



## Response to Questions from the JBDC

**Request by:** School Board Member Storck

**Question:** Provide additional information on the market-based pay studies used in determining employee pay adjustments in the County's FY 2015 budget.

**Response:** Details on the County's Market Rate Adjustment (MRA), Benchmark Pay Study for General County job classes, and Market Study for Uniformed Public Safety Job Classes are provided below.

### FY 2015 Market Rate Adjustment

The Market Rate Adjustment (MRA) provides a guide to the amount of pay structure adjustment needed to keep County pay rates competitive with the market. It consists of the following components:

- Consumer Price Index (CPI) for the Washington-Baltimore area. The U.S. Department of Labor's Bureau of Labor Statistics prepares this index. The CPI closely monitors changes in the cost of living. **The CPI represents 40% of the index.**
- Employment Cost Index (ECI). The U.S. Department of Labor's Bureau of Labor Statistics prepares the ECI. The ECI measures the rate of change in employee compensation (wages and salaries). The index used by the County measures changes in employee compensation for "Civilian" workers. This includes private sector, state, and local government employees. Federal employees are not included in this index. **The ECI represents 50% of the index.**
- Federal Wage Adjustment for the Washington-Baltimore area. The Federal Office of Personnel Management prepares this wage adjustment. Fairfax County will use the most current approved wage adjustment in budget calculations. However, because of the timing of the approval of the Federal Wage Adjustment and Fairfax County's budget cycle, Fairfax County will use the wage adjustment from the previous January. **The Federal Wage Adjustment represents 10% of the index.**

### Application of the Market Rate Adjustment

The Adjustment is applied to all pay structures and pay rates resulting in increases for all employees. For FY 2015, the Market Rate Adjustment is calculated to be 1.29 percent. The Market Rate Adjustment computation includes data available in November 2013.

Consumer Price Index Wash/Baltimore (CPI) <sup>1</sup> (September fixed point)	CPI x .40	Employment Cost Index (ECI) <sup>2</sup>	ECI x .50	Federal	Fed x .10	Market Rate Adjustment
1.19	<b>.476</b>	1.63	<b>.815</b>	0	<b>0</b>	<b>1.29</b>

<sup>1</sup> Consumer Price Index – All Urban Consumers for Washington-Baltimore DC-MD-VA-WV.

<sup>2</sup> Civilian Employment Cost Index – Wages and Salaries, consisting of private sector and state and local government employees.

## **FY 2015 General Employee and Director Benchmark Class 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, market reviews of 100 general county benchmark job classes, 44 director classes, and 25 public safety classes were conducted for FY 2015. These benchmark classes are tied to all 872 county job classes and eligible employee populations.

Current compensation philosophy is to review twenty-five (25 percent) of County benchmark job classes on an annual basis, resulting in all county benchmark job classes being reviewed at least once every four years. However, because pay adjustments were not approved in FY 2014, as noted above, all benchmark classes were reviewed for market competitiveness. It is anticipated that the benchmark review cycle will be increased to roughly half (33-50%) a year starting in FY 2016.

### **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.

### **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 for General Classes**

Using the current methodology of comparing Fairfax County midpoint to market midpoint, a potential upward adjustment of one pay grade for 10 benchmark job classes (Speech Pathologist

II, Physical Therapist II, BHN Nurse Specialist, public Health Nurse II, Pharmacist, Electronic Equipment Technician I, Welder I, Naturalist I, Graphic Artist II, Automotive Mechanic I, Instrumentation Technician, and Nurse Practitioner/Physician’s Assistant) and two pay grades upward adjustment for 2 benchmark job classes (Pharmacist and Graphic Artist II), as well as 52 related job classes, are recommended for regrading. Eligible incumbents in those classes are recommended to receive pay adjustments as noted above.

The Nurse Practitioner/Physician Assistant class is recommended to be separated into two distinct classes: Nurse Practitioner and Physician Assistant. Employment standards are not similar and there appears to be two distinct salary markets.

County Benchmark Classes and Market Results

Job	Pay Plan	Grade	Class Title	Range Midpoint	# of classes in family
1	S	15	Administrative Assistant III	102%	
2	P	20	Animal Control Officer II	129%	
3	S	29	Emergency Management Specialist	111%	
4	S	26	Construction/Mnt. Project Manager I	96%	
5	S	18	Engineering Technician II	97%	
6	S	27	Engineer III	105%	
7	S	15	Survey Instrument Technician	95%	
8	S	24	Accountant II	111%	
9	S	24	Auditor II	97%	
10	S	24	Budget Analyst II	104%	
11	S	32	Chief, Finance Division	99%	
12	S	29	Investment Analyst	121%	
13	S	24	Safety Analyst	101%	
14	S	27	Risk Analyst	103%	
15	S	11	Cook	112%	
16	S	34	Legislative Director	104%	
17	S	23	Speech Pathologist II	91%	4
18	S	24	Physical Therapist II	94%	5
19	S	26	BHN Nurse Specialist	88%	3
20	S	35	Public Health Doctor	111%	
21	S	26	Epidemiologist	109%	
22	S	33	Director, Patient Care Services	103%	
23	S	13	Public Health Clinical Technician	98%	
24	S	19	Public Health Laboratory Technologist	97%	
25	S	23	Public Health Nurse II	94%	12
26	S	19	Public Health Nutritionist	98%	
27	S	26	Pharmacist	75%	2
28	S	23	Environmental Health Specialist II	104%	
29	S	23	Housing/Community Developer II	98%	
30	S	21	Housing Services Specialist II	106%	
31	S	24	HR Analyst II	102%	
32	S	23	Training Specialist II	100%	
33	S	24	Human Rights Specialist II	103%	
34	S	24	Business Analyst II	97%	
35	S	27	Data Analyst II	105%	

<b>Job</b>	<b>Pay Plan</b>	<b>Grade</b>	<b>Class Title</b>	<b>Range Midpoint</b>	<b># of classes in family</b>
36	S	29	Database Administrator II	105%	
37	S	25	GIS Analyst II	99%	
38	S	27	Internet/Intranet Architect II	103%	
39	S	33	IT Program Manager II	100%	
40	S	26	Network/Telecom Analyst II	97%	
41	S	25	Programmer Analyst II	98%	
42	S	27	Information Security Analyst II	98%	
43	S	29	Systems Programmer II	114%	
44	S	24	Code Specialist II	111%	
45	S	20	Combination Inspector	98%	
46	S	21	Senior Engineering Inspector	104%	
47	S	20	Fire Inspector II	104%	
48	S	21	Paralegal	109%	
49	S	31	Assistant Commonwealth's Attorney III	100%	
50	L	5	Assistant County Attorney V	115%	
51	S	26	County Archivist	106%	
52	S	22	Librarian II	106%	
53	S	13	Library Aide	102%	
54	S	16	Carpenter I	98%	
55	S	18	Electrician I	100%	
56	S	18	Electronic Equipment Technician I	92%	3
57	S	17	Heavy Equipment Operator	102%	
58	S	24	Urban Forester II	102%	
59	S	16	General Building Maintenance Worker I	110%	
60	S	19	HVAC Technician I	107%	
61	S	16	Mason	97%	
62	S	16	Painter I	109%	
63	S	18	Plumber I	101%	
64	S	22	Trades Supervisor	105%	
65	S	16	Welder I	94%	2
66	S	24	Management Analyst II	100%	
67	S	18	Naturalist I	94%	14
68	S	12	Facility Attendant I	100%	
69	S	21	Parks/Recreation Specialist II	105%	
70	S	27	Recreation Division Supervisor I	102%	
71	S	24	Planner II	103%	
72	S	18	Planning Technician II	100%	
73	S	16	Print Shop Operator II	108%	
74	S	24	Information Officer II	97%	
75	P	20	Public Safety Communicator III	113%	
76	S	22	Crime Analyst II	106%	
77	S	22	Fingerprint Specialist III	105%	
78	P	14	Traffic Enforcement Officer	107%	
79	S	15	Graphic Artist II	73%	5
80	S	15	Material Management Specialist II	118%	
81	S	24	Contract Specialist II	105%	
82	S	23	Right-of-Way Agent / Property Analyst	98%	
83	S	19	Human Services Worker II	97%	

Job	Pay Plan	Grade	Class Title	Range Midpoint	# of classes in family
84	S	23	Substance Abuse Counselor II	103%	
85	S	28	Clinical Psychologist	102%	
86	S	35	Psychiatrist	104%	
87	S	23	Probation Counselor II	107%	
88	S	23	Social Worker II	106%	
89	S	22	Asst Refuse Superintendent	104%	
90	S	23	Real Estate Appraiser	100%	
91	S	17	Automotive Body Repairer I	102%	
92	S	17	Automotive Mechanic I	93%	11
93	S	20	Volunteer Services Program Coordinator II	102%	
94	S	19	Industrial Electrician II	98%	
95	S	23	Environmental Services Supervisor	112%	
96	S	19	Instrumentation Technician II	89%	4
97	S	10	Maintenance Worker	100%	
98	S	18	Plant Mechanic II	96%	
99	S	18	Plant Operator II	98%	
100	S	27	Nurse Practitioner*	84%	
	S	27	Physician Asst*	88%	

**Job Family / Classes Impacted**

**11**

**65**

\* Previously one job class. In FY 2015, DHR recommends splitting into two classes. Included in Job Family with Public Health Nurse II (Job #25 in list).

### FY 2015 Impacted Job Classes

Job Family	Job Classes	Pay Plan	Pay Grade	Fairfax Job Title	Range Midpoint	Movement	
<b>1</b>	1	S	21	Audiologist I		One Grade	
	2	S	23	Audiologist II			
	3	S	21	Speech Pathologist I			
	4	S	23	<b>Speech Pathologist II</b>			<b>91%</b>
<b>2</b>	5	S	21	Occupational Therapist I		One Grade	
	6	S	24	Occupational Therapist II			
	7	S	21	Physical Therapist I			
	8	S	24	<b>Physical Therapist II</b>			<b>94%</b>
	9	S	29	Rehabilitative Services Manager			
<b>3</b>	10	S	24	Behavioral Health Nurse Clinician/Case Manager		One Grade	
	11	S	26	<b>Behavioral Health Clinical Nurse Specialist</b>			<b>88%</b>
	12	S	26	Behavioral Health Nurse Supervisor			

Job Family	Job Classes	Pay Plan	Pay Grade	Fairfax Job Title	Range Midpoint	Movement
4	13	S	19	Licensed Practical Nurse		One Grade
	14	S	21	Public Health Nurse I		
	15	S	23	<b>Public Health Nurse II</b>	<b>94%</b>	
	16	S	25	Public Health Nurse III		
	17	S	28	Public Health Nurse IV		
	18	S	27	<b>Nurse Practitioner</b>	<b>84%</b>	
	19	S	27	<b>Physician Assistant</b>	<b>88%</b>	
	20	S	21	Correctional Health Nurse I		
	21	S	23	Correctional Health Nurse II		
	22	S	25	Correctional Health Nurse III		
	23	S	28	Correctional Health Nurse IV		
	24	S	29	Correctional Health Services Administrator		
5	25	S	26	<b>Pharmacist</b>	<b>75%</b>	Two Grades
	26	S	30	Senior Pharmacist		
6	27	S	18	<b>Electronic Equipment Technician I</b>	<b>92%</b>	One Grade
	28	S	20	Electronic Equipment Technician II		
	29	S	22	Electronic Equipment Supervisor		
7	30	S	16	<b>Welder I</b>	<b>94%</b>	One Grade
	31	S	18	Welder II		
8	32	S	18	Heritage Resource Specialist I		One Grade
	33	S	20	Heritage Resource Specialist II		
	34	S	23	Heritage Resource Specialist III		
	35	S	26	Heritage Resource Specialist IV		
	36	S	15	Assistant Historian		
	37	S	18	Historian I		
	38	S	21	Historian II		
	39	S	23	Historian III		
	40	S	25	Historian IV		
	41	S	18	<b>Naturalist I</b>	<b>94%</b>	
	42	S	21	Naturalist II		
	43	S	23	Naturalist III		
	44	S	25	Naturalist IV		
45	S	19	Sr Interpreter, Naturalist & Historian Programs			
9	46	S	13	Graphic Artist I		Two Grades
	47	S	15	<b>Graphic Artist II</b>	<b>73%</b>	
	48	S	17	Graphic Artist III		
	49	S	20	Graphic Artist Supervisor		
	50	S	17	Photographic Specialist		

Job Family	Job Classes	Pay Plan	Pay Grade	Fairfax Job Title	Range Midpoint	Movement
10	51	S	15	Equipment Repairer		One Grade
	52	S	17	<b>Automotive Mechanic I</b>	<b>93%</b>	
	53	S	19	Automotive Mechanic II		
	54	S	20	Vehicle Maintenance Coordinator		
	55	S	21	Motor Mechanic Supervisor		
	56	S	24	Assistant Motor Equipment Superintendent		
	57	S	27	Motor Equipment Superintendent		
	58	S	20	Aircraft & Powerplant Technician I		
	59	S	21	Aircraft & Powerplant Technician II		
	60	S	22	Helicopter Pilot		
	61	S	24	Helicopter Pilot II		
11	62	S	16	Instrumentation Technician I		One Grade
	63	S	19	<b>Instrumentation Technician II</b>	<b>89%</b>	
	64	S	20	Instrumentation Technician III		
	65	S	24	Instrumentation Supervisor		

**11 Job Families**

**65 Job Classes**

13 Benchmark Classes (shaded)

52 Related Classes

### **FY 2015 Public Safety Survey Methodology and Overall Results**

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 50<sup>th</sup> 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 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 midpoint rates.

For FY 2015, analysis of the market study using the above methodology and policy yielded the following results and recommendations:

Sheriff

No changes to pay ranges based on the results of the Public Safety Survey. Pay rates continue to be competitive with the market in 2 of the 3 benchmark classes: Deputy Sheriff I and Deputy Sheriff II. Deputy Sheriff Captain is at 93% of market.

Class Title	Grade		MIN	MID	MAX
Deputy Sheriff I	C17-2	Market Average	\$45,274	\$59,399	\$73,525
Deputy Sheriff I	C17-2	Fairfax	\$44,950	\$60,914	\$76,878
Deputy Sheriff I	C17-2	<b>Fairfax as % of Market</b>		<b>103%</b>	
Deputy Sheriff II	C18	Market Average	\$50,740	\$66,849	\$82,958
Deputy Sheriff II	C18	Fairfax	\$49,353	\$64,873	\$80,393
Deputy Sheriff II	C18	<b>Fairfax as % of Market</b>		<b>97%</b>	
Deputy Sheriff Captain	C28	Market Average	\$74,601	\$ 103,213	\$131,825
Deputy Sheriff Captain	C28	Fairfax	\$72,801	\$ 95,693	\$118,585
Deputy Sheriff Captain	C28	<b>Fairfax as % of Market</b>		<b>93%</b>	

Police

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: Police Officer I, Police Officer II, and Police Captain.

Class Title	Grade		MIN	MID	MAX
Police Officer I	O17-2	Market Average	\$46,598	\$61,516	\$76,434
Police Officer I	O17-2	Fairfax	\$46,748	\$63,351	\$79,953
Police Officer I	O17-2	<b>Fairfax as % of Market</b>		<b>103%</b>	
Police Officer II	O18	Market Average	\$50,980	\$67,722	\$84,463
Police Officer II	O18	Fairfax	\$51,327	\$67,468	\$83,609
Police Officer II	O18	<b>Fairfax as % of Market</b>		<b>100%</b>	
Police Captain	O29	Market Average	\$81,445	\$108,810	\$136,175
Police Captain	O29	Fairfax	\$81,771	\$107,483	\$133,195
Police Captain	O29	<b>Fairfax as % of Market</b>		<b>99%</b>	

Fire

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. DHR recommends that a 3% adjustment be made to the Fire pay ranges based on the results of the Public Safety Survey. This would then align the Firefighter class to within 95% of the survey market and the Fire Battalion Chief to be 99% of market.

Class Title	Grade		MIN	MID	MAX	Midpoint Hourly Wage
Firefighter	F18	Market Average	\$44,401	\$60,713	\$77,024	\$24.89
Firefighter	F18	Fairfax	\$50,942	\$66,962	\$82,981	\$23.00
Firefighter	F18	<b>Fairfax as % of Market</b>		<b>110%</b>		<b>92%</b>

Fire Technician	F19	Market Average	\$48,838	\$68,089	\$87,340	\$28.73
Fire Technician	F19	Fairfax	\$53,372	\$70,156	\$86,939	\$24.09
Fire Technician	F19	<b>Fairfax as % of Market</b>		<b>103%</b>		<b>84%</b>

Fire Battalion Chief	F29	Market Average	\$74,660	\$102,411	\$130,161	\$44.28
Fire Battalion Chief	F29	Fairfax	\$86,833	\$114,099	\$141,364	\$42.72
Fire Battalion Chief	F29	<b>Fairfax as % of Market</b>		<b>111%</b>		<b>96%</b>

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