



Report

Warren County, North Carolina

Classification and Compensation Study

February 2007

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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

February 5, 2007

The Honorable Clinton G. Alston, Chairman
Members of the Board of Commissioners
Warren County
105 South Front Street
Warrenton, NC 27589

Gentlemen:

Warren County commissioned Springsted Incorporated to conduct a Classification and Compensation Study for all employees and classes in the County's workforce. The results of the Classification and Compensation Study are presented herewith. Every employee and supervisor involved had direct and personal input into the study.

This summary and the Classification and Compensation Plan, containing study methods, findings and recommendations and class descriptions (under separate cover), is presented for your review and recommended to the Board of Commissioners for consideration.

The information contained in the report is the product of the joint efforts of Springsted Incorporated, the County Manager, Human Resources Manager, department directors and staff. The findings are the result of Springsted's independent analysis. The recommendations represent our best professional judgment as to the most appropriate course of action for Warren County at this time.

The adoption of these recommendations will result in a up-to-date and workable pay plan for Warren County.

Respectfully submitted on behalf of the team,

A handwritten signature in black ink that reads 'R. Scott'.

Roger M. Scott
Senior Vice President

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1 Study Methodology

Springsted Incorporated used the following methodology in updating Warren County's classification system and pay plan.

1. The consultant met with the County Manager and Human Resources Manager to establish working relationships, review current approaches and policies, collect all available data indicating human resources programs and materials currently in use and to identify the strengths and weaknesses in the existing human resources management system.
2. A group meeting was held with all department heads to explain the purpose of the study, the steps Springsted would follow in conducting the study, the time schedule and types of assistance that would be required. In addition, individual meetings were conducted with each department head to collect data concerning the organizational arrangement, operation, programs, staffing pattern and specific departmental needs and concerns were discussed.
3. A series of employee orientation sessions were conducted by the consultant to explain the study process, their role in the study and answer employee questions.
4. Position Analysis Questionnaires and instruction sheets (provided by Springsted) were distributed to employees. They were asked to describe their job duties and responsibilities in detail. The descriptions were reviewed by each employee's supervisor and department head for verification of completeness, accuracy, and any supervisory comment necessary or desirable.
5. Upon receipt of the completed questionnaires, each was individually reviewed and preliminary classification decisions were made. At this preliminary stage, any apparent discrepancies, conflicts, or omissions were noted and the consultant solicited additional information from the County as necessary.
6. Following information gathering, analysis, verification and discussion, new class descriptions were developed and each employee was assigned to a proposed job class. The class descriptions and class assignments were submitted to the County for review and comment by the County.
7. Simultaneously, the consultant solicited salary information from area public agencies that affect the recruitment and retention of employees.

The following fourteen (14) agencies were surveyed:

Granville County, NC	City of Henderson
Franklin County, NC	City of Oxford
Nash County, NC	NC Department of Corrections
Northampton County, NC	Butner (NC) Public Safety
Halifax County, NC	Granville-Vance Health District
Person County, NC	Mecklenburg County, VA
City of Roanoke Rapids	Brunswick County, VA

Salary data was solicited for sixty (60) benchmark positions including clerical, technical, public safety, labor and trades, professional and managerial positions.

- Utilizing the salary data supplied by the competing agencies, the new class descriptions, departmental organization charts and Springsted's job evaluation system, each class was assigned to the appropriate salary grade in the County's salary schedule.

2 Summary of Findings and Recommendations

A Classification and Compensation Plan is made up of three major components; a series of class descriptions, salary schedule and the assignment of job classes to pay grades. Comments and recommendations on each of these components are presented below.

A. CLASS DESCRIPTIONS

An individual position analysis questionnaire was completed by employees and reviewed by each employee's supervisor. Supervisors also provided certain data about work factors as they related to each job. Based on this data, new class descriptions were developed and each employee was assigned to one of the job classes. The class descriptions and job class assignments were reviewed by the staff for accuracy and completeness and adjustments were made, as appropriate, based on staff comments.

IT IS RECOMMENDED that the class descriptions (submitted under separate cover) be adopted as Warren County's official Classification Plan.

B. SALARY SCHEDULE

It was determined that the existing Warren County salary schedule is comparable in form and content to those used by the other agencies surveyed and should be maintained. The current salary schedule is made up of thirty-three (33) salary grades. Each grade is approximately five percent (5%) higher than the preceding grade. Each grade has a salary range (from minimum to maximum) of just over sixty (60) percent. The only adjustment recommended is the addition of four (4) additional grades to recognize market changes.

IT IS RECOMMENDED that the current salary schedule (with recommended changes) be adopted as Warren County's official salary schedule.

C. CLASSES ASSIGNED TO SALARY GRADES

A salary survey was conducted soliciting data from fourteen (14) public agencies in the region. The survey included sixty (60) benchmark positions that cover a full range of job classes from basic administrative support positions to department heads. The salary survey results were adjusted for standard workweek and weighted by number of employees reported for each job class.

Utilizing Springsted Incorporated's copyrighted job evaluation system, each position in the workforce was evaluated, rated and ranked to establish preliminary class assignments. Then, based on comparative salary data received through the survey and a careful analysis of job responsibilities and internal relationships, each job class was assigned

to the appropriate salary grade in the County's existing salary schedule.

A detailed summary of salary survey results is included in Exhibit I.

D. COST OF IMPLEMENTATION AND PAY PLAN ADMINISTRATION

Springsted calculated three plans of implementation. All of the implementation plans place each employee in the same relative position to the mid-point of the recommended pay grade that he or she occupies in the current pay plan.

The first plan (designated as 100% of market) has an annualized cost of implementation of approximately \$1,236,000 or 19% of current salary budget. If it is determined that the (100% of market) implementation plan is beyond the County's ability to fund, two optional implementation plans are available for consideration. These are designated as "95% of market" and "90% of market".

The annualized cost to fund the "95% of market" plan would be approximately \$882,000 or 13.6% of current salary budget. The cost to fund the "90% of market" plan would be approximately \$546,000 or 8.4% of current salary budget. In each case, these figures are direct payroll costs only and do not take into consideration related fringe benefit cost increases.

When the Board of Commissioners determines the appropriate implementation plan, Springsted will provide the corresponding schematic list of classes and assignment to salary grade for adoption as Warren County's official pay plan.

It should be noted that the salary data collected for this study was accurate and valid as of October, 2006. Most of the competing jurisdictions will probably grant a general wage adjustment effective July 1, 2007. Warren County should monitor these developments and consider a comparable adjustment to ensure that the pay plan does not immediately fall behind the market. The County should adjust the salary schedule annually. The adjustment should be based upon the amount of general wage increase granted by the Board of Commissioners.

Salary Survey Summary

**Warren County, North Carolina
Salary Survey Summary**

Position Surveyed	Number of Respondents	Average FTES	Weighted Avg Mid	Minimum Salary		Midpoint Salary		Maximum Salary		
				Lowest	Highest	Lowest	Highest	Lowest	Highest	Lowest
Office Assistant	9	2.67	29,643	17,169	27,967	21,461	33,960	25,660	39,953	35,277
Administrative Assistant I	8	5.00	32,052	20,460	30,657	26,332	37,227	31,550	43,796	38,661
Administrative Assistant II	9	3.22	34,037	23,761	28,771	29,505	37,476	35,248	46,180	41,608
Clerk to the Board	8	1.00	44,720	29,721	37,166	37,152	47,387	44,583	57,607	54,432
Director of Human Resources	7	1.00	58,848	31,801	63,751	39,751	82,983	47,701	102,214	72,045
Elections Clerk	4	1.25	30,342	20,463	25,888	26,602	33,007	32,741	40,126	36,852
Director of Elections	7	1.00	45,875	28,207	38,793	38,991	50,493	45,814	62,193	55,341
Deputy Register of Deeds	7	2.43	29,403	19,491	25,512	25,339	30,979	24,983	37,843	35,449
Register of Deeds	6	1.00	57,551	35,999	48,526	49,763	59,275	61,757	73,225	70,430
Codes Enforcement Officer	9	2.67	41,364	24,262	35,186	30,327	47,393	36,392	60,500	50,425
Planning and Zoning Director	10	1.00	61,043	34,286	61,054	44,776	78,973	38,002	97,286	72,026
Information Technology/GIS Director	7	1.00	60,002	34,286	60,659	47,393	78,973	57,690	97,286	73,546
Library Clerk	5	3.20	32,324	19,491	27,967	28,282	35,596	34,924	47,430	41,236
Library Director	5	1.00	58,787	38,598	53,195	50,178	64,594	60,700	75,993	71,159
Accounting Technician	11	2.09	32,360	19,658	32,098	24,572	40,940	28,453	52,263	38,997
Accounting Manager	10	1.30	41,463	22,100	45,014	30,550	58,608	38,999	72,201	50,615
Accountant	4	1.50	40,374	20,046	36,519	27,710	46,272	35,373	57,189	49,903
Finance Director	10	1.00	72,752	44,681	63,751	56,482	82,983	67,864	106,778	89,813
Deputy Tax Collector	6	2.33	31,746	20,607	28,207	26,927	38,991	33,246	49,774	38,508
Tax Administrator	7	1.00	67,543	33,557	61,054	41,686	78,973	49,815	98,346	83,990
Landfill Weighmaster	4	1.50	29,419	20,463	23,273	26,602	30,550	30,151	38,999	35,512
Building and Grounds Maintenance Worker	9	3.44	26,146	17,169	26,711	21,461	32,435	19,761	38,159	31,457
Building and Grounds Maintenance Supervisor	9	1.33	41,792	27,776	40,383	34,721	49,037	41,666	57,690	50,368
Public Works Director	5	1.00	64,108	38,741	58,314	48,426	70,810	58,110	85,131	77,836
Public Utilities Technician	6	2.83	32,606	19,491	36,880	25,399	48,023	31,186	59,165	39,935
Public Utilities Director	3	1.00	65,668	38,741	60,659	48,426	78,973	58,110	97,286	80,446
Emergency Medical Technician - Basic	5	7.00	32,332	22,568	26,048	29,338	35,366	36,108	45,146	40,029
EMT - Paramedic	6	19.83	38,109	26,109	31,787	33,942	42,987	41,774	54,875	46,531
Emergency Medical Services Supervisor	6	2.67	42,922	29,041	36,839	37,990	47,393	46,939	60,500	52,741
Emergency Medical Services Coordinator	5	1.00	57,811	35,999	48,526	49,763	61,604	63,526	75,888	71,078
Emergency Management Director/Fire Marshal	6	1.00	57,794	33,339	60,659	43,341	78,973	53,342	97,286	70,174
E-911 Coordinator (Emergency Comm Supervisor)	7	1.00	49,788	28,799	48,243	37,439	66,687	37,731	85,131	59,255
Animal Control Officer	7	2.71	30,828	20,607	26,711	26,927	33,941	32,573	41,834	37,247

**Warren County, North Carolina
Salary Survey Summary**

Position Surveyed	Number of Respondents	Average FTEs	Weighted Avg Mid	Minimum Salary			Midpoint Salary			Maximum Salary		
				Lowest	Highest	Weighted	Lowest	Highest	Weighted	Lowest	Highest	Weighted
Telecommunicator	9	8.22	31,998	21,839	27,967	24,928	28,383	33,960	25,303	41,834	38,936	
Detention Officer	8	15.00	32,866	22,100	27,967	25,523	30,550	34,029	32,266	41,834	40,135	
Deputy Sheriff	10	17.20	36,893	24,262	32,098	28,193	31,827	41,384	39,120	52,713	45,550	
Deputy Sheriff/Sergeant	10	5.60	41,978	28,799	40,795	32,981	37,152	53,085	41,814	65,375	50,877	
Deputy Sheriff/Lieutenant	11	3.45	46,309	31,936	45,014	36,148	39,683	58,608	46,736	72,201	56,335	
Sheriff	10	1.00	68,435	45,099	63,923	53,308	56,483	77,622	67,866	91,320	83,434	
Veterans Administrator	4	1.00	40,042	25,585	34,296	31,006	35,366	43,728	43,796	53,159	49,078	
County Manager	7	1.00	91,872	58,639	77,896	72,819	81,058	102,071	83,200	126,245	105,129	
Accounting Technician IV	1	1.00	38,731	31,335	31,335	31,335	38,731	38,731	46,126	46,126	46,126	
Office Assistant III	4	5.75	26,803	16,951	22,228	20,816	22,132	27,790	27,313	34,245	32,790	
Processing Assistant II	2	11.50	26,061	16,951	20,046	19,443	22,132	27,710	27,313	35,373	32,679	
Accounting Clerk IV	5	3.00	28,495	18,688	24,367	21,839	24,410	30,704	30,132	37,843	35,151	
Administrative Officer I	4	2.25	41,801	27,649	36,325	31,666	36,164	46,191	44,679	56,301	51,936	
Computing Support Technician	3	1.00	32,850	23,000	26,048	25,197	30,104	33,941	37,208	41,894	40,503	
Public Health Educator I	5	1.40	38,441	25,065	30,461	29,590	32,775	40,940	40,484	52,263	47,292	
Social Worker I	4	3.25	39,840	23,687	31,098	30,213	30,794	42,987	37,900	54,875	49,467	
Social Work Supervisor II	4	1.25	48,232	32,041	40,383	37,878	41,926	50,493	51,810	62,193	58,586	
Human Services Coordinator II	1	1.00	35,672	28,920	28,920	28,920	35,672	35,672	42,424	42,424	42,424	
Medical Laboratory Technician II	5	1.20	39,266	23,867	40,383	30,554	31,203	49,037	38,538	57,690	47,978	
Public Health Nurse II	7	11.29	52,972	34,286	45,557	40,919	46,272	58,335	57,189	71,113	65,025	
Public Health Nursing Supervisor II	4	1.75	61,434	37,799	54,737	46,995	52,250	70,352	66,701	85,966	75,873	
Nutritionist I	4	1.25	36,291	22,725	29,281	28,154	28,205	38,991	33,685	49,774	44,428	
Environmental Health Specialist	7	4.57	45,861	29,041	37,964	35,825	37,990	49,763	46,939	63,526	55,897	
Income Maintenance Caseworker II	6	26.83	35,044	22,725	29,281	27,084	29,705	37,476	36,685	46,180	43,005	
Income Maintenance Supervisor II	6	3.67	41,712	27,649	35,186	32,140	36,164	45,704	44,679	56,301	51,284	
Local Health Director	5	1.00	83,780	57,822	70,428	64,668	73,723	91,636	89,624	112,843	102,883	
County Social Services Director	6	1.00	78,644	48,243	70,428	60,797	64,024	91,666	78,798	112,843	96,491	