



County of Fairfax, Virginia

MEMORANDUM

DATE: MAR 18 2013
TO: Board of Supervisors
FROM: Edward L. Long Jr.
County Executive
SUBJECT: Benchmark Salary Survey Methodology and Results

As requested at the last Personnel and Reorganization Committee meeting, staff has provided below information on the methodology, results and recommendations from the FY2014 Benchmark Salary Survey for both general employees and public safety.

FY 2014 General Employee Benchmark Survey Methodology and Overall Results

In October of 2008, The Segal Company, as part of their review of the county job classification system, was asked to design a tool to help guide grading decisions and validate existing grade level progressions and linkages between classifications. Ultimately, Segal recommended that the county adopt an approach that emphasized market data, clearly defined internal relationships using a factor comparison approach, and was occupationally focused.

Using the job evaluation approach and tool developed by The Segal Company, a market review of 48 county benchmark job classes, concentrated in the public safety, public works, planning and transportation areas, was conducted for FY14. These benchmark classes are tied to approximately 50% of the overall county job classes and general employee population.

Current Methodology

Recommendations for re-grades are based on comparisons of Fairfax County midpoints to market midpoints for benchmark matches. Market is identified as Arlington County, City of Alexandria, District of Columbia, Loudoun County, Montgomery County, Prince George's County, and Prince William County. Private companies and other authorities, boards, and commissions operating in these areas are also included from time to time depending on the class(es) surveyed. The trigger point for recommending re-grades for these benchmark and classes is if they are less than 95% of the market average midpoint.

Average actual salary data is gathered and reviewed for reference and analysis purposes only. It is not currently used as a basis for pay or grade adjustment because outlying and other variable data may affect or alter this type of data. Examples include:

- Differences in experience, performance, and seniority levels of incumbents in class may affect the amount of pay they receive.

- An organization reporting a single incumbent may skew the data (up or down).
- Similar to the above, an extremely high salary or an extremely low salary of an incumbent in a group may skew the reported average.

Frequency of Benchmark Class Review

Current county policy is to review a subset of County benchmark job classes on an annual basis. Because benchmark reviews were not done in FY10 and FY 11, for FY 14, as noted above, 50 percent of the benchmark classes were reviewed. The remaining 50% will be reviewed for FY15. This market review will continue as a component of the STRIVE initiative, if approved by the Board.

Pay Increase Adjustments for General Employees in Classes determined to be Below Market

If an employee's pay is below the current grade midpoint, the employee receives a pay adjustment of 3 percent of the new grade midpoint. If pay is at or above the current grade midpoint, employee receives a pay adjustment of 1.5 percent of the new grade midpoint.

Recommendations and Overall Results

Using the current methodology of comparing Fairfax County midpoint to market midpoint, a potential upward adjustment of one pay grade for 2 benchmark job classes, the Heritage Resource Specialist II and the Electronic Equipment Technician I (as well as the 5 related classes in the respective job class series, Heritage Resource Specialist I, III, and IV and Electronic Equipment Technician II and Supervisor) were recommended for regrading. The funding for pay adjustments was not included in the FY2014 Advertised Budget.

The Nurse Practitioner/Physician Assistant class was surveyed but results were mixed when comparing public and private salary data. We are considering separating the class into two separate classes, Nurse Practitioner and Physician Assistant, and will again survey the class(es) for FY15 (Attachment I).

FY 2014 Public Safety Survey Data and Recommendations

The current methodology is to make adjustments to Public Safety pay scales when the midpoints of two out of three designated classes in each of the Public Safety groups fall more than 5% behind the market average midpoints. For Police, those classes are Police Officer I, Police Officer II, and Police Captain. For Sheriff, those classes are Deputy Sheriff I, Deputy Sheriff II, and Deputy Sheriff Captain. And for Fire, those classes are Firefighter, Fire Technician, and Battalion Chief.

Current compensation policy is to target the 50th percentile of midpoint pay rates of Metropolitan Washington area comparators: City of Alexandria, Arlington County, District of Columbia, Loudoun County, Montgomery County, Prince George's County, and Prince William County. Midpoint rates provide a consistent point of comparison in analyzing rates of employers with

Midpoint rates provide a consistent point of comparison in analyzing rates of employers with various pay range (minimum to maximum) spreads. As agreed upon by the Board of Supervisors and the Fire and Rescue Department, the average of the hourly midpoint rates is used rather than the annual salary midpoint rates.

For FY14, analysis of the market study using the above methodology and policy yielded the following results and recommendations:

SHERIFF (Attachment II)

No changes to pay ranges based on the results of the Public Safety Survey. Pay rates continue to be competitive with the market in all 3 benchmark classes: Deputy Sheriff I, Deputy Sheriff II and Deputy Sheriff Captain.

POLICE (Attachment III)

No changes to pay ranges based on the results of the Public Safety Survey. Pay rates continue to be competitive with the market in two of the three benchmark classes: Police Officer I and Police Officer II. The Police Captain class is the only benchmark in this group that is below market.

The Police Captain benchmark class has been below 95% of market midpoint since FY10 (no market survey was conducted in FY11 and FY12). However, in the market analysis, we note that although this class is still below 95%, its market position has shown improvement since FY10 (90% of market in FY10; currently 93% of market).

FIRE: (Attachment IV)

Using the current methodology, comparison of Fairfax County's hourly average midpoint to that of comparable jurisdictions indicates that the Fire Technician and Firefighter fall more than 5% below the market average hourly midpoint. The 1% adjustment needed to bring two of the three Fire job classes (Firefighter at 95% and Fire Battalion Chief at 102%) within 95% of the survey market was not funded in the FY14 Advertised Budget.

Please let me know if I can provide additional information or answer further questions.

Attachments

cc: Susan W. Datta, Chief Financial Officer
Patricia D. Harrison, Deputy County Executive
David J. Molchany, Deputy County Executive
David M. Rohrer, Deputy County Executive
Robert A. Stalzer, Deputy County Executive
Susan E. Woodruff, Director, Department of Human Resources

FY14 Benchmark Salary Survey
(Attachment I)

Pay Plan	Pay Grade	Fairfax Job Title	MID Salary	Actual Average Salary
S	15	Animal Caretaker II	110%	No incumbents
P	20	Animal Control Officer II	123%	129%
S	29	Emergency Management Specialist	113%	112%
S	26	Construction/Mnt. Project Manager I	98%	97%
S	24	Ecologist II	104%	108%
S	18	Engineering Technician II	98%	87%
S	27	Engineer III	104%	101%
S	15	Survey Instrument Technician	102%	94%
S	24	Code Specialist II	114%	124%
S	20	Combination Inspector	95%	94%
S	21	Senior Engineering Inspector	96%	90%
S	20	Fire Inspector II	106%	84%
S	16	Carpenter I	105%	92%
S	18	Electrician I	112%	90%
S	18	Electronic Equipment Technician I	94%	91%
S	24	Urban Forester II	104%	109%
S	16	General Building Maintenance Worker I	113%	113%
S	22	Golf Course Superintendent II	103%	91%
S	19	HVAC Technician I	114%	99%
S	16	Mason	105%	101%
S	16	Painter I	108%	99%
S	18	Plumber I	113%	85%
S	22	Trades Supervisor	107%	107%
S	16	Welder I	100%	67%
S	20	Heritage Resource Specialist II	93%	73%
S	18	Historian I	104%	98%
S	18	Naturalist I	96%	94%
S	12	Facility Attendant I	102%	108%
S	21	Parks/Recreation Specialist II	107%	105%
S	27	Recreation Division Supervisor I	104%	122%
S	24	Landscape Architect II	103%	98%
S	24	Planner II	104%	93%
S	18	Planning Technician II	103%	91%
P	20	Public Safety Communicator III	107%	115%
S	20	Crime Analyst I	102%	107%
S	22	Fingerprint Specialist III	107%	122%
P	14	Traffic Enforcement Officer	109%	127%
S	23	Right-of-Way Agent / Property Analyst	100%	107%
S	22	Asst Refuse Superintendent	106%	109%
S	21	Transit Scheduler II	124%	108%
S	22	Helicopter Pilot	No Matches	No Matches
S	19	Industrial Electrician II	107%	86%
S	23	Environmental Services Supervisor	114%	118%
S	19	Instrumentation Technician II	101%	97%
S	10	Maintenance Worker	97%	88%
S	18	Plant Mechanic II	98%	76%
S	18	Plant Operator II	102%	91%
S	27	Nurse Practitioner/Physician Assistant	107%	129%
S	27	Nurse Practitioner/Physician Assistant	88%	96%

Public Safety Survey
 FY14 SHERIFF CLASSES
 (Attachment II)

Class	Grade		FY14 Min	FY14 Mid	FY14 Max
Deputy Sheriff I	C17-2	Market Average	\$ 44,461	\$ 58,026	\$ 71,591
Deputy Sheriff I	C17-2	Fairfax	\$ 44,950	\$ 60,914	\$ 76,878
Deputy Sheriff I	C17-2	Fairfax as % of Market	101%	105%	107%

Deputy Sheriff II	C18	Market Average	\$ 49,918	\$ 65,714	\$ 81,511
Deputy Sheriff II	C18	Fairfax	\$ 49,353	\$ 64,873	\$ 80,393
Deputy Sheriff II	C18	Fairfax as % of Market	99%	99%	99%

Deputy Sheriff Captain	C28	Market Average	\$ 74,328	\$ 99,624	\$ 124,920
Deputy Sheriff Captain	C28	Fairfax	\$ 72,801	\$ 95,693	\$ 118,585
Deputy Sheriff Captain	C28	Fairfax as % of Market	98%	96%	95%

Deputy Sheriff Sergeant	C20	Market Average	\$ 55,251	\$ 74,861	\$ 94,471
Deputy Sheriff Sergeant	C20	Fairfax	\$ 54,293	\$ 71,367	\$ 88,440
Deputy Sheriff Sergeant	C20	Fairfax as % of Market	98%	95%	94%

DS 2nd Lieutenant	C21	Market Average	\$ 58,538	\$ 78,131	\$ 97,724
DS 2nd Lieutenant	C21	Fairfax	\$ 57,007	\$ 74,933	\$ 92,858
DS 2nd Lieutenant	C21	Fairfax as % of Market	97%	96%	95%

DS 1st Lieutenant	C26	Market Average	\$ 63,294	\$ 84,810	\$ 106,327
DS 1st Lieutenant	C26	Fairfax	\$ 66,467	\$ 87,368	\$ 108,269
DS 1st Lieutenant	C26	Fairfax as % of Market	105%	103%	102%

Deputy Sheriff Major	C31	Market Average	\$ 79,517	\$ 105,001	\$ 130,486
Deputy Sheriff Major	C31	Fairfax	\$ 81,423	\$ 107,026	\$ 132,629
Deputy Sheriff Major	C31	Fairfax as % of Market	102%	102%	102%

Chief Deputy Sheriff	C33	Market Average	\$ 90,230	\$ 116,634	\$ 143,038
Chief Deputy Sheriff	C33	Fairfax	\$ 89,575	\$ 117,743	\$ 145,911
Chief Deputy Sheriff	C33	Fairfax as % of Market	99%	101%	102%

Public Safety Survey
FY14 POLICE CLASSES
 (Attachment III)

Class	Grade		FY14 Min	FY14 Mid	FY14 Max
Police Officer I	O17-2	Market Average	\$ 46,526	\$ 60,537	\$ 74,547
Police Officer I	O17-2	Fairfax	\$ 46,748	\$ 63,351	\$ 79,953
Police Officer I	O17-2	Fairfax as % of Market	100%	105%	107%

Police Officer II	O18	Market Average	\$ 52,174	\$ 67,662	\$ 83,150
Police Officer II	O18	Fairfax	\$ 51,327	\$ 67,468	\$ 83,609
Police Officer II	O18	Fairfax as % of Market	98%	100%	101%

Police Captain	O28	Market Average	\$ 80,299	\$ 107,069	\$ 133,839
Police Captain	O28	Fairfax	\$ 75,713	\$ 99,521	\$ 123,329
Police Captain	O28	Fairfax as % of Market	94%	93%	92%

Police Sergeant	O20	Market Average	\$ 62,497	\$ 80,303	\$ 98,109
Police Sergeant	O20	Fairfax	\$ 56,465	\$ 74,222	\$ 91,978
Police Sergeant	O20	Fairfax as % of Market	90%	92%	94%

Police 2nd Lieutenant	O21	Market Average	\$ 64,842	\$ 83,623	\$ 102,404
Police 2nd Lieutenant	O21	Fairfax	\$ 59,287	\$ 77,930	\$ 96,573
Police 2nd Lieutenant	O21	Fairfax as % of Market	91%	93%	94%

Police Lieutenant	O26	Market Average	\$ 73,280	\$ 93,603	\$ 113,925
Police Lieutenant	O26	Fairfax	\$ 69,126	\$ 90,863	\$ 112,600
Police Lieutenant	O26	Fairfax as % of Market	94%	97%	99%

Police Major	O31	Market Average	\$ 82,369	\$ 110,747	\$ 139,125
Police Major	O31	Fairfax	\$ 95,580	\$ 125,635	\$ 155,690
Police Major	O31	Fairfax as % of Market	116%	113%	112%

Deputy Chief of Police	O33	Market Average	\$ 96,482	\$ 130,400	\$ 164,317
Deputy Chief of Police	O33	Fairfax	\$ 105,152	\$ 138,218	\$ 171,283
Deputy Chief of Police	O33	Fairfax as % of Market	109%	106%	104%

Public Safety Survey
 FY14 FIRE CLASSES
 (Attachment IV)

Class	Grade		FY14 Min	FY14 Mid	FY14 Max	FY14 Midpt Hrly Wage
Firefighter	F18	Market Average	\$ 43,877	\$ 59,594	\$ 75,311	\$ 24.46
Firefighter	F18	Fairfax	\$ 50,942	\$ 66,962	\$ 82,981	\$ 23.00
Firefighter	F18	Fairfax as % of Market	116%	112%	110%	94%

Fire Technician	F19	Market Average	\$ 47,598	\$ 65,800	\$ 84,001	\$ 27.86
Fire Technician	F19	Fairfax	\$ 53,372	\$ 70,156	\$ 86,939	\$ 24.09
Fire Technician	F19	Fairfax as % of Market	112%	107%	103%	86%

Fire Battalion Chief	F29	Market Average	\$ 73,655	\$ 100,762	\$ 127,869	\$ 43.60
Fire Battalion Chief	F29	Fairfax	\$ 86,833	\$ 114,099	\$ 141,364	\$ 44.57
Fire Battalion Chief	F29	Fairfax as % of Market	118%	113%	111%	102%

Fire Lieutenant	F22	Market Average	\$ 56,160	\$ 76,298	\$ 96,436	\$ 30.94
Fire Lieutenant	F22	Fairfax	\$ 61,381	\$ 80,683	\$ 99,984	\$ 27.71
Fire Lieutenant	F22	Fairfax as % of Market	109%	106%	104%	90%

Fire Captain I	F25	Market Average	\$ 61,426	\$ 83,114	\$ 104,801	\$ 34.21
Fire Captain I	F25	Fairfax	\$ 70,895	\$ 93,188	\$ 115,480	\$ 32.00
Fire Captain I	F25	Fairfax as % of Market	115%	112%	110%	94%

Fire Captain II	F27	Market Average	\$ 69,939	\$ 91,478	\$ 113,018	\$ 37.92
Fire Captain II	F27	Fairfax	\$ 77,799	\$ 102,261	\$ 126,723	\$ 35.12
Fire Captain II	F27	Fairfax as % of Market	111%	112%	112%	93%

Deputy Fire Chief	F31	Market Average	\$ 84,335	\$ 113,089	\$ 141,842	\$ 50.80
Deputy Fire Chief	F31	Fairfax	\$ 95,580	\$ 125,635	\$ 155,690	\$ 60.40
Deputy Fire Chief	F31	Fairfax as % of Market	113%	111%	110%	119%

Assistant Fire Chief	F33	Market Average	\$ 92,769	\$ 126,736	\$ 160,703	\$ 61.54
Assistant Fire Chief	F33	Fairfax	\$ 105,152	\$ 138,218	\$ 171,283	\$ 66.45
Assistant Fire Chief	F33	Fairfax as % of Market	113%	109%	107%	108%