



# Classification and Compensation Study

Pittsylvania County, Virginia

July 2017

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### *Mission Statement*

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

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## LETTER OF TRANSMITTAL

July 12, 2017

The Honorable Robert Warren, Chairman  
and Members of the Board of Supervisors  
Pittsylvania County  
1 Center Street  
P.O. Box 426  
Chatham, VA 24531

### **Re: Classification and Compensation Study**

Dear Chairman Warren and Members of the Board of Supervisors:

Springsted Incorporated is pleased to provide Pittsylvania County with the County's completed Classification and Compensation Study. The study provides an overview of the County's current classification and compensation system as it relates to all County positions identified as part of the new classification and compensation system, classification descriptions, and our final report including the methodology used to update the classification and compensation system, options for implementing the compensation system and for addressing issues related to salary compression, and other compensation issues.

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

Springsted expresses our thanks to County staff who supplied us with data and answered numerous questions throughout the study. We also express our gratitude to Ms. Lisette Jordan, your Human Resources Director, for providing direction and feedback through all the phases of the study. Springsted appreciates the privilege of serving the County and hope that we may be of assistance to you in the future.

Respectfully submitted,

*John Anzivino*

John Anzivino, Senior Vice President  
Client Representative to Pittsylvania County, Virginia

## 1. Executive Summary

Springsted Incorporated completed a Compensation Study for the Pittsylvania County, Virginia in June 2017. The study, which is the first comprehensive study completed in over a decade represents a comprehensive review of the components that affect the County's compensation program for specific positions – a review of class (position) descriptions, current compensation structure, the County's compensation philosophy, and regional market competitiveness of County salaries, the internal equity of salaries paid to comparable County positions, employee benefits, and ongoing maintenance and administration of the compensation system.

The County has faced some situations that could be addressed by conducting a comprehensive compensation study and implementing an up to date compensation system. Information provided during interviews with County leadership, department heads and Constitutional Officers indicate that difficulty in recruiting and hiring new employees such as a Human Resources Manager (one applicant), Director of Solid waste and Recycling (no qualified applicants) and a variety of other positions coupled with small, or non-responsive candidate pools lacking the skill sets required for the position being recruited in certain positions are all indications that the County's classification and compensation program may not be competitive within the regional market.

A compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct new and comprehensive classification and compensation studies every five (5) to seven (7) years ensuring their ability to hire and retain qualified employees and maintain equitable internal relationships. The external market focus is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees. If compensation levels fall below those in the regional marketplace, the organization may experience difficulty hiring people and increased employee turnover as employees seek jobs with other organizations that will pay the market rates for their skills and abilities. In today's economy, it is imperative to remain competitive and, in order to do so, it is necessary to monitor the regional marketplace. The County must ensure market adjustments are provided to the salary scale to maintain the County's competitive position when resources are available. When a position is recruited several times due to a lack of qualified applicant pools willing to work at an advertised salary, this leads to smaller and smaller pools and breaks in service with responsibilities for the vacant position being assigned to other full time staff.

Information provided by the County's Human Resources Manager indicates that County's annual turnover has been in the ten percent (10%) range and has been driven primarily by turnover in Deputies in the Sheriff's Department. Organizations should expect some employee turnover, but when it becomes excessive, turnover has a serious impact on the organization's overall effectiveness. Advertising costs are a measurable component of turnover, and as the County moves through the selection process, the time spent by current employees covering the void left by the departing employee often diverts their attention from their day to day responsibilities creating overtime demands and often frustration on the part of the remaining employees as they attempt to meet deadlines and maintain acceptable levels of service. These are some of the

hidden and non-quantifiable costs associated with turnover. There is also a substantial cost for turnover that comes with training of new employees.

Employees receive on-the-job training, which diverts the attention of other employees away from their regular duties to assist in training. This is particularly true in the public safety area where significant State mandated training is required before a provider can serve effectively and to ensure quality services are provided to the citizens and visitors of the community. For example, several Sheriffs and Police Chiefs that we have worked with have estimated the cost of training a new law enforcement officer to range between \$22,000 to \$42,000 per selected candidate dependent upon the jurisdiction.

Organizational effectiveness is affected as current employees train new employees and as those new employees endeavor to become proficient in their job. While these costs are not necessarily visible in expenditure reports, they will be demonstrated in performance data in the form of reduced service outcomes.

As the County continues to experience growth and change, it will also be important to offer competitive salaries to attract the best staff possible to serve the citizens of the Pittsylvania County. Competition for a wide range of professions in the local government marketplace is becoming more intense each year as the private sector continues to attract workers to higher paying jobs, local government curriculums are decreased at the college level, benefit levels drop for local government employees, and other competing organizations increase their salaries to remain competitive and to meet demands for service in their communities and organizations.

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

The following study documents the review and evaluation of the County's existing compensation system and the methodology used to develop more competitive compensation levels. The study was conducted with extensive participation from the prior and current County Administrator and your Human Resources Manager. All were interviewed concerning the nature of the County's operations and discussed particular issues the County was having compensation and benefits issues and with employee recruitment and retention.

A compensation and benefits survey was developed and comprehensive wage data was collected from comparable regional employers. The results of the job evaluation and the salary survey data were used to create a salary curve, which

served as the foundation for creating a revised compensation program. The compensation program structure relied upon a review of compensation philosophy concepts that included:

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

Major findings of the study can be summarized as follows:

- Salaries paid to County employees are, for the most part, lower than the average salary rates paid in comparable organizations which were surveyed. Because salaries for a large number of positions are below average market rates, the County may experience difficulty hiring and retaining employees in certain positions. The County may also experience future turnover in positions that are paid at a higher rate by comparable organizations with which the County competes for employees. Our analysis of benchmark organizations indicated that the County's minimum salaries overall are 12.99% below the average minimum salaries, approximately 12.17% below the midpoint salaries, and 12.25% below the maximum salary levels of the responding organizations surveyed. Based on the updated salary schedule developed as part of this study, we found that 49% of the County's workforce is paid at a rate below the minimum salary rate of their newly assigned pay grade.
- Internal pay relationship inequities exist within the County. Positions that require similar minimum qualifications and have comparable responsibilities should be compensated at comparable levels. We reviewed all job classes and then evaluated each job class against standard criteria. Each job class was assigned to a pay grade that reflected its internal relationship to other County positions thereby ensuring equitable pay relationships.
- The study offers a recommended Fiscal Year 2017-2018 compensation plan and recognizes an implementation schedule which would be effective on July 1, 2017. The implementation schedule provides a strategy that ensures that all employees are paid at least at the minimum of their assigned pay grade.

## 2. Introduction

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

A comprehensive salary survey and benefits survey was also conducted as part of this study with the County reviewing and approving the proposed jurisdictions to be surveyed. Survey recipients were selected based on demographics, comparable levels of services provided by the entity surveyed and geographic proximity to the Pittsylvania County. Thirty-nine (39) general government benchmark positions were included in the survey of market area entities. Each position included as a benchmark was selected to ensure a wide range of different job types were included across all departments to provide a representative sample throughout the organization. In addition, one (1) benchmark position for the County Administrator was included in the study and thirteen (13) Compensation Board positions will be addressed under separate cover due to the non-classified nature of the position. The thirteen (13) entities listed below, were invited to participate in the survey:

1. Bedford County
2. Campbell County
3. Franklin County
4. Halifax County
5. Henry County
6. Rockingham County, NC
7. City of Danville
8. City of Greensboro, NC
9. City of Lynchburg
10. Blue Ridge Regional Library
11. Business A (Private Sector)
12. Martinsville/Henry County  
Communications Center
13. Pittsylvania County Public Schools

Information from some entities was difficult to obtain. Repeated requests by Springsted staff to some localities and organizations resulted in a strong representation of information being utilized from ten (10) entities. Springsted was not able to obtain information from the City of Lynchburg, Blue Ridge Regional Library, and Martinsville/Henry County Communications Center. Survey respondents were asked to provide information on only those benchmark positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.

### 3. Methodology

Springsted Incorporated used the following methodology to develop a new and revised classification system and compensation program for the Pittsylvania County.

1. Springsted staff discussed the project with the County Administrator and Human Resources Manager on November 16, 2016 to establish a working relationship, review current policies and practices relating to the County's existing pay practices, and to collect data on organizational structure, operations, and staffing in addition to identifying any specific departmental needs and concerns related to this study. This meeting also provided an opportunity to discuss the County's goals in conducting this study. Subsequent meetings with the Human Resources Manager were held throughout the study period after the departure of the County Administrator.
2. The County provided copies of existing class descriptions, the County's current pay scale and compensation policies, and a list of employees identified by employee name, title, current grade, and current salary for use during the study.
3. All department heads and Constitutional Officers were also provided information explaining the purpose of the study and Springsted's approach in conducting the study. Individual meetings were conducted with each of the County's department heads and Constitutional Officers on November 10, 2016 through November 16, 2016 to collect data on department structure, operations, and staffing, along with identifying any specific departmental needs and concerns related to this study. Nine (9) employee orientation sessions were conducted by Springsted on November 17 and 18, 2016 to explain the study process and to answer employee questions. These meetings also provided an opportunity for employees to voice concerns and have input into the study.
4. All employees received Position Analysis Questionnaires (PAQs) with instruction sheets and were encouraged to participate in the study by completing the PAQ. Each employee's supervisor then reviewed the completed questionnaires for completeness and accuracy and provided any additional information they felt was relevant to the position.
5. The Springsted consultant team reviewed the PAQs completed by County employees upon their receipt and made preliminary classification decisions for the various positions.
6. Springsted developed a comprehensive wage and benefits survey which included requests for general information on compensation policies, such as whether an open range or step system was utilized, years to maximum of the assigned pay grade, number of steps, if utilized, and percentage between steps and grades. This information was requested from thirteen (13) public and private agencies identified in consultation with the County to determine the market for benchmark positions.
7. Salary data for thirty-nine (39) general government and thirteen (13) Compensation Board benchmark positions were solicited. Information was

gathered on minimum, maximum, and actual salaries for all positions surveyed, additional compensation such as longevity pay, pay for performance, bonuses, and a wide variety of fringes benefits, including holidays, vacation, sick leave, insurances, deferred compensation, clothing allowance, and any other additional compensation.

8. Utilizing the salary data supplied by comparable organizations, all County positions were evaluated using Springsted's Systematic Analysis and Factor Evaluation (SAFE®) system to assist in assuring that the internal relationships of positions within the County were equitable. The evaluation ensured each position was assigned to the appropriate salary grade in the proposed compensation plan.
9. Guidelines for implementation and ongoing administration of the compensation program were developed. These guidelines provide for annual adjustments to the salary schedule ensuring that the County's pay scales stay current with changing economic and market conditions. The guidelines also provide for annual salary adjustments for employees based on employee performance that meets or exceeds job expectations. The implementation options and the estimated costs are provided as part of this study.

## 4. Findings and Recommendations

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

### A. Evaluation of the Current Compensation Program

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

- Market adjustments have fallen behind the regional market
- Concerns about possible employee turnover because employees may leave to take higher paying jobs with other employers
- Job classes with comparable responsibilities requiring comparable education and experience that are assigned to different pay grades resulting in marked pay differences

### B. Compensation Philosophy

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

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

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

In consultation with the County's Human Resources Manager, Springsted staff developed a compensation philosophy framework guiding the compensation program development and the direction of this study. As part of this study, we recommend that the County consider these concepts in the adoption of a formal compensation philosophy:

- Providing fair and equitable rates of pay to employees

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

### C. Evaluating Job Classes

County employees completed individual Position Analysis Questionnaires (PAQs). Supervisors reviewed the PAQs and provided information for each position. Employees and supervisors both responded to questions regarding education and experience, various factors affecting positions, working conditions, and the physical requirements of each job in compliance with the Americans with Disabilities Act (ADA).

Employees also provided information regarding physical requirements. Based on the information provided in the PAQs, descriptions were updated for each job class to ensure that the County’s descriptions meet federal requirements and include the physical requirements in compliance with the ADA.

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

Each position was analyzed utilizing Springsted Incorporated’s job evaluation system. Springsted staff then assigned the positions to one (1) of six (6) skill levels and evaluated the job based upon the following nine (9) job factors:

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

All positions were reviewed to determine those positions that qualify as exempt from the overtime provisions of the Federal Fair Labor Standards Act (FLSA) consistent with the regulations which took effect on August 23, 2004, as well as those included in the Department of Labor’s Final Rule, which are summarized below and were set to become effective December 1, 2016; however, on November 22, 2016 a U.S. Federal District Court Judge issued a preliminary injunction that preserves the status quo until the Court determines the Department of Labor’s ability to make the Final Rule as well as the Final Rule’s validity. As

such, the County may continue to follow the existing overtime regulations until a decision is reached.

**Key Provisions of the Final Rule.** The Final Rule focuses primarily on updating the salary and compensation levels needed for executive, administrative, and professional workers to be exempt. Specifically, the Final Rule:

1. Sets the standard salary level at \$913 per week, or \$47,476 annually, for a full-year worker;
2. Sets the total compensation requirement for highly compensated employees, subject to a minimal duties test, at \$134,004; and
3. Establishes a mechanism for automatically updating the salary and compensation levels every three (3) years beginning on January 1, 2020.

The Final Rule is not changing any of the existing job duty requirements to qualify for exemption. In addition, the Final Rule is not changing the hourly rate for the Computer Professionals exemption.

**Possible Options for Addressing the Impact of the Final Rule Changes.** There are several options that the County may wish to consider in order to comply with the new salary threshold if the Court upholds the validity of the Final Rule. These options include:

1. For workers whose salaries are close to the new threshold and who pass the duties test, the County may choose to raise these worker's salaries to meet the new threshold and maintain their exempt status.
2. State and local government employers are allowed to continue to pay newly-eligible employees a salary and pay overtime or provide comp time for overtime hours in excess of forty (40) hours per week. This approach works for employees who usually do not work overtime, but have occasional "spikes" or periods that require overtime hours. As such, State and local government employers can either plan and budget the extra pay during those periods or provide comp time.
3. Limit the need for employees to work overtime by ensuring that workloads are distributed to reduce overtime, that staffing levels are appropriate for the workload, and that workers are managing their time well.
4. State and local governments, unlike private sector employers, can provide compensatory time rather than cash overtime payments in appropriate circumstances.

#### D. Developing A Salary Schedule

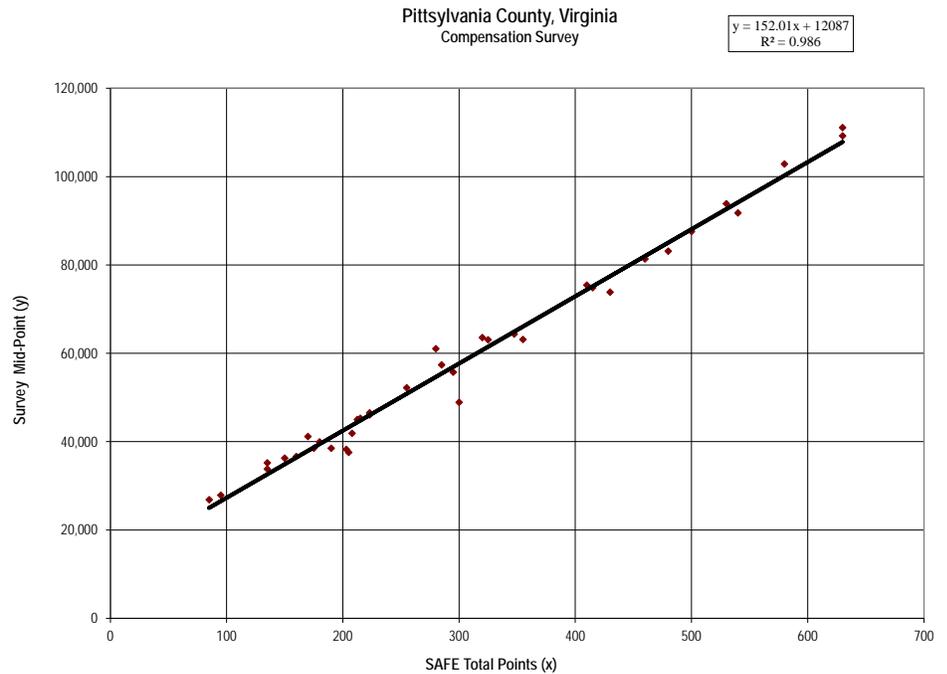
The process of developing a salary schedule draws substantially from market data obtained in a compensation and benefits survey. This data is obtained by conducting a comprehensive survey of other comparable employers within the County's defined market area; that is, who does the locality compete with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

**Survey Results.** A salary survey was conducted on behalf of Pittsylvania County and data was sought from thirteen (13) entities. A variety of information

was obtained from ten (10) entities providing a strong base of information. The salary survey included a series of questions designed to obtain information on a variety of pay practices. Eight (8) respondents provided information on their pay plans and reported they had a single pay plan in place using an open range system, which provides a minimum, midpoint, and maximum level of pay for each pay grade. The distance between pay grades varied from 4% to 5%, with an average of 5%. On average, survey respondents indicated that the spread within their pay grades, or the difference between the minimum and the maximum of the pay grade, was 56%, with a low of 50% and a high of 60%.

The survey included thirty-nine (39) general government and thirteen (13) Compensation Board benchmark positions covering a full range of job classes from administrative support and maintenance positions to professional employees and department heads. A general summary of survey results appears in Appendix B. Job titles marked ‘DNU’ on the Salary Survey Summary were not used in developing the salary curve because positions did not match the position being surveyed or data received was inconsistent or inadequate.

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



(Figure 1)

As a result of the compensation comparisons, and in consultation with County staff, we are recommending the conversion of the existing step system to an open range system. Jurisdictions find open range systems allow for more flexibility when determining amounts for salary increases, merit increases, and cost of living increases as compared to a step system. When a step system is used, a fixed percentage between steps has been established and is followed when providing step increases. For example, if steps are separated by 2.5%, typical merit increases are 2.5%, 5%, or some other fixed amount to allow for increases to steps. In order to

provide a differing amount, the entire system requires revision to adjust for percentage increase variations. In an open range system, jurisdictions have more flexibility in terms of establishing salaries and providing annual merit and/or cost of living adjustments. For example, increases equivalent to 1.5% or 3.4% can easily be accommodated within an open range system. As we continue to observe and monitor the local government environment, more jurisdictions have and continue to migrate away from a step system to an open range system for general government employees.

Pittsylvania County's existing pay scale contains twenty (20) pay grades and is a step system, as noted above. There are twenty (20) steps in each grade and there is a difference of 2.5% between steps. Each pay grade is approximately 8% higher than the preceding grade. As compared to the survey jurisdictions, the County's current salary schedule from a structural standpoint is recommended to be changed to an open range system in order to enable the County to become more competitive and to provide more flexibility in future years. Our proposed pay scale reflects a plan with thirty-five (35) grades with a minimum to maximum spread of 65% and a difference of 5% between grades. The recommended Fiscal Year 2017-2018 compensation plan for the Pittsylvania County can be found in Appendix C of this report.

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

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

## 5. Implementing the Recommended Salary Plan

To estimate implementation costs, Springsted used the most recent employee salaries supplied by the County for all departments and calculated three (3) levels of implementation ranging from identification of those positions that fall below the required market minimum to resolving issues of concern identified such as compression of salaries within the established ranges. Each is explained in greater detail below.

Consistent with staff’s direction, we have estimated implementation costs using County personnel data as of October 2016 including a 2% increase that will be effective August 1, 2017, making the following assumptions:

- Implementation options provided in this report recognize full year implementation on July 1, 2017.
- Implementation will address internal equity by making sure that no employee is paid below the minimum rate of their assigned salary grade.

**All** implementation options include moving employees to the minimum of the new pay scale or Option 1 as shown below. *The fiscal impacts shown address salary alone and do not include FICA or other related costs.*

**Option 1 – Minimum of the Grade.** Under this option all employee salaries were raised to the minimum of their proposed grade on the proposed pay scale. Of the County’s one hundred forty-four (144) employees, seventy (70) employees, or 49% of the County’s workforce, are being paid below the minimum salary rate of their proposed pay grade. The annual cost of bringing each of the employees to the minimum salary rate of their pay grade is estimated to be \$144,306. This amount is equivalent to 3.14% of the County’s approximate \$4.6 million annual payroll for employees. Implementing this option and bringing employee salaries up to the minimum salary rate of their proposed pay grade will address internal equity and increase market comparability for the County and is the minimum level of implementation required to ensure competitiveness of salaries.

Option 1 - Move to Min

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	144	\$ 4,597,682.40	\$ 4,741,987.94	\$ 144,305.54	3.14%
Employee Below Min	70	\$ 1,441,045.80	\$ 1,585,351.34	\$ 144,305.54	10.01%
Employee Within Range	73	\$ 3,122,170.80	\$ 3,122,170.80	\$ -	
Employee Above Max	0	\$ -	\$ -	\$ -	

**Option 2 – Move to Minimum or 2%.** In this option, all employee salaries are brought to the minimum of the proposed pay grade or given a 2% increase, whichever is greater. To apply this strategy, we first brought all employees with salaries below their proposed minimum salary rate up to the minimum rate of the proposed pay grade. Those employees who fell naturally within the proposed pay grade were placed within the range and given a 2% increase, moving them away from the minimum level of pay unless this increase brought them above the maximum, in which case they were moved to the maximum or remained at their current salary, whichever was greater. The estimated annual cost of this option is \$210,387. This is equal to 4.58% of the County’s approximate \$4.6 million annual payroll for employees. Implementation of this option will increase market comparability for the County and begin to address the issue of wage compression.

**Option 2 - Min or 2% increase**

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	144	\$ 4,597,682.40	\$ 4,808,069.82	\$ 210,387.42	4.58%
Employee Below Min	70	\$ 1,441,045.80	\$ 1,590,375.65	\$ 149,329.85	10.36%
Employee Within Range	73	\$ 3,122,170.80	\$ 3,182,539.05	\$ 60,368.25	1.93%
Employee Above Max	0	\$ -	\$ -	\$ -	

**Option 3 – Years of Service.** Individual employee salaries were also placed within the proposed pay grade based on the number of years of service times a rate of 0.5% per year of service reflecting a more accurate picture of market based increases for the employee and the experience they have gained with the County. On average, the tenure for a County employee is twelve (12) years of service. For example, if an employee has been serving the County for twelve (12) years, the employee would receive a 6% increase based on the twelve (12) years of service in the employee’s current position (12 years x .005 = 6%). This option rewards employees for longevity in their position and recognizes the value of length of service and the development of skills and abilities in regard to performing the tasks of the position. The estimated cost of providing a 0.5% increase for each year of service in the employee’s position for those employees that fell within the new pay grade is \$234,939 and \$221,808 for those employees that fell below the minimum of the new grade for a total implementation cost of \$456,919, which is equivalent to 9.94% of the County’s approximate \$4.6 million annual payroll. Implementation of the full plan via Option 3 would allow the County to provide salaries that meet current market conditions based upon the market survey and recognizes the value of employees’ experience and past salary increases thus reducing the opportunity for compression of salaries.

**Option 3 - Min + .5% per YOS**

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	144	\$ 4,597,682.40	\$ 5,054,601.81	\$ 456,919.41	9.94%
Employee Below Min	70	\$ 1,441,045.80	\$ 1,662,853.85	\$ 221,808.05	15.39%
Employee Within Range	73	\$ 3,122,170.80	\$ 3,357,109.83	\$ 234,939.03	7.52%
Employee Above Max	0	\$ -	\$ -	\$ -	

**Ongoing Administration**

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

**Base adjustments.** In Fiscal Year 2018-2019, and subsequent years it will be necessary for the County to adjust the salary schedule and grades based on market adjustments and other factors such as recruitment. The County can and should establish a guideline for determining annual base adjustments. For example, the County could base its adjustment on the Consumer Price Index (CPI). The County could also contact comparable jurisdictions to find out what percentage adjustment they are making to their pay scales as a second level of verification of the pay range adjustment. This would also ensure that the County maintains marketability among comparable regional organizations.

If the CPI, for example, is 2.5, a 2.5% increase would be applied to the wage rates of each pay grade. In addition, all employees with performance that meets or exceeds job expectations would receive the 2.5% increase applied to their base salary. By making this base adjustment to all employee salaries, the County ensures that employees will not fall behind the market.

**Performance adjustments and progressing through the salary ranges.** The County provided merit pay until 2007, suspending the program due to economic reasons driven by a poor economy. While the last two (2) years have brought across the board increases of two percent (2%) salary increases for employees the suspension of merit pay was an issue raised by almost all department heads interviewed as a concern.

Employees typically move through their salary grade at a more rapid pace early in their career as opposed to the latter stages of their employment with an organization or community. This occurs because employees are typically hired by an organization at the minimum, or near the minimum, of their pay grade because they lack certain knowledge, skills, and abilities that an employee who has been with an organization for eight (8) to ten (10) years may have gained through training and immersion in the work force and community. Consequently, the midpoint of the salary range is recognized as the ‘market rate’ at which employees have gained the knowledge, skills, and abilities to perform at a level commensurate with those of their more experienced peers. For that reason, many communities and organizations typically experience a more rapid growth in employee salaries toward the midpoint of the salary range during the first eight (8) to ten (10) years of employment as they recognize the employee’s growth in their job. As a result, employees often progress at a slower rate of salary growth once they have attained the midpoint and until their retirement. We would suggest that the County develop a formal policy and performance evaluation system that establishes a goal of having employees reach the midpoint of their salary grade during the initial eight (8) to ten (10) year period of employment utilizing well defined performance evaluation criteria. This could be accomplished by recognizing employees’ performance in a range of 1 to 3% over the initial period and then adjusting annual performance based increases into the 1 to 2% range for the duration of the employee’s career, which is typically calculated to be twenty-five (25) years.

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

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

When compensation is based on performance, the evaluation system often provides for reviews at six (6) or twelve (12) month intervals, so employees know how supervisors view their performance and have the opportunity to improve performance and their prospect for a merit pay increase. By

recognizing the value of employee performance on a consistent basis, the County will encourage productivity and reward those demonstrating a higher level of skills, effort, and ability. If this objective is pursued, the Board of Supervisors will need to dedicate funding to support merit increases, in addition to any cost of living adjustments.

The County should develop a well-balanced evaluation system, which should be funded when resources permit, with adjustments to accommodate the County's goal to move employees to the midpoint or market rate more quickly. By recognizing the value of employee performance on a consistent basis, the County will encourage productivity and reward those demonstrating a higher level of skills, effort, and ability.

### Recommendations

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

We urge the County to:

1. Approve the proposed "Open Range" salary schedule provided in Appendix C of this report. Adoption of the revised salary schedule, developed utilizing market data, will result in an up to date compensation schedule that will better equip the County to recruit for vacant positions, retain existing employees, and provide for flexibility in rewarding for performance.
2. Approve the recommended salary schematics provided in Appendix D, which assign various job classes to the proposed salary grades. The schematics developed utilizing objective analysis of data will allow for establishment of internal equity among the various positions of the County.
3. Approve Implementation Option 3. Adoption of this recommendation will establish more equitable compensation levels for all employees, address compressions issues, and bring those employees that are below the market up to market standards. If implementation is not possible in one (1) year, we would recommend considering phasing in Option 3 over a two (2) to three (3) year period.
4. Provide support for ongoing administration of the program via a system of market adjustments and performance based merit increases awarded on the anniversary date of the employees hire or promotion.

### Review of Fringe Benefits and Other Policies

Fringe benefits are an important component of the total compensation package provided by employers both in the public and private sector. Pittsylvania County recognizes that fringe benefits also provide the organization with an opportunity to be competitive in the market place and that a well-rounded program is important in retaining that competitiveness. The various organizations that responded to the salary survey also provided information about their fringe benefit programs. Several observations can be made based on a review of the survey data. Benefit findings include:

- Holiday leave varies from eight (8) to twenty (20) days per year with an average of twelve (12) days of paid holiday leave. The County provides employees with eleven (11) days of paid holiday leave, which is slightly **below** with the survey average.
- Five (5) of the organizations surveyed do not provide floating holidays, while three (3) organizations provide an average of two (2) floating holidays. The County provided employees with one (1) day of personal leave, which is **inconsistent** with the survey respondents in this practice.
- When holidays fall on regular days off, seven (7) respondents indicated that they provide employees with either the Friday before the holiday off or the Monday after the holiday. The County also gives employees the Friday before or the Monday after the holiday off, which is **consistent** with the survey average.
- When employees are required to work on an official holiday observed by the organization, the majority of respondents indicated that they provide some other type of compensation such as paid for hours worked plus eight (8) hours additional leave or they may take an alternate day off. The County compensates employees with double time pay, which is **inconsistent** with the survey average.
- Annual leave offered by the County is **above** the survey average for most years of service. Our analysis indicates that most localities provide an average of eight (8) days for six (6) months of service, eleven (11) days for one (1) year to four (4) years, twelve (12) days for five (5), fifteen days (15) for six (6) to nine (9) years, sixteen (16) days for ten (10) years, seventeen (17) days for eleven (11) to fourteen (14) years, eighteen (18) days for fifteen (15) years, twenty (20) days for sixteen (16) years to nineteen (19) years, and twenty-one (21) days for twenty (20) years of service or more.
- Annual leave that can be carried over from year to year by employees was also an important question raised in the benefits section of the survey. Respondents indicated that thirty-one (31) days of annual leave could be carried from year to year. The amount of annual leave that the employees of the County are allowed to carry over from year to year is twenty-four (24) to sixty (60) days depending on years of service, which is **above** the survey average.
- The average maximum accumulation of annual leave is forty (40) days. Employees of the County are allowed to accumulate a maximum is twenty-four (24) to sixty (60) days depending on years of service, which is **inconsistent** with survey respondents.
- Six (6) of the respondents indicated that they do not provide compensation for annual leave lost after exceeding the maximum accrual. The County also does compensate employees after maximum accumulation, which is **consistent** with the survey responses in this practice.
- Sick leave days earned per year among survey respondents averaged twelve (12) days. The County currently provides VRS Hybrid employees with twelve (12) days of sick leave, which is **consistent** the survey average, and VRS Plan 1 and 2 employees receive an unlimited amount of sick leave.
- The number of sick leave days that can be carried over from year to year by employees and the maximum accumulation was surveyed. Four (4) respondents indicated that an unlimited number of sick leave days that the employee has accumulated could be carried over on an annual basis, with five (5) respondents allowing employees to accumulate an unlimited amount of sick leave days. The County allows VRS Plan 1 and 2 employees to carry over and accumulate an unlimited amount of leave **consistent** with survey

- respondents, while VRS Hybrid employees cannot carry over sick leave and can only accumulate twelve (12) days of sick leave.
- Four (4) of the responding organizations indicated that they currently pay out all, or a portion, of an employee's sick leave at the employee's termination, voluntary separation, or retirement. The County also pays employees for sick leave upon termination, voluntary separation, or retirement, which is **consistent** with the survey average.
  - Seven (7) responding organizations indicated that employees may use their sick leave for medical appointments, dental appointments, and for caring for a family member who is ill. The County also allows sick leave to be used for these purposes, which is **consistent** with the survey respondents in this practice.
  - Six (6) of the respondents do not have provisions for establishment and use a sick leave bank. The County provides a sick leave bank for employee utilization, which is **inconsistent** with the survey average.
  - All of the responding organizations provide employees with a retirement plan other than social security and the majority provides this benefit through the Virginia State-sponsored system. The County provides employees with the State's retirement plan **consistent** with survey respondents and contributions vary because they are dependent on the State setting those amounts. It is important to note that the contributions are based upon actuarial assigned rates of contribution and those rates are established by the plan sponsor. Seven (7) of the responding organizations also provide a death benefit as a portion of the program and the County is **consistent** with the survey respondents in providing this benefit to employees.
  - All of the responding organizations offer life insurance to employees and contribute an average of 81% towards the cost of coverage for employees. The County also offers life insurance to employees and contributes 100% towards the cost of coverage, which is **above** the survey average.
  - All of the responding organizations provide accidental death and dismemberment insurance with seven (7) offering a double indemnity plan and contribute an average of 50% towards the cost of coverage. The County also offers employees accidental death and dismemberment including a double indemnity plan **consistent** with survey respondents, but does not contribute towards cost of coverage, which is **below** the survey average.
  - When asked about short and long term disability insurance, seven (7) respondents indicated that they provide short term disability and contribute an average of 57% towards the cost of coverage. All of the respondents provide long term disability and contribute an average of 63% towards the cost of coverage. The County provides employees with short and long term disability, which is **consistent** with the survey respondents, but contributions toward the cost of coverage are **below** the survey average.
  - All of the responding organizations offer medical insurance to their eligible employees with six (6) who do not require 100% full time employee participation, four (4) offering different types of coverage, and seven (7) who do not compensate employees for not participating. The County offers medical insurance to eligible employees, does not require 100% full time employee participation, offers different types of coverage, and does not compensate employees who choose not to participate, which is **consistent** with the survey average.
  - The average monthly cost for medical insurance provided by survey respondents for an employee only medical plan is \$546.15, \$1,101.87 for the employee and their spouse, \$827.40 for the employee and one (1) child,

and \$1,543.12 for family coverage. The County's cost are **higher** than average for all levels of medical coverage.

- On average from those responding to the survey, the employer pays 88% of the cost of employee only coverage, 54% of the cost for the employee and their spouse, 58% for the employee and one (1) child, and 51% for family coverage. The County is **below** the average level of contribution for all levels except for employee only and employee and one (1) child.
- Four (4) of the responding organizations offer employees a health savings account or a health reimbursement account as supplemental programs for a high deductible plan and contribute an average of 75% towards the plan. The County also provides employees with a health savings account **consistent** with survey respondents, but makes a one-time contribution of \$500 towards the plan, which is **inconsistent** with the survey average.
- Seven (7) of the responding organizations offer medical insurance to their retirees and contribute an average of 20% towards the cost of this benefit following an average of twenty (20) years of employment in order to be eligible to receive this benefit. The County also offers medical insurance to retirees, but does not contribute toward the cost of premiums and does not require a certain number of years in order to be eligible, which is **inconsistent** with the survey average.
- Eight (8) responding organizations provide dental insurance with seven (7) organizations providing this benefit separate from their health plan. For employee only, the average monthly cost is \$28.74. The average monthly cost for family coverage is \$103.18. Contributions towards the cost of coverage for either level ranges from 0% to 100% with an average contribution of 31% for employee only and 17% for family coverage. The County provides employees with dental coverage separate from their health plan, which is **consistent** with the survey respondents. The County's costs for coverage are **lower** than the survey average. The County's contribution for employee only coverage is **higher** than the survey average, but **below** the survey average for family coverage.
- Eight (8) respondents provide vision insurance with two (2) providing this benefit as part of their health plan. For employee only, the average monthly cost is \$7.06. The average monthly cost for family coverage is \$19.82. Contributions towards the cost of coverage for either level ranges from 0% to 100% with an average contribution of 17% for the employee only and 6% for family coverage. The County provides employees with vision insurance included in their health plan, which is **inconsistent** with the survey average.
- Seven (7) responding organizations indicated that they currently provide employees with a deferred compensation plan such as a 457 plan, with five (5) organizations making the plan available to all employees, but do not make contributions to the plan on the employees' behalf. The County offers a deferred compensation plan that is available to full time employees only and makes a contribution to the VRS Hybrid plan only, which is **consistent** with the survey average.
- Three (3) of the responding organizations provide other benefits to their employees including additional leave, employee assistance programs, supplemental insurances, and education reimbursement. The County also provides their employees with additional benefits, which is **consistent** with the survey average.
- None of the responding organizations offer a post-retirement health care savings plan. The County does not offer this benefit, which is **consistent** with the survey respondents.

- Six (6) of the responding organizations do not provide employees with call back pay and four (4) organizations provide on call/stand by pay. The County provides call-back pay and on call/stand by pay, which is **consistent** with the survey average. Five (5) responding organizations do not provide a clothing allowance. The County also does not provide a clothing allowance for key employees, which is **consistent** the survey average.

A summary of the fringe benefits survey appears in Appendix E.

## Appendix A

## Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Appendix B

## Pittsylvania County, Virginia Salary Survey - Results

Position Surveyed	Number of Respondents	Average FTES	Average Midpoint	Minimum Salary			Midpoint Salary			Maximum Salary			Pittsylvania County, Virginia Information								
				Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average	Min	Diff	%	Mid	Diff	%	Max	Diff	%	
Custodian	7	1.86	26,848.17	18,607.00	22,163.00	20,316.24	25,593.00	28,812.00	31,188.00	35,461.00	33,380.10	18,946.00	(1,370.24)	-7.23%	24,617.00	(2,231.17)	-9.06%	30,288.00	(3,092.10)	-10.21%	
Library Assistant	3	1.67	27,876.61	19,946.00	26,139.60	21,928.91	25,576.50	33,981.45	31,207.00	41,823.30	33,824.31	20,367.00	(1,561.91)	-7.67%	26,463.00	(1,413.61)	-5.34%	32,559.00	(1,265.31)	-3.89%	
Maintenance Technician	9	1.56	35,209.51	22,083.00	36,781.00	26,670.08	28,045.50	47,815.30	34,008.00	58,849.60	43,748.95	21,894.00	(4,776.08)	-21.81%	28,447.50	(6,762.01)	-23.77%	35,001.00	(8,747.95)	-24.99%	
DNU - Assistant Branch Manager	1	1.00	38,505.00	30,908.00	30,908.00	30,908.00	38,505.00	38,505.00	46,102.00	46,102.00	46,102.00	25,302.00	(5,606.00)	-22.16%	32,875.50	(5,629.50)	-17.12%	40,449.00	(5,653.00)	-13.98%	
Accounting Technician	8	1.13	38,500.08	24,010.00	36,781.00	29,588.34	30,920.00	47,815.30	37,494.00	58,849.60	47,489.04	25,302.00	(4,286.34)	-16.94%	32,875.50	(5,624.58)	-17.11%	40,449.00	(7,040.04)	-17.40%	
Technical Services Coordinator	3	1.00	45,027.89	35,782.00	35,782.00	35,782.00	44,534.00	44,534.00	49,897.00	61,120.00	54,767.67	25,302.00	(10,480.00)	-41.42%	32,875.50	(12,152.39)	-36.96%	40,449.00	(14,318.67)	-35.40%	
Sanitation Collection Driver	7	2.86	36,292.64	20,159.14	30,378.00	27,536.62	27,542.57	41,867.00	34,926.00	53,356.00	45,048.67	27,199.00	(337.62)	-1.24%	35,340.50	(952.14)	-2.69%	43,482.00	(1,566.67)	-3.60%	
E-911 Telecommunicator	7	4.14	41,156.86	24,010.00	40,311.00	30,974.08	32,803.50	53,748.00	41,597.00	67,185.00	51,339.64	28,565.00	(2,409.08)	-8.43%	37,115.00	(4,041.86)	-10.89%	45,665.00	(5,674.64)	-12.43%	
Administrative Assistant	7	1.43	36,632.67	20,159.00	33,583.00	28,057.93	27,542.50	41,304.65	34,710.00	50,836.50	45,207.40	29,239.00	1,181.07	4.04%	37,991.00	1,358.33	3.58%	46,743.00	1,535.60	3.29%	
Animal Control Officer	6	1.83	39,934.25	25,450.00	36,641.00	30,720.79	34,771.50	48,742.50	41,867.00	60,844.00	49,147.72	29,239.00	(1,481.79)	-5.07%	37,991.00	(1,943.25)	-5.12%	46,743.00	(2,404.72)	-5.14%	
Mechanic	5	1.00	41,890.25	29,701.00	37,061.00	32,435.75	37,875.00	45,698.50	45,927.00	58,239.00	51,344.75	31,432.00	(1,003.75)	-3.19%	40,840.50	(1,049.75)	-2.57%	50,249.00	(1,095.75)	-2.18%	
Accountant	5	1.00	46,529.75	31,961.00	38,930.00	36,709.50	39,132.00	50,211.50	46,303.00	62,049.00	56,350.00	31,432.00	(5,277.50)	-16.79%	40,840.50	(5,689.25)	-13.93%	50,249.00	(6,101.00)	-12.14%	
E-911 Shift Supervisor	5	1.60	52,207.77	30,352.00	45,671.00	39,679.96	41,468.50	56,882.50	52,585.00	72,492.00	64,735.59	30,707.00	(8,972.96)	-29.22%	39,898.50	(12,309.27)	-30.85%	49,090.00	(15,645.59)	-31.87%	
Legal Assistant	5	1.00	38,261.98	28,818.90	30,416.00	29,437.30	37,247.50	40,074.00	44,079.00	51,071.00	47,086.67	33,790.00	4,352.70	12.88%	43,904.00	5,642.02	12.85%	54,018.00	6,931.33	12.83%	
Assistant Registrar	6	1.00	37,580.47	26,699.00	33,361.00	28,990.50	35,021.00	43,369.50	41,945.00	53,378.00	45,802.75	33,790.00	4,799.50	14.20%	43,904.00	6,323.53	14.40%	54,018.00	8,215.25	15.21%	
Payroll Specialist	8	1.00	46,050.06	30,351.95	37,906.00	33,550.56	41,401.50	52,112.50	51,796.00	66,413.00	58,059.25	36,324.00	2,773.44	7.64%	47,196.50	1,146.44	2.43%	58,069.00	9.75	0.02%	
Chief Animal Control Officer	2	1.00	57,392.67	30,908.00	43,120.00	37,014.00	59,428.00	59,428.00	75,736.00	75,736.00	75,736.00	39,048.00	2,034.00	5.21%	50,736.00	(6,656.67)	-13.12%	62,424.00	(13,312.00)	-21.33%	
Grants Administrator	2	1.00	61,032.50	49,858.00	49,858.00	49,858.00	61,032.50	61,032.50	72,207.00	72,207.00	72,207.00	39,048.00	(10,810.00)	-27.68%	50,736.00	(10,296.50)	-20.29%	62,424.00	(9,783.00)	-15.67%	
Information Technology Technician	6	1.17	45,302.85	32,507.00	39,451.00	34,775.04	36,895.50	49,074.00	41,284.00	90,600.00	57,856.98	41,977.00	7,201.96	17.16%	54,541.50	9,238.65	16.94%	67,106.00	9,249.02	13.78%	
Software Analyst Programmer	6	1.00	55,730.78	38,374.00	49,898.00	44,969.50	50,211.50	61,052.50	62,049.00	72,207.00	66,959.00	41,977.00	(2,992.50)	-7.13%	54,541.50	(1,189.28)	-2.18%	67,106.00	147.00	0.22%	
GIS Coordinator	4	1.00	63,052.00	37,079.00	61,204.00	48,229.75	43,931.00	84,352.00	50,783.00	107,500.00	77,874.25	45,125.00	(3,104.75)	-6.88%	58,632.00	(4,420.00)	-7.54%	72,139.00	(5,735.25)	-7.95%	
Building Official/Fire Marshal	5	1.00	64,349.50	49,858.00	51,345.00	50,667.00	61,032.50	66,037.50	72,207.00	81,277.00	78,032.00	45,125.00	(5,542.00)	-12.28%	58,632.00	(5,717.50)	-9.75%	72,139.00	(5,893.00)	-8.17%	
CSA Coordinator	4	1.00	48,910.11	38,947.00	39,333.00	39,140.00	47,679.00	49,953.00	56,411.00	60,573.00	58,774.33	45,125.00	5,985.00	13.26%	58,632.00	9,721.89	16.58%	72,139.00	13,364.67	18.53%	
Deputy Fire Marshal	5	1.00	63,558.31	32,455.00	58,500.00	51,766.50	40,419.50	58,119.75	48,384.00	71,532.00	75,911.25	48,509.00	(3,257.50)	-6.72%	63,029.00	(529.31)	-0.84%	77,549.00	1,637.75	2.11%	
Director of Emergency Management & Safety	5	1.00	75,426.58	52,883.00	64,268.00	58,775.00	67,836.00	79,775.50	82,789.00	98,488.00	92,078.16	52,148.00	(6,627.00)	-12.71%	67,757.00	(7,669.58)	-11.32%	83,366.00	(8,712.16)	-10.45%	
DNU - Director of Solid Waste	3	1.00	102,577.67	78,805.00	79,592.00	79,198.50	102,446.50	102,446.50	126,088.00	126,088.00	126,088.00	52,148.00	(21,050.50)	-51.87%	67,757.00	(34,820.67)	-51.39%	83,366.00	(42,722.00)	-51.25%	
Director of Information Technology	6	1.00	93,887.83	67,483.00	78,805.00	73,429.33	83,754.50	102,446.50	100,026.00	130,558.00	115,967.50	52,148.00	(21,281.33)	-40.81%	67,757.00	(26,130.83)	-38.57%	83,366.00	(32,601.50)	-39.11%	
Director of Code Compliance/Zoning Administrator	5	1.00	83,107.98	48,625.00	79,595.00	63,445.40	66,433.91	109,695.50	84,242.81	139,796.00	102,770.56	52,148.00	(11,297.40)	-21.66%	67,757.00	(15,350.98)	-22.66%	83,366.00	(19,404.56)	-23.28%	
Director of Building & Grounds	6	1.00	73,863.89	37,573.00	79,592.00	58,057.11	46,750.50	109,694.00	55,928.00	139,796.00	89,670.67	52,148.00	(5,909.11)	-11.33%	67,757.00	(6,106.89)	-9.01%	83,366.00	(6,304.67)	-7.56%	
Director of Parks & Recreation	5	1.00	74,864.85	36,305.48	69,795.00	57,557.30	49,602.24	96,192.00	62,899.00	122,589.00	92,172.40	52,148.00	(5,409.30)	-10.37%	67,757.00	(7,107.85)	-10.49%	83,366.00	(8,806.40)	-10.56%	
Human Resources Manager	5	1.00	87,592.41	52,872.00	76,183.00	63,264.67	65,678.00	104,995.50	78,484.00	151,819.00	117,836.40	60,263.00	(3,001.67)	-4.98%	78,301.00	(9,291.41)	-11.87%	96,339.00	(21,497.40)	-22.31%	
Director of Economic Development	5	1.00	91,789.30	57,059.00	78,805.00	69,851.20	74,177.00	104,995.50	90,777.00	133,808.00	113,727.40	52,148.00	(17,703.20)	-33.95%	67,757.00	(24,032.30)	-35.47%	83,366.00	(30,361.40)	-36.42%	
Assistant County Administrator for Operations	5	1.00	111,081.59	65,071.00	94,741.00	85,594.40	88,903.44	125,092.00	112,735.88	159,420.00	136,568.78	64,783.00	(20,811.40)	-32.12%	84,174.00	(26,907.59)	-31.97%	103,565.00	(33,003.78)	-31.87%	
Assistant County Administrator for Planning & Administration	3	1.00	109,211.50	78,805.00	94,741.00	86,773.00	102,446.50	115,976.50	126,088.00	137,212.00	131,650.00	64,783.00	(21,990.00)	-33.94%	84,174.00	(25,037.50)	-29.74%	103,565.00	(28,085.00)	-27.12%	
Director of Finance	7	1.00	102,858.13	61,387.94	99,290.00	80,225.25	80,286.00	132,386.50	88,501.00	165,483.00	125,491.01	64,783.00	(15,442.25)	-23.84%	84,174.00	(18,684.13)	-22.20%	103,565.00	(21,926.01)	-21.17%	
Library Director	3	1.00	81,378.89	58,291.00	99,290.00	73,496.33	72,379.50	81,780.40	86,468.00	100,652.80	93,560.40	64,890.00	(8,606.33)	-13.26%	64,890.00	(16,488.89)	-25.41%	64,890.00	(28,670.40)	-44.18%	
Deputy Commissioner of the Revenue I	4	1.00	33,791.63	21,369.00	38,947.00	26,194.75	28,796.00	47,679.00	34,531.00	56,411.00	41,388.50	20,452.00	(5,742.75)	-28.08%	29,472.00	(4,319.63)	-14.66%	38,492.00	(2,896.50)	-7.52%	
Deputy Commissioner of the Revenue III	3	1.67	38,498.96	28,634.00	30,378.00	29,469.36	36,683.00	41,867.00	43,930.00	53,356.00	47,528.57	29,213.00	(256.36)	-0.88%	44,642.50	6,143.54	13.76%	60,072.00	12,543.43	20.88%	
Master Chief Deputy Commissioner of the Revenue	2	1.00	63,122.50	35,782.00	47,476.00	41,629.00	65,071.50	65,071.50	82,667.00	82,667.00	82,667.00	34,902.00	(6,727.00)	-19.27%	56,679.50	(6,443.00)	-11.37%	78,457.00	(4,210.00)	-5.37%	
<b>Averages</b>	<b>4.44</b>	<b>1.12</b>											<b>(5,712.77)</b>	<b>-12.99%</b>		<b>(7,113.46)</b>	<b>-12.17%</b>		<b>(8,792.22)</b>	<b>-12.25%</b>	
DNU - did not use survey information																					

## Pittsylvania County, Virginia Salary Survey Comparison

Department	Title	Proposed Range				Salary Survey vs Proposed					Current vs Proposed						
		Grade	Min	Mid	Max	Min	% Diff	Mid	% Diff	Max	% Diff	Min	% Diff	Mid	% Diff	Max	% Diff
Operations and Facilities	Custodian	4	20,749.88	27,493.59	34,237.31	20,316.24	2.13%	26,848.17	2.40%	33,380.10	2.57%	18,946.00	9.52%	24,617.00	11.69%	30,288.00	13.04%
Library	Library Assistant	5	21,787.38	28,868.27	35,949.17	21,928.91	-0.65%	27,876.61	3.56%	33,824.31	6.28%	20,367.00	6.97%	26,463.00	9.09%	32,559.00	10.41%
Commissioner of Revenue	Deputy Commissioner of the Revenue I	9	26,482.69	35,089.57	43,696.44	26,194.75	1.10%	33,791.63	3.84%	41,388.50	5.58%	20,452.00	29.49%	29,472.00	19.06%	38,492.00	13.52%
Operations and Facilities	Maintenance Technician	9	26,482.69	35,089.57	43,696.44	26,670.08	-0.71%	35,209.51	-0.34%	43,748.95	-0.12%	21,894.00	20.96%	28,447.50	23.35%	35,001.00	24.84%
Finance	Accounting Technician	12	30,657.03	40,620.56	50,584.09	29,588.34	3.61%	38,500.08	5.51%	47,489.04	6.52%	25,302.00	21.16%	32,875.50	23.56%	40,449.00	25.06%
Library	Technical Services Coordinator	15	35,489.34	47,023.38	58,557.41	35,782.00	-0.82%	45,027.89	4.43%	54,767.67	6.92%	25,302.00	40.26%	32,875.50	43.03%	40,449.00	44.77%
Operations and Facilities	Sanitation Collection Driver	10	27,806.83	36,844.05	45,881.26	27,536.62	0.98%	36,292.64	1.52%	45,048.67	1.85%	27,199.00	2.23%	35,340.50	4.25%	43,482.00	5.52%
Emergency Management	E-911 Telecommunicator	12	30,657.03	40,620.56	50,584.09	30,974.08	-1.03%	41,156.86	-1.32%	51,339.64	-1.49%	28,565.00	7.32%	37,115.00	9.45%	45,665.00	10.77%
Commissioner of Revenue	Deputy Commissioner of the Revenue III	13	32,189.88	42,651.59	53,113.30	29,469.36	9.23%	38,498.96	10.79%	47,528.57	11.75%	29,213.00	10.19%	44,642.50	-4.67%	60,072.00	-13.10%
Multiple	Administrative Assistant	11	29,197.17	38,686.25	48,175.33	28,057.93	4.06%	36,632.67	5.61%	45,207.40	6.57%	29,239.00	-0.14%	37,991.00	1.83%	46,743.00	3.06%
Operations and Facilities	Animal Control Officer	12	30,657.03	40,620.56	50,584.09	30,720.79	-0.21%	39,934.25	1.72%	49,147.72	2.92%	29,239.00	4.85%	37,991.00	6.92%	46,743.00	8.22%
Emergency Management	E-911 Shift Supervisor	17	39,127.00	51,843.27	64,559.55	39,679.96	-1.41%	52,207.77	-0.70%	64,735.59	-0.27%	30,707.00	27.42%	39,898.50	29.94%	49,090.00	31.51%
Operations and Facilities	Mechanic	14	33,799.37	44,784.17	55,768.96	32,435.75	4.20%	41,890.25	6.91%	51,344.75	8.62%	31,432.00	7.53%	40,840.50	9.66%	50,249.00	10.99%
Finance	Accountant	15	35,489.34	47,023.38	58,557.41	36,709.50	-3.44%	46,529.75	1.06%	56,350.00	3.92%	31,432.00	12.91%	40,840.50	15.14%	50,249.00	16.53%
County Attorney	Legal Assistant	14	33,799.37	44,784.17	55,768.96	29,437.30	14.82%	38,261.98	17.05%	47,086.67	18.44%	33,790.00	0.03%	43,904.00	2.00%	54,018.00	3.24%
Registrar	Assistant Registrar	14	33,799.37	44,784.17	55,768.96	28,990.50	16.59%	37,580.47	19.17%	45,802.75	21.76%	33,790.00	0.03%	43,904.00	2.00%	54,018.00	3.24%
Commissioner of Revenue	Master Chief Deputy Commissioner of the Revenue	22	49,937.07	66,166.61	82,396.16	41,629.00	19.96%	63,122.50	4.82%	82,667.00	-0.33%	34,902.00	43.08%	56,679.50	16.74%	78,457.00	5.02%
Finance	Payroll Specialist	15	35,489.34	47,023.38	58,557.41	33,550.56	5.78%	46,050.06	2.11%	58,059.25	0.86%	36,324.00	-2.35%	47,196.50	-0.37%	58,069.00	0.84%
Finance	Grants Administrator	19	43,137.51	57,157.21	71,176.90	49,858.00	-15.58%	61,032.50	-6.78%	72,207.00	-1.45%	39,048.00	10.47%	50,736.00	12.66%	62,424.00	14.02%
Operations and Facilities	Chief Animal Control Officer	19	43,137.51	57,157.21	71,176.90	37,014.00	16.54%	57,392.67	-0.41%	75,736.00	-6.41%	39,048.00	10.47%	50,736.00	12.66%	62,424.00	14.02%
Information Technology	Information Technology Technician	15	35,489.34	47,023.38	58,557.41	34,775.04	2.05%	45,302.85	3.80%	57,856.98	1.21%	41,977.00	-18.28%	54,541.50	-15.99%	67,106.00	-14.60%
Information Technology	Software Analyst Programmer	19	43,137.51	57,157.21	71,176.90	44,969.50	-4.25%	55,730.78	2.56%	66,959.00	6.30%	41,977.00	2.76%	54,541.50	4.80%	67,106.00	6.07%
Comp Policy Management	CSA Coordinator	20	45,294.39	60,015.07	74,735.74	39,140.00	15.72%	48,910.11	22.70%	58,774.33	27.16%	45,125.00	0.38%	58,632.00	2.36%	72,139.00	3.60%
Information Technology	GIS Coordinator	21	47,559.11	63,015.82	78,472.53	48,229.75	-1.41%	63,052.00	-0.06%	77,874.25	0.77%	45,125.00	5.39%	58,632.00	7.48%	72,139.00	8.78%
Planning and Development	Building Official/Fire Marshal	22	49,937.07	66,166.61	82,396.16	50,667.00	-1.46%	64,349.50	2.82%	78,032.00	5.59%	45,125.00	10.66%	58,632.00	12.85%	72,139.00	14.22%
Planning and Development	Deputy Fire Marshal	21	47,559.11	63,015.82	78,472.53	51,766.50	-8.85%	63,558.31	-0.86%	75,911.25	3.37%	48,509.00	-2.00%	63,029.00	-0.02%	77,549.00	1.19%
Emergency Management	Director of Emergency Management & Safety	25	57,808.40	76,596.12	95,383.85	58,775.00	-1.67%	75,426.58	1.55%	92,078.16	3.59%	52,148.00	10.85%	67,757.00	13.05%	83,366.00	14.42%
Operations and Facilities	Director of Building & Grounds	25	57,808.40	76,596.12	95,383.85	58,057.11	-0.43%	73,863.89	3.70%	89,670.67	6.37%	52,148.00	10.85%	67,757.00	13.05%	83,366.00	14.42%
Operations and Facilities	Director of Parks & Recreation	25	57,808.40	76,596.12	95,383.85	57,557.30	0.44%	74,864.85	2.31%	92,172.40	3.48%	52,148.00	10.85%	67,757.00	13.05%	83,366.00	14.42%
Planning and Development	Director of Code Compliance/Zoning Administrator	27	63,733.76	84,447.23	105,160.70	63,445.40	0.45%	83,107.98	1.61%	102,770.56	2.33%	52,148.00	22.22%	67,757.00	24.63%	83,366.00	26.14%
Economic Development	Director of Economic Development	29	70,266.47	93,103.07	115,939.67	69,851.20	0.59%	91,789.30	1.43%	113,727.40	1.95%	52,148.00	34.74%	67,757.00	37.41%	83,366.00	39.07%
Information Technology	Director of Information Technology	29	70,266.47	93,103.07	115,939.67	73,429.33	-4.50%	93,887.83	-0.84%	115,967.50	-0.02%	52,148.00	34.74%	67,757.00	37.41%	83,366.00	39.07%
Human Resources	Human Resources Manager	28	66,920.44	88,669.59	110,418.73	63,264.67	5.78%	87,592.41	1.23%	117,836.40	-6.72%	60,263.00	11.05%	78,301.00	13.24%	96,339.00	14.61%
Finance	Director of Finance	31	77,468.78	102,646.13	127,823.48	80,225.25	-3.56%	102,858.13	-0.21%	125,491.01	1.86%	64,783.00	19.58%	84,174.00	21.95%	103,565.00	23.42%
Administration	Assistant County Administrator for Operations	32	81,342.22	107,778.44	134,214.66	85,594.40	-5.23%	111,081.59	-3.06%	136,568.78	-1.75%	64,783.00	25.56%	84,174.00	28.04%	103,565.00	29.59%
Administration	Assistant County Administrator for Planning & Administration	32	81,342.22	107,778.44	134,214.66	86,773.00	-6.68%	109,211.50	-1.33%	131,650.00	1.95%	64,783.00	25.56%	84,174.00	28.04%	103,565.00	29.59%
Library	Library Director	27	63,733.76	84,447.23	105,160.70	73,496.33	-15.32%	81,378.89	3.77%	93,560.40	12.40%	64,890.00	-1.81%	84,890.00	30.14%	103,565.00	62.06%

## Appendix C

## Pittsylvania County, Virginia Pay Scale

% Between Grades:	5%
Range:	65.0%
Starting midpoint:	23,750

Grade	Salary Range		
	Min	Mid	Max
1	17,924.53	23,750.00	29,575.47
2	18,820.75	24,937.50	31,054.25
3	19,761.79	26,184.38	32,606.96
4	20,749.88	27,493.59	34,237.31
5	21,787.38	28,868.27	35,949.17
6	22,876.74	30,311.69	37,746.63
7	24,020.58	31,827.27	39,633.96
8	25,221.61	33,418.64	41,615.66
9	26,482.69	35,089.57	43,696.44
10	27,806.83	36,844.05	45,881.26
11	29,197.17	38,686.25	48,175.33
12	30,657.03	40,620.56	50,584.09
13	32,189.88	42,651.59	53,113.30
14	33,799.37	44,784.17	55,768.96
15	35,489.34	47,023.38	58,557.41
16	37,263.81	49,374.54	61,485.28
17	39,127.00	51,843.27	64,559.55
18	41,083.35	54,435.44	67,787.52
19	43,137.51	57,157.21	71,176.90
20	45,294.39	60,015.07	74,735.74
21	47,559.11	63,015.82	78,472.53
22	49,937.07	66,166.61	82,396.16
23	52,433.92	69,474.94	86,515.97
24	55,055.61	72,948.69	90,841.76
25	57,808.40	76,596.12	95,383.85
26	60,698.81	80,425.93	100,153.04
27	63,733.76	84,447.23	105,160.70
28	66,920.44	88,669.59	110,418.73
29	70,266.47	93,103.07	115,939.67
30	73,779.79	97,758.22	121,736.65
31	77,468.78	102,646.13	127,823.48
32	81,342.22	107,778.44	134,214.66
33	85,409.33	113,167.36	140,925.39
34	89,679.79	118,825.73	147,971.66
35	94,163.78	124,767.01	155,370.24

## Appendix D

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

Department	Title	Proposed Range			
		Grade	Min	Mid	Max
Administration	Deputy Clerk to the Board	18	41,083.35	54,435.44	67,787.52
Administration	Assistant County Administrator for Operations	32	81,342.22	107,778.44	134,214.66
Administration	Assistant County Administrator for Planning & Administration	32	81,342.22	107,778.44	134,214.66
Commissioner of Revenue	Deputy Commissioner of the Revenue I	9	26,482.69	35,089.57	43,696.44
Commissioner of Revenue	Deputy Commissioner of the Revenue II	11	29,197.17	38,686.25	48,175.33
Commissioner of Revenue	Land Use Clerk	11	29,197.17	38,686.25	48,175.33
Commissioner of Revenue	Deputy Commissioner of the Revenue III	13	32,189.88	42,651.59	53,113.30
Commissioner of Revenue	Business Compliance Officer	16	37,263.81	49,374.54	61,485.28
Commissioner of Revenue	Master Chief Deputy Commissioner of the Revenue	22	49,937.07	66,166.61	82,396.16
Comp Policy Management	CPMT Manager	14	33,799.37	44,784.17	55,768.96
Comp Policy Management	UM-UR Specialist	16	37,263.81	49,374.54	61,485.28
Comp Policy Management	CSA Coordinator	20	45,294.39	60,015.07	74,735.74
County Attorney	Legal Assistant	14	33,799.37	44,784.17	55,768.96
Economic Development	Research & Marketing Manager	15	35,489.34	47,023.38	58,557.41
Economic Development	Director of Economic Development	29	70,266.47	93,103.07	115,939.67
Emergency Management	E-911 Telecommunicator	12	30,657.03	40,620.56	50,584.09
Emergency Management	E-911 Assistant Shift Supervisor	15	35,489.34	47,023.38	58,557.41
Emergency Management	E-911 Shift Supervisor	17	39,127.00	51,843.27	64,559.55
Emergency Management	Communications IT Systems Administrator	22	49,937.07	66,166.61	82,396.16
Emergency Management	Operations Supervisor	22	49,937.07	66,166.61	82,396.16
Emergency Management	Director of Emergency Management & Safety	25	57,808.40	76,596.12	95,383.85
Finance	Accounting Technician	12	30,657.03	40,620.56	50,584.09
Finance	Purchasing Agent	14	33,799.37	44,784.17	55,768.96
Finance	Accountant	15	35,489.34	47,023.38	58,557.41
Finance	Payroll Specialist	15	35,489.34	47,023.38	58,557.41
Finance	Grants Administrator	19	43,137.51	57,157.21	71,176.90
Finance	Purchasing Manager	23	52,433.92	69,474.94	86,515.97
Finance	Director of Finance	31	77,468.78	102,646.13	127,823.48
Human Resources	Human Resources Manager	28	66,920.44	88,669.59	110,418.73
Information Technology	Information Technology Technician	15	35,489.34	47,023.38	58,557.41
Information Technology	Software Analyst Programmer	19	43,137.51	57,157.21	71,176.90
Information Technology	GIS Coordinator	21	47,559.11	63,015.82	78,472.53
Information Technology	Director of Information Technology	29	70,266.47	93,103.07	115,939.67
Library	Library Assistant	5	21,787.38	28,868.27	35,949.17
Library	Computer Lab Aide	5	21,787.38	28,868.27	35,949.17
Library	Bookmobile Driver	8	25,221.61	33,418.64	41,615.66
Library	Library IT Support Specialist	14	33,799.37	44,784.17	55,768.96
Library	Technical Services Coordinator	15	35,489.34	47,023.38	58,557.41
Library	Assistant Branch Manager	15	35,489.34	47,023.38	58,557.41
Library	Outreach Coordinator	15	35,489.34	47,023.38	58,557.41
Library	Collection Development Coordinator	16	37,263.81	49,374.54	61,485.28
Library	Youth Services Specialist	16	37,263.81	49,374.54	61,485.28
Library	Branch Manager	18	41,083.35	54,435.44	67,787.52
Library	Youth Services Coordinator	18	41,083.35	54,435.44	67,787.52
Library	Library IT Systems Administrator	22	49,937.07	66,166.61	82,396.16
Library	Library Director	27	63,733.76	84,447.23	105,160.70
Multiple	Administrative Assistant	11	29,197.17	38,686.25	48,175.33
Multiple	Senior Administrative Assistant	14	33,799.37	44,784.17	55,768.96
Multiple	Executive Assistant	20	45,294.39	60,015.07	74,735.74
Operations and Facilities	Compactor-Site Operator	3	19,761.79	26,184.38	32,606.96
Operations and Facilities	Custodian	4	20,749.88	27,493.59	34,237.31
Operations and Facilities	Laborer	4	20,749.88	27,493.59	34,237.31
Operations and Facilities	Maintenance Technician	9	26,482.69	35,089.57	43,696.44
Operations and Facilities	Sanitation Collection Driver	10	27,806.83	36,844.05	45,881.26
Operations and Facilities	Fleet Maintenance Technician	10	27,806.83	36,844.05	45,881.26
Operations and Facilities	Landfill Heavy Equipment Operator	11	29,197.17	38,686.25	48,175.33
Operations and Facilities	Maintenance Specialist	11	29,197.17	38,686.25	48,175.33
Operations and Facilities	Animal Control Officer	12	30,657.03	40,620.56	50,584.09
Operations and Facilities	Welder	13	32,189.88	42,651.59	53,113.30
Operations and Facilities	Mechanic	14	33,799.37	44,784.17	55,768.96
Operations and Facilities	Recreation Program Coordinator	15	35,489.34	47,023.38	58,557.41
Operations and Facilities	Recreation Maintenance Coordinator	16	37,263.81	49,374.54	61,485.28
Operations and Facilities	County Work Program Foreman	18	41,083.35	54,435.44	67,787.52
Operations and Facilities	Solid Waste Foreman	18	41,083.35	54,435.44	67,787.52
Operations and Facilities	Chief Animal Control Officer	19	43,137.51	57,157.21	71,176.90
Operations and Facilities	Assistant Building and Grounds Supervisor	22	49,937.07	66,166.61	82,396.16
Operations and Facilities	Director of Building & Grounds	25	57,808.40	76,596.12	95,383.85
Operations and Facilities	Director of Parks & Recreation	25	57,808.40	76,596.12	95,383.85
Operations and Facilities	Director of Solid Waste	25	57,808.40	76,596.12	95,383.85
Planning and Development	Combination Inspector	12	30,657.03	40,620.56	50,584.09
Planning and Development	Code Enforcement Officer/Erosion and Sediment Control Program Administrator	17	39,127.00	51,843.27	64,559.55
Planning and Development	Deputy Fire Marshal	21	47,559.11	63,015.82	78,472.53
Planning and Development	Building Official/Fire Marshal	22	49,937.07	66,166.61	82,396.16
Planning and Development	Director of Code Compliance/Zoning Administrator	27	63,733.76	84,447.23	105,160.70
Registrar	Assistant Registrar	14	33,799.37	44,784.17	55,768.96

**Pittsylvania County, Virginia**  
Sorted by Grade; Showing Title and Range Schematic

Department	Title	Proposed Range			
		Grade	Min	Mid	Max
Operations and Facilities	Compactor-Site Operator	3	19,761.79	26,184.38	32,606.96
Operations and Facilities	Custodian	4	20,749.88	27,493.59	34,237.31
Operations and Facilities	Laborer	4	20,749.88	27,493.59	34,237.31
Library	Library Assistant	5	21,787.38	28,868.27	35,949.17
Library	Computer Lab Aide	5	21,787.38	28,868.27	35,949.17
Library	Bookmobile Driver	8	25,221.61	33,418.64	41,615.66
Commissioner of Revenue	Deputy Commissioner of the Revenue I	9	26,482.69	35,089.57	43,696.44
Operations and Facilities	Maintenance Technician	9	26,482.69	35,089.57	43,696.44
Operations and Facilities	Sanitation Collection Driver	10	27,806.83	36,844.05	45,881.26
Operations and Facilities	Fleet Maintenance Technician	10	27,806.83	36,844.05	45,881.26
Commissioner of Revenue	Deputy Commissioner of the Revenue II	11	29,197.17	38,686.25	48,175.33
Commissioner of Revenue	Land Use Clerk	11	29,197.17	38,686.25	48,175.33
Multiple	Administrative Assistant	11	29,197.17	38,686.25	48,175.33
Operations and Facilities	Landfill Heavy Equipment Operator	11	29,197.17	38,686.25	48,175.33
Operations and Facilities	Maintenance Specialist	11	29,197.17	38,686.25	48,175.33
Emergency Management	E-911 Telecommunicator	12	30,657.03	40,620.56	50,584.09
Finance	Accounting Technician	12	30,657.03	40,620.56	50,584.09
Operations and Facilities	Animal Control Officer	12	30,657.03	40,620.56	50,584.09
Planning and Development	Combination Inspector	12	30,657.03	40,620.56	50,584.09
Commissioner of Revenue	Deputy Commissioner of the Revenue III	13	32,189.88	42,651.59	53,113.30
Operations and Facilities	Welder	13	32,189.88	42,651.59	53,113.30
Comp Policy Management	CPMT Manager	14	33,799.37	44,784.17	55,768.96
County Attorney	Legal Assistant	14	33,799.37	44,784.17	55,768.96
Finance	Purchasing Agent	14	33,799.37	44,784.17	55,768.96
Library	Library IT Support Specialist	14	33,799.37	44,784.17	55,768.96
Multiple	Senior Administrative Assistant	14	33,799.37	44,784.17	55,768.96
Operations and Facilities	Mechanic	14	33,799.37	44,784.17	55,768.96
Registrar	Assistant Registrar	14	33,799.37	44,784.17	55,768.96
Economic Development	Research & Marketing Manager	15	35,489.34	47,023.38	58,557.41
Emergency Management	E-911 Assistant Shift Supervisor	15	35,489.34	47,023.38	58,557.41
Finance	Accountant	15	35,489.34	47,023.38	58,557.41
Finance	Payroll Specialist	15	35,489.34	47,023.38	58,557.41
Information Technology	Information Technology Technician	15	35,489.34	47,023.38	58,557.41
Library	Technical Services Coordinator	15	35,489.34	47,023.38	58,557.41
Library	Assistant Branch Manager	15	35,489.34	47,023.38	58,557.41
Library	Outreach Coordinator	15	35,489.34	47,023.38	58,557.41
Operations and Facilities	Recreation Program Coordinator	15	35,489.34	47,023.38	58,557.41
Commissioner of Revenue	Business Compliance Officer	16	37,263.81	49,374.54	61,485.28
Comp Policy Management	UM-UR Specialist	16	37,263.81	49,374.54	61,485.28
Library	Collection Development Coordinator	16	37,263.81	49,374.54	61,485.28
Library	Youth Services Specialist	16	37,263.81	49,374.54	61,485.28
Operations and Facilities	Recreation Maintenance Coordinator	16	37,263.81	49,374.54	61,485.28
Emergency Management	E-911 Shift Supervisor	17	39,127.00	51,843.27	64,559.55
Planning and Development	Code Enforcement Officer/Erosion and Sediment Control Program Administrator	17	39,127.00	51,843.27	64,559.55
Administration	Deputy Clerk to the Board	18	41,083.35	54,435.44	67,787.52
Library	Branch Manager	18	41,083.35	54,435.44	67,787.52
Library	Youth Services Coordinator	18	41,083.35	54,435.44	67,787.52
Operations and Facilities	County Work Program Foreman	18	41,083.35	54,435.44	67,787.52
Operations and Facilities	Solid Waste Foreman	18	41,083.35	54,435.44	67,787.52
Finance	Grants Administrator	19	43,137.51	57,157.21	71,176.90
Information Technology	Software Analyst Programmer	19	43,137.51	57,157.21	71,176.90
Operations and Facilities	Chief Animal Control Officer	19	43,137.51	57,157.21	71,176.90
Comp Policy Management	CSA Coordinator	20	45,294.39	60,015.07	74,735.74
Multiple	Executive Assistant	20	45,294.39	60,015.07	74,735.74
Information Technology	GIS Coordinator	21	47,559.11	63,015.82	78,472.53
Planning and Development	Deputy Fire Marshal	21	47,559.11	63,015.82	78,472.53
Commissioner of Revenue	Master Chief Deputy Commissioner of the Revenue	22	49,937.07	66,166.61	82,396.16
Emergency Management	Communications IT Systems Administrator	22	49,937.07	66,166.61	82,396.16
Emergency Management	Operations Supervisor	22	49,937.07	66,166.61	82,396.16
Library	Library IT Systems Administrator	22	49,937.07	66,166.61	82,396.16
Operations and Facilities	Assistant Building and Grounds Supervisor	22	49,937.07	66,166.61	82,396.16
Planning and Development	Building Official/Fire Marshal	22	49,937.07	66,166.61	82,396.16
Finance	Purchasing Manager	23	52,433.92	69,474.94	86,515.97
Emergency Management	Director of Emergency Management & Safety	25	57,808.40	76,596.12	95,383.85
Operations and Facilities	Director of Building & Grounds	25	57,808.40	76,596.12	95,383.85
Operations and Facilities	Director of Parks & Recreation	25	57,808.40	76,596.12	95,383.85
Operations and Facilities	Director of Solid Waste	25	57,808.40	76,596.12	95,383.85
Library	Library Director	27	63,733.76	84,447.23	105,160.70
Planning and Development	Director of Code Compliance/Zoning Administrator	27	63,733.76	84,447.23	105,160.70
Human Resources	Human Resources Manager	28	66,920.44	88,669.59	110,418.73
Economic Development	Director of Economic Development	29	70,266.47	93,103.07	115,939.67
Information Technology	Director of Information Technology	29	70,266.47	93,103.07	115,939.67
Finance	Director of Finance	31	77,468.78	102,646.13	127,823.48
Administration	Assistant County Administrator for Operations	32	81,342.22	107,778.44	134,214.66
Administration	Assistant County Administrator for Planning & Administration	32	81,342.22	107,778.44	134,214.66

## Appendix E

**Pittsylvania County, Virginia**  
**Comparison of Major Fringe Benefits**

			<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Pittsylvania County, Virginia</u>
1	a	<b>Holidays (Days/Year)</b>	8	20	12	11
	b	Floating Holidays	Yes (3)	No (5)	No	Yes
		If yes, how many?	1	4	2	1
	c	Holiday on Regular Days Off	Other (1)	Fri-Mon (7)	Fri-Mon	Fri-Mon
	d	Comp on Holidays Worked		Other (4)		
		Time and a ½	T&½ (2)	2		
		Double Time	Dbl (1)	1		x
		Double Time and a ½	DT&½ (0)	0		
		Other	Other (4)	4	Other (4)	
2		<b>Annual Leave (Days/Year)</b>				
	a	Vacation/Sick or PTO	PTO (0)	Vac-Sick (5)	Vac-Sick	Vac-Sick
	b	<b>Vacation - days or hours?</b>				
		6 months	6	12	8	6
		1 year	8	12	11	12
		2 years	8	14	11	12
		3 years	8	14	11	12
		4 years	8	14	11	12
		5 years	8	17	12	12
		6 years	10	17	15	15
		7 years	10	17	15	15
		8 years	10	17	15	15
		9 years	10	18	15	15
		10 years	10	20	16	15
		11 years	12	20	17	18
		12 years	12	20	17	18
		13 years	12	20	17	18
		14 years	12	20	17	18
		15 years	12	23	18	18
		16 years	14	25	20	21
		17 years	14	25	20	21
		18 years	14	25	20	21
		19 years	14	25	20	21
		20 years	14	26	21	21
		20+ years	16	26	21	24
	c	Carried into Next Year	24	40	31	24-60
	d	Max Accumulation	30	Unltd (1)	40	24-60
	e	Comp after Max Accumulation	Yes (2)	No (6)	No	No
3	a	<b>Sick Leave (Days/Year)</b>	10	12	12	12
	b	Carried into Next Year	90	Unltd (4)	Unltd	Unltd
	c	Max. Accumulation	80	Unltd. (5)	Unltd	Unltd
	d	Paid at Termination/Retirement	Yes/No (4/4)	Yes/No (4/4)		Yes
	e	Use for Medical Appointments	No (1)	Yes (7)	Yes	Yes
	f	Use for Dental Appointments	No (1)	Yes (7)	Yes	Yes
	g	Use for Family Illness	No (1)	Yes (7)	Yes	Yes
	h	Sick Leave Bank	Yes (2)	No (6)	No	Yes

**Pittsylvania County, Virginia**  
**Comparison of Major Fringe Benefits**

		<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Pittsylvania County, Virginia</u>
4	<b>Pension and Retirement</b>				
a	Other Than Social Security	No (0)	Yes (8)	Yes	Yes
b	State Sponsored	No (2)	Yes (6)	Yes	Yes
c	Death Benefit	No (0)	Yes (7)	Yes	Yes
5	<b>Life &amp; Disability Insurance</b>				
a	Life Insurance	No (0)	Yes (8)	Yes	Yes
	Employer Paid	0%	100%	81%	100%
b	AD&D	No (0)	Yes (8)	Yes	Yes
	AD&D Double Indemnity	No (0)	Yes (7)	Yes	Yes
	Employer Paid	0%	100%	50%	0%
c	Short Term Disability	No (0)	Yes (7)	Yes	Yes
	Employer Paid	0%	100%	57%	1%
d	Long Term Disability	No (0)	Yes (8)	Yes	Yes
	Employer Paid	0%	100%	63%	1%
6	<b>Health Insurance</b>	No (0)	Yes (8)	Yes	Yes
b	100% FTE participation required	Yes (2)	No (6)	No	No
c	Different Types of Coverage?	No (3)	Yes (4)	Yes	Yes
d	Not participating	Yes (1)	No (7)	No	No
e	Employee Only	\$ 484.23	\$ 618.00	\$ 546.15	\$ 590.26
	Employer Paid	70%	100%	88%	98%
	Employee Paid	0%	30%	12%	2%
f	Employee/Spouse	\$ 537.00	\$ 1,335.25	\$ 1,101.87	\$ 1,325.44
	Employer Paid	0%	80%	54%	45%
	Employee Paid	20%	100%	46%	55%
g	Employee/Child	\$ 708.00	\$ 942.00	\$ 827.40	\$ 914.99
	Employer Paid	0%	82%	58%	65%
	Employee Paid	18%	100%	42%	35%
h	Employee/Family	\$ 1,236.00	\$ 1,806.36	\$ 1,543.12	\$ 1,803.36
	Employer Paid	0%	80%	51%	33%
	Employee Paid	20%	100%	49%	67%
	HEALTH INSURANCE TYPE 2 -				
i	Employee Only	\$ 384.46	\$ 571.10	\$ 486.64	\$ 566.45
	Employer Paid	85%	95%	90%	99%
	Employee Paid	5%	15%	10%	1%
j	Employee/Spouse	\$ 960.00	\$ 1,272.35	\$ 1,075.01	\$ 1,272.34
	Employer Paid	41%	90%	68%	45%
	Employee Paid	10%	59%	33%	55%
k	Employee/Child	\$ 612.00	\$ 1,045.00	\$ 792.17	\$ 878.22
	Employer Paid	50%	90%	71%	66%
	Employee Paid	10%	50%	29%	34%
l	Employee/Family	\$ 1,153.42	\$ 1,550.10	\$ 1,365.76	\$ 1,731.14
	Employer Paid	43%	90%	64%	34%
	Employee Paid	10%	57%	36%	66%

**Pittsylvania County, Virginia**  
**Comparison of Major Fringe Benefits**

		<u>Least Reported</u>	<u>Most Reported</u>	<u>Average Reported</u>	<u>Pittsylvania County, Virginia</u>
m	Supplemental program for HDP?	Yes/No (4/4)	Yes/No (4/4)		Yes
n	Type of Program				H.S.A
o	Employer Paid	50%	100%	75%	
p	Retirees	No (1)	Yes (7)	Yes	Yes
	Years of Service Required	No (3)	Yes (4)	Yes	No
	If yes, how many?	15	30	20	-
	Employer Paid	0%	100%	20%	0%
q	Dental Insurance	No (0)	Yes (8)	Yes	Yes
	Part of Health Plan	Yes (1)	No (7)	No	No
	Employee Only	\$ 21.36	\$ 38.68	\$ 28.74	\$ 23.96
	Employer Paid	0%	100%	31%	50%
	Employee/Family	\$ 69.20	\$ 162.08	\$ 103.18	\$ 78.76
	Employer Paid	0%	56%	17%	15%
r	Vision Insurance	No (0)	Yes (8)	Yes	Yes
	Part of Health Plan	Yes (2)	No (6)	No	Yes
	Employee Only	\$ 5.01	\$ 10.05	\$ 7.06	
	Employer Paid	0%	100%	17%	
	Employee/Family	\$ 14.79	\$ 25.71	\$ 19.82	
	Employer Paid	0%	34%	6%	
7	<b>a Deferred Compensation</b>	No (1)	Yes (7)	Yes	Yes
	b Available to all Employees	No (2)	Yes (5)	Yes	No
	c Type of Plan	401(k)	457	457	457
	d Employer Contribution	Yes (2)	No (5)	No	No
8	<b>Other Benefits Program</b>				
	a Other Benefits	Yes (3)	No (4)	No	Yes
	b Post Retirement Hlth Care Svcs	Yes (0)	No (8)	No	No
	c Call Back Pay	Yes (1)	No (6)	No	Yes
	d On Call/Standby Pay	Yes/No (4/4)	Yes/No (4/4)		Yes
	e Clothing Allowance	Yes (3)	No (5)	No	No