69%) ended up below the grade needed to equalize them with the market, while 86 (31%) were within range. None were above the maximum.

Each position was analyzed utilizing Springsted’s SAFE® job evaluation system, to review and rate each of the County’s job classes.

The factors considered in determining the relative value of classifications are:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Experience Required
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

## D. Developing a Salary Schedule

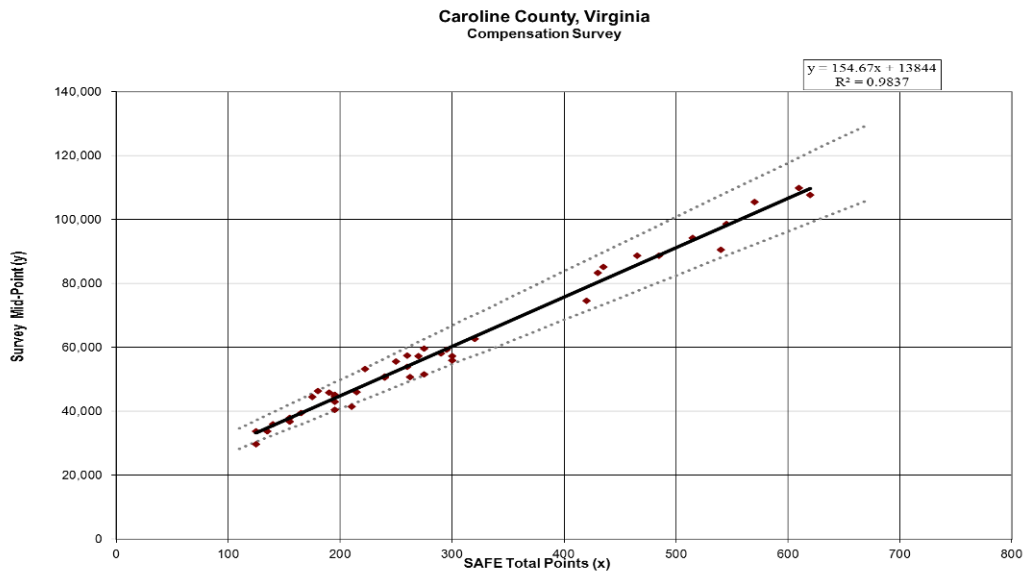
The process of developing a salary schedule draws substantially from market data obtained in a compensation survey. This data is obtained by conducting a comprehensive survey of other comparable employers within the County's defined market area; that is, who does the locality compete with for employees when vacancies occur? Respondents are asked to provide information about the structure of their pay plans and the minimum, maximum, and actual salary rates of their corresponding benchmark positions.

**Survey Results.** A salary survey was conducted on behalf of Caroline County and data was sought from ten (10) agencies. A variety of information was obtained from these entities, providing a strong base of information. The salary survey included a series of questions designed to obtain information on a variety of pay practices. On average, survey respondents indicated that the spread within their pay grades, or the difference between the minimum and the maximum of the pay grade, was 61.5%, with a low of 60% and a high of 63% (one reported broad-banding, with a range of 160%, which was omitted from survey results). The distance between pay grades ranged from 5% to 15% with an average of 9%. Sixty-six percent (66%) of respondents with a system in place reported using an open range system, which provides a minimum, mid-point, and maximum level of pay for each pay grade.

The survey included benchmark positions covering a full range of job classes from administrative support and maintenance positions to professional employees and department heads. Since pay ranges were not available for some positions, Springsted staff compared the average actual salaries to market data obtained in the survey. A general summary of survey results appears in Appendix B.

One position is recommended for a title change and this recommendation has been made separately to the County Administrator. The survey revealed that six of the seven localities surveyed utilized the title of Deputy County Administrator, instead of Assistant County Administrator. In addition, titles should be appropriate to duties and responsibility. The position now has direct reports. Given all this, it is appropriate to retitle the position at this time.

**Designing the Salary Schedule.** The first step in designing a compensation plan is to create a salary curve using the salary survey data for the County's benchmark positions and the corresponding job evaluation point factors for each benchmark job. This data produced the salary curve shown in Figure 1 below. Any given point on the salary curve identifies where the market salary rate and the job evaluation point factors intersect.



(Figure 1)

Caroline County’s currently has two pay plans, both of which are open range plans. The primary plan has twenty eight (28) grades with a minimum, midpoint and maximum for the grade. The distance between pay grades in the current pay plan is 5%, which is below the survey average. The range spread is 52%. Using survey data and in order to maintain competitiveness with the regional labor market, a new salary schedule was developed for the County. After consultation with County staff, the County’s proposed pay plan maintains the current open plan structure including 36 pay grades that are 5% apart with a grade range of 60%. The second pay plan is for Fire and Rescue workers who are subject to working 212 hours in any given 28 day cycle. A pay structure containing 16 grades constructed similarly to the existing Fire & Rescue pay structure was created for these workers. Those structures maintain similar range spreads (50%) and grade separation (4.65%) as the previous structures.

The recommended Fiscal Year 2017-2018 compensation plan for Caroline County can be found in Appendix C of this report.

The consultant then assigned each position to the appropriate salary grade in the FY 2017-2018 salary schedule. The List of Classes and Assignment to Salary Grade is shown in Appendix D.

The recommended pay plan is the result of the analysis of the data obtained and reflects the market ranges of salaries as reported by competitors in the area.

## 5. Implementing the Recommended Salary Plan

To estimate implementation costs, Springsted was provided the most recent employee salaries by the County for all departments and, working with County leadership, calculated the level of implementation which best resolves issues of concern identified such as compression of salaries within the established ranges. Each is explained in greater detail below.

There were 75 positions, representing one hundred ninety-nine (199) employees who were identified as being below the recommended pay range and include the following positions:

- Animal Control Deputy
- Animal Shelter Attendant
- Deputy Circuit Court Clerk IV
- Deputy Circuit Court Clerk III
- Deputy Circuit Court Clerk II
- Deputy Circuit Court Clerk I
- Cashier
- Deputy Commissioner of the Revenue II
- Seasonal Collection Agent (PT)
- Tax Examiner
- DMV Specialist
- Assistant Commonwealth Attorney
- Human Resources Manager
- Receptionist (PT)
- Dispatcher Supervisor
- Dispatcher
- Administrative Assistant/Web Manager
- Travel Counselor (PT)
- Groundskeeping Foreman
- Custodial Specialist
- Maintenance Technician
- Groundskeeper II
- Community Center Attendant (PT)
- Groundskeeper I
- Groundskeeper (Seasonal)
- Firefighter Intermediate
- Firefighter EMT
- Firefighter EMT (PT)
- Captain Paramedic
- Captain EMT
- Lieutenant EMT
- Firefighter Paramedic
- Logistics and Records Specialist II
- Logistics Technician (PT)
- Recruitment and Retention Officer (PT)
- Account
- Clerk/Secretary
- EMS Billing Clerk
- Training and Compliance Clerk (PT)
- Information Technology Manager
- Recreation Activities Coordinator
- Parks and Recreation Assistant (PT)
- Community Center Attendant (PT)
- Zoning/Code Compliance Technician
- Office Assistant
- Assistant Director Public Works & Utilities
- Assistant Registrar
- Assistant Registrar (PT)
- Administrative Manager
- Master Deputy Sheriff
- Court Security Officer (PT)
- Deputy Sheriff
- Evidence Custodian (PT)
- Law Enforcement Planner
- Warrants Clerk
- Control Room Operator
- Records Clerk
- Solid Waste Supervisor
- Solid Waste Clerk (PT)
- Convenience Site Attendant (PT)
- Deputy Treasurer-Accounting
- Deputy Treasurer-Customer Service

- Customer Service Agent III
- Customer Service Agent
- Compliance Clerk
- Utilities Technician
- WWTP Supervisor
- Laboratory Manager
- WWTP Operator II
- WWTP Operator III
- Laboratory Technician
- WWTP Operator Trainee
- Superintendent of Public Utilities
- Water Operator IV
- Water Operator Trainee
- Utilities Construction Foreman

Consistent with staff's direction, we have estimated implementation costs using FY 2017 County personnel data, making the following assumptions:

- The recommended compensation program will be effective when and how it is designated by the County. The implementation option provided in this report contains the full annualized cost for implementation.
- Implementation will address internal equity by making sure that no employee is paid below the minimum rate of their assigned salary grade. It should be recognized that pay inequities do exist for some Caroline County employees, particularly in the area of salary compression. For this reason, the recommended option was selected.

### Recommended Option

- **Take to recommended grade, then add 0.5% per year of service in Department.** In an attempt to deal with the issue of salary compression in a fair and appropriate manner, individual employee salaries were first compared to the grade suggested by the study. Those below the recommended grade were taken to the minimum grade level of the new, higher, level. Those already within the recommended grade were placed within it at their current salary. Following that, a decompression factor was applied (added) to all full time and permanent part time workers corresponding to their years of service within their department. The factor used was 0.5% per year of service. For example, if an employee has been employed for nine (9) years, the employee would be either brought up to or placed within the assigned salary grade at the current salary and then provided an additional 4.5% increase over the assigned salary (0.5% per year of service in the department). If the employee's resulting salary was greater than the grade cap, the employee was provided as much of the increase as possible capped by the maximum of the range.
- **Fifteen (15) in Position Mid-Point Rule.** Most employees with 15 years of service were at a level such that the years of service credit took them at least to the mid-point of their assigned grade. However, even with that rule, several of the County's 15 year or greater veterans did not get to the mid-point. There were 5 persons in this group and the salary cost was \$27,778.05 to bring everyone with at least 15 years' service to the mid-point.



- The estimated total cost is \$1,086,796.31 for all employees, which is equivalent to 11.64% of the County's \$9.3 million annual salary cost. Of this amount, \$791,967.33 is needed to bring the below-grade workers to the minimum and add the decompression features covered above. This is 16.02% of that group's current salary cost. For those in grade the cost is \$286,093.82 or 6.64% of current salary cost.
- The recommended option would allow the County to provide salaries meeting current market conditions, based upon the market survey, and recognizes the value of employees' experience and past salary increases thus reducing the opportunity for compression of salaries. It also initiates a sound policy towards recognizing the value of experience in position.

### Ongoing Administration

After initial implementation of the study's recommendations is achieved, the County should develop and maintain administrative procedures that provide for annual market analyses and salary adjustments based on market and economic conditions, the County's ability to pay and adjustments that recognize individual performance. It should be recognized that as the market shifts, employee's base salaries should shift with adjustments in the County's compensation schedule to maintain market competitiveness. In addition, employees demonstrating higher levels of performance should be recognized and advanced through the salary range on an appropriate and consistent basis. Increases in compensation are typically provided by the means which follow:

**Base adjustments.** In Fiscal Year 2018-2019, and subsequent years, it will be necessary for the County to adjust the salary schedule and grades based on market adjustments and other factors such as the ability to recruit new, highly skilled employees in a growingly competitive market place. A tool the County may wish to consider is establishment of a guideline for determining annual base adjustments. For example, the County could base its adjustment on the Consumer Price Index (CPI). The County could also contact comparable jurisdictions to find out what percentage adjustment they are making to their pay scales as a second level of verification of the pay range adjustment and provide an average of those increases. This would also ensure that the County maintains marketability among comparable regional organizations.

If the CPI, for example, is 1.5, a 1.5% increase would be applied across the board to the wage rates of each pay grade. All employees with performance that meets or exceeds job expectations would receive the 1.5% increase applied to their base salary.

### Fifteen (15) Year to Mid-Point Rule.

As noted, bringing 15 year veterans to the midpoint of their recommended scale is a strong statement of the value the County places in experience and County employee's dedication to the County as a place of employment. Many pay plans and systems recognize time in service and a rule of thumb is to attempt to move employees to the mid-point of their current position by the time required to achieve full competence and capability at the position requirements. While this should be achievable in less than 15 years of service, existing resources must be gauged and the County will make a be making strong statement if it adopts this plan. However, as noted, if it does so, it is strongly recommended that it adopt a

policy of taking fifteen (15) year veterans to the midpoint in future years so that those in place now will know that there are rewards for staying with a position.

**Performance adjustments and progressing through the salary ranges.**

Employees typically move through their salary grade at a more rapid pace early in their career as opposed to the latter stages of their employment with an organization or community. This occurs because employees are typically hired by an organization at the minimum or near the minimum of their pay grade because they lack certain knowledge, skills, and abilities that an employee who has been with an organization for eight (8) to ten (10) years may have obtained through training and immersion in the work force and community. Consequently, the mid-point of an employee's salary range is recognized as the 'market rate' at which employees have gained the knowledge, skills and abilities to perform at a level commensurate with those of their more experienced peers. For that reason, many communities and organizations typically experience a more rapid growth in employee salaries toward the mid-point of the salary range during the first eight (8) to ten (10) years of employment as they recognize the employees' growth in their job. As a result, employees often progress at a slower rate of salary growth once they have reached the mid-point and until their retirement. We would suggest that the County develop a formal policy that establishes a goal of having employees reach the mid-point of their salary grade during the initial eight (8) to ten (10) year period of employment utilizing well defined performance evaluation criteria. This could be accomplished by adjusting employees with satisfactory performance ratings in a fixed range of 2.5% to 5% per year over the initial period depending on performance, and following achievement of the grade midpoint, thereafter adjusting into a combination of annual performance based increases and/or bonuses in smaller range for the duration of the employee's career, which can be assumed to extend for thirty (30) years, when full VRS retirement is available. This measure would send a strong signal to new hires that the County is focused on hiring individuals who want a career and not just a job, while signaling experienced workers that it is willing to compensate for productivity.

As noted, an employees' progression through the pay grade should be based on individual performance. Supervisors can recognize an employee's contribution to department and organizational goals through performance adjustments. With the ability to recommend performance adjustments, supervisors will have an important role in linking pay and performance.

When compensation is based on performance, employees look for assurance that managers will objectively evaluate performance and not inflate ratings in order to obtain a higher salary for particular employees. Generally, such systems provide for a review by the County Administrator's Office to provide a mechanism that assists managers in applying performance standards consistently for all employees.

When pay is based on performance, the evaluation system often provides for reviews at six (6) or twelve (12) month intervals, so employees know how supervisors view their performance and have the opportunity to improve performance and their prospect for a pay increase. By recognizing the value of employee performance on a consistent basis, the County encourages productivity and can justify rewarding those demonstrating a higher level of skills, effort, and ability.

## Recommendations

Caroline County is a service oriented organization. The County delivers services through its employees, who are a major investment in the organization's infrastructure. The report which precedes these recommendations contains significant amounts of information, which has been gathered from a variety of sources, carefully and objectively analyzed, and structured in a way that will provide a sound and fair system of compensating employees, if followed carefully. It is our independent judgment that has resulted in the following recommendations. We urge the County to:

1. Approve the recommended salary schematics provided in Appendix D, which assign various job classes to the proposed salary grades. The schematics developed via analysis of market data, utilizing objective analysis of data, will allow for establishment of internal equity among the various positions of the County.
2. Discuss and approve an implementation schedule, as appropriate. Adoption of this recommendation will establish more equitable compensation levels for all employees, address compressions issues, and bring those employees that are below the market up to market standards. If phasing of implementation for this option is required, as it may be in some organizations, we encourage the County to give consideration to a reasonable phasing-in period of two (2) years with adjustments for market changes.
3. Support a performance based pay system that provides for salary increases for employees who meet or exceed job expectations, and provide training to the management team regarding the process of conducting performance evaluations, and to the general employees as pertains to their role in the performance evaluation process so that all employees understand the importance, purpose and benefits of performance evaluations as it relates to employee growth.
4. Provide support for ongoing administration of the program via a system of market adjustments and performance based merit increases awarded on the anniversary date of the employees hire or promotion.

## Review of Fringe Benefits

The local government organizations that responded to the salary survey also provided information about their fringe benefit programs. Several observations can be made based on a review of the survey data.

### Holiday Leave:

- Holiday leave varied from twelve (12) days per year to sixteen (16) days per year, with an average of thirteen (13) days of holiday leave. Caroline County, at 12 days per year was below the average of those surveyed.
- No respondents reported providing floating holidays.
- All respondents reported offering some form of additional compensation for holidays worked by employees. Of these, the majority compensated their holiday workers at 1.5X the normal rate of pay, while 1 paid double time and one reported some other variety of holiday work compensation. Caroline County was **within** the survey average, offering time and one-half (1.5X) for work performed on holidays.

**Paid Leave:**

Paid leave was provided by all organizations responding. Of those reporting, all provided vacation/sick leave, with none providing Paid Time Off (PTO). Vacation leave averages are displayed in the following chart. As to paid leave, Caroline County was **very close to the average** of the range through ten (10) years of service, **towards the lower end of the range** for those having over ten to twenty (10-20) years of service, while it **was below the lowest reported number** for employees with twenty or more (20+) years of service.

**Vacation Carry Over:**

All organizations reported allowing vacation carryover into the following year. This carry over ranged from 24 days to an unlimited amount, with an average of 27 days of vacation carryover. Maximum accumulation of annual leave ranged up to an unlimited amount of accumulation (1 organization), with an average of 128 days maximum accumulation. No organizations reported allowing compensation after the maximum leave was accumulated.

Length of Service	Least Reported	Highest Reported	Average	Caroline County
6 months	12.00	12.00	12.00	12.00
1 -2 years	12.00	12.00	12.00	12.00
3 -4 years	12.00	18.00	14.00	12.00
5 years	12.00	18.00	14.00	15.00
6 - 9 years	15.00	18.00	16.00	15.00
10 years	15.00	24.00	18.00	18.00
11-15 years	18.00	24.00	20.00	18.00
16-19 years	18.00	24.00	21.00	18.00
20 years	21.00	24.00	22.00	18.00
20+ years	21.00	24.00	23.00	18.00

**Annual Sick Leave:**

A breakdown of reported sick leave allowances is shown below.

- Caroline County’s sick leave allowances were **equal** to others for the first 2 years, then become **lower** than reported averages thereafter.
- For those allowing annual sick leave, that leave ranged from ten to twelve (10 – 12) days per year, with an average of 11 days per year of sick leave.
- Annual sick leave carry-forward among survey respondents responding to the question was unlimited. Caroline County provides unlimited annual carry-forward of unused sick leave.
- The maximum sick leave accumulation noted by survey respondents answering the question was an unlimited amount. Caroline County allows employees to accumulate a total of 36 days of sick leave.

- Of the organizations responding to the question, half reported having provisions for a sick leave bank, while half reported not having one. Caroline County offers a sick leave bank.
- Half the respondents provide for a pay-out of sick leave on termination or retirement, while half did not provide for that. Caroline County allows a pay-out of sick leave upon termination or retirement.
- All responding organizations, including Caroline County, reported allowing employees to use sick leave for medical and dental appointments as well as for family illness.

#### Health, Dental, Vision, Life and Disability Insurance:

- All organizations offered at least one type of group medical insurance coverage. Plan costs and contributions by the locality were averaged and those costs and percentages are as depicted in the following chart:

	Group Avg.	% Provided	Emp. Cost	Caroline County	% Provided	Emp. Cost
Employee	\$580.37	89/11%	\$63.84	\$530.24	88/12%	\$63.63
Emp + Spouse	\$1142.78	74/26%	\$297.12	\$1027.50	84/16%	\$164.40
Emp + Child	\$942.78	76/24%	\$226.27	\$899.30	85/15%	\$134.90
Family	\$1481.77	68/32%	\$474.17	\$1618.74	77/23%	\$372.31

*(Note: Plan attributes were not compared)*

- **High Deductible Plans** – No localities reported offering a supplemental High Deductible Plan (HDP).
- **Retiree’s Health Coverage** – Half of the respondents covered retirees in their medical insurance program and half did not. The years of service required to qualify for the benefit averaged 15 years of service needed to qualify. No respondent reported contributing towards retiree’s insurance coverage. Caroline County offers retiree coverage, with no contribution made.
- **Dental** – All responding organizations provided dental insurance plans. Of these, all but one was included in the health care costs cited above. For the one organization having a separate plan, its costs for a single employee was \$35.56 per month, of which it contributed nothing. Caroline County covers eighty-eight (88%) of the full cost of individual dental coverage running \$28.60 (as it is included in the individual health coverage). For the one locality having separate dental, its family plans cost \$100.53 and it paid none of the costs. Caroline County’s family dental plan was priced at \$85.80, with it paying 72% of this expense.
- **Vision** – Similar to dental, only one of the group reported having a separate vision insurance plan, while all others reported offering it as part of its health care coverage. That organization’s plan cost \$5.52 per month for the individual employee and \$16.06 for the family and it paid none of the costs. Caroline County includes vision as part of its health plan and cost shares are as depicted in that section.

- **Life and Accident Insurance** – All organizations reporting provided life insurance coverage with 100% of those costs covered by the employer. Caroline County provides life insurance for its employees and pays 100% of the cost. All responding organizations offered AD&D (accidental death and disability) and all offered AD&D Double Indemnity. On average, 67% of the costs of this coverage were provided by the organization. Caroline County provides both AD&D and Double Indemnity but covers none of the cost.
- **Short and Long-term Disability** – Seventy-five percent (75%) of responding organizations offered short-term disability coverage, with none of the costs being covered. Caroline County does not provide short-term disability. Half of the responding organizations offered long-term disability insurance, paying for none of the cost. Caroline County does not offer long-term disability.
- **Deferred Compensation** - Three-quarters of the responding organizations provide a deferred compensation program, but only one makes it available to all employees. None contributes to the plan. Caroline County makes deferred compensation generally available to all employees and contributes nothing towards the plan costs.

Overall, the benefits provided by the County of Caroline to its employees are fairly well in line with others in the region who responded to the survey. Survey results were provided by only four (4) localities and while that was a sufficient result to report, exceptions could well exist by some who provided salary information but who didn't provide benefits information. Nonetheless, sufficient returns were provided so as to allow a valid comparison of benefits packages.

- **Holiday and Paid Leave** – Caroline was slightly under the average for Holiday leave. To achieve parity for holiday leave would require one additional leave day per year, which it may wish to consider. Likewise, it compared generally well on Paid leave (vacation), however, after year 10 of an employee's tenure, it falls to the bottom end of the averages and from 20 years onwards, it is last in the group. We would recommend that this item be considered for possible amendment so that longer-tenured employees would be more in line with regional averages.
- **Sick Leave** – Caroline compares well on sick leave allowances, though it offers less leave carryover than the group average. With the sick leave bank, this is likely less of a problem, but the County may wish to consider changing its sick-leave carryover amounts to come closer to group averages.
- **Insurance Coverages**
  - **Health/Dental/Vision** - Caroline compares very favorably with its peers in the category of health, dental and vision insurance. It pays for about the same share of employee only costs and significantly more than the group average for Employee +1, Employee/Spouse and Family coverages, with difference currently ranging from about \$100 to \$130 per month. If it can achieve pay parity and continue to lead



in this critical area, it will find itself with an advantage in hiring and retaining talent.

- **Life and Accident Insurance** - While the County provides for this, it pays none of the expenses, leaving it a bit apart from group norms. These coverages are relatively inexpensive and are family-friendly, making them a nice benefit to offer and if needed by families, very nice to have.
- **Disability** – The County does not offer either a short or long-term disability option. It should consider including these coverages for its employees. Disability coverage is also family friendly. If it could consider a cost-share arrangement, it might attract some employees and keep others, particularly where others are not reporting having it.
- **Deferred Compensation** – The County is well within the group average within this area by providing deferred compensation plan(s). At present, none reported offering contributions towards deferred compensation plans. Part of the reason for this is likely Virginia’s traditionally strong retirement (VRS) program. As a defined benefit plan, many have not seen the need to add deferred compensation to their retirement planning portfolio. However, with recent changes to that plan, the County might wish to debate the benefits of contributing to a supplementary retirement program to help compete for new employees who fall under the new retirement plans. As defined contribution plans, rather than the traditional defined benefit retirement plan, it is very likely that employees will come to realize that they will need to supplement this with privately held deferred compensation plans. To stay competitive for new talent facing this issue, the County may wish to debate some incentives for employees to pay into a deferred comp through some matching program. Deferred compensation plan matching is common in the private sector, where defined contribution plans have been in use for longer periods of time.



## Appendix A

## Glossary

**Annual Salary Adjustment** – A salary increase based on changes in a price index, such as the Consumer Price Index (CPI), designed to help salaries keep pace with market changes. Other factors may be considered in annual salary adjustments, including the anticipated increases in the salary schedules of comparable employers. The adjustments are applied to the minimum, midpoint, and maximum rate of each pay grade and to employee salaries so their position within their assigned pay grades is maintained.

**Benchmark Jobs** – A group of jobs used as reference points for making pay comparisons with other organizations.

**Class Description** – A summary of the essential duties performed within a job class and examples of the specific tasks and employee knowledge, skill and abilities required to perform the job.

**Classification** – The assignment of positions to appropriate job classes and pay grades based on the results of a job evaluation.

**Internal Equity** – Fair and consistent pay relationships among jobs or skill levels within a single organization that establishes equal or comparable pay for jobs involving comparable work and utilization of comparable skills.

**Job Class** – A grouping of jobs that is considered to be substantially similar for pay purposes.

**Job Evaluation** – A systematic procedure designed to make classification decisions by applying standard criteria to a review of all job classes.

**Line of Best Fit** – In regression analysis, the line fitted to a scatter plot of coordinates measuring pay and job evaluation factors. The line is used to develop the salary structure.

**Occupational Group** – Jobs involving work of the same nature but requiring different skill and responsibility levels.

**Pay Grade** – A level within a salary schedule into which job classes with similar job evaluation factors are placed for compensation purposes. Pay grades have a minimum rate, a midpoint rate, and a maximum rate and define what an employer is willing to pay for a particular job. The midpoint of the pay grades approximates the market salary rate which would be paid for satisfactory performance.

**Compensation Philosophy** – Decisions about employee compensation that address the relative importance of internal equity, external competitiveness, employee contributions or performance and administration of the pay system.

**Performance Evaluation** – The process of determining the extent to which a worker's assigned task outcomes meet employer performance expectations and performance standards.

**Position Analysis Questionnaire (PAQ)** – A structured job analysis technique that classifies job information based on such factors as information input, mental processes, work output, relationships with other persons, job context, and other job characteristics. The PAQ analyzes jobs in terms of worker-oriented data.

**Progression through Pay Grades** – Strategies that move employees through the pay grade by merit progression based on performance, by automatic progression through designated steps, or some combination thereof.

**Salary Survey** – The systematic process of collecting information and making judgments about the compensation paid by other comparable employers. Salary data are useful in designing pay grades and salary structures.

## Appendix B

# Caroline County, Virginia Salary Survey - Results

Sheet	Position Surveyed	Number of Respondents	Average FTEs	Average Midpoint	Minimum Salary			Midpoint Salary			Maximum Salary			Caroline County, Virginia Information							
					Lowest	Highest	Average	Lowest	Highest	Average	Lowest	Highest	Average	Min	Diff	%	Mid	Diff	%	Max	Diff
16	Accounting Technician	6	1.67	48,818.27	30,704.00	42,707.00	37,359.01	40,376.00	55,519.00	50,048.00	68,331.00	60,277.53	32,023.00	(5,336.01)	-16.66%	40,348.50	(8,469.77)	-20.99%	48,674.00	(11,603.53)	-23.84%
19	Administrative Assistant	8	2.75	45,142.50	28,906.00	39,797.00	34,947.68	37,577.50	51,736.50	46,249.00	63,676.00	55,337.32	33,624.00	(1,323.68)	-3.94%	42,366.00	(2,776.50)	-6.55%	51,108.00	(4,229.32)	-8.28%
28	Administrative Manager	5	1.00	55,907.66	36,603.00	53,334.00	43,896.71	42,092.50	69,334.00	47,582.00	85,334.00	67,918.60	38,923.00	(4,973.71)	-12.78%	49,043.00	(6,864.66)	-14.00%	59,163.00	(8,755.60)	-14.80%
24	Animal Control Deputy	7	1.43	45,993.86	32,600.00	41,789.00	35,610.27	40,807.00	54,325.50	47,608.00	66,862.00	56,377.45	37,071.00	1,460.73	3.94%	46,709.50	715.64	1.53%	56,348.00	(29.45)	-0.05%
3	Animal Shelter Attendant	8	2.58	29,785.18	20,800.00	28,283.00	24,588.17	20,800.00	36,768.00	20,800.00	45,253.00	34,982.19	25,091.00	502.83	2.00%	31,614.50	1,829.32	5.79%	38,138.00	3,155.81	8.27%
50	Assistant County Administrator	7	1.14	121,942.72	74,808.00	123,252.00	93,517.25	98,372.00	166,387.50	121,936.00	209,523.00	150,368.19	77,068.00	(16,449.25)	-21.34%	97,105.50	(24,837.22)	-25.58%	117,143.00	(33,225.19)	-28.36%
44	Building Official/Property Maintenance Administrator	7	1.00	78,986.79	47,926.00	83,303.00	63,617.35	59,385.50	105,422.50	69,283.00	129,751.00	94,356.22	60,384.00	(3,233.35)	-5.35%	76,084.00	(2,902.79)	-3.82%	91,784.00	(2,572.22)	-2.80%
5	Customer Service Agent	3	2.67	40,400.94	28,119.00	31,672.00	30,896.86	37,957.50	41,174.00	47,796.00	50,676.00	49,905.02	26,346.00	(4,550.86)	-17.27%	33,196.00	(7,204.94)	-21.70%	40,046.00	(9,859.02)	-24.62%
12	Deputy Circuit Court Clerk I	7	1.27	45,875.74	22,818.00	38,736.00	35,217.81	30,289.00	50,357.00	37,760.00	61,978.00	56,533.67	30,498.00	(4,719.81)	-15.48%	38,427.00	(7,448.74)	-19.38%	46,356.00	(10,177.67)	-21.96%
27	Deputy Circuit Court Clerk IV	6	1.50	51,631.35	31,031.00	43,878.00	40,873.08	50,460.00	54,986.00	57,042.00	67,675.00	61,905.21	38,923.00	(1,950.08)	-5.01%	49,043.00	(2,588.35)	-5.28%	59,163.00	(2,742.21)	-4.64%
18	Deputy Commissioner of the Revenue II	6	1.33	41,522.56	22,818.00	34,235.00	30,683.04	30,289.00	48,618.50	37,760.00	68,331.00	52,362.09	33,624.00	2,940.96	8.75%	42,366.00	843.44	1.99%	51,108.00	(1,254.09)	-2.45%
45	Deputy Fire-EMS Chief	6	2.00	79,217.79	52,546.00	83,303.00	60,730.13	68,258.50	112,464.00	81,910.00	141,625.00	97,705.45	63,403.00	2,672.87	4.22%	79,889.00	671.21	0.84%	96,375.00	(1,330.45)	-1.36%
31	Deputy Sheriff	8	19.05	50,522.18	34,006.00	43,825.00	39,364.76	40,807.00	59,165.00	47,608.00	74,505.00	61,679.60	38,923.00	(441.76)	-1.13%	49,043.00	(1,479.18)	-3.02%	59,163.00	(2,516.60)	-4.25%
46	Deputy Sheriff Captain	7	1.57	81,363.41	52,546.00	71,831.00	62,706.37	65,377.50	96,963.00	78,209.00	122,095.00	100,020.44	63,403.00	696.63	1.10%	79,889.00	(1,474.41)	-1.85%	96,375.00	(3,645.44)	-3.78%
49	Deputy Sheriff Major	6	1.17	92,302.36	56,488.00	83,303.00	70,903.22	73,434.00	112,464.00	90,380.00	141,625.00	113,701.51	69,903.00	(1,000.22)	-1.43%	88,077.50	(4,224.86)	-4.80%	106,252.00	(7,449.51)	-7.01%
38	Deputy Sheriff Sergeant	8	2.88	59,628.68	40,673.00	56,103.00	46,159.85	51,955.50	75,745.00	60,615.00	95,387.00	73,097.52	47,313.00	1,153.15	2.44%	59,614.50	(14.18)	-0.02%	71,916.00	(1,181.52)	-1.64%
23	Deputy Treasurer-Accounting	7	1.00	51,637.76	30,704.00	58,801.00	40,142.71	40,376.00	76,441.00	47,608.00	94,081.00	63,132.81	35,305.00	(4,837.71)	-13.70%	44,484.00	(7,153.76)	-16.08%	53,663.00	(9,469.81)	-17.65%
29	Dispatch Supervisor	6	1.83	59,805.45	37,044.00	60,093.00	45,956.31	46,305.00	78,120.50	55,566.00	96,148.00	73,654.60	38,923.00	(7,033.31)	-18.07%	49,043.00	(10,762.45)	-21.94%	59,163.00	(14,491.60)	-24.49%
13	Dispatcher	6	5.67	44,695.79	30,704.00	36,099.00	34,360.58	40,000.00	46,929.00	48,000.00	57,759.00	55,031.00	30,498.00	(3,862.58)	-12.67%	38,427.00	(6,268.79)	-16.31%	46,356.00	(8,675.00)	-18.71%
47	Economic Development Director	6	1.00	105,426.16	64,491.00	111,803.00	80,721.60	84,804.50	150,940.00	105,118.00	190,077.00	130,130.73	66,574.00	(14,147.60)	-21.25%	83,883.00	(21,543.16)	-25.68%	101,192.00	(28,938.73)	-28.60%
7	EMS Billing Technician	2	1.00	53,054.50	32,742.00	48,880.00	40,811.00	42,565.00	63,544.00	52,388.00	78,208.00	65,298.00	27,662.00	(13,149.00)	-47.53%	34,854.00	(18,200.50)	-52.22%	42,046.00	(23,252.00)	-55.30%
26	EMT Firefighter	7	10.00	55,546.84	35,617.00	48,882.00	43,178.60	40,079.00	63,546.00	41,563.00	78,210.00	67,915.08	37,323.00	(8,555.60)	-15.69%	46,737.50	(8,809.34)	-18.85%	56,152.00	(11,763.08)	-20.95%
22	Facilities Maintenance Foreman	4	1.00	58,137.25	41,719.00	49,406.00	44,325.00	54,986.00	64,194.00	67,675.00	78,922.00	71,949.50	35,305.00	(9,020.00)	-25.55%	44,484.00	(13,653.25)	-30.69%	53,663.00	(18,286.50)	-34.08%
48	Finance Director	7	1.00	109,876.00	64,491.00	111,803.00	84,204.66	84,804.50	150,940.00	105,118.00	190,077.00	135,547.34	69,903.00	(14,301.66)	-20.46%	88,077.50	(21,798.50)	-24.75%	106,252.00	(29,294.34)	-27.57%
37	Fire & Rescue Captain/Operations	6	3.50	82,174.91	55,595.00	65,506.00	63,120.66	72,800.50	87,836.50	89,601.00	110,608.00	101,229.16	47,635.00	(15,485.66)	-32.51%	62,596.00	(19,578.91)	-31.28%	77,557.00	(23,672.16)	-30.52%
51	Fire-EMS Chief	6	1.00	111,745.11	73,043.00	111,803.00	85,973.29	92,173.50	150,940.00	111,304.00	190,077.00	137,516.94	77,068.00	(8,905.29)	-11.56%	97,105.50	(14,639.61)	-15.08%	117,143.00	(20,373.94)	-17.39%
2	Groundskeeper	3	6.85	33,729.87	21,957.00	26,937.00	25,776.71	29,645.50	35,018.00	37,334.00	43,099.00	41,683.04	22,758.00	(3,018.71)	-13.26%	28,675.50	(5,054.37)	-17.63%	34,593.00	(7,090.04)	-20.50%
10	Groundskeeping Foreman	7	1.14	46,410.94	27,814.00	44,842.00	36,204.81	33,376.50	56,586.50	38,939.00	68,331.00	56,617.08	29,047.00	(7,157.81)	-24.64%	36,599.00	(9,811.94)	-26.81%	44,151.00	(12,466.08)	-28.24%
41	Human Resources Manager	6	1.00	85,185.17	47,926.00	86,874.00	65,461.33	63,023.00	112,936.50	78,120.00	138,999.00	104,909.00	52,162.00	(13,299.33)	-25.50%	65,724.50	(19,460.67)	-29.61%	79,287.00	(25,622.00)	-32.32%
42	Information Technology Manager	6	1.00	88,620.13	47,926.00	83,303.00	68,008.43	63,023.00	112,464.00	78,120.00	141,625.00	109,231.83	57,509.00	(10,499.43)	-18.26%	72,461.00	(16,159.13)	-22.30%	87,413.00	(21,818.83)	-24.96%
21	Laboratory Technician	2	2.00	44,481.50	32,600.00	34,380.00	33,823.27	44,013.50	44,694.50	55,009.00	55,427.00	55,139.74	33,624.00	(199.27)	-0.59%	42,366.00	(2,115.50)	-4.99%	51,108.00	(4,031.74)	-7.89%
1	Maintenance Worker	7	4.94	36,856.71	21,957.00	34,048.00	29,010.44	29,645.50	44,262.50	35,818.34	54,477.00	44,702.99	22,758.00	(6,252.44)	-27.47%	28,675.50	(8,181.21)	-28.53%	34,593.00	(10,109.99)	-29.23%
34	Paramedic Firefighter	6	12.33	60,724.35	41,316.00	48,882.00	46,564.32	54,330.00	63,546.00	67,344.00	78,210.00	74,884.37	43,205.00	(3,359.32)	-7.78%	54,103.00	(6,621.35)	-12.24%	65,001.00	(9,883.37)	-15.20%
43	Parks and Recreation Director	3	1.00	98,603.00	64,491.00	86,874.00	75,600.67	84,804.50	112,936.50	105,118.00	138,999.00	121,605.33	57,509.00	(18,091.67)	-31.46%	72,461.00	(26,142.00)	-36.08%	87,413.00	(34,192.33)	-39.12%
6	Personal Property Tax Examiner	5	1.80	39,541.59	24,970.00	48,880.00	30,528.91	32,461.00	63,544.00	39,952.00	78,208.00	48,554.26	27,662.00	(2,866.91)	-10.36%	34,854.00	(4,687.59)	-13.45%	42,046.00	(6,508.26)	-15.48%
30	Planner	4	1.00	53,936.44	40,673.00	43,878.00	41,777.75	51,051.26	57,042.00	61,281.52	70,935.00	66,095.13	38,923.00	(2,854.75)	-7.33%	49,043.00	(4,893.44)	-9.98%	59,163.00	(6,932.13)	-11.72%
52	Planning Director	5	1.00	107,760.76	66,252.00	111,803.00	82,190.72	88,778.00	150,940.00	109,022.00	190,077.00	133,330.80	77,068.00	(5,122.72)	-6.65%	97,105.50	(10,655.26)	-10.97%	117,143.00	(16,187.80)	-13.82%
53	Public Works & Utilities Director	6	1.00	110,964.22	72,681.59	111,803.00	85,111.77	90,851.80	150,940.00	109,022.00	190,077.00	136,816.67	77,068.00	(8,043.77)	-10.44%	97,105.50	(13,858.72)	-14.27%	117,143.00	(19,673.67)	-16.79%
4	Records Clerk	4	1.41	36,020.81	26,470.00	31,323.00	28,378.87	34,808.00	36,768.00	40,719.81	45,253.00	43,662.76	26,346.00	(2,032.87)	-7.72%	33,196.00	(2,824.81)	-8.51%	40,046.00	(3,616.76)	-9.03%
20	Recreation Activities Coordinator	5	1.20	50,896.79	35,617.00	45,027.21	39,400.36	46,836.00	56,284.02	58,055.00	67,675.00	62,393.22	33,624.00	(5,776.36)	-17.18%	42,366.00	(8,530.79)	-20.14%	51,108.00	(11,285.22)	-22.08%
8	Secretary	5	1.53	35,227.63	25,999.00	29,697.00	27,214.62	32,908.10	38,606.50</												

# Caroline County, Virginia Salary Survey Comparison

Department	Division	Title	Curr GR	FLSA	Proposed Range			Salary Survey vs Proposed					Current vs Proposed							
					Grade	Min	Mid	Max	Min	% Diff	Mid	% Diff	Max	% Diff	Min	% Diff	Mid	% Diff	Max	% Diff
Administration	N/A	Deputy County Administrator	32		34	94,995.16	123,493.70	151,992.25	93,517.25	1.58%	121,942.72	1.27%	150,368.19	1.08%	77,068.00	23.26%	97,106.00	27.17%	117,143.00	29.75%
Administration	N/A	Human Resources Manager	24		26	64,296.46	83,585.40	102,874.34	65,461.33	-1.81%	85,185.17	-1.91%	104,909.00	-1.98%	57,509.00	11.80%	72,462.00	15.35%	87,413.00	17.69%
Administration	N/A	Assistant to the County Administrator	15		19	45,694.29	59,402.58	73,110.87												
Administration	N/A	Receptionist (PT)			8	26,716.51	34,731.46	42,746.41												
Animal Control	N/A	Animal Control Lieutenant	25		20	47,979.01	62,372.71	76,766.41												
Animal Control	N/A	Animal Control Deputy	17		14	35,802.68	46,543.48	57,284.28	35,610.27	0.54%	45,993.86	1.19%	56,377.45	1.61%	37,071.00	-3.54%	46,709.50	-0.36%	56,348.00	1.66%
Animal Control	N/A	Animal Shelter Attendant	9		7	25,444.29	33,077.58	40,710.87	24,588.17	3.48%	29,785.18	11.05%	34,982.19	16.38%	25,091.00	1.41%	31,615.00	4.63%	38,138.00	6.75%
Building Inspections	N/A	Building Official/Property Maintenance Adm	27		25	61,234.72	79,605.14	97,975.56	60,704.58	0.87%	74,580.84	6.74%	88,457.10	10.76%	60,384.00	1.41%	76,084.00	4.63%	91,784.00	6.75%
Building Inspections	N/A	Senior Combination Building Inspector	21		19	45,694.29	59,402.58	73,110.87	45,811.71	-0.26%	59,346.51	0.09%	72,881.32	0.31%	45,060.00	1.41%	56,776.00	4.63%	68,492.00	6.74%
Circuit Court	N/A	Deputy Circuit Court Clerk IV	18		17	41,446.07	53,879.89	66,313.72	40,873.08	1.40%	50,800.85	6.06%	60,728.61	9.20%	38,923.00	6.48%	49,043.00	9.86%	59,163.00	12.09%
Circuit Court	N/A	Deputy Circuit Court Clerk III	16		16	39,472.45	51,314.18	63,155.92												
Circuit Court	N/A	Deputy Circuit Court Clerk II	15		15	37,592.81	48,870.65	60,148.49												
Circuit Court	N/A	Deputy Circuit Court Clerk I	13		13	34,097.79	44,327.12	54,556.46	35,217.81	-3.28%	45,875.74	-3.49%	56,533.67	-3.62%	30,498.00	11.80%	38,427.00	15.35%	46,356.00	17.69%
Circuit Court	N/A	Cashier	10		10	29,454.95	38,291.43	47,127.92												
Commissioner of the Revenue	N/A	Deputy Commissioner of the Revenue IV	18		18	43,518.38	56,573.89	69,629.40												
Commissioner of the Revenue	N/A	Deputy Commissioner of the Revenue III	16		16	39,472.45	51,314.18	63,155.92												
Commissioner of the Revenue	N/A	Deputy Commissioner of the Revenue II	15		14	35,802.68	46,543.48	57,284.28	30,683.04	16.69%	41,522.56	12.09%	52,362.09	9.40%	33,624.00	6.48%	42,366.00	9.86%	51,108.00	12.08%
Commissioner of the Revenue	N/A	Seasonal Collection Agent (PT)			13	34,097.79	44,327.12	54,556.46												
Commissioner of the Revenue	N/A	Deputy Commissioner of the Revenue I	14		12	32,474.08	42,216.31	51,958.53												
Commissioner of the Revenue	N/A	Tax Examiner	10		11	30,927.70	40,206.01	49,484.32	30,528.91	1.31%	39,541.59	1.68%	48,554.26	1.92%	27,662.00	11.81%	34,854.00	15.36%	42,046.00	17.69%
Commissioner of the Revenue	N/A	DMV Specialist	10		10	29,454.95	38,291.43	47,127.92												
Commonwealth Attorney	N/A	Assistant Commonwealth Attorney			30	78,152.75	101,598.57	125,044.40												
E-911 Dispatch	N/A	Dispatcher Supervisor	18		18	43,518.38	56,573.89	69,629.40	44,097.48	-1.33%	57,397.22	-1.46%	70,696.95	-1.53%						
E-911 Dispatch	N/A	Dispatcher	13		13	34,097.79	44,327.12	54,556.46	34,360.58	-0.77%	44,695.79	-0.83%	55,031.00	-0.87%	30,498.00	11.80%	38,429.00	15.35%	46,356.00	17.69%
Economic Development	N/A	Economic Development Director	29		30	78,152.75	101,598.57	125,044.40	80,721.60	-3.29%	105,426.16	-3.77%	130,130.73	-4.07%	66,574.00	17.39%	83,883.00	21.12%	101,192.00	23.57%
Economic Development	N/A	Tourism Manager (PT)			20	47,979.01	62,372.71	76,766.41												
Economic Development	N/A	Administrative Assistant/Web Manager	14		19	45,694.29	59,402.58	73,110.87												
Economic Development	N/A	Travel Counselor (PT)			8	26,716.51	34,731.46	42,746.41												
Facilities Maintenance	N/A	Superintendent of Public Works	23		24	58,318.79	75,814.42	93,310.06												
Facilities Maintenance	N/A	Facilities Maintenance Foreman	19		19	45,694.29	59,402.58	73,110.87	44,325.00	3.09%	58,137.25	2.18%	71,949.50	1.61%	40,871.00	11.80%	51,497.00	15.35%	61,124.00	19.61%
Facilities Maintenance	N/A	Groundskeeping Foreman	12		14	35,802.68	46,543.48	57,284.28	36,204.81	-1.12%	46,410.94	0.29%	56,617.08	1.18%	32,023.00	11.80%	40,349.00	15.35%	48,648.00	17.75%
Facilities Maintenance	N/A	Custodial Specialist			12	32,474.08	42,216.31	51,958.53												
Facilities Maintenance	N/A	Maintenance Technician	11		10	29,454.95	38,291.43	47,127.92	29,010.44	1.53%	36,856.71	3.89%	44,702.99	5.42%	26,346.00	11.80%	33,196.00	15.35%	40,046.00	17.68%
Facilities Maintenance	N/A	Groundskeeper I	9		8	26,716.51	34,731.46	42,746.41												
Facilities Maintenance	N/A	Groundskeeper II	7		7	25,444.29	33,077.58	40,710.87	25,776.71	-1.31%	33,729.87	-1.97%	41,683.04	-2.39%	22,758.00	11.80%	28,675.50	15.35%	34,593.00	17.69%
Facilities Maintenance	N/A	Groundskeeper (Seasonal)			5	23,078.72	30,002.34	36,925.96												
Finance	N/A	Finance Director	30		31	82,060.39	106,678.50	131,296.62	84,204.66	-2.61%	109,876.00	-3.00%	135,547.34	-3.24%	69,903.00	17.39%	88,077.50	21.12%	106,252.00	23.57%
Finance	N/A	Accounting Manager	24		26	64,296.46	83,585.40	102,874.34												
Finance	N/A	Account Clerk II	14		17	41,446.07	53,879.89	66,313.72												
Finance	N/A	Purchasing Agent (PT)			21	50,377.96	65,491.35	80,604.74												
Fire & Rescue	N/A	Firefighter Intermediate	17		F9	46,503.33	58,129.17	69,755.00												
Fire & Rescue	N/A	Firefighter EMT	17		F8	44,437.01	55,546.27	66,655.52	43,178.60	2.91%	55,546.84	0.00%	67,915.08	-1.89%	37,323.00	19.06%	46,737.50	18.85%	56,152.00	18.71%
Fire & Rescue	N/A	Firefighter EMT (PT)			F2	33,611.61	42,014.51	50,417.41												
Fire & Rescue	N/A	Captain Paramedic	22		F16	63,923.23	79,904.04	95,884.85												
Fire & Rescue	N/A	Captain Intermediate	22		F15	61,082.88	76,353.60	91,624.32												
Fire & Rescue	N/A	Captain EMT	22		F14	58,368.73	72,960.92	87,553.10												
Fire & Rescue	N/A	Lieutenant Paramedic	21		F13	55,775.19	69,718.98	83,662.78												
Fire & Rescue	N/A	Lieutenant Intermediate	21		F12	53,296.88	66,621.10	79,945.32												
Fire & Rescue	N/A	Lieutenant EMT	21		F11	50,928.70	63,660.87	76,393.04												
Fire & Rescue	N/A	Firefighter Paramedic	20		F10	48,665.74	60,832.17	72,998.61												
Fire & Rescue	N/A	Fire & Rescue Chief	32		34	94,995.16	123,493.70	151,992.25												
Fire & Rescue	N/A	Deputy Fire & Rescue Chief	28		28	70,886.85	92,152.90	113,418.96	68,812.38	3.01%	90,627.37	1.68%	112,442.37	0.87%	63,403.00	11.80%			96,375.00	17.69%
Fire & Rescue	N/A	Logistics Officer	21		21	50,377.96	65,491.35	80,604.74												
Fire & Rescue	N/A	Logistics and Records Specialist II			16	39,472.45	51,314.18	63,155.92												
Fire & Rescue	N/A	Logistics Technician (PT)			14	35,802.68	46,543.48	57,284.28												
Fire & Rescue	N/A	Recruitment and Retention Officer (PT)			14	35,802.68	46,543.48	57,284.28												
Fire & Rescue	N/A	Account Clerk/Secretary	11		13	34,097.79	44,327.12	54,556.46												
Fire & Rescue	N/A	EMS Billing Clerk	11		13	34,097.79	44,327.12	54,556.46	32,742.00	4.14%	42,565.00	4.14%	52,388.00	4.14%	27,662.00	23.27%	34,854.00	27.18%	42,046.00	29.75%
Fire & Rescue	N/A	Training and Compliance Clerk (PT)			13	34,097.79	44,327.12	54,556.46												
Information Technology	N/A	Information Technology Manager	26		27	67,511.28	87,764.67	108,018.05	68,008.43	-0.74%	88,620.13	-0.97%	109,231.83	-1.12%	57,509.00	17.39%	72,461.00	21.12%	87,413.00	23.57%
Multiple	N/A	Administrative Manager	18		19	45,694.29	59,402.58	73,110.87	43,896.71	4.10%	55,907.66	6.25%	67,918.60	7.64%	38,923.00	17.40%	49,043.00	21.12%	59,163.00	23.58%
Multiple	N/A	Senior Administrative Assistant	15		16	39,472.45	51,314.18	63,155.92												
Multiple	N/A	Administrative Assistant	11		13	34,097.79	44,327.12	54,556.46	34,947.68	-2.49%	45,14									



## Appendix C



## Caroline County, Virginia Salary Scales

Regular Work Week Employees
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% Between Grades:	5%
Range:	60.0%
Starting midpoint:	24,683

Grade	Salary Range		
	Min	Mid	Max
1	18,986.92	24,683.00	30,379.08
2	19,936.27	25,917.15	31,898.03
3	20,933.08	27,213.01	33,492.93
4	21,979.74	28,573.66	35,167.58
5	23,078.72	30,002.34	36,925.96
6	24,232.66	31,502.46	38,772.26
7	25,444.29	33,077.58	40,710.87
8	26,716.51	34,731.46	42,746.41
9	28,052.33	36,468.03	44,883.73
10	29,454.95	38,291.43	47,127.92
11	30,927.70	40,206.01	49,484.32
12	32,474.08	42,216.31	51,958.53
13	34,097.79	44,327.12	54,556.46
14	35,802.68	46,543.48	57,284.28
15	37,592.81	48,870.65	60,148.49
16	39,472.45	51,314.18	63,155.92
17	41,446.07	53,879.89	66,313.72
18	43,518.38	56,573.89	69,629.40
19	45,694.29	59,402.58	73,110.87
20	47,979.01	62,372.71	76,766.41
21	50,377.96	65,491.35	80,604.74
22	52,896.86	68,765.91	84,634.97
23	55,541.70	72,204.21	88,866.72
24	58,318.79	75,814.42	93,310.06
25	61,234.72	79,605.14	97,975.56
26	64,296.46	83,585.40	102,874.34
27	67,511.28	87,764.67	108,018.05
28	70,886.85	92,152.90	113,418.96
29	74,431.19	96,760.55	119,089.90
30	78,152.75	101,598.57	125,044.40
31	82,060.39	106,678.50	131,296.62
32	86,163.41	112,012.43	137,861.45
33	90,471.58	117,613.05	144,754.52
34	94,995.16	123,493.70	151,992.25
35	99,744.91	129,668.39	159,591.86
36	104,732.16	136,151.81	167,571.46

## Caroline County, Virginia Salary Scales

Field Employees (212 Hour Work Period)

% Between Grades:	4.65%
Range:	50.0%
Starting midpoint:	48,466

	Salary Range			Salary Survey vs Proposed						Current vs Proposed							
	Grade	Min	Mid	Max	Min	% Diff	Mid	% Diff	Max	% Diff	Min	% Diff	Mid	% Diff	Max	% Diff	
Firefighter EMT (PT)	F1	32,048.67	40,060.83	48,073.00													
	F2	33,611.61	42,014.51	50,417.41													
	F3	35,250.77	44,063.46	52,876.15													
	F4	36,969.86	46,212.33	55,454.80													
	F5	38,772.80	48,466.00	58,159.20													
	F6	40,575.74	50,719.67	60,863.60													
	F7	42,462.51	53,078.13	63,693.76													
Firefighter EMT	F8	44,437.01	55,546.27	66,655.52	43,178.60	-2.83%	55,546.84	0.00%	67,915.08	1.81%	37,323.00	-16.01%	47,022.00	-15.35%	56,152.00	-15.76%	
Firefighter Intermediate	F9	46,503.33	58,129.17	69,755.00							37,323.00	-19.74%	47,022.00	-19.11%	56,152.00	-19.50%	
Firefighter Paramedic	F10	48,665.74	60,832.17	72,998.61	46,564.32	-4.32%	60,724.35	-0.18%	74,884.37	2.47%	43,205.00	-11.22%	53,883.00	-11.42%	65,001.00	-10.96%	
Lieutenant EMT	F11	50,928.70	63,660.87	76,393.04							45,367.00	-10.92%	58,857.00	-7.55%	71,001.00	-7.06%	
Lieutenant Intermediate	F12	53,296.88	66,621.10	79,945.32							45,367.00	-14.88%	58,857.00	-11.65%	71,001.00	-11.19%	
Lieutenant Paramedic	F13	55,775.19	69,718.98	83,662.78							45,367.00	-18.66%	58,857.00	-15.58%	71,001.00	-15.13%	
Captain EMT	F14	58,368.73	72,960.92	87,553.10							47,635.00	-18.39%	64,291.00	-11.88%	77,557.00	-11.42%	
Captain Intermediate	F15	61,082.88	76,353.60	91,624.32							47,635.00	-22.02%	64,291.00	-15.80%	77,557.00	-15.35%	
Captain Paramedic	F16	63,923.23	79,904.04	95,884.85	63,120.66	-1.26%	82,174.91	2.84%	101,229.16	5.57%	47,635.00	-25.48%	64,291.00	-19.54%	77,557.00	-19.11%	

These employees subject to 2756 hr work year. Other Emergency Services workers on County Pay Scale.  
Letter "F" in grade designation signifies field position.

## Appendix D

**Caroline County, Virginia**  
**Sorted by Department then Grade; Showing Title and Range Schematic**

Department	Title	Proposed Range			
		Grade	Min	Mid	Max
Administration	Deputy County Administrator	34	94,995.16	123,493.70	151,992.25
Administration	Human Resources Manager	26	64,296.46	83,585.40	102,874.34
Administration	Assistant to the County Administrator	19	45,694.29	59,402.58	73,110.87
Administration	Receptionist (PT)	8	26,716.51	34,731.46	42,746.41
Animal Control	Animal Control Lieutenant	20	47,979.01	62,372.71	76,766.41
Animal Control	Animal Control Deputy	14	35,802.68	46,543.48	57,284.28
Animal Control	Animal Shelter Attendant	7	25,444.29	33,077.58	40,710.87
Building Inspections	Building Official/Property Maintenance Admin	25	61,234.72	79,605.14	97,975.56
Building Inspections	Senior Combination Building Inspector	19	45,694.29	59,402.58	73,110.87
Circuit Court	Deputy Circuit Court Clerk IV	17	41,446.07	53,879.89	66,313.72
Circuit Court	Deputy Circuit Court Clerk III	16	39,472.45	51,314.18	63,155.92
Circuit Court	Deputy Circuit Court Clerk II	15	37,592.81	48,870.65	60,148.49
Circuit Court	Deputy Circuit Court Clerk I	13	34,097.79	44,327.12	54,556.46
Circuit Court	Cashier	10	29,454.95	38,291.43	47,127.92
Commissioner of the Revenue	Deputy Commissioner of the Revenue IV	18	43,518.38	56,573.89	69,629.40
Commissioner of the Revenue	Deputy Commissioner of the Revenue III	16	39,472.45	51,314.18	63,155.92
Commissioner of the Revenue	Deputy Commissioner of the Revenue II	14	35,802.68	46,543.48	57,284.28
Commissioner of the Revenue	Seasonal Collection Agent (PT)	13	34,097.79	44,327.12	54,556.46
Commissioner of the Revenue	Deputy Commissioner of the Revenue I	12	32,474.08	42,216.31	51,958.53
Commissioner of the Revenue	Tax Examiner	11	30,927.70	40,206.01	49,484.32
Commissioner of the Revenue	DMV Specialist	10	29,454.95	38,291.43	47,127.92
Commonwealth Attorney	Assistant Commonwealth Attorney	30	78,152.75	101,598.57	125,044.40
E-911 Dispatch	Dispatcher Supervisor	18	43,518.38	56,573.89	69,629.40
E-911 Dispatch	Dispatcher	13	34,097.79	44,327.12	54,556.46
Economic Development	Economic Development Director	30	78,152.75	101,598.57	125,044.40
Economic Development	Tourism Manager (PT)	20	47,979.01	62,372.71	76,766.41
Economic Development	Administrative Assistant/Web Manager	19	45,694.29	59,402.58	73,110.87
Economic Development	Travel Counselor (PT)	8	26,716.51	34,731.46	42,746.41
Facilities Maintenance	Superintendent of Public Works	24	58,318.79	75,814.42	93,310.06
Facilities Maintenance	Facilities Maintenance Foreman	19	45,694.29	59,402.58	73,110.87
Facilities Maintenance	Groundskeeping Foreman	14	35,802.68	46,543.48	57,284.28
Facilities Maintenance	Custodial Specialist	12	32,474.08	42,216.31	51,958.53
Facilities Maintenance	Maintenance Technician	10	29,454.95	38,291.43	47,127.92
Facilities Maintenance	Groundskeeper II	8	26,716.51	34,731.46	42,746.41
Facilities Maintenance	Groundskeeper I	7	25,444.29	33,077.58	40,710.87
Facilities Maintenance	Groundskeeper (Seasonal)	5	23,078.72	30,002.34	36,925.96
Finance	Finance Director	31	82,060.39	106,678.50	131,296.62
Finance	Accounting Manager	26	64,296.46	83,585.40	102,874.34
Finance	Account Clerk II	17	41,446.07	53,879.89	66,313.72
Finance	Purchasing Agent (PT)	21	50,377.96	65,491.35	80,604.74
Fire & Rescue	Firefighter Intermediate	F9	46,503.33	58,129.17	69,755.00
Fire & Rescue	Firefighter EMT	F8	44,437.01	55,546.27	66,655.52
Fire & Rescue	Firefighter EMT (PT)	F2	33,611.61	42,014.51	50,417.41
Fire & Rescue	Captain Paramedic	F16	63,923.23	79,904.04	95,884.85
Fire & Rescue	Captain Intermediate	F15	61,082.88	76,353.60	91,624.32
Fire & Rescue	Captain EMT	F14	58,368.73	72,960.92	87,553.10
Fire & Rescue	Lieutenant Paramedic	F13	55,775.19	69,718.98	83,662.78
Fire & Rescue	Lieutenant Intermediate	F12	53,296.88	66,621.10	79,945.32
Fire & Rescue	Lieutenant EMT	F11	50,928.70	63,660.87	76,393.04
Fire & Rescue	Firefighter Paramedic	F10	48,665.74	60,832.17	72,998.61
Fire & Rescue	Fire & Rescue Chief	34	94,995.16	123,493.70	151,992.25
Fire & Rescue	Deputy Fire & Rescue Chief	28	70,886.85	92,152.90	113,418.96
Fire & Rescue	Logistics Officer	21	50,377.96	65,491.35	80,604.74
Fire & Rescue	Logistics and Records Specialist II	16	39,472.45	51,314.18	63,155.92
Fire & Rescue	Logistics Technician (PT)	14	35,802.68	46,543.48	57,284.28
Fire & Rescue	Recruitment and Retention Officer (PT)	14	35,802.68	46,543.48	57,284.28
Fire & Rescue	Account Clerk/Secretary	13	34,097.79	44,327.12	54,556.46
Fire & Rescue	EMS Billing Clerk	13	34,097.79	44,327.12	54,556.46
Fire & Rescue	Training and Compliance Clerk (PT)	13	34,097.79	44,327.12	54,556.46
Information Technology	Information Technology Manager	27	67,511.28	87,764.67	108,018.05

**Caroline County, Virginia**  
**Sorted by Department then Grade; Showing Title and Range Schematic**

Multiple	Administrative Manager	19	45,694.29	59,402.58	73,110.87
Multiple	Senior Administrative Assistant	16	39,472.45	51,314.18	63,155.92
Multiple	Administrative Assistant	13	34,097.79	44,327.12	54,556.46
Multiple	Office Assistant	11	30,927.70	40,206.01	49,484.32
Multiple	Utilities Technician	10	29,454.95	38,291.43	47,127.92
Multiple	Community Center Attendant (PT)	7	25,444.29	33,077.58	40,710.87
Parks & Recreation	Parks and Recreation Director	29	74,431.19	96,760.55	119,089.90
Parks & Recreation	Sports/Athletic Programmer	17	41,446.07	53,879.89	66,313.72
Parks & Recreation	Recreation Activities Coordinator	16	39,472.45	51,314.18	63,155.92
Parks & Recreation	Parks and Recreation Assistant (PT)	10	29,454.95	38,291.43	47,127.92
Planning and Zoning	Planning Director	31	82,060.39	106,678.50	131,296.62
Planning and Zoning	Senior Environmental Inspector	23	55,541.70	72,204.21	88,866.72
Planning and Zoning	GIS Analyst	18	43,518.38	56,573.89	69,629.40
Planning and Zoning	Planner	18	43,518.38	56,573.89	69,629.40
Planning and Zoning	Planning Technician	16	39,472.45	51,314.18	63,155.92
Planning and Zoning	Zoning/Code Compliance Technician	15	37,592.81	48,870.65	60,148.49
Public Utilities Administration	Director Public Works & Utilities	33	90,471.58	117,613.05	144,754.52
Public Utilities Administration	Assistant Director Public Works & Utilities	28	70,886.85	92,152.90	113,418.96
Public Utilities Administration	Utility Billing Manager	13	34,097.79	44,327.12	54,556.46
Registrar	Assistant Registrar	13	34,097.79	44,327.12	54,556.46
Registrar	Assistant Registrar (PT)	13	34,097.79	44,327.12	54,556.46
Sheriffs Office	Deputy Sheriff Major	29	74,431.19	96,760.55	119,089.90
Sheriffs Office	Deputy Sheriff Captain	25	61,234.72	79,605.14	97,975.56
Sheriffs Office	Deputy Sheriff Lieutenant	21	50,377.96	65,491.35	80,604.74
Sheriffs Office	Deputy Sheriff Sergeant	19	45,694.29	59,402.58	73,110.87
Sheriffs Office	Master Deputy Sheriff	18	43,518.38	56,573.89	69,629.40
Sheriffs Office	Court Security Officer (PT)	16	39,472.45	51,314.18	63,155.92
Sheriffs Office	Deputy Sheriff	16	39,472.45	51,314.18	63,155.92
Sheriffs Office	Evidence Custodian (PT)	14	35,802.68	46,543.48	57,284.28
Sheriffs Office	Law Enforcement Planner	14	35,802.68	46,543.48	57,284.28
Sheriffs Office	Records Manager	10	29,454.95	38,291.43	47,127.92
Sheriffs Office	Warrants Clerk	10	29,454.95	38,291.43	47,127.92
Sheriffs Office	Control Room Operator	8	26,716.51	34,731.46	42,746.41
Sheriffs Office	Records Clerk	9	28,052.33	36,468.03	44,883.73
Solid Waste	Solid Waste Supervisor	20	47,979.01	62,372.71	76,766.41
Solid Waste	Solid Waste Specialist/Truck Driver	11	30,927.70	40,206.01	49,484.32
Solid Waste	Truck Driver - Solid Waste	10	29,454.95	38,291.43	47,127.92
Solid Waste	Solid Waste Clerk (PT)	5	23,078.72	30,002.34	36,925.96
Solid Waste	Convenience Site Attendant (PT)	3	20,933.08	27,213.01	33,492.93
Treasurer	Deputy Treasurer-Accounting	18	43,518.38	56,573.89	69,629.40
Treasurer	Deputy Treasurer-Customer Service	14	35,802.68	46,543.48	57,284.28
Treasurer	Customer Service Agent III	13	34,097.79	44,327.12	54,556.46
Treasurer	Deputy Treasurer-Compliance	13	34,097.79	44,327.12	54,556.46
Treasurer	Customer Service Agent	11	30,927.70	40,206.01	49,484.32
Treasurer	Real Estate & Mortgage Service Agent	11	30,927.70	40,206.01	49,484.32
Treasurer	Compliance Clerk	10	29,454.95	38,291.43	47,127.92
Utilities Collections/Distribution	Utilities Maintenance Mechanic	13	34,097.79	44,327.12	54,556.46
Wastewater Treatment	WWTP Supervisor	25	61,234.72	79,605.14	97,975.56
Wastewater Treatment	Laboratory Manager	21	50,377.96	65,491.35	80,604.74
Wastewater Treatment	WWTP Operator II	17	41,446.07	53,879.89	66,313.72
Wastewater Treatment	WWTP Operator III	15	37,592.81	48,870.65	60,148.49
Wastewater Treatment	WWTP Operator IV	13	34,097.79	44,327.12	54,556.46
Wastewater Treatment	Laboratory Technician	12	32,474.08	42,216.31	51,958.53
Wastewater Treatment	WWTP Operator Trainee	12	32,474.08	42,216.31	51,958.53
Water Treatment	Superintendent of Public Utilities	27	67,511.28	87,764.67	108,018.05
Water Treatment	Utilities Field Operations Superintendent	20	47,979.01	62,372.71	76,766.41
Water Treatment	Utilities Construction Foreman	15	37,592.81	48,870.65	60,148.49
Water Treatment	Water Operator IV	13	34,097.79	44,327.12	54,556.46
Water Treatment	Water Operator Trainee	12	32,474.08	42,216.31	51,958.53

## APPENDIX E

## Caroline County, Virginia Comparison of Major Fringe Benefits

			<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Caroline County, Virginia</u>
1	a	<b>Holidays</b> (Days/Year)	12	16	13	12
	b	Floating Holidays	Yes (0)	No (4)	No	
		If yes, how many?	-	-		
	c	Holiday on Regular Days Off	Other (1)	Fri-Mon (3)	Fri-Mon	Fri-Mon
	d	Comp on Holidays Worked		T&½ (2)		T&1/2
		Time and a ½	T&½ (2)	2	T&½ (2)	
		Double Time	Dbl (1)	1		
		Double Time and a ½	DT&½ (0)	0		
		Other	Other (1)	1		
2		<b>Annual Leave</b> (Days/Year)				
	a	Vacation/Sick or PTO	PTO (0)	Vac-Sick (2)	Vac-Sick	Vac-Sick
	b	<b>Vacation - days or hours?</b>				
		6 months	12	12	12	12
		1 year	12	12	12	12
		2 years	12	12	12	12
		3 years	12	18	14	12
		4 years	12	18	14	12
		5 years	12	18	14	15
		6 years	15	18	16	15
		7 years	15	18	16	15
		8 years	15	18	16	15
		9 years	15	18	16	15
		10 years	15	24	18	18
		11 years	18	24	20	18
		12 years	18	24	20	18
		13 years	18	24	20	18
		14 years	18	24	20	18
		15 years	18	24	20	18
		16 years	18	24	21	18
		17 years	18	24	21	18
		18 years	18	24	21	18
		19 years	18	24	21	18
		20 years	21	24	22	18
		20+ years	21	24	23	18
	c	Carried into Next Year	24.00	Unltd (1)	27	
	d	Max Accumulation	-	Unltd (1)	128	
	e	Comp after Max Accumulation	Yes (0)	No (3)	No	
3	a	<b>Sick Leave</b> (Days/Year)	10.00	12.00	11	Varies
	b	Carried into Next Year	-	Unltd (3)		Unltd
	c	Max. Accumulation	-	Unltd. (3)		36
	d	Paid at Termination/Retirement	Yes/No (2/2)	Yes/No (2/2)		Yes
	e	Use for Medical Appointments	No (0)	Yes (4)	Yes	Yes
	f	Use for Dental Appointments	No (0)	Yes (4)	Yes	Yes
	g	Use for Family Illness	No (0)	Yes (4)	Yes	Yes
	h	Sick Leave Bank	Yes/No (2/2)	Yes/No (2/2)		Yes



## Caroline County, Virginia Comparison of Major Fringe Benefits

		<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Caroline County, Virginia</u>
4	<b>Pension and Retirement</b>				
a	Other Than Social Security	No (0)	Yes (4)	Yes	Yes
b	State Sponsored	No (0)	Yes (4)	Yes	Yes
c	Death Benefit	No (0)	Yes (4)	Yes	Yes
5	<b>Life &amp; Disability Insurance</b>				
a	Life Insurance	No (0)	Yes (4)	Yes	Yes
	Employer Paid	100%	100%	100%	0%
b	AD&D	No (0)	Yes (4)	Yes	Yes
	AD&D Double Indemnity	No (0)	Yes (4)	Yes	Yes
	Employer Paid	0%	100%	67%	0%
c	Short Term Disability	No (1)	Yes (3)	Yes	No
	Employer Paid	0%	0%	0%	
d	Long Term Disability	Yes/No (2/2)	Yes/No (2/2)		No
	Employer Paid	0%	0%	0%	
6	<b>Health Insurance</b>	No (0)	Yes (5)	Yes	Yes
b	100% FTE participation required	Yes (1)	No (3)	No	No
c	Different Types of Coverage?	No (1)	Yes (4)	Yes	Yes
d	Not participating	Yes (1)	No (3)	No	No
e	Employee Only	\$ 434.00	\$ 665.00	\$ 580.37	\$ 530.24
	Employer Paid	80%	93%	89%	92%
	Employee Paid	7%	20%	11%	12%
f	Employee/Spouse	\$ 879.00	\$ 1,319.00	\$ 1,142.78	\$ 1,027.50
	Employer Paid	56%	85%	74%	84%
	Employee Paid	15%	44%	27%	16%
g	Employee/Child	\$ 699.00	\$ 1,230.00	\$ 942.78	\$ 899.30
	Employer Paid	68%	85%	76%	85%
	Employee Paid	15%	32%	24%	15%
h	Employee/Family	\$ 1,021.00	\$ 1,796.00	\$ 1,481.77	\$ 1,618.74
	Employer Paid	48%	85%	68%	77%
	Employee Paid	15%	52%	32%	23%
m	Supplemental program for HDP?	Yes (0)	No (2)	No	No
n	Type of Program				
o	Employer Paid	0%	0%	0%	
p	Retirees	No (1)	Yes (4)	Yes	Yes
	Years of Service Required	Yes/No (2/2)	Yes/No (2/2)		Yes
	If yes, how many?	15	15	15	15
	Employer Paid	0%	0%	0%	0%
q	Dental Insurance	No (0)	Yes (5)	Yes	Yes
	Part of Health Plan	No (1)	Yes (4)	Yes	No
	Employee Only	\$ 35.56	\$ 35.56	\$ 35.56	\$ 28.60
	Employer Paid	0%	0%	0%	88%
	Employee/Family	\$ 100.53	\$ 100.53	\$ 100.53	\$ 85.80
	Employer Paid	0%	0%	0%	72%
r	Vision Insurance	No (0)	Yes (4)	Yes	Yes
	Part of Health Plan	No (0)	Yes (4)	Yes	Yes
	Employee Only	Yes/No (0/0)	Yes/No (0/0)		
	Employer Paid	0%	0%		
	Employee/Family	\$ 16.06	\$ 16.06	\$ 16.06	
	Employer Paid	0%	0%		

## Caroline County, Virginia Comparison of Major Fringe Benefits

			<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Caroline County, Virginia</u>
7	a	<b>Deferred Compensation</b>	No (0)	Yes (4)	Yes	Yes
	b	Available to all Employees	Yes (1)	No (3)	No	Yes
	c	Type of Plan				ICMA 457, ROTH IRA
	d	Employer Contribution	Yes (0)	No (4)	No	No
8		<b>Other Benefits Program</b>				
	a	Other Benefits	No (0)	Yes (4)	Yes	No
	b	Post Retirement Hlth Care Svcs	Yes (1)	No (3)	No	No
	c	Call Back Pay	Yes/No (2/2)	Yes/No (2/2)		No
	d	On Call/Standby Pay	No (0)	Yes (4)	Yes	
	e	Clothing Allowance	No (1)	Yes (3)	Yes	Yes