



COMPENSATION AND CLASSIFICATION STUDY

LIVINGSTON COUNTY

PUBLIC FINAL REPORT

October 14, 2022



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CHAPTER 1. INTRODUCTION

I.1 BACKGROUND

Livingston County contracted with MGT Consulting Group (MGT) in April of 2022 to conduct a Classification and Compensation Study. The overall objective of the study was to strengthen Livingston's compensation system to ensure that the system is accurate, equitable, and market competitive so the County continues to be positioned to attract and retain highly qualified employees. The recommendations provided in this report will assist Livingston with maintaining a competitive compensation system that will support the County in its goal to compensate its employees fairly and at market competitive rates to recruit and retain the best possible talent.

To accomplish the County's project goals, MGT's study included:

- A review of the County's current salary schedules, related policies, benefits, and job descriptions.
- ♦ A review of the data gathered through MGT's Management Issues Paper (MIP) survey from supervisors to identify concerns about job titles, pay, position levels, the accuracy of job descriptions, recruitment, retainment, and career pathways.
- ♦ A review of the data gathered through MGT's Job Content Questionnaire (JCQ) to confirm each job's essential duties and responsibilities, minimum education and experience requirements, internal and external relationships, physical requirements, and working conditions.
- ♦ An evaluation of each job to ensure accurate and industry-standard classifications and titles, FLSA compliance, and appropriate market benchmarking.
- ♦ A review and comparison of salary and benefits data from comparable organizations (as approved by the County).
- ♦ The development of an updated classification and compensation system based upon relevant market comparisons, and the assignment of positions to appropriate placement within the system.
- ♦ A summary of cost estimates, policies, and strategies to implement the proposed compensation structure.

We appreciate the cooperation of the County's Project Officer and all employees and supervisors who assisted in the development of job information for this study.

I.2 OVERVIEW OF REMAINING CHAPTERS

This report contains four chapters, including this introduction. The remaining chapters include:

- **Chapter 2.0 – Approach and Methodology.** This chapter presents a summary of MGT’s methodology for collecting data from employees and for conducting a market analysis for all included classifications. A description of each component is provided.
- **Chapter 3.0 – Results and Reports.** This chapter provides information on the proposed compensation plan, a summary of the total cost to implement the model, and an overview of the benefits review component of this study.
- **Chapter 4.0 – Administration and Maintenance Practices.** This chapter presents best practice guidelines for administering and maintaining compensation systems to support future pay plan management decisions.

Additional information related to this study may be found in the appendices of this report.

CHAPTER 2. APPROACH & METHODOLOGY

2.1 PROJECT ACTIVITIES

MGT prepared the below methodological approach to address the specific issues, concerns, and objectives of Livingston County. Although generally accepted procedures, methodologies, and formats were used to conduct the study and prepare deliverables, the content of all final products was specifically tailored to the circumstances and requirements of Livingston County. The approach used for this engagement consisted of the following primary project activities:

- **TASK 1: CONDUCT INITIAL MEETING AND FINALIZE PROJECT WORK PLAN**
The objective of this task was to review the technical approach and strategies to be employed, to establish a mutually agreed upon project work plan, schedule, and team responsibilities, and to begin internal data collection.
- **TASK 2: DEVELOP AND IMPLEMENT A COMMUNICATIONS STRATEGY; HOLD ORIENTATION SESSION(S)**
The objective of this task was to understand each team member's roles and responsibilities and to define the project teams' communication lines and schedules. Additionally, the MGT project team developed communication materials and conducted orientation presentations as required.
- **TASK 3: REVIEW EXISTING CLASSIFICATION AND COMPENSATION SYSTEM**
The objective of this task was to work with the Livingston Project Officer to review existing compensation documentation. MGT also analyzed job descriptions, existing career ladders, and policies, and noted potential issues to be resolved.
- **TASK 4: GATHER AND EVALUATE CURRENT ORGANIZATIONAL AND EMPLOYEE JOB DATA**
The objective of this task was to gather and evaluate employee job data by administering the MGT Management Issues Paper (MIP) survey to offer supervisors the opportunity to identify compensation and classification concerns relating to their own areas of responsibility. This task also included administering MGT's Job Content Questionnaire (JCQ) to collect job data for analysis. This task included the review of collected data to prepare for benchmarking and developing recommendations.
- **TASK 5: IDENTIFY RELEVANT RECRUITMENT MARKET(S)**
The objective of this task was to identify market data sources and to verify the appropriate recruitment markets and competitor/comparable organizations for benchmarking and comparisons.
- **TASK 6: CONDUCT MARKET SALARY AND BENEFITS SURVEY AND BENCHMARK POSITIONS**
The objective of this task was to benchmark positions from the selected market data sources. The MGT team also conducted a Custom Market Salary and Benefits Survey for assessing pay and benefits relative to total compensation.

➤ **TASK 7: REVISE AND PREPARE JOB DESCRIPTIONS, AS NEEDED**

The purpose of this task was to review job description information and job data collected through MGT's Job Content Questionnaire (JCQ) from employees to review and ensure positions are accurately classified and to update job descriptions as needed.

➤ **TASK 8: DEVELOP COMPENSATION AND CLASSIFICATION SYSTEM; PRESENT REPORT**

The objective of this task was to provide Livingston with a competitive classification and compensation system and provide guidance relative to policies and procedures for the maintenance and administration of the updated system. MGT provided Livingston with a study report, detailing methodology, market sources, recommendations, cost estimates and implementation strategies, and best practices for ongoing maintenance and administration.

➤ **TASK 9: DEVELOP IMPLEMENTATION STRATEGIES**

The objective of this task was to provide guidance and cost projections relative to the pay system recommendations and compensation policy for implementation and with phase-in options.

➤ **TASK 10: PROVIDE ONGOING ASSISTANCE**

The objective of this task is to provide consultation on the implementation and maintenance of the proposed system for 12 months following the completion of the study.

The remaining sections of this chapter provide an overview of MGT's key project activities.

2.2 PROJECT INITIATION

Upon agreement to proceed, MGT's Project Team held a kick-off call on April 4, 2022, with the Livingston Project Officer to discuss the study's objectives, timeline, and strengths and weaknesses of the current system. Discussions also focused on Livingston's needs regarding the systems to be developed. The discussions resulted in a view of the County's priorities for classification review, salary administration, and long-range planning.


During the kick-off meeting, MGT shared a Data Request Checklist with Livingston and requested that Livingston provide a database of employee names, position titles, class dates, current salaries, and other pertinent information for analysis. This information served as a directory of the positions to be analyzed. Livingston also provided MGT with copies of job descriptions, and other related policies and data.

MGT provided Livingston with communications materials, including a Study Announcement template and Study FAQs document, to inform employees about the study. MGT maintained frequent contact with the Livingston Project Officer throughout the course of the study to ensure that the components of the classification and compensation system met the County's needs and goals for compensation.

2.3 MARKET DATA SOURCES

One of the key components of a salary study is the market review. Relevant recruitment markets were identified in collaboration with the Livingston Project Officers and used for benchmarking classifications. The market data sources analyzed in this study are shown in **Exhibit 2-1**.

EXHIBIT 2-1: MARKET DATA SALARY SOURCES AND RECRUITMENT AREAS

	<p>Salary.com CompAnalyst Online Database, August 2022</p> <p>The following recruitment areas were reviewed for benchmarking classifications:</p> <ul style="list-style-type: none">• Michigan, Statewide• Lansing, Michigan• Ann Arbor, Michigan <p>Within these recruitment markets, the following industry scopes were used during the analysis:</p> <ul style="list-style-type: none">• Government - All FTEs• All Industries - All FTEs• Government - \$20-\$50M Revenues• All Industries - \$20-\$50M Revenues <p>Annual average salaries were referenced for the market review.</p>
	<p>MGT Consulting Group Custom Market Salary and Benefits Survey, July 2022</p> <p>Livingston County identified peer/competitor organizations for MGT to survey for salary and benefits information through MGT's Custom Market Survey. An overview of this process is provided in Section 2.4. A copy of the Custom Market Survey is provided in Appendix A, and a copy of the Custom Market Survey Results is provided in Appendix B.</p>

Sources: Salary.com CompAnalyst database, 2022; MGT Consulting Group Custom Market Survey, 2022.

2.4 DATA COLLECTION

MANAGEMENT ISSUES PAPER (MIP)

Livingston County department heads and supervisory employees were invited to participate in an online survey, the Management Issues Paper (MIP), to collect information about specific concerns related to the County's current classification and compensation system (see **Appendix C**). Department heads and supervisory employees identified concerns or issues with specific positions, including issues of recruitment, retention, salary grade/range, career advancement, and position title. The MIP survey was distributed via email on May 3, 2022, and the survey data collection ended on May 23, 2022. A total of 63 MIP submissions were received by MGT. The results from the MIP survey were provided to the County's Project Officer in a supplemental report.

JOB CONTENT QUESTIONNAIRE (JCQ)

MGT used a survey instrument called a Job Content Questionnaire (JCQ) (see **Appendix D**) to collect data on job positions for analysis. All employees with positions included in the study were provided the opportunity to complete a JCQ.

The data from the JCQ was used to determine the primary duties of each position, the required minimum education, experience, skills, and training for each position, and to compare jobs to the identified comparable markets. The JCQ collected job data on various factors, including:

- Essential job duties
- Knowledge, skills, and abilities
- Function within the organization
- Education required
- Experience required
- Work performed
- Responsibility and leadership
- Decision-making
- Financial authority
- Physical and dexterity requirements
- Environmental hazards and working conditions
- Sensory requirements

The JCQ was distributed to employees via e-mail on May 9th and was closed on May 20th.

CUSTOM MARKET SURVEY

Livingston identified peer/competitor organizations that were invited to participate in MGT's Custom Market Salary and Benefits Survey on July 6th for comparisons relative to total compensation (see **Chapter 3** for more information about the benefits data gathered through this project activity). Salary and benefits data was requested through MGT's Custom Market Survey for the following organizations:

Counties:

1. Allegan County, MI
2. Berrien County, MI
3. Ingham County, MI
4. Jackson County, MI
5. Kalamazoo County, MI
6. Monroe County, MI
7. Muskegon County, MI
8. Ottawa County, MI
9. Saginaw County, MI
10. St. Clair County, MI
11. Washtenaw County, MI

**Counties listed above are the core/primary comparison group.*

Townships:

12. Brighton City, MI
13. Charter Township of Brighton, MI
14. Genoa Township, MI
15. Howell City, MI
16. Howell Township, MI
17. Marion Township, MI
18. Oceola Township, MI
19. Putnam Township, MI
20. Green Oak Township, MI
21. Hamburg Township, MI

School Districts:

22. Hartland Consolidated Schools
23. Howell Public Schools
24. Livingston Educational Service Agency (ESA)
25. Fowlerville Community Schools
26. Brighton Area Schools
27. Pinckney Community Schools

Other Organizations:

28. State Court Administrative Office (SCAO)
29. Ford
30. GM
31. University of Michigan - Ann Arbor
32. Cleary University
33. Michigan Department of Health & Human Services
34. Michigan Department of Environment, Great Lakes, and Energy (EGLE)
35. Michigan Department of Agriculture and Rural Development (MDARD)
36. STARS - Saginaw
37. ICTC - Isabella County
38. BCT - Battle Creek
39. MATS - Muskegon
40. MAX - Holland

The survey queried comparison organizations about their organization's minimum, midpoint, maximum and average salaries associated with selected positions, which included the following benchmark positions:

1. Administrative Specialist
2. Benefits Specialist

-
3. Building Inspector/Plan Reviewer
 4. Chief Deputy County Clerk
 5. Deputy Circuit Court Clerk
 6. Deputy Director of Human Resources
 7. Driver (CDL)
 8. Election Specialist/Deputy Clerk
 9. Elections Coordinator/Deputy Clerk
 10. Emergency Management Regional Planner
 11. Engineering Surveyor
 12. Senior Financial Analyst
 13. Lead Court Security Officer
 14. Maintenance Mechanic
 15. Network Administrator
 16. Office Manager
 17. Public Safety Technician Specialist
 18. Senior Appraiser
 19. Senior Payroll Clerk
 20. Senior Vital Records Clerk
 21. Specialty Courts and Programs Administrator
 22. Veterans Affairs Director
 23. Vital Records Clerk
 24. Prosecutor
 25. Assistant Prosecutor (1,2&3)
 26. Attorney Referee/Juvenile
 27. Attorney/Referee FOC
 28. Research Attorney
 29. Law Clerk/Attorney Magistrate
 30. Chair BOC
 31. Commissioners
 32. Vice Chair BOC
 33. County Clerk
 34. Drain Commissioner
 35. Register of Deeds
 36. Sheriff
 37. Treasurer

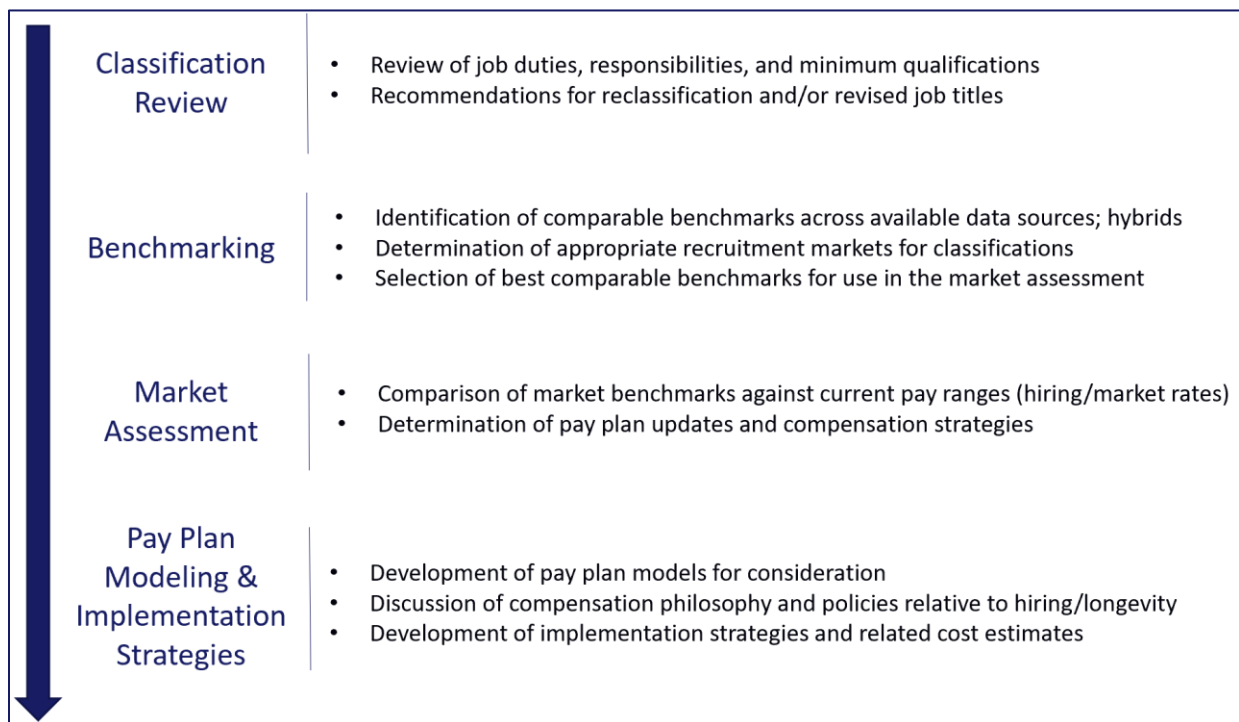
The survey also asked respondents to provide benefits information for comparisons and input relative to their organizational policies, such as cost-of-living adjustments and remote work policy.

Several e-mail reminders and follow-up calls were made to encourage participation. The survey was closed on July 22nd following a request for a deadline extension and additional outreach. Additional data was gathered through online research. A copy of the survey tool used in this data collection is included in **Appendix A**, and a copy of the Custom Market Survey results is provided in **Appendix B**.

2.5 POSITION REVIEW AND PLAN DEVELOPMENT

MGT conducted an extensive review of Livingston positions relative to their job duties, qualifications, and responsibilities to determine any recommended position title updates or reclassifications. MGT also reviewed job descriptions/data and responses from the Management Issues Paper (MIP) survey to conduct the job review and to identify the appropriate recruitment markets and benchmark comparisons for determining any needed market adjustments and job updates. A database of all benchmark data reviewed during the study was provided to the Livingston Project Officer for reference and to support implementation and future maintenance and administration. **Exhibit 2-2** provides an overview of MGT's process for assessing the County's positions, assessing market competitiveness, and developing pay plan recommendations.

EXHIBIT 2-2: OVERVIEW OF REVIEW PROCESSES



Source: MGT Consulting Group, 2022.

Generally, market benchmarks in classification and compensation studies reflect the overall market annual average salary of incumbents in a classification. Dependent on market data availability, other market salaries may also be referenced, including the market range minimum, midpoint, and maximum salary rates. It should be noted that in any market comparison there are no mirror images for an organization, and position matches involve judgment in making comparisons. Through a detailed compilation and comprehensive review of the determined competitive markets, one can establish a general guide to assess market conditions. In reviewing the County's positions, a considerable amount of data was generated to select appropriate competitive markets and position benchmarks to conduct comparisons.

A copy of Livingston’s pre-study pay plan and grade order are provided in **Appendix E** for reference. Livingston’s pre-study pay plan was assessed for market competitiveness by using the benchmarks’ market salaries to determine if the pay plan’s structure was adequate to accommodate adjusting to market rates and allowing room for growth, or if a new system would need to be developed. As a result of this assessment, MGT developed an updated pay plan for Livingston to adjust positions appropriately to their respective markets, allow room for career advancement, avoid salary compression, and strengthen the County’s market competitiveness (see **Chapter 3.0** and **Appendix F** for the proposed pay plan). Positions were assigned to pay grades per their market benchmarks and were reviewed and adjusted relative to recruiting needs, job family hierarchies, and supervisory lines as necessary.

CHAPTER 3. RESULTS AND REPORTS

3.1 PROPOSED PLAN AND IMPLEMENTATION

MGT maintained a single pay plan for Livingston consisting of 16 grades and 9 steps. The plan has a 6 percent spread between the minimum and midpoint of the market (which is step 3 on the proposed schedule), and an 18 percent spread between the midpoint of the market (step 3) and the maximum at step 9 (24 percent total spread). The proposed pay plan provided in **Exhibit 3-1** (and **Appendix F**) is a result of this study's market analysis. The midpoint of the market (step 3) for each grade represents the average market salary for the positions assigned to the grade. All grades in the plan are separated by varying percentages from 5 to 10 percent.

EXHIBIT 3-1: PROPOSED PAY PLAN

Annual

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
101 S	\$ 34,000.00	\$ 35,020.00	\$ 36,070.60	\$ 37,152.72	\$ 38,267.30	\$ 39,415.32	\$ 40,597.78	\$ 41,815.71	\$ 43,070.18
102 S	\$ 36,380.00	\$ 37,471.40	\$ 38,595.54	\$ 39,753.41	\$ 40,946.01	\$ 42,174.39	\$ 43,439.62	\$ 44,742.81	\$ 46,085.10
103 S	\$ 39,108.50	\$ 40,281.76	\$ 41,490.21	\$ 42,734.91	\$ 44,016.96	\$ 45,337.47	\$ 46,697.59	\$ 48,098.52	\$ 49,541.48
104 S	\$ 42,041.64	\$ 43,302.89	\$ 44,601.97	\$ 45,940.03	\$ 47,318.23	\$ 48,737.78	\$ 50,199.91	\$ 51,705.91	\$ 53,257.09
105 S	\$ 45,194.76	\$ 46,550.60	\$ 47,947.12	\$ 49,385.53	\$ 50,867.10	\$ 52,393.11	\$ 53,964.91	\$ 55,583.85	\$ 57,251.37
106 S	\$ 48,584.37	\$ 50,041.90	\$ 51,543.16	\$ 53,089.45	\$ 54,682.13	\$ 56,322.60	\$ 58,012.28	\$ 59,752.64	\$ 61,545.22
107 S	\$ 53,442.80	\$ 55,046.09	\$ 56,697.47	\$ 58,398.39	\$ 60,150.35	\$ 61,954.86	\$ 63,813.50	\$ 65,727.91	\$ 67,699.75
108 S	\$ 58,787.08	\$ 60,550.70	\$ 62,367.22	\$ 64,238.23	\$ 66,165.38	\$ 68,150.34	\$ 70,194.85	\$ 72,300.70	\$ 74,469.72
109 S	\$ 64,665.79	\$ 66,605.77	\$ 68,603.94	\$ 70,662.06	\$ 72,781.92	\$ 74,965.38	\$ 77,214.34	\$ 79,530.77	\$ 81,916.69
110 S	\$ 69,515.73	\$ 71,601.20	\$ 73,749.24	\$ 75,961.71	\$ 78,240.56	\$ 80,587.78	\$ 83,005.41	\$ 85,495.58	\$ 88,060.44
111 S	\$ 76,467.30	\$ 78,761.32	\$ 81,124.16	\$ 83,557.88	\$ 86,064.62	\$ 88,646.56	\$ 91,305.96	\$ 94,045.13	\$ 96,866.49
112 S	\$ 81,820.01	\$ 84,274.61	\$ 86,802.85	\$ 89,406.94	\$ 92,089.14	\$ 94,851.82	\$ 97,697.37	\$ 100,628.29	\$ 103,647.14
113 S	\$ 87,956.51	\$ 90,595.21	\$ 93,313.06	\$ 96,112.46	\$ 98,995.83	\$ 101,965.70	\$ 105,024.68	\$ 108,175.42	\$ 111,420.68
114 S	\$ 96,752.16	\$ 99,654.73	\$ 102,644.37	\$ 105,723.70	\$ 108,895.41	\$ 112,162.27	\$ 115,527.14	\$ 118,992.96	\$ 122,562.75
115 S	\$ 101,589.77	\$ 104,637.46	\$ 107,776.59	\$ 111,009.89	\$ 114,340.18	\$ 117,770.39	\$ 121,303.50	\$ 124,942.60	\$ 128,690.88
116 S	\$ 106,669.26	\$ 109,869.34	\$ 113,165.42	\$ 116,560.38	\$ 120,057.19	\$ 123,658.91	\$ 127,368.67	\$ 131,189.73	\$ 135,125.43

Hourly

Grade	Annual Step 1	Annual Step 2	Annual Step 3	Annual Step 4	Annual Step 5	Annual Step 6	Annual Step 7	Annual Step 8	Annual Step 9
101 H	\$ 16.35	\$ 16.84	\$ 17.34	\$ 17.86	\$ 18.40	\$ 18.95	\$ 19.52	\$ 20.10	\$ 20.71
102 H	\$ 17.49	\$ 18.02	\$ 18.56	\$ 19.11	\$ 19.69	\$ 20.28	\$ 20.88	\$ 21.51	\$ 22.16
103 H	\$ 18.80	\$ 19.37	\$ 19.95	\$ 20.55	\$ 21.16	\$ 21.80	\$ 22.45	\$ 23.12	\$ 23.82
104 H	\$ 20.21	\$ 20.82	\$ 21.44	\$ 22.09	\$ 22.75	\$ 23.43	\$ 24.13	\$ 24.86	\$ 25.60
105 H	\$ 21.73	\$ 22.38	\$ 23.05	\$ 23.74	\$ 24.46	\$ 25.19	\$ 25.94	\$ 26.72	\$ 27.52
106 H	\$ 23.36	\$ 24.06	\$ 24.78	\$ 25.52	\$ 26.29	\$ 27.08	\$ 27.89	\$ 28.73	\$ 29.59
107 H	\$ 25.69	\$ 26.46	\$ 27.26	\$ 28.08	\$ 28.92	\$ 29.79	\$ 30.68	\$ 31.60	\$ 32.55
108 H	\$ 28.26	\$ 29.11	\$ 29.98	\$ 30.88	\$ 31.81	\$ 32.76	\$ 33.75	\$ 34.76	\$ 35.80
109 H	\$ 31.09	\$ 32.02	\$ 32.98	\$ 33.97	\$ 34.99	\$ 36.04	\$ 37.12	\$ 38.24	\$ 39.38
110 H	\$ 33.42	\$ 34.42	\$ 35.46	\$ 36.52	\$ 37.62	\$ 38.74	\$ 39.91	\$ 41.10	\$ 42.34
111 H	\$ 36.76	\$ 37.87	\$ 39.00	\$ 40.17	\$ 41.38	\$ 42.62	\$ 43.90	\$ 45.21	\$ 46.57

Source: MGT Consulting Group, 2022.

The pay plan is based on a 40-hour work week.

Each job classification was assigned to a pay grade within the proposed pay plan per their market benchmarks. The positions were further reviewed and adjusted relative to recruiting needs, hierarchies, and supervisory lines as necessary.

MGT encourages the expeditious implementation of the proposed pay plan as the plan and grade assignment recommendations are based on the most current competitive market data available. MGT recommends that the following phase-in priorities be established:

1. All employees below the minimum salary of their recommended assigned pay grade should be adjusted to the minimum salary as soon as possible (within 1-year as best practice).
2. The remaining adjustment costs should also be applied during the first year of implementation to avoid compression (20-25 percent as best practice).
3. All remaining adjustments should be completed based upon a set implementation schedule (and as budget allows) to avoid compression, maintain internal equity, and ensure classifications stay competitive with the market.

Exhibit 3-2 summarizes the estimated fiscal impact of the proposed adjustments to the County pay plan. **The total estimated fiscal cost of the proposed recommendations is \$1,156,153.80.**

EXHIBIT 3-2: TOTAL ADJUSTMENT COST ESTIMATES

Current Payroll	Adjustment to Minimum	Remaining Adjustment Cost	Total Adjustment Cost	Resulting Percent Increase to Payroll	Proposed Payroll
\$ 22,846,312.36	\$ 446,766.30	\$ 709,387.50	\$ 1,156,153.80	5.06%	\$ 24,002,466.16

Source: MGT Consulting Group, 2022.

It is recommended that employee salaries be either maintained at their current level or adjusted upward according to the proposed pay plan and policy recommendations provided in this report and that no employees' salaries be reduced. The estimates provided in this report are based on the latest employee information provided to MGT by Livingston (received 10/7/22). Any employee data changes occurring after this date should be accounted for in the implementation plan prior to taking effect.

MGT has provided the following four study reports in the Appendices listed below that will assist Livingston with implementing the proposed pay plan recommendations:

Grade Order List Report - Appendix G indicates the pay grade to which each job class would be assigned under the proposed plan. It further indicates the annualized minimum, market (step 3 of the schedule), and maximum pay for each pay grade.

3.2 COMPARATIVE BENEFITS AND POLICIES REVIEW

This report section focuses on a comparative assessment of Livingston County's benefits in comparison to peer and competitor organizations identified by the County. Benefits data were gathered from the selected organizations (see listing in **Chapter 2.0**) through MGT's Custom Market Salary and Benefits Survey, outreach, and online research. This report section includes an overview of Livingston County's benefits offerings followed by the comparative assessment.

OVERVIEW OF COUNTY BENEFITS

MGT reviewed the benefits information provided by the County's Human Resources and from the County's website to gather data to review the current state of its benefits program. Livingston County offers its full-time employees a variety of benefits, including:

- Health insurance, which is offered through Blue Cross Blue Shield of Michigan. There are three options for non-union employees which include Community Blue PPO 4, Community Blue PPO 6, and High Deductible Health Plan. Currently, the County pays for 80-90 percent of the cost of health insurance for most employees, depending on the date of hire for the employee. The rates for 2022 for the three plans and two tiers are provided in **Exhibit 3-1**.
- Dental insurance, which is offered through Blue Cross Blue Shield of Michigan. The rates for the plan are provided in **Exhibit 3-3**.
- Vision insurance, which is offered through MetLife. The rates for the plan are provided in **Exhibit 3-4**.
- Retirement, which is offered through the Municipal Employees' Retirement System of Michigan (MERS). The details of the plan are provided in **Exhibit 3-5**.
- Paid leave, which includes sick leave, vacation, and holiday. See Exhibit 3-6 for leave totals.

Livingston County offers health coverage at a minimal cost to employees depending on the plan selected. **Exhibit 3-1** shows the amounts for health insurance monthly premium rates for 2022.

EXHIBIT 3-1: 2022 HEALTH INSURANCE BI-WEEKLY PREMIUM RATES

COVERAGE CLASS TIER 1 (Hired Before 11/1/2009)	BCBSM PPO 4	BCBSM PPO 6	HDHP
Single	\$28.58	\$44.84	\$0.00
2 Person	\$68.59	\$107.61	
2 Person Spouse	\$78.59	\$117.61	
Family	\$85.73	\$134.52	\$0.00
Family w/Spouse	\$95.73	\$144.52	

Source: Livingston County Human Resources, 2022.

COVERAGE CLASS TIER 2 (Hired After 11/1/2009)	BCBSM PPO 4	BCBSM PPO 6	HDHP
Single	\$57.16	\$73.42	\$0.00
2 Person	\$137.17	\$176.20	
2 Person Spouse	\$147.17	\$186.20	
Family	\$171.47	\$220.25	\$0.00
Family w/Spouse	\$181.47	\$230.35	

Source: Livingston County Human Resources, 2022.

BENEFITS COMPARATIVE ANALYSES

As part of MGT's data collection, selected peer and competitor organizations were asked to provide the overall average value of their benefits package as a percentage of the total compensation offered to their employees. One of the primary indicators of market competitiveness is the value of an organization's benefits package relative to total compensation.

To calculate the total benefits to compensation percentage, MGT uses the equation:

$$\% \text{ Benefits to Total Compensation} = \text{Annual Value of Benefits} / \text{Total Compensation}$$

To determine the values needed for this equation, MGT uses the equation:

$$\text{Total Compensation} = \text{Annual Cash Compensation} + \text{Annual Value of Benefits}$$

An employee's annual cash compensation can be defined as *all compensation that is paid directly to an employee*. It is the combined value employers pay for Base pay (salary/hourly rates) and Bonuses and/or incentive pay. The annual value of benefits includes all compensation that is not paid directly to an employee. This value is calculated in addition to base salary and incentive pay and is the combined value of the following components:

- Medical benefits coverage
- Paid time off (includes vacation/sick/PTO, holiday, personal, etc.)
- Disability Insurance
- Life Insurance
- Retirement benefits (including 401(k)/403(b), pension plans, etc.)
- FICA (Social Security, etc.)
- Worker's Compensation

COUNTY ORGANIZATION FINDINGS

As shown in **Exhibit 3-2**, the responding county organizations reported an average benefits package value of 37.83 percent compared to Livingston County at 34.0 percent, a difference of 3.83 percent. Core county peer benefits values ranged from 36.50 percent to 40.0 percent at the time the survey was conducted. The overall peer average of all organizations surveyed was 35.70 percent, compared to Livingston County at 34.0 percent, a difference of 1.70 percent.

EXHIBIT 3-2: OVERALL AVERAGE BENEFIT VALUE AS A PERCENTAGE OF TOTAL COMPENSATION

ORGANIZATION	BENEFITS PERCENTAGE OF TOTAL COMPENSATION
Livingston County, MI	34.0%
<i>Peer Average</i>	37.83%
<i>Overall, Peer Average of all Organizations</i>	35.70%
Berrien County, MI	Varies by bargaining status and unit.
Ingham County, MI	Varies by union group.
Jackson County, MI	37.00%
Kalamazoo County, MI	36.50%
Muskegon County, MI	40.00%

Source: MGT Custom Market Survey, 2022.

Exhibit 3-3 shows whether dental insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Livingston County provides its dental insurance through Blue Cross Blue Shield of Michigan as a voluntary benefit. Most of the responding peer organizations shown below offer dental insurance as a voluntary benefit with a percentage paid by the employer.

EXHIBIT 3-3: DENTAL INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	BI-WEEKLY PREMIUM
LIVINGSTON COUNTY, MI TIER 1	Voluntary	Employee: \$1.65 E + Spouse: \$3.29 Family: \$5.77
LIVINGSTON COUNTY, MI TIER 2	Voluntary	Employee: \$3.29 E + Spouse: \$6.59 Family: \$11.53
<i>Peer Average</i>	<i>Voluntary</i>	<i>% Paid by employer</i>
<i>Overall, Peer Average of all Organizations</i>	<i>Voluntary</i>	<i>Unknown</i>
ALLEGAN COUNTY, MI	Voluntary	5% Employer Paid

INGHAM COUNTY, MI	Voluntary	Included in Medical
KALAMAZOO COUNTY, MI	Contributory	80% Employer Paid
MONROE COUNTY, MI	Voluntary	100% Employee Paid
BERRIEN COUNTY, MI	Voluntary	80% Employer Paid
MUSKEGON COUNTY, MI	Voluntary	90% Employer Paid
JACKSON COUNTY, MI	Voluntary	Included in Medical
SAGINAW COUNTY, MI	Voluntary	100% Employee Paid
ST. CLAIR COUNTY, MI	Voluntary	Included in Medical
WASHTENAW COUNTY, MI	Voluntary	100% Employee Paid

Source: MGT Custom Market Survey, 2022. n/a: unknown or insurance offered but premium data unavailable.

Exhibit 3-4 shows whether vision insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Livingston County offers voluntary vision insurance for employees (opt-out payment varies per bargaining unit). Of the responding peer organizations, one organization offers vision as a contributory insurance, four as a voluntary benefit, and two organizations include vision insurance within their health benefit.

EXHIBIT 3-4: VISION INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	BI-WEEKLY PREMIUM
LIVINGSTON COUNTY, MI	Voluntary	Employee: \$3.45 E + Spouse: \$6.56 Family: \$9.63
<i>Peer Average</i>	<i>Voluntary</i>	<i>% is paid by the employer</i>
<i>Overall, Peer Average of all Organizations</i>	<i>Voluntary</i>	<i>Unknown</i>
ALLEGAN COUNTY, MI	N/A	N/A
INGHAM COUNTY, MI	Voluntary	Included in Medical
KALAMAZOO COUNTY, MI	Contributory	80% Employer Paid
BERRIEN COUNTY, MI	Voluntary	90% Employer Paid
MUSKEGON COUNTY, MI	Voluntary	N/A
JACKSON COUNTY, MI	Voluntary	Included in Medical

SAGINAW COUNTY, MI	Voluntary	100% Employer Paid
WASHTENAW COUNTY, MI	Voluntary	100% Employee Paid

Source: MGT Custom Market Survey, 2022. n/a: unknown or insurance offered but data unavailable.

Exhibit 3-5 provides an overview of the surveyed organizations' retirement plans offered and the percentage match by employers if offered. Livingston County offers a MERS Defined Contribution Plan in which the County contributes a match of 8 percent and a MERS Hybrid Plan in which the County contributes 3 percent. Most of the responding organizations offer a MERS Defined Contribution Plan.

EXHIBIT 3-5: RETIREMENT PLAN COMPARISON

ORGANIZATION	RETIREMENT PLANS OFFERED	EMPLOYER MATCH PERCENTAGE
LIVINGSTON COUNTY, MI	MERS Defined Contribution Plan MERS Hybrid Plan	8% (non-union employees hired after 1/1/2022/ MERS Defined Contribution Plan) 3% (non-union employees hired between 7/6/2009 and 1/1/2022 / MERS Hybrid Plan)
<i>Peer Average</i>	<i>Defined Contribution Plan</i>	6%
<i>Overall, Peer Average of all Organizations</i>	<i>Defined Contribution Plan 403b Plan</i>	5%
Allegan County, MI	MERS Defined Contribution Plan	N/A
Berrien County, MI	Voluntary 457b	Varies by Bargaining Unit status
Ingham County, MI	MERS Defined Contribution Plan	Varies by Bargaining Unit status
Jackson County, MI	Defined Benefit & Defined Contribution Plan	Employer match for the Defined Contribution plan is dependent on each bargaining unit (most are at a 5% matching, but deputies are at 6%)
Kalamazoo County, MI	457 Deferred Compensation Plan	N/A
Monroe County, MI	MERS Defined Contribution Plan	N/A
Muskegon County, MI	Defined Benefit & Defined Contribution Plan	Defined Benefit: 13.5% Defined Contribution: 6%
Ottawa County, MI	MERS Defined Contribution Plan & 457b Plan	MERS Defined Contribution Plan: 6% 457: \$1,000 Annual contribution
Saginaw County, MI	MERS Defined Contribution Plan	N/A
St. Clair County, MI	Defined Benefit and Defined Contribution Plan	N/A
Washtenaw County, MI	MERS Defined Contribution Plan	N/A

Source: MGT Custom Market Survey, 2022.

The annual maximum number of hours offered for paid leave by each organization and each leave type are displayed in **Exhibit 3-6**.

- Livingston County offers a maximum of 48 hours of sick leave annually compared to the peer organizations, which offer an average of 68 hours (ranging from 40 to 104 hours).
- Livingston County offers a maximum of 176 hours of paid vacation leave annually compared to the peer average of 137.6 hours (ranging from 72 to 304 hours).
- Livingston County offers a maximum of 104 hours of paid holiday leave annually compared to the peer average of 72 hours (ranging from 64 to 200 hours).
- Livingston County offers a maximum of 8 hours for personal leave. One organization offers 40 hours of paid medical leave, and two organizations offer personal and/or floating days. The average of those two peers is 28 hours (ranging from 16 hours to 40 hours).

EXHIBIT 3-6: MAXIMUM NUMBER OF ANNUAL PAID LEAVE DAYS/HOURS

ORGANIZATION	SICK	VACATION	HOLIDAY	OTHER
LIVINGSTON COUNTY, MI	6 days per year / 48 hours	22 days per year / 176 hours	13 days per year / 104 hours	1 day / 8 hours
<i>Peer Average</i>	<i>8.5 days / 68 hours</i>	<i>17 days / 136 hours</i>	<i>13 days / 104 hours</i>	<i>4 days / 32 hours</i>
<i>Overall, Peer Average of all Organizations</i>	<i>7 days / 56 hours</i>	<i>18 days / 144 hours</i>	<i>12 days / 96 hours</i>	<i>4 days / 32 hours</i>
ALLEGAN COUNTY, MI	N/A	N/A	13 days / 104 hours	N/A
BERRIEN COUNTY, MI	13 days / 104 hours	12 days / 96 hours	25 days / 200 hours	2 personal days / 16 hours
INGHAM COUNTY, MI	N/A	N/A	13 days / 104 hours	N/A
JACKSON COUNTY, MI	6 days / 48 hours	38 days / 304 hours	11 days / 88 hours	N/A
KALAMAZOO COUNTY, MI	5 days / 40 hours	9 days / 72 hours	13 days / 104 hours	40 hours of Paid Medical Leave available the first full pay period of July
MUSKEGON COUNTY, MI	10 days / 80 hours	15 days / 120 hours	12 days / 96 hours	N/A
OTTAWA COUNTY, MI	N/A	N/A	8 days / 64 hours	5 floating days / 40 hours
WASHTENAW COUNTY, MI	N/A	12 days / 96 hours	8 days / 64 hours	N/A

Source: MGT Custom Market Survey, 2022. n/a: unknown or leave offered but data unavailable.

In addition to health coverage, dental, vision, and retirement plans, the responding organizations also provided information about the other benefits offered to their employees, as shown in **Exhibit 3-7**. Most of the responding organizations offer similar additional benefits as Livingston County, including Life Insurance, Disability Insurance, Employee Assistance Programs, and Health Savings Accounts.

EXHIBIT 3-7: ADDITIONAL BENEFITS OFFERED TO EMPLOYEES

BENEFIT	LIVINGSTON COUNTY, MI	ALLEGAN COUNTY, MI	BERRIEN COUNTY, MI	INGHAM COUNTY, MI	JACKSON COUNTY, MI	KALAMAZOO COUNTY, MI	MONROE COUNTY, MI	MUSKEGON COUNTY, MI	OTTAWA COUNTY, MI	SAGINAW COUNTY, MI	ST. CLAIR COUNTY, MI	WASHTENAW COUNTY, MI
Life Insurance	Y	Y	Y	Y	Y	Y			Y		Y	Y
Critical Illness Insurance	Y	Y			Y						Y	
Accident Insurance	Y	Y		Y	Y						Y	Y
Cancer Insurance	Y				Y						Y	
Disability Insurance	Y	Y	Y	Y	Y	Y		Y	Y		Y	Y
Sick Leave Bank	Y		Y	Y	Y			Y			Y	
Flex Spending Account	Y											
Health Savings Account	Y		Y	Y	Y		Y	Y	Y		Y	Y
EAP (Employee Assistance Program)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Education Assistance / Tuition Reimbursement Program	Y	Y			Y	Y	Y		Y		Y	Y
Pet Insurance	Y										Y	
Legal												
Sabbatical												
Cell/Allowance					Y	Y					Y	
PTO (Paid Time Off) Bank			Y		Y	Y		Y			Y	
Dependent Care Assistance	Y					Y					Y	
Vehicle Allowance											Y	
Wellness/Fitness	Y	Y		Y	Y	Y	Y		Y		Y	

Source: MGT Custom Market Survey, 2022. Blanks indicate unknown or not listed as a benefit.

POLICIES COMPARATIVE SUMMARY

In addition to collecting data regarding salary and benefits from the surveyed organizations, the survey also queried organizations about specific policies relating to the administration of their compensation systems and pay practices.

Exhibit 3-8 provides a summary of the peer responses regarding organizational policy adopted to address employees with long tenures or those employees that reach the top of their pay range.

EXHIBIT 3-8: POLICY REGARDING EMPLOYEES AND LONGEVITY

ORGANIZATION	POLICY
BERRIEN COUNTY, MI	<i>No longevity policy.</i>
INGHAM COUNTY, MI	<i>Ingham County's union and non-union compensations are based on years of service (steps). Those who were grandfathered still receive longevity pay.</i>
JACKSON COUNTY, MI	<i>Jackson County's Union and Non-Union Compensation tables are based on years of service steps (rewarding employees for longevity). A couple of our CBAs have grandfathered language regarding annual longevity payments, but there are only a handful of employees that are still eligible.</i>
MONROE COUNTY, MI	<i>An employee that completes a year of employment will be upgraded a step within their pay grade each year at the date of their anniversary until they reach the top of the pay grade.</i>
MUSKEGON COUNTY, MI	<i>5 years of service: \$250 annual payment; +\$50 added for each subsequent year. Maximum payout: \$1,250</i>

Source: MGT Custom Market Survey, 2022.

Exhibit 3-9 provides a summary of the peer responses regarding whether their pay plans receive regular Cost-of-Living Adjustments, and if so, how the Cost-of-Living (COLA) Policy is applied.

EXHIBIT 3-9: POLICY REGARDING COST-OF-LIVING ADJUSTMENTS

ORGANIZATION	POLICY
BERRIEN COUNTY, MI	<i>Administered at the first of the calendar year.</i>
INGHAM COUNTY, MI	<i>Cost-of-living is adjusted annually.</i>
JACKSON COUNTY, MI	<i>Non-Union cost of living adjustments are reviewed by the BOC on an annual basis and any increases are implemented on Jan 1 of each year. This past year, non-union employees received a 3% across the board increase. CBA (collective bargaining agreements) (collective bargaining agreements) contracts have been negotiated for a 3-year period with 11 different union groups. The County only has two groups that are 312 arbitration eligible.</i>
MONROE COUNTY, MI	<i>Currently undergoing a Base Wage Adjustment from 2021 to 2024. Wages will increase at certain percentages each year.</i>
MUSKEGON COUNTY, MI	<i>Administered annually, payment is based on Consumer Price Index. Maximum payment: \$416.</i>

Source: MGT Custom Market Survey, 2022.

TOWNSHIP FINDINGS

As shown in **Exhibit 3-10**, the responding Townships reported an average benefits package value of 20 percent compared to Livingston County at 34.0 percent, a difference of 14.0 percent.

EXHIBIT 3-10: OVERALL AVERAGE BENEFIT VALUE AS A PERCENTAGE OF TOTAL COMPENSATION

ORGANIZATION	BENEFITS PERCENTAGE OF TOTAL COMPENSATION
LIVINGSTON COUNTY, MI	34.0%
GENOA TOWNSHIP, MI	20.0%

Source: MGT Custom Market Survey, 2022.

Exhibit 3-11 shows whether dental insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Livingston County provides its dental insurance through Blue Cross Blue Shield of Michigan as a voluntary benefit. Most of the responding peer organizations shown below offer dental insurance as a voluntary benefit.

EXHIBIT 3-11: DENTAL INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	BI-WEEKLY PREMIUM
LIVINGSTON COUNTY, MI <i>TIER 1</i>	Voluntary	Employee: \$1.65 E + Spouse: \$3.29 Family: \$5.77
LIVINGSTON COUNTY, MI <i>TIER 2</i>	Voluntary	Employee: \$3.29 E + Spouse: \$6.59 Family: \$11.53
GREEN OAK TOWNSHIP, MI	Voluntary	N/A

Source: MGT Custom Market Survey, 2022. n/a: unknown or insurance offered but premium data unavailable.

Exhibit 3-12 shows whether vision insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Livingston County offers voluntary vision insurance for employees. Of the responding peer organization, vision is offered as a voluntary benefit.

EXHIBIT 3-12: VISION INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	BI-WEEKLY PREMIUM
LIVINGSTON COUNTY, MI	Voluntary	Employee: \$3.45 E + Spouse: \$6.56 Family: \$9.63
GREEN OAK TOWNSHIP, MI	Voluntary	N/A

Source: MGT Custom Market Survey, 2022. n/a: unknown or insurance offered but data unavailable.

Exhibit 3-13 provides an overview of the surveyed organizations' retirement plans offered and the percentage match by employers if offered. Livingston County offers a MERS Defined Contribution Plan in which the County contributes a match of 8 percent and a MERS Hybrid Plan in which the County contributes 3 percent. The two responding organizations offer a Defined Contribution Plan with an employer contribution; the amount varies.

EXHIBIT 3-13: RETIREMENT PLAN COMPARISON

ORGANIZATION	RETIREMENT PLANS OFFERED	EMPLOYER MATCH PERCENT
LIVINGSTON COUNTY, MI	MERS Defined Contribution Plan MERS Hybrid Plan	8% (non-union employees hired after 1/1/2022/ MERS Defined Contribution Plan) 3% (non-union employees hired between 7/6/2009 and 1/1/2022 / MERS Hybrid Plan)
PUTNAM TOWNSHIP, MI	Defined Contribution Plan Only	3% Employer contribution
GREEN OAK TOWNSHIP, MI	Municipal Employee's Retirement System of Michigan	Varied

Source: MGT Custom Market Survey, 2022.

The annual maximum number of hours offered for paid leave by each organization and each leave type are displayed in **Exhibit 3-14**.

- Livingston County offers a maximum of 48 hours of sick leave annually compared to the peer organizations, which offer an average of 0 hours.
- Livingston County offers a maximum of 176 hours of paid vacation leave annually compared to the peer average of 0 hours.
- Livingston County offers a maximum of 104 hours of paid holiday leave annually compared to the peer average of 0 hours.
- Livingston County offers a maximum of 8 hours for personal leave. The responding peer does not offer personal/other leave.

EXHIBIT 3-14: MAXIMUM NUMBER OF ANNUAL PAID LEAVE DAYS/HOURS

ORGANIZATION	SICK	VACATION	HOLIDAY	OTHER
LIVINGSTON COUNTY, MI	6 days per year / 48 hours	22 days per year / 176 hours	13 days per year / 104 hours	1 day / 8 hours
PUTNAM TOWNSHIP, MI	0	0	13 days / 104 hours	N/A

Source: MGT Custom Market Survey, 2022. n/a: unknown or leave offered but data unavailable.

In addition to health coverage, dental, vision, and retirement plans, the responding organizations also provided information about the other benefits offered to their employees, as shown in **Exhibit 3-15**. The responding organizations offer similar additional benefits to Livingston County, including Life Insurance and Disability Insurance.

EXHIBIT 3-15: ADDITIONAL BENEFITS OFFERED TO EMPLOYEES

BENEFIT	LIVINGSTON COUNTY, MI	GREEN OAK TOWNSHIP, MI	HAMBURG TOWNSHIP, MI
Life Insurance	Y	Y	Y
Critical Illness Insurance	Y		
Accident Insurance	Y		
Cancer Insurance	Y		
Disability Insurance	Y	Y	
Sick Leave Bank	Y		
Flex Spending Account	Y		
Health Savings Account	Y		
EAP	Y		
Education Assistance / Tuition Reimbursement Program	Y		
Pet Insurance	Y		
Legal			
Sabbatical			
Cell/Allowance			
PTO Bank			
Dependent Care Assistance	Y		
Vehicle Allowance			
Wellness/Fitness	Y		

Source: MGT Custom Market Survey, 2022.

Blanks indicate unknown or not listed as a benefit.

POLICIES COMPARATIVE SUMMARY

In addition to collecting data regarding salary and benefits from the surveyed organizations, the survey also queried organizations about specific policies relating to the administration of their compensation systems and pay practices.

Exhibit 3-16 provides a summary of the peer responses regarding organizational policy adopted to address employees with long tenures or those employees that reach the top of their pay range.

EXHIBIT 3-16: POLICY REGARDING EMPLOYEES AND LONGEVITY

ORGANIZATION	POLICY
PUTNAM TOWNSHIP, MI	<i>The Supervisor, Clerk, and Treasurer perform annual reviews and make recommendations for each individual's compensation and present them to the Board for approval.</i>

Source: MGT Custom Market Survey, 2022.

Surveyed peers did not provide information regarding whether their pay plans receive regular Cost-of-Living Adjustments, and if so, how the Cost-of-Living (COLA) Policy is applied.

SCHOOL DISTRICT FINDINGS

As shown in **Exhibit 3-17**, the responding School Districts reported an average benefits package value of 45 percent compared to Livingston County at 34.0 percent, a difference of 11.0 percent.

EXHIBIT 3-17: OVERALL AVERAGE BENEFIT VALUE AS A PERCENTAGE OF TOTAL COMPENSATION

ORGANIZATION	BENEFITS PERCENTAGE OF TOTAL COMPENSATION
LIVINGSTON COUNTY, MI	34.0%
LIVINGSTON EDUCATIONAL SERVICE AGENCY (ESA), MI	45.0%

Source: MGT Custom Market Survey, 2022.

Exhibit 3-18 shows whether dental insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Livingston County provides its dental insurance through Blue Cross Blue Shield of Michigan as a voluntary benefit. All of the peer organizations shown below offer dental insurance as a benefit.

EXHIBIT 3-18: DENTAL INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	BI-WEEKLY PREMIUM
LIVINGSTON COUNTY, MI <i>TIER 1</i>	Voluntary	Employee: \$1.65 E + Spouse: \$3.29 Family: \$5.77
LIVINGSTON COUNTY, MI <i>TIER 2</i>	Voluntary	Employee: \$3.29 E + Spouse: \$6.59 Family: \$11.53
HARTLAND CONSOLIDATED SCHOOLS, MI	Offered	N/A
HOWELL PUBLIC SCHOOLS, MI	Offered	N/A
LIVINGSTON EDUCATIONAL SERVICE AGENCY (ESA), MI	Offered	N/A
FOWLerville COMMUNITY SCHOOLS, MI	Offered	N/A
BRIGHTON AREA SCHOOLS, MI	Offered	N/A
PINCKNEY COMMUNITY SCHOOLS, MI	Offered	N/A

Source: MGT Custom Market Survey, 2022. n/a: unknown or insurance offered but premium data unavailable.

Exhibit 3-19 shows whether vision insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Livingston County offers voluntary vision insurance for employees. All of the peer organizations shown below offer vision insurance as a benefit.

EXHIBIT 3-19: VISION INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	BI-WEEKLY PREMIUM
LIVINGSTON COUNTY, MI	Voluntary	Employee: \$3.45 E + Spouse: \$6.56 Family: \$9.63
HARTLAND CONSOLIDATED SCHOOLS, MI	Offered	N/A
HOWELL PUBLIC SCHOOLS, MI	Offered	N/A
LIVINGSTON EDUCATIONAL SERVICE AGENCY (ESA), MI	Offered	N/A
FOWLerville COMMUNITY SCHOOLS, MI	Offered	N/A

BRIGHTON AREA SCHOOLS, MI	Offered	N/A
PINCKNEY COMMUNITY SCHOOLS, MI	Offered	N/A

Source: MGT Custom Market Survey, 2022. n/a: unknown or insurance offered but premium data unavailable.

Exhibit 3-20 provides an overview of the surveyed organizations' retirement plans offered and the percentage match by employers if offered. Livingston County offers a MERS Defined Contribution Plan in which the County contributes a match of 8 percent and a MERS Hybrid Plan in which the County contributes 3 percent. Most of the responding organizations offer a 403b plan, with employer matches that vary.

EXHIBIT 3-20: RETIREMENT PLAN COMPARISON

ORGANIZATION	RETIREMENT PLANS OFFERED	EMPLOYER MATCH PERCENT
LIVINGSTON COUNTY, MI	<ul style="list-style-type: none"> MERS Defined Contribution Plan MERS Hybrid Plan 	8% (non-union employees hired after 1/1/2022/ MERS Defined Contribution Plan) 3% (non-union employees hired between 7/6/2009 and 1/1/2022 / MERS Hybrid Plan)
HARTLAND CONSOLIDATED SCHOOLS, MI	403b Plan	N/A
HOWELL PUBLIC SCHOOLS, MI	403b Plan 401k Plan	N/A
LIVINGSTON EDUCATIONAL SERVICE AGENCY (ESA), MI	403b Plan	Varies based on the ORS plan that is selected
FOWLerville COMMUNITY SCHOOLS, MI	403b Plan	N/A
BRIGHTON AREA SCHOOLS, MI	Defined Benefit Plan Defined Contribution Plan Pension Plus Plan	N/A
PINCKNEY COMMUNITY SCHOOLS, MI	403b Plan 457b Plan	N/A

Source: MGT Custom Market Survey, 2022.

The annual maximum number of hours offered for paid leave by each organization and each leave type are displayed in **Exhibit 3-21**.

- Livingston County offers a maximum of 48 hours of sick leave annually compared to the peer organizations, which offer an average of 80 hours.
- Livingston County offers a maximum of 176 hours of paid vacation leave annually compared to the peer average of 155 hours (ranging from 144 to 160 hours).
- Livingston County offers a maximum of 104 hours of paid holiday leave annually compared to the peer average of 80 hours (ranging from 80 to 88 hours).
- Livingston County offers a maximum of 8 hours for personal leave. Responding peers average 24 hours for personal days and 40 hours for bereavement (ranging from 16 to 32 hours for personal days).

EXHIBIT 3-21: MAXIMUM NUMBER OF ANNUAL PAID LEAVE DAYS/HOURS

ORGANIZATION	SICK	VACATION	HOLIDAY	OTHER
LIVINGSTON COUNTY, MI	6 days per year / 48 hours	22 days per year / 176 hours	13 days per year / 104 hours	1 day / 8 hours
HARTLAND CONSOLIDATED SCHOOLS, MI	N/A	20 days / 160 hours	10 days / 80 hours	4 personal days / 32 hours
HOWELL PUBLIC SCHOOLS, MI	N/A	20 days / 160 hours	11 days / 88 hours	2 personal days / 16 hours
LIVINGSTON EDUCATIONAL SERVICE AGENCY (ESA), MI	10 days / 80 hours	18 days / 144 hours	10 days / 80 hours	3 personal days / 24 hours 5 bereavement days / 40 hours

Source: MGT Custom Market Survey, 2022. n/a: unknown or leave offered but data unavailable.

In addition to health coverage, all organizations surveyed offered dental, vision, and retirement plans to their employees. Additional benefits offered to employees of the responding organizations in comparison to Livingston County are shown in **Exhibit 3-22**. Most of the responding organizations offer similar additional benefits as Livingston County, including Life Insurance, Disability Insurance, and Health Savings Accounts.

EXHIBIT 3-22: ADDITIONAL BENEFITS OFFERED TO EMPLOYEES

BENEFIT	LIVINGSTON COUNTY, MI	HARTLAND CONSOLIDATED SCHOOLS, MI	HOWELL PUBLIC SCHOOL, MI	LIVINGSTON EDUCATIONAL SERVICE AGENCY, MI	FOWLerville COMMUNITY SCHOOLS, MI	BRIGHTON AREA SCHOOLS, MI	PINCKNEY COMMUNITY SCHOOLS, MI
Life Insurance	Y	Y	Y	Y	Y	Y	Y
Critical Illness Insurance	Y						
Accident Insurance	Y						
Cancer Insurance	Y						
Disability Insurance	Y	Y	Y	Y	Y	Y	Y
Sick Leave Bank	Y						
Flex Spending Account	Y						
Health Savings Account	Y	Y			Y	Y	Y
EAP	Y	Y					
Education Assistance / Tuition Reimbursement Program	Y		Y	Y			
Pet Insurance	Y						
Legal							
Sabbatical							
Cell/Allowance							
PTO Banks							
Dependent Care Assistance	Y						
Vehicle Assistance			Y				
Wellness/Fitness	Y				Y		

Source: MGT Custom Market Survey, 2022. Blanks indicate unknown or not listed as a benefit.

POLICIES COMPARATIVE SUMMARY

In addition to collecting data regarding salary and benefits from the surveyed organizations, the survey also queried organizations about specific policies relating to the administration of their compensation systems and pay practices.

Exhibit 3-23 provides a summary of the peer responses regarding organizational policy adopted to address employees with long tenures or those employees that reach the top of their pay range.

EXHIBIT 3-23: POLICY REGARDING EMPLOYEES AND LONGEVITY

ORGANIZATION	POLICY												
LIVINGSTON EDUCATIONAL SERVICE AGENCY (ESA), MI	<p><i>Livingston ESA offers longevity compensation to the following groups: Transportation, Livingston Intermediate Professional Staff Association members, and Livingston Educational Teacher Assistant Association. Employees with the years of service as noted below as of June 1st of any given year will be entitled to these additional longevity payments:</i></p> <table><tr><th>Years of Service</th><th>Longevity Payment</th></tr><tr><td>5-10</td><td>\$500</td></tr><tr><td>11-15</td><td>\$1,000</td></tr><tr><td>16-20</td><td>\$1,500</td></tr><tr><td>21-24</td><td>\$2,000</td></tr><tr><td>25+</td><td>\$2,500</td></tr></table> <p><i>All longevity payments are subject to established performance-based provisions. Should an employee retire prior to June 1st, the longevity payment will be prorated based on the days worked of the scheduled workdays from the year in which the longevity was earned. That prorated amount will be paid out on their final check from the Agency.</i></p>	Years of Service	Longevity Payment	5-10	\$500	11-15	\$1,000	16-20	\$1,500	21-24	\$2,000	25+	\$2,500
Years of Service	Longevity Payment												
5-10	\$500												
11-15	\$1,000												
16-20	\$1,500												
21-24	\$2,000												
25+	\$2,500												

Source: MGT Custom Market Survey, 2022.

Exhibit 3-24 provides a summary of the peer responses regarding whether their pay plans receive regular Cost-of-Living Adjustments, and if so, how the Cost-of-Living (COLA) Policy is applied.

EXHIBIT 3-24: POLICY REGARDING COST-OF-LIVING ADJUSTMENTS

ORGANIZATION	POLICY
LIVINGSTON EDUCATIONAL SERVICE AGENCY (ESA), MI	<p><i>Wage scales are reviewed annually during the budget process. For the two unionized groups, the wages are negotiated.</i></p>

Source: MGT Custom Market Survey, 2022.

OTHER ORGANIZATION FINDINGS

Surveyed organizations did not provide information on their average benefits package value. **Exhibit 3-25** shows this information as unknown.

EXHIBIT 3-25: OVERALL AVERAGE BENEFIT VALUE AS A PERCENTAGE OF TOTAL COMPENSATION

ORGANIZATION	BENEFITS PERCENTAGE OF TOTAL COMPENSATION
LIVINGSTON COUNTY, MI	34.0%
Peer Average	Unknown

Source: MGT Custom Market Survey, 2022.

Exhibit 3-26 shows whether dental insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Livingston County provides its dental insurance through Blue Cross Blue Shield of Michigan as a voluntary benefit. All of the peer organizations shown below offer dental insurance as a benefit.

EXHIBIT 3-26: DENTAL INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	BI-WEEKLY PREMIUM
LIVINGSTON COUNTY, MI <i>TIER 1</i>	Voluntary	Employee: \$1.65 E + Spouse: \$3.29 Family: \$5.77
LIVINGSTON COUNTY, MI <i>TIER 2</i>	Voluntary	Employee: \$3.29 E + Spouse: \$6.59 Family: \$11.53
FORD MOTORS, MI	Offered	N/A
GENERAL MOTORS, MI	Offered	N/A
UNIVERSITY OF MICHIGAN – ANN ARBOR, MI	Offered	N/A
CLEARY UNIVERSITY, MI	Offered	N/A
MICHIGAN DEPARTMENT OF HEALTH & HUMAN SERVICES, MI	Offered	N/A
MICHIGAN DEPARTMENT OF ENVIRONMENT, GREAT LAKES, AND ENERGY (EGLE), MI	Offered	N/A
MICHIGAN DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT (MDARD), MI	Offered	N/A
STARS – SAGINAW, MI	Offered	N/A
ICTC – ISABELLA COUNTY, MI	Offered	N/A

Source: MGT Custom Market Survey, 2022. n/a: unknown or insurance offered but premium data unavailable.

Exhibit 3-27 shows whether vision insurance is offered as a voluntary or contributory benefit by the surveyed organizations, and if contributory, what percentage of the premium is paid by the employer. Livingston County offers voluntary vision insurance for employees. All of the peer organizations shown below offer vision insurance as a benefit.

EXHIBIT 3-27: VISION INSURANCE COMPARISON

ORGANIZATION	INSURANCE PROVISION TYPE	BI-WEEKLY PREMIUM
LIVINGSTON COUNTY, MI	Voluntary	Employee: \$3.45 E + Spouse: \$6.56 Family: \$9.63
FORD MOTORS, MI	Offered	N/A
GENERAL MOTORS, MI	Offered	N/A
UNIVERSITY OF MICHIGAN – ANN ARBOR, MI	Offered	N/A
CLEARY UNIVERSITY, MI	Offered	N/A
MICHIGAN DEPARTMENT OF HEALTH & HUMAN SERVICES, MI	Offered	N/A
MICHIGAN DEPARTMENT OF ENVIRONMENT, GREAT LAKES, AND ENERGY (EGLE), MI	Offered	N/A
MICHIGAN DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT (MDARD), MI	Offered	N/A
STARS – SAGINAW, MI	Offered	N/A
ICTC – ISABELLA COUNTY, MI	Offered	N/A

Source: MGT Custom Market Survey, 2022. n/a: unknown or insurance offered but data unavailable.

Exhibit 3-28 provides an overview of the surveyed organizations' retirement plans offered and the percentage match by employers if offered. Livingston County offers a MERS Defined Contribution Plan in which the County contributes a match of 8 percent and a MERS Hybrid Plan in which the County contributes 3 percent. Most of the responding organizations offer a 401k Plan, with an average employer match of 4 percent, ranging from 4 percent to 5 percent.

EXHIBIT 3-28: RETIREMENT PLAN COMPARISON

ORGANIZATION	RETIREMENT PLANS OFFERED	EMPLOYER MATCH PERCENT
LIVINGSTON COUNTY, MI	<ul style="list-style-type: none"> MERS Defined Contribution Plan MERS Hybrid Plan 	<ul style="list-style-type: none"> 8% (non-union employees hired after 1/1/2022/ MERS Defined Contribution Plan) 3% (non-union employees hired between 7/6/2009 and 1/1/2022 / MERS Hybrid Plan)
FORD MOTORS, MI	401K Plan	90 cents per dollar on the first 5% of an employee's contribution

GENERAL MOTORS, MI	401k Plan	4% Employer match
UNIVERSITY OF MICHIGAN – ANN ARBOR, MI	403b Plan 457b Plan	10% Employer match for both plans
CLEARY UNIVERSITY, MI	403b Plan	5% Employer match
MICHIGAN DEPARTMENT OF HEALTH & HUMAN SERVICES, MI	401k Plan	N/A

Source: MGT Custom Market Survey, 2022.

The annual maximum number of hours offered for paid leave by each organization and each leave type are displayed in **Exhibit 3-29**.

- Livingston County offers a maximum of 48 hours of sick leave annually compared to the peer organization, which offers an unlimited number of sick days. For the responding organization, after 3 consecutive sick days, the employee must present a doctor's note.
- Livingston County offers a maximum of 176 hours of paid vacation leave annually compared to the peer average of 200 hours (ranging from 200 to 240 hours).
- Livingston County offers a maximum of 104 hours of paid holiday leave annually compared to the peer average of 93 hours (ranging from 56 to 128 hours).
- Livingston County offers a maximum of 8 hours for personal leave. Responding peers do not offer personal/other leave.

EXHIBIT 3-29: MAXIMUM NUMBER OF ANNUAL PAID LEAVE DAYS/HOURS

ORGANIZATION	SICK	VACATION	HOLIDAY	OTHER
LIVINGSTON COUNTY, MI	6 days per year / 48 hours	22 days per year / 176 hours	13 days per year / 104 hours	1 day / 8 hours
FORD MOTORS, MI	N/A	25 days / 200 hours	12 days / 96 hours	N/A
GENERAL MOTORS, MI	Unlimited	30 days / 240 hours	16 days / 128 hours	N/A
UNIVERSITY OF MICHIGAN – ANN ARBOR, MI	N/A	N/A	7 days / 56 hours	N/A

Source: MGT Custom Market Survey, 2022. n/a: unknown or leave offered but data unavailable.

In addition to health coverage, dental, vision, and retirement plans, the responding organizations also provided information about the other benefits offered to their employees, as shown in **Exhibit 3-30**. Most of the responding organizations offer similar additional benefits as Livingston County, including Life Insurance, Disability Insurance, Employee Assistance Programs, Education/Tuition Assistance, and Health Savings Accounts.

EXHIBIT 3-30: ADDITIONAL BENEFITS OFFERED TO EMPLOYEES

BENEFIT	LIVINGSTON COUNTY, MI	FORD MOTORS, MI	GENERAL MOTORS, MI	UNIVERSITY OF MICHIGAN – ANN ARBOR, MI	CLEARY UNIVERSITY, MI	MICHIGAN DEPARTMENT OF HEALTH & HUMAN SERVICES, MI	MICHIGAN DEPARTMENT OF ENVIRONMENT, GREAT LAKES, AND	MICHIGAN DEPARTMENT OF AGRICULTURE AND RURAL	STARS SAGINAW, MI	ICTC ISABELLA COUNTY, MI
Life Insurance	Y	Y	Y	Y		Y	Y	Y	Y	Y
Critical Illness Insurance	Y									
Accident Insurance	Y	Y								Y
Cancer Insurance	Y									
Disability Insurance	Y	Y	Y	Y	Y	Y	Y	Y	Y	
Sick Leave Bank	Y									
Flex Spending Account	Y		Y							
Health Savings Account	Y		Y	Y		Y	Y	Y	Y	Y
EAP	Y	Y	Y	Y	Y					Y
Education Assistance / Tuition Reimbursement Program	Y	Y	Y		Y					
Pet Insurance	Y									
Legal				Y						
Sabbatical										
Cell/Allowance										
Dependent Care Allowance	Y	Y	Y							
Vehicle Allowance		Y	Y						Y	
Wellness/Fitness	Y	Y	Y		Y				Y	

Source: MGT Custom Market Survey, 2022. Blanks indicate unknown or not listed as a benefit.

POLICIES COMPARATIVE SUMMARY

In addition to collecting data regarding salary and benefits from the surveyed organizations, the survey also queried organizations about specific policies relating to the administration of their compensation systems and pay practices. Surveyed organizations did not provide information on policies regarding employees and longevity, nor did they provide information on whether their pay plans receive regularly Cost-of-Living Adjustments, and if so, how the COLA Policy is applied.

The summary below provides a list of the findings from this benefits comparative review and a list of recommendations and considerations for Livingston County.

Findings:

- Overall, Livingston County offers a comparable benefits percentage to total compensation (34.0 percent) compared to other peers' benefits percentages. The peer average for county organizations is 37.83 percent, 20.0 percent for townships, 45.0 percent for school districts; the percentage is unknown for other organizations surveyed. Core county peer benefits values ranged from 36.50 percent to 40.0 percent at the time the survey was conducted. The overall peer average of all organizations surveyed was 35.70 percent, compared to Livingston County at 34.0 percent, a difference of 1.70 percent.
- Livingston County provides its dental insurance as a voluntary benefit, with zero percent paid by Livingston County.
 - Of the county organizations surveyed, nine counties offer dental insurance as a voluntary benefit and one county offers dental as a contributory benefit; the percentage paid by the employer varies from 5 percent to 100 percent.
 - Of the townships surveyed, one offers dental insurance as a voluntary benefit.
 - Of the school districts surveyed, six districts offer dental insurance as a benefit.
 - Of the other organizations surveyed, nine organizations offer dental insurance as a benefit.
- Livingston County offers vision benefits for employees.
 - Of the county organizations surveyed, eight counties offer vision insurance, six as a voluntary benefit, one as a contributory benefit, and one the provision type is unknown. Of the one county that offers vision as a contributory benefit the percentage paid by the employer is 80 percent.
 - Of the townships surveyed, one offers vision insurance as a voluntary benefit.
 - Of the school districts surveyed, six districts offer vision insurance as a benefit.
 - Of the other organizations surveyed, nine organizations offer vision insurance as a benefit.
- Livingston County offers a MERS Defined Contribution Plan, for employees hired after 1/1/2022, in which the county offers an 8 percent match. The County also offers a MERS Hybrid Plan, for employees hired between 7/6/2009 and 1/1/2022, in which the County offers a match of 3 percent match.
 - Of the responding county organizations surveyed, most offer a MERS Defined Contribution Plan with an employer match that varies by bargaining unit status.
 - Of the responding townships surveyed, two offer a Defined Contribution Plan with an employer contribution; the amount varies.
 - Of the responding school districts surveyed, most offer a 403b plan, with employer matches that vary.
 - Of the responding other organizations surveyed, three organizations offer a 401k Plan, with an average employer match of 4 percent, ranging from 4 percent to 5 percent. Two organizations offer 403b plans, with an average employer match of 5 percent, ranging from 5 percent to 10 percent.

-
- Livingston County offers comparable paid leave to the responding peer organizations and is one of the leaders in sick and vacation leave offered to employees.
 - Most of the responding organizations offer similar additional benefits as Livingston County, including Life Insurance, Short-Term and Long-Term Disability, Employee Assistance Programs, Health Savings Accounts, and wellness benefits. Livingston County offers unique benefits to its peer organizations, including pet insurance.

Considerations:

Below are a few considerations for strengthening the County's current benefits offerings, if desired.

- Consider offering additional leave, which may include days for bereavement.
- Offering employees year-round benefits and education opportunities outside of the open enrollment period to ensure employees are taking full advantage of the County's benefits offerings, particularly for new or younger employees and for soon-to-be parents. This also offers the County the opportunity to regularly communicate the value of its benefits program to employees and encourage retention of current talent.
- Consider offering flexible work options to employees in positions that are able to operate from a virtual workspace. This may include flexible scheduling for working hours, working remotely, or working in a hybrid arrangement in which an employee works from home and in the office on certain workdays. Remote work policies can be beneficial to both employer and employee. Employers can save on operations costs (office space, utilities, etc.), expand their talent recruitment pool for applicable positions, and see increases in productivity from employees, who save on the costs and time of commuting, experience increased work-life balance, and can experience fewer disruptions during the workday.

CHAPTER 4. ADMINISTRATION AND MAINTENANCE

Compensation systems should be adjusted annually to address the market competitiveness of current salaries and pay ranges. Pay plan maintenance and related salary adjustments should be guided by market changes and be applied consistently throughout the compensation system, adjusting all salary ranges.

MGT recommends that compensation strategies of all organizations include provisions for both internal equity and external competitiveness. Internal equity, or the comparison of positions within an organization to ensure fair pay, is essential for both the maintenance of a sense of fairness and the morale of current employees. External competitiveness, or when the pay that workers in one organization receive is like that of other workers doing a similar job in other organizations, through annual compensation system improvements is essential for the organization to be able to retain current staff and recruit the most qualified new hires available. Both current employees and potential new hire recruits should be made aware of the salary, insurance benefits, paid leave provisions, and other benefits offered that constitute each employee's total compensation package. In addition, a systematic process for initial placement and advancement through salary increases in a classification's assigned pay grade according to established salary and compensation policies and procedures should be implemented and consistently maintained.

This chapter identifies standard best practices in salary administration and maintenance.

4.1 IMPLEMENTATION STRATEGIES

Plan Implementation

The financial disposition, current salary levels, and other variables unique to an organization must be considered when implementing adjustments to salary structures. These factors, among others, should be reviewed in conjunction with the recommendations proposed in this report before any final implementation plan is considered and set into motion.

Pay schedules must provide for employee advancement through salary increases. Regardless of an organization's philosophy concerning advancement opportunities by way of promotions afforded to employees, it is essential that movements in the economy — and, more specifically, the labor market in which the organization competes — are addressed through salary increases and that career ladders are developed (i.e., the progression from entry-level positions to higher levels of pay, skill, responsibility, and/or authority). Salary administration procedures should be based upon organizational funding levels and philosophies of pay. Although MGT cannot dictate a philosophy, it is recommended that a balance be achieved between compensation of individual employees and potential compensation to encourage recruitment and retention.

Work and Education Evaluations

Employee work history and education should be formally reviewed at least once each year on or before an employee's start date anniversary. The focus of the review is to review the employee's work history, education, review standards for the position, and if applicable, communicate the amount of the employee's pay increase. Years of experience for candidates must be documented prior to the final determination of salary credit, if granted by organizational policy. Newly hired employees should have their work history and education reviewed and factored into their salary offer. Work history and education should be documented for all employees in the appropriate Human Resource Information System (HRIS).

If an employee chooses to pursue a higher-level education, it is the responsibility of the employee to obtain the approval of their supervisor in order to schedule classes in a manner that does not disrupt the employee's work and departmental schedule. Time spent in classes or doing other required classwork shall not be considered part of the employee's scheduled work time. Should an employee complete a higher-level education; Bachelor's, Master's, or Doctoral, their supervisor and Human Resources should be informed. In the event of an employee receiving an eligible degree, a review of compensation must be initiated by Human Resources. Requests should be submitted to the Human Resource Department within a considerable timeframe as policy dictates. Human Resources will review the request, obtaining additional job information as needed. Additional information may be obtained by interviewing the employee(s), and/or by analyzing external job market information. Human Resources will evaluate the job placement in the pay structure and prepare a written recommendation for pay grade assignment.

Initial Assignments

When employees are initially assigned to their new salary plan and grade/step assignment, they should be assigned to a salary amount on the new schedule that is equal to or greater than their current salary as market and longevity in their position dictate. The following guidelines may be used for determining employee salary:

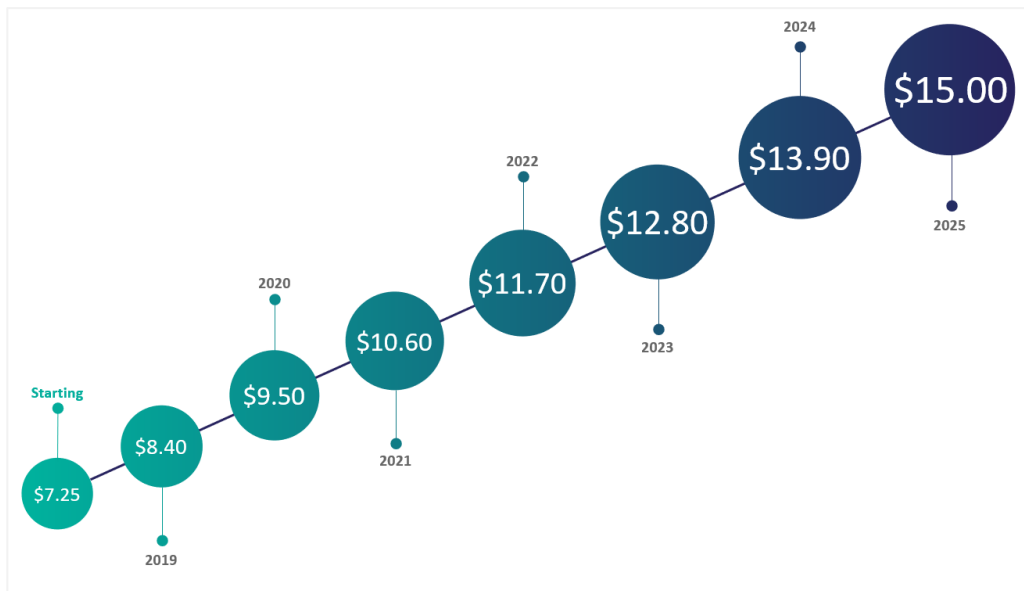
- For employees whose current salary is below the minimum of their assigned pay grade, the recommended salary level would be the minimum of the pay grade, adjusting for level of service once brought to the minimum.
- If an employee's present salary level exceeds the maximum of the new assigned pay grade, the current salary should be frozen at the current level, unless organizational policy dictates otherwise. The employee would be ineligible for any base salary increases until the pay grade range is adjusted or expanded to allow for movement.
- All other employees should be assigned a salary amount in their pay range as appropriate relative to the organization's longevity policy. Employees assigned to a pay plan that did not receive a recommendation for a market adjustment will maintain their present salary amounts. Employees assigned to a pay plan that received a recommendation for a market adjustment should be adjusted to the increased salary amount as appropriate.

4.2 STANDARD SALARY MAINTENANCE PRACTICES

Minimum Wage Adjustments

Presently, the Michigan minimum wage is \$9.87 effective January 1, 2022. Presently, the federal minimum wage is \$7.25/hour, effective July 24th, 2009, for covered non-exempt employees under the Fair Labor Standards Act (FLSA). The Raise the Wage Act, first introduced in Congress in 2017, and again in 2019 and 2021, are the latest efforts on the federal level for increasing the federal minimum wage. The latest 2021 bill, introduced in January 2021, proposed to gradually increase the federal minimum wage from \$7.25/hour to \$15/hour, effective January 1st, 2025, as shown in **Exhibit 4-1**.

**EXHIBIT 4-1: RAISE THE WAGE ACT,
ANNUAL MINIMUM WAGE INCREASES**



Source: H.R.582 - Raise the Wage Act, U.S. Congress website.

The multi-year gradual adjustments as part of the Act provide organizations with guidelines and the time needed to adapt to the increased minimum wage instead of implementing the entire increase all at once. In addition to the federal minimum wage, organizations should also ensure compliance with state minimum wage laws for all states in which the organization operates. The Society for Human Resource Management (SHRM) and WorldAtWork (WaW) Total Rewards Association provide human resources professionals with industry-standard guidelines by which organizations may utilize in organizing an approach for implementing minimum wage adjustments. When considering minimum wage adjustments, whether at the federal and/or state level, organizations are strongly encouraged to vet multiple options for applying these adjustments both consistently and fairly to existing salary structures while making allowances for budgetary and workforce impacts and constraints. Organizations must keep pace with these mandated annual adjustments and ensure the funds to do so are available. In addition to fiscal forecasting, organizations are seeking ways in which they can increase or free funds and reduce costs without reducing workforce, increasing prices, or negatively affecting or limiting services. Organizations can review processes to identify areas in which they can operate more efficiently and free funds, such as through automation or providing employees with training focused on increasing productivity.

Modeling the structural and financial impacts of various approaches for wage shifts to an existing salary structure, as well as for those organizations without a formal pay structure, is critical to the success of any wage increase and to understand the ripple effects of making the adjustment, which will vary by organization. When adjusting pay plans for minimum wage increases, organizations should first identify which positions (and employees) would need adjustments, which includes those falling under the minimum wage and at the minimum wage rate. Any adjustments to minimum wage within pay structures should also account for and correct any potential areas of compression between pay grades as well as within job families. If increasing to the minimum wage causes a position to be too close to, align with, or surpass a position higher in its job family hierarchy or its supervisor, the job family must be adjusted. Minimum wage

adjustments may impact a pay structure in part or in its entirety depending on the space and flexibility of the pay grades and spread within the pay ranges to accommodate implementing these changes. For example, organizations with wide pay range spreads between minimum and maximum salaries may choose to adjust the minimum salaries upward, revise placement of the midpoint salaries, and maintain current maximums salaries in lieu of adjusting the entire pay range. However, it is important to ensure that adequate room within pay ranges is maintained for supporting advancement and movement along the pay line.

As with any changes to pay structures, organizations should clearly communicate the nature of pay adjustments to their employees and distinguish the difference between minimum wage adjustments, market adjustments, and pay increases related to performance. Organizations should issue notifications to individual employees explaining the adopted wage adjustments, implementation plan and timeline, and the impact on the employee's own salary and pay range.

New Hires and Hiring at or Above Minimum Rate

Best practices recommend that employers hire new employees at the minimum of their assigned pay grade range. The pay grade and salary allocated to a classification should consider the necessary experience and qualifications to perform the position's duties. Exceptions to the minimum rule may be made if the individual's years of experience or qualifications/certifications exceed the minimum required, and/or if there is difficulty in recruiting qualified candidates. It is not unusual for organizations to hire candidates at or above the market rate in order to fill highly competitive positions; many organizations set a hiring range for this purpose. Extraordinary hiring criteria or circumstances may include the following:

- If the applicant, when hired, will contribute to the work of the organization significantly beyond what other applicants for the position would contribute, such as offering advanced skill or knowledge from certifications or trainings, or from network connections that may bolster the organization.
- If the applicant exhibits extraordinary qualifications that provide expertise in a particular area desired by the organization. This expertise significantly exceeds the normal requirements of similar classes in the pay grade.
- If there is documented recruitment difficulty in filling the position over a longer than normal recruitment period.

In addition to the candidate's qualifications and competitiveness of the recruitment market, other factors that should be considered relative to determining an appropriate starting salary include comparable internal salaries and/or positions (internal equity), the turnover history of the classification, and the salary expectations of the potential employee. Salary assignments should be determined according to established rules for both the initial placement of new hires and for the annual review and/or advancement through promotions of current employees. For example, organizations may set a 5% or 10% increase to the hiring rate to acknowledge a new hire's degree level or additional years of experience over the minimum qualifications. The supervisor or department head must submit written justification to Human Resources for making the recommendation to hire at a higher salary amount than the pay grade's minimum rate.

All new hires should meet the minimum qualifications listed for their classification. If there is difficulty with recruiting or identifying suitably qualified candidates for a position, an acting, temporary, or interim assignment for the best qualified current employee available may be utilized. The department head must submit written justification to Human Resources for making this recommendation, and the salary assignment should be adjusted accordingly.

Salary Advancement

Salary advancement within a pay grade is commonly based upon longevity and/or merit. Merit pay rewards an employee's performance while longevity pay can reward an employee's length of service. A merit policy and related salary advancement is determined by annual performance evaluations. If an employee achieves a "satisfactory" or higher rating, the employee should be considered for a salary increase or bonus based upon approved standards. Salary advancement should be considered at least on an annual basis in alignment with an employee's performance evaluation and follow established Human Resources policies and procedures. Longevity pay is a useful tool for encouraging retention at an organization. Salary advancement according to an organization's longevity policy can be implemented regardless of an employee's performance evaluation rating.

Promotion

A promotion is defined as an assignment to a higher-level position with increased responsibilities and job duties for which the candidate is qualified. All job vacancies should be posted according to approved policies and procedures, and the most qualified candidates should be selected. Promotions may be either inter- or intra-departmental, within a job family, or to a position outside the employee's current career ladder. Commonly, if an employee's salary does not increase by at least 5 percent with the new responsibilities, the employee's move to the new position would be considered a reassignment or transfer instead of a promotion (also see **Reassignments / Transfers**). Promotions must be approved by the affected department head(s) and Human Resources, and in every case should involve an increase in duties and responsibilities and should not be made merely for affecting an increase in compensation.

A promoted employee should receive a salary increase to at least the minimum rate of the salary grade of the promoted position. If the employee's salary is above the minimum established for the pay grade to which the employee was promoted, the salary may be increased to the salary level for that pay grade according to the employee's longevity and performance per current organizational policies and should not be equal to or lower than the employee's current salary. Salary determinations should also take into consideration market conditions for the given classification as well as budget constraints.

Demotion

A demotion is the assignment of an employee to a position in a lower classification, with a lower maximum salary, than the classification from which the employee was previously assigned. Demotion is normally due to the removal of higher-level duties and responsibilities, organizational restructuring, or the inability of the employee to assume or perform duties of the position. A supervisor may recommend the demotion of an employee. Approval to demote an employee should be dictated by personnel rules, and the recommendation for a demotion should be made in writing, citing the reasons.

The following guidelines may be referenced for determining salary for demoted employees:

- If an employee's salary is above the maximum established for the pay grade being entered, the salary may be decreased to, at most, the maximum of the new position.
- Since a demotion involves a decrease in duties and responsibilities, if the existing salary is below the maximum of the lower classification, a decreased salary of at least five percent, per best practice, below the current salary is appropriate and necessary to fulfill the cause for the demotion.
- Employees receiving demotions at their own request or due to inability to perform the work because of health or other reasons should be adjusted to a lower job classification, if possible. When a demotion of this nature occurs, the employee's pay should be reduced.

- In no case should a demoted employee's salary exceed the maximum rate of the lower pay grade.

Supplemental/Incentive Pay

Supplemental, or incentive, pay is usually given to employees who hold certifications not required for their position, for undesirable work hours or shifts, as hazard pay, or when employees are assigned duties that demand a considerable number of hours outside their normal duties. Supplemental pay may be given in cases of temporary work assignments or for additional duties that do not fall under another classification and that significantly increase the employee's workload by 50% on average, per industry standards.

Supplemental pay is often given to employees who are assigned to special projects or in which the responsibilities and duties of a position expand but do not alter the minimum qualifications or nature of the position's work, in which case would merit a review for possible reclassification, such as in instances in which the additional duties are not short-term or temporary. Supplemental pay rates vary across organizations and are typically tailored to an organization's specific needs and financial flexibility. The method of supplemental pay chosen by an organization should take into consideration the number of employees eligible for supplemental pay and available funding for the supplemental pay program.

Typically, supplemental pay schedule(s) adopt one of the following methods:

- Flat rate for the specific assigned task(s) or certification(s) (determined by the organization)
- Percentage of employee's base or actual salary

A flat rate method for determining supplemental pay often is preferable to using the percentage of an employee's base or actual salary as it allows for more labor cost control and easier budget planning and projecting. In addition to budget considerations, organizations also design their supplemental pay policy based on the market competitiveness of the classification(s) in question and/or the necessity or value of the certification(s) to the organization.

Supplemental pay is generally issued for the duration of the additional assignment or for the life of the certificate held by certified employees. Some organizations design their flat-rate supplemental pay systems into grades to provide supplemental pay based on an employee's years of service. Any supplemental pay policy and/or schedule should be reviewed and approved on an annual basis.

Reassignments / Transfers

A reassignment or transfer is the non-competitive movement of an employee from their current position to another position within an organization for non-disciplinary reasons without demotion or promotion. Reassignments can be voluntary or involuntary (initiated by the employee versus by the organization or department).

- Voluntary reassignment, or transfer, involves moving an employee laterally from their current position to a position at the same classification level in either the same or another department. An employee may request a transfer to another position for a variety of reasons, such as to enter a different career ladder, join a different department or area of focus, or to pursue a new work-life balance (e.g., transferring to a position requiring less travel).
 - Employees voluntarily reassigned to a position in the same pay grade should have their salaries maintained at the current level with no increase or decrease.

- Employees voluntarily reassigned to a position in a different pay grade should be adjusted to the salary rate in the new position's grade that follows organizational policy for moving employees along their position's respective pay grade per longevity and merit policies.

An employee may submit a written request for consideration for a voluntary reassignment to another department or position in the organization for which they are qualified if a position is vacant or there is a need. Final approval should be obtained from the department head and Human Resources, according to established policies and procedures.

- Involuntary reassignment refers to a reassignment initiated by an agency against an employee's will and without the employee's consent for reasons other than for causes of misconduct, delinquency, or inefficiency. There are a variety of reasons for involuntary reassignments that include, but are not limited to, the good of the employee, the best interests of the organization, and/or other defensible actions based on the judgment of its leaders.
 - An involuntary reassignment for the good of the employee might involve an individual who is no longer physically capable of performing their duties and requires a reasonable accommodation, such as reassigning the employee to a less strenuous position.
 - An involuntary reassignment serving the best interest of the employer is normally initiated by the employer rather than the individual, such as filling urgent vacancies or assigning an employee with desired skills to another position or department where the employee is needed. Reassignments that serve the best interest of the employer can be permanent, but they can also be temporary to address a short-term challenge, in which an "interim" or "acting" status may be applied to the position held by the employee.

Involuntary reassignments in which the employee is reassigned to a position in the same pay grade should have their salaries maintained at the current level with no increase or decrease. If the employee is reassigned to a position in a different pay grade, the employee's salary should be adjusted according to the position's pay grade range and be adjusted per the organization's longevity and merit policies.

Reassignments Under Reduction-in-Force

Employers often allow reassignments after initiating a reduction-in-force, in which employees are offered reassignment to a different vacant position instead of being laid off or furloughed.

Reassignments in which the employee is reassigned to a position in the same pay grade should have their salaries maintained at the current level with no increase or decrease. If the employee is reassigned to a position in which the position is in a different pay grade, the employee's salary should be adjusted according to the given position's pay grade and organizational policy.

Classification Creation and Reclassification

Organizations treat the development of new classifications and reclassifications in several ways. Classification creation or reclassification can take place when the work performed changes substantially over time, when new technology is introduced, or the mission of an organizational unit is modified in response to changing legislation or changing service demands. The need for a new or revised classification can also occur when organizational demands or job duties change through design or evolution.

Classification creation and reclassifications are generally initiated through the Office of Human Resources but may also be initiated at the request of an individual or their supervisor. If an individual or supervisor initiates a request for creation or reclassification, it is usually accompanied by written supporting documentation. Reclassification should also consider other positions within the overall classification system and should not be determined independently of these positions and without consideration to the department and organizational hierarchy.

When a reclassification or new classification request is received or initiated by the Office of Human Resources, a Job Content Questionnaire (JCQ), or other authorized survey document to understand an employee's job duties and requirements, should be completed by the supervisor and/or all incumbents holding the same job title, as applicable. Key questions concerning the job should be answered to assist in determining the proper level within the overall pay and classification system. For reclassifications, the position audit results should be compared to the current position description for the various classification levels to determine the correct classification assignment.

If it is determined that a creation or reclassification is justified, the Office of Human Resources should approve and authorize the change. Current employees in reclassified positions should either maintain their current salary or be adjusted to a salary in the assigned pay grade for the reclassified position per organizational policy. Reclassification is not considered the same as a demotion, and therefore, an employee's salary should either be maintained at its present level or increased according to the reclassified position's pay grade and organizational policy for moving employees along the pay line of their pay grade. If the reclassified position's pay grade indicates a lower salary, the current employee's salary should be maintained and adjusted over time per organizational policy and not be reduced due to reclassification. This may mean that the employee's salary is temporarily frozen at its present level until movement in the assigned pay grade is allowed per an organization's longevity and merit policies.

Job Analysis

A job analysis is a thorough review of the key elements of a job to determine the activities and responsibilities of a job, the relative importance to other jobs, the qualifications necessary for the performance of the job, and the conditions under which the work is performed. An important concept in job analysis is that the job, not the person doing the job, is assessed, even though some job analysis data may be collected from incumbents.

A job analysis does not include:

- A review of an employee's performance
- How well tasks are performed
- How much work is performed
- When an employee is eligible for a promotion
- A salary reduction

A job analysis commonly includes the following process steps:

- Data collection
- Verify job data
- Verify classification/title
- Collect market data
- Verify market comparisons
- Draft/edit job descriptions

Job data are often collected through questionnaires/surveys, direct observation, interviews, job shadowing, and work time studies (logs). The most effective technique when collecting information for a job analysis is to obtain information through questionnaires/surveys, and/or interviews with incumbents and leadership. The information collected from the questionnaire is reviewed to make distinctions about job duties, roles, and responsibilities to determine if positions are accurately titled, FLSA designation, and to inform pay analyses and adjustments, if any. The average market salary is an indication of the market rate for a job, not what the employee should be paid. Employee pay is also governed by an organization's internal policies for progression within a pay plan, such as for longevity and/or merit.

Some Human Resource departments use the information collected in the job analysis to assist them in other areas of Human Capital. These include:



An annual review of job descriptions during employee performance review period(s) can help ensure accurately and up to date job descriptions and the maintenance of appropriate job classifications and exemptions.

Administration and Maintenance of the Plan

Salary systems should be adjusted annually, or at least biennially if annually is not feasible, based on the Consumer Price Index (CPI) and appropriate market data sources to maintain market competitiveness and adjust for inflation and changing recruitment markets. The guidelines outlined in this chapter may be utilized for salary maintenance and administration of the proposed salary schedule. These guidelines should be applied according to base pay salary, not including additional pay received as bonuses, supplements, or pay for additional assignments. In all cases in which a computed salary is greater than the top pay within the new pay grade, the salary may be frozen at the maximum salary until subsequent adjustments are made to the salary schedule that would allow increases, or as dictated by internal policy regarding employees who reach the maximum of their assigned pay grades.

APPENDIX A:

CUSTOM MARKET SURVEY



Livingston County, MI Market Salary and Benefits Survey

Livingston County has contracted with MGT Consulting Group to evaluate its classification and compensation system and provide recommendations for updating the system to ensure market competitiveness.

We ask that you respond to a brief survey that is designed to collect general salary, benefits, and pay policy information to assist MGT in the evaluation of the County's compensation.

**Please complete this survey by
Friday, July 22nd.**

Thank you for your participation in this important study.

In appreciation of your participation, a copy of the survey results can be sent to you upon request.

- ☐ Yes, I would like a copy of the survey results.
- ☐ No, I do not want a copy of the survey results.

DECLINING PARTICIPATION

If you decide to decline to participate in this survey after reviewing the questions, please return to this page and select the option below to decline participation.

Once the option below is selected, please click NEXT to submit your response.

You will not be able to return to this survey after submitting this option.

- ☐ I would like to decline participating in this survey.

>> NEXT

PLEASE NOTE:

Your entries will be saved after you advance through each page. You can revisit your responses as many times as you feel necessary prior to final submission.

DO NOT work on your survey in multiple browser tabs.

Survey responses are recorded in real-time as you click the "Next" and "Back" buttons in the survey; working from more than one browser tab containing your survey link **may result in the loss of data you have entered.**

I. SALARY

When were your organization's pay ranges last updated?

Please describe below or upload your organization's pay ranges for **elected officials and Board**, as applicable.

Ex.: Board Chair, Commissioner, County Clerk, Sheriff, Treasurer, etc.

Elected Officials & Board Pay Data Upload

Drop files or click here to upload

Please describe below or upload your organization's pay ranges for **attorney/legal positions**, as applicable.

Ex.: Prosecutor, Attorney Referee, Friend of the Court, Research Attorney, Magistrate, etc.

Attorney/Legal Positions' Pay Data Upload

Drop files or click here to upload

This next section of the survey requests salary information for a sample of specific positions at your organization.

If you have a file that includes the requested information, or for all of your jobs, you may upload the file below and skip filling out the pay tables on the following survey pages.

Drop files or click here to upload

Please read the following definitions before continuing.

Title or Match Title: The corresponding job title in your organization.

Years in Job (Avg): The number of years the incumbent has spent in the listed job title, or incumbent average.

Average Salary: The actual average annual salary of incumbents occupying each listed job title. This should be based on 12-month appointments (FTE).

Minimum and Maximum Salaries: The minimum and maximum salaries associated with each job title.

	Match Title	Years in Class (Avg)	Minimum\$	Maximum\$
Administrative Specialist: Performs a full scope of more complex clerical, administrative and records management functions with extensive internal, public and customer service interaction. High school diploma or GED with supplementary vocational or college-level training in secretarial science, office management or similar instruction and four (4) years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits Specialist: Responsible for the daily administration of the benefits provided by the organization along with overseeing the development and distribution of all benefits information to active, retired, and former employees. Bachelor's Degree in Human Resources or related field and five (5) years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Building Inspector/Plan Reviewer: This position establishes methods and procedures for attaining specific goals and objectives, and receives guidance in terms of broad goals. Resolves robles, schedules times for inspections, and meets with builders and home owners, to review plans. Some college education and ten (10) or more years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Chief Deputy County Clerk: Responsible for day-to-day management and administration of the County Clerk's Legal Division, including fiscal and personnel management. Coordinates activities of various divisions and delegates responsibility accordingly; implementing programs and policies, as well as budgets. Completion of a Bachelor's degree and five 5 years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Deputy Circuit Court Clerk: Responsible for performing a variety of clerical functions in support of Court operations; provides customer service to the public; collects and receipts Court fees and fines; prepares and files legal documents; and performs other related duties as assigned.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Deputy Director of Human Resources: Responsible for assisting with the development, implementation, and administration of the County's human resources and personnel programs. Bachelor's Degree in Human Resources or related field and three (3) years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Driver (CDL): Responsible for providing safe, efficient, customer friendly transportation via bus, van, or vehicle to the public in the County and/or any location in surrounding counties. High school diploma or GED and Michigan Commercial Driver's License - Class C with passenger endorsement required.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Election Specialist/Deputy Clerk: Provides information and assistance to elected officials, candidates, and the public regarding the election process. Assists the Elections Coordinator in implementing and enforcing the Michigan Election Laws according to Michigan statutes. Associates Degree or equivalent and three (3) years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Elections Coordinator/Deputy Clerk: Responsible for all facets of voter education, election preparation, records management and filings, the monitoring the County's elections and overseeing related activities including training precinct inspectors and programming and testing ballots for all elections. High school diploma or GED and four (4) years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Emergency Management Regional Planner: Assists the EM with addressing local and regional emergency management issues and the maintenance of emergency operation plans. Assists with the coordination, mitigation and preparedness, response, and recovery processes for both natural and man-made emergencies and disasters. Associate's Degree with college level course work in a related field and two (2) years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Engineering Surveyor: Responsible for collecting, surveying and building the Drain Commissioners Office and the Department of Public Works GIS layers in the Countys GIS system, and preparing maps, construction plans, reports, and feasibility studies. Completion of a Bachelor's degree and four (4) years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Senior Financial Analyst: This position serves as the senior staff position for Fiscal Services and is delegated with workflow approval authority by the Deputy County Administrator/Financial Officer (DCA/FO), and provides direction to staff as needed, maintains operations of the department, in the absence or unavailability of the DCA/FO. Completion of a Bachelor's degree and four (4) years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Lead Court Security Officer: Responsible for providing a safe environment for the citizens, courts and employees of the facility; assigned four primary duties including judicial security, courtroom security, building security and ancillary support security functions. High school diploma and a minimum of one year of experience	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Maintenance Mechanic: Responsible for performing a variety of preventative and routine repair duties on buildings, facilities, and equipment including, but not limited to electrical, plumbing, HVAC systems, carpentry, welding, and engine and auto repair. High school diploma or GED and three (3) years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Network Administrator: Responsible for administering, analyzing, troubleshooting, and installing server applications and systems for users, which includes operational support of various applications. Bachelor's Degree in information systems, information network systems, or related field and five (5) years of experience.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Office Manager: Responsible for supervising/overseeing the day-to-day support services of an organization, including coordinating, implementing, and maintaining multiple software systems and various technology used within the department, county-wide, and by outside organizations and the public. Associate's Degree with some coursework in information technology and three (3) years of experience.

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Public Safety Technician Specialist: Responsible for the protection of employees, facilities, the public and the environment from occupational hazards. Collects data on safety and overall health of surroundings, conducts extensive tests and measuring hazards, and evaluates equipment to ensure that government regulations are being met. Bachelor's degree in occupational health and safety or a related scientific or technical field.

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Senior Appraiser: Responsible for appraising and determining the value of more complex properties. Performs field assessment of properties and assists in the development and compilation of data for tax appraisal. Associate's Degree in property appraisal or related field and three (3) years of experience.

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Senior Payroll Clerk: Responsible for the management and oversight of all aspects of payroll including processing payroll, maintaining related employee information, assisting employees and departments with payroll related information, the reconciliation and accuracy of multiple accounts in a complex accounting system. Associate's Degree in accounting or related field and three (3) years of experience.

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Senior Vital Records Clerk: Responsible for receiving, processing, and recording documents for births, deaths, marriages, and other records processed by the office of the County Clerk. Assists customers at the counter, telephone, and online requests to inquiries related to vital records and the procedures of the Clerk's Office. High school diploma or GED and two (2) years of experience.

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Specialty Courts and Programs Administrator: Provide overall direction, oversight, support, coordination, development, and implementation of the County's Specialty Courts and Programs. Completion of a Bachelor's degree and five (5) years of experience.

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Veterans Affairs Director: Responsible for the overall management of the Veteran Services Department, coordinating local, state, and federal veterans' programs, and overseeing the counseling of veterans who reside in the County. Bachelor's Degree in social work, psychology or other related field and seven (7) years of experience.

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Vital Records Clerk: Responsible for receiving, processing, and recording documents for births, deaths, marriages, and other records processed by the office of the County Clerk. Assists customers at the counter, telephone, and online requests to inquiries related to vital records and the procedures of the Clerk's Office. High school diploma or GED and two (2) years of experience.

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Prosecutor: Responsible for legally representing the state during the prosecution of criminal offenders within a specific area or jurisdiction. Leads a team of associates in coordinating duties essential for preparing and presenting cases in the courtroom. Juris Doctorate Degree.

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Assistant Prosecutor: Responsible for performing a wide assortment of prosecutorial duties in District, Family, Probate, Juvenile, Circuit and Appellate Courts. Juris Doctorate Degree and one (1) year of experience.

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Attorney Referee/Juvenile: Responsible for presiding over a variety of non-jury juvenile delinquency and child protective proceedings and hearings. Performs legal research, prepares orders, opinions, and judgements. Assists and trains co-workers in interpreting and applying court rules, statutes, case law, office policies and procedures, and other related issues. Completion of a Doctorate degree and five (5) years of experience.

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Attorney/Referee FOC: Responsible for assisting the Circuit Court Judges with the resolution of a variety of domestic issues by conducting hearings, identifying legal programs, examining testimony and offers of evidence, performing legal research, exploring alternative dispute resolution options, and preparing and submitted proposed orders. Juris Doctorate Degree and five (5) years of experience.

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Research Attorney: The purpose of this position is to assist the judge with his/her caseload. This position is responsible for preparing the cases for upcoming hearings and trials, and assisting the judge during the hearings and trials as necessary. Completion of a Doctorate degree.

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Law Clerk/Attorney Magistrate: Reporting to the District Court Administrator, who will monitor hours and assign work, including Magistrate on-call duties as needed. Works to assist the District Court Judges with daily operations, including legal research, and drafting opinions as directed. Completion of law school and Juris Doctor Degree, prior experience in the practice of law is desirable.

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Chair BOC: The chair of the board is a member of the board and serves as the chief volunteer officer. Accountable to the board, the chair's responsibilities include providing leadership to the board of directors, preside over meetings, propose policies and practices, monitor the performance of the board, and performs other duties as the need arises and/or as defined in the bylaws.

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Commissioners: Responsible for overseeing the County's management and administration, representing county interests at the state and federal level, participating in long-range planning, and managing the county budget and finances.

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Vice Chair BOC: Responsible for acting as the Chair of the Board of Directors (Chair), either in the absence of the Chair or as requested by the Chair, and to carry out additional leadership duties relating to the functioning, responsibilities and effectiveness of the Board. The Vice-Chair assists and advises the Chair in providing independent, effective leadership to the Board.

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County Clerk: The County Clerk's duties and authority is derived from statute, court rules, and regulations. The Clerk statutorily serves on numerous boards and commissions such as the Election Commission, Plat Board, and Apportionment Commission. The Clerk also statutorily serves as clerk to various boards such as County Board of Canvassers, Election Commission and Tax Allocation Board. This position exercises wide latitude in determining objectives and approaches to critical assignments.

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Drain Commissioner: Creates and maintains the county drains and provides storm water guidance and support to a county. Coordinates the activities of various operating areas and delegates responsibility accordingly. Bachelor's Degree in civil engineering, surveying, or related field

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Register of Deeds: Responsible for receiving, examining, indexing, entering, filing and/or recording documents pertaining to the ownership and location of real property in the County. Answers telephone calls and provides information on documents that have been recorded, fee schedules, and other information related to recording property. High school diploma or GED and two (2) years of experience.

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Sheriff: Oversees and directs the day-to-day operations of the Sheriff's Department. Receives and implements major policy directives pertaining to various law enforcement and jail activities within the County. Bachelor's Degree in criminal justice or related field.

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Treasurer: Responsible for overseeing the day-to-day operations of the Treasurer's office. Performs various accounting tasks related to the collection, reconciliation, and distribution of funds. Reconciles and deposits funds in all facets of tax settlement, disbursement, and investment management. Bachelor's Degree in accounting or related field.

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II. Policies

What is your compensation policy regarding employees and longevity?

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How often are Cost of Living Adjustments administered? Please describe your organizational policy relative to these updates, and if applicable, the average percentage used for the adjustment.

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Describe your organization's remote work policy, if applicable.

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III. BENEFITS

What percentage of an employee's total compensation is your organization's benefits package (on average)?

To calculate the total benefits to compensation percentage, MGT uses the equation:

% Benefits to Total Compensation = Annual Value of Benefits/Total Compensation

The annual value of benefits is the combined value of the following components:

- Medical benefits coverage
- Paid time off (includes vacation/sick/PTO, holiday, personal, etc.)
- Disability Insurance
- Life Insurance
- Retirement benefits—including 401(k)/403(b), pension plans, etc.
- FICA (Social Security, etc.)
- Worker's Compensation
- Post-employment benefits, if applicable

Please select all of the benefits offered by your organization. (Choose all that apply.)

- ☐ **Health** (general coverage)
- ☐ **Dental** (is it Voluntary or Contributory? If contributory what % is paid by employer?)
- ☐ **Vision** (is it Voluntary or Contributory? If contributory what % is paid by employer?)
- ☐ **Life** (Indicate \$ amount insured:)
- ☐ **Hospital** (Indicate if paid for by organization or offered to employee at their expense:)
- ☐ **Accident** (Indicate if paid for by organization or offered to employee at their expense:)
- ☐ **Cancer** (Indicate if paid for by organization or offered to employee at their expense:)
- ☐ **Pet Insurance** (Indicate if paid for by organization or offered to employee at their expense:)
- ☐ Short-term Disability
- ☐ Long-term Disability
- ☐ Health Savings Accounts
- ☐ Sick Leave Donation or Buy Back
- ☐ Retirement Plans
- ☐ PTO Banks
- ☐ Education Assistance / Tuition Reimbursement Program
- ☐ Vehicle/Allowance
- ☐ Cell/Allowance
- ☐ Employee Assistance Program (EAP)
- ☐ Paid Parental Leave
- ☐ Child Care Assistance
- ☐ Dependent Care Assistance
- ☐ Adoption Assistance
- ☐ Wellness Program
- ☐ Fitness Center / Gym Discounts
- ☐ Paid time off to volunteer
- ☐ Other 1 (please indicate)
- ☐ Other 2 (please indicate)
- ☐ Other 3 (please indicate)

If you have an employee handbook or web address that provides more in-depth benefits details (health plan costs, vision, dental, retirement, leave information, etc.) please provide a link or upload below.

File Upload:

Drop files or click here to upload

Does your organization offer health insurance to part-time employees?

☐ Yes (How does your organization determine the percentage of the premium paid?)

☐ No

RETIREMENT:

Select all retirement plans offered by your organization. (Check all that apply.)

☐ Defined Benefits Plan Only (i.e., PERS, pension)

☐ Defined Contribution Plan Only (e.g., 457, 401(k) plan)

☐ Both a Defined Benefit and Defined Contribution Plan

☐ Retirement plan options not offered

☐ Other (Please indicate:)

What percentage is the employer match? (if applicable)

Please enter the maximum number of paid hours offered annually to full-time employees for each type of leave listed below.

Sick	<input type="text"/>
Vacation/Personal	<input type="text"/>
Holiday	<input type="text"/>
Other (please indicate:)	<input type="text"/>
Total	<input type="text"/>

SURVEY SUBMISSION

When you have completed your survey, please select "**SUBMIT AS FINAL**" below and click the "**Next**" button to submit your survey responses.

If you wish to edit or review any of your responses, you may go back to previous questions by using the "**Back**" button.

Thank you for your participation!

☐ **SUBMIT AS FINAL**

APPENDIX B:

CUSTOM MARKET SURVEY RESULTS

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Administrative Specialist	Allegan County	Administrative Assistant		\$ 33,342.40			
	Berrien County	Administrative Assistant		\$ 41,995.20	\$ 49,140.00	\$ 56,284.80	
	Howell City	Administrative Assistant		\$ 31,200.00	\$ 34,320.00	\$ 37,440.00	
	Ingham County	Executive Assistant	2	\$ 45,855.00	\$ 55,057.00	\$ 51,004.00	
	Jackson County	Administrative Assistant		\$ 39,436.80	\$ 44,376.80	\$ 49,316.80	
	Livingston ESA	Administrative Assistant		\$ 36,441.60	\$ 43,576.00	\$ 50,710.40	
	Muskegon County	Administrative Analyst		\$ 49,961.00	\$ 56,461.00	\$ 62,961.00	
	St Clair County	Administrative Assistant		\$ 33,018.00	\$ 38,234.00	\$ 43,450.00	
	State Court Administrative Office (SCAO)	Administrative Assistant		\$ 35,775.00	\$ 41,798.50	\$ 47,822.00	
Average:			2	\$ 38,558.33	\$ 45,370.41	\$ 49,873.63	\$ 44,359.09

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Assistant Prosecutor I	Allegan County	Assistant Prosecuting Attorney		\$ 66,393.60	\$ 79,622.40	\$ 92,851.20	
	Berrien County	Assistant Prosecuting Attorney I		\$ 61,495.41	\$ 71,952.50	\$ 82,409.60	
	Berrien County	Assistant Prosecuting Attorney I		\$ 57,652.00	\$ 66,738.00	\$ 77,259.00	
	Ingham County	Assistant Prosecuting Attorney		\$ 65,234.19	\$ 88,517.08	\$ 111,799.96	
	Jackson County	Attorney- Assistant Prosecutor		\$ 70,491.20	\$ 77,386.40	\$ 84,281.60	
	Kalamazoo County	Assistant Prosecuting Attorney I		\$ 63,793.60	\$ 71,042.40	\$ 78,291.20	
	Monroe County	Assistant Prosecuting Attorney		\$ 64,640.00	\$ 64,640.00		
	Muskegon County	Assistant Prosecutor I		\$ 53,996.00	\$ 62,971.50	\$ 71,947.00	
	St Clair County	Assistant Prosecuting Attorney		\$ 59,464.00	\$ 68,857.50	\$ 78,251.00	
Average:				\$ 62,573.33	\$ 72,414.20	\$ 84,636.32	\$ 72,768.40

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Assistant Prosecutor II	Berrien County	Assistant Prosecuting Attorney II		\$ 63,416.00	\$ 73,412.00	\$ 84,938.00	
	Kalamazoo County	Assistant Prosecuting Attorney II		\$ 72,256.20	\$ 80,442.50	\$ 88,628.80	
	State Court Administrative Office (SCAO)	Assistant Prosecuting Attorney II		\$ 56,950.00	\$ 59,450.00	\$ 61,950.00	
Average:				\$ 64,207.40	\$ 71,101.50	\$ 78,505.60	\$ 71,271.50

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Assistant Prosecutor III	Berrien County	Assistant Prosecuting Attorney III		\$ 76,734.00	\$ 88,829.00	\$ 102,831.00	
	Kalamazoo County	Assistant Prosecuting Attorney III		\$ 72,256.20	\$ 80,442.50	\$ 88,628.80	
Average:				\$ 74,495.10	\$ 84,635.75	\$ 95,729.90	\$ 84,953.58

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Attorney/Referee FOC	Berrien County	Attorney/Referee FOC		\$ 74,409.50	\$ 87,063.39	\$ 99,717.28	
	Kalamazoo County	Friend of the Court		\$ 79,877.00	\$ 88,940.80	\$ 98,009.60	
	Muskegon County	Family Division Referee		\$ 68,473.00	\$ 77,562.50	\$ 86,652.00	
	St Clair County	Attorney/Referee FOC		\$ 81,381.00	\$ 94,235.50	\$ 107,090.00	
Average:				\$ 76,033.88	\$ 86,950.55	\$ 97,867.22	\$ 86,950.55

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Benefits Specialist	Berrien County	Benefits Manager		\$ 52,412.00	\$ 65,414.44	\$ 74,918.48	
	Ingham County	Benefits Administrator	Less than 1 year	\$ 53,476.00	\$ 53,476.00	\$ 64,208.00	
	Livingston ESA	Human Resources Coordinator		\$ 52,582.40	\$ 58,240.00	\$ 63,897.60	
	Muskegon County	Benefits Analyst		\$ 49,961.00	\$ 56,461.00	\$ 62,961.00	
	St Clair County	Senior Human Resources Specialist - Benefits		\$ 50,830.00	\$ 58,859.50	\$ 66,889.00	
	State Court Administrative Office (SCAO)	Human Resources Generalist		\$ 82,851.84			
Average:			Less than 1 year	\$ 57,018.87	\$ 58,490.19	\$ 66,574.82	\$ 60,464.89

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Chair BOC	Berrien County	Chair of Board		\$ 12,530.00			
	County of Monroe	Chair		\$ 17,637.00			
	Ingham County	Board Chair		\$ 17,774.00			
	Kalamazoo County	Board Chairman		\$ 16,900.00			
Average:				\$ 16,210.25			\$ 16,210.25

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Chief Deputy County Clerk	Berrien County	Chief Deputy County Clerk		\$ 55,906.03	\$ 65,412.26	\$ 74,918.48	
	Ingham County	Chief Deputy County Clerk	1	\$ 93,289.00	\$ 97,177.46	\$ 112,006.00	
	Muskegon County			\$ 70,033.00	\$ 79,143.50	\$ 88,254.00	
	St Clair County	Chief Deputy County Clerk		\$ 54,978.00	\$ 63,662.00	\$ 72,346.00	
	State Court Administrative Office (SCAO)	Chief Clerk		\$ 172,761.12			
	Organization 1	Chief Deputy County Clerk		\$ 52,412.00	\$ 60,672.00	\$ 70,236.00	
Average:			1	\$ 83,229.86	\$ 73,213.44	\$ 83,552.10	\$ 80,200.43

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Commissioners	Berrien County	Commissioners		\$ 11,061.00			
	County of Monroe	Commissioners		\$ 14,110.00			
	Ingham County	Commissioners	4	\$ 11,880.00			
	Kalamazoo County	Commissioners		\$ 14,289.60			
	Muskegon County			\$ 31,200.00			
Average:			4	\$ 16,508.12			\$ 16,508.12

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
County Clerk	Berrien County	County Clerk		\$ 88,684.00			
	County of Monroe	County Clerk/Register of Deeds	1	\$ 89,608.00			
	Ingham County	County Clerk		\$ 99,264.19			
Average:			1	\$ 92,518.73			\$ 92,518.73

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Deputy Circuit Court Clerk	Berrien County	Deputy Circuit Court Clerk	Less than 1 year	\$ 30,965.38	\$ 35,660.25	\$ 40,355.12	
	Ingham County	Deputy Circuit Court Clerk		\$ 43,185.00	\$ 43,185.00	\$ 51,501.00	
	Muskegon County	Court Services Specialist		\$ 34,590.00	\$ 38,906.00	\$ 43,222.00	
	St Clair County	Court Clerk III		\$ 35,713.00	\$ 41,354.00	\$ 46,995.00	
	State Court Administrative Office (SCAO)	Deputy District Court Clerk		\$ 33,113.60			
	Average:	\$ 35,513.40		Less than 1 year	\$ 39,776.31	\$ 45,518.28	\$ 39,903.49

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Deputy Director of Human Resources	Fowlerville Community Schools	Director of Human Resources	6	\$ 78,000.00		\$ 85,000.00	
	Ingham County	Human Resources Generalist		\$ 69,805.00	\$ 83,808.00	\$ 83,808.00	
	Livingston ESA	Human Resources Supervisor		\$ 90,417.00	\$ 100,781.50	\$ 111,146.00	
	State Court Administrative Office (SCAO)	Senior Human Resources Generalist		\$ 94,252.32	\$ 94,252.32		
	University of Michigan - Ann Arbor	Human Resources DIRECTOR		\$ 126,000.00	\$ 135,500.00	\$ 145,000.00	
	Average:			6	\$ 91,694.86	\$ 103,585.46	\$ 106,238.50

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Drain Commissioner	Berrien County	Drain Commissioner		\$ 88,684.00			
	County of Monroe	Drain Commissioner	4	\$ 83,988.00			
	Ingham County	Drain Commissioner	27	\$ 92,789.00			
	Kalamazoo County	Drain Commissioner		\$ 92,705.60			
	Muskegon County						
Average:			15.5	\$ 89,541.65			\$ 89,541.65

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Driver (CDL)	Allegan County	Driver (CDL)		\$ 37,440.00			
	BCT - Battle Creek	Driver		\$ 40,852.34	\$ 46,985.56	\$ 53,118.77	
	Hartland Consolidated Schools	Bus Driver		\$ 39,249.60		\$ 44,137.60	
	ICTC - Isabella County	Driver		\$ 28,950.48		\$ 41,838.80	
	LETS - Livingston	Driver		\$ 35,547.20	\$ 40,882.40	\$ 46,217.60	
	Livingston ESA	Bus Driver		\$ 39,249.60	\$ 41,693.60	\$ 44,137.60	
	MATS - Muskegon	Driver		\$ 32,510.32		\$ 40,101.78	
	MAX - Holland	Driver		\$ 36,992.28	\$ 40,369.84	\$ 43,747.39	
	STARS - Saginaw	Driver		\$ 30,966.29	\$ 37,131.67	\$ 43,297.05	
				\$ 35,750.90	\$ 41,412.61	\$ 44,574.57	\$ 40,246.26

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Election Specialist/Deputy Clerk	Berrien County	Elections Administrator		\$ 41,213.95	\$ 47,463.00	\$ 53,712.05	
	Ingham County	Election Director	5	\$ 80,939.00	\$ 88,676.56	\$ 97,177.00	
Average:			5	\$ 61,076.48	\$ 68,069.78	\$ 75,444.53	\$ 68,196.93

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Elections Coordinator/Deputy Clerk	Berrien County	Deputy Elections Clerk		\$ 29,030.00	\$ 33,431.50	\$ 37,833.00	
	Muskegon County			\$ 57,408.00	\$ 64,937.50	\$ 72,467.00	
	St Clair County	Elections Manager		\$ 38,627.00	\$ 44,728.50	\$ 50,830.00	
				\$ 41,688.33	\$ 47,699.17	\$ 53,710.00	\$ 47,699.17

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Emergency Management Regional Planner	Berrien County	Emergency Management Specialist	Less than 1 year	\$ 41,213.95	\$ 47,463.00	\$ 53,712.05	
	Ingham County	Regional Planner		\$ 63,830.00	\$ 76,637.00	\$ 83,830.00	
	Muskegon County	Emergency Management Services Director		\$ 66,996.00	\$ 75,701.00	\$ 84,406.00	
				\$ 57,346.65	\$ 66,600.33	\$ 67,316.02	\$ 63,754.33

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Engineering Surveyor	Ingham County	Tax Mapping GIS Analyst	43	\$ 58,458.00	\$ 70,195.00	\$ 70,195.50	
Average:				\$ 58,458.00	\$ 70,195.00	\$ 70,195.50	\$ 66,282.83

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Law Clerk/Attorney Magistrate	Berrien County	Attorney/Magistrate/Referee		\$ 69,759.00		\$ 93,485.00	
	County of Monroe	Attorney Magistrate		\$ 67,579.00	\$ 76,023.50	\$ 84,468.00	
	Ingham County	Magistrate		\$ 80,939.25	\$ 89,058.36	\$ 97,177.46	
	Kalamazoo County	Attorney Magistrate II		\$ 79,872.00		\$ 98,009.60	
	Muskegon County			\$ 66,268.00	\$ 75,066.50	\$ 83,865.00	
	St Clair County	Law Clerk		\$ 46,995.00	\$ 54,419.00	\$ 61,843.00	
	State Court Administrative Office (SCAO)	Law Clerk		\$ 77,757.12		\$ 87,132.24	
	Organization 1	Law Clerk II		\$ 61,495.41	\$ 69,144.50	\$ 76,793.60	
				\$ 68,833.10	\$ 72,742.37	\$ 85,346.74	\$ 76,054.79

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Lead Court Security Officer	Berrien County	Court Security Supervisor	3	\$ 55,906.03	\$ 65,412.26	\$ 74,918.48	
	Ingham County	Court Enforcement Officer		\$ 38,634.00	\$ 41,351.00	\$ 46,050.00	
	Muskegon County	Sheriff Security Officer		\$ 33,779.20	\$ 33,779.20	\$ 40,310.40	
	St Clair County	Court Security Coordinator		\$ 59,464.00	\$ 68,857.50	\$ 78,251.00	
				\$ 46,945.81	\$ 52,349.99	\$ 59,882.47	\$ 53,059.42

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Maintenance Mechanic	BCT - Battle Creek	Mechanic		\$ 49,666.16	\$ 57,118.22	\$ 64,570.29	
	Berrien County	Mechanic		\$ 57,200.00			
	ICTC - Isabella County	Mechanic		\$ 32,167.20	\$ 42,353.48	\$ 52,539.76	
	Ingham County	Mechanic		\$ 46,223.68	\$ 50,928.57	\$ 55,633.45	
	LETS - Livingston	Mechanic		\$ 38,230.40	\$ 43,960.80	\$ 49,691.20	
	Livingston ESA	Maintenance Supervisor		\$ 54,662.40	\$ 60,548.80	\$ 66,435.20	
	MATS - Muskegon	Mechanic		\$ 34,311.68	\$ 42,160.48	\$ 50,009.27	
	MAX - Holland	Mechanic		\$ 55,220.36	\$ 60,259.89	\$ 65,299.42	
	Muskegon County	Mechanic		\$ 44,657.60	\$ 51,532.00	\$ 58,406.40	
	Ottawa County	Maintenance Worker		\$ 30,160.00	\$ 30,160.00		
	St Clair County	Maintenance Worker		\$ 34,338.00	\$ 39,763.00	\$ 45,188.00	
	STARS - Saginaw	Mechanic		\$ 40,723.68	\$ 47,382.29	\$ 54,040.90	
				\$ 43,130.10	\$ 47,833.41	\$ 56,181.39	\$ 48,652.81

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Network Administrator	Berrien County	LAN Administrator	6	\$ 73,014.45	\$ 84,084.83	\$ 95,155.22	
	Ingham County	Network Administrator		\$ 63,763.00	\$ 92,945.00	\$ 97,099.00	
	Livingston ESA	Systems Engineer		\$ 63,653.00		\$ 75,599.00	
	Muskegon County	Network Security & Systems Manager		\$ 68,479.00		\$ 86,652.00	
	St Clair County	Network Coordinator			\$ 68,857.50	\$ 78,251.00	
	State Court Administrative Office (SCAO)	Database Administrator				\$ 104,170.32	
Average:			6	\$ 67,227.36	\$ 81,962.44	\$ 89,487.76	\$ 80,901.79

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Office Manager	Berrien County	Office Manager		\$ 43,316.00	\$ 50,142.00	\$ 58,046.00	
	Muskegon County	Office Manager		\$ 46,904.00	\$ 52,988.00	\$ 59,072.00	
	St Clair County	Office Coordinator		\$ 34,338.00	\$ 39,763.00	\$ 45,188.00	
	State Court Administrative Office (SCAO)	Case Coordinator II/Office Manager		\$ 68,590.80			
	Organization 1	Office Manager		\$ 46,203.66	\$ 54,059.72	\$ 61,915.78	
Average:				\$ 47,870.49	\$ 49,238.18	\$ 56,055.45	\$ 50,809.77

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Prosecutor	Berrien County	Prosecuting Attorney		\$ 140,670.00			
	Kalamazoo County	Prosecuting Attorney			\$ 141,741.60		
	Muskegon County	Prosecutor				\$ 157,739.00	
Average:				\$ 140,670.00	\$ 141,741.60	\$ 157,739.00	\$ 146,716.87

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Register of Deeds	Allegan County	Deputy Register of Deeds	4	\$ 40,497.60			
	Berrien County	Register of Deeds		\$ 88,684.00			
	County of Monroe	County Clerk/Register of Deeds				\$ 89,608.00	
	Ingham County	Deputy Register				\$ 46,050.00	
	Ottawa County	Deputy Probate Register			\$ 43,388.80		
Average:			4	\$ 64,590.80	\$ 43,388.80	\$ 67,829.00	\$ 61,645.68

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Research Attorney	Berrien County	Law Clerk I		\$ 55,906.03	\$ 65,412.26	\$ 74,918.48	
	Ingham County	Court Officer/Research Clerk		\$ 58,520.57	\$ 64,392.40	\$ 70,264.23	
	Muskegon County			\$ 52,291.00	\$ 59,155.00	\$ 66,019.00	
	Ottawa County	Research Attorney		\$ 56,740.84	\$ 65,256.49	\$ 73,772.14	
	St Clair County	Law Clerk/Research Attorney		\$ 46,995.00	\$ 54,419.00	\$ 61,843.00	
	State Court Administrative Office (SCAO)	Research Attorney				\$ 91,350.00	
Average:				\$ 54,090.69	\$ 61,727.03	\$ 73,027.81	\$ 63,578.47

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Senior Appraiser	Berrien County	Michigan Advanced Assessing Officer	Less than 1 year	\$ 45,336.51	\$ 52,710.08	\$ 59,083.65	
	Ingham County	Real Property Appraiser		\$ 58,458.00	\$ 58,458.33	\$ 70,195.00	
	Muskegon County			\$ 50,003.00	\$ 56,492.50	\$ 62,982.00	
	St Clair County	Senior Appraiser		\$ 48,875.00	\$ 56,595.00	\$ 64,315.00	
Average:				\$ 50,668.13	\$ 55,938.98	\$ 64,143.91	\$ 56,917.01

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Senior Financial Analyst	Berrien County	Financial Analyst		\$ 67,643.68	\$ 79,101.46	\$ 90,559.25	
	Muskegon County			\$ 54,808.00	\$ 63,637.50	\$ 72,467.00	
	St Clair County	Finance Director		\$ 84,635.00	\$ 98,005.00	\$ 111,375.00	
	Organization 1	Financial Accountant/Analyst		\$ 63,416.00	\$ 73,412.00	\$ 84,938.00	
				\$ 67,625.67	\$ 78,538.99	\$ 89,834.81	\$ 78,666.49

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Senior Payroll Clerk	Berrien County	Payroll Coordinator	2	\$ 50,823.34	\$ 59,465.54	\$ 68,107.73	
	Ingham County	Payroll Administrator		\$ 49,372.00	\$ 54,090.03	\$ 59,276.00	
	Livingston ESA	Payroll Coordinator		\$ 52,582.40	\$ 58,240.00	\$ 63,897.60	
	Muskegon County	Payroll Specialist		\$ 37,710.00	\$ 46,071.50	\$ 54,433.00	
	St Clair County	Human Resource Specialist - Payroll		\$ 46,995.00	\$ 54,419.00	\$ 61,843.00	
	State Court Administrative Office (SCAO)	Payroll Administrator		\$ 60,906.96	\$ 62,577.36	\$ 64,247.76	
	Organization 1	Payroll Coordinator		\$ 47,647.00	\$ 55,156.00	\$ 63,851.00	
			2	\$ 49,433.81	\$ 55,717.06	\$ 62,236.58	\$ 55,795.82

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Senior Vital Records Clerk	Berrien County	Deputy County Clerk II	3	\$ 30,965.17	\$ 35,660.14	\$ 40,355.12	
	Ingham County	Deputy County Clerk		\$ 43,185.00	\$ 46,402.00	\$ 51,501.00	
	Muskegon County	County Clerk Specialist		\$ 39,062.00	\$ 44,387.00	\$ 49,712.00	
	St Clair County	Deputy Clerk III		\$ 35,713.00	\$ 41,354.00	\$ 46,995.00	
Average:			3	\$ 37,231.29	\$ 41,950.79	\$ 47,140.78	\$ 42,107.62

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Sheriff	Berrien County	Sheriff	1	\$ 114,697.00			
	County of Monroe	Sheriff			\$ 110,107.00		
	Ingham County	Sheriff			\$ 130,622.00		
	Kalamazoo County	Sheriff			\$ 110,107.00		
	Muskegon County	Sheriff			\$ 133,882.49		
Average:			1	\$ 114,697.00	\$ 121,179.62		\$ 119,883.10

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Specialty Courts and Programs Administrator	Berrien County	Specialty Court Manager		\$ 55,906.03	\$ 65,412.26	\$ 74,918.48	
	Ingham County	Deputy Court Administrator	3	\$ 86,587.00	\$ 99,292.91	\$ 103,959.00	
	Muskegon County	Specialty Court Enforcement Officer		\$ 66,268.00	\$ 75,066.50	\$ 83,865.00	
Average:				\$ 69,587.01	\$ 79,923.89	\$ 87,580.83	\$ 79,030.58

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Treasurer	Berrien County	Treasurer		\$ 88,684.00			
	Jackson County	Treasurer	4		\$ 86,019.00		
	Kalamazoo County	Treasurer			\$ 106,246.40		
	Monroe County	Treasurer		\$ 86,019.00			
	St. Clair County	Treasurer			\$ 100,314.00		
Average:				\$ 87,351.50	\$ 97,526.47		\$ 93,456.48

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Veterans Affairs Director	Berrien County	Veterans Affairs Administrator		\$ 53,242.59	\$ 62,296.00	\$ 71,349.41	
	Ingham County	Veterans Affairs Director	Less than 1 year	\$ 86,587.00	\$ 86,587.48	\$ 103,959.00	
	Muskegon County	Veterans Services Manager		\$ 66,019.00	\$ 74,755.00	\$ 83,491.00	
	St. Clair County	Veterans Affairs Director		\$ 57,176.00	\$ 66,208.50	\$ 75,241.00	
Average:				\$ 65,756.15	\$ 72,461.75	\$ 83,510.10	\$ 73,909.33

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Vice Chair BOC	Berrien County	Vice Chair Committee Chair		\$ 11,726.00			
	County of Monroe	Vice Chair	1		\$ 15,662.00		
	Ingham County	Vice Chair BOC	12		\$ 12,419.00		
	Kalamazoo County	Board Vice Chairman		\$ 15,600.00			
	Muskegon County				\$ 18,860.00		
Average:				\$ 13,663.00	\$ 15,647.00		\$ 14,853.40

Livingston County Title	Respondent Org	Respondent Org Matching Title	Years in Class (Average)	Minimum	Midpoint	Maximum	Actual Average
Vital Records Clerk	Berrien County	Deputy County Clerk II		\$ 30,965.17	\$ 35,660.14	\$ 40,355.12	
	Muskegon County	County Clerk Specialist		\$ 39,062.00	\$ 44,387.00	\$ 49,712.00	
Average:				\$ 35,013.59	\$ 40,023.57	\$ 45,033.56	\$ 40,023.57

APPENDIX C:

MANAGEMENT ISSUES PAPER (MIP)

MANAGEMENT ISSUES PAPER

This survey form is designed to collect information from you about specific concerns you may have related to positions under your supervision regarding recruitment, retention, salary, career advancement, and job title. For example, as a supervisor, have you experienced any difficulty in recruiting or retaining employees, and if so, why? Do you believe the difficulty is due to pay or outdated/incorrect job title? This survey is intended to gather input from these issues.

The information you submit will be used to assist MGT Consulting Group with evaluating positions and the classification and compensation system at your organization and with developing recommendations for updating and improving the current system.

Please complete one MIP form for each job title for which you would like to submit concerns.

Please complete this survey by 5:00 p.m. on XX.

Thank you for your participation in this important study.

Your Name: _____

Department Name: _____

I. OFFICIAL CLASSIFICATION TITLE (JOB TITLE) RELATED TO ISSUE: _____

II. EMPLOYEES IN CLASS RELATED TO THE ISSUE: *(Please list names of class incumbents):*

III. DESCRIPTION/RESOLUTION OF ISSUE:

CHECK ALL THAT APPLY	NATURE OF ISSUE	RECOMMENDED RESOLUTION
	Recruitment/Retention	
	Current Pay	Recommended Pay or Salary Range:
	Classification Title	Recommended New Title:
	Career Path/Advancement	Recommended New Series or Advancement level:
	Other (please briefly describe)	

IV. BACKGROUND OF ISSUE:

Please briefly describe the nature of the issue(s) checked in Part III:

Are there other comparable positions to this job in terms of required skill, effort, responsibility, or working conditions at your organization? Please describe.

Please enter any additional comments you would like to share relative to the study, the current pay system, competitors regarding talent recruitment/retention, or related HR policies.

Please submit your completed MIP form(s) to your Human Resources Office.

APPENDIX D:

JOB CONTENT QUESTIONNAIRE (JCQ)

The following survey is designed to collect information about your role in the organization and the job that you perform. The data collected from this survey will be analyzed to develop a classification and compensation structure for your organization that is equitable and market competitive.

Survey results may be used to:

- Create accurate and up-to-date job descriptions.
- Determine if job titles accurately reflect the position and duties.
- This information will form the basis of market competitiveness and Equal Pay for Equal Work analyses.

This survey will NOT:

- Determine how well you perform your job. This is not a performance evaluation.
- Evaluate the need for a position or seek to eliminate roles.

This survey includes four main sections:

I. Basic Job-Related Information

Section 1.0 – Employment Status

II. Job Description, Duties, Responsibilities, and Requirements

Section 2.0 – Job Description

Section 3.0 – Job Duties

Section 4.0 – Knowledge, Skills, and Abilities

Section 5.0 – Function within the Organization

Section 6.0 – Educational Preparation

Section 7.0 – Experience Required

III. Work Performed, Responsibility and Leadership, Communication, and Decision-Making Job Factors

Section 8.0 – Work Performed

Section 9.0 – Responsibility and Leadership

Section 10.0 – Communication

Section 11.0 – Decision-Making

IV. Financial Authority, Tools and Equipment, and Physical Job Factors

Section 12.0 – Financial Authority

Section 13.0 – Tools and Equipment Usage

Section 14.0 – Working Conditions and Physical Requirements

I. BASIC JOB-RELATED INFORMATION

Name _____

E-mail _____ Phone _____

Supervisor's Name _____

Supervisor's E-mail _____

SECTION 1.0 - EMPLOYMENT STATUS

Official Job Title: _____

Working Title:*

*Unofficial title if different from official title.

Status (choose one): ☐ Full-time ☐ Part-time

II. JOB DESCRIPTION, DUTIES, RESPONSIBILITIES, AND REQUIREMENTS

SECTION 2.0 - JOB DESCRIPTION

1. Please provide a brief general description of the purpose and responsibilities of your position. Please do not list specific duties here. You will list your specific duties in Section 3.0.

2. Indicate the number of Full-time and Part-time individuals you supervise:
(Supervision is the management or supervision of employees who report directly to you.)

Full-Time _____ Part-Time _____

SECTION 3.0 - JOB DUTIES

1. Please list the major job duties of your position and indicate the percentage of time that you spend annually on each major job duty.

(The % of Time column should total 100 percent.)

ESSENTIAL DUTIES	% OF TIME
Example 1 - Prepare briefing documents on cash availability.	20
Example 2 - Address citizen concerns on permit applications.	55
Example 3 - Develop complex software solutions for internal users.	25

ESSENTIAL TASKS	% OF TIME

PERCENT OF TIME SHOULD TOTAL 100%

2. Please describe any additional related job duties:

(If you need more space, continue on a sheet of paper and staple it to the back of the questionnaire.)

SECTION 4.0 - KNOWLEDGE, SKILLS, AND ABILITIES

1. Please describe the Knowledge, Skills, and Abilities necessary to perform the functions of your job.
Knowledge, Skills, and Abilities are additional qualifications and attributes that are necessary to successfully perform the functions of a specific job.

Examples of such statements include:

- Knowledge of maintenance equipment and procedures
- Knowledge of operations, services, and policies.
- Knowledge of general office procedures and protocols.
- Knowledge of financial rules, regulations, laws, and procedures.
- Skill in cutting a board to within 1-16" inch of required measurement.
- Skill in typing 40 words-per-minute.
- Ability to communicate effectively orally and in writing.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

SECTION 5.0 - FUNCTION WITHIN THE ORGANIZATION

1. Please indicate the following organizational level that most closely matches your position within the organization and skip to the section indicated in parentheses at the bottom of this page. Once you have completed the section indicated in the parentheses, skip to Section 6.0 Educational Preparation.

- ☐ Clerical/Manual (skip to SECTION 5.1) - Work involves clerical tasks; following standardized procedures, techniques, or procedures; and carrying out practices according to standards set by a supervisor or employers.
- ☐ Technical/Paraprofessional (skip to SECTION 5.1) - Work involves inspecting, measuring, or comparing to a standard; utilizing special training to perform a defined function; following standardized procedures, techniques, or procedures.
- ☐ Computer Professional (skip to SECTION 5.2) - Work involves maintaining/supporting computer software, hardware, or operating systems through activities like programming, designing, developing, documenting, and analyzing computer systems or software.
- ☐ Administrator (skip to SECTION 5.3) - Work is directly related to assisting with running or servicing of the business or department.
- ☐ Professional (skip to SECTION 5.3) - Work requires advanced learning acquired by a prolonged course of specialized intellectual instruction; or work involves advising clients or assisting customers or clients with running their business.
- ☐ Executive/Managerial (skip to SECTION 5.4) - Work involves managing employees; planning, designing, or overseeing the implementation of organization projects or policies.
- ☐ Artistic Profession (skip to SECTION 6.0) - Work requires invention, imagination, originality, or talent in recognized field of artistic or creative endeavor.
- ☐ Protective Services (skip to SECTION 6.0) - Work involves preventing, controlling, or extinguishing fires of any type; rescuing fire, crime or accident victims; preventing or detecting crimes; conducting investigations or inspections for violations of law; pursuing, restraining, and apprehending suspects; detaining or supervising suspected and convicted criminals, including those on probation or parole; or other, similar activities.
- ☐ Outside Sales (skip to SECTION 6.0) - Work takes place away from employer's place of business and involves making sales.

If you chose Clerical/Manual or Technical/Paraprofessional, skip to SECTION 5.1.

If you chose, Computer Professional, skip to SECTION 5.2.

If you chose Administrator or Professional, skip to SECTION 5.3.

If you chose Executive/Managerial, skip to SECTION 5.4.

If you chose Artistic Profession, Protective Services, or Outside Sales, skip to SECTION 6.0.

SECTION 5.1 - ADMINISTRATIVE DUTIES

Only complete this section if you selected Clerical/Manual or Technical/Paraprofessional in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Do your primary duties involve performing office or non-manual work directly related to management or general business operations of your employer or its clients?

For example, do you perform work directly related to assisting with the running or servicing of the business, such as working on a manufacturing production line or selling a product in a retail or service establishment. This includes, but is not limited to, work in functional areas such as finance; quality control; purchasing/procurement; marketing; research; safety/health; human resources; public or government relations; network/database administration; compliance; and similar activities.

☐ Yes ☐ No

2. Do your primary duties include the exercise of discretion and independent judgment in matters of significance?

Discretion and independent judgment implies that the authority to make an independent choice, free from immediate direction or supervision. NOTE: You can exercise discretion and independent judgment even if your decisions or recommendations are reviewed at a higher level.

Consider the following factors and check the applicable factors to guide you in determining whether to answer yes or no.

- Have authority to formulate, affect, interpret, or implement management policies or operating practices
- Perform work that affects operations to a substantial degree
- Have authority to waive or deviate from established policies and procedures, without prior approval
- Have authority to negotiate and bind the organization on significant matters or that have financial impact
- Provide consultation or expert advice to management; involved in planning long- or short-term objectives
- Investigate and resolves matters of significance on behalf of management
- Represent the organization in handling complaints, arbitrating disputes, or resolving grievances
- Make recommendations about significant matters to supervisors for action after comparing and evaluating possible courses of action

☐ Yes ☐ No

SECTION 5.2 - COMPUTER DUTIES

Only complete this section if you selected Computer Professional in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Select "Yes" if your primary duties consist of the following:

- The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software, or system functional specifications
- The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications
- The design, documentation, testing, creation or modification of computer programs related to machine operating systems
- A combination of the aforementioned duties, the performance of which requires the same level of skills

☐ Yes ☐ No

SECTION 5.3 - ADMINISTRATIVE AND PROFESSIONAL DUTIES

Only complete this section if you selected Administrator or Professional in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Do your primary duties involve performing office or non-manual work directly related to management or general operations of your employer or its clients?

☐ Yes ☐ No

2. Do your primary duties include the exercise of discretion and independent judgment in matters of significance?

Discretion and independent judgment implies that the authority to make an independent choice, free from immediate direction or supervision. NOTE: You can exercise discretion and independent judgment even if your decisions or recommendations are reviewed at a higher level.

Consider the following factors to guide you in determining whether to answer yes or no.

- Have authority to formulate, affect, interpret, or implement management policies or operating practices
- Carry out major assignments in conducting the operations of the organization
- Perform work that affects operations to a substantial degree
- Have authority to commit the employer in matters that have significant financial impact
- Have authority to waive or deviate from established policies and procedures, without prior approval
- Have authority to negotiate and bind the organization on significant matters
- Provide consultation or expert advice to management; involved in planning long- or short-term objectives
- Investigate and resolves matters of significance on behalf of management
- Represent the organization in handling complaints, arbitrating disputes, or resolving grievances
- Make recommendations about significant matters to supervisors for action after comparing and evaluating possible courses of action

☐ Yes ☐ No

3. Does your primary duty consist of work requiring advanced knowledge in a field of science or learning acquired by a prolonged course of specialized intellectual instruction as distinguished from a general academic education?

Consider the following factors and definitions before answering yes or no.

- “Advanced knowledge” means work that is predominately intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment
- Advanced knowledge is generally used to analyze, interpret or make deductions from varying facts or circumstances
- Advanced knowledge cannot be attained at the high school level
- “Prolonged course of specialized intellectual instruction” means that the learned professional exemption is limited to professions where specialized, academic training is a standard prerequisite for entering the profession

☐ Yes ☐ No

4. Does your work require the use of creativity, invention, or imagination in a recognized field of artistic endeavor?

☐ Yes ☐ No

5. Is your work predominantly intellectual and varied in character rather than routine mental, manual, mechanical or physical work?

☐ Yes ☐ No

SECTION 5.4 - EXECUTIVE DUTIES

Only complete this section if you selected Executive in Section 5.0, Function within the Organization. Next, skip to Section 6.0, Educational Preparation.

1. Does your primary duty consist of managing a department or subdivision?

Factors to consider in determining importance of duty are:

- Supervising and directing the work of other employees, ordering items, managing the budget and authorizing
- The relative importance of your management duties as compared with other types of duties
- The amount of time you spend performing management work. Usually spending more than 50% of ones time performing management work will satisfy the primary duty requirement, but one can spend less time and also meet the primary duty requirement based on other factors
- Your relative freedom from direct supervision
- The relationship between your salary and the wages paid to other non-management workers for the same kind of non-management work

Consider the following management duties to guide you in determining whether to answer yes or no.

- Supervising employees and/or interviewing, selecting, and training of employees
- Setting and adjusting pay rates and work hours
- Directing the work of employees
- Conducting performance appraisals
- Handling employee complaints and grievances
- Disciplining employees
- Planning work and apportioning the work among the employees
- Running or servicing a organization, such as determining the items to be bought, stocked and sold
- Planning and controlling the budget
- Monitoring or implementing legal compliance measures

☐ Yes ☐ No

2. Do you have the authority to hire and fire employees or do you provide suggestions or recommendations regarding hiring, firing, and advancement decisions, which are given weight in the decision-making process?

To determine weight, consider the following factors:

- The degree to which your duties require making suggestions and recommendations
 - The frequency with which suggestions and recommendations are made or requested
 - The frequency with which your suggestions and recommendations are relied upon
- Note: You need not have authority to make the ultimate decision. Suggestions and recommendations may be reviewed by a higher level manager

☐ Yes ☐ No

3. Do you regularly direct the work of two or more full-time employees?

☐ Yes ☐ No

4. Do you decide when to perform non-management duties, and when performing such duties do you remain responsible for the success or failure of the organization's operation?

☐ Yes ☐ No

5. Are you a shift manager or leader?

Typically a shift manager is not responsible for success or failure of the business operation, but rather directs employees while also performing similar work to the employees.

☐ Yes ☐ No

6. Does your primary duty consist of work requiring advanced knowledge in a field of science or learning acquired by a prolonged course of specialized intellectual instruction as distinguished from a general academic education?

Consider the following factors and definitions before answering yes or no.

- "Advanced knowledge" means work that is predominately intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment
- Advanced knowledge is generally used to analyze, interpret or make deductions from varying facts or circumstances
- Advanced knowledge cannot be attained at the high school level
- "Prolonged course of specialized intellectual instruction" means that the learned professional exemption is limited to professions where specialized, academic training is a standard prerequisite for entering the profession

☐ Yes ☐ No

7. Does your work require the use of creativity, invention, or imagination in a recognized field of artistic endeavor?

☐ Yes ☐ No

8. Is your work predominantly intellectual and varied in character rather than routine mental, manual, mechanical or physical work?

☐ Yes ☐ No

SECTION 6.0 - EDUCATIONAL

1. What level of education is required for your position?

- | | |
|---|--|
| <input type="checkbox"/> Up to and including some high school | <input type="checkbox"/> Completion of Bachelor's degree |
| <input type="checkbox"/> Completion of high school/GED | <input type="checkbox"/> Some graduate work |
| <input type="checkbox"/> Some college | <input type="checkbox"/> Completion of master's degree |
| <input type="checkbox"/> Completion of Associate's degree | <input type="checkbox"/> Completion of doctorate degree |

2. If applicable, please indicate the field required for this position's education degree (e.g. Bachelor's in English).

3. What certifications, licenses, or professional designations, if any, are required for your position?

4. What certifications, licenses, or professional designations, if any, are preferred for your position?

SECTION 7.0 - EXPERIENCE

1. How much experience is required for your position?

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> No experience required | <input type="checkbox"/> 5 years |
| <input type="checkbox"/> 6 months | <input type="checkbox"/> 6 years |
| <input type="checkbox"/> 1 year | <input type="checkbox"/> 7 years |
| <input type="checkbox"/> 2 years | <input type="checkbox"/> 8 years |
| <input type="checkbox"/> 3 years | <input type="checkbox"/> Over 8 years |
| <input type="checkbox"/> 4 years | |

2. If applicable, please indicate the field required for this position's years of experience (e.g. 1 year of experience in administrative support).

3. Can education be substituted for experience?

- ☐ Yes ☐ No

4. Can experience be substituted for education?

- ☐ Yes ☐ No

III. WORK PERFORMED, RESPONSIBILITY AND LEADERSHIP, COMMUNICATION, AND DECISION-MAKING JOB FACTORS

SECTION 8.0 - WORK PERFORMED

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	<p>Perform clerical or manual tasks</p> <p><u>Example:</u> May copy, compile, maintain basic files systems or enter data, or compute data using addition, subtraction, multiplication, and division; or compare items against a standard; or operate light equipment such as lawn mowers, floor buffers, pickup truck, van; or perform general housekeeping/custodial duties.</p>
	<p>Perform clerical or manual tasks involving intensive understanding of a field, unit or division</p> <p><u>Example:</u> May summarize, tabulate, or format data or information, or gather data and information for later evaluation; or perform arithmetic operations including basic geometry or algebra, including computing discounts, interest rates, ratios and/or percents; or uses or operates medium use equipment such as chainsaws, mowing equipment; or journeyman level trades work.</p>
	<p>Perform specialized technical work involving data collection, evaluation, analysis, and troubleshooting, or reports on operations and activities of a department, or performs general coordination of individual or departmental activities</p> <p><u>Example:</u> May use descriptive statistics, advanced geometry or algebra; requires the use of a wide range of administrative and/or technical methods in the solution of problems; or operate heavy construction equipment; or perform master level trades duties.</p>
	<p>Perform entry level professional work including basic data analysis and synthesis, or report on operations and activities of an organization; or perform quality assurance and compliance activities</p> <p><u>Example:</u> May use advanced algebra, inferential statistics, and/or financial models.</p>
	<p>Perform professional level work requiring a wide range of administrative, technical, scientific, engineering, accounting, legal, or managerial methods applied to complex problems</p> <p><u>Example:</u> May plan or direct the sequence of department or division activities</p>
	<p>Perform professional or managerial work including advanced data analysis and synthesis</p> <p><u>Example:</u> May develop policies, procedures, or methodologies based on new facts or knowledge; or interpret or apply established policies.</p>
	<p>Perform advanced professional work methods to formulate important recommendations or make technical decisions that have an organization-wide impact</p> <p><u>Example:</u> May require the use of creative ability and resourcefulness in the analysis and solution of complex problems; may develop new approaches or methodologies to solve problems not previously encountered.</p>
	<p>Perform executive or expert professional work to establish policy, long-range plans, and programs, identify funding sources and allocate funds</p> <p><u>Example:</u> May develop or use theoretical mathematical concepts to formulate new techniques, or make decisions that impact both the organization and the discipline.</p>

SECTION 9.0 - RESPONSIBILITY AND LEADERSHIP

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	Follow instructions or work orders; or read routine sentences, instructions, regulations, or procedures.
	Follow technical instructions, procedure manuals and charts to solve practical problems, or compose routine or specialized reports or forms and business letters, or ensure compliance with clear guidelines and standards.
	Follow complex technical instructions, solve technical problems, or disseminate information regarding policies and procedures; may compose unique reports or analysis, or provide extensive customer service to internal or external customers.
	Follow complex rules or systems, using professional literature and technical reports; or enforce laws, rules, regulations, or ordinances.
	Supervise, instruct, or train others through explanation, demonstration, and supervised practice or make recommendations based on technical expertise. May have first-level supervisory duties including administration of performance feedback; or coordinate work activity schedules for teams.
	Direct, manage, or lead others; may determine work procedures, assign duties, maintain harmonious relations, or promote efficiency; may develop and administer operational programs; or may write or present extremely complex papers and reports.
	Formulate and issue policies, procedures, and instructions; responsible for long term planning within an agency, department or division.
	Guide organization-wide development; leads the development of organization mission, vision, and principles; directs capital improvement initiatives.

SECTION 10.0 - COMMUNICATION

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	Communicate using routine sentences, complete routine job forms and incident reports, or communicate routine information regarding daily activities.
	Communicate to convey or exchange general work-related information or service to internal or external customers.
	Communicate information to guide or assist people; may give instructions or assignments to helpers or assistants.
	Communicate with internal and external groups, write manuals and complex reports, persuade or influence others in favor of a service, point of view, or course of action.
	Communicate information among co-workers, customers, vendors, and management; or speak before professional and civic groups; may write complex articles and reports or develop presentations for specialized audiences; may read scientific or technical journals or reports.
	Communicate with operational and functional leaders; read and interpret professional materials involving advanced bodies of knowledge.
	Communicates through negotiation and consensus building to exchange ideas, information, and opinions or develop decisions, conclusions, or solutions.
	Communicate with key stakeholders to affect long term planning and to secure organization position and resources.

SECTION 11.0 - DECISION-MAKING

Please read each statement below and check the one that is the closest match to your major job duties.

CLOSEST FACTOR	FACTOR
	Perform routine or semi-routine work under direct supervision. Requires very few decisions, affecting only the individual.
	Perform semi-routine work involving set procedures, but which may require problem-solving, serve clients or co-workers, or respond to requests. Requires some decisions that affect a few co-workers.
	Perform semi-skilled work involving some set procedures and frequent problem-solving. Requires frequent decision-making affecting co-workers or the general public; may be responsible for providing information to those who depend on a service.
	Perform skilled work involving almost constant problem solving. May be responsible for actions of others, requiring almost constant decisions affecting co-workers, clients or others in the general public. ,
	Perform coordinating work involving guidelines and rules with constant problem-solving. May be responsible for actions of others requiring development of procedures and constant decisions affecting subordinate workers, clients, or others in the general public.
	Perform management and supervisory work involving policy and guideline interpretation, solving both people and work-related problems. Decision-making is a significant part of job, affecting a large segment of the organization and the general public.
	Perform advanced professional work involving the application of principles of logical thinking to diagnose or define problems, collect data and solve abstract problems with widespread unit or organization impact. Work in a highly dynamic environment, responsible to establish goals, objectives and policies.
	Perform executive work involving the application of broad principles of professional management and leadership to new problems for which conventional solutions may or may not exist. Responsible for long-range goals, planning, and methodologies; works in an evolving environment with emerging knowledge and technologies, competing priorities, and changing politics.

IV. FINANCIAL AUTHORITY, TOOLS AND EQUIPMENT, AND PHYSICAL JOB FACTORS

SECTION 12.0 - FINANCIAL AUTHORITY

Please read each sentence below and select all factors that represent the financial authority your job entails. (Check all that apply.)

- ☐ None/Not Applicable
- ☐ Handle cash transactions; prepare and process purchase orders.
- ☐ Bill or reconcile records, including departmental budget records and other related information such as subcontracts.
- ☐ Manage inventory, property, or loss control.
- ☐ Administer benefits by determining individual eligibility and coverage levels or determining compensation levels.
- ☐ Purchasing authority: the ability to purchase goods or services worth more than \$100 without securing approval from another authority or Financial Recommendations: the ability to make recommendations that impact resource allocation.
- ☐ Manage or administer budget within assigned department.
- ☐ Budget or allocate funds within or across departments or divisions.

SECTION 13.0 - TOOLS AND EQUIPMENT

Please read each statement below and select all factors that represent the tools or equipment you use to perform your job. (Check all that apply.)

- ☐ None/Not Applicable
- ☐ Use office machines such as copiers or calculators.
- ☐ Use computers for data entry; or handle, use, or repair hand-held power equipment or light machinery.
- ☐ Use computers for word processing, spreadsheets, PowerPoint presentations or custom applications or operate or repair large shop equipment and machines or operate or repair vehicles or use firearms.
- ☐ Use, develop, or repair electronics or complex software, hardware, or network systems; operate, install, test or inspect heavy or complex machinery.
- ☐ Supervise the activities of those operating or repairing complex machinery or technology systems.
- ☐ Interpret policy and establish methods and procedures for acquiring, installing, testing, operating or repairing machinery or technology systems.
- ☐ Establish policy for the acquisition, installation, testing, operation, and maintenance of machinery or technology systems.
- ☐ Establish long-range plans and programs for capital improvements, major construction projects, or new technology systems.

SECTION 14.0 - PHYSICAL JOB FACTORS

Please provide details for the working conditions and physical demands that are required to successfully perform your job.

1. Which of the following physical conditions and hazards are encountered in your position? (check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Indoor environment | <input type="checkbox"/> Poor ventilation |
| <input type="checkbox"/> Outdoor environment | <input type="checkbox"/> Electrical hazards |
| <input type="checkbox"/> Noise | <input type="checkbox"/> Mechanical hazards |
| <input type="checkbox"/> Extreme temperatures | <input type="checkbox"/> Chemical hazards |
| <input type="checkbox"/> Vibration | <input type="checkbox"/> Explosive hazards |
| <input type="checkbox"/> Moisture and/or humidity | <input type="checkbox"/> Burn hazards |
| <input type="checkbox"/> Dust | <input type="checkbox"/> Potential for violence/physical altercations |
| <input type="checkbox"/> Fumes | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Gases | <input type="checkbox"/> Other _____ |

2. How much time is spent doing the following activities in your position?

Example: Position requires sitting over 2/3 of the time.

ACTIVITY	AMOUNT OF TIME SPENT			
	None	Under 1/3	1/3 to 2/3	Over 2/3
Standing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gripping/feeling with hands; typing/repetitive movement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reaching with hands and arms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climbing or balancing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stooping, kneeling, crouching or crawling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talking or hearing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tasting or smelling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Does this job require that weight be lifted? If so, how much and how often?

Example: Position requires lifting up to 25 pounds over 2/3 of the time.

PHYSICAL REQUIREMENT: WEIGHT LIFTED	AMOUNT OF TIME SPENT			
	None	Under 1/3	1/3 to 2/3	Over 2/3
Up to 10 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 25 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 100 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More than 100 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Does this job have any special vision requirements? (Check all that apply.)

- ☐ No special vision requirements.
- ☐ Close vision (clear vision at 20 inches or less)
- ☐ Distance vision (clear vision at 20 feet or more)
- ☐ Color vision (ability to identify and distinguish colors)
- ☐ Peripheral vision (ability to observe an area that can be seen up or down or to the left and right when vision is fixed on a given point)
- ☐ Depth perception (three-dimensional vision, ability to judge distances and spatial relationships)
- ☐ Ability to adjust focus (ability to adjust the eye to bring an object into sharp focus)

SUPERVISOR'S COMMENTS

Supervisor Instructions:

Please review your employee's questionnaire carefully and check if you agree or disagree with the employee's choices or statements. Note any additional information that you feel is important to the understanding of this employee's work. If you disagree with any of the levels checked or statements made in this questionnaire, we ask that you do not change any response nor ask the employee to change a response. Rather, please indicate your comments on this page. If you need additional room, please add a page and staple it to this questionnaire. Each section must be reviewed. Failure to review each section thoroughly and to complete this section of the questionnaire will result in a delay in the evaluation process. Thank you for your time and attention to this process.

SECTION	AGREE	DISAGREE	COMMENTS
1.0	<input type="checkbox"/>	<input type="checkbox"/>	
2.0	<input type="checkbox"/>	<input type="checkbox"/>	
3.0	<input type="checkbox"/>	<input type="checkbox"/>	
4.0	<input type="checkbox"/>	<input type="checkbox"/>	
5.0	<input type="checkbox"/>	<input type="checkbox"/>	
6.0	<input type="checkbox"/>	<input type="checkbox"/>	
7.0	<input type="checkbox"/>	<input type="checkbox"/>	
8.0	<input type="checkbox"/>	<input type="checkbox"/>	
9.0	<input type="checkbox"/>	<input type="checkbox"/>	
10.0	<input type="checkbox"/>	<input type="checkbox"/>	
11.0	<input type="checkbox"/>	<input type="checkbox"/>	
12.0	<input type="checkbox"/>	<input type="checkbox"/>	
13.0	<input type="checkbox"/>	<input type="checkbox"/>	
14.0	<input type="checkbox"/>	<input type="checkbox"/>	

Additional Comments:

I certify that I have read and reviewed this questionnaire and that I have noted any additional information or areas of disagreement to the best of my ability.

Supervisor's Signature _____ Date _____

APPENDIX E:

PRE-STUDY PAY PLAN

2022 Non-Union Salary Steps
Effective January, 1 2022 (Includes 4.0% increase)

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	8 MERIT	9 MERIT
1H	15.384	15.9607	16.5381	17.1149	17.6917	18.2685	18.8453	19.4226	19.9995
1S	31,998	33,198	34,399	35,599	36,799	37,998	39,198	40,399	41,599
2H	16.538	17.1581	17.7782	18.3982	19.0188	19.6389	20.2589	20.879	21.499
2S	34,399	35,689	36,979	38,268	39,559	40,849	42,139	43,428	44,718
3H	17.778	18.4448	19.1115	19.7782	20.4448	21.1115	21.7782	22.4448	23.1115
3S	36,979	38,365	39,752	41,139	42,525	43,912	45,299	46,685	48,072
4H	19.112	19.8282	20.5448	21.2615	21.9781	22.6948	23.4114	24.1286	24.8453
4S	39,752	41,243	42,733	44,224	45,714	47,205	48,696	50,188	51,678
5H	20.545	21.3154	22.086	22.8565	23.6265	24.3971	25.1677	25.9382	26.7082
5S	42,733	44,336	45,834	47,542	49,143	50,746	52,349	53,952	55,553
6H	22.086	22.9138	23.7422	24.5706	25.3985	26.2269	27.0553	27.8832	28.7116
6S	45,939	47,661	49,384	51,107	52,829	54,552	56,275	57,997	59,720
7H	24.294	25.2053	26.1163	27.0273	27.9388	28.8498	29.7608	30.6717	31.5827
7S	50,532	52,427	54,322	56,217	58,113	60,008	61,902	63,797	65,692
8H	26.724	27.7259	28.7279	29.7304	30.7324	31.7344	32.7369	33.7389	34.7408
8S	55,586	57,670	59,754	61,839	63,923	66,007	68,093	70,177	72,261
9H	29.396	30.4988	31.6007	32.7032	33.8057	34.9082	36.0101	37.1126	38.2151
9S	61,144	63,437	65,729	68,023	70,316	72,609	74,901	77,194	79,487
10H	31.601	32.7858	33.9708	35.1559	36.3409	37.526	38.7111	39.8961	41.0812
10S	65,729	68,194	70,659	73,124	75,589	78,054	80,519	82,984	85,449
11H	34.761	36.0646	37.3682	38.6717	39.9753	41.2789	42.5824	43.886	45.1896
11S	72,303	75,014	77,726	80,437	83,149	85,860	88,571	91,283	93,994
12S	77,726	80,641	83,555	86,470	89,385	92,299	95,214	98,129	101,043
13S	83,555	86,688	89,821	92,955	96,088	99,222	102,355	105,488	108,622
14S	91,910	95,358	98,804	102,250	105,697	109,144	112,590	116,037	119,484
15S	96,506	100,125	103,744	107,363	110,982	114,600	118,220	121,839	125,458
16S	101,332	105,131	108,931	112,731	116,531	120,331	124,131	127,931	131,731

H = Hourly
S = Annualized
Salary

APPENDIX F:

PROPOSED PAY PLAN

Annual

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
101 S	\$ 34,000.00	\$ 35,020.00	\$ 36,070.60	\$ 37,152.72	\$ 38,267.30	\$ 39,415.32	\$ 40,597.78	\$ 41,815.71	\$ 43,070.18
102 S	\$ 36,380.00	\$ 37,471.40	\$ 38,595.54	\$ 39,753.41	\$ 40,946.01	\$ 42,174.39	\$ 43,439.62	\$ 44,742.81	\$ 46,085.10
103 S	\$ 39,108.50	\$ 40,281.76	\$ 41,490.21	\$ 42,734.91	\$ 44,016.96	\$ 45,337.47	\$ 46,697.59	\$ 48,098.52	\$ 49,541.48
104 S	\$ 42,041.64	\$ 43,302.89	\$ 44,601.97	\$ 45,940.03	\$ 47,318.23	\$ 48,737.78	\$ 50,199.91	\$ 51,705.91	\$ 53,257.09
105 S	\$ 45,194.76	\$ 46,550.60	\$ 47,947.12	\$ 49,385.53	\$ 50,867.10	\$ 52,393.11	\$ 53,964.91	\$ 55,583.85	\$ 57,251.37
106 S	\$ 48,584.37	\$ 50,041.90	\$ 51,543.16	\$ 53,089.45	\$ 54,682.13	\$ 56,322.60	\$ 58,012.28	\$ 59,752.64	\$ 61,545.22
107 S	\$ 53,442.80	\$ 55,046.09	\$ 56,697.47	\$ 58,398.39	\$ 60,150.35	\$ 61,954.86	\$ 63,813.50	\$ 65,727.91	\$ 67,699.75
108 S	\$ 58,787.08	\$ 60,550.70	\$ 62,367.22	\$ 64,238.23	\$ 66,165.38	\$ 68,150.34	\$ 70,194.85	\$ 72,300.70	\$ 74,469.72
109 S	\$ 64,665.79	\$ 66,605.77	\$ 68,603.94	\$ 70,662.06	\$ 72,781.92	\$ 74,965.38	\$ 77,214.34	\$ 79,530.77	\$ 81,916.69
110 S	\$ 69,515.73	\$ 71,601.20	\$ 73,749.24	\$ 75,961.71	\$ 78,240.56	\$ 80,587.78	\$ 83,005.41	\$ 85,495.58	\$ 88,060.44
111 S	\$ 76,467.30	\$ 78,761.32	\$ 81,124.16	\$ 83,557.88	\$ 86,064.62	\$ 88,646.56	\$ 91,305.96	\$ 94,045.13	\$ 96,866.49
112 S	\$ 81,820.01	\$ 84,274.61	\$ 86,802.85	\$ 89,406.94	\$ 92,089.14	\$ 94,851.82	\$ 97,697.37	\$ 100,628.29	\$ 103,647.14
113 S	\$ 87,956.51	\$ 90,595.21	\$ 93,313.06	\$ 96,112.46	\$ 98,995.83	\$ 101,965.70	\$ 105,024.68	\$ 108,175.42	\$ 111,420.68
114 S	\$ 96,752.16	\$ 99,654.73	\$ 102,644.37	\$ 105,723.70	\$ 108,895.41	\$ 112,162.27	\$ 115,527.14	\$ 118,992.96	\$ 122,562.75
115 S	\$ 101,589.77	\$ 104,637.46	\$ 107,776.59	\$ 111,009.89	\$ 114,340.18	\$ 117,770.39	\$ 121,303.50	\$ 124,942.60	\$ 128,690.88
116 S	\$ 106,669.26	\$ 109,869.34	\$ 113,165.42	\$ 116,560.38	\$ 120,057.19	\$ 123,658.91	\$ 127,368.67	\$ 131,189.73	\$ 135,125.43

Hourly

Grade	Annual Step 1	Annual Step 2	Annual Step 3	Annual Step 4	Annual Step 5	Annual Step 6	Annual Step 7	Annual Step 8	Annual Step 9
101 H	\$ 16.35	\$ 16.84	\$ 17.34	\$ 17.86	\$ 18.40	\$ 18.95	\$ 19.52	\$ 20.10	\$ 20.71
102 H	\$ 17.49	\$ 18.02	\$ 18.56	\$ 19.11	\$ 19.69	\$ 20.28	\$ 20.88	\$ 21.51	\$ 22.16
103 H	\$ 18.80	\$ 19.37	\$ 19.95	\$ 20.55	\$ 21.16	\$ 21.80	\$ 22.45	\$ 23.12	\$ 23.82
104 H	\$ 20.21	\$ 20.82	\$ 21.44	\$ 22.09	\$ 22.75	\$ 23.43	\$ 24.13	\$ 24.86	\$ 25.60
105 H	\$ 21.73	\$ 22.38	\$ 23.05	\$ 23.74	\$ 24.46	\$ 25.19	\$ 25.94	\$ 26.72	\$ 27.52
106 H	\$ 23.36	\$ 24.06	\$ 24.78	\$ 25.52	\$ 26.29	\$ 27.08	\$ 27.89	\$ 28.73	\$ 29.59
107 H	\$ 25.69	\$ 26.46	\$ 27.26	\$ 28.08	\$ 28.92	\$ 29.79	\$ 30.68	\$ 31.60	\$ 32.55
108 H	\$ 28.26	\$ 29.11	\$ 29.98	\$ 30.88	\$ 31.81	\$ 32.76	\$ 33.75	\$ 34.76	\$ 35.80
109 H	\$ 31.09	\$ 32.02	\$ 32.98	\$ 33.97	\$ 34.99	\$ 36.04	\$ 37.12	\$ 38.24	\$ 39.38
110 H	\$ 33.42	\$ 34.42	\$ 35.46	\$ 36.52	\$ 37.62	\$ 38.74	\$ 39.91	\$ 41.10	\$ 42.34
111 H	\$ 36.76	\$ 37.87	\$ 39.00	\$ 40.17	\$ 41.38	\$ 42.62	\$ 43.90	\$ 45.21	\$ 46.57

APPENDIX G:

GRADE ORDER LIST REPORT

Grade	Annualized Minimum (Step 1)	Annualized Market/Midpoint (Step 3)	Annualized Maximum (Step 9)	Recommended Revised Class Title
101	\$ 34,000.00	\$ 36,070.60	\$ 43,070.18	Airport Worker Custodian
102	\$ 36,380.00	\$ 38,595.54	\$ 46,085.10	Central Records Specialist Driver (Non-CDL) FOIA Specialist Kennel Assistant Lead Custodian Office Assistant WIC Peer Counselor
103	\$ 39,108.50	\$ 41,490.21	\$ 49,541.48	Animal Shelter Assistant Administrative Aide - Animal Services Administrative Aide I Administrative Aide- Prosecuting Attorney Building Maintenance Mechanic Assistant Community Health Worker Deputy Circuit Court Clerk - County Clerk Legal Division Deputy Register of Deeds Dispatcher/Driver LETS Driver (CDL) Hearing and Vision Technician Program Clerk II - Health
104	\$ 42,041.64	\$ 44,601.97	\$ 53,257.09	Billing Specialist Administrative Aide-Warrant Clerk Communicable Disease Clerk Court Services Unit Deputy Deputy Court Clerk - County Clerk Legal Division Drain Maintenance Worker II FOIA Record Management Specialist Investigative Services Administrative Specialist Jail Billing Specialist Jail Intake Specialist Lead Driver for Veterans Services Maintenance Coordinator Maintenance Mechanic - Facility Services Maintenance Mechanic - Faculty Services Senior Deputy Register of Deeds Senior Vital Records Clerk SWAP Deputy Veterinary Technician Vital Records Clerk
105	\$ 45,194.76	\$ 47,947.12	\$ 57,251.37	Accounting Specialist - Treasury Crime Analyst Administrative Specialist Administrative Specialist - 911 Administrative Specialist - Building Inspectors Administrative Specialist - Commissioners Administrative Specialist - Drain Commissioner Administrative Specialist - Health Administrative Specialist - Prosecuting Attorney Administrative Specialist - Public Defender Administrative Specialist / Administrative Assistant Court Security Officer Data Analyst Drain Maintenance Worker III Driver Trainer Hearing and Vision Coordinator Human Resources Assistant Lead Billing Specialist/Program Clerk III - Health Lead Dispatcher Office Specialist Property Room Officer Tax Records Clerk Veteran Treatment Court Coordinator

Grade	Annualized Minimum (Step 1)	Annualized Market/Midpoint (Step 3)	Annualized Maximum (Step 9)	Recommended Revised Class Title
106	\$ 48,584.37	\$ 51,543.16	\$ 61,545.22	Accounts Payable Coordinator Central Records Supervisor Division Supervisor Legal Division Fleet Manager Human Resources Specialist Lead Court Security Officer Mechanic Senior Environmental Health Clerk Senior Payroll Specialist Veterans Benefits Counselor- Claims I Victims' Rights Coordinator
107	\$ 53,442.80	\$ 56,697.47	\$ 67,699.75	Accounting Bookkeeper II - Drain Commissioner Circuit Court Administrator Coordinator Drain/Soil Inspector EMS Revenue Cycle Manager Juvenile Court Register Office Manager - Drain Commissioner Office Manager - Emergency Medical Services Office Manager - Treasurer Wastewater Operator Appraiser Jail Education Teacher Mobility Manager Office Manager Office Manager - Veteran Services Resource Coordinator for Adult Drug Court
108	\$ 58,787.08	\$ 62,367.22	\$ 74,469.72	Drain Inspector / Dam Operator Environmental Health Specialist I Executive Assistant / Contract Administrator GIS Technician & Addressing Official Heavy Equipment Operator Help Desk Analyst Maintenance Supervisor Office Manager/Deputy Clerk Procurement Coordinator Tax Records Specialist Veterans Benefits Counselor- Claims III Veterans Benefits Counselor- Relief III Wastewater Technical Specialist Law Clerk/Attorney Magistrate Senior Appraiser Social Worker
109	\$ 64,665.79	\$ 68,603.94	\$ 81,916.69	Accounting Supervisor - Drain Accounting Supervisor - Treasury Building Inspector/Plan Reviewer Database Administrator Elections Coordinator/Deputy Clerk Electrical Inspector/Plan Reviewer Emergency Medical Services Supervisor Engineering Surveyor Environmental Health Specialist II GIS Analyst Health Promotion Specialist Lead Investigator for Public Defender Mechanical Inspector / Plan Reviewer Operations Supervisor - 911 Plumbing Inspector/Plan Reviewer Public Health Nurse Quality Improvement Specialist - 911 Regional Planner for Emergency Management Swift & Sure Coordinator Wastewater Superintendent Animal Shelter Director Benefits Specialist Education Supervisor Executive Assistant/Office Manager-Sheriff Operations Manager for Transportation Services Probate Register Public Works Coordinator

Grade	Annualized Minimum (Step 1)	Annualized Market/Midpoint (Step 3)	Annualized Maximum (Step 9)	Recommended Revised Class Title
110	\$ 69,515.73	\$ 73,749.24	\$ 88,060.44	Field Program Coordinator Field Supervisor - Drain Commissioner Food Program Coordinator Inspection And Construction Manager Lead Inspector / Plan Reviewer Nutritionist/WIC Program Coordinator Public Safety Technology Specialist Technology Specialist Volunteer Coordinator/Emergency Preparedness Specialist Chief Deputy Register of Deeds Communications Manager Emergency Preparedness Coordinator Financial Analyst Financial Services Coordinator Health Promotion Coordinator Juvenile Services Supervisor Principal Planner QI/Education Specialist Senior Accountant - Treasury Specialty Courts and Programs Administrator
111	\$ 76,467.30	\$ 81,124.16	\$ 96,866.49	Application Support Analyst Conciliator Deputy Building Official Epidemiologist Nurse Program Coordinator Security Administrator Senior Database Administrator Senior Public Safety Technology Administrator Airport Manager Environmental Project Manager Project Management Coordination Specialist Project Manager - Emergency Medical Services Veterans Affairs Director
112	\$ 81,820.01	\$ 86,802.85	\$ 103,647.14	Assistant Prosecuting Attorney I Assistant Public Defender I Chief Deputy Treasurer Court Financial Officer Deputy Director of Human Resources Deputy Drain Commissioner Deputy Facility Services Director Deputy Finance Officer Emergency Manager Coordinator Enterprise Resource Planning Administrator Network Administrator Operations Manager - 911 Public Health Nursing Supervisor Research Attorney
113	\$ 87,956.51	\$ 93,313.06	\$ 111,420.68	Assistant Prosecuting Attorney II Assistant Public Defender II Attorney Magistrate Attorney/Referee - Juvenile Attorney/Referee Friend of the Court Chief Deputy County Clerk Chief Deputy Drain Commissioner Circuit Court Administrator Deputy Director 911 Deputy Director of Emergency Medical Services Deputy Director of Transportation Services District Court Administrator Facility Services Director Infrastructure Manager Juvenile and Probate Court Administrator Systems and Application Manager

Grade	Annualized Minimum (Step 1)	Annualized Market/Midpoint (Step 3)	Annualized Maximum (Step 9)	Recommended Revised Class Title
114	\$ 96,752.16	\$ 102,644.37	\$ 122,562.75	Assistant Prosecuting Attorney III Assistant Public Defender III Building Department Director Deputy Friend of the Court Director of 911 Director of Emergency Medical Services Director of Environmental Health / Deputy Health Officer Director of Personal & Preventive Health Services/Deputy Health Officer Director of Transportation Services Planning Director Supervising Attorney
115	\$ 101,589.77	\$ 107,776.59	\$ 128,690.88	Chief Assistant Public Defender Equalization Director Friend of the Court Human Resources Labor Relations Director Undersheriff
116	\$ 106,669.26	\$ 113,165.42	\$ 135,125.43	Chief Assistant Prosecuting Attorney Chief Information Officer Deputy County Administrator/Financial Officer Health Officer Public Defender