



Table of Contents

INTRODUCTION	2
BACKGROUND	2
OBJECTIVE, SCOPE, AND METHODOLOGY.....	2
FINDING 1 – RACE AND GENDER EQUITY ANALYSIS	3
FINDING 2 – MINIMUM GRADE PLACEMENT	5
FINDING 3 – CLASSIFICATION ISSUES	5
CONCLUSION	6
RECOMMENDED NEXT STEPS.....	6
APPENDIX A - COMPENSATION PHILOSOPHY	8
REFERENCES	9

Introduction

Background

In November 2018, a compensation study was performed and completed by Evergreen Solutions. The study left many questions regarding equitable salaries within job classifications and across Buncombe County departments. In an effort to answer the lingering questions from the Evergreen Solutions study, Buncombe County staff from Human Resources (HR) and Performance Management (PM) conducted a project that concluded in March of 2019. That project revealed four distinct areas meant to be used as a roadmap to get Buncombe County's compensation structure to a more equitable state. The areas included: creating or updating all Buncombe County job descriptions; developing a compensation philosophy and relevant policies; identifying ways to capture needed compensation related data in the ERP system (Workday); and determining appropriate factors to use in assigning pay to staff within each classification.

The compensation philosophy (**see Appendix A**) along with proposed policies were completed by a cross-functional County team in the fall of 2019. HR staff then proceeded with addressing the remaining items identified on the roadmap and devised a plan that included 4 phases with the stated goal, "to right size employee compensation, job classifications, job descriptions and the compensation grading system for Buncombe County". The work of this plan is building a foundation for Buncombe County's compensation practices that are consistent, equitable, and transparent.

The initial phase of the plan, "Job Analysis and Descriptions", began in March 2020. Definitions of compensable factors, a review of job analysis information and draft job descriptions were completed in tandem with the second phase of the plan. The second phase included job evaluation and the gathering of market data from established peers, which will be used in phase 4.

This report describes the findings and recommended next steps of the third phase of the plan, which includes a review of all active regular employee classifications based on U.S. Equal Employment Opportunity Commission (EEOC) guidelines. The objectives, scope and methodology are detailed in the following section.

Objective, Scope, and Methodology

The objectives of phase 3 as stated in the project work plan include:

1. Confirm pay equity within classifications and pay grades across County departments
2. Develop a multi-year strategy to address any inequities

The deliverables for the assessment include:

1. A findings report documenting
 - a. Race and Gender Equity Analysis
 - b. Minimum Grade Placement
 - c. Classification Issues
2. A prioritized strategy for right sizing compensation findings from phase 3

The scope and methodology of the deliverables in phase 3 is based on the structure used by the EEOC and only included regular (non-temporary staff). The creation of an internal data model assisted in providing a statistical and visual representation of employee pay comparisons by classification. The model helped project staff identify the classifications in need of further review due to potential race and gender equity issues as well as pay compared to pay grade minimums. Each finding section listed on the following pages will provide a description of the methodology used to determine recommendations along with a listing of the general findings. The final recommendations section of this document provides a summary of next

steps and estimated monetary impact (where applicable) for how to move forward in correcting specific findings in Buncombe County's compensation structure.

Finding 1 – Race and Gender Equity Analysis

The first fundamental finding that was reviewed in phase 3 of the compensation project is related to race and gender pay among similarly situated employees. In general, similarly situated means, “that the persons who are being compared are so situated that it is reasonable to expect that they would receive the same treatment in the context of a particular employment decision” [US EEOC, 2000]. In making a determination of similarly situated employees, it may include some or all of these characteristics [Bachman, 2019]:

- shares the same supervisor;
- is subject to the same employment policies or rules;
- performs very similar job tasks and responsibilities;
- has similar job performance evaluations and disciplinary history; and
- approximately the same experience level (including supervisory experience)

Additionally, the definition of “establishment” by the EEOC, assisted in providing guidance for this project. While Buncombe County has a centralized personnel department that handles hiring, compensation, and assignments, final pay decisions are still determined by each department. There are some departments that choose to enact NC Statutes that allow them to invoke their own personnel practices and administrative structures. [US EEOC, 2000] defines establishment as:

- "Establishment" ordinarily means a physically separate place of business.
- Two or more physically separate portions of a business should be considered one "establishment" if personnel and pay decisions are determined centrally and the operations of the separate units are interconnected.

Project staff successfully reviewed and categorized all 295 active employee classifications to determine where to focus their review of race and gender pay. If a classification was categorized as having:

- Only 1 employee;
- Multiple employees all with the same race;
- Multiple employees all with the same gender;
- An active career ladder; or
- Employees all with the same pay;

then it was excluded from this finding. Roughly 79% (see the breakdown in Figure 1) of all classifications fell into the categories previously mentioned for reviewing race and gender pay.

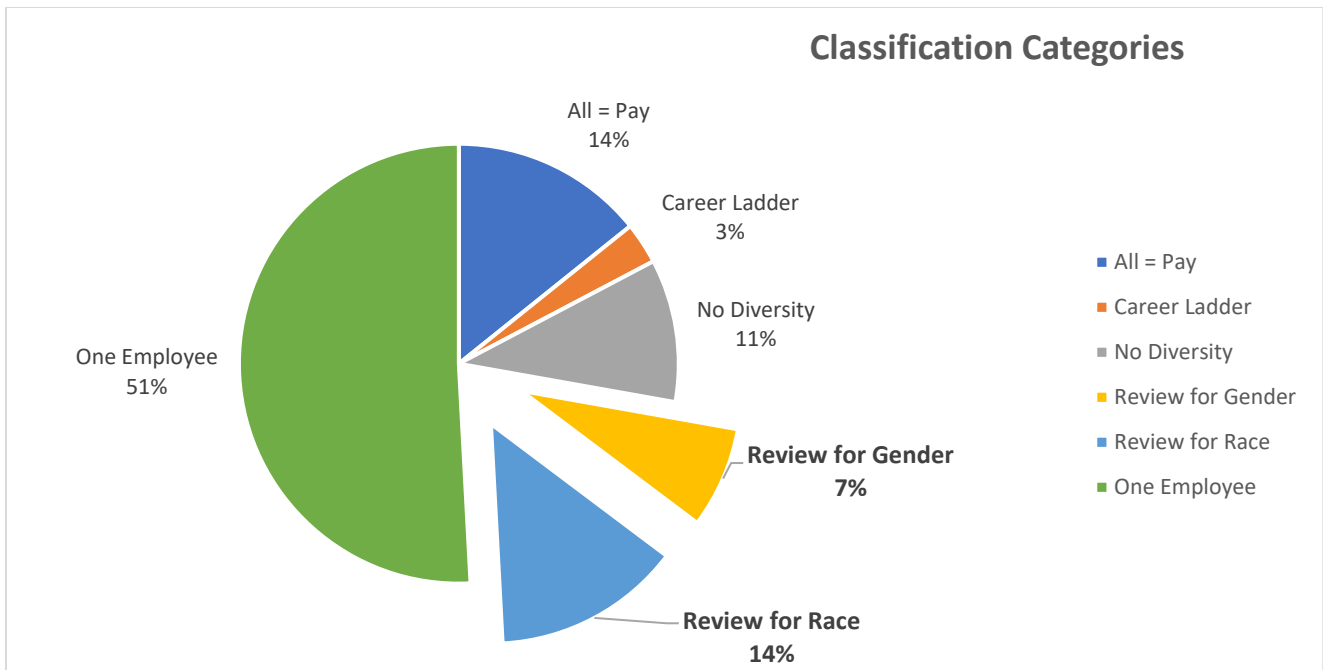


Figure 1 – Classification Breakdown for Finding 1

Investigation into the remaining 21% of classifications (equivalent to 63) started with a review of each detail in a graphical model based on EEOC methodologies (see sample in Figure 2). The graphs in the model were used to display high level statistical differences in pay within each classification. The 63 classifications provided a review of 485 regular employees. If the graphical model presented a potential race or gender pay difference among similarly situated employees, and the related pay was below the median pay (see blue horizontal line in Figure 2 example) for all employees within the classification, then the classification was documented and a deeper examination was conducted for each relevant active employee within the classification.

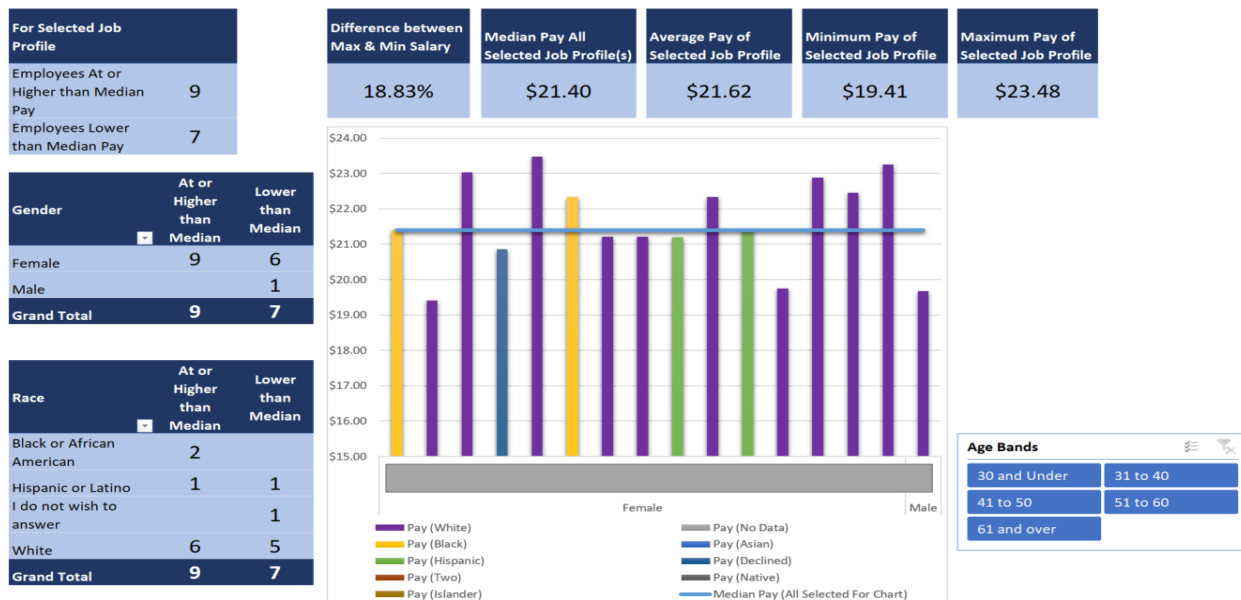


Figure 2 – Compensation Model

Finding 2 – Minimum Grade Placement

The second finding that was uncovered in phase 3 of this compensation project is the identification of active regular employees making below the minimum of their current salary grade. As of January 2021, Buncombe County has a salary schedule with 48 pay grades that are used to establish the approved minimum and maximum salary level for each classification. Not only does Buncombe County’s Personnel Ordinance (Personnel Ordinance) state “employees covered by the salary plan shall be paid at a rate within the salary ranges established for their respective job classes”, but the Fair Labor Standards Act (FLSA) also provides specific guidance on minimum wage and overtime rules.

There have been various changes in leadership, pay structure, philosophy, systems, and processes over the years. These changes have likely made it difficult to administer a consistent pay methodology for new hires and position changes, as well as maintain and review existing pay. The result of this finding found six employees that warrant further investigation based on the criteria stated above. Each Buncombe County employee’s pay situation was reviewed as part of this project to ensure compliance with the Personnel Ordinance as well as FLSA rules.

Finding 3 – Classification Issues

The third finding that was identified in phase 3 of this compensation project is related to broad classification issues. The basis of this finding has surfaced several times within the recent past and encompasses departments and classifications where there has been fast growth, numerous changes, and/or inconsistent placement into a classification.

Seventeen classifications have been identified as needing some level of resolve. Figure 3 below provides a list of these classifications and the departments that currently utilize the titles. The listing of a classification doesn’t necessarily mean that all employees currently in that classification necessitate a pay or classification change. The reason for the classifications being added to this list can be attributed to one of three factors: compression of multiple classifications by Evergreen in the 2018 study; a deficiency of classifications available for use; and isolated decisions that place employees in a classification where duties performed are different from what is stated on the job description.

Classification	Department(s)
Air Quality Supervisor	Air Quality
Database Coordinator I	HHS
HRIS Manager	Human Resources
Income Maintenance Administrator II	HHS
Income Maintenance Supervisor II (QA)	HHS
Information & Communications Specialist I	Communications and Public Engagement
Information Technology Systems Manager	Information Technology
Information Technology Systems Administrator I	Information Technology
Information Technology Systems Administrator II	Information Technology
Maintenance Technician I	Library
Planner I	Parks and Recreation
Public Health Nurse II (QA)	HHS
Public Information Assistant	HHS
Public Relations Coordinator	Communications and Public Engagement
Senior Attorney II	Legal and Risk
Social Work Program Manager (QA)	HHS
Social Work Supervisor III	HHS
Soil Conservationist	Soil Conservation
Telecommunicator	EMS

Telecommunicator, EMS	EMS
Telecommunicator, Senior	EMS

Figure 3 – Classification Issues

Conclusion

Recommended Next Steps

The results of this analysis identified three findings, among which there are priorities that have been determined for each. In a deeper examination of the pay differentials in **Finding 1 (Race and Gender Equity Analysis)**, it is apparent that what appeared to be unequal pay difference at a high level view, eventually fell into one of these categories:

- Classification Issue
- Separate Establishment Decision
- Work Hour Difference
- Recent Status Change
- Difference in Qualifications Related to Genuine Business Need

Of the 63 classifications identified in the first finding, 17 warranted deeper examinations and staff was able to determine no need for further review with the other 46 classifications. Each inspection included a careful assessment of the 114 employees within the 17 classifications and successfully placed the perceived concern into one of the categories listed above. The items in this finding have been prioritized based on potential budgetary impact and an expected completion timeline as follows:

- Critical – complete edits within 30 - 60 days (3 classifications)
- Moderate – complete edits in 2-4 months (9 classifications)
- N/A - No edits are needed (5 classifications)

It is recommended that project staff utilize the prioritization levels above to make identified edits to the 12 classifications. If it was determined that an employee needs to be reclassified, and the new classification is in a higher grade with a higher minimum pay, the pay will need to be adjusted to guarantee adherence to the Personnel Ordinance. Additionally, pay equity will need to be reviewed after each revision to ensure consistent compensation practices and methodologies.

In **Finding 2 (Minimum Grade Placement)**, the goal was to ensure adherence to Buncombe County’s Personnel Ordinance as well as FLSA rules. A deeper examination of six employees across four classifications found that two of the classifications do not necessitate a pay change. These two classifications encompass part time employees with pro-rated salaries that align with the hours worked in their position, and ultimately exceed the minimum threshold for the pay grade. There are however, four employees that warrant a compensation or classification grade change. Based on a review of job duties, market research, and internal reporting structures it is recommended that a change of salary grade is implemented for one classification that encompasses three of the items in this finding. That leaves one classification where the employee will need to be appropriately compensated and moved into the pay grade based on education and experience.

The recommended next steps are to correct the underlying issues for the four findings listed above, in order to comply with Buncombe County’s Personnel Ordinance and to right size structural grade issues. The proposed changes for this finding have been prioritized as “Critical”, with the recommendation that edits are completed within 30-60 days. It should be noted that by correcting the items in this finding, it will

ensure appropriate alignment with other reporting structures throughout Buncombe County and also uphold the Personnel Ordinance.

The final recommended next steps related to **Finding 3 (Classification Issues)**. Out of the 21 classifications that have been identified in this phase of the compensation study, the recommendation is to consider five of the classifications “Critical” and in need of remedy within the next two months. These “Critical” classifications are a high priority due to ongoing pay or qualification issues coupled with high priority department restructures. The Budget Office has already been contacted to determine appropriate budgetary edits and project staff intend to inform executive leadership of the impacts as soon as possible.

This leaves 16 classifications that have been assigned a “Moderate” priority and are in need of further job analysis to determine appropriate corrections. Changes to these classifications may impact the employee’s salary grade and compensation. Unfortunately, it is not possible to determine the budgetary impacts of the “Moderate” items at this time, but the intent is to address these edits as quickly as possible and notify executive leadership. For all edits tied to Buncombe County’s compensation structure, if a classification exists within multiple departments it is recommended that the changes are made in consideration of equity for all employees currently performing similar job duties in the identified classifications.

In summary, phase 3 of this compensation study has identified 12 classifications that are recommended for edits within 30-60 days and have been prioritized as “Critical”. This leaves 25 classification edits with a “Moderate” prioritization, meaning that the recommendation is for them to be remedied within 2-4 months. All budgetary impacts and structural edits for the “Critical” items are already underway and will be implemented pending leadership approval.

Human Resources staff has now revamped a centralized recruiting effort with departments to ensure that all employee pay is vetted at the time of the job offer for new hires and position changes. Having this recruiting checkpoint hopefully prevents future findings related to the items in this report and provides a more equitable approach to determining pay for a position. The only outlier and potential issue will be if a County department led by an elected official chooses to enact NC statutes that allow them to invoke their own personnel practices, which would then remove the centralized decision making from County HR and can create possible disparities. Additionally, as all future revisions are made to classifications and grades, it is imperative that pay and classification decisions are reviewed to guarantee compliance with the Personnel Ordinance and FLSA.

Project staff are fully aware of how long the compensation project has persisted and the tasks that will remain even after these findings are corrected. It is important to note that the work being done is methodical and rooted in best practice from federal governing organizations, with the hope that Buncombe County’s compensation structure will be comprehensive and require minimal edits for many years to come. Aside from the recommended next steps listed above, it is also suggested that Buncombe County leadership determine a more frequent timeline for requesting classifications from the County Commissioners. These requests will be crucial to the success of completing the next steps outlined in this document since the majority of the findings in this phase are related to fundamental issues with how classifications are allocated to positions. One final consideration is also that HR devise specific, frequent reviews of compensation data multiple times each year to minimize the workload of a future compensation study.

Before implementing any of the next steps based on the findings of this report, it is recommended that Buncombe County’s legal staff review and confirm the appropriate actions based on their expertise.

Appendix A - Compensation Philosophy



Compensation Philosophy

To achieve and maintain a superior level of service and performance, Buncombe County must continue to attract and retain a highly skilled and motivated workforce who exemplify the organization's values. The intent is to accomplish this by:

- * Leading the labor market by offering externally competitive and internally equitable pay and benefits amongst peers within and outside of Western North Carolina
- * Recognizing and rewarding outstanding performance
- * Acknowledging our employees as our most valuable asset by supporting a healthy work-life balance
- * Honoring and leveraging individuals' diverse strengths and talents through employee development and career advancement opportunities in an innovative environment
- * Nurturing a supportive culture through respect and accountability across all levels of the organization

References

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Table of Contents

INTRODUCTION	11
BACKGROUND	11
OBJECTIVE, SCOPE, AND METHODOLOGY.....	11
MARKET EVALUATION	12
CLASSIFICATION EVALUATION	13
SALARY EVALUATION	15
CONCLUSION	17
RECOMMENDED NEXT STEPS.....	17
APPENDIX A - BUNCOMBE COUNTY COMPENSATION PHILOSOPHY	19
APPENDIX B – COMPARATOR AGENCIES AND BENCHMARK JOBS	20
APPENDIX C – NEW GRADING SCALES	22
APPENDIX D – DEPARTMENT DIRECTOR CLASSIFICATION ASSIGNMENT	23
APPENDIX E – RECOMMENDED CLASSIFICATION AND COMPENSATION PLAN	24
REFERENCES	30
DEFINITIONS	30

Introduction

Background

This report is for Phase Four (4) of Buncombe County's internal compensation study. It is the last phase of a multi-year project that was precipitated by a compensation study completed by Evergreen Solutions in November 2018. The Evergreen study left many questions regarding equitable salaries within job classifications and across Buncombe County departments. In an effort to answer the lingering questions from the Evergreen Solutions study, Buncombe County staff from Human Resources (HR) and the Office of Strategy and Innovation (OSI) have orchestrated a foundational, multi-year approach to get Buncombe County's compensation structure to a more equitable state.

Compensation related work completed prior to this final phase includes:

- Development of a standard Buncombe County job description template;
- Creation of a compensation philosophy (see Appendix A) and relevant proposed policies;
- Identification of relevant markets and a process for benchmarking jobs;
- Reviewing all active regular employee classifications based on U.S. Equal Employment Opportunity Commission (EEOC) guidelines

The work of this multi-year project is building a solid foundation for Buncombe County's compensation practices that are consistent, equitable, and transparent. This report describes the work and recommended next steps of the fourth (4th) and final phase of the plan, which includes a market analysis, classification assessment, and salary evaluation.

Objective, Scope, and Methodology

The goal of this full compensation project has been to ensure fair and equitable internal pay for Buncombe County. The specific objectives and deliverables of phase four (4) as stated in the project work plan include:

1. Development of an equitable, systematic plan to right-size employee compensation

The deliverables for this phase per the project work plan include:

1. Publishing job descriptions for supervisor feedback
2. Developing a new pay and position classification plan with updated salary grades and ranges
3. Development of a document showcasing job families and compensable factors
4. Providing final recommendations for employee pay changes which may span several years
5. Ensuring a training & communication plan for department leaders

This phase began with an in-depth review of the salary survey conducted in phase three (3) of this project in order to confirm the appropriate midpoint ranges for Buncombe County's pay grades and compare exempt and non-exempt positions within the defined labor market. Responses were received from sixteen (16) government agencies who provided data on one-hundred seventy-seven (177) job classifications. The classifications used were considered "benchmarks" and meant to provide a sufficient sample for analysis from which project staff could build a revised compensation plan. Benchmarking is a process of matching internal job classifications and their descriptions to similar data in identified markets in order to identify the market rate for each job. The comparator agencies and benchmark jobs are included in Appendix B.

While work was underway on the market analysis, project staff devised a methodology for a comprehensive review of all job classifications. This included reviewing over three hundred (300) Buncombe County job descriptions with supervisors as well as finalizing compensable factors and job families with a point system to drive salary grades. An internal tool was utilized that allowed department supervisors to review and provide feedback for each job description within their department, and edits were made based on feedback. Compensable factors were developed to evaluate and weight all of the classifications within Buncombe County to determine salary grade assignments. Implementation of a job family structure allowed compensation staff the ability to group jobs that involve similar work, knowledge, and expertise.

The final step of this project was to review and analyze the market data, job families, compensable factors, and finalized job descriptions to update salary grades and ranges. With all of these structural components completed, a true compensation analysis was finally possible. Project staff opted to provide a multi-step analysis beginning with known and readily available data. This approach helps to address compression and job demand in the near term and rewards employees for previous experience and education over multiple years.

Market Evaluation

In phase three (3) of this compensation project, a public sector market analysis was conducted via multiple salary surveys from a total of sixteen (16) government agencies. In developing the list of comparator agencies, project staff worked with Buncombe County budget office staff to identify a list of peers within and outside of North Carolina (NC). Comparator markets were included based on a number of factors including the identification of a market as a part of the Asheville Chamber's peer group, if the government entity was determined to be a competitor market, and also if the entity was listed on Evergreen's 2018 report as a peer. Buncombe County compensation staff provided detailed instructions to respondents along with current job titles, the job purpose from County job descriptions, the minimum education, as well as the minimum required experience and the Fair Labor Standards Act (FLSA) status of exempt or non-exempt. The surveyed agencies were asked to review the data provided for each job title and provide their organization's:

- Salary grade;
- Average annual base salary of full-time employees;
- Salary grade minimum;
- Salary grade maximum;
- FLSA status;
- Number of FTEs;
- Match level;
- And additional comments

Having the responding organizations confirm the match level was critical to ensure the data provided was relevant to the survey. The match levels to choose from included exact, good, fair, and poor. In total, data was received for one-hundred seventy-seven (177) job classifications, or 58% of all 305 active classifications at the time of the survey. All salary data from the surveys were normalized by applying the Bureau of Economic Analysis regional price parity percentage based on each market's metropolitan statistical area. Regional price parities (RPPs) measure the differences in price levels across states and metropolitan areas for a given year and are expressed as a percentage of the overall national price level. It creates an apples-to-apples comparison. This analysis used 2020 RPP as reported by the US Bureau of Economic Analysis, a division of the US Department of Commerce and is updated as new statistics are published.

The next step in the market evaluation was to plot the median of each salary grade in Buncombe County's existing salary grades and line up the data with the market mean for equivalent classifications. Knowing that there were varying match levels in the market responses, the following calculation was applied to weight the data:

- Match level = Exact, apply 100% of market data
- Match level = Good, apply 90% of market data
- Match level = Fair, apply 80% of market data
- Match level = Poor, apply 0% of market data

It became apparent that separating the data by FLSA status (exempt and non-exempt) provided a more in-depth analysis. When staff took the match levels into consideration to view the mean market data for a salary grade compared to Buncombe County's current salary grade medians, it provided the following summary:

# of Exempt Classifications	<5%	5-10%	11-15%	16-20%	>20%	Total
Below the Market Median	3		3			6
Above the Market Median	15	42	25	2		84

# of Non-Exempt Classifications	<5%	5-10%	11-15%	16-20%	>20%	Total
Below the Market Median	8	3				11
Above the Market Median	27	22	1			50

With sixty (60) poor matches from the market survey, project staff still had one hundred fifty-one (151) fair to exact matches that showed 93% of Buncombe County's exempt grades above the market and 81% of Buncombe County's non-exempt grades above the market.

The result of this in-depth analysis provided staff with the necessary information to move forward with the creation of a new grading scale that is better adjusted to the market, provides greater distinction between grades, reduces range overlap and separates exempt and non-exempt classifications. The new grading scales have a salary grade spread of 55% for exempt classifications and 40% for non-exempt classifications versus the current salary grade spread of 65% and have a higher differential of 7% versus the current grading scale differential of 4.5%. Market data also confirmed the need to create a separate grading scale and classifications for Information Technology (IT) jobs giving the County more flexibility to adapt to IT industry advances and changes. New grading scales can be found in Appendix C.

Classification Evaluation

While work was underway on the market review, it was also necessary to ensure all job descriptions were updated and reviewed by supervisors. This necessary task was identified as a finding in a 2019 Position and Pay analysis and was completed in the summer of 2021. All leaders in the organization were responsible for reviewing the job descriptions for positions reporting directly to them and providing any proposed edits to Human Resources within a stated time frame. This review and feedback resulted in two hundred (200) job descriptions that needed revising. With updated position information, all Buncombe County jobs were then categorized using the new Job Family Structure developed during Phase three (3) (see Exhibit 2).

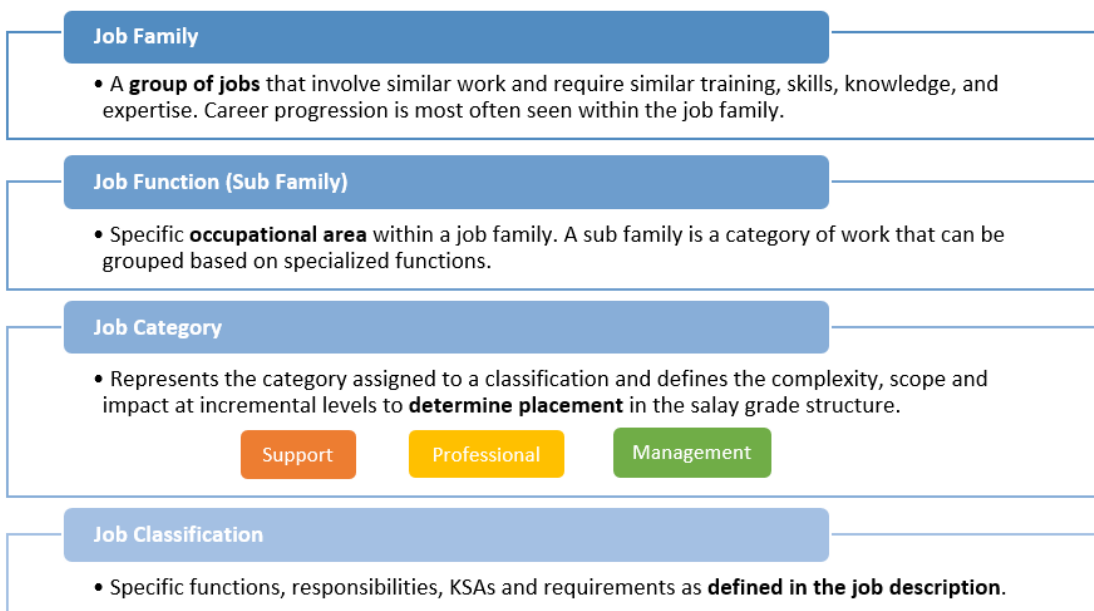


EXHIBIT 2: Buncombe County's Job Family Structure

Each classification was assigned a job family, job function, and job category. A job family is a group of jobs that involve similar work and require similar training, skills, knowledge, and expertise. Job Functions (Sub Families) are beneficial for further grouping based on specialized functions within job families. Career progression is most often seen within the job family allowing employees to more easily identify related positions across the organization, which enhances an employee's ability to move across job functions within a job family. The ten (10) job families established are as follows:

- Executive
- Business Operations
- Financial & Business Management
- Law Enforcement & Public Safety
- Managerial
- Medical/Health
- Operations/Skilled Trade
- Planning & Development
- Professional Services
- Public Services

Next, internal compensable factors were established to provide consistent criteria for evaluating each Buncombe County classification. Compensable factors are critical to determine the salary level allocated to a position and ensures a fair and consistent evaluation process for future classification changes within the organization. The compensable factors established for Buncombe County are shown in Exhibit 3 and include complexity, scope of knowledge, problem solving, contact with others, and leadership.

In order to effectively place all classifications within the compensable factors established, job categories along with a commensurate point system were created to further define the complexity, scope, and impact of a job at incremental levels within the salary grade structure. The scoring range was used to slot every

Buncombe County classification into a specific salary grade within the new grading scales. Exhibit 4 shows the scoring ranges assigned to each job category.

Complexity	Scope of Knowledge	Problem Solving	Contact with Others	Leadership
1	2	3	4	5
This factor refers to the scope, variety and difficulty of the duties, responsibilities, and skills required to perform the work. The level of decision making taken solely by the jobholder and the risk or degree of damage which may result if a wrong decision is taken.	This factor includes job requirements in terms of knowledge needed and can be related to the education and experience level required of a position.	This factor encompasses the extent of mental effort required to use independent judgement in problem solving. Judgement exercised, availability of rules and guidelines to assist in problem solving, the degree of analysis and research required to arrive at a solution are all considered.	This factor appraises the responsibility for working with or through other people, to get results.	This factor refers to the responsibility for development of people, including supervision, training, and coaching; as well as non-supervisory efforts such as leading a project team and /or serving in a project management role.

EXHIBIT 3: Buncombe County’s Compensable Factors



EXHIBIT 4: Scoring Ranges for each Job Category

This work is important because it provides a structural methodology for grading classifications. Moving forward, when a reclassification request is submitted for a job, compensation staff will review the point system established for each compensable factor for that job to determine if a new salary grade is warranted based on job duty changes. This methodology also assists in providing more clarity around the varying department director jobs that currently exist within the organization. There are some inconsistencies in the pay and duties of department directors within Buncombe County and the intent is to utilize this point system along with additional established director criteria to drive future salary placement and ensure consistency in relative job duties.

The definition of a department director is someone that is responsible for planning, directing and evaluating the operations and service delivery of a major entity wide function and additionally reports directly to the County Manager or an Assistant County Manager. When this definition is applied along with compensable factor scores and budget responsibility, four (4) distinct levels of department directors become clear (see Appendix D).

Salary Evaluation

With the aforementioned structural components completed, the pieces were finally in place to proceed with the final step of this compensation project by conducting a salary evaluation. In researching other organizational compensation structures and studies throughout the United States, it became apparent that the most logical option was to take all of the employee’s qualifications related to their current job classification into consideration and apply a relevant proposed sub-quartile within the newly assigned salary grade. The purpose, methodology, and results of this recommendation are explained below. It should be noted that temporary and grant employees, board appointed, and elected officials were excluded from this evaluation. Additionally, classifications assigned to a current career ladder/progression plan were

reviewed in this study to ensure the career ladder pay rates lined up with the market data collected. Since these structured plans are already being used as the mechanism for moving employees within the salary grade based on a combination of education, certification and/or experience the focus was to ensure the rates assigned at each step are aligned with the market. The following departments and classifications with Career Ladders were reviewed:

Department:	Classification:
Permits and Inspections	Code Enforcement Officer I Code Enforcement Officer II Code Enforcement Officer III
Emergency Services	EMT- Advanced EMT- Paramedic
Public Safety Communications	Telecommunicator I Telecommunicator II
Tax Collections	Tax Revenue Collector

The recommended salary revisions for correcting base pay in Buncombe County involves a review by Human Resources staff of each employee in comparison to their current minimum job requirements. It should be noted that this includes the employee’s time with Buncombe County in related positions and also considers education and previous related work experience. In February of 2020, all County staff were asked to ensure their education and work experience was up to date and accurate in the County’s ERP system. Employees were notified through County Central, email, and supervisory communication of the importance of this task. Project staff reviewed the data provided and identified the applicable sub-quartile placement utilizing the additional qualifications an employee has above the minimum job qualifications.

Description of Quartile Placement	1st Quartile Placement: Intended for employees who are new to the job, are in a learning situation, and/or do not have substantial relevant experience in the job.		2nd Quartile Placement: Intended for employees who have demonstrated some to most of the skills, knowledge, and experience to handle their job proficiently.			3rd Quartile Placement: Intended for employees who are fully proficient and experienced in their job and possesses the required knowledge and skills to tackle the more complex aspects of the job.			4th Quartile Placement: Intended for employees who are considered the subject matter expert in their position with a depth of knowledge that extends beyond their primary responsibilities.	
Quartile Placement	0 - 5 yrs experience above minimum job requirements		6 - 15 yrs experience above minimum job requirements			16 - 25 yrs experience above minimum job requirements			26+ yrs experience above minimum job requirements	
Sub-Quartile Placement	0 - 2 yrs	2.1 - 5.9 yrs	6 - 8.9 yrs	9 - 11.9 yrs	12 - 15.9 yrs	16 - 18.9 yrs	19 - 21.9 yrs	22-25.9 yrs	26 -28.9 yrs	29+ yrs

The reasoning behind this methodology is first and foremost, to align with Buncombe County’s compensation philosophy of attracting a skilled workforce and lead the labor market. Buncombe County’s mission includes providing “effective and efficient government our citizens can trust” and delivering “service through a responsive workforce”. Additionally, the County’s 2025 Strategic Plan includes a foundational focus area of operational excellence to contribute to “best-in-class performance”. Paying employees based on the education and experience they bring to Buncombe County assists in accomplishing the goals and mission listed above.

Upon review of relevant qualifications, if an employee’s salary was below their identified salary grade sub-quartile, an adjustment was proposed to raise the individual’s salary to the minimum of the grade sub-quartile. Utilizing this approach, adjustments are recommended for 629 total employees with an approximate total annualized cost of \$3,564,917. This is the approximate cost for base salary adjustments and does not include the associated costs for employee benefits. The result of this option is shown in Exhibit 6.

Proposed Pay Change %	Total # of Employees	% of Total
No Change	550	48.67%
0% - 4.99%	200	17.50%
5.0% - 9.99%	120	9.23%
10.0% - 14.99%	124	9.65%
15.0% - 19.99%	98	8.48%
20.0% +	87	6.46%

EXHIBIT 6: Impact of Proposed Salary Evaluation

Implementing this recommendation assists with remedying some existing internal pay issues at varying degrees, supports a competitive recruitment strategy, and allows Buncombe County to utilize market data to determine new hire base pay. To prevent future pay issues, it will be imperative to ensure that all future pay practices are consistent with this model. This is relevant for new hires, transfers, promotions, and reclassifications. Additionally, a final review of compression between hierarchy levels after this recommendation is applied is suggested.

Conclusion

Recommended Next Steps

It has been a long journey to get Buncombe County’s compensation structure to a space that aligns with market data, ensures consistency, and promotes the values of the organization. This final phase of the multi-year project included a market study, classification evaluation, and base salary analysis with a handful of recommended next steps to approve. The recommended approvals needed from the County Manager are as follows:

- Approve the new grades proposed for exempt, non-exempt, and Information Technology classifications (Appendix C)
- Approve the addition of 14 new IT classifications and updates to current staff to align with new IT classification and salary grade
- Approve aligning each department director with identified classification level (Appendix D)
- Approve moving forward with recommended base pay adjustments

After the content above has been reviewed and approved, Human Resources (HR) staff will work with the Budget Office to create a plan to implement items with a budgetary impact. HR staff will also work with the Communications and Public Engagement team (CAPE) to create news articles, FAQ documents, and educational materials for all employees to ensure they understand this study and its impact. Educating County staff on the basics of compensation and how these decisions impact the organization will be critical to the success of implementing this study’s recommendations, but also critical to the success of maintaining a future compensation structure that is in sync with the market.

Additional components that need to be acknowledged to ensure the continued success of this project include the creation and implementation of a formalized employee pay policy as well as agreement at all levels of leadership that HR salary recommendations and the compensation policy guidance should be followed at all times. This has historically been a difficult task but, maintaining consistency in all future salary decisions is critical for Buncombe County.

The recommendations and analysis in this phase of the compensation study was focused solely on base pay. Additional factors to consider for future reviews include an evaluation of premium pay practices to confirm consistency and validity in its application. On a biannual basis, compensation staff will conduct an internal pay equity check to ensure adherence to FLSA standards. Annual program maintenance will consist of maintenance of Buncombe County's classification and salary structure consistent with the market, sampling benchmark jobs, and reviewing internal salaries to minimize compression.

Appendix A - Buncombe County Compensation Philosophy

To achieve and maintain a superior level of service and performance, Buncombe County must continue to attract and retain a highly skilled and motivated workforce who exemplify the organization's values.

The intent is to accomplish this by:

- Leading the labor market by offering externally competitive and internally equitable pay and benefits amongst peers within and outside of Western North Carolina
- Recognizing and rewarding outstanding performance
- Acknowledging our employees as our most valuable asset by supporting a healthy work-life balance
- Honoring and leveraging individuals' diverse strengths and talents through employee development and career advancement opportunities in an innovative environment
- Nurturing a supportive culture through respect and accountability across all levels of the organization

Appendix B – Comparator Agencies and Benchmark Jobs

Comparator Agencies for Public Sector Market Analysis			
Cabarrus County	City of Nashville	Gaston County	New Hanover County
Catawba County	Cumberland County	Greenville County	Orange County
City of Asheville	Durham County	Guilford County	Union County
City of Charleston	Forsyth County	Henderson County	Wake County

Benchmark Job Titles/Classifications for Public Sector Market Analysis		
911 Communications Division Manager	Finance Director	Parks & Recreations Director
Accountant	General Services Director	Patrol Deputy
Accounting Technician I	General Services Facilities/Project Manager	PC Specialist I
Accounting Technician II	GIS Technician I	Performance Management Director
Accounting Technician III	GIS/Land Records Analyst - Supervisor	Personal Property Manager
Accounting Technician IV	Grants Manager - Justice Services	Physician Director II-A
Administrative Coordinator I	Grounds Maintenance Supervisor	Physician Extender
Administrative Coordinator II	Grounds Technician I	Planner I
Administrative Coordinator III	Grounds Technician II	Planner II
Administrative Coordinator IV	Health & Human Services Director	Planner III
Administrative Support Associate I	Human Resources Director	Planning Director
Administrative Support Associate II	Human Services Program Consultant	Planning Technician
Administrative Support Associate III	HVAC Specialist	Plumbing Specialist
Administrative Support Associate IV	Identification Director	Pre-Trial Release Coordinator
Agriculture and Land Resources Director	Identification Supervisor	Pre-Trial Release Program Manager
Air Quality Director	Identification Technician I	Pre-Trial Release Supervisor
Arson Investigator	Identification Technician II	Pre-Trial Services Screener
Assistant Fire Marshal	Identification Technician III	Program Coordinator
Budget Analyst	Information & Communication Specialist I	Program Supervisor
Budget Analyst II	Information & Communication Specialist II	Property Appraiser II
Budget Director	Information Technology Director	Property Appraiser III - Commercial Appraisal Sup
Building Inspections Director	Information Technology Division Manager	Property Appraiser III - Exemption Supervisor
Building Maintenance Supervisor	Information Technology Infrastructure Analyst I	Public Health Director
Bus Property Appraiser I	Information Technology Infrastructure Analyst II	Public Health Nurse Administrator
Case Manager - Justice Services	Information Technology Infrastructure Analyst III	Public Health Nurse I
CDE Supervisor	Information Technology Manager	Public Health Nurse II
Chief Property Appraiser - Supervisor	Information Technology Security Analyst I	Public Health Nurse III
Commercial Appraiser	Information Technology Security Analyst II	Public Health Nurse Supervisor II
Communication & Outreach Coordinator	Information Technology Security Analyst III	Public Relations Coordinator
Communications & Public Engagement Director	Information Technology Systems Administrator I	Quality Assurance Specialist I
Community Development Specialist I	Information Technology Systems Administrator II	Quality Assurance Specialist III
Community Development Specialist II	Information Technology Systems Administrator III	Recreation Office Manager
Court Bailiff Deputy	Information Technology Systems Manager	Recreation Services Program Coordinator
Database Administrator I	Internal Audit Director	Recreation Services Program Manager
Database Administrator II	Internal Auditor	Senior Attorney I
Deputy Fire Marshal	Investigative, Assessment, and Treatment Social	Senior Attorney II
Desktop Support Specialist I	Justice Services Director	Senior Attorney II (Director)
Desktop Support Specialist II	Land Records Technician I	Social Services Program Coordinator
Desktop Support Specialist III	Land Records Technician II	Social Work Division Director
Detective	Librarian I	Social Work Program Manager
Detention Officer	Librarian II	Social Work Supervisor II
Diversion Services Program Manager	Librarian III	Social Work Supervisor III

Election Preparation Specialist	Librarian IV	Social Worker I
Election Specialist	Library Assistant	Social Worker II
Elections Director	Library Director	Social Worker III
Elections Technical Specialist	Library Specialist	Software Developer I
Electrical Specialist	Lieutenant	Software Developer II
Emergency Services Director	Maintenance Coordinator	Software Developer III
Emergency Services Specialist	Maintenance Technician I	Solid Waste Director
EMS Division Manager	Maintenance Technician II	Strategic Partnerships Business Officer
EMS Operations Supervisor	Maintenance Technician III	Strategic Partnerships Director
EMT - Advanced I	Major	Tax Assessor
EMT - Paramedic I	Management Analyst	Tax Clerk
EMT Basic	Management Analyst Supervisor	Tax Collections Supervisor
Environmental Health Administrator	Mechanic I	Tax Collector
Environmental Health Program Specialist	Mechanic II	Tax Revenue Collector
Environmental Health Specialist	Medical Office Assistant	Telecommunications Supervisor
Environmental Health Supervisor	Park Ranger	Telecommunicator I
Exemption Specialist	Park Ranger Supervisor	Vehicle Maintenance Supervisor

Appendix C – New Grading Scales

Non Exempt Salary Grades: 7% Differential / 40% grade spread								
Grade	Quartile 1		Quartile 2		Quartile 3		Quartile 4	
2001	\$15.54	\$17.10	\$17.11	\$18.65	18.66	\$20.21	\$20.22	\$21.76
2002	\$16.63	\$18.29	\$18.30	\$19.96	19.97	\$21.63	\$21.64	\$23.28
2003	\$17.79	\$19.57	\$19.58	\$21.35	21.36	\$23.14	\$23.15	\$24.91
2004	\$19.04	\$20.94	\$20.95	\$22.85	22.86	\$24.76	\$24.77	\$26.65
2005	\$20.37	\$22.41	\$22.42	\$24.45	24.46	\$26.49	\$26.50	\$28.52
2006	\$21.80	\$23.98	\$23.99	\$26.16	26.17	\$28.35	\$28.36	\$30.52
2007	\$23.32	\$25.66	\$25.67	\$27.99	28.00	\$30.33	\$30.34	\$32.65
2008	\$24.96	\$27.45	\$27.46	\$29.95	29.96	\$32.45	\$32.46	\$34.94
2009	\$26.70	\$29.37	\$29.38	\$32.04	32.05	\$34.72	\$34.73	\$37.38
2010	\$28.57	\$31.43	\$31.44	\$34.29	34.3	\$37.15	\$37.16	\$40.00
2011	\$30.57	\$33.63	\$33.64	\$36.69	36.7	\$39.75	\$39.76	\$42.80
Exempt Salary Grades: 7% Differential / 55% grade spread								
Grade	Quartile 1		Quartile 2		Quartile 3		Quartile 4	
3001	\$43,179.74	\$49,116.95	\$49,116.96	\$55,054.18	\$55,054.19	\$60,991.40	\$60,991.41	\$66,928.60
3002	\$46,202.32	\$52,555.14	\$52,555.15	\$58,907.97	\$58,907.98	\$65,260.80	\$65,260.81	\$71,613.60
3003	\$49,436.48	\$56,234.00	\$56,234.01	\$63,031.53	\$63,031.54	\$69,829.05	\$69,829.06	\$76,626.55
3004	\$52,897.04	\$60,170.38	\$60,170.39	\$67,443.73	\$67,443.74	\$74,717.09	\$74,717.10	\$81,990.41
3005	\$56,599.83	\$64,382.31	\$64,382.32	\$72,164.79	\$72,164.80	\$79,947.28	\$79,947.29	\$87,729.74
3006	\$60,561.82	\$68,889.07	\$68,889.08	\$77,216.33	\$77,216.34	\$85,543.59	\$85,543.60	\$93,870.82
3007	\$64,801.15	\$73,711.30	\$73,711.31	\$82,621.47	\$82,621.48	\$91,531.64	\$91,531.65	\$100,441.78
3008	\$69,337.23	\$78,871.10	\$78,871.11	\$88,404.97	\$88,404.98	\$97,938.85	\$97,938.86	\$107,472.70
3009	\$74,190.83	\$84,392.07	\$84,392.08	\$94,593.32	\$94,593.33	\$104,794.57	\$104,794.58	\$114,995.79
3010	\$79,384.19	\$90,299.52	\$90,299.53	\$101,214.85	\$101,214.86	\$112,130.19	\$112,130.20	\$123,045.50
3011	\$84,941.08	\$96,620.48	\$96,620.49	\$108,299.89	\$108,299.90	\$119,979.30	\$119,979.31	\$131,658.68
3012	\$90,886.96	\$103,383.92	\$103,383.93	\$115,880.88	\$115,880.89	\$128,377.85	\$128,377.86	\$140,874.79
3013	\$97,249.05	\$110,620.79	\$110,620.80	\$123,992.55	\$123,992.56	\$137,364.30	\$137,364.31	\$150,736.02
3014	\$104,056.48	\$118,364.25	\$118,364.26	\$132,672.02	\$132,672.03	\$146,979.80	\$146,979.81	\$161,287.54
3015	\$111,340.43	\$126,649.74	\$126,649.75	\$141,959.06	\$141,959.07	\$157,268.38	\$157,268.39	\$172,577.67
3016	\$119,134.26	\$135,515.23	\$135,515.24	\$151,896.20	\$151,896.21	\$168,277.17	\$168,277.18	\$184,658.11
3017	\$127,473.66	\$145,001.29	\$145,001.30	\$162,528.93	\$162,528.94	\$180,056.57	\$180,056.58	\$197,584.18
Information Technology Non Exempt Salary Grades: 7% Differential / 40% grade spread								
Grade	Quartile 1		Quartile 2		Quartile 3		Quartile 4	
2101	\$22.37	\$24.60	\$24.61	\$26.84	26.85	\$29.09	\$29.10	\$31.31
2102	\$23.93	\$26.33	\$26.34	\$28.72	28.73	\$31.12	\$31.13	\$33.51
2103	\$25.61	\$28.17	\$28.18	\$30.73	30.74	\$33.30	\$33.31	\$35.85
Information Technology Exempt Salary Grades: 7% Differential / 55% grade spread								
Grade	Quartile 1		Quartile 2		Quartile 3		Quartile 4	
3101	\$52,402.67	\$59,608.04	\$59,608.05	\$66,813.42	\$66,813.43	\$74,018.79	\$74,018.80	\$81,224.14
3102	\$56,070.86	\$63,780.60	\$63,780.61	\$71,490.36	\$71,490.37	\$79,200.11	\$79,200.12	\$86,909.83
3103	\$59,995.82	\$68,245.24	\$68,245.25	\$76,494.68	\$76,494.69	\$84,744.11	\$84,744.12	\$92,993.52
3104	\$64,195.53	\$73,022.41	\$73,022.42	\$81,849.31	\$81,849.32	\$90,676.20	\$90,676.21	\$99,503.06
3105	\$68,689.21	\$78,133.98	\$78,133.99	\$87,578.76	\$87,578.77	\$97,023.53	\$97,023.54	\$106,468.28
3106	\$73,497.46	\$83,603.36	\$83,603.37	\$93,709.27	\$93,709.28	\$103,815.18	\$103,815.19	\$113,921.06
3107	\$78,642.28	\$89,455.59	\$89,455.60	\$100,268.92	\$100,268.93	\$111,082.24	\$111,082.25	\$121,895.53
3108	\$84,147.24	\$95,717.49	\$95,717.50	\$107,287.74	\$107,287.75	\$118,858.00	\$118,858.01	\$130,428.22
3109	\$90,037.55	\$102,417.71	\$102,417.72	\$114,797.88	\$114,797.89	\$127,178.05	\$127,178.06	\$139,558.20
3110	\$96,340.18	\$109,586.95	\$109,586.96	\$122,833.73	\$122,833.74	\$136,080.52	\$136,080.53	\$149,327.27
3111	\$103,083.99	\$117,258.04	\$117,258.05	\$131,432.09	\$131,432.10	\$145,606.15	\$145,606.16	\$159,780.18

Appendix D – Department Director classification assignment

Department	Classification level
Agriculture and Land Resource Director	Director I
Identification Director	Director I
Sustainability Officer	Director I
Public Safety Communications Director	Director II
Parks and Recreation Director	Director II
Strategic Partnerships Director	Director II
Emergency Services Director	Director III
General Services Director	Director III
Justice Services Director	Director III
Library Director	Director III
Chief Equity and Human Rights Officer	Director III
Intergovernmental Relations Officer	Director III
Performance Management Director	Director III
Permits and Inspections Director	Director III
Planning Director	Director III
Solid Waste Director	Director III
Budget Director	Director IV
Health and Human Services Director	Director IV
Human Resources Director	Director IV
Information Technology Director	Director IV
Communication and Public Engagement Director	Director IV

Appendix E – Recommended Classification and Compensation Plan

Class Title	Min	Mid	Max	Grade	FLSA
Accounting Technician I	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Accounting Technician II	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Accounting Technician III	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Administrative Assistant	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Administrative Coordinator I	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Administrative Coordinator II	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Administrative Support Associate I	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Administrative Support Associate II	\$ 16.63	\$ 19.97	\$ 23.28	2002	Non-Exempt
Administrative Support Associate III	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Administrative Support Associate IV	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Air Quality Specialist	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Arson Investigator	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Assistant Fire Marshal	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Assistant Investigations Administrator	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Business Property Appraiser	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Care Coordinator	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Case Manager	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Cataloger	\$ 16.63	\$ 19.97	\$ 23.28	2002	Non-Exempt
Civil Process Supervisor	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Code Enforcement Officer I	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Code Enforcement Officer II	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Code Enforcement Officer III	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Communication and Outreach Coordinator	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Community Health Assistant	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Community Paramedic	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Control Room Operator	\$ 16.63	\$ 19.97	\$ 23.28	2002	Non-Exempt
Courthouse Security	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Crime Prevention Supervisor	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Crime Scene Analyst	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Customer Service Specialist	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Deputy	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Deputy Register of Deeds I	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Deputy Register of Deeds II	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Deputy Register of Deeds Supervisor	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Detective	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Detention Deputy	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Detention Officer	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Elections Coordinator	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Elections Technical Specialist	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Electrical Specialist	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Emergency Management Specialist	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Emergency Services Specialist	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
EMS Operations Supervisor	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
EMT - Advanced I	\$ 16.63	\$ 19.97	\$ 23.28	2002	Non-Exempt
EMT - Advanced II	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
EMT - Basic	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
EMT - Paramedic I	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
EMT - Paramedic II	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Environmental Educator	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Environmental Enforcement Specialist	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Environmental Health Program Specialist	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Environmental Health Specialist I	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Environmental Health Specialist II	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Environmental Health Specialist III	\$ 28.57	\$ 34.30	\$ 40.00	2010	Non-Exempt
Erosion Control Technician	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Evidence & Property Technician	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Executive Lieutenant	\$ 28.57	\$ 34.30	\$ 40.00	2010	Non-Exempt
Exemption Specialist	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Facilities Coordinator	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Field Investigator	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Fiscal Support Specialist	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Fleet Manager	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt

Foreign Language Interpreter I	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Foreign Language Interpreter II	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
GIS Technician	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Grounds Techician I	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Grounds Technician II	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Heavy Equipment Mechanic Operator	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Heavy Equipment Operator	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Human Resources Technician I	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Human Resources Technician II	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
HVAC Specialist	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Identification Technician I	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Identification Technician II	\$ 16.63	\$ 19.97	\$ 23.28	2002	Non-Exempt
Identification Technician III	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Income Maintenance Caseworker I	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Income Maintenance Caseworker II	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Income Maintenance Caseworker III	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Income Maintenance Investigator	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Information and Communication Specialist I	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Information Technology Technician I	\$ 22.37	\$ 26.85	\$ 31.31	2101	Non-Exempt
Information Technology Technician II	\$ 23.93	\$ 28.73	\$ 33.51	2102	Non-Exempt
Information Technology Technician III	\$ 25.61	\$ 30.74	\$ 35.85	2103	Non-Exempt
Investigation, Assessment, and Treatment Social Worker	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Investigations Administrator	\$ 30.57	\$ 36.70	\$ 42.80	2011	Non-Exempt
Laboratory Technician	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Laborer	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Land Records Technician I	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Land Records Technician II	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Landfill Operations Assistant Manager	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Lead Electrical Specialist	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Librarian I	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Library Assistant	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Library Page	N/A	N/A	N/A	NG	Non-Exempt
Library Specialist	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Library Substitute	N/A	N/A	N/A	NG	Non-Exempt
Lieutenant	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Maintenance Technician I	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Maintenance Technician II	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Maintenance Technician III	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Mechanic I	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Mechanic II	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Medical Billing and Coding Specialist	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Medical Lab Technologist	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Medical Office Assistant	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Nutritionist I	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Nutritionist II	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Operations and Facilities Coordinator	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Paralegal	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Park Ranger I	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Park Ranger II	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Payroll Specialist	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Personnel and Training Officer	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Planning Technician	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Plumbing Specialist	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Preservation Specialist	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Pre-Trial Release Coordinator	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Pre-Trial Services Screener	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Procurement Coordinator	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Procurement Specialist	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Program Coordinator	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Property Appraiser I	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Property Appraiser II	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Property Appraiser III	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Public Information Assistant	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Public Relations Coordinator	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Public Safety Training Facility Technician	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt

Reassurance Coordinator	\$ 16.63	\$ 19.97	\$ 23.28	2002	Non-Exempt
Recreation Planner	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Recreation Program Assistant	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Recreation Services Program Coordinator	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Recreation Services Program Manager	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Recruiter	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Scale House Supervisor	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Security Guard	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Senior Air Quality Specialist	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Senior Citizens Affairs	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Sergeant	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Sergeant Detective	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Sheriff's Data Technician	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Social Worker I	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Social Worker II	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Social Worker III	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Soil Conservationist	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Soil Scientist	\$ 26.70	\$ 32.05	\$ 37.38	2009	Non-Exempt
Solid Waste Scale Operator	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Solid Waste Utility Worker	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Systems Specialist	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Tax Collections Clerk	\$ 16.63	\$ 19.97	\$ 23.28	2002	Non-Exempt
Tax Data Collector	\$ 16.63	\$ 19.97	\$ 23.28	2002	Non-Exempt
Tax Revenue Collector I	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Tax Revenue Collector II	\$ 21.80	\$ 26.17	\$ 30.52	2006	Non-Exempt
Tax Systems Technician	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Telecommunicator I	\$ 17.79	\$ 21.36	\$ 24.91	2003	Non-Exempt
Telecommunicator II	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Telecommunicator III	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Transfer Station Assistant Manager	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Transfer Station Operator	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Transfer Truck Driver I	\$ 19.04	\$ 22.86	\$ 26.65	2004	Non-Exempt
Transfer Truck Driver II	\$ 20.37	\$ 24.46	\$ 28.52	2005	Non-Exempt
Veterans Service Officer I	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Veterans Service Officer II	\$ 24.96	\$ 29.96	\$ 34.94	2008	Non-Exempt
Warrant Officer	\$ 15.54	\$ 18.66	\$ 21.76	2001	Non-Exempt
Zoning and Code Compliance Officer	\$ 23.32	\$ 28.00	\$ 32.65	2007	Non-Exempt
Class Title	Min	Mid	Max	Grade	FLSA
Accountant	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Accounting and Reporting Manager	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Accounting Specialist	\$ 46,202.32	\$ 58,907.98	\$ 71,613.60	3002	Exempt
Accounting Supervisor	\$ 49,436.48	\$ 63,031.54	\$ 76,626.55	3003	Exempt
Administrative Coordinator III	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Administrative Coordinator IV	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Administrative Officer	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Advanced Practice Clinician	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Air Quality Coordinator	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Air Quality Director	\$ 90,886.96	\$ 115,880.89	\$ 140,874.79	3012	Exempt
Air Quality Field Services Program Manager	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Air Quality Permitting Program Manager	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Appraisal Supervisor	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Assistant County Manager	\$ 119,134.26	\$ 151,896.21	\$ 184,658.11	3016	Exempt
Assistant Finance Director	\$ 84,941.08	\$ 108,299.90	\$ 131,658.68	3011	Exempt
Attorney I	\$ 79,384.19	\$ 101,214.86	\$ 123,045.50	3010	Exempt
Attorney II	\$ 84,941.08	\$ 108,299.90	\$ 131,658.68	3011	Exempt
Attorney Supervisor	\$ 97,249.05	\$ 123,992.56	\$ 150,736.02	3013	Exempt
Audit Manager	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Benefits Administrator	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Benefits Specialist	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Budget Analyst I	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Budget Analyst II	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Building Maintenance Supervisor	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Business Administrator I	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Business Administrator II	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Business Administrator III	\$ 79,384.19	\$ 101,214.86	\$ 123,045.50	3010	Exempt

Captain	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Care Coordinator Supervisor	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Centralized Data Entry Supervisor	\$ 49,436.48	\$ 63,031.54	\$ 76,626.55	3003	Exempt
Chief Information Security Officer	\$ 96,340.18	\$ 122,833.74	\$ 149,327.27	3110	Exempt
Civil Process Administrator	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Clerk to the Board	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Commercial Appraiser	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Communication Supervisor	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Community Development Specialist I	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Community Development Specialist II	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Community Paramedic Program Manager	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Community Services Consultant	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Compensation and Classification Analyst	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Compliance Officer	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
County Attorney	N/A	N/A	N/A	NG	Exempt
County Manager	N/A	N/A	N/A	NG	Exempt
County Social Services Program Administrator I	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
County Social Services Program Administrator II	\$ 84,941.08	\$ 108,299.90	\$ 131,658.68	3011	Exempt
Deputy Clerk to the Board	\$ 49,436.48	\$ 63,031.54	\$ 76,626.55	3003	Exempt
Deputy Fire Marshal	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Director I	\$ 90,886.96	\$ 115,880.89	\$ 140,874.79	3012	Exempt
Director II	\$ 97,249.05	\$ 123,992.56	\$ 150,736.02	3013	Exempt
Director III	\$ 104,056.48	\$ 132,672.03	\$ 161,287.54	3014	Exempt
Director IV	\$ 111,340.43	\$ 141,959.07	\$ 172,577.67	3015	Exempt
Director of Elections	\$ 97,249.05	\$ 123,992.56	\$ 150,736.02	3013	Exempt
Disbursements Manager	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Division Manager I	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Division Manager II	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Division Manager III	\$ 79,384.19	\$ 101,214.86	\$ 123,045.50	3010	Exempt
Employee Relations Investigator	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Employee Relations Manager	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
EMS Medical Director	\$ 127,473.66	\$ 162,528.94	\$ 197,584.18	3017	Exempt
Environmental Health Administrator	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Environmental Health Supervisor	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Equity and Inclusion Specialist	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Erosion Control Officer	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Executive Assistant to the County Manager	\$ 46,202.32	\$ 58,907.98	\$ 71,613.60	3002	Exempt
Facilities and Construction Coordinator	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Finance Business Analyst	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Finance Director	\$ 111,340.43	\$ 141,959.07	\$ 172,577.67	3015	Exempt
Financial Analyst	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
General Services Facilities/Project Manager	\$ 79,384.19	\$ 101,214.86	\$ 123,045.50	3010	Exempt
GIS and Land Records Manager	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Grants Manager	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Grounds Maintenance Supervisor	\$ 49,436.48	\$ 63,031.54	\$ 76,626.55	3003	Exempt
Health Services Coordinator	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
HRIS Manager	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Human Resources Manager	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Human Resources Operations Specialist	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Identification Supervisor	\$ 49,436.48	\$ 63,031.54	\$ 76,626.55	3003	Exempt
Income Maintenance Administrator I	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Income Maintenance Administrator II	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Income Maintenance Supervisor II	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Income Maintenance Supervisor III	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Information & Communication Manager	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Information and Communication Specialist II	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Information and Communication Specialist III	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Information Technology Administrator I	\$ 59,995.82	\$ 76,494.69	\$ 92,993.52	3103	Exempt
Information Technology Administrator II	\$ 64,195.53	\$ 81,849.32	\$ 99,503.06	3104	Exempt
Information Technology Administrator III	\$ 68,689.21	\$ 87,578.77	\$ 106,468.28	3105	Exempt
Information Technology Analyst I	\$ 56,070.86	\$ 71,490.37	\$ 86,909.83	3102	Exempt
Information Technology Analyst II	\$ 59,995.82	\$ 76,494.69	\$ 92,993.52	3103	Exempt
Information Technology Developer I	\$ 59,995.82	\$ 76,494.69	\$ 92,993.52	3103	Exempt
Information Technology Developer II	\$ 64,195.53	\$ 81,849.32	\$ 99,503.06	3104	Exempt
Information Technology Developer III	\$ 68,689.21	\$ 87,578.77	\$ 106,468.28	3105	Exempt

Information Technology Division Manager	\$ 90,037.55	\$ 114,797.89	\$ 139,558.20	3109	Exempt
Information Technology Engineer I	\$ 64,195.53	\$ 81,849.32	\$ 99,503.06	3104	Exempt
Information Technology Engineer II	\$ 68,689.21	\$ 87,578.77	\$ 106,468.28	3105	Exempt
Information Technology Management Analyst	\$ 68,689.21	\$ 87,578.77	\$ 106,468.28	3105	Exempt
Information Technology Manager I	\$ 73,497.46	\$ 93,709.28	\$ 113,921.06	3106	Exempt
Information Technology Manager II	\$ 78,642.28	\$ 100,268.93	\$ 121,895.53	3107	Exempt
Information Technology Project Manager	\$ 68,689.21	\$ 87,578.77	\$ 106,468.28	3105	Exempt
Information Technology Security Analyst I	\$ 64,195.53	\$ 81,849.32	\$ 99,503.06	3104	Exempt
Information Technology Security Analyst II	\$ 68,689.21	\$ 87,578.77	\$ 106,468.28	3105	Exempt
Information Technology Security Analyst III	\$ 73,497.46	\$ 93,709.28	\$ 113,921.06	3106	Exempt
Internal Auditor	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Internal Audit Director	\$ 90,886.96	\$ 115,880.89	\$ 140,874.79	3012	Exempt
Landfill Manager	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Language Access Coordinator	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Librarian II	\$ 49,436.48	\$ 63,031.54	\$ 76,626.55	3003	Exempt
Librarian III	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Librarian IV	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Local Health Director I	\$ 90,886.96	\$ 115,880.89	\$ 140,874.79	3012	Exempt
Maintenance Coordinator	\$ 46,202.32	\$ 58,907.98	\$ 71,613.60	3002	Exempt
Major	\$ 79,384.19	\$ 101,214.86	\$ 123,045.50	3010	Exempt
Management Analyst	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Management Analyst Supervisor	\$ 79,384.19	\$ 101,214.86	\$ 123,045.50	3010	Exempt
Nutrition Program Manager	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Nutritionist Supervisor	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Operations and Facilities Supervisor	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Organizational Development Manager	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Park Ranger Supervisor	\$ 46,202.32	\$ 58,907.98	\$ 71,613.60	3002	Exempt
Patrol Administrator	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Pharmacist	\$ 84,941.08	\$ 108,299.90	\$ 131,658.68	3011	Exempt
Physician Director II-A	\$ 127,473.66	\$ 162,528.94	\$ 197,584.18	3017	Exempt
Physician III-A	\$ 119,134.26	\$ 151,896.21	\$ 184,658.11	3016	Exempt
Planner I	\$ 49,436.48	\$ 63,031.54	\$ 76,626.55	3003	Exempt
Planner II	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Planner III	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Plans Reviewer	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Power Plant Operator	\$ 49,436.48	\$ 63,031.54	\$ 76,626.55	3003	Exempt
Preparedness Officer	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Pre-Trial Release Supervisor	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Principal Planner	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Procurement Manager	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Program Manager I	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Program Manager II	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Program Supervisor	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Public Health Nurse Administrator	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Public Health Nurse I	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Public Health Nurse II	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Public Health Nurse III	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Public Health Nurse Supervisor I	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Public Health Nurse Supervisor II	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Public Safety Training Facility Manager	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Quality Assurance Manager	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Quality Assurance Specialist I	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Quality Assurance Specialist II	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Register of Deeds	N/A	N/A	N/A	NG	Exempt
Risk Manager	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Safety Officer	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Safety, Preparedness, and Security Officer	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Senior Accountant	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Senior Attorney I	\$ 97,249.05	\$ 123,992.56	\$ 150,736.02	3013	Exempt
Senior Attorney II	\$ 104,056.48	\$ 132,672.03	\$ 161,287.54	3014	Exempt
Senior Attorney III	\$ 111,340.43	\$ 141,959.07	\$ 172,577.67	3015	Exempt
Service and Continuity Manager	\$ 68,689.21	\$ 87,578.77	\$ 106,468.28	3105	Exempt
Sheriff	N/A	N/A	N/A	NG	Exempt
Social Services Program Coordinator	\$ 64,801.15	\$ 82,621.48	\$ 100,441.78	3007	Exempt
Social Work Program Manager	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt

Social Work Supervisor II	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Social Work Supervisor III	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Solid Waste Coordinator	\$ 49,436.48	\$ 63,031.54	\$ 76,626.55	3003	Exempt
Solid Waste Manager (Engineering)	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Solid Waste Manager (Operations)	\$ 74,190.83	\$ 94,593.33	\$ 114,995.79	3009	Exempt
Staff Development Specialist	\$ 49,436.48	\$ 63,031.54	\$ 76,626.55	3003	Exempt
Stormwater Engineer/Hydrologist	\$ 69,337.23	\$ 88,404.98	\$ 107,472.70	3008	Exempt
Tax Assessor	\$ 97,249.05	\$ 123,992.56	\$ 150,736.02	3013	Exempt
Tax Collections Supervisor	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Tax Collector	\$ 97,249.05	\$ 123,992.56	\$ 150,736.02	3013	Exempt
Tax Systems Analyst	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Telecommunications Supervisor	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Training Officer	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Transfer Station Manager	\$ 60,561.82	\$ 77,216.34	\$ 93,870.82	3006	Exempt
Vehicle Maintenance Supervisor	\$ 52,897.04	\$ 67,443.74	\$ 81,990.41	3004	Exempt
Veterans Service Officer Supervisor	\$ 56,599.83	\$ 72,164.80	\$ 87,729.74	3005	Exempt
Website Administrator	\$ 64,195.53	\$ 81,849.32	\$ 99,503.06	3104	Exempt

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Definitions

Career Ladder/Progression Plan- A process designed to formally progress an employee to a higher level of job responsibility within a position.

Classification - A class or group of job classes having similar duties and responsibilities requiring similar qualifications, which can be properly designated by one title indicative of the nature of work performed, and which carry the same salary range.

Compensable factor - A job attribute described in a job evaluation plan that provides the basis for evaluating the relative worth of a job and determining the salary level a particular job is due.

Department Director - someone that is responsible for planning, directing and evaluating the operations and service delivery of a major entity wide function and additionally reports directly to the County Manager or an Assistant County Manager.

Internal Equity - Internal equity - may be used to address salary inequities among individuals who are in positions that require similar skills, responsibilities and experience.

Internal hierarchy - The relationship among jobs at an organization that is based on the content of the work performed and each job's relative contribution to achieving the organization's objectives.

Job - A general classification of the tasks, functions and requirements that an Employee is required to perform.

Job Description - A job description is a summary of the essential duties and responsibilities of a job. A job description identifies the nature of the work that is performed, specific duties and responsibilities, outcomes of the performance of these duties and responsibilities and the knowledge, skill and abilities required to perform the job.

Job evaluation - A systematic procedure designed to aid in establishing pay differentials among jobs using a set of compensable factors contained in a job evaluation plan. During job evaluation, a job is assigned a level on each compensable factor in the job evaluation plan based on the amount or extent of a compensable factor that is required by a job. Job evaluation is based strictly on the minimum requirements and essential duties and responsibilities of a job, and not on the level of performance of an individual in a job.

Job evaluation points - The numerical representation of a degree level. Once job evaluation has been completed, the points for each degree level are summed for a job, and the total job evaluation points for all jobs are used to create an internal hierarchy of jobs. The total job evaluation points for a job can also be used to determine the salary range for jobs that do not have salary survey data by using benchmark jobs, or jobs that have salary survey data, to establish a dollar value per job evaluation point.

Job Family – A group of jobs involving work of the same nature but requiring different skill and responsibility levels

Market Pay – The average salary that is being paid for a job in a defined labor market.

Minimum requirements the minimum requirements refer to the attributes that an individual must possess in order to perform a job or to be considered for a job. These attributes can include the level of education, type and amount of experience, training, physical abilities, and other skills and abilities.

Market Pricing - A Job Evaluation methodology which utilizes the duties of an internal Job to compare to similarly situated Jobs in the external labor market.

Salary grade – A predetermined compensation level assigned to classifications and used to establish suitable pay for jobs of equal difficulty/importance.

Position – A seat or post occupied by one employee in a staffing assignment.

Quartile – One-fourth of a salary range associated with a pay grade. Each pay grade has been divided into four parts based on the salary range associated with the pay grade, and an individual's salary determines which quartile they belong to.

Salary grade spread - The difference from the minimum of the salary grade to the maximum of the salary grade.

Salary grade differential - The calculation from the midpoint of a lower salary range to midpoint or the next salary grade.

Salary Range – A salary range is assigned to each pay grade. The salary range consists of the minimum and maximum dollar amount that is paid to jobs in a specific pay grade. The salary range is based on salary survey data for the jobs in each pay grade.