



Travis County Commissioners Court Agenda Request

Meeting Date: 3/6/12

Prepared By/Phone Number: Todd L. Osburn, 854-2744

Elected/Appointed Official/Dept. Head: Leslie Browder, 854-9106

Commissioners Court Sponsor: Judge Samuel T. Biscoe

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AGENDA LANGUAGE: HRMD is asking Commissioners Court to consider and take appropriate action on the report from the Compensation Committee Including any revisions to the report since the last Court Presentation; the Job Analysis Project conducted by HRMD during FY 2011-12; and implementation date for market adjustments and other compensation recommendations.

BACKGROUND/SUMMARY OF REQUEST AND ATTACHMENTS:

Please see attached back-up memo.

STAFF RECOMMENDATIONS:

HRMD recommends approval of the Job Analysis Project.

ISSUES AND OPPORTUNITIES:

Please see attached back-up memo.

FISCAL IMPACT AND SOURCE OF FUNDING:

Please see attached back-up memo.

REQUIRED AUTHORIZATIONS:

Diane Blankenship, Human Resources Management Department, 854-9170

Leroy Nellis, Planning & Budget Office, 854-9066.

County Attorney's Office, 854-9415

County Auditor's Office, 854-9125

AGENDA REQUEST DEADLINE: All agenda requests and supporting materials must be submitted as a pdf to Cheryl Aker in the County Judge's office, Cheryl.Aker@co.travis.tx.us by Tuesdays at 5:00 p.m. for the next week's meeting.



HRMD

Human Resources Management Department

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• Austin, Texas 78767


• (512) 854-9165 / FAX(512) 854-4203

BACK-UP MEMORANDUM

DATE: February 28, 2012

TO: Samuel T. Biscoe, County Judge
Ron Davis, Commissioner, Precinct 1
Sarah Eckhardt, Commissioner, Precinct 2
Karen L. Huber, Commissioner, Precinct 3
Margaret Gomez, Commissioner, Precinct 4

FROM: Diane Blankenship, Human Resources Management Director

VIA: 
Leslie Browder, County Executive, Planning & Budget

SUBJECT: Job Analysis Project for Fiscal Years 2011-12.

Proposed Motion

HRMD is asking Commissioners Court to consider and take appropriate action on the report from the Compensation Committee Including any revisions to the report since the last Court Presentation; the Job Analysis Project conducted by HRMD during FY 2011-12; and implementation date for market adjustments and other compensation recommendations.

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Margaret Gomez, Commissioner, Precinct 4

FROM: Diane Blankenship, Human Resources Management Director

VIA: Leroy Nellis, Acting County Executive, Planning & Budget

SUBJECT: Job Analysis Project for Fiscal Years 2011-12.

Proposed Motion

HRMD is asking Commissioners Court to consider and take appropriate action on the Job Analysis Project conducted by HRMD during FY 2011-12 and any related compensation matters for possible implementation in FY 2012-2013.

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A. Introduction

Historically, Travis County has conducted job analysis over three-year strategic planning cycles. However, this approach can result in inconsistent implementation of project results since budgetary conditions can, and often do, vary over the life cycle of the strategic planning period. Trying to remedy this potential problem, HRMD, with the backing of the Compensation Committee, requested Commissioners Court approval to conduct a comprehensive classification and compensation study of all regular Travis County positions on the Classified Pay Scale. This request was approved in December 2010. The primary intent of the project was to provide the Court with a comprehensive examination of the County's competitive market position.

From the outset, certain Travis County employee groups were not included in this analysis. By design, the following employee groups were not included in the analysis:

- Temporary employees
- POPS employees
- Employees paid by the City of Austin
- Elected Officials
- Associate Judges/Magistrates/Referees

The Auditor's Office and the Purchasing Office have opted not to participate in the County's classification and compensation system. Both offices were invited to participate in the project but elected not to do so. Consequently, these positions were not included in the analysis.

Two titles were especially problematic for analytical purposes. The County Executive – Administrative Operations position has been vacant since September 2009. For purposes of this project, a recommended pay grade is included and is based on the assumption that the position would oversee Facilities Management and Records Management. Since the position is budgeted, it has been costed like any other vacant position.

The other position that posed analytical difficulties is the County Executive – Technology Services. While this title was approved for use by Court in February 2011, a job description was never officially approved. This title was formerly known as Chief Information Officer and when it was known under this title, it was a non-classified title. HRMD has not made a pay grade recommendation for this position

and it was not costed in the project. HRMD recommends that this position be reconsidered when the parameters of the job are more clearly defined.

Travis County has a limited number of titles that have historically been paid at levels above the Classified Pay Scale. These titles, known as non-classified positions, were included in the project. The titles of the non-classified positions are:

- Chief Medical Examiner
- Deputy Chief Medical Examiner
- Deputy Medical Examiner II
- Deputy Medical Examiner I
- Medical Director
- Psychiatrist
- Attorney Senior Chief Deputy

These positions were costed in the project and the recommendations are included in Section C.

B. Methodology

Over time, Commissioners Court has approved a standard methodology for conducting job analysis projects. This project was conducted according to that methodology. While the process of conducting a project of this scope is complex, the remainder of this section contains an overview of the methodology used. Discussion of the methodology used for costing the project is presented separately in Section D.

The basics of any job analysis project are fairly common. The primary building blocks and key steps are listed immediately below:

Classification: Classification analysis is primarily concerned with determining whether individuals are assigned to the proper job classifications. Related activities include determining if new job classifications are needed, determining if job classifications should be retired, and determining if job titles need to be changed. For each position (or slot), a recommendation needs to be made concerning the proper job classification. If a position is misclassified that simply means the work being performed does not match the work expected from a given job classification. In such a situation, positions are recommended for re-classification.

In Travis County, the primary instrument used to examine classification is the Position Analysis Questionnaire (PAQ). In the project's initial stages, each department is provided with a copy of the PAQ and is requested to distribute the PAQs to all of their employees taking part in the study. While completion of the PAQ

is not mandatory, completions rates in Travis County are very high. HRMD analysts read each PAQ and make a determination if the information related to job duties and responsibilities match the position’s job description. In some cases, PAQs are flagged for a second read or possible follow-up conversations with the departments.

Compensation: Compensation analysis is primarily concerned with determining where job classifications should be placed within the pay structure based on an examination of the pay ranges against the relative labor market (external equity) and against other jobs within the organization (internal equity). Both internal equity and external equity are critical considerations for placement of jobs within the pay structure.

Before external equity analysis can be performed, it is necessary to define the relevant labor market and jobs must be matched accordingly. Building on previous projects, HRMD has put a great deal of time and effort into job-matching. Commissioners Court has approved the following peers to determine the relevant labor market:

<u>Counties</u>	<u>Cities</u>	<u>Other</u>	<u>3rd Party</u>
Bexar	Austin	State of Texas	Towers Watson
Dallas	San Antonio	LCRA	Mercer
Harris	Dallas	AISD	Hay
Tarrant	Ft. Worth	UT Austin	Dietrich
Williamson	Houston		Gartner
	San Antonio		Hewitt
	Round Rock		ERI

The organizations listed under ‘Counties’, ‘Cities’, and ‘Other’ comprise the public sector portion of the market definition. Since private sector firms are also important peers for many County jobs, and they are often reluctant to disclose salary information directly, HRMD purchases market data from nationally recognized consulting firms and uses this information to represent private sector data. The organizations listed under ‘3rd Party’ comprise the private sector portion of the market definition.

Travis County uses range data to determine if jobs are properly aligned to the labor market. The key indicator used is range midpoint since it represents what a fully functional employee is paid. In compensation terms, midpoint is what is most commonly referred to as the “market rate.” HRMD analysts compare the composite market midpoint against Travis County’s midpoints to determine if jobs are being paid equitably against the market. If not, jobs are initially adjusted upward or downward depending on whether Travis County’s midpoint is either significantly

above or below the composite midpoint average. If a job is neither significantly above nor below the composite market average, then the job is initially recommended to remain in its current pay grade.

The external equity analysis produces a base for recommendations for placement of each job in the pay structure. However, before the final recommendations are made, each job is checked against comparable jobs within the County's structure. These comparisons are made against other jobs within a series or job family, and also against other jobs that have had historical internal equity relationships. After the internal equity check is completed, final recommendations for each job classification are made.

Department Input: Departments were offered several opportunities for input during the job analysis process. At the outset of the project, each department was encouraged to submit a memo highlighting any classification or compensation concerns they might have. After the preliminary results were concluded, each department was offered an opportunity to discuss the results. If such an opportunity was requested, HRMD met with the departments to discuss the results and receive feedback. Most departments availed themselves of this opportunity.

Timeline: To provide a frame of reference, a project timeline was compiled and is presented below in Exhibit A.

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Exhibit A
Travis County Job Analysis Project
Project Timeline

Task	Time Frame
Request for Departments to fill out PAQs, slot list, Org Charts and Memos (Kickoff)	1/5/2011
Departments fill out information and return to HRMD.	1/6/2011 – 2/16/2011
PAQ data collected, sorted, and converted to electronic format. Follow up with Departments on PAQ questions.	2/17/2011 – 3/31/2011
Prepare market data tables	1/31/2011 – 3/7/2011
Perform market analysis	3/8/2011 – 4/30/2011
Read PAQs and other classification data	4/1/2011 – 7/15/2011
Conduct Department meetings to get input on issues.	5/9/2011 – 7/15/2011
Prepare solution and do preliminary costing	7/16/2011 – 9/15/2011
Give high level overview to Court	9/20/2011
Refine solution and re-cost with revised Comp Committee parameters	9/21/2011 – 10/25/2011
Present to Departments	11/8/2011 – 12/30/2011
Prepare final solution and re-cost	1/3/2012 – 2/25/2012
Prepare Court back-up	2/21/2012 – 2/28/2012
Present to Court	3/6 - 2012

C. Results

In this section the project results are presented. The section is divided into the following subsections:

- Summary Statistics
- Classification Issues
- Job Movement

Summary Statistics: To properly understand the scope of the project and put the results into proper perspective, it is necessary to first report summary statistics. This project encompassed 3,551.77 FTE, across 45 departments.

Classification Issues: Table 1 shows, at the slot level, which slots which have been identified for recommended reclassification. The table shows that there are 87 slots recommended for reclassification across 17 departments.

**Table 1
Travis County Job Analysis Project
Recommended Reclassifications by Slot**

Dpt	Slot	Actual Title	FLSA	Act Grade	Proposed Title	Proposed FLSA	Prop Grade
11	9	EXECUTIVE ASST	E	016	ADMIN ASSOC	NE	16
11	10	EXECUTIVE ASST	E	016	ADMIN ASSOC	NE	16
12	80	CUSTOMER SUPPORT ANALYST III	E	024	CUSTOMER SUPPORT SPECIALIST	E	26
12	40	COMPUTER OPERATOR II	N	017	CUSTOMER SUPPORT TECH	N	17
12	41	COMPUTER OPERATOR II	N	017	CUSTOMER SUPPORT TECH	N	17
12	47	COMPUTER OPERATOR II	N	017	CUSTOMER SUPPORT TECH	N	17
12	48	COMPUTER OPERATOR II	N	017	CUSTOMER SUPPORT TECH	N	17
12	18	COMPUTER OPERATOR III	N	019	CUSTOMER SUPPORT TECH SR	N	19
12	42	COMPUTER OPERATOR III	N	019	CUSTOMER SUPPORT TECH SR	N	19
12	129	SYSTEMS ENGINEER II	E	025	DATABASE ADMINISTRATOR I	E	26
12	71	INFORMATION SECURITY MGR	E	027	INFORMATION SECURITY OFCR	E	32
12	38	COMPUTER OPERATOR III	N	019	NETWORK ENGINEER I	N	23
12	77	TELECOMM TECH I	N	019	NETWORK ENGINEER I	N	23
12	78	TELECOMM TECH II	N	021	NETWORK ENGINEER I	N	23
12	89	TELECOMM TECH II	N	021	NETWORK ENGINEER I	N	23
12	35	NETWORK ENGINEER I	E	023	NETWORK ENGINEER II	E	25
12	5	SYSTEMS MGR	E	029	SYS OP NET DIV OPS MGR	E	30
12	130	BUSINESS ANALYST III	E	025	SYSTEMS ARCHITECT I	E	28
12	124	SYSTEMS ENGINEER II	E	025	SYSTEMS ENGINEER III	E	27
14	35	OFFICE SPEC	N	010	BLDG SECURITY GUARD	N	9
14	65	OFFICE SPEC	N	010	OFFICE SPEC SR	N	13
14	3	OFFICE SPEC	N	010	PARKING COORD	N	12
16	10	SOCIAL SVCS PROGRAM SPEC	N	016	SOC SVCS PROG COORD	N	17
19	180	LEGAL SECRETARY	N	015	LEGAL SECRETARY SR	N	16
19	115	BUSINESS CONSULTANT I	E	027	BUSINESS CONSULTANT II	E	28
23	114	OFFICE SPEC	N	010	COURT CLERK I	N	13
23	115	OFFICE SPEC	N	010	COURT CLERK I	N	13
23	117	OFFICE SPEC	N	010	COURT CLERK I	N	13
23	118	OFFICE SPEC	N	010	COURT CLERK I	N	13

Table 1
Travis County Job Analysis Project
Recommended Reclassifications by Slot (Cont)

Dpt	Slot	Actual Title	FLSA	Act Grade	Proposed Title	Proposed FLSA	Prop Grade
23	236	COURT CLERK I	N	013	COURT CLERK II	N	15
23	249	COURT CLERK I	N	013	COURT CLERK II	N	15
23	104	OFFICE SPEC	N	010	OFFICE SPEC SR	N	13
23	92	ACCOUNTANT	E	016	ACCOUNTANT SR	E	19
23	68	BUSINESS CONSULTANT I	E	027	OFFICE SPEC SR	E	28
24	21	OFFICE SPEC	N	010	OFFICE SPEC SR	E	13
24	22	OFFICE SPEC	N	010	OFFICE SPEC SR	E	13
24	23	OFFICE SPEC	N	010	OFFICE SPEC SR	E	13
24	25	OFFICE SPEC	N	010	OFFICE SPEC SR	E	13
24	149	OFFICE SPEC	N	010	OFFICE SPEC SR	E	13
24	186	OFFICE SPEC	N	010	OFFICE SPEC SR	E	13
28	3	COURT CLERK II SR	N	016	COURT SVCS MGMT ADNIN COORD	N	18
33	12	COURT CLERK I	N	013	ADMIN ASST I	N	13
33	18	COURT CLERK I	N	013	ADMIN ASST I	N	13
33	16	COURT CLERK I	N	013	COURT CLERK II	N	15
35	56	COURT CLERK II SR	N	016	COURT SVCS MGMT ADNIN COORD	N	18
35	26	ADMINISTRATIVE ASSOC	N	014	EXECUTIVE ASST	N	17
37	743	OFFICE SPEC SR	N	012	ADMIN ASST II	N	15
37	754	OFFICE SPEC SR	N	012	ADMIN ASST II	N	15
37	781	OFFICE SPEC SR	N	012	ADMIN ASST II	N	15
37	1221	OFFICE SPEC SR	N	012	ADMIN ASST II	N	15
37	1580	OFFICE SPEC SR	N	012	ADMIN ASST II	N	15
37	1353	OFFICE SPEC SR	N	012	BUSINESS ANALYST I	N	22
38	17	ADMINISTRATIVE ASSOC	N	014	OFFICE SUPERVISOR	N	16
38	33	RECORDS ANALYST ASSOC	N	015	RECORDS ANALYST	N	17
38	3	OFFICE MGR SR	E	021	FISCAL ANALYST SR	E	20
40	25	ADMINISTRATIVE ASSOC	N	014	OFFICE SUPERVISOR	N	16
40	26	ADMINISTRATIVE ASSOC	N	014	OFFICE SUPERVISOR	N	16
40	38	ADMINISTRATIVE ASSOC	N	014	OFFICE SUPERVISOR	N	16

**Table 1
Travis County Job Analysis Project
Recommended Reclassifications by Slot (Cont)**

Dpt	Slot	Actual Title	FLSA	Act Grade	Proposed Title	Proposed FLSA	Prop Grade
43	7	OFFICE ASST	N	008	OFFICE SPEC	N	12
45	173	TRAINING EDUCATION COORD SR	E	020	TRAINING EDUCATION COORD II	E	18
45	212	TRAINING EDUCATION COORD SR	E	020	TRAINING EDUCATION COORD II	E	18
45	549	PLANNER	E	018	TRAINING EDUCATION COORD II	E	18
45	447	SOCIAL SVCS PROGRAM COORD	E	017	JUV CASEWORK MGR	E	20
45	209	SOCIAL SVCS PROGRAM COORD	E	017	VICTIM COUSELOR SR	E	17
49	551	OFFICE SPEC SR	N	012	ENGINEERING TECH	N	14
49	580	ADMINISTRATIVE ASSOC	N	014	FLEET SVCS ASSOC	N	16
49	220	OFFICE SPEC	N	010	OFFICE SPEC	N	12
49	566	ENGINEERING SPEC	E	017	ENVIRONMENTAL SPEC	E	17
49	567	ENGINEERING SPEC	E	017	ENVIRONMENTAL SPEC	E	17
49	546	ENGINEERING SPEC SR	E	019	ENVIRONMENTAL SPEC SR	E	19
49	99	ENGINEERING TECH SR	N	015	CADD COORD	N	16
49	395	SHIPPING RECEIVING SUPPLY ASST	N	009	INVENTORY SPECIALIST	N	10
49	334	ROAD MAINT WORKER	N	008	SMALL EQUIP TECH	N	11
49	440	ROAD MAINT WORKER	N	008	SMALL EQUIP TECH	N	11
49	47	PLANNER SR	E	020	PLANNING PROJECT MGR	E	23
58	90	OFFICE SPEC	N	010	HUMAN RESOURCES ASST I	N	12
58	94	MAILROOM SVCS ASST	N	009	OFFICE ASST	N	10
58	36	ACCOUNTANT ASSOC	N	013	ACCOUNTANT	N	17
58	44	ACCOUNTANT ASSOC	N	013	ACCOUNTANT	N	17
58	60	ACCOUNTANT ASSOC	N	013	ACCOUNTANT	N	17
58	236	ACCOUNTANT ASSOC	N	013	ACCOUNTANT	N	17
58	270	FINANCIAL ANALYST	E	017	ACCOUNTANT ASSOC	E	14
58	208	HUMAN RESOURCES SPEC SR	E	022	HUMAN RES MGR I	E	24
58	12	HUMAN RESOURCES SPEC I	E	018	HUMAN RESOURCES SPEC II	E	20
58	8	PLANNER SR	E	020	PLANNING PROJECT MGR	E	23
58	267	PLANNER SR	E	020	PLANNING PROJECT MGR	E	23
58	132	SOCIAL SVCS PROGRAM COORD	E	017	BUSINESS ANALYST I	E	22

In addition to reclassifications, a total of nine job classifications are recommended to be added to the classification system. These jobs are shown in Table 2.

**Table 2
Travis County Job Analysis Project
Proposed New Job Classifications**

Title	Job Family	Proposed Pay Grade	Proposed FLSA
PARKING COORDINATOR	ADMINISTRATIVE SUPP	12	NE
CADD COORDINATOR	ENG & SUPP SVCS	16	NE
SMALL EQUIPMENT TECH	GENERAL/ROAD MAINT	11	NE
INVENTORY SPECIALIST	GENERAL/ROAD MAINT	10	NE
BUILDING SECURITY GUARD SUPV	GENERAL/ROAD MAINT	11	NE
PLANNING PROJECT MGR	PLAN/MGMT/RES	23	E
FIRE MARSHAL ASST DEPUTY I	PUBLIC SAF/EMG MGMT	18	NE
FLEET SERVICES ASSOCIATE	SKILLED TRADES	16	NE
MECHANIC LEAD	SKILLED TRADES	16	NE

During the course of the analysis, nine job classifications were identified for retirement. These jobs are shown in Table 3. For clarification, when a job classification is retired it simply means that the title will no longer be used. The incumbents either will be, or have already been, reclassified to other titles.

**Table 3
Travis County Job Analysis Project
Job Classifications Proposed For Retirement**

Title	Pay Grade	FLSA	Job Family
COMPUTER OPERATOR I	15	NE	INFORMATION TECH
COMPUTER OPERATOR II	17	NE	INFORMATION TECH
COMPUTER OPERATOR III	19	NE	INFORMATION TECH
COMPUTER OPERATOR IV	21	NE	INFORMATION TECH
TELECOMM TECH I	19	NE	INFORMATION TECH
TELECOMM TECH II	21	NE	INFORMATION TECH
TELECOMMUNICATIONS TECH III	23	NE	INFORMATION TECH
PUBLIC INFORMATION OFCR TCSO	18	E	PUBLIC SAF/EMG MGMT
LAUNDRY ATTENDANT	7	NE	GENERAL/ROAD MAINT

Several jobs are recommended for title changes. The reason for these proposed changes is that the title no longer accurately captures the nature of the job performed. The jobs proposed for title changes are:

- Medical Office Assistant to Medical Assistant
- Onsite Sewage Fac Program Mgr to Permit Program Mgr
- Customer Support Techn to Customer Support Tech Sr
- Equipment Mechanic Supv to Mechanic Supv

Under the Fair Labor Standards Act (FLSA), all jobs are to be designated as either exempt or non-exempt for purposes of paying overtime. Employers are not required to pay overtime for jobs that are considered exempt, while employees working overtime in non-exempt jobs must be paid overtime pay for all productive hours over 40 during the defined calendar week. Over the course of the project, five job classifications were identified to move from non-exempt to exempt. These jobs are listed below:

- Job # Job Title
- 13446 Park Supv I
- 15447 Park Supv II
- 15532 Food Svcs Mgr
- 15580 Home Repair Supv
- 16420 Equipment Mechanic Supv

No jobs were recommended for movement from exempt to non-exempt status.

Job Movement: Overall, the job movement for all jobs included in the project ranged between an increase of three pay grades and a decrease of one pay grade. Table 4 below shows the movement by job family.

**Table 4
Travis County Job Analysis Project
Pay Grade Movement Table**

Number of Pay Grades Moved	Number or Job Classifications
-1	7
0	184
1	219
2	53
3	1

The movement of each job sorted by job family is shown on the following pages.

Administrative Support

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
8793	OFFICE ASST	8	NE	10	2	NE
9531	MAILROOM SVCS ASST	9	NE	9	0	NE
10795	OFFICE SPEC	10	NE	12	2	NE
11500	ADMINISTRATIVE ASST I	11	NE	13	2	NE
11552	MAILROOM SVCS ASST SR	11	NE	11	0	NE
11745	COURT CLERK ASST	11	NE	11	0	NE
12558	RECORDING SPEC I	12	NE	13	1	NE
12796	OFFICE SPEC SR	12	NE	13	1	NE
12800	TAX SPEC I	12	NE	13	1	NE
13505	ADMINISTRATIVE ASST II	13	NE	15	2	NE
13588	LAW ENFORCEMENT SPEC	13	NE	14	1	NE
13746	COURT CLERK I	13	NE	13	0	NE
14506	ADMINISTRATIVE ASSOC	14	NE	16	2	NE
14563	RECORDING SPEC II	14	NE	15	1	NE
14801	TAX SPEC II	14	NE	15	1	NE
15513	OFFICE SUPV	15	NE	16	1	NE
15516	COMMISSIONERS COURT SPEC	15	NE	16	1	NE
15565	RECORDING SPEC SR	15	NE	16	1	NE
15747	COURT CLERK II	15	NE	15	0	NE
15749	JUDICIAL AIDE	15	NE	16	1	NE
15789	LEGAL SECRETARY	15	NE	15	0	NE
15802	TAX SPEC III	15	NE	16	1	NE
16520	EXECUTIVE ASST	16	E	17	1	E
16748	COURT CLERK II SR	16	NE	16	0	NE
16750	JUDICIAL AIDE SPEC	16	NE	17	1	NE
16755	COURT OPERATIONS OFCR	16	NE	17	1	NE
16790	LEGAL SECRETARY SR	16	NE	16	0	NE
17791	PARALEGAL	17	NE	18	1	NE
18521	EXECUTIVE ASST ELECTD OFFICIAL	18	E	19	1	E
18590	CIVIL SVCS COORD	18	E	21	3	E
18792	PARALEGAL SR	18	NE	19	1	NE
20567	INTERPRETER	20	E	20	0	E
21570	INTERPRETER SR	21	E	21	0	E
21571	INTERPRETER LANGUAGE COURT SR	21	E	21	0	E

Attorneys

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
14009	LAW CLERK I	14	NE	15	1	NE
18011	LAW CLERK II	18	NE	19	1	NE
21027	ATTORNEY I	21	E	22	1	E
22028	ATTORNEY II	22	E	23	1	E
24029	ATTORNEY III	24	E	25	1	E
26030	ATTORNEY IV	26	E	27	1	E
27031	ATTORNEY V	27	E	28	1	E
28032	ATTORNEY VI	28	E	29	1	E
29038	ATTORNEY VII	29	E	30	1	E

Courts

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
9142	SUBSTANCE ABUSE MONITOR	9	NE	10	1	NE
10046	COURT BAILIFF	10	NE	11	1	NE
11381	JUVENILE DETENTION OFCR ASST	11	NE	12	1	NE
11507	JUVENILE RES TRT OFCR ASST	11	NE	12	1	NE
12143	PROBATION OFCR ASST	12	NE	13	1	NE
12382	JUVENILE DETENTION OFCR I	12	NE	13	1	NE
12386	JUVENILE PROBATION OFCR ASST	12	NE	13	1	NE
12508	JUVENILE RSDNTL TRT OFCR I	12	NE	13	1	NE
13383	JUVENILE DETENTION OFCR II	13	NE	14	1	NE
13509	JUVENILE RSDNTL TRT OFCR II	13	NE	14	1	NE
13595	CHILD SUPPORT COMPL OFCR	13	NE	13	0	NE
14144	PROBATION OFCR I	14	NE	15	1	NE
14384	JUVENILE DETENTION OFCR III	14	NE	15	1	NE
14387	JUVENILE PROBATION OFCR I	14	NE	15	1	NE
14510	JUVENILE RSDNTL TRT OFCR III	14	NE	15	1	NE
14546	JUVENILE CASE MGR	14	NE	15	1	NE
14596	CHILD SUPPORT COMPL OFCR SR	14	NE	14	0	NE
14756	ENFORCEMENT OFCR I	14	NE	15	1	NE
15145	PROBATION OFCR II	15	NE	16	1	NE
15331	PRETRIAL OFCR I	15	NE	16	1	NE
15388	JUVENILE PROBATION OFCR II	15	NE	16	1	NE
15511	JUVENILE RSDNTL TRT OFCR SR	15	NE	16	1	NE
15757	ENFORCEMENT OFCR II	15	NE	16	1	NE
16146	PROBATION OFFICER SR	16	NE	17	1	NE
16334	PRETRIAL OFCR II	16	NE	17	1	NE
16389	JUVENILE PROBATION OFCR III	16	NE	17	1	NE
16774	GUARDIAN AD LITEM I	16	E	17	1	E
17147	PROBATION OFFICER LD	17	NE	18	1	NE
17337	PRETRIAL OFCR III	17	NE	18	1	NE
17392	JUVENILE PROBATION OFCR LD	17	NE	18	1	NE
17758	ENFORCEMENT OFCR SR	17	NE	18	1	NE
17775	GUARDIAN AD LITEM II	17	E	18	1	E
18336	PRETRIAL OFCR SR	18	NE	19	1	NE
18776	GUARDIAN AD LITEM SR	18	E	19	1	E
24177	COURT REPORTER	24	E	25	1	E

Engineering & Support

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
10551	SURVEY CREW TECH	10	NE	12	2	NE
13257	ENGINEERING TECH	13	NE	14	1	NE
13556	SURVEY CREW SPEC	13	NE	15	2	NE
15258	ENGINEERING TECH SR	15	NE	16	1	NE
16559	GIS SPEC	16	NE	17	1	NE
16663	ENGINEERING INSPECTOR SPEC	16	NE	16	0	NE
17250	ENGINEERING SPEC	17	E	18	1	E
18661	GIS ANALYST	18	NE	18	0	NE
18797	ENGINEERING INSPECTOR SPEC SR	18	NE	18	0	NE
19251	ENGINEERING SPEC SR	19	E	20	1	E
19274	ARCHITECTURAL ASSOC	19	E	20	1	E
19659	GIS COORD	19	E	21	2	E
21252	ENGINEERING ASSOC	21	E	22	1	E
21275	ARCHITECTURAL ASSOC SR	21	E	22	1	E
21653	SURVEY RECORDS MGR	21	E	22	1	E
23247	ENGINEER	23	E	24	1	E
23277	FACILITIES PROJECT MGR	23	E	24	1	E
23279	COST ESTIMATOR	23	E	23	0	E
25249	ENGINEER SR	25	E	26	1	E
25278	FACILITIES PROJECT MGR SR	25	E	26	1	E
25417	FACILITIES BLDG MAINT ENG SR	25	E	26	1	E

County Executives

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
32268	EXEC MGR ADMIN OPERATIONS	32	E	33	1	E
33262	COUNTY EXEC EMERGENCY SVCS	32	E	33	1	E
33263	COUNTY EXEC HHS	32	E	33	1	E
33264	COUNTY EXEC JPS	32	E	33	1	E
34270	COUNTY EXEC PBO	32	E	34	2	E
34273	COUNTY EXEC TNR	32	E	34	2	E
	COUNTY EXEC ITS					

Finance

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
11002	ACCOUNTING CLERK	11	NE	12	1	NE
13003	ACCOUNTANT ASSOC	13	NE	14	1	NE
16005	ACCOUNTANT	16	E	17	1	E
16036	BUDGET ANALYST I	16	E	17	1	E
17008	FINANCIAL ANALYST	17	E	18	1	E
18006	ACCOUNTANT SR	18	E	19	1	E
18024	TAX SUPV	18	E	19	1	E
18037	BUDGET ANALYST II	18	E	19	1	E
19010	FINANCIAL ANALYST SR	19	E	20	1	E
19012	ASST CORPORATIONS ADMIN	19	E	20	1	E
19017	PROBATE AUDITOR	19	E	19	0	E
19034	FORENSIC ANALYST	19	E	21	2	E
20004	ASST INVESTMENT MGR	20	E	21	1	E
20007	ACCOUNTANT LD	20	E	21	1	E
20039	BUDGET ANALYST III	20	E	21	1	E
21035	FORENSIC ANALYST SR	21	E	22	1	E
22013	FINANCIAL ANALYST LD	22	E	23	1	E
22015	CORPORATIONS ADMINISTRATOR	22	E	24	2	E
22042	BUDGET ANALYST SR	22	E	24	2	E
23016	INVESTMENT MGR	23	E	25	2	E
24014	FINANCIAL MGR	24	E	26	2	E

General Road and Maintenance

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
5184	CUSTODIAN	5	NE	7	2	NE
7299	GROUNDSKEEPER	7	NE	8	1	NE
7439	PARK MAINT WORKER	7	NE	9	2	NE
7519	HOUSEKEEPER	7	NE	7	0	NE
7803	CUSTODIAN LD	7	NE	9	2	NE
8055	BUILDING SECURITY GUARD	8	NE	9	1	NE
8418	ROAD MAINT WORKER	8	NE	10	2	NE
8529	COOK	8	NE	8	0	NE
8539	MOVER	8	NE	8	0	NE
9050	BUILDING MAINT WORKER	9	NE	11	2	NE
9415	ROAD MAINT WORKER SR	9	NE	11	2	NE
9540	SHIPPING RECEIVING SUPPLY ASST	9	NE	10	1	NE
10049	BUILDING OPERATIONS WORKER	10	NE	12	2	NE
10300	GROUNDSKEEPER SUPV	10	NE	12	2	NE
10442	PARK MAINT WORKER SR	10	NE	11	1	NE
10804	CUSTODIAL SVCS SUPV	10	NE	12	2	NE
11053	BUILDING MAINT WORKER SR	11	NE	13	2	NE
11534	SCHOOL CROSSING GUARD SUPV	11	NE	11	0	NE
12530	FOOD SVCS SUPV	12	NE	13	1	NE
13052	BUILDING MAINT COORD	13	NE	14	1	NE
13446	PARK SUPV I	13	NE	15	2	E
15051	BUILDING OPS SUPV	15	E	16	1	E
15054	BUILDING MAINT SUPV	15	E	16	1	E
15281	ROAD MAINT SUPV	15	E	17	2	E
15447	PARK SUPV II	15	NE	16	1	E
15532	FOOD SVCS MGR	15	NE	16	1	E
16799	BUILDING MAINT SUPT	16	E	17	1	E
18523	ROAD MAINT MGR	18	E	19	1	E

Human Resources

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
12301	HUMAN RESOURCES ASST I	12	NE	12	0	NE
12304	BENEFITS ASSISTANT I	12	NE	12	0	NE
14305	BENEFITS ASSISTANT II	14	NE	14	0	NE
14308	HUMAN RESOURCES ASST II	14	NE	14	0	NE
14515	RISK/SAFETY SPEC ASST II	14	NE	14	0	NE
16310	HUMAN RESOURCES ASST SR	16	NE	16	0	NE
16311	BENEFITS ASST SR	16	NE	16	0	NE
16312	BENEFITS ASST SR WELLNESS SPEC	16	NE	16	0	NE
16582	TRAINING EDUCATION COORD I	16	E	16	0	E
18314	HUMAN RESOURCES SPEC I	18	E	18	0	E
18347	HUMAN RESOURCES ANALYST I	18	E	18	0	E
18524	RISK SAFETY SPEC I	18	E	18	0	E
18572	TRAINING EDUCATION COORD II	18	E	18	0	E
20320	HUMAN RESOURCES SPEC II	20	E	20	0	E
20348	HUMAN RESOURCES ANALYST II	20	E	20	0	E
20525	RISK SAFETY SPEC II	20	E	20	0	E
20573	TRAINING EDUCATION COORD SR	20	E	20	0	E
22319	HUMAN RESOURCES SPEC SR	22	E	21	-1	E
22354	HUMAN RESOURCES ANALYST SR	22	E	21	-1	E
22526	RISK SAFETY SPEC SR	22	E	21	-1	E
24321	EMPLOYMENT SPEC	24	E	24	0	E
24355	HUMAN RESOURCES ANALYST SPEC	24	E	24	0	E
24370	HUMAN RESOURCES MGR I	24	E	24	0	E
24372	HRIS SPEC	24	E	25	1	E
24374	BENEFITS ADMIN	24	E	24	0	E
24527	OCCUP HEALTH SAFETY ENG	24	E	24	0	E
24579	HUMAN RESOURCES FIN ALYST LD	24	E	25	1	E
26345	COMPENSATION MGR	26	E	26	0	E
26371	HUMAN RESOURCES MGR II	26	E	26	0	E

Information Technology

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
16849	CUSTOMER SUPPORT TECH	16	E	17	1	E
18825	BUSINESS ANALYST ASSOC	18	E	19	1	E
18849	CUSTOMER SUPPORT TECHN	18	NE	19	1	NE
20850	CUSTOMER SUPPORT ANALYST I	20	E	20	0	E
21843	TECHNICAL TRAINER I	21	E	22	1	E
21856	INFORMATION SECURITY ANLST I	21	E	22	1	E
21876	BUSINESS ANALYST I	21	E	22	1	E
22851	CUSTOMER SUPPORT ANALYST II	22	E	22	0	E
22861	WEBMASTER I	22	E	22	0	E
23830	SYSTEMS ENGINEER I	23	E	23	0	E
23836	NETWORK ENGINEER I	23	E	23	0	E
23844	TECHNICAL TRAINER II	23	E	23	0	E
23857	INFORMATION SECURITY ANLST II	23	E	24	1	E
23867	APPLICATION DEV ANALYST I	23	E	23	0	E
23877	BUSINESS ANALYST II	23	E	24	1	E
24349	IMAGING DIV MGR	24	E	24	0	E
24425	MEDIA OPERATIONS MGR	24	E	25	1	E
24852	CUSTOMER SUPPORT ANALYST III	24	E	24	0	E
24862	WEBMASTER II	24	E	24	0	E
25831	SYSTEMS ENGINEER II	25	E	25	0	E
25837	NETWORK ENGINEER II	25	E	25	0	E
25853	CUSTOMER SUPPORT SPEC	25	E	26	1	E
25858	INFORMATION SECURITY ANLST III	25	E	26	1	E
25868	APPLICATION DEV ANALYST II	25	E	25	0	E
25878	BUSINESS ANALYST III	25	E	26	1	E
26244	EMERGENCY WIRELESS COMM MGR	26	E	26	0	E
26863	WEBMASTER III	26	E	26	0	E
26874	DATABASE ADMINISTRATOR I	26	E	26	0	E
27832	SYSTEMS ENGINEER III	27	E	27	0	E
27838	NETWORK ENGINEER III	27	E	27	0	E

Information Technology (Cont)

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
27854	CUSTOMER SUPPORT MGR	27	E	28	1	E
27859	INFORMATION SECURITY MGR	27	E	29	2	E
27869	APPLICATION DEV ANALYST III	27	E	27	0	E
27879	BUSINESS CONSULTANT I	27	E	27	0	E
27882	PROJECT MGR I	27	E	27	0	E
28833	SYSTEMS ARCHITECT I	28	E	28	0	E
28839	NETWORK ARCHITECT I	28	E	28	0	E
28864	WEB ARCHITECT I	28	E	28	0	E
28870	APPLICATION ARCHITECT I	28	E	28	0	E
28875	DATABASE ADMINISTRATOR II	28	E	27	-1	E
28883	PROJECT MGR II	28	E	28	0	E
29834	SYSTEMS ARCHITECT II	29	E	29	0	E
29835	SYSTEMS MGR	29	E	30	1	E
29840	NETWORK ARCHITECT II	29	E	29	0	E
29848	TELECOMM MGR	29	E	29	0	E
29865	WEB ARCHITECT II	29	E	29	0	E
29871	APPLICATION ARCHITECT II	29	E	30	1	E
29880	BUSINESS CONSULTANT II	29	E	28	-1	E
29886	IT DEPT DIV MGR	29	E	29	0	E
30841	NETWORK OPERATIONS MGR	30	E	30	0	E
30842	SYSTEMS NETWORK OPS DIV MGR	30	E	30	0	E
30855	CUSTOMER SPT CLT TCH DIV MGR	30	E	30	0	E
30860	INFORMATION SECURITY OFFICER	30	E	32	2	E
30866	WEB SVCS MGR	30	E	30	0	E
30872	APPLICATION DEV MGR	30	E	31	1	E
30873	APPLICATION WEB DEV DIV MGR	30	E	31	1	E
30881	APPLICATION SUPPORT DIV MGR	30	E	31	1	E
30884	PROJECT MGR III	30	E	30	0	E
30885	PROJECT MGMT DIV MGR	30	E	32	2	E
31887	INFORMATION TECHNOLOGY DIR	31	E	33	2	E
98353	CHIEF INFORMATION OFCR	37				

Medical

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
10687	CERTF NURSING ASST	10	NE	10	0	NE
11810	FORENSIC MORGUE ATTENDANT	11	NE	11	0	NE
13690	PHARMACY TECH	13	NE	12	-1	NE
13818	FORENSIC AUTOPSY TECH	13	NE	13	0	NE
14680	MEDICAL OFFICE ASST	14	NE	14	0	NE
15282	FORENSIC TOXICOLOGIST LAB TECH	15	NE	16	1	NE
15409	LICENSED VOCATIONAL NURSE	15	NE	15	0	NE
16809	FORENSIC MED EXAM INVESTGTR I	16	NE	18	2	NE
18698	REGISTERED NURSE I	18	NE	20	2	NE
18817	FORENSIC MED EXAM INVESTGTR II	18	NE	20	2	NE
19283	FORENSIC TOXICOLOGIST	19	E	20	1	E
19820	FORENSIC AUTOPSY TECH CHIEF	19	E	19	0	E
20493	REGISTERED NURSE II	20	NE	21	1	NE
21286	FORENSIC TOXICOLOGIST DEP CH	21	E	22	1	E
21472	REGISTERED CHARGE NURSE	21	NE	22	1	NE
21677	STAR FLIGHT PARAMEDIC	21	NE	22	1	NE
22322	HEALTH SVCS SUPV	22	E	23	1	E
22473	FORENSIC NURSE SR INVESTGTR	22	E	23	1	E
23678	STAR FLIGHT NURSE RN	23	NE	24	1	NE
23819	FORENSIC MED EXAM INVESTGTR CH	23	E	24	1	E
24285	FORENSIC TOXICOLOGIST CHIEF	24	E	26	2	E
24760	PHYSICIAN ASST NURSE PRACT	24	E	25	1	E
28691	PHARMACIST	28	E	28	0	E
31684	PHYSICIAN I	31	E	32	1	E
32685	PHYSICIAN II	32	E	33	1	E
98083	DEPUTY CHIEF MEDICAL EXAMINER	39	E	40	1	E
98084	DEPUTY MEDICAL EXAMINER I	34	E	35	1	E
98085	DEPUTY MEDICAL EXAMINER II	38	E	39	1	E
98086	CHIEF MEDICAL EXAMINER	40	E	41	1	E
98686	MEDICAL DIR	36	E	36	0	E
98693	PSYCHIATRIST	34	E	35	1	E

Planning

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
13498	PLANNER MGMT RSRCH ASST	13	NE	14	1	NE
15497	PLANNER MGMT RSRCH SPEC ASSOC	15	E	16	1	E
16495	PLANNER MGMT RSRCH SPEC	16	E	17	1	E
18449	PLANNER	18	E	19	1	E
18496	PLANNER MGMT RSRCH SPEC SR	18	E	19	1	E
20452	PLANNER SR	20	E	21	1	E
22453	PLANNING MGR	22	E	24	2	E

Professional Support

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
13488	RECORDS ANALYST ASST	13	NE	13	0	NE
14404	LAW LIBRARY SPEC	14	NE	15	1	NE
15489	RECORDS ANALYST ASSOC	15	NE	15	0	NE
15824	JOB PLACEMENT SPEC	15	NE	16	1	NE
16405	LAW LIBRARIAN	16	NE	17	1	NE
16474	PROGRAM COORD	16	E	18	2	E
16574	NATURAL RESOURCES TECH	16	NE	16	0	NE
17490	RECORDS ANALYST	17	NE	17	0	NE
17576	ENVIRONMENTAL SPEC	17	NE	18	1	NE
18584	NATURAL RESOURCES SPEC	18	NE	18	0	NE
19406	LAW LIBRARY SUPV	19	E	20	1	E
19408	ARCHIVIST	19	E	18	-1	E
19475	ACCREDITATION COMPLIANCE OFCR	19	E	19	0	E
19577	ENVIRONMENTAL SPEC SR	19	E	19	0	E
20492	RECORDS ANALYST SUPV	20	E	20	0	E
20517	RIGHT OF WAY AGENT	20	E	20	0	E
20575	ENVIRONMENTAL RSRC MGT SPEC SR	20	E	20	0	E
22407	LAW LIBRARY MGR	22	E	23	1	E
22512	FLOODPLAIN MGR	22	E	23	1	E
22578	ENVIRONMENTAL PROJECT MGR	22	E	22	0	E
24514	ONSITE SEWAGE FAC PROGRAM MGR	24	E	24	0	E
24522	NATURAL RESOURCES PRGM MGR	24	E	24	0	E
24581	ENVIRONMENTAL PRGM MGR	24	E	24	0	E
25518	RIGHT OF WAY PRGM MGR	25	E	25	0	E

Public Safety

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
12227	DISPATCHER	12	NE	12	0	NE
12740	SECURITY COORD	12	NE	13	1	NE
13759	TELECOMM 9-1-1 SPEC CALL TAKER	13	NE	14	1	NE
14752	TELECOMM 911 SPEC	14	NE	15	1	NE
15753	TELECOMM 911 SPEC SR	15	NE	16	1	NE
16754	TELECOMM 911 SPEC SUPV	16	NE	18	2	NE
18087	PUBLIC INFORMATION OFCR PUB SAFETY	18	E	18	0	E
18178	CRIME SCENE SPEC	18	NE	18	0	NE
18429	FIRE MARSHAL ASST DEPUTY II	18	NE	20	2	NE
20088	PUBLIC INFORMATION OFCR SR PUB SAFETY	20	E	20	0	E
20231	HAZARDOUS MATERIAL COORD	20	E	20	0	E
20430	FIRE MARSHAL ASST DEPUTY III	20	NE	22	2	NE
21151	TELECOMM 911 MGR	21	E	21	0	E
21325	STAR FLIGHT AIRCRAFT MECH	21	NE	22	1	NE
22238	EMERGENCY MGMT COORD ASST	22	E	22	0	E
22291	FIRE MARSHAL ASST	22	NE	24	2	NE
22318	STAR FLIGHT AIRCRAFT MECH SR	22	NE	23	1	NE
24245	EMERGENCY MGMT COORD	24	E	24	0	E
24290	FIRE MARSHAL	24	E	26	2	E
24326	STAR FLIGHT AIRCRAFT DIR MAINT	24	E	25	1	E
24327	STAR FLIGHT HELIC PILOT	24	NE	25	1	NE
25240	STAR FLIGHT CHIEF CLINIC SUPV	25	E	26	1	E
25242	STAR FLIGHT CHIEF MEDICAL SUPV	25	E	26	1	E
25328	STAR FLIGHT HELIC PILOT SR	25	NE	26	1	NE
26329	STAR FLIGHT HELIC PILOT CH FLT	26	E	27	1	E
27091	CHIEF INVESTIGATIONS	27	E	27	0	E
27246	STAR FLIGHT DIR OPERATIONS	27	E	28	1	E
28092	CAPTAIN CORRECTIONS	28	E	28	0	E
28093	CAPTAIN LAW ENFORCEMENT	28	E	28	0	E
28243	STAR FLIGHT PRGM DIR	28	E	29	1	E
30094	MAJOR	30	E	30	0	E
32095	CHIEF DEPUTY SHERIFF	32	E	32	0	E

Skilled Trades

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
10064	CARPENTER ASSOC	10	NE	11	1	NE
10323	EQUIPMENT OPERATOR	10	NE	12	2	NE
10541	SIGN TECH	10	NE	11	1	NE
11324	EQUIPMENT OPERATOR SR	11	NE	13	2	NE
11547	SIGN TECH SUPV	11	NE	12	1	NE
12421	AUTOMOTIVE MECHANIC	12	NE	14	2	NE
13422	EQUIPMENT MECHANIC	13	NE	15	2	NE
13432	ELECTRICIAN	13	NE	15	2	NE
13434	PLUMBER	13	NE	14	1	NE
13437	EQUIPMENT TECH	13	NE	14	1	NE
14427	CARPENTER	14	NE	15	1	NE
14431	PAINTER	14	NE	14	0	NE
14436	LOCKSMITH	14	NE	14	0	NE
15428	CARPENTER SR	15	NE	16	1	NE
15433	MASTER ELECTRICIAN	15	NE	17	2	NE
15435	MASTER PLUMBER	15	NE	16	1	NE
15548	HVAC REFRIG MECHANIC	15	NE	15	0	NE
15580	EQUIPMENT MECHANIC SUPV	15	NE	17	2	E
16420	HOME REPAIR SUPV	16	NE	18	2	E
18438	MARKETABLE SKILLS PROGRAM SUPV	18	E	19	1	E
20549	FLEET SVCS COORD	20	E	21	1	E

Social Services

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
9550	SOCIAL SVCS AIDE	9	NE	10	1	NE
11811	SOCIAL SVCS ASST	11	NE	11	0	NE
13557	SOCIAL SVCS PROGRAM SPEC ASSOC	13	NE	13	0	NE
13779	INTAKE OFCR	13	NE	13	0	NE
15075	CHEM DEPENDENCY COUNSELOR	15	NE	16	1	NE
15169	COUNSELOR	15	NE	16	1	NE
15586	VICTIM COUNSELOR	15	NE	16	1	NE
15812	CASE WORKER	15	NE	16	1	NE
16072	CHAPLAIN	16	E	16	0	E
16076	CHEM DEPENDENCY COUNSELOR SR	16	NE	17	1	NE
16170	COUNSELOR SR	16	NE	17	1	NE
16562	SOCIAL SVCS PROGRAM SPEC	16	NE	16	0	NE
16587	VICTIM COUNSELOR SR	16	NE	17	1	NE
17073	CHAPLAIN SR	17	E	17	0	E
17564	SOCIAL SVCS PROGRAM COORD	17	E	18	1	E
17813	SOCIAL WORKER	17	E	18	1	E
18814	SOCIAL SVCS MGR	18	E	19	1	E
20560	SOCIAL SVCS PROGRAM ADMIN	20	E	21	1	E
20815	CASE MGMT COORD	20	E	20	0	E
23694	PSYCHOLOGIST	23	E	23	0	E
25393	PSYCHOLOGICAL SVCS MGR	25	E	25	0	E

Sr/Mid Management

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
18396	COURT SVCS MGMT ADMIN COORD	18	E	18	0	E
18591	COMMISSARY MGR	18	E	20	2	E
18769	COMMUNITY LIAISON	18	E	18	0	E
19150	PROBATION CASE WORK MGR	19	E	19	0	E
19385	JUVENILE SHIFT SUPV	19	E	19	0	E
19391	JUVENILE CASE WORK MGR	19	E	20	1	E
19708	OFFICE MGR	19	E	19	0	E
19780	JUVENILE FACILITIES MGR	19	E	21	2	E
20335	PRETRIAL MGR	20	E	20	0	E
20394	DISTRICT CLERK JURY MGR	20	E	20	0	E
21234	DISTRICT PARK MGR	21	E	22	1	E
21568	EXPO CENTER EVTS FAC COORD SR	21	E	21	0	E
21583	VETERANS SVCS OFCR	21	E	21	0	E
21709	OFFICE MGR SR	21	E	21	0	E
22207	ELECTIONS MGMT COORD	22	E	22	0	E
22398	PROBATION DIV MGR	22	E	22	0	E
22696	SUPPORT SVCS MGR	22	E	23	1	E
22697	RECORDS SVCS MGR	22	E	23	1	E
22778	JUVENILE PROBATION DIV MGR	22	E	22	0	E
23298	DEVELOPMENT SVCS PRGM MGR	23	E	23	0	E
24399	COURT SVCS PROGRAM MGR	24	E	24	0	E
24400	LEGAL SVCS PROGRAM MGR	24	E	24	0	E
24553	CES MGR	24	E	24	0	E
24569	EXPO CENTER DIR	24	E	24	0	E
25397	JUVENILE PROBATION DIV DIR	25	E	25	0	E
25423	PROBATION DIV DIR	25	E	25	0	E
25561	SOCIAL SVCS DIR	25	E	25	0	E
25585	VICTIM WITNESS SVCS DIV DIR	25	E	25	0	E
25592	COMPREHENSIVE PLANNING MGR	25	E	26	1	E
25628	STRATEGIC PLANNING MGR	25	E	26	1	E
26043	ASST BUDGET DIR	26	E	27	1	E
26047	BUILDING MAINT DIV MGR	26	E	27	1	E
26208	ELECTIONS ASST ADMIN	26	E	26	0	E

Sr/Mid Management (Cont)

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	PROPOSED GRADE	DIFFERENCE	PROPOSED FLSA
26225	RECORDS MGMT COMM RSRC DIR	26	E	27	1	E
26297	FLEET DIV MGR	26	E	26	0	E
26306	PARKS DIV MGR	26	E	26	0	E
26338	PRETRIAL DIV DIR	26	E	26	0	E
26566	HHS DIV DIR	26	E	26	0	E
26751	COUNTY DIST CLERK DIV DIR	26	E	26	0	E
26768	ADMINISTRATIVE SVCS DIV DIR	26	E	26	0	E
27041	MEDICAL SVCS DIR	27	E	29	2	E
27309	NATURAL RSRC ENV QTY DIV DIR	27	E	27	0	E
27413	JUVENILE PROBATION DIR	27	E	27	0	E
27491	PROBATE COURT ADMIN	27	E	28	1	E
27555	CES DIR	27	E	27	0	E
28209	ELECTIONS DIV DIR	28	E	28	0	E
28213	TAX ASSESS COLL DIV DIR	28	E	28	0	E
28255	ENGINEERING DIV MGR	28	E	28	0	E
28267	CHIEF ADMIN OFCR MED EXAMINER	28	E	28	0	E
28315	PARKS DIV DIR	28	E	29	1	E
28533	RISK BENEFITS MGR SR	28	E	28	0	E
29025	TAX ASSESS COLL ASSOC DEPUTY	29	E	29	0	E
29254	ENGINEERING SVCS DIV DIR	29	E	29	0	E
29313	ROAD MAINT BRDG FLEET DIV DIR	29	E	29	0	E
29395	DIR MENTL HLTH PUBLIC DEFENDER	29	E	30	1	E
30174	COUNTY DIST ATTY ASST DIV DIR	30	E	31	1	E
30317	TNR ASST DIR	30	E	31	1	E
30346	HUMAN RESOURCES MGMT DIR	30	E	31	1	E
30402	CHIEF DEPUTY JUVENILE PROB	30	E	30	0	E
30403	CHIEF DEPUTY CSCD	30	E	30	0	E
30485	COURT LEGAL MGMT ADMIN DIR	30	E	30	0	E
30486	CHIEF DEPUTY COUNTY CLERK	30	E	30	0	E
30487	CHIEF DEPUTY DISTRICT CLERK	30	E	30	0	E
31175	COUNTY DIST ATTY DIV DIR	31	E	32	1	E
31230	ATTORNEY SR DEPUTY	31	E	32	1	E
31390	JUV PUBLIC DEFENDER	31	E	32	1	E
31450	BUDGET DIR	31	E	32	1	E
31476	CHIEF DEPUTY TAX ASSESS COLL	31	E	31	0	E
32256	PUBLIC WORKS DIR	32	E	33	1	E
32682	FACILITIES MGMT DIR	32	E	32	0	E
98232	ATTORNEY SR CHIEF DEPUTY	34	E	35	1	E
32082	CHIEF JUVENILE PROBATION OFCR	32	E	33	1	E
32148	COMM SUPV CORRECTIONS DIR	32	E	33	1	E

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Train/Educ/Instruct**

JOB CODE	JOB CLASSIFICATION TITLE	PAY GR	FLSA	JOB FAMILY DESCRIPTION	PROP GRADE	DIFFERENCE	PROP FLSA
20426	MEDIA PRODUCER	20	E	PUBLIC INFORMATION	20	0	E
26627	INTERGOVERNMENTAL RELTNS COORD	26	E	PUBLIC INFORMATION	27	1	E
10483	PURCHASING CLERK II	10	NE	PURCHASING	11	1	NE
12484	PURCHASING CLERK III	12	NE	PURCHASING	14	2	NE
20692	CONTRACT COMPLIANCE SPEC	20	E	PURCHASING	21	1	E
11350	IMAGING PRODUCTION TECH	11	NE	REPRODUCTION	11	0	NE
11494	REPROGRAPHICS PROD TECH	11	NE	REPRODUCTION	11	0	NE
15352	IMAGING PRODUCTION TECH SUPV	15	NE	REPRODUCTION	15	0	NE
15469	REPROGRAPHICS PROD TECH SUPV	15	NE	REPRODUCTION	15	0	NE
15933	ELEC CLK ELC CR SPEC PR TMPS	15	NE	TEMPS	16	1	NE
13738	EDUCATION INSTRUCTIONAL SPEC	13	NE	TRAIN EDUC INSTR	13	0	NE
15589	VOLUNTEER COORD	15	NE	TRAIN EDUC INSTR	15	0	NE

D. Costing and Implementation

The costing mechanism used for the project was recommended by the Compensation Committee. Positions in job classifications that were recommended to go down one pay grade saw no change in their pay levels. Likewise, positions in job classifications that had no change in their pay grades also retained their existing rate of pay. For positions in job classifications where the market analysis indicated they should be in a higher pay grade, the calculation was done as follows:

$\text{New base pay} = \text{Existing base pay} + (\# \text{of Grades moved} * 3.5\%) * (\text{Midpoint of proposed grade})$

In addition to the formula above, if the resulting salary was below the minimum of the proposed pay grade, then an addition was made to bring the employee to the proposed new minimum of the pay grade. Likewise, if the resulting salary would result in the employee being above the maximum of the proposed pay grade, the increase was reduced to the maximum of the new pay grade. To illustrate how the costing calculations were done, the following example is provided for hypothetical employees Able, Baker, Charlie, David, Eve, Favor and Gary.

Costing Example

Employee	Current Title	Current Salary	Current PG	Proposed PG	# Grades Moved	Market Adjustment 3.5% * # PG moved * MP of new PG	Adjustment to bring to minimum of new PG	Total MSS increase
Able [at min of curr pg]	Office Specialist Sr	\$28,262	12	13	1	\$ 1,297	\$ 680	\$ 1,976
Baker [between min & mid of curr pg]	Office Specialist Sr	\$31,442	12	13	1	\$ 1,297	\$ -	\$ 1,297
Charlie [at mid of curr pg]	Office Specialist Sr	\$34,621.60	12	13	1	\$ 1,297	\$ -	\$ 1,297
David [between mid and max of curr pg]	Office Specialist Sr	\$37,671	12	13	1	\$ 1,297	\$ -	\$ 1,297
Eve [at max of curr pg]	Office Specialist Sr	\$40,981	12	13	1	\$ 1,297	\$ -	\$ 1,297
Favor [at mid of grade, no pg change]	Court Clerk I	\$37,043	13	13	0	N/A	N/A	N/A
Gary [at mid of grade, goes down 1 pg]	HR Specialist Sr	\$ 69,474	22	21	-1	N/A	N/A	N/A

As seen in the costing table, all of the Office Specialist Seniors had the same increase for the market adjustment, but Employee Able received an additional amount to reach the proposed pay grade minimum.

Employees Favor and Gary did not receive any increase since their pay grades either did not change or went down.

Implications: The proposed costing mechanism does have certain mathematical properties built into it which have implications. The most obvious implication is that since increases are tied to the midpoint of a range rather than as a percentage of employee salary, the increases are for the most part going to be fixed amounts. In other words, except for situations where the resulting salary would leave the employee either below minimum or above maximum (thus requiring an additional adjustment), all employees in the same pay grades should receive an identical dollar amount for their increase. Mathematically, this means that employees who are currently paid higher within a range will receive a smaller increase on a percentage basis than another employee who is currently paid lower within that same pay grade.

The proposed costing scenario contrasts with past costing scenarios where increases were regularly based on a percentage of an employee's salary. Under this type of scenario, employees paid higher in the pay range received the same percentage increase but received a larger dollar increase than an employee paid lower in the pay range.

Reclassifications: With respect to reclassifications, the recommendation is that any proposed reclassification that requires additional funding not be approved as a part of the project. Instead, the recommendation is that any costs that cannot be internally funded and require additional resources be submitted by departments as a part of the FY 13 budget process. Departments would be encouraged to work with their PBO Analysts to develop a funding plan for any proposed reclassification that requires additional resources.

Summary: The final costing for the project is shown on the following page. The total salary cost required to cover the project is \$6,174,183. This translates to an increased benefit cost of \$1,280,712. Combined, the total cost of the project is \$7,454,895.

Of this increase, the salary amount covered by the General Fund would be \$4,623,305. The associated amount for benefits from the General Fund would be \$949,676. Combined, the total cost from the General Fund would be \$5,572,981.

Implementation: During the FY 2012 budget process, Commissioners Court did set aside funding for possible implementation of this project in FY 2012. Based on the amount set aside, it would be possible from a budget standpoint to implement the project for six months (assuming an April 1, 2012 implementation date). However this would require an additional commitment for FY 2013 and beyond since the salaries are a recurring expense, and the amount of funding set aside for compensation would not cover the annualized cost of the project.

Another key consideration for implementation is the amount of time it would take to process the personnel actions required. Typically, mass changes such as these are done by the Auditor's Office via a computer program rather than by manual personnel actions. Due to the time demands related to the implementation of SAP and other ongoing work, the Auditor's Office has indicated that an implementation in April would not be possible. To do a mass action change requires time to program and test, and given the workload present in the Auditor's Office. Christina Adair has indicated that she and the BEFIT team can support an effective date for market salary adjustments between August 1st and September 30th, and this assumes no other mass actions such as a change to the POPS scale would be implemented.

Market Salary Survey Costing Information from PBO

Costing By Fund	Salary Increases	Related Benefits	Total Cost
General Fund	\$ 4,623,305	\$ 949,676	\$ 5,572,981
Road and Bridge Special Revenue Fund	\$ 491,663	\$ 113,719	\$ 605,382
Courthouse Security Fund	\$ 6,482	\$ 1,305	\$ 7,787
Other Special Revenue Funds	\$ 113,850	\$ 25,216	\$ 139,066
Grant Funds	\$ 336,881	\$ 70,027	\$ 406,908
CSCD State and Local Funds	\$ 564,872	\$ 113,520	\$ 678,392
Other Funding Sources	\$ 37,129	\$ 7,249	\$ 44,378
Total Cost	\$ 6,174,183	\$ 1,280,712	\$ 7,454,895

Estimated Costs for All Potential Compensation (Calculated by PBO)

	Total Compensation All Funding Sources	General Fund Cost - Includes Road & Bridge and Courthouse Security Funds	Remaining Funding Sources
Market Salary Survey			
General Fund	\$ 5,572,981	\$ 5,572,981	\$ -
Road and Bridge Fund	\$ 605,382	\$ 605,382	\$ -
Courthouse Security Fund	\$ 7,787	\$ 7,787	\$ -
Remaining Special Revenue Funds	\$ 139,067	\$ -	\$ 139,067
CSCD State and Local Funds	\$ 678,392	\$ -	\$ 678,392
Grants	\$ 406,908	\$ -	\$ 406,908
Other Funding Sources	\$ 44,378	\$ -	\$ 44,378
Subtotal for MSS	\$ 7,454,895	\$ 6,186,150	\$ 1,268,745
Other Compensation			
3.5% for Elected Officials (Non Judiciary)	\$ 68,192	\$ 68,192	\$ -
3.5% for the Auditor's Office	\$ 272,580	\$ 272,580	\$ -
3.5% for the Purchasing Office	\$ 92,933	\$ 92,933	\$ -
3.5% for POPS (Gen Fund and Courthouse Security)	\$ 3,143,088	\$ 3,143,088	\$ -
Subtotal for Other Compensation	\$ 3,576,793	\$ 3,576,793	\$ -
Grand Total	\$ 11,031,688	\$ 9,762,943	\$ 1,268,745
Cost for a 1% increase for rank and file that did not receive a MSS adjustment (Requested by Comm. Davis)	\$ 524,606	\$ 472,036	\$ 52,570
Cost for a 2% increase for rank and file that did not receive a MSS adjustment (Requested by Comm. Davis)	\$ 1,049,212	\$ 944,072	\$ 105,140

Increases shown above for Other Compensation are for planning and comparison purposes only. More than halfway through the MSS it appeared the salary base of rank and file would increase by approximately 3.5% as the result of MSS adjustments and this percentage increase was used for estimating Other Compensation. This calculation was based on the potential adjustments along with some positions remaining at the same salary as the result of the MSS. Based on HRMD's final recommendation and if all MSS adjustments are implemented, the salary base of rank and file in the General Fund would increase by 3.42%. The rank and file salary base for all funding sources would increase by 3.65%. PBO can recalculate any costs above with different percentage increases per the direction of the Commissioners Court.

Major unknowns at this point include the impact of MSS on special revenue funds and grants along with temporary and overtime budgets. Historically, special revenue funds have fully supported the cost of Market Salary Surveys. PBO will be working with departments on this issue as the budget process unfolds and FY 13 revenue estimates become available. There is the potential that the General Fund will need to support increases in some special revenue funds should it be determined that sufficient revenue is not available and Commissioners Court wishes to maintain the same service level for these programs. In addition, PBO will be working departments and the Auditor's Grant Staff with the goal of each grant fully supporting applicable increases. PBO encourages departments to review their overtime and temporary employee budgets in light of the potential increases for the MSS and plan accordingly. Departments that cannot absorb the impact of the MSS should submit a request with supporting justification as a part of the FY 13 budget process.



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December 15, 2011

Honorable Samuel T. Biscoe
Travis County Judge
P. O. Box 1748
Austin, Texas 78767

Re: Report of the Compensation Committee

Dear Judge Biscoe:

The Commissioners Court asked the Compensation Committee to (1) reconsider our recommendation that raises upon reclassification or market adjustment be restricted to five percent (5%) per grade increased, but in no event higher than the midpoint of the range to which a job title is moved and (2) to recommend to the Commissioners Court a performance evaluation system that would support our recommendation that the Travis County compensation system be based on the employment market, with raises given primarily based on performance.

You also asked the Compensation Committee to provide you with examples of major employers who successfully use performance review systems.

The Compensation Committee has met four times since that request, with the following results:

1. The Compensation Committee recommends that when a job title is raised in grade due to a reclassification or a market adjustment, the amount of pay increase received by any incumbent(s) in that job title will be calculated as three and a half percent (3.5%) times the number of pay grades moved times the midpoint of the proposed grade, but in no event higher than the maximum of the range to which the job title is moved. If this increase does not place the incumbent(s) at least to the minimum of the new pay grade, then the salary will be adjusted to the minimum of the new pay grade. This is different from the Committee's previous recommendation.

Honorable Samuel T. Biscoe
December 15, 2011
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2. The Compensation Committee is ready to provide you and, if you request, the Commissioners Court with a report identifying several major employers which we believe successfully use performance review systems.
3. The Compensation Committee has been unable to develop a detailed performance evaluation system to recommend to the Commissioners Court. We believe that task will take longer than four meetings to complete.

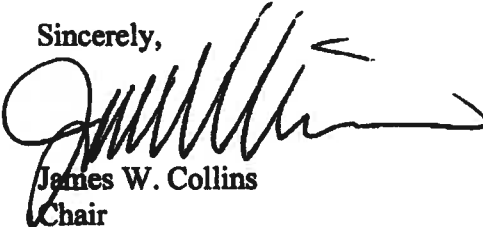
Therefore, the Compensation Committee recommends that the Travis County Commissioners Court:

1. Adopt the compensation policy recommended by the Compensation Committee in full, with the revision outlined in result number 1 above.
2. Charge the Compensation Committee with recommending to the Court a detailed performance evaluation system.
3. Do not award any pay for performance as part of the compensation policy until the Commissioners Court has adopted a detailed performance evaluation system.

We are ready to present these matters to the Commissioners Court at the convenience of the Court and recommend that the item be placed on the Court's agenda as soon as is reasonable.

Please do not hesitate to contact me if you have any questions concerning these matters.

Sincerely,



James W. Collins
Chair
Compensation Committee