

State of Delaware

2018 Total Compensation Study

Part I – Total Compensation Study

Part II – Review of Compensation and Classification Practice and Gender and Race/Ethnicity Equity

State of Delaware

**2018 Comprehensive Study
Part I – Total Compensation Study**

Revised Report: November 1, 2018

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Executive Summary

Background

The State of Delaware engaged Segal Waters (“Segal”) to conduct a comprehensive study of compensation, classification, benefits, gender and race/ethnicity equity. The study is divided into two parts:

- The objective of Part I is to study total compensation and review the merit pay plan based on current methodology and recommend any adjustments warranted to maintain competitiveness using the appropriate labor market(s). Total compensation is defined as wages and benefits.
- The objective of Part II is to review and examine the State’s business practices for compensation and classification and review statewide gender and race/ethnicity equity.

This report contains the results of Part I of the State of Delaware 2018 Total Compensation Study (“Study”). The Study included research of four (4) elements:

- Current pay range
- Paid leave programs
- Health benefits
- Retirement programs

Segal worked with the State of Delaware’s project team to identify 13 peer employers representative of the State’s competitive labor market.

Segal segmented the responses into three sectors: Federal and State Governments, Local Governments (Delaware) and published data.

Segal distributed the market survey document to the peer employers listed below:

- **City of Dover, DE**
- City of Wilmington, DE
- **Commonwealth of Massachusetts**
- **Commonwealth of Pennsylvania**
- **Commonwealth of Virginia**
- **Federal Government**
- **Kent County, DE**
- **New Castle County, DE**
- **State of Maryland**
- **State of New Jersey**
- **State of New York**
- **State of North Carolina**
- **Sussex County, DE**

Twelve (12) of the thirteen (13) peer employers participated in the market survey (shown **bolded** above). Of the twelve peer employers, six (6) completed and returned the market survey and Segal completed a market survey on behalf of the other six (6) peers (City of Dover, New Castle County, Commonwealth of Virginia, State of New Jersey, State of New York and the Federal

Government) using information found in salary schedules, job descriptions, collective bargaining agreements, and other applicable resources. The City of Wilmington (DE) was invited to participate but did not provide a response and pay and benefit related information for the City was not available online.

To represent private sector employers for 26 of the benchmark jobs, Segal utilized three (3) published data sources (Economic Research Institute (ERI), Willis Towers Watson, and IBM Kenexa). All data is reflective of the market as of July 1, 2018.

This report provides the Study findings and conclusions based on analyses of the information collected from peer employers.

Compensation and Benefits

The Study involved collecting data from peer employers on 155 benchmark jobs through a Fiscal Year 2019 (FY 2019) State of Delaware Total Compensation Survey (“Survey”). The benchmark jobs are representative of the State’s workforce, when taking into consideration pay grade, incumbent population, occupational groups and job series. The survey document provided to each employer, found in **Appendix A**, included job summaries with minimum requirements for each benchmark job.

Paid Time Off, Health and Retirement Benefits data, found in **Appendix B**, was collected, analyzed and included in the Study’s recommendation.

Summary of Findings – Total Compensation Market Position

The Study evaluated the market competitiveness of State of Delaware’s total compensation package at the pay range midpoint, the middle of the pay range, and for employer-paid health benefits and total employer retirement contributions. The State of Delaware’s total compensation package is below market compared to peer employers.

Although the State’s market position for health and retirement benefits is at market, the State is below market at the pay range midpoint. Pay at the range midpoint comprises approximately 65% of total compensation and the health and retirement benefits comprise the other 35%. This places the State below market overall.

Table 1 summarizes the market position of each total compensation element relative to the market competitive corridor¹ for the public sector.

TABLE 1
MARKET COMPETITIVENESS OF STATE OF DELAWARE’S
TOTAL COMPENSATION ELEMENTS

Total Compensation Elements	State of Delaware Market Position
Pay Range Midpoint	Below Market
Health Benefits (\$ basis)	At Market
Retirement Benefits (% of pay basis)	At Market
Total Compensation	Below Market

Pay Ranges

The State’s pay structure contains pay ranges based on the following: the midpoint at 100%, the minimum at 80%, and maximum at 120% of the midpoint. Generally, the minimum is a new hire’s entry wage rate; the midpoint is the rate of pay employees should move towards through time in the job; and the maximum is the most that could be earned in the job, barring extenuating circumstances. For example, the pay grade 10 for the 37.5 (M37) salary administration plan minimum is \$31,912, midpoint is \$39,890, and maximum is \$47,868.

Segal evaluated the pay ranges of benchmark jobs individually and in the aggregate. When these benchmark jobs are considered in the aggregate, the State of Delaware’s pay ranges are below the market competitive corridor at the minimum, midpoint and maximum (see **Table 2** below). Figures shown in **red** are below market (less than 95% of the market average), figures shown in **black** are within the market range (95% to 105% of the market average) and figures shown in **blue** are above market (more than 105% of the market average). While there is some variation on an individual benchmark basis, overall, the pay ranges are 86% of the market average.

¹ Segal defines the market competitive corridor as +/- 5% of the market average. Market positions that are within the market competitive corridor are categorized as being “at market”. Market positions below the market competitive corridor are “below market”. Market positions above the market competitive corridor are categorized as “above market”.

TABLE 2
STATE OF DELAWARE MARKET POSITION BY SECTOR – PAY RANGE ONLY
(ACROSS ALL BENCHMARK JOBS)

	State of Delaware as a % of the Market Average		
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Federal & State Governments	85%	86%	85%
Local Government	83%	84%	85%
Published Data*	84%	88%	89%
State of Delaware – Overall Market Position**	86%	86%	86%

*Note: Published Data Market Position is based on data collected for 26 benchmark jobs. Benchmarks with insufficient market data (less than 5 market matches) are not included in the overall calculations.
**State of Delaware – Overall Market Position is the straight average of the data points for all benchmark jobs.

Paid Leave

The Study evaluated the following paid leave programs: annual, sick, holidays, personal or floating days, jury duty and paid parental/family leave.

Health Benefits

The Study evaluated the most populous health plan. The most populous health plan is defined as the plan with the majority of employee participation. References to the health plan includes medical, prescription, dental and vision plans combined. The percentage paid by the State towards the total premium is more generous than the peer employers and the annual employer contribution is equal to the market.

Retirement Benefits

The study evaluated the State’s total retirement contributions compared to peer employers. The total annual retirement contribution is the sum of employer contribution towards defined benefit (normal cost), defined contribution, deferred compensation plans and Social Security.

Due to the time constraints of the study, actuarial values that reflect plan design differences, (e.g., definition of normal retirement, maximum years of service, benefit multiplier) were not utilized for this analysis. Instead normal costs were used, which reflect the cost of funding an employee’s pension benefit at Normal Retirement based on a set of actuarial assumptions that addresses plan design, investment rate of return, assumed growth in pay over time, workforce turnover, etc. Normal cost is the most comparable measure of cost across peer employers as it is

not affected by amortization of unfunded liabilities attributable to variances between actual funding, plan performance and actuarial assumptions. The reasons for these differences can vary across plans resulting in an inconsistent basis for cost comparisons. These differences also vary over time. Normal cost does not take into account the employer’s contributions to amortize any unfunded liabilities.

The State of Delaware’s total employer retirement contributions are less generous than the market average; however, the contribution rate in the defined benefit plan is higher.

Total Compensation

When all elements of total compensation¹ are included in the comparison, the State of Delaware’s market position is 86% of the market average, as shown in **Table 3**. This means the State of Delaware is 16% below the market average.

TABLE 3
STATE OF DELAWARE’S OVERALL MARKET POSITION*
TOTAL COMPENSATION

	State of Delaware Total Compensation as a % of the Market Average		
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
State of Delaware – Overall Market Position**	86%	86%	85%

*Note: Published Data collected for 26 benchmark jobs does not include benefit costs. Benchmarks with insufficient market data (less than 5 market matches) are not included in the overall calculations.
**State of Delaware – Overall Market Position is the straight average of the data points for all benchmark jobs.

Adjustment to Reach Market

The percent of market for both Total Compensation and Pay Range Midpoint are the same. The benefit and retirement components are competitive with the market. In order for the State to be market competitive any adjustments should focus on pay range midpoint.

¹ Total compensation market positions are based on three (3) elements:
 (a) Overall market average pay range midpoint (average of all data points across all sectors)
 (b) Annual public sector employer health benefits contribution (Most Populous Plan)
 (c) Annual public sector employer retirement contributions.

Methodology

Data Sources - Peer Employers

Segal worked with the State of Delaware’s project team to identify 13 peer employers representative of the State’s competitive labor market, as shown in **Table 4**.

Segal segmented the responses into three sectors: Federal and State Governments, Local Governments (Delaware) and published data. The market position for all benchmark jobs was calculated based on all market data covering Federal, State and Local (Delaware) Governments. For 26 jobs where analogous jobs can be found in the private sector, Segal included published market data.

**TABLE 4
LIST OF PEER EMPLOYERS**

Segal distributed the market survey document to the peer employers listed below:

PEER EMPLOYERS	
• City of Dover, DE	• New Castle County, DE
• City of Wilmington, DE (not provided)	• State of Maryland
• Commonwealth of Massachusetts	• State of New Jersey
• Commonwealth of Pennsylvania	• State of New York
• Commonwealth of Virginia	• State of North Carolina
• Federal Government	• Sussex County, DE
• Kent County, DE	

Twelve (12) of the thirteen (13) peer employers participated in the market survey (shown **bolded** above). Of the twelve peer employers, six (6) completed and returned the market survey and Segal completed a market survey on behalf of the other six (6) peers (City of Dover, New Castle County, Commonwealth of Virginia, State of New Jersey, State of New York and the Federal Government) using information found in salary schedules, job descriptions, collective bargaining agreements, and other applicable resources. The City of Wilmington (DE) was invited to participate but did not provide a response and pay and benefit related information for the City was not available online.

Published Data Sources

Economic Research Institute (ERI), Salary Assessor 2018

The ERI Salary Assessor compiles pay data from hundreds of published data sources for thousands of jobs. ERI updates the database quarterly and provides salary information for nearly any geographic area in the U.S. The data was collected based on the National average and adjusted to the date for the State of Delaware. The information in this report reflects July 1, 2018 compensation data at the 10th, 50th, and 90th percentiles.

IBM Kenexa

IBM Kenexa compiles survey information on positions in the private sector that coincide with the benchmark jobs of the study. The data was collected based on the National average and adjusted to the State of Delaware. The information in this report reflects July 1, 2018 compensation data.

Willis Towers Watson

The Willis Towers Watson survey compiles pay data from for-profit organization for healthcare, clinical and professional positions. The data was collected based on the National average and adjusted to the State of Delaware. The information in this report reflects February 1, 2017 compensation data, aged to July 1, 2018 resulting in a 104.3% adjustment.

Data Adjustments

Geographic Adjustments

To compare market data on a consistent basis, Segal adjusted the survey responses and published data to reflect the geographic differences in salaries between each surveyed employer's location and the State of Delaware. The reported salaries were adjusted using the geographic wage and salary differentials reported by the Economic Research Institute (ERI) Geographic Assessor as of July 2018. **Table 5** shows the geographic adjustments applied to each data source. A geographic adjustment of less than 100% indicates that the cost-of-labor is higher than the State of Delaware (DE) while an adjustment greater than 100% indicates that the cost-of labor is lower.

It is important to note that the wage and salary differentials (cost of labor) do not necessarily reflect cost-of-living differences. ERI has found that cost-of-living differences (which reflect the supply and demand for goods and services) are not reliable predictors of salary levels. In other words, while the cost of housing (or other goods and services) for the State of Delaware may differ from the cost of housing in another city by a certain percentage, the prevailing salaries may not differ by the same percentage. ERI emphasizes that - for adjusting salaries in a market study such as this one - the wage and salary differentials provide a more accurate method of determining whether employers are paying a competitive wage appropriate to a given geographic area.

**TABLE 5
GEOGRAPHIC COST-OF-LABOR ADJUSTMENTS**

Peer Employers	ERI Factor	% Adjustment Applied to Reflect State of Delaware Cost-of-Labor
State of Delaware	102.1	NA
City of Dover, DE	97.3	104.9%
Commonwealth of Massachusetts	109.6	93.2%
Commonwealth of Pennsylvania	99.5	102.6%
Commonwealth of Virginia	100.7	101.4%
Federal Government ¹	NA	100.0%
Kent County, DE	97.3	104.9%
New Castle County, DE	105.9	96.4%
State of Maryland	107.0	95.4%
State of New Jersey	112.8	90.5%
State of New York	109.7	93.1%
State of North Carolina	91.8	111.2%
Sussex County, DE	96.6	105.7%
ERI*	100.0	102.1%
IBM Kenexa*	100.0	102.1%
Willis Towers Watson*	100.0	102.1%

¹ Locality Pay Area of Philadelphia-Reading-Camden, PA-NJ-DE-MD

Workweek Adjustments

Table 6 shows the workweek definition for the peer employers. Segal applied workweek adjustments to jobs when the peer's benchmark has a workweek definition that differs from the State's.

TABLE 6
WORKWEEK DEFINITION OF PEER EMPLOYERS

Peer Employers	Workweek Definition (hours/week)
City of Dover, DE	40
Kent County, DE	40
New Castle County, DE	40
Sussex County, DE	Varies
State of Maryland	40
State of New Jersey	Varies
State of New York	40
State of North Carolina	40
Commonwealth of Pennsylvania	37.5
Commonwealth of Virginia	40
Commonwealth of Massachusetts	37.5
Federal Government	40
State of Delaware	37.5

Benchmark Jobs

The State of Delaware has approximately 1,000 job classifications. Of these, one hundred and fifty-five (155) benchmark jobs, shown in **Table 7**, were selected as representative of the State’s workforce. The benchmark jobs were selected considering incumbent population, representation of occupational groups, job series and pay grade. The benchmark jobs are listed in alphabetical order in the respective pay plans below. Segal collected published market data for the twenty-six (26) benchmark jobs (**shown bolded below**) that are common in the private sector.

Of the 155 benchmark jobs, 117 have sufficient market data to support the findings. Based on industry standards that align with federal antitrust/safe harbor guidelines, benchmark jobs that receive less than five (5) total responses are considered to have insufficient data.

**TABLE 7
LIST OF BENCHMARK JOBS**

M37 Pay Plan	
Accounting Specialist	Environmental Program Manager II
Administrative Librarian	Environmental Scientist III
Administrative Officer	Epidemiologist II
Administrative Specialist II	ERP Systems Specialist
Agricultural Commodity Inspector II	Family Crisis Therapist
Analytical Chemist III	Family Crisis Therapist Supervisor
Application Support Project Leader	Family Service Specialist
Bank Examiner II	Family Services Program Support Administrator
Cash and Debt Manager	Fiscal Administrative Officer
Chief of Administration	Fiscal Management Analyst
Child Support Specialist III	Food Service Worker
Community Relations Officer	Graphics & Printing Technician III
Conservation Technician III	Hospital Administrator II

TABLE 7 (continued)
LIST OF BENCHMARK JOBS

M37 Pay Plan	
Construction Project Manager	HRIS Manager
Controller	HRIS Specialist III
Cook	Human Resources Manager I
Corporations Specialist	Human Resources Specialist III
Court Security Officer II	HVAC/Refrigeration Technician
Custodial Supervisor I	Industrial Hygienist
Custodial Worker	Information Resources Specialist II
Database Administrator II	Information Systems Support Specialist
Director Application Technology	Insurance Financial Analyst II
Disability Determination Adjudicator II	Intelligent Transportation Systems Technician IV
Employment Services Specialist III	Investigator II
Engineering Technician III (Construction)	Judicial Case Manager II
Environmental Health Specialist II	Judicial Case Processor II
Judicial Case Processor Supervisor	Senior Application Support Specialist
Labor Law Enforcement Officer II	Senior Family Service Specialist
Labor Relations & Employment Practices Specialist	Senior Fiscal & Policy Analyst
Laboratory Manager II	Senior Forester
Laundry Worker	Senior Human Resources Technician
Management Analyst III	Senior Systems Software Specialist
Manager of Application Support	Senior/Social Work Case Manager
Manager of Computer & Application Support	Social Service Administrator
Manager Strategic Information Systems Projects	Social Service Specialist III

TABLE 7 (continued)
LIST OF BENCHMARK JOBS

M37 Pay Plan	
Marketing Specialist II	Social Service Technician
Master Family Service Spec	Social Worker/Case Manager
Mediation/Arbitration Officer	Social Worker/Case Manager Supervisor
Microbiologist II	State Accountant IV
Motor Vehicle Specialist II	Supply Storage & Dispatch Clerk III
Motor Vehicle Technician II	Support Services Administrator
Office Manager	Tax Auditor II
Ombudsman Adult Long Term Care Facility	Telecom/Network Technician III
Operations Support Specialist	Telecom/Network Technologist II
Paralegal II	Trainer/Educator III
Park Superintendent	Training/Education Administrator I
Physical Plant Maintenance Supervisor	Veterinarian Medical Officer
Physical Plant Maintenance/Trades Mechanic III	Vocational Rehabilitation Senior Counselor
Planner IV	Youth Rehabilitation Counselor II
Psychiatric Social Worker II	Youth Rehabilitation Counselor Supervisor
Psychologist	Youth Rehabilitation Treatment Specialist
Public Health Treatment Program Administrator	Youth Rehabilitation Treatment Supervisor
Purchasing Services Coordinator I	M40 Pay Plan
Quality Assurance Administrator	Gaming Inspector II
Regulatory Specialist	Probation & Parole Supervisor
Right of Way Agent III	Toll Collector
Security Officer	S40 Pay Plan
Senior Accountant	Deputy Warden I

TABLE 7 (continued)
LIST OF BENCHMARK JOBS

SMV Pay Plan	U02A Pay Plan
Analytical Chemist III (Forensics)	Dental Assistant
Assistant Director Transportation Engineer	Laboratory Technician III
Assistant Medical Examiner	U02C Pay Plan
Assistant Nursing Director	Licensed Practical Nurse III
Dentist	U06A Pay Plan
Engineer III	Nutritionist II
Engineer Program Manager I	Therapist III
Equipment Mechanic IV	U06C Pay Plan
Equipment Operator III	Advanced Practice Registered Nurse
Hydrologist IV	Compliance Nurse
Laboratory Manager II (Forensics)	Registered Nurse III
Maintenance Area Supervisor I	U09A Pay Plan
Master Electrician	Constable II
Master Mechanic	Deputy Fire Marshall III
Nursing Supervisor	U09B Pay Plan
Physician	Alcohol & Tobacco Enforcement Agent III
Psychiatrist III	Capitol Police Officer III
Senior Forensic DNA Analyst	Natural Resources & Environmental Control Enforcement Officer III
State Auditor III	Senior Probation & Parole Officer
U02A Pay Plan	U10D Pay Plan
Active Treatment Facilitator	Correctional Officer
Activity Aide I	U11A Pay Plan
Activity Therapist I	Correctional Counselor Supervisor
Attendant Chauffeur	U11E Pay Plan
Certified Nursing Assistant	Correctional Counselor

Findings: Pay Ranges

The findings for market competitiveness of Pay Ranges are reported in two groups:

- > **M37 Pay Plan** - includes the M37 Pay Plan and other related non-union pay plans;
- > **Collective Bargained Wages Groups** - includes merit positions in compensation union salary plans. The salary administration plans include compensation bargaining units U02, U06, U09, U10, and U11.

The M37 Pay Plan was compared to the market at the midpoint, as the State’s Merit Pay Plans focus on the Pay Range Midpoint. The Collective Bargained Wages Groups focus on the Pay Range Minimum, as this is the point affected when negotiating increases.

The research reflects that the State of Delaware’s pay ranges are generally below market across benchmark jobs considering both public and private sector data as shown in **Table 8**.

TABLE 8
STATE OF DELAWARE MARKET POSITION – PAY ONLY
For All Benchmark Jobs

State of Delaware Salary Administration Plans	State of Delaware as a % of the Market Average
	At Pay Range Midpoint
• M37*	86%
State of Delaware Collective Bargained Wage Groups	
	At Pay Range Minimum*
• U02	90%*
• U06	92%*
• U09	77%*
• U10	111%
• U11	95%

Figures shown in **red** are below market (less than 95% of the market average)
 Figures shown in **black** are within the market range (95% to 105% of the market average)
 Figures shown in **blue** are above market (more than 105% of the market average)

*M37 Pay Plan Includes the following Salary Admin Plans: M37, M40, S40, SMV, and JS

*Data on positions for this unit was provided at Pay Grade Minimum, however, many of these positions had special approvals to pay at higher than Pay Range Minimum automatically which skewed the evaluation. The effect is that minimum rates are closer to market than calculation.

The adjustment needed to reach market average is shown below in **Table 9**. The calculation is based on dividing 100 by each percentage in **Table 8** (on the previous page) and subtracting 1.

TABLE 9
STATE OF DELAWARE ADJUSTMENT TO REACH MARKET AVERAGE
PAY ONLY
For All Benchmark Jobs

State of Delaware Salary Administration Plans	State of Delaware as Adjustment to Reach Market Average
	At Pay Range Midpoint
• M37	16%
State of Delaware Collective Bargained Wage Groups	At Pay Range Minimum
• U02	11%*
• U06	9%*
• U09	29%*
• U10	-10%
• U11	6%

Figures shown in **red** are below market (less than 95% of the market average)
 Figures shown in **black** are within the market range (95% to 105% of the market average)
 Figures shown in **blue** are above market (more than 105% of the market average)

*Data on positions for this unit was provided at Pay Grade Minimum, however, many of these positions had special approvals to pay at higher than Pay Range Minimum automatically which skewed the evaluation. The effect is that minimum rates are closer to market than calculation.

Findings: Paid Leave

Paid Leave Programs

The following information on employee paid leave programs was collected and compared:

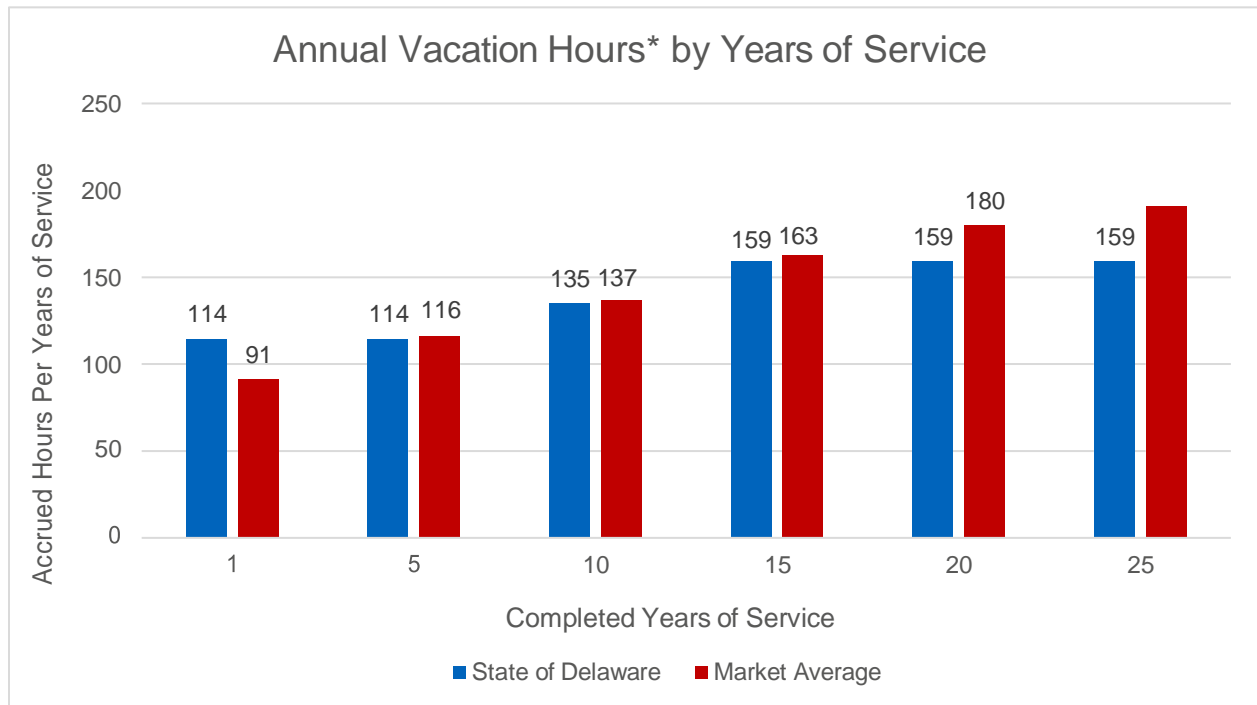
- Annual Leave (Vacation)
- Sick Leave
- Holidays
- Personal or Floating Days
- Jury Duty
- Paid Parental/Family Leave

See **Appendix B, Tables 5a – 5h** for the detailed survey responses.

Annual Leave (Vacation)

The State of Delaware’s annual leave (vacation) program compared to peer employers is more generous for the first four years of employment, but after 5 years of employment, the State of Delaware begins to lag behind. At 15 years, the State accrual rate stagnates compared to peer employers who continue to increase the benefit reaching a variance of 32 hours per year for employees with a 25-year career. **Chart 1**, below, compares State of Delaware’s annual vacation paid leave hours by specific years of service compared to the market average.

CHART 1: ANNUAL VACATION LEAVE HOURS ACCRUED PER YEAR

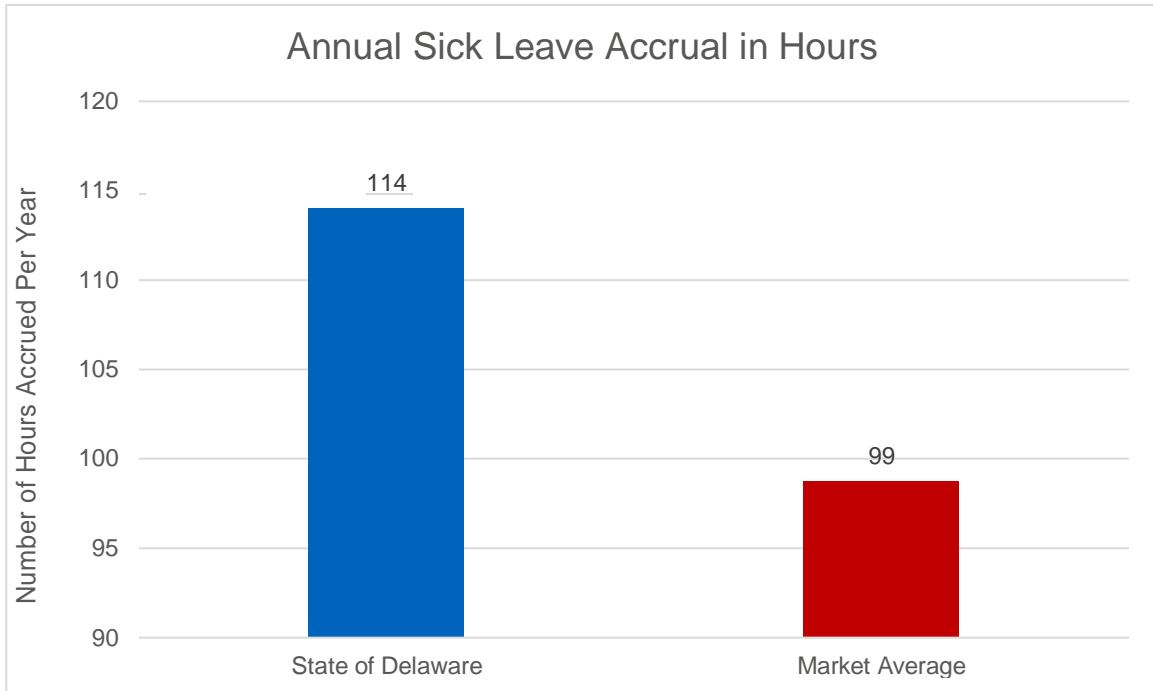


*Peer vacation accruals were adjusted to reflect the State’s 37.5-hour workweek.

Sick Leave

The State of Delaware's sick leave accrual of 114 hours per year is more generous compared to the average of 99 hours per year offered by peer employers. **Chart 2** compares State of Delaware's annual sick leave hours to the market average.

CHART 2: ANNUAL SICK LEAVE HOURS ACCRUED PER YEAR

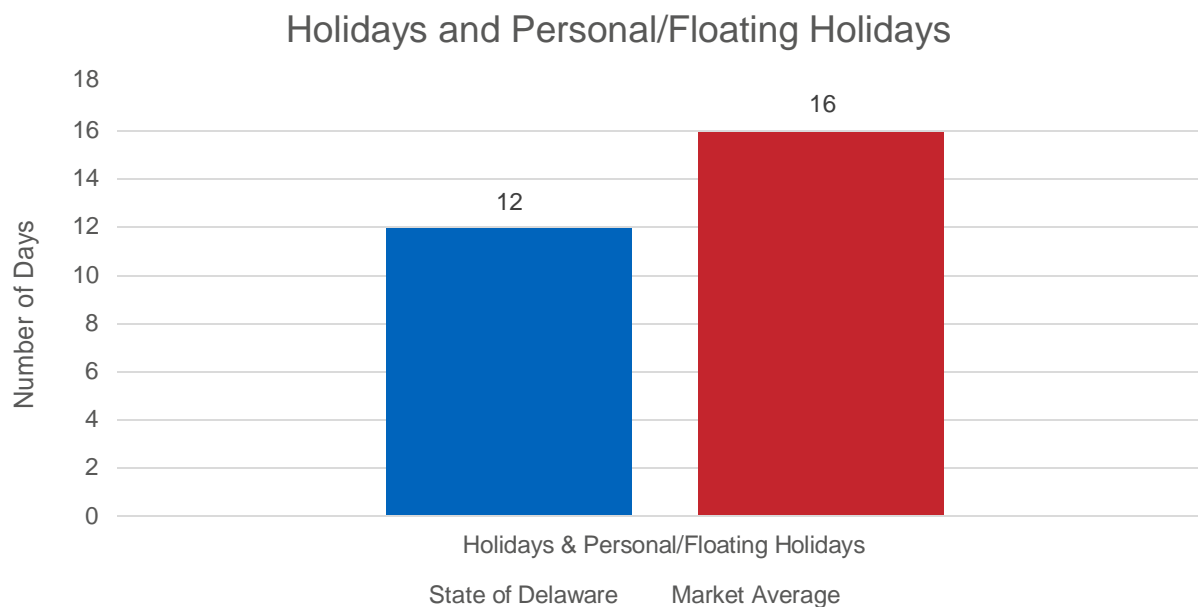


*Peer sick accruals were adjusted to reflect the State's 37.5-hour workweek.

Holiday, Personal Days/Floating Holidays

Chart 3 compares the State's holidays and personal/floating holidays to the market average. The State is below the market average for holidays and personal/floating holidays.

CHART 3: NUMBER OF HOLIDAYS AND PERSONAL DAYS PER YEAR



*State of Delaware provides 10 paid holidays on non-election years and 11 paid holidays on election years.

Jury Duty

The State of Delaware's paid leave for jury duty compared to peer employers is the same.

Paid Parental/Family Leave

Six (6) out of the 12 peers provide a paid parental/family leave benefit. All the peers offering paid/parental family leave offer at least 30 days of paid leave per incident. Although the State of Delaware does not currently provide this leave, it is important to note that on July 1, 2018, the Governor of the State of Delaware signed a Paid Parental Leave law which will take effect April 1, 2019. This provision provides 12 paid weeks to parents upon the birth or adoption of a child six years and younger.

Findings: Benefits Programs

Health Plans

The most populous health plans (medical, prescription, dental, and vision plans) were compared among peer employers. The majority of the State's employees are enrolled in a PPO medical plan. Segal gathered information about health benefits offered to new employees based on four (4) tiers of coverage:

- Employee only (EE)
- Employee plus one (EE+1)
- Employee plus children (EE+Children)
- Employee plus family (EE+Family)

Specifically, the survey collected employer and employee monthly cost sharing amounts for the following:

- Medical Plan
- Prescription Drug Plan
- Dental Plan
- Vision Plan

The comparative charts that follow are based on costs associated with the most populous* plan enrollment patterns (percent of enrolled employees) for the 4 tiers of coverage at the State of Delaware. For the Medical, Dental and Vision Plans Combined, the State of Delaware's cost sharing percentages are more generous than the market for all four (4) tiers of coverage.

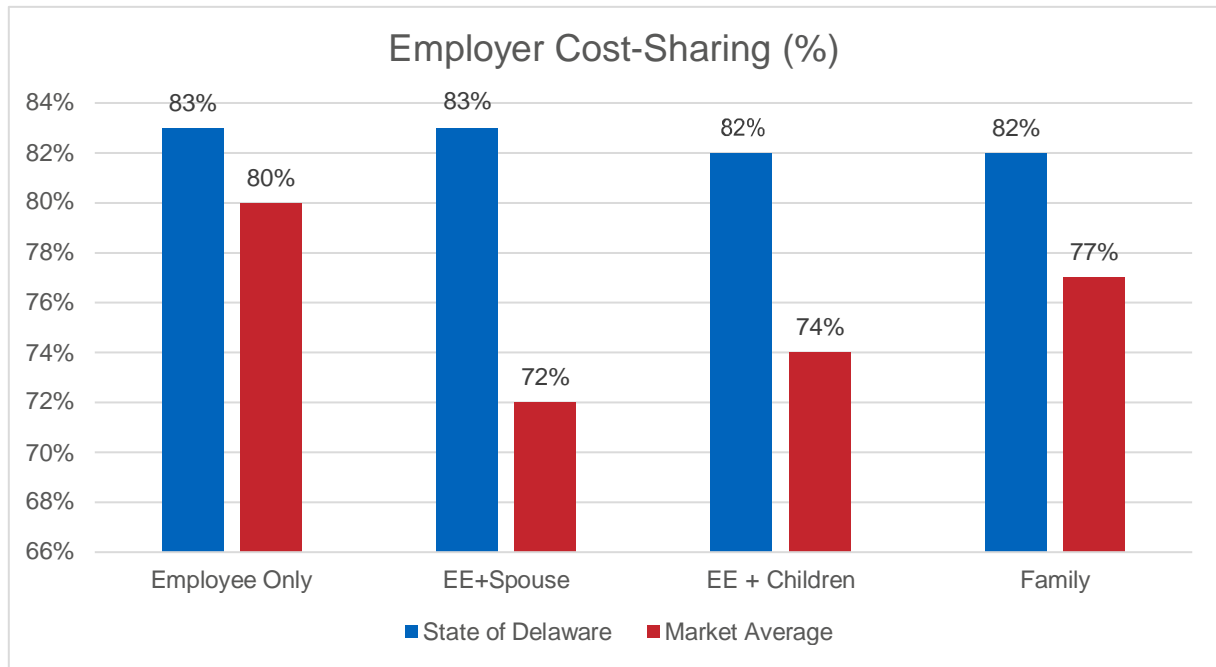
Although the State does not contribute to the cost of dental and vision benefits, compared to the market average of approximately 76%, the State is more generous, contributing at least 82% towards the total cost of medical, dental and vision. **Chart 4** on the following page compares the State's cost sharing percent to the peer employers.

Similar to the State, most of the peer employers include prescription drug coverage under the medical plan. Only 17% of the peer employers share the cost of prescription drug coverage with employees with the employer contributing, on average, 85% of the monthly premium cost.

Appendix B provides detailed responses from each peer employer for health benefits.

* For the State of Delaware, the most populous health plan is the Comprehensive Preferred Provider Organization (PPO)

CHART 4: PUBLIC SECTOR EMPLOYER COST-SHARING (%) FOR MEDICAL, DENTAL, & VISION PLANS COMBINED¹



The results found that the State’s monetary contribution to the health plan is almost equivalent to the market average. The total annual employer contribution towards health benefits plans is shown in **Table 10**.²

**TABLE 10
ANNUAL EMPLOYER CONTRIBUTION FOR HEALTH BENEFITS**

	State of Delaware	Public Sector Market Average
Annual Employer Contribution for Health Benefits (Most Populous Health Plan)³	\$14,220	\$14,287

¹ The cost-sharing percentages are based on the total employer contributions towards the cost of premiums for the most populous medical plan, dental plan and vision plan.

² The total health plan contribution amount does not include employer costs related to EAP, LTD or STD plans as the cost is de minimus.

³ The public sector’s market average reflects the average costs for the most populous medical, dental and vision plans combined. The health plan premiums have been normalized to the State of Delaware’s enrollment distribution.

Retirement Programs

The State of Delaware offers a traditional defined benefit (pension) plan and a deferred compensation plan. The cost comparison for retirement programs includes:

- **Defined Benefit Plan** – provides a pension payment, lump-sum (or combination thereof) on retirement that is predetermined by a formula based on the employee's earnings history, tenure of service and age, rather than depending directly on individual investment returns
- **Defined Contribution Plan** – type of retirement plan in which the employer, employee or both make contributions on a regular basis. Under this type of plan, the employee contributes a predetermined portion of his or her earnings (usually pretax) to an individual account, all or part of which is matched by the employer. The State of Delaware does not offer a Defined Contribution Plan to employees
- **Deferred Compensation Plan** – The State's Deferred Compensation plan is voluntary; employees can elect to have contributions to the plan taken directly out of their paycheck and can contribute pre-tax or make after-tax Roth contributions
- **Social Security** – OASDI (old age, survivors, and disability insurance tax) and Medicare

As shown in **Table 11**, the State of Delaware's total employer retirement contribution as a percent of pay is slightly less generous than that of the public sector average. **Appendix B** provides detailed responses for these plans. Total retirement contributions compared to the peer employers are based on the current employer normal costs associated with the Defined Benefit Plan (DB) retirement plan and the maximum employer contribution to Defined Contribution Plan (DC) and/or Deferred Compensation plan, as well as Social Security.

TABLE 11
TOTAL EMPLOYER RETIREMENT CONTRIBUTIONS

	State of Delaware	Public Sector Market Average
Annual Employer Retirement Contributions ¹ (as a % of pay)	14.09%	14.72%

¹The total annual retirement contributions is the sum of employer contributions towards defined benefit (normal cost), defined contribution, deferred compensation plans and Social Security.

Defined Benefit Plans

All surveyed peer employers provide a defined benefit plan to employees and require an employee contribution towards the plan. As shown in **Table 12**, the State of Delaware's contribution rate is slightly higher than the public sector average.

TABLE 12
DEFINED BENEFIT RETIREMENT PLAN CONTRIBUTIONS RATES

	State of Delaware	Public Sector Market Average
Employer Contributions (as a % of pay)	6.44%	5.65%
Employee Contributions (as a % of pay)	5.00%	5.08%

Deferred Compensation Plans - 457

The State of Delaware offers a deferred compensation program, which is a tax-advantaged supplemental retirement plan. The State does not match to the employee contribution. Similar to the State, the majority of peer employers also offer this type of plan, but only one peer reported matching the 3% employee contribution.

Findings: Total Compensation

To provide a total compensation comparison, Segal used the following employer annual costs:

- > Pay range midpoint
- > The most populous health plan annual employer costs, including medical, prescription, vision, and dental benefits (the weighted average of all four tiers of coverage costs)
- > Retirement plan employer contributions, including defined benefit (normal cost only), defined contribution, deferred compensation, and Social Security

The difference between the State of Delaware’s market position for pay vs. total compensation is the same at the pay range midpoint, as shown in **Table 13**.

TABLE 13
STATE OF DELAWARE’S MARKET POSITION
PAY ONLY VS. TOTAL COMPENSATION¹

	State of Delaware as a % of the Market Average		
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Overall			
Pay Only	86%	86%	86%
Total Compensation	86%	86%	85%

Figures shown in **red** are below market (less than 95% of the market average)
 Figures shown in **black** are within the market range (95% to 105% of the market average)
 Figures shown in **blue** are above market (more than 105% of the market average)

¹ Total compensation market positions are based on three (3) elements:
 a. Overall market average pay range midpoint (average of all data points across all sectors)
 b. Annual public sector employer health benefits contribution (most populous plan)
 c. Annual public sector employer retirement contributions.

Conclusions

Study Results

This report contains the results of Part I of the State of Delaware 2018 Total Compensation Study (“Study”). As detailed in this report, the State of Delaware, with the consultation of Segal, completed a Study on total compensation and a review of the merit pay plan based on current methodology. The Study found that the State of Delaware’s total compensation package is below market. Health and retirement benefits were found to be at market; however, the pay range midpoints were found to be below market as are paid leave benefits.

To competitively support the recruitment and retention of talent, the current pay ranges should be examined, as the Study reflects that an adjustment of 16% to merit pay plans (M37 Plans) would bring the State to market. The adjustment includes the following salary administration plans: M37, M40, SMV, S40 and JS.

Poverty Threshold

The State requested Segal to review State pay range minimums compared to the Federal Poverty Threshold. Based on information provided by the U.S. Census Bureau, the average household size in the State of Delaware is approximately a family of three. The Federal guidelines indicate the poverty threshold for a family of three is \$20,780 per year.

Certain employee’s in pay grades 1 through 3 may currently be paid below the poverty threshold of \$20,780. To address this issue, the minimum of the pay grade would be changed to \$20,780 with no effect to the midpoint and maximum of the pay grade. The cost to change the minimum of the three pay grades would be approximately \$134,000 to bring actual pay to the poverty threshold. This cost is separate from any other estimated costs listed in this report.

Implementation Options for M37 Pay Plan

The State requested that Segal provide implementation costs based on a one, two or three year phased-in approach for the M37 pay plan. Segal developed two options for consideration:

- **Option One** – **increase all current employee salaries** by approximately 16% to reach the market average at the pay range midpoint. If an adjustment of 16% were applied to each employee, the annual cost would be approximately \$80,106,393. This includes earned income without OECs (Other Employment Costs).
- **Option Two** - increase the State’s pay plans by 16% and **only increase pay for those employees whose current pay is below the proposed pay range minimum.** The annual cost to bring these employee’s salaries to the new minimum of the pay range is approximately \$19,526,013 (includes M37, M40, SMV, S40, JS)

Phased-in Approach to Option 1

One Year Implementation Approach: Requires a 16% increase that would cost \$80,106,393 annually.

Two Year Implementation Approach: Requires a 7.70% increase each year over two years. Year one would cost \$38,567,704 and year two would cost \$80,106,393.

Three Year Implementation Approach: Requires a 5.07% increase each year over three years. Year one would cost \$25,392,512, year two would cost \$52,072,871 and year three would cost \$80,106,393.

To compare the full cost of Option 1 implementation approaches on a consistent basis **Table 14** shows the total cost of each option **over a three-year period** (the maximum implementation option).

TABLE 14
THREE YEAR COST ANALYSIS TO ADJUST M37
PLAN TO MARKET

	1 Year Approach	2 Year Approach	3 Year Approach
Annual Adjustment	16.00%	7.70%	5.07%
Year 1	\$80,106,393	\$38,567,704	\$25,392,512
Year 2	\$80,106,393	\$80,106,393	\$52,072,871
Year 3	\$80,106,393	\$80,106,393	\$80,106,393
Total Cost over 3 Years	\$240,319,178	\$198,780,489	\$157,571,776

Phased-in Approach for Option 2

By applying the same annual adjustment as in Table 15 to those employees whose current pay rate is below the proposed pay range minimum, costs attributable to this option will be less than Option 1 because fewer employees will be impacted.

One Year Implementation Approach: Requires an 8.46% increase to the State’s payroll that would annually cost approximately \$19,526,013.

Two Year Implementation Approach: Requires a 4.14% increase each year over two years to the State’s payroll. Year one would cost \$9,564,851 and year two would cost \$19,526,013.

Three Year Implementation Approach: Requires a 2.74% to the State’s payroll each year over three years. Year one would cost \$6,333,324, year two would cost \$12,840,406 and year three would cost \$19,526,013.

To compare the full cost of Option 2 implementation approached on a consistent basis **Table 15** shows the total cost of each option over a three-year period (the maximum implementation option).

TABLE 15
THREE YEAR COST ANALYSIS TO BRING M37 EMPLOYEES TO PROPOSED MINIMUM PAY RANGE

	1 Year Approach	2 Year Approach	3 Year Approach
Annual Adjustment	8.46%	4.14%	2.74%
Year 1	\$19,526,013	\$9,564,851	\$6,333,324
Year 2	\$19,526,013	\$19,526,013	\$12,840,406
Year 3	\$19,526,013	\$19,526,013	\$19,526,013
Total Cost over 3 Years	\$58,578,039	\$48,616,877	\$38,699,744

Overall Cost Impact by Collective Bargained Wage Groups

If increases are considered for Collective Bargained Wage Groups to reach market, the minimum wage rates would be adjusted as follows:

- **Unit 2:** The market gap is approximately 11%* to reach the market average, therefore, the annual cost to bring the wage rate to market average is \$1,990,238 and the cost to bring employee salaries to the new minimum of the pay range is \$906,617.
- **Unit 6:** The market gap is approximately 9%* to reach the market average, therefore, the annual cost to bring the pay ranges to market average is \$1,367,145 and the cost to bring employee salaries to the new minimum of the pay range is \$507,094.
- **Unit 9:** The market gap is approximately 29%* to reach the market average, therefore, the annual cost to bring the pay ranges to market average is \$5,434,175 and the cost to bring employee salaries to the new minimum of the pay range is \$2,342,940.
- **Unit 10:** Unit 10 is approximately 10% above market and does not require adjustments to the pay ranges.
- **Unit 11:** The market gap is approximately 6% to reach the market average, therefore, the annual cost to bring the pay rate minimum to market average is \$1,067,451 and the cost to bring employee salaries to the new minimum of the pay range is \$376,869.

Union wages are negotiated and increases considered could also be spread over one or more years. The State can take a similar approach in considering the cost impact of closing the market gap for Collective Bargained Wage Groups.

In conclusion, the two- and three-year phased-in approaches may close the current market gap but may result in employees' pay remaining below the market average in future years. However, it must be noted that the State may continue to lag as the market historically moves three (3) percent per year (based on a three-year historical rate reported by WorldatWork Annual Budget Surveys).¹

*Data on positions for this unit was provided at Pay Grade Minimum, however, many of these positions had special approvals to pay at higher than Pay Range Minimum automatically which skewed the evaluation. The effect is that minimum rates are closer to market than calculation.

¹ WorldatWork 2018-2019 Salary Budget Survey – 45th Annual Executive Report & Analysis
(worldatwork.org/salarybudgetsurvey)

APPENDIX A - 2018 Total Rewards Survey Document

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

GENERAL INFORMATION							
Organization Name							
Name							
Title							
Email							
Phone							
Address 1							
Address 2							
City		State		Zip			
BACKGROUND INFORMATION							
Current Resident Population (if applicable)							
Operating Budget (FY 2019)							
Instructions:							
<p>This survey covers pay policies, practices, benefits and salaries.</p> <p>Tab 1 contains questions regarding pay plan information</p> <p>Tab 2 contains additional questions regarding pay practices</p> <p>Tab 3 contains questions regarding specialty pay and pay differentials</p> <p>Tab 4 contains questions regarding paid time off</p> <p>Tab 5 contains questions regarding health benefits</p> <p>Tab 6 contains questions regarding retirement benefits</p> <p>Tab 7 contains a space for you to provide us with any additional pay/benefits information not surveyed</p> <p>Tab 8 contains a list of job titles and job summaries</p> <p>Tab 9 contains a form to provide your organization's matching salary information</p> <p>Tab 10 contains a space for you to provide us with any additional information</p>							
<p>Please provide the following information via email with your survey document or provide a link to access the information online:</p>							
	Link to Access Information Online						
<ul style="list-style-type: none"> - Salary schedules - Benefits summary plan documents - Actuarial valuations 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> </table>						
<p>PLEASE EMAIL COMPLETED SURVEY By: Tuesday, September 4th, 2018 To: Luis Gonzales Segal Waters Consulting 1800 M Street NW, Suite 900S Washington, DC 20036 Please call or email if you have any specific questions or concerns: Telephone: 202.833.6434 Email: lgonzales@segalco.com</p>							

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Instruction: Please answer each question below, as applicable.

PAY PLAN/PAY SCHEDULE INFORMATION

1. What type(s) of pay plan(s) cover the job titles listed in Tab 9? Place an X in all applicable boxes.

Grade and Step

Grades, No Steps (Range minimums and maximums, or midpoint based only)

No Ranges (flat rates only)

Please provide any additional information regarding the pay plans used below (for example - differences among job titles).

2. How do employees progress through the pay range for their current job title? Place an X in all applicable boxes.

Longevity or time in job increases

Merit/Performance Increases (varies by performance rating)

Market Data Adjustments

Cost of living adjustments, General Wage Increases or some other index; please specify

Budget process / financial ability

Please provide any additional information regarding pay adjustments below (for example - differences among job titles)

3. Which of the following do you use to adjust pay ranges/schedules? Place an X in all applicable boxes.

Market Data

Cost of living adjustment, General Wage Increase (GWI) or some other index; please specify

Budget process / financial ability

Collective Bargaining Agreement

Please provide any additional information regarding pay adjustments below (for example - differences among job titles).

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

4. Do you have written documents/policies for the issues listed below?

- Organization methodology for pay and benefits
- Reclassifications
- Promotions
- Pay Compression Issues
- Salary Administration

[Please Select]
[Please Select]
[Please Select]
[Please Select]
[Please Select]

If Yes, please attach a copy of written document/s or policy/ies or provide the link to access the documents online:

5. Please indicate the pay range increases (%) scheduled for each fiscal year.

	FY 2018	FY 2019	FY 2020
--	---------	---------	---------

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Instruction: Please answer each question below, as applicable.

PAY INCREASE GUARANTEES

		Amount
1a. Do you have a minimum guaranteed pay increase percentage for promotions?	[Please Select]	
1b. Do you have a minimum guaranteed pay increase percentage for reclassification to a higher grade?	[Please Select]	
If Yes, please describe your policy below (or attach a copy of written policy).		

HIRING RATES

2. Can new starting employees receive an above pay range minimum salary that is commensurate with their years of <u>job-related</u> experience?	[Please Select]
If Yes, please describe your policy below (or attach a copy of written policy).	

PERFORMANCE-BASED REWARDS, BONUSES, OR RECOGNITION

Type of Pay	Eligible Types of Employees	Amount	Frequency (Annual or One Time)	Additional Policy Information <i>Example: Retention Bonus - \$5000 per year for employees who sign a 3-year commitment to complete IT project</i>
Organization-wide Bonuses (based on overall performance of the entire organization)			[Please Select]	
Department/Team Bonuses			[Please Select]	
Individual Bonuses (based on the employee's performance)			[Please Select]	
Spot Bonuses (special recognition to an employee and/or reward employee performance that is considered "above and beyond")			[Please Select]	
Retention Bonuses			[Please Select]	

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Instructions: Please provide information for each type of pay policy that is in addition to base pay. Provide the amount of additional pay as a % of base pay or \$ amount per hour.

SUPPLEMENTAL PAY

1. If your organization provides supplemental pay, please indicate your policy below.

Type of Pay	Amount	Frequency (Annual or One Time)	Additional Policy Information <i>Example: Tuition assistance - \$5000 per year for employees who sign a 3-year commitment to remain in organization</i>
Tuition Assistance/Education Refund		[Please Select]	
Hazardous Pay		[Please Select]	
Bilingual Pay		[Please Select]	
Commuter Benefits		[Please Select]	
Special Skills		[Please Select]	
Hiring Bonus		[Please Select]	
Referral/Recruitment Bonus		[Please Select]	

Use the space below for any additional comments regarding pay supplements:

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

SHIFT DIFFERENTIALS										
2. If your organization provides <u>shift differentials</u>, please indicate your policy below.										
	Amount (% of base or \$ per hour)	Applicable Hours (e.g., 8 p.m. to 4 a.m.)								
2nd Shift										
3rd Shift										
Weekend (e.g. RN's or LPN's)										
Holidays (e.g. RN's or LPN's)										
OVERTIME PAY										
3. What types of FLSA exempt jobs, if any, are eligible for <u>paid overtime</u> or <u>comp time</u>?										
4. Are employees in FLSA exempt jobs compensated by paid overtime or comp time?	[Please Select]									
5. At what rate are FLSA employees in exempt jobs compensated for overtime, if applicable?	[Please Select]									
STANDBY AND CALL-BACK PAY										
6. How are employees compensated for working on one of the following days if they fall during the <u>regularly</u> scheduled workweek? Select <i>Straight Time, Overtime Rate (1.5x straight time), or Double Time (2x straight time)</i>										
<table style="margin-left: auto; margin-right: auto;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="padding: 5px;">Non-Exempt Employees Rate of Pay</th> <th style="padding: 5px;">Exempt Employees Rate of Pay</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Holidays</td> <td style="padding: 5px; text-align: center;">[Please Select]</td> </tr> <tr> <td style="padding: 5px;">Saturdays</td> <td style="padding: 5px; text-align: center;">[Please Select]</td> </tr> <tr> <td style="padding: 5px;">Sundays</td> <td style="padding: 5px; text-align: center;">[Please Select]</td> </tr> </tbody> </table>	Non-Exempt Employees Rate of Pay	Exempt Employees Rate of Pay	Holidays	[Please Select]	Saturdays	[Please Select]	Sundays	[Please Select]		
Non-Exempt Employees Rate of Pay	Exempt Employees Rate of Pay									
Holidays	[Please Select]									
Saturdays	[Please Select]									
Sundays	[Please Select]									
Please provide any additional information regarding this pay policy below.										

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

VACATION/PAID TIME OFF		
1. How many Vacation <u>OR</u> Paid Time Off (PTO) leave <u>hours</u> do employees accrue in a year? (Please fill in only one column as applicable.)		
Completed Years of Service	Vacation Hours Accrued Per Year	PTO Hours Accrued Per Year
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		
25+		
2. Can employees <u>carry-over</u> unused vacation/PTO hours? <i>Select Yes or No</i>		[Please Select]
3. If "Yes," what is the maximum number of hours that are "bankable"? If there is no limit, please write "unlimited."		
4. Can employees <u>cash out</u> unused vacation/PTO leave hours? <i>Select Yes or No</i>		[Please Select]
5. If "Yes," enter the maximum number of days an employee can cash out at the events listed below. If there is no limit, please write "unlimited."		
At Year End		Hours
At Termination		Hours
At Retirement		Hours

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

SICK LEAVE	
6. How many <u>sick leave hours</u> are accrued in a year?	<input style="width: 90%; height: 20px;" type="text"/> Hours
7. Can employees <u>carry-over</u> unused sick leave hours? <i>Select Yes or No</i>	[Please Select]
8. If "Yes," enter the maximum number of hours that an employee can "bank" into the space below. If there is no limit, please write "unlimited."	<input style="width: 90%; height: 20px;" type="text"/> Hours
9. Can employees <u>cash-out</u> unused sick leave hours? <i>Select Yes or No</i>	[Please Select]
10. If "Yes," enter the maximum number of hours an employee can cash out at the events listed below. If there is no limit, please write "unlimited."	
At Year End	<input style="width: 90%; height: 20px;" type="text"/> Hours
At Termination	<input style="width: 90%; height: 20px;" type="text"/> Hours
At Retirement	<input style="width: 90%; height: 20px;" type="text"/> Hours
Use the space below for any additional comments regarding sick leave accrual, carry-over, or cash-out.	

FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY

OTHER LEAVE	
11. How many <u>fixed paid holidays</u> do employees receive each year?	
<input type="text"/>	Days
12. How many <u>personal days (or floating holidays)</u> do employees receive each year (in addition to paid holidays, vacation, and sick leave)?	
<input type="text"/>	Days
Use the space below for any additional comments regarding paid holidays or personal days.	
<input type="text"/>	
13. In addition to Vacation/PTO or Sick Leave, do you offer <u>paid parental/family leave</u> ?	[Please Select]
14. If "Yes" enter the maximum number of <u>paid parental/family leave</u> days that an employee can take into the space below. If there is no limit, please write "unlimited."	
<input type="text"/>	Days
Use the space below to list the life events that are covered by <u>paid parental/family leave</u> (e.g. birth of a child, adoption of child, care of a sick parent, care of self)	
<input type="text"/>	
Use the space below for any additional comments regarding <u>paid parental/family leave</u> .	
<input type="text"/>	

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Please answer the following questions for your most populous medical, dental, and vision plans covering active employees effective July 1, 2018.

HEALTH BENEFIT INFORMATION

1. MOST POPULOUS MEDICAL PLAN:	EE Only	EE + Spouse	EE + Children	Family
Employer Contribution to Monthly Premiums: (\$)				
Employee Contribution to Monthly Premiums: (\$)				

PRESCRIPTION DRUG PLAN: Yes or No

2a. Do the medical plans above include prescription drug coverage? Select Yes or No [Please Select]

2b. If "No", what are the cost-sharing arrangements for prescription drug coverage?

	EE Only	EE + Spouse	EE + Children	Family
Employer Contribution to Monthly Premiums: (\$)				
Employee Contribution to Monthly Premiums: (\$)				

3.MOST POPULOUS DENTAL PLAN:	EE Only	EE + Spouse	EE + Children	Family
Employer Contribution to Monthly Premiums: (\$)				
Employee Contribution to Monthly Premiums: (\$)				

4. VISION PLAN:	EE Only	EE + Spouse	EE + Children	Family
Employer Contribution to Monthly Premiums: (\$)				
Employee Contribution to Monthly Premiums: (\$)				

Provide any additional information regarding medical, dental or vision benefits (for example - differences in cost-sharing among job titles):

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

5. LIFE INSURANCE:

<u>Monthly Cost for Coverage</u>		Maximum Benefit
Employer Cost	Employee Cost	(multiple of pay e.g. 2x or \$25,000)

Basic Life Insurance:

Supplemental Life Insurance:

6. SHORT-TERM DISABILITY INSURANCE:

<u>Monthly Cost for Coverage</u>		Maximum Benefit
Employer Cost	Employee Cost	(multiple of pay e.g. 2x)

Short-Term Disability Insurance:

7. LONG-TERM DISABILITY INSURANCE:

<u>Monthly Cost for Coverage</u>		Maximum Benefit
Employer Cost	Employee Cost	(multiple of pay e.g. 2x)

Long-Term Disability Insurance:

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

8. WELLNESS BENEFITS:	Yes or No
a. Do you reimburse employees for expenses associated with wellness activities, such as weight loss programs, smoking cessation, etc.?	<div style="border: 1px solid black; padding: 2px; display: inline-block;">[Please Select]</div>
If Yes, please describe in detail, including maximum payments:	
	Yes or No
b. Do you offer lower medical contributions for employees that participate in wellness programs?	<div style="border: 1px solid black; padding: 2px; display: inline-block;">[Please Select]</div>
If Yes, please describe the policy:	
	Yes or No
9. EMPLOYEE ASSISTANCE PROGRAM (EAP): Do you provide employees with an EAP?	<div style="border: 1px solid black; padding: 2px; display: inline-block;">[Please Select]</div>
If Yes, please describe in the services provided (e.g., counseling services, legal and financial consultation services, Work-Life Services, and life coaching):	

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Please answer the following questions regarding your retirement plans based on the benefits for employees hired on or after July 1, 2018.

SOCIAL SECURITY CONTRIBUTION INFORMATION

1a. Does your organization contribute to the Medicare portion of Social Security? <i>Select Yes or No</i>	[Please Select]
1b. Does your organization contribute to the OASDI portion of Social Security? <i>Select Yes or No</i>	[Please Select]

DEFINED BENEFIT / PENSION INFORMATION

2. Please answer the following questions regarding your defined benefit (pension) retirement plan, including the contribution rates for both employer and employee. Please attach a copy of your plan's Actuarial Valuation with your survey submittal.

2a. Plan Name	
2b. Employer Normal Cost (% of pay)	
2c. Total Employer Contributions (% of pay)	
2d. <u>Required</u> Employee Contributions (% of pay)	
2e. Are employee contributions picked up by the employer?	

DEFINED CONTRIBUTION INFORMATION

3. Please answer the following questions regarding your defined contribution retirement plans, including the contribution rate for both employer and employee. If the contribution amount is voluntary (not required), enter the maximum rate that may be contributed. If the employer contribution is a "match," indicate the maximum or limit on the match.

Other Retirement Plan Information in lieu of or in addition to Defined Benefit Plan (e.g. 401(a), 403(b))

3a. Plan Name	
3b. Employer Contribution - Percent of base salary or flat \$ amount	
3c. Maximum match of employee contributions (% of pay or \$)	

4. Deferred Compensation / 457 Retirement Plan Information

4a. Plan Name	
4b. Employer Contribution - Percent of base salary or flat \$ amount	
4c. Maximum match of employee contributions (% of pay or \$)	
4d. <u>Required</u> Employee Contributions (Indicate % or \$ or Up to IRS Max)	

Provide any additional information regarding retirement benefits (for example - differences in contributions among job titles).

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Instructions: Please use the space provided below to describe any **unique/novel pay or benefits offerings** that we didn't survey for that you would like to mention/inform us of about. You can also attach written documents or policies with your survey response.

ADDITIONAL INFORMATION/COMMENTS

Empty space for providing additional information or comments.

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Benchmark Job Summaries		
Instructions: Please complete the table on the next page by matching your organization's jobs to the State of Delaware's positions. Summary Job Descriptions are included to help you with the matching. These jobs may not match exactly to those in your organization, but please provide information for those job titles that are at least an 80% match.		
#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
1	Accounting Specialist	<p>Full-Performance Position. Incumbents perform technically advanced support of complex fiscal/financial/auditing functions. Accounting support services provide technical support to accounting, bank/tax examinations, collection, cash management, revenue, program funding, auditing, financial analysis, program management, timekeeping/payroll, and various other fiscal, financial, and tax functions. Work typically includes various combinations of business transactions such as, but not limited to classifying, computing, verifying, recording/posting, reconciling, simple audit/examination, summarizing numerical data, and compiling reports. Assignments are accomplished through manual and electronic applications. Regular contacts include intra/inter agency, local/state/federal agencies, and private sector organizations/individual citizens.</p> <p>Minimum Requirements: Associates degree or higher in Accounting or related field OR Bachelors degree or higher in Accounting, Business Administration, Economics, Finance, Business Management, Computer Information Systems or related field OR one (1) year experience in: processing financial transactions in areas such as accounting, auditing, payroll, or taxes; creating financial reports which includes combining and presenting financial data from multiple sources in an organized format; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data, and six (6) months' experience in determining compliance of financial transactions with required documentation, computations, codes, signatures, and rules/regulations.</p>
2	Active Treatment Facilitator	<p>Full-Performance Position. Incumbent performs therapeutic work in support of treatment plans developed by professional staff. Work typically includes one-on-one/group treatment for clients/patients/residents experiencing acute or chronic disabilities including one or multiple physical, mental, developmental disorders. Work is performed under the supervision of a professional superior and includes basic therapeutic methods involving active treatment processes. Significant to this work is the ability to motivate client participation in the training programs/modification of inappropriate behaviors.</p> <p>Minimum Requirements: Education, training, and/or experience demonstrating competence in instructing and assisting clients in developing functional, social, recreational, and vocational skills, working with persons with disabilities, applying laws, rules, regulations, standards, policies, and procedures, and have knowledge of narrative report writing.</p>
3	Activity Aide I	<p>Incumbent is responsible for providing recreational and creative expressive activities for mentally ill, physically and/or developmentally disabled clients in a residential, long-term care or psychiatric facility or a community day program. Incumbent reports to a technical superior and is responsible for planning, organizing and conducting group and individual activities such as games, dances, arts and crafts, and community field trips with emphasis on developing client/patient skill in leisure time utilization and socialization. Work includes observing and recording client/patient progress, developing activity treatment/goal attainment plans for new clients/patients and maintaining program records. Incumbents participate as a member of the treatment team. Incumbents also drive a van or school bus and/or assume responsibility for the care and safety of clients/patients on trips outside the facility. An incumbent works with community groups, recreational facilities to schedule and coordinate activities. A significant aspect of the work involves motivating clients/patients to participate in activities.</p> <p>Minimum Requirements: Education, training and or/experience demonstrating competence in conducting group activities, working with persons with disabilities, applying laws, rules, regulations, standards, policies, and procedures, and have knowledge of narrative report writing. Possession of a valid Driver's License is required.</p>
4	Activity Therapist I	<p>Incumbent performs activity therapy work which includes planning and implementing recreational and leisure time activity programs for persons with mental, developmental and/or physical disabilities or disorders. Incumbent may meet with physicians and other treatment team members to assist in the development of treatment goals and objectives, discuss individual progress and recommend changes in activity programs. May requisition supplies and equipment needed for activities and disburse to activity personnel. May make presentations to colleges, community groups or organizations regarding recreational programs.</p> <p>Minimum Requirements: Six (6) months' experience in: planning, organizing, and leading group activities; working with persons with disabilities; applying laws, rules, regulations, standards, policies, and procedures; and narrative report writing.</p>

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Benchmark Job Summaries		
Instructions: Please complete the table on the next page by matching your organization's jobs to the State of Delaware's positions. Summary Job Descriptions are included to help you with the matching. These jobs may not match exactly to those in your organization, but please provide information for those job titles that are at least an 80% match.		
#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
5	Administrative Librarian	<p>Professional Library Administration Work. Incumbent manages grant programs, develops grant applications, and prepares annual and long-range plans and reports. Incumbent serves as professional consultant to the library community in the administration of libraries. Incumbent also oversees contractual services preparing specifications, requests for proposals and contracts; monitors performance of contractors; helps to establish, interpret, and administer standards of library services at State and Public libraries throughout the State. Incumbent participates in budget preparation for expenditure of State and Federal funds for library services and oversees expenditures for assigned service areas. Incumbent also oversees programs established to improve resource sharing among libraries throughout the State and acts as a liaison to regional and national cooperative efforts in providing professional library standards.</p> <p>Minimum Requirements: ALA accredited Masters degree or higher in Library Science or Information Science Technology. Three (3) years' experience in planning, developing, implementing, and evaluating professional library programs, services, and technologies. Knowledge of budget management and control including managing a budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue and maintaining, monitoring, projecting and controlling a budget within set policies and procedures. Knowledge of grant management and control which includes monitoring and evaluating grant expenditures. Knowledge of contract management and control which includes ensuring compliance with terms of contracts; negotiating changes to existing contracts. Knowledge of staff supervision acquired through course work, academic training, training provided through an employer, or performing as a lead worker overseeing the work of others; OR supervising staff which may include planning, assigning, reviewing, and evaluating the work of others; OR supervising through subordinate supervisors a group of professional, technical, and clerical employees.</p>
6	Administrative Officer	<p>Incumbent provides administrative support to professional and technical personnel in a unit, section or division. The areas of responsibility include but are not limited to budget preparation and tracking, procurement, fiscal monitoring/accounting and support services. Incumbent functions with general supervision from an administrative or technical superior. Incumbent carries out the day-to-day fiscal control and document processing, personnel, payroll, inventory and purchasing of supplies and equipment and related support functions.</p> <p>Minimum Requirements: Bachelors degree or higher in Accounting, Business Administration, Economics, Finance, Business Management, Computer Information Systems or related field, OR six (6) months' experience in: accounting using Generally Accepted Accounting Principles (GAAP); compiling, analyzing and interpreting financial data to ensure effective and efficient accounting of funds or to make projections for financial planning; using standard computer software programs for word processing, spreadsheets or databases; interpreting laws, rules, regulations, standards, policies, and procedures, and possess knowledge of budget management and control which includes managing a budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue and maintaining, monitoring, projecting and controlling a budget within set policies and procedures.</p>
7	Administrative Specialist II	<p>Technical and Administrative Work. Incumbent carries out a variety of activities in support of general administrative services such as budgeting, accounting, purchasing, human resources and related activities, or agency operations or state/federal programs. Work involves creating word processing documents typically using a standardized software package such as Word; creating and maintaining databases typically using a standardized software package such as Access; creating and maintaining spreadsheets typically using a standardized software package such as Excel; creating original presentations typically using a standardized software package such as PowerPoint. Incumbent organizes and coordinates administrative activities in support of a variety of operational areas. Incumbents report to an administrator typically responsible for a program area involving several functional areas or a statewide program operating from a central office for which the incumbent performs support services of a diverse and complex nature.</p> <p>Minimum Qualifications: One (1) year experience in coordinating office activities, tracking workflow and follow up, composing meeting notes, directing clients/customers and explaining services to the public and client/customers, establishing or maintaining filing/records systems; document processing which includes reviewing and evaluating records for completeness and conformity with laws, rules and regulations; and using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data, and experience in using standard computer software programs for word processing, spreadsheets or databases.</p>
8	Advanced Practice Registered Nurse	<p>Incumbent performs work under the direction of an administrative supervisor. Incumbent performs comprehensive physical examinations and preventive health measures, prescribes appropriate forms of treatment, orders and evaluates laboratory tests to identify and assess clinical problems or health care needs, provides education and counseling, plans and institutes health care programs in the community, identifies health care problems in a nursing specialty and develops/implements appropriate intervention of corrective programs, advises health groups and members of the health care team on matters related to nursing services and health care, and contacts include health care providers, community groups and other administrative and program staff.</p> <p>Minimum Requirements: Possession of an Advanced Practice Registered Nurse license or temporary permit for an Advanced Practice Registered Nurse license in an appropriate specialty area.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
9	Agricultural Commodity Inspector II	<p>Full-Performance Position. Incumbent performs inspection, grading, sampling, and verification of commodity grades in a variety of agricultural areas to determine compliance with federal and state laws and regulations relating to standards of wholesomeness, purity, quality, and quantity of agriculture and other commodities. Incumbent enforces federal and state laws, rules, and regulations in area of specialty, detains products not in compliance and/or issues Stop Sale or Withdrawal from Distribution orders which has significant financial impact on industry management and producers, identifies a violation and deals effectively with management to resolve it, and may supervise seasonal employees and train other Inspectors within the area of specialty.</p> <p>Minimum Requirements: Six (6) months' experience in: inspecting agricultural commodities such as poultry, eggs, fruits, vegetables, seeds, grains, or fertilizers; math such as addition, subtraction, multiplication, division, percentages, or decimals; record keeping; experience in applying laws, rules, regulations, standards, policies and procedures. Possession of a valid Driver's License is required.</p>
10	Alcohol & Tobacco Enforcement Agent III	<p>Incumbent is responsible for conducting civil and criminal investigations including complex investigations of on-going/premeditated violations, prosecuting cases before court and Alcohol and Tobacco Enforcement Commission, performing inspections/inventories and enforcement of liquor establishments for compliance with all applicable laws, rules and regulations governing the sale, storage, transportation and distribution of alcoholic beverages and related criminal statutes. Incumbent functions under the supervision of the Alcohol and Tobacco Enforcement Field Supervisor.</p> <p>Minimum Requirements: Possession of a State Council on Police Training Certificate, at least two (2) years' experience as a Certified Police Officer, three (3) years' experience in: conducting investigations including conducting interviews to obtain confidential information, gathering evidence, and documenting findings; ensuring compliance with alcohol and tobacco laws, rules, regulations, standards, policies, and procedures, and knowledge of staff training. Possession of a valid Driver's License is required.</p>
11	Analytical Chemist III	<p>Lead-Level Position. Incumbent performs quantitative and qualitative chemical analysis of organic and inorganic materials and biological specimens. In the lead-level position, incumbent performs qualitative and quantitative characterizations of diverse and complex samples, plans, coordinates and oversees laboratory analyses associated with compliance actions, emergency response, site studies, health/safety studies, investigations and remediation, selects the methods and procedures, schedules and conducts or oversees the conduct of various analytical tests that will provide technically sound and legally defensible information, performs data verification, coordinates and reviews work produced by lower level chemists and technical support staff, reviews quality assurance plans and develops specifications for proposed laboratory analyses, and determines and recommends conditions for approval. Incumbent may also inspect/audit laboratory field activities and data to ensure the implementation of quality assurance throughout a laboratory entity. Incumbent contacts include peers in other state and federal agencies, attorneys, law enforcement personnel, supply and instrument vendors, lab customers, project engineers, scientists and/or medical professionals and public or private laboratories to plan and coordinate the analysis processes.</p> <p>Minimum Requirements: Three (3) years' experience in: generating and interpreting chemical test data by performing quantitative and qualitative statistical analysis; experience in selecting and modifying laboratory test methods and procedures; physical, organic, inorganic or analytical chemistry; experience in using laboratory equipment and instrumentation including calibration and maintenance. Six (6) months' experience in conducting data review to ensure numerical input, calculations, formulas and interpretation of output is accurate, instruments were operating according to specifications, analytical procedures were followed, and documentation is complete; experience in technical report writing.</p>
12	Analytical Chemist III (Forensics)	<p>Lead-Level Position. Incumbent performs quantitative and qualitative chemical analysis of organic and inorganic materials and biological specimens for forensics. In the lead-level position, incumbent performs qualitative and quantitative characterizations of diverse and complex samples, plans, coordinates and oversees laboratory analyses associated with compliance actions, emergency response, site studies, health/safety studies, investigations and remediation, selects the methods and procedures, schedules and conducts or oversees the conduct of various analytical tests that will provide technically sound and legally defensible information, performs data verification, coordinates and reviews work produced by lower level chemists and technical support staff, reviews quality assurance plans and develops specifications for proposed laboratory analyses, and determines and recommends conditions for approval. Incumbent may also inspect/audit laboratory field activities and data to ensure the implementation of quality assurance throughout a laboratory entity. Incumbent contacts include peers in other state and federal agencies, attorneys, law enforcement personnel, supply and instrument vendors, lab customers, project engineers, scientists and/or medical professionals and public or private laboratories to plan and coordinate the analysis processes.</p> <p>Minimum Requirements: Three (3) years' experience in: generating and interpreting chemical test data by performing quantitative and qualitative statistical analysis in a forensic setting; experience in selecting and modifying laboratory test methods and procedures; physical, organic, inorganic or analytical chemistry; experience in using laboratory equipment and instrumentation including calibration and maintenance. Six (6) months' experience in conducting data review to ensure numerical input, calculations, formulas and interpretation of output is accurate, instruments were operating according to specifications, analytical procedures were followed, and documentation is complete; experience in technical report writing.</p>

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13	Application Support Project Leader	<p>Project Management Position. Incumbent functions independently under the direction of an administrative/technical superior and is responsible for supervising, coordinating, scheduling, and reviewing the work of applications support personnel engaged in various levels of system analysis and programming support for multiple user agencies applications. A significant portion of this work is to assist user agencies with development of short- and long-range information systems needs, translating these needs into viable systems, and the integration of needs into current system.</p> <p>Minimum Requirements: Six (6) months' experience in computer programming languages including the latest generation; experience in information technology project management which includes planning, scheduling, staffing, coordinating, controlling, monitoring, evaluating and reporting on status of IT projects. Three (3) years' experience in: database management systems which includes database design, testing, and implementation; information systems analysis and design. Must also possess knowledge of staff supervision acquired through course work, academic training, training provided through an employer, or performing as a lead worker overseeing the work of others; OR supervising staff which may include planning, assigning, reviewing, and evaluating the work of others; OR supervising through subordinate supervisors a group of professional, technical, and clerical employees.</p>
14	Assistant Medical Examiner	<p>Incumbent reports to the Chief Medical Examiner and is responsible for performing forensic autopsies and external body examinations of deceased persons brought to the Office of the Chief Medical Examiner in order to determine the cause and manner of death. The work includes determining the existence of criminal acts, homicides, suicides, accidents, as well as natural causes or other forms of death. A significant aspect of the work involves working with criminal justice agencies, law enforcement agencies, insurance companies, and occasionally hostile and/or emotionally charged families/friends of decedents.</p> <p>Minimum Requirements: Must possess an Anatomic Pathology Certification or eligibility for certification and a State Physician M.D. or State Physician D.O. license or eligibility for a State license. Must have at least three (3) years' experience in forensic pathology.</p>
15	Assistant Nursing Director	<p>Incumbent is responsible for the overall management of the Nursing Department. Positions at this level report to a Nurse Director. Supervision is exercised over at least two or more merit full time subordinate nursing supervisor positions. The elements of supervision include planning, assigning, reviewing and evaluating performance, training and recommending hire, termination and discipline. Supervision also includes responsibility for providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals and resolving informal grievances. Incumbent identifies needs related to the clinical nursing department, prepares budgeting recommendations, and manages resources to meet needs. Additionally, incumbent participates as a member of the management negotiating team in contact negotiations involving nursing personnel and represents the nursing department on various committees.</p> <p>Minimum Requirements: Must possess a Registered Nurse license OR multi-state compact license. At least three (3) years' experience as a Registered Nurse in specialized field OR a Bachelors degree or higher in Nursing and at least two (2) years' experience as a Registered Nurse in specialized field OR a Masters degree or higher in Nursing and at least one (1) year experience as a Registered Nurse in specialized field. Must have knowledge of staff supervision acquired through course work, academic training, training provided through an employer, or performing as a lead worker overseeing the work of others; OR supervising staff which may include planning, assigning, reviewing, and evaluating the work of others; OR supervising through subordinate supervisors a group of professional, technical, and clerical employees. Must also have knowledge of developing policies and procedures and budget development including analyzing financial data and making long- and short-range plans and projections.</p>
16	Assistant Director Transportation Engineer	<p>Incumbent is responsible for managing and directing a major operations section/unit within the Department of Transportation and has overall responsibility for the direction, control, and management of all aspects of the section/unit operations. Incumbent participates in capital budgeting, negotiates and manages consultant contracts, develops overall goals and objectives for his/her unit, and plans and implements special studies designed to analyze programs, projects, and services.</p> <p>Minimum Requirements: Must possess a valid Professional Engineering License OR a valid Professional Engineering license issued by a proper authority of a state, territory or possession of the United States, the District of Columbia, or a province of territory of Canada. Must have five (5) years' experience in developing, implementing, monitoring and managing multi-modal transportation programs and projects, three (3) years' experience in contract administration which includes overseeing the development and negotiation of contracts and bid specifications; managing bid openings; awarding and executing contracts; experience in operations management which includes planning, directing, coordinating, controlling and evaluating operations typically through subordinate supervisors.</p>
17	Attendant Chauffeur	<p>Incumbent is responsible for operating vehicles for the transport of physically, mentally and developmentally disabled persons and volunteer workers. Additionally, they are responsible for the routine maintenance and cleaning of the vehicles and may operate facilities support service vehicles requiring a Class B driver's license. Incumbent functions under general supervision from a technical/administrative superior.</p> <p>Minimum Qualifications: Must possess a valid Driver's License.</p>

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18	Bank Examiner II	<p>Incumbent works under the supervision of a technical/administrative superior. Work includes performing examinations of all financial institutions, preparing portions of the report of the examination, reviewing, editing, and censuring completed examination reports. Additionally, the incumbent attends, participates, and sometimes conducts meetings with officers and/or directors of the institutions to review examination findings, attends technical schools in specialty areas, and may be given responsibility as examiner in charge of a financial institution.</p> <p>Minimum Requirements: Bachelors degree or higher in Accounting, Business Administration, Economics, Finance, Business Management, Computer Information Systems or related field. At least six (6) months' experience in: preparing financial statements such as balance sheets, statement of net assets, profit and loss statements, statement of revenues and expenditures and changes in fund balances; examining financial institutions; experience in interpreting banking laws, rules, regulations, standards, policies and procedures; experience in narrative report writing.</p>
19	Capitol Police Officer III	<p>Lead-Level Position. Incumbent performs work involving law enforcement, protective services, community policing, training, and threat management. Under minimum supervision, serves as the lead investigator in serious accidents and other illegal actions. Additionally, incumbent coordinates with other law enforcement agencies within the State and provides on-the job training to lower level Officers and outside training to other state and agency's community organizations.</p> <p>Minimum Requirements: State Council on Police Training Certificate, at least three (3) years' experience as a certified police officer, six (6) months' experience conducting investigations; experience in narrative report writing; experience in staff training. Must also possess a valid Driver's License.</p>
20	Cash and Debt Manager	<p>Financial Management Work Position. Incumbent implements a State cash or debt management program, oversees a managed portfolio of over \$1 billion and major state and agency bank contracts with a total funds receipt of \$1 billion, and supervises the Cash and Debt Management Unit. Incumbent reports to the State Treasurer and plans, assigns, reviews, and evaluates the work of subordinate staff conducting the on-going business of the unit.</p> <p>Minimum Requirements: At least three (3) years' experience in: reviewing and interpreting financial information for the purpose of evaluating investment options and methods; cash management; experience in public finance such as analyzing government revenue and expenditures, public trusts and investments, budgets and taxation; evaluating economic impact, making projections and recommending public policies, and six (6) months' experience in financial administration such as comprehensive analysis of programs, budgets, projects, services, alternatives, and costs; financial planning, revenue generation, revenue forecasting, expenditure forecasting, cash flow management and establishing internal control.</p>
21	Certified Nursing Assistant	<p>Nursing/Therapeutic Support Work. Incumbent typically cares for one or more clients/patients/residents experiencing acute or chronic disabilities including one or multiple physical, mental, or developmental disorders. Incumbents generally report to a professional superior. Significant to this position's work is the ability to recognize and describe subtle changes in client/patient/resident physical/emotional condition and report/record those changes</p> <p>Minimum Requirements: Possession of certification as a Nursing Assistant or eligibility for State certification.</p>
22	Chief of Administration	<p>Incumbent is responsible for providing the management of all administrative support functions for an agency or major operating organization to include finance, budget, purchasing, personnel, data processing, and facilities, fleet and contract administration. This position reports to a Cabinet Secretary or Agency Head (in limited instances, may report to a Director of a very large Division). A major portion of the work involves planning and organizing in order to manage diverse, yet interrelated functional support areas such as fiscal administration, personnel, budget, purchasing data processing, facilities, fleet, and contract administration.</p> <p>Minimum Requirements: Bachelors degree or higher in Accounting, Business Administration, Economics, Finance, Business Management, Computer Information Systems or related field. Three (3) years' experience in: financial administration such as comprehensive analysis of programs, budgets, projects, services, alternatives, and costs; financial planning, revenue generation, revenue forecasting, expenditure forecasting, cash flow management and establishing internal control; budget administration which includes managing, developing, analyzing and implementing budgets; developing strategic plans and establishing internal control; contract administration which includes overseeing the development and negotiation of contracts and bid specifications; managing bid openings; awarding and executing contracts, and six (6) months' experience in operations management which includes planning, directing, coordinating, controlling and evaluating operations typically through subordinate supervisors.</p>

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23	Child Support Specialist III	<p>Lead-Level Position. Incumbents at this level are technical experts in all child support Federal and State laws, rules, and regulations. They provide technical guidance, one-on-one meetings, and assist others in knowledge/skills development. Incumbents perform quality assurance for selected cases and recommend the next step case processing, systemic changes and/or corrective action. They respond to problems/questions requiring detailed review of case history. Additionally, incumbents maintain contact with obligee/obligor, internal/external agency staff, Attorney General staff, Family Court staff, and elected officials for the purpose of case analysis, explanation, and quality control.</p> <p>Minimum Requirements: Two (2) years' experience in: case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; interviewing clients and their families to obtain facts, explore issues and identify courses of action; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data; narrative report writing; experience in interpreting child support laws, rules, regulations, standards, policies and procedures; legal or judicial mediation; experience in quality improvement such as evaluating the quality of services, identifying problems and needs and recommending corrective action and improvements to ensure optimum service delivery, goals and objectives are met and ensure compliance with applicable laws, rules, regulations and standards.</p>
24	Community Relations Officer	<p>Incumbent is responsible for interpreting an agency's role within the community. To do this, the incumbent develops agency policies, procedures and programs for dissemination of information and matters of public debate, directs and participates in gathering, organizing and formatting statistical data, educational materials, promotion and advertising information related to the agency's goals, objectives and services, and evaluates and recommends agency events, programs and services to meet community needs. Additionally, the incumbent trains and/or assists agency staff in the methods and techniques of public relations.</p> <p>Minimum Requirements: Six (6) months' experience in: public relations or media relations to establish and promote a positive image and inform or influence specific audiences through the use of internal and external communications such as public forums, print or electronic media, speech writing, writing/editing, marketing, advertising, or special events; gathering, organizing, formatting, translating, or interpreting information into forms more easily understood by the media or public, and disseminating the information through the use of print, broadcast or electronic media; public speaking which includes gathering, preparing and presenting information to the public or media groups; developing, planning and directing public events, campaigns, programs, or services to meet community needs. Knowledge of developing policies, procedures or programs for dissemination of information to the public or media groups.</p>
25	Compliance Nurse	<p>Incumbent in this class works under the general supervision of a technical superior ensuring regulatory compliance by health care facilities with requirements for licensure and/or certification. Work includes the complete medical review of patients, patients records and the health care facility. A significant aspect of the work involves investigation of complaints against facilities or allegations of specific violations of state/federal health care regulations.</p> <p>Minimum Requirements: Bachelors degree or higher in Nursing and at least two (2) years' experience as a Registered Nurse OR a Masters degree or higher in Nursing and at least one year's experience as a Registered Nurse. Must also possess a State Registered Nurse license OR multi-state compact license.</p>
26	Conservation Technician III	<p>Advanced-Level Position. Incumbent performs technical work applying natural resources preservation, conservation and management principles and practices, policies and procedures to support the various initiatives and programs involved in preserving, protecting, improving and maintaining these resources for safe public use and enjoyment. Incumbent performs work under general supervision and may supervise lower level technicians and oversee seasonal employees, inmates, volunteers, etc. Incumbent may also serve as a project leader on small projects.</p> <p>Minimum Requirements: Three (3) years' experience in operating and maintaining relevant machinery and tools. Six (6) months' experience in prioritizing, assigning and reviewing the work of others. Knowledge of performing work in a variety of trades fields such as plumbing, carpentry, painting or HVAC. Must possess a relevant licenses and certifications and a valid Driver's License.</p>
27	Constable II	<p>Incumbent independently makes levies on personal property against which a judgment has been obtained; appraises real or personal property; posts notices for constable sales; acts as or oversees auctioneers and sells property levied upon to satisfy a judgment. Incumbent also, serves and executes civil and criminal court orders more likely to result in hostile or volatile situations involving sensitive matters, remote locations, and/or members of the public with a history of violence/criminal background. Additionally, they may also provide technical guidance to lower-level staff.</p> <p>Minimum Requirements: One (1) year experience in security such as providing protective services to persons, facilities or grounds from trespassing, theft and other conditions; experience in processing levies, serving and enforcing court orders, and conducting evictions; experience in record keeping; experience in using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data. Must possess a valid Driver's License.</p>

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28	Construction Project Manager	<p>First-Level of Construction Project Management Work. Construction project management involves administering and coordinating the planning, design, and construction stages between architects, consulting engineers, construction managers, planners and other professionals involved in the construction and renovation of buildings, structures, facilities and facility systems such as electrical, plumbing and heating systems. Incumbent reports to a technical superior and serves as a liaison between parties involved in construction, renovation, and maintenance during all phases of projects. They also coordinate processing of construction documents and maintain project records.</p> <p>Minimum Requirements: Three (3) years' experience in construction project management which includes planning, scheduling, staffing, coordinating, controlling, monitoring, evaluating and reporting on the status of construction projects; experience in interpreting blueprints, schematics or technical drawings. Six (6) months' experience in: interpreting national and local building and fire codes; contract administration which includes overseeing the development and negotiation of contracts and bid specifications; managing bid openings; awarding and executing contracts.</p>
29	Controller	<p>Principal-Level Position. Incumbent has total fiscal management/control of a department's financial resources. Responsible for all accounting and auditing functions, financial reporting, consolidation of budgets, fiscal record keeping, and the development, modification, and implementation of financial controls. Incumbent generally reports to an administrative superior who has other, broader responsibilities for the department's total support/staff functions or to a top-level department official.</p> <p>Minimum Requirements: Three (3) years' experience in analyzing financial problems, developing alternatives, recommending and advising management on solutions; experience in interpreting laws, rules, regulations, standards, policies, and procedures. Six (6) months' experience in: financial administration such as comprehensive analysis of programs, budgets, projects, services, alternatives, and costs; financial planning, revenue generation, revenue forecasting, expenditure forecasting, cash flow management and establishing internal control; budget administration which includes managing, developing, analyzing and implementing budgets; developing strategic plans and establishing internal control; experience in staff supervision which includes planning, assigning, reviewing, and evaluating the work of others.</p>
30	Cook	<p>Full-Performance Level Position. Incumbent performs the full range of cooking and food preparation activities, records food/refrigerator temperatures and the number of meals prepared each day and assists with the orientation and training of newly hired Cooks.</p> <p>Minimum Requirements: Six (6) months' experience in institutional or commercial cooking and baking. Must possess knowledge of proper safety, storage and sanitation standards for food items.</p>
31	Corporations Specialist	<p>Full-Performance Level Position. Incumbents perform work in processing corporate, Uniform Commercial Code and franchise tax documents in compliance with the State Code and provide assistance to attorneys, registered agents, corporate representatives and the public concerning corporate documents, legal filings, franchise taxes, and corporate fees. This level is differentiated from the lower level by the complexity and diversity of the work performed.</p> <p>Minimum Requirements: Three (3) years' experience in: document processing which includes reviewing and evaluating records for completeness and conformity with laws, rules, regulations, standards, policies and procedures, resolve deficiencies, interpret information, and track and monitor activities; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data. Six (6) months' experience in: office operations such as operating office machines, handling incoming and outgoing mail, postal and shipping services, answering phones, directing calls and taking messages; file maintenance; maintaining and updating supplies; experience in interpreting business entity OR Uniform Commercial Code laws, rules, regulations, standards, policies and procedures; math such as addition, subtraction, multiplication, division, percentages, or decimals.</p>
32	Correctional Counselor	<p>Incumbent is responsible for professional counseling work providing rehabilitation services to adult offenders incarcerated in correctional institutions or assigned to Community Corrections. Incumbent performs work under the supervision of a technical supervisor and participates with other counseling personnel and/or members of the institutional team involved in inmate/client rehabilitation/treatment by individual counseling sessions. Work includes frequent contact with security, educational and other treatment staff in order to monitor inmates/client's progress towards resocialization.</p> <p>Minimum Requirements: Possession of a Bachelors degree or higher in Behavioral or Social Science or related field. OR Six (6) months' experience in: behavior management such as understanding, explaining, describing and predicting behavior, studying the connection between behavior and its causes and identifying appropriate behavior modification strategies for individual situations; case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; interviewing which includes using structured or unstructured interview techniques to obtain facts, explore issues and identify courses of action; interpreting laws, rules, regulations, standards, policies, and procedures; experience in using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data; narrative report writing.</p>

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33	Correctional Counselor Supervisor	<p>Supervisory-Level Position. Incumbent is responsible for supervising counseling staff providing rehabilitation services to adult offenders incarcerated in correctional institutions or assigned to Community Corrections. Incumbent also, either alone or in conjunction with the subordinate staff, develops, implements, and evaluates the institutional/facility treatment programs and recommends appropriate changes and/or modifications. A significant aspect of the work involves dealing with criminally oriented persons and motivating those persons towards resocialization.</p> <p>Minimum Requirements: Three (3) years' experience in: case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; behavior management such as understanding, explaining, describing and predicting behavior, studying the connection between behavior and its causes and identifying appropriate behavior modification strategies for individual situations; interpreting laws, rules, regulations, standards, policies, and procedures; experience in providing rehabilitation services to adult offenders which includes evaluating progress in attainment of goals and adjusting treatment plans; analyzing social and criminal history; participating in interdisciplinary conferencing. Six (6) months' experience in: narrative report writing; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data. Must possess knowledge of staff supervision acquired through course work, academic training, training provided through an employer, or performing as a lead worker overseeing the work of others; OR supervising staff which may include planning, assigning, reviewing, and evaluating the work of others; OR supervising through subordinate supervisors a group of professional, technical, and clerical employees.</p>
34	Correctional Officer	<p>Entry-Level Position. Incumbent is responsible for the discipline and security of an assigned post inside and/or outside a secure facility. Work includes acquiring a working knowledge of rules, regulations, procedures, techniques, and equipment by completing orientation and on-the-job training. Incumbent receives close supervision and reports to a technical supervisor.</p> <p>Minimum Requirements: High School Diploma or equivalent. Must be at least 19 and 1/2 years of age and possess a valid Driver's License.</p>
35	Court Security Officer II	<p>Incumbents enforce courtroom and court facility policies and procedures relative to safety, security and orderliness, typically for high risk court cases. Incumbents also perform work as lead workers providing training, guidance, and assigning and reviewing the work of lower level court security officer staff OR provide armed court security which includes carrying firearms and possessing the power of arrest.</p> <p>Minimum Requirements: Six (6) months' experience in: security such as providing protective services to persons, facilities or grounds from trespassing, theft and other conditions; record keeping; experience in using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data. Must also possess knowledge of courtroom procedures such as seating, swearing in of witnesses, accepting, presenting and marking evidence or legal terminology.</p>
36	Custodial Supervisor I	<p>Supervisory-Level Position. Incumbent exercises supervision over at least two or more merit, full time positions, one of which must be in the custodial services series and cannot be limited to contractual staff. The elements of supervision include planning, assigning, reviewing, evaluating, coaching, training, and recommending hire, fire and discipline. Incumbent reports to a technical supervisor.</p> <p>Minimum Requirements: Six (6) months' experience in performing institutional or office custodial work. Must have knowledge of record keeping and staff supervision acquired through course work, academic training, training provided through an employer, or performing as a lead worker overseeing the work of others; OR supervising staff which may include planning, assigning, reviewing, and evaluating the work of others; OR supervising through subordinate supervisors a group of professional, technical, and clerical employees.</p>
37	Custodial Worker	<p>Incumbent performs a variety of cleaning tasks to maintain a clean, safe and sanitary environment and operates custodial equipment and mixes proper amounts of water/chemical cleaning and sanitizing solutions. Incumbent reports to a technical or administrative supervisor.</p> <p>Minimum Requirements: None</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
38	Database Administrator II	<p>Incumbent is responsible for performing a full range of database implementation and management functions for enterprise information systems. Work includes installation, configuration and upgrades to the database management system software and hardware. This class is differentiated from Database Administrator I by the complexity of the database and work performed. Positions have responsibility for centralized database management for a large agency with responsibility for integrating the database management systems across divisions and other state agencies.</p> <p>Minimum Requirements: Six (6) months' experience in: data resource management which includes systems analysis, design, and implementation; database security which includes developing internal database security mechanisms and defining user requirements; managing database management systems which includes installing upgrades, planning for future expansion, systems architecture, systems maintenance and integrating systems across operating units. Three (3) years' experience in: designing, maintaining, analyzing and implementing database management systems which includes systems performance tuning, maintaining backup/recovery systems, using system tools to identify, correct or refer system issues such as system space management and database integrity; applying database query languages such as using MS SQL Server, Sybase, DB2, Informix, Oracle, ADABAS, PL/SQL and other Oracle Based Tools.</p>
39	Dental Assistant	<p>Incumbents are responsible for sterilizing and maintaining instruments and equipment. In addition, the incumbent performs administrative duties in support of patient management for a dental clinic. Work includes preparing clients for treatment, chairside assisting, taking and developing dental radiographs, and providing post-care instruction. An incumbent reports to a technical supervisor.</p> <p>Minimum Requirements: Must possess a Dental Radiation Technician Certification or a Dental Radiation Technologist Certification from the Dental Assisting National Board (DANB).</p>
40	Dentist	<p>Full-Performance Position. Incumbent provides comprehensive dental care and manages a dental clinic. Incumbent provides direct dental care and oral surgery, attends conferences for consultative and educational purposes, and reports to a technical superior.</p> <p>Minimum Requirements: Possession of a State Dentist license or eligibility for a State license.</p>
41	Deputy Fire Marshall III	<p>Advanced-Level Position. Incumbent provides analysis and evaluations of fire protection engineering and counter terrorist measures to best promote the protection of people, data, property, and institutions. Incumbent also investigates explosions and fire incidents resulting in fatality and/or major loss to determine cause, origin and responsibility. Additionally, the incumbent conducts complex testing using state of the art test equipment to establish facts, such as burn patterns and flash points of materials and they serve as a recognized expert in the field of fire and arson investigation on committees such as National Fire Protection Agency (NFPA) technical committees; evaluates codes, standards and requirements to assist in revising legislation. Furthermore, the incumbent provides guidance and training to lower level technical staff. This position reports to a technical or administrative superior.</p> <p>Minimum Requirements: Must possess a State Council on Police Training Certificate and a Certified Fire Investigator Certification by the International Association of Arson Investigators. At least three (3) years' experience in: conducting fire investigations which includes conducting interviews to obtain information, gathering evidence and documenting findings; interpreting national and local building and fire codes; reviewing architectural, mechanical, civil and electrical plans and specifications. Six (6) months' experience in narrative report writing. Must also possess a Driver's License.</p>
42	Deputy Warden I	<p>Incumbent assists the Warden with the daily operations of a correctional facility with an inmate population of more than 400 but less than 1,000. The incumbent reports to a Warden and functions as a Warden in his/her absence. They also provide advisory/consultative services to the Warden in the development of institutional policies and procedures and manage a security staff of 50-100 through subordinate supervisors.</p> <p>Minimum Requirements: Six (6) months' experience in: developing and implementing correctional programs; correctional management which includes directing, coordinating and monitoring the daily operations of a correctional facility for security operations, administrative functions and institutional programs; developing and implementing correctional policies and procedures in support of an institution or agency's mission and objectives. Three (3) years' experience in staff supervision which includes planning, assigning, reviewing, and evaluating the work of others.</p>

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43	Director Application Technology	<p>Incumbent is responsible for promoting a networked organization, as implemented through customer-supplier relationships across organizational boundaries to include the discipline of contracting; also, for promoting a healthy internal economy and a customer-focused, entrepreneurial structure and culture not only within an Application Technology unit but as a leader and team player for all of Information Resource Management (IRM). An incumbent is responsible for planning, organizing, staffing and directing major information systems projects. Work includes establishing long- and short-term goals, objectives and priorities in accordance with the overall mission of the agency. Incumbent reports to the Director of IRM.</p> <p>Minimum Requirements: Three (3) years' experience in designing, developing and maintaining information systems; experience in information technology project management which includes planning, scheduling, staffing, coordinating, controlling, monitoring, evaluating and reporting on status of IT projects. Six (6) months' experience in: strategic planning such as planning and mapping a path between the present and future usually for three to five years by determining key objectives, how to accomplish the key objectives, what strategies should be used, what activities would contribute to accomplishing the key objectives and developing performance measures to gauge and report progress or success; experience in budget management and control which includes managing a budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue and maintaining, monitoring, projecting and controlling a budget within set policies and procedures; operations management which includes planning, directing, coordinating, controlling and evaluating operations typically through subordinate supervisors.</p>
44	Disability Determination Adjudicator II	<p>Incumbent performs complex investigations and adjudications of social insurance disability claims and interprets the intent of Social Service Administration policies and guidelines where they lack specificity to given case situations, with guidance from supervisor when case is unprecedented. Incumbent receives supervision from a technical superior.</p> <p>Minimum Requirements: At least one (1) year experience evaluating disability claims and making disability determinations. Six (6) months' experience: in disability adjudication appeal and review process; caseload management which includes managing the flow of cases from beginning to completion; interpreting Social Security Administration laws, rules, regulations, standards, policies and procedures and narrative report writing.</p>
45	Natural Resources & Environmental Control Enforcement Officer III	<p>Lead-Level Position. Incumbent serves as the lead investigator involving serious accidents, complex complaints or evaluation of illegal acts appearing to be of a regular and organized nature, coordinates with other law enforcement agencies within the State, plans, assigns and oversees the fieldwork of subordinate officers and/or support staff, and performs the full range of enforcement activities. Assists in the planning of regional training programs; participates in training seminars by presenting a portion of the class under the guidance of a higher-level officer. Receives general supervision in the course of their work.</p> <p>Minimum Requirements: Must possess a State Council on Police Training Certificate and a valid Driver's License. Three (3) years' experience in law enforcement which includes interpreting and enforcing regulations, investigating suspicious or criminal activity, interviewing witnesses, victims, suspects and defendants, executing search and arrests warrants and processing defendants. Six (6) months' experience in: public relations, media relations or communications which includes establishing and promoting a positive image with the public, informing or influencing specific audiences through the use of internal and external communications such as public forums, journalism, writing, marketing, advertising, promotions, or special events; presenting training courses which includes using a variety of training methods such as lecture, structured exercises, role play or group discussion as well as the use of training materials such as overheads, PowerPoint, handouts or videos; narrative report writing. Must possess knowledge of preparing and developing training courses.</p>
46	Employment Services Specialist III	<p>Advanced-Level Position. Incumbent conducts comprehensive assessments of job seekers' skill levels and service needs for the hard to serve population, i.e., Welfare to Work, Prison to Work, Moving to Work. Incumbent also provides technical assistance to lower level Employment Specialists and performs special program activities developed by the Workforce Investment Board.</p> <p>Minimum Requirements: Two (2) years' experience in: career counseling which includes assisting hard to serve job seekers to develop realistic and achievable employment goals; interviewing to obtain facts and explore issues; identifying obstacles or barriers to employment and jointly formulating employability development plans directed at employment outcomes; presenting training courses using a variety of training methods such as lecture, structured exercises, role play or group discussion as well as the use of training materials such as overheads, PowerPoint, handouts or videos. One (1) year experience in: case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; interpreting laws, rules, regulations, standards, policies, and procedures; using standard computer software programs for word processing, spreadsheets or databases; narrative report writing.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
47	Engineer III	<p>Lead-Level Position. Incumbent functions as project supervisor, planning, coordinating, evaluating, and reporting results and to negotiate and oversee the work of lower level engineers, technicians and consultants assigned to carry out major components of work. Incumbent is accountable for effective and efficient completion of several projects simultaneously and provides guidance and assistance on complex coordination matters and in modifying design and construction methods. Incumbent participates in developing and implementing engineering policies and procedures and recommends revisions and implementation of new projects. Additionally, conducts research projects of moderate complexity, and prepares evidence for court, testifies as a witness for the State, prepares engineering reports involving analysis of findings and reviews special reports prepared by lower level staff for technical accuracy and regulatory compliance.</p> <p>Minimum Qualifications: Bachelors Degree or higher (in the assigned engineering discipline) OR official notice of passing the Fundamentals of Engineering (FE) examination (in the assigned engineering discipline) administered by the National Council of Examiners for Engineering and Surveying (NCEES). At least four (4) years' experience (in the assigned engineering discipline). Must possess knowledge of engineering project management which includes planning, scheduling, staffing, coordinating, controlling, monitoring, evaluating and reporting on the status of engineering projects.</p>
48	Engineer Program Manager I	<p>First-Level Program Management Position. Incumbent is responsible for supervising and managing assigned projects and programs and is accountable for the technical decisions made, accepted, and implemented within the department. Work includes serving as the advanced technical specialist in the development of plans, estimates and specifications for the construction of projects, planning, coordinating, and overseeing program and project implementation, and participating in report writing and analyzing subordinates' reports, inspects projects for compliance with state/federal rules and regulations and makes recommendations for corrective action. Additionally, the incumbent recommends changes to departmental policies, procedures, and regulations. Incumbent reports to an administrative superior and is responsible for managing programs that require integration of engineering principles and practices.</p> <p>Minimum Requirements: Must possess a valid Professional Engineering License issued by a proper authority of a state, territory or possession of the United States, the District of Columbia, or a province of territory of Canada. Six (6) months' experience as a project engineer in (the assigned engineering discipline) which includes managing engineering programs and projects. Must possess knowledge of staff supervision acquired through course work, academic training, training provided through an employer, or performing as a lead worker overseeing the work of others; OR supervising staff which may include planning, assigning, reviewing, and evaluating the work of others; OR supervising through subordinate supervisors a group of professional, technical, and clerical employees.</p>
49	Engineering Technician III (Construction)	<p>Advanced-Level Position. Positions at this level apply advanced technician skills in a technician function(s) and may serve as a project lead for complex projects. Positions at this level report to a technical superior. Work is reviewed at critical stages. Incumbent performs complex technician work requiring independent analysis to formulate and implement solutions to problems and requires application of advanced concepts. Incumbent trains lower-level technicians, participates in meetings and public workshops, and performs detailed review of engineering projects.</p> <p>Minimum Requirements: Six (6) months' experience in: reviewing construction plans and details, schematics or technical drawings to determine compliance; interpreting construction plans and details, schematics or technical drawings; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data. Must possess knowledge of: planning, organizing and directing crews involved in inspection and documentation of construction progress and project completion; construction design and survey inspections; developing analytical and technical documents such as reports, maps, or geographical representations of data; project management which includes planning, developing, implementing, managing and evaluating projects to ensure objectives are met; contract management and control which includes ensuring compliance with terms of contracts; negotiating changes to existing contracts. Must possess a valid Driver's License (not suspended, revoked or cancelled, or disqualified from driving).</p>
50	Environmental Health Specialist II	<p>Incumbent reports to a technical superior and is responsible for conducting complex on-site inspections to identify, assess and control actual and potential environmental health hazards. Work in this class includes consulting with public and establishment staff, and the general public concerning rules and regulations, procedures, results and methods of abatement for specific health hazards and providing technical assistance to other staff. Additional duties include assisting in the planning and reviewing of new construction and renovations of eating establishments and enforcing compliance of facilities requiring corrective action. A significant aspect of this class is the supervision of Environmental Health Specialist I.</p> <p>Minimum Requirements: Bachelors degree or higher in Life, Physical, or Health Science or related field. Six (6) months' experience in: conducting on-site inspections to identify, assess and control actual or potential environmental health risks; enforcing compliance with laws, rules, regulations, standards, policies and procedures; narrative report writing. Must possess a valid Driver's License.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
51	Environmental Program Manager II	<p>Incumbent manages a program having multiple and diverse segments related to the management of natural resources. Work is performed consistent with established policies and practices; however, responsibilities include recommending effective modification to established policies and practices. Incumbent works with other agencies and the private sector, statewide and regionally, to coordinate and achieve mutual goals and objectives. Incumbent reports to a Program Administrator and receives limited supervision.</p> <p>Minimum Qualifications: Bachelors degree or higher in Biology, Chemistry, Geology, Physics, Engineering, Environmental Science or related field. Six (6) months' experience in environmental/natural resources program administration which includes overseeing and directing the development, implementation and evaluation of environmental/natural resource programs and services; establishes program objectives; plan short- and long-range program goals; develop and implement program policies and procedures and ensures compliance and funding requirements. Provides advice to other agency organizational units through consultation. Three (3) years' experience in: analyzing and evaluating data; interpreting environmental laws, rules, regulations, standards, policies and procedures. Six (6) months' experience in staff supervision which includes planning, assigning, reviewing, and evaluating the work of others.</p>
52	Environmental Scientist III	<p>Project Management Position. Incumbent designs, plans and oversees the implementation of complex and diverse environmental investigations, studies or projects; prepares report of findings and recommendations for action and may oversee implementation; reviews and critiques studies or reports prepared by other technical staff, contractors and consultants. Incumbent also makes decisions on all aspects of assigned projects that may involve significant state and federal or private expenditures. Additionally, the incumbent designs, budgets and oversees project implementation, assessment and evaluation. Work is performed independently and reviewed at completion.</p> <p>Minimum Requirements: Possession of a Bachelors degree or higher in Life, Physical, or Applied Science or related field. Six (6) months' experience in: environmental or natural resources project management which includes planning, developing, implementing, managing and evaluating environmental or natural resources projects to ensure objectives are met; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data; technical report writing. Three (3) years' experience in: analyzing and evaluating scientific data; interpreting environmental laws, rules, regulations, standards, policies and procedures.</p>
53	Epidemiologist II	<p>Incumbent is responsible for planning, organizing, and conducting complex epidemiologic investigations and studies. Incumbent performs statistical analysis of complex data from a variety of disciplines to draw conclusions and recommend corrective actions, designs and implements surveillance systems used to monitor disease trends, and designs and manipulates epidemiologic databases to analyze and interpret health problems.</p> <p>Minimum Requirements: Bachelors degree or higher in Life, Physical, Health Science or related field. Six (6) months' experience in: using epidemiological methods to identify, study and control the incidence and distribution of communicable, chronic or environmental diseases or other public health problems; designing, conducting, and analyzing epidemiologic studies such as developing and testing a hypothesis by selecting cases and controls, determining information needed, data sources, sampling and collection methods; designing and using surveillance systems to monitor public health problems; inferential statistics such as correlation, t-tests, f-tests or analysis of variance; preparing statistical summaries and scientific reports; providing epidemiologic direction, guidance and assistance to state and federal agencies or public and private organizations to control public health problems affecting a population; managing budgets, grants or contracts.</p>
54	Equipment Mechanic IV	<p>Advanced-Level Position. Incumbents operate independently to perform complex work on heavy duty engines with pistons which directly power multiple hydraulic and pneumatic systems and large multiple, interconnected engine systems, and heavy-duty equipment such as crawler tractors, power shovels, hot mix pavers, and equipment of similar complexity. Incumbents continually determine practical solutions to problems by applying specific processes, techniques, and methods, and serves as a resource to others. The incumbent may also function as lead worker.</p> <p>Minimum Requirements: Six (6) months' experience in: diagnosing, repairing, rebuilding and calibrating light and heavy-duty engines, power trains, stabilizing mechanisms and related equipment requiring multiple integrated calibrations; troubleshooting and repairing integrated mechanical, electrical, hydraulic, and related systems on vehicles and equipment; gas and electric welding; performing body, sub-frame or fiberglass repairs. Must also possess a valid Driver's License.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
55	Equipment Operator III	<p>Advanced-Level Position. Incumbent operates a broad range of complex heavy mobile equipment with attachments on large and small equipment operations/environmental projects. Work is performed under general supervision, involving periodic review of work in progress. Serves as crew/project leader on small and large equipment operations, such as a crew performing hot mix patching and repairs to roads or maintaining a borrow pit by operating bulldozers and loaders to excavate, and clear/load stock pile materials.</p> <p>Minimum Requirements: Six (6) month experience in: preventative maintenance on vehicles and equipment which includes lubricating, cleaning, and servicing; operating specialized equipment such as steel/rubber wheel roller, street sweeper, and brush cutters to clear, maintain, and make repairs to roads, grounds, or structures; directing and setting up traffic controls in a work zone. Must possess knowledge of drainage systems, road maintenance and construction and know how to operate self-propelled mobile equipment with wheeled or crawler type traction on all types of terrain. Must also possess a valid CDL Class B Driver's License with Airbrake Restriction.</p>
56	ERP Systems Specialist	<p>Incumbent reports to a technical superior and is responsible for coordinating and/or participating in the development, maintenance, and enhancement of agency IT systems with users and technical data processing personnel, implementing and conducting training programs for users of the system, overseeing and participating in the testing of new/modified programs, ensuring access to the system is secure.</p> <p>Minimum Requirements: Six (6) months' experience in information system functional support which includes planning for informational needs to initiate system changes; developing user, operational and program documentation; coordinating, overseeing and participating in the testing of new/modified computer program enhancements by creating test data, analyzing the systems actions and determining critical system performance to ensure applications meet user needs. Must also possess knowledge of presenting training or education courses, database management concepts and systems development lifecycle methodology, and of conducting information systems needs and requirements analysis.</p>
57	Family Crisis Therapist	<p>Work involves providing family therapy for families in severe crisis, including families at high risk of disruption due to delinquency, drug abuse, child abuse, neglect, dependency, mental disorder, and/or functional disabilities. Incumbent makes recommendations for improving division/department policy/procedures in delivering services to families. Incumbent reports to an administrative superior.</p> <p>Minimum Requirements: Bachelors degree or higher in Behavioral or Social Science or related field. Three (3) years' experience in: case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; crisis intervention; making recommendations as part of a client's service plan such as clinical treatment, counseling, or determining eligibility for health or human services/benefits; interpreting laws, rules, regulations, standards, policies, and procedures. Six (6) months' experience in: health or human services work such as applying theories, principles, laws and practices of health or human services programs and services that assist with and improve life for individuals, families, or communities such as financial support, employment, unemployment, housing, health care, disease prevention, substance abuse, child protective services, physical/mental health treatment and prevention or rehabilitation; narrative report writing. Must also possess a valid Driver's License.</p>
58	Family Crisis Therapist Supervisor	<p>Supervisory-Level Position. Incumbent provides administrative supervision to Family Crisis Therapists and administrative support staff. Incumbent also initiates and directs program development activities with other closely linked programs; monitors and evaluates the program and directs the development and implementation of corrective action plans. Incumbent oversees the day to day program activities at each site to ensure consistency with overall program goals and coordinates services with communities, deals with service delivery problems, refers subordinates to alternative resources, and receives feedback.</p> <p>Minimum Requirements: Bachelors degree or higher in Behavioral or Social Science or related field. Three (3) years' experience in: case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; crisis intervention; making recommendations as part of a client's service plan such as clinical treatment, counseling, or determining eligibility for health or human services/benefits; interpreting laws, rules, regulations, standards, policies, and procedures. Six (6) months' experience in: health or human services work such as applying theories, principles, laws and practices of health or human services programs and services that assist with and improve life for individuals, families, or communities such as financial support, employment, unemployment, housing, health care, disease prevention, substance abuse, child protective services, physical/mental health treatment and prevention or rehabilitation; narrative report writing. Must also possess knowledge of staff supervision acquired through course work, academic training, training provided through an employer, or performing as a lead worker overseeing the work of others; OR supervising staff which may include planning, assigning, reviewing, and evaluating the work of others; OR supervising through subordinate supervisors a group of professional, technical, and clerical employees. Must possess a valid Driver's License.</p>

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59	Family Service Specialist	<p>Entry-Level Position. Incumbent works under close supervision from a technical supervisor providing case coordination and counseling to children, youth and families; or adult special populations and families. Incumbent is required to review service and/or treatment plans periodically, assessing progress and making the necessary adjustments to accomplish goals. Securing client cooperation and developing effective interpersonal relationships and intervening in crisis situations are of major significance in this work.</p> <p>Minimum Requirements: Bachelors degree or higher in Behavioral or Social Science or related field. Must possess knowledge of health or human services work such as applying theories, principles, laws and practices of health or human services programs and services that assist with and improve life for individuals, families, or communities such as financial support, employment, unemployment, housing, health care, disease prevention, substance abuse, child protective services, physical/mental health treatment and prevention or rehabilitation. Must also have knowledge of interviewing to obtain facts, explore issues and identify courses of action. Must also be familiar with case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs. A valid Driver's License is required.</p>
60	Family Services Program Support Administrator	<p>Incumbents are responsible for the administration of such programs as Risk Management, Foster Parent Program, Child Abuse/Neglect Prevention Program or Substitute Care. Incumbents interact with interstate and/or interstate public and private community service organizations to promote, develop and coordinate programs to meet identified needs on a community or statewide basis. An incumbent represents the division or department at legislative hearings by discussing and explaining the department's position on issues. Work includes developing requests for proposals for bid, evaluating bid proposals for program costs and ability to meet identified needs and recommending bid selection to superior. Incumbent functions with direction from an administrative superior.</p> <p>Minimum Requirements: Bachelors degree or higher in Behavioral or Social Science or related field. Three (3) years' experience in health or human services work such as applying theories, principles, laws and practices of health or human services programs and services that assist with and improve life for individuals, families, or communities such as financial support, employment, unemployment, housing, health care, disease prevention, substance abuse, child protective services, physical/mental health treatment and prevention or rehabilitation. Six (6) months' experience in narrative report writing. Must possess knowledge of contract management and control such as ensuring compliance with terms of contracts. Must be familiar with grant management and control which includes monitoring and evaluating grant expenditures and with developing policies or procedures.</p>
61	Fiscal Administrative Officer	<p>Incumbent is responsible for planning, coordinating and supervising a unit of subordinate fiscal exempt and non-exempt technical and administrative support staff at the division or department level. Work includes planning, assigning, and reviewing the work of subordinate staff, monitoring all budgetary accounts and records, ensuring compliant program operations, and participating in the formulation and recommendation of policies, procedures, and regulations.</p> <p>Minimum Requirements: Three (3) years' experience in: accounting using Generally Accepted Accounting Principles (GAAP); compiling, analyzing and interpreting financial data to ensure effective and efficient accounting of funds or to make projections for financial planning; analyzing financial problems, developing alternatives, recommending and advising management on solutions. Six (6) months' experience in interpreting laws, rules, regulations, standards, policies, and procedures.</p>
62	Fiscal Management Analyst	<p>Incumbents in this class function under the direction of the Deputy or Division Director. Incumbents work independently formulating work plans, scope, analyzing data, evaluating options and recommending alternatives for an agency to meet goals and objectives. They may periodically provide verbal or written status reports of projects/studies. Incumbents provide financial advisory services to top management personnel in highly complex and varied areas such as policies, budgets, investments, cash flow forecasting, revenue recovery/collection and programs. In addition, an error in judgment could result in the loss of revenue, funding or services.</p> <p>Minimum Requirements: Bachelors degree or higher in Accounting, Business Administration, Economics, Finance, Business Management, Computer Information Systems or related field. Six (6) months' experience in: financial administration such as comprehensive analysis of programs, budgets, projects, services, alternatives, and costs; financial planning, revenue generation, revenue forecasting, expenditure forecasting, cash flow management and establishing internal control; budget development which includes analyzing financial data and making long- and short-range plans and projections; narrative report writing. Three (3) years' experience in: planning, designing, developing, implementing and evaluating fiscal management studies; interpreting laws, rules, regulations, standards, policies, and procedures.</p>

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63	Food Service Worker	<p>Incumbent receives close supervision of a technical superior. Work includes assisting in the preparation and distribution of meal trays and in the cleaning of kitchen-areas, dishes and utensils.</p> <p>Minimum Requirements: Must possess knowledge of record keeping.</p>
64	Gaming Inspector II	<p>Full-Performance Position. Incumbent inspects table games, cage, count room, and gaming surveillance operations and gaming equipment, provides guidance and training to other Inspectors, and reports to a technical supervisor. Incumbent may also conduct special studies relating to inspection of table games and related activities and recommend changes in inspection procedures.</p> <p>Minimum Requirements: One (1) year experience in: regulatory or gaming compliance work; ensuring compliance with laws, rules, regulations, standards, policies and procedures; record keeping; narrative report writing.</p>
65	Graphics & Printing Technician III	<p>Full-Performance Position. Incumbent performs the full range of printing, graphic design, and/or photography activities. Work typically includes performing maintenance and adjustments such as adjusting/replacing belts and repairs to printing equipment such as changing sucker feet. Additionally, incumbents determine the type and quantity of supplies needed to complete assigned jobs. Work is performed under general supervision and the incumbent reports to a technical or administrative superior.</p> <p>Minimum Requirements: Six (6) months' experience in: graphics and printing work such as planning, designing, creating and producing artistic visual materials, utilizing various techniques and equipment for the development of informational/educational media such as publications, exhibits, outdoor signage, displays and brochures; maintaining and adjusting graphics and printing equipment such as digital or off set printers, graphic design equipment, finishing equipment, sign production equipment or machinery.</p>
66	Hospital Administrator II	<p>Incumbent is responsible for directing and managing the operations and activities of a large state psychiatric hospital or a long-term care or residential facility with an annual operating budget of 20-23 million and a staff of 300-800 employees. The incumbent reports to the facility director and is responsible for the administration of patient revenue, budget and fiscal matters, and all support services. A significant aspect of this work is the implementation of proper quality control procedures in order to ensure compliance Federal and State regulatory licensure, certification and accreditation standards and requirements.</p> <p>Minimum Requirements: Three (3) years' experience in: health care facility administration which includes administering, directing and coordinating the business and service support functions necessary for the provision of appropriate health care; budget administration which includes managing, developing, analyzing and implementing budgets; developing strategic plans and establishing internal control; operations management which includes planning, directing, coordinating, controlling and evaluating operations typically through subordinate supervisors. Six (6) months' experience in interpreting licensure, certification and accreditation standards.</p>
67	HRIS Manager	<p>Management-Level Position. Incumbent is responsible for managing and overseeing the work of the subordinate professional staff and provides expertise in business processes supported by the application, maintenance, daily operations, mass updates, data and system integrity, testing and quarterly/annual events. Incumbent participates in the development of strategic initiatives and implementation of new applications, systems and programs, including the development of policies and procedures. Work also includes analyzing and defining high-level software strategies and solutions and supervising over at least two merit full time positions.</p> <p>Minimum Requirements: Three (3) years' experience in a human resource information system (HRIS) applying HRIS theories, principles and models to the administration of Human Resources, Pension, Benefits, Payroll or Time and Attendance. Six (6) months' experience in: overseeing production processes which includes analyzing functional or system processes or problems, reviewing requirements and designs, recommending solutions or enhancements and modifications to ensure quality and consistency of the system; establishing goals, objectives and priorities in accordance with an organizations overall mission; information systems project management which includes planning, scheduling, staffing, coordinating, controlling, monitoring, evaluating and reporting on status of information systems projects; developing HRIS policies and procedures; staff supervision which includes planning, assigning, reviewing, and evaluating the work of others.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
68	HRIS Specialist III	<p>Advanced-Level Position. Incumbent provides expertise and guidance in the business processes that support the application of the Human Resources Information System (HRIS). Work includes updating and maintain system tables, running processes to make corrections or updates to ensure accurate data, developing functional requirements describing system processes, and managing system patches and updates. Incumbent may also plan, assign, review, and evaluate the work of professional and technical staff.</p> <p>Minimum Requirements: Two (2) years' experience in: performing human resource information systems (HRIS) support for HRIS applications that manage functions such as Human Resources, Pension, Benefits, Payroll or Time and Attendance; using an automated human resources, pension, payroll or benefits information system to enter, update, modify, delete, retrieve/inquire and report on data; resolving customers' inquiries, requests, or system problems such as researching issues, analyzing data, interpreting information; providing direction, guidance and instruction, or processing data change requests using an internal automated system. One (1) year experience in the testing of new/modified computer program enhancements by creating test data, analyzing the systems actions and determining critical system performance to ensure applications meet business requirements and user needs.</p>
69	Human Resources Manager I	<p>Management-Level Position. Incumbent is responsible for managing and implementing, through subordinate staff, human resource management policies, procedures and functions for their department. Incumbent reports to a technical or administrative superior. Work typically includes planning, organizing, coordinating, and implementing all human resource functions, providing technical guidance, direction, and information to senior management, and establishing long- and short-term goals, objectives, and priorities.</p> <p>Minimum Requirements: Bachelors degree or higher in Human Resource Management, Public Administration, Business Administration, Psychology, Sociology, Behavioral Science, Political Science or related field OR possession of a SPHR, PHR, IPMA-CP, IPMA-CS or equivalent professional human resource certification OR for current State employees, the Statewide Human Resources Certification. Three (3) years' experience in human resource management applying human resource theories, principles and models to the administration of at least one of the following functional areas: Labor/Employee Relations, Benefits, Job Classification, Compensation Analysis, Pension, Recruitment, Selection or EEO/AA. Six (6) months' experience in: policy administration which includes planning, developing, implementing and evaluating policies and procedures; establishing goals, objectives and priorities in accordance with an organizations overall mission. Must possess knowledge of staff supervision.</p>
70	Human Resources Specialist III	<p>Advanced-Level Position. Incumbent serves as an expert thoroughly versed and having overall responsibility for one or more major human resource functions. Incumbents are given the degree of independence needed to achieve agency objectives provided activities are consistent with functional policies. The incumbent may plan, assign, review, and evaluate the work of professional and technical staff. Incumbent typically reports to a technical superior.</p> <p>Minimum Requirements: Bachelors degree or higher in Human Resource Management, Public Administration, Business Administration, Psychology, Sociology, Behavioral Science, Political Science or related field OR possession of a SPHR, PHR, IPMA-CP, IPMA-CS or equivalent professional human resource certification OR for current State employees, the Statewide Human Resources Certification. At least two (2) years' experience performing professional human resource activities in a human resource office such as Labor Relations, Employee Relations, Benefits, Job Classification, Compensation Analysis, Pension, Recruitment, Selection or EEO/AA. Three (3) years' experience in: analyzing human resource problems, developing alternatives and recommending and advising management on solutions; interpreting human resource laws, rules, regulations, standards, policies and procedures. Six (6) months' experience in narrative report writing.</p>
71	HVAC/Refrigeration Technician	<p>Incumbent provides mechanical and electrical installation, maintenance and replacement services for HVAC and refrigeration system components to ensure proper safety, maintenance and operation of State facilities. A significant aspect of this work involves preventative maintenance and troubleshooting activities to minimize down time and to correct malfunctions in complicated mechanical and electrical systems. Incumbent typically reports to a technical or administrative supervisor.</p> <p>Minimum Requirements: Must possess a State Master HVAC/R or Master HVAC/R Restricted license OR possession of a Master HVAC/R or Master HVAC/R Restricted license from another state which meets State license requirements or equivalent requirements as determined by the State Board of Plumbing, Heating, Ventilation, Air Conditioning, and Refrigeration Examiners. Must possess a Universal CFC certification. Six (6) months' experience in: HVAC/R installation, troubleshooting, and repair; estimating cost, time and materials for projects. Must possess a valid Driver's License.</p>

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72	Hydrologist IV	<p>Advanced-Level Position. Incumbent is responsible for advanced research and program design involving multiple disciplines such as physical sciences, life sciences, advanced mathematics, and socioeconomics. Work is completed independent of technical supervision and typically includes researching and recommending solutions to complex hydrologic issues, designing and overseeing the implementation of complex studies, surveys, and investigation, and training department staff through in-house courses and informal discussion.</p> <p>Minimum Requirements: Masters degree or higher in geology, hydrology or related field OR a Bachelors degree or higher in geology, hydrology or related field and registration as a Professional Geologist. Must possess a scientific prominence and recognition in geological or hydrological studies within a geographic region. Three (3) years' experience in: hydrogeology and stratigraphy; designing and conducting hydrologic data collection projects such as geologic descriptions, water levels and water samples; analyzing and interpreting hydrogeological data and making technical recommendations; interpreting environmental laws, rules, regulations, standards, policies and procedures. Six (6) months' experience in environmental or natural resources project management which includes planning, developing, implementing, managing and evaluating environmental or natural resources projects to ensure objectives are met.</p>
73	Industrial Hygienist	<p>Incumbent provides voluntary consultation to private employers to ensure a healthy, hazard free work environment and compliance with health standards and regulations. Incumbent works with 45+ employers annually with emphasis on those with 2-50 employees and engaged in a high hazard industry. Work is performed with general direction from the Administrator, OSHA.</p> <p>Minimum Requirements: Bachelor's degree or higher in Life or Physical Science or related field. Six (6) months' experience in conducting health and safety inspections to identify hazards or deficiencies. Six (6) months' experience in collecting samples of dust, gases, vapors, contaminants, carcinogens, air borne blood pathogens, temperature, noise or other potential toxic materials. Six (6) months' experience in using tools and test equipment to conduct occupational safety inspections such as air pressure tester, voltage tester, sound level meters, combustible gas indicator, smoke tubes, or explosive meters. Six (6) months' experience in ensuring compliance with occupational safety and health laws, rules, regulations, standards, policies, and procedures. And six (6) months' experience in narrative report writing.</p>
74	Information Resources Specialist II	<p>Full-Performance Position. Incumbent performs work independently on individual assignments and is reviewed in progress and upon completion with established procedures and attainment of objectives. Work typically includes drafting procedures for technical operations, assisting officials and staff of other state and local agencies with developing and maintaining and information resource management program, preparing and presenting educational programs for various audiences and outreach programs, and overseeing the work of lower level staff.</p> <p>Minimum Requirements: Six (6) months' experience in: presenting training courses which includes using a variety of training methods such as lecture, structured exercises, role play or group discussion as well as the use of training materials such as overheads, PowerPoint, handouts or videos; research which includes systematic study to discover or establish facts.; archives, records management or library services.</p>
75	Information Systems Support Specialist	<p>Incumbent assesses current automated and non-automated information systems design, recommends the development, modification or deletion of computer applications and plans for and coordinates the development, maintenance and enhancement of an agency's computerized information system. Work includes training users in systems capabilities, preparing reports and user manuals and assisting in developing and implementing security of the system. Supervision is provided by an administrative superior.</p> <p>Minimum Requirements: Six (6) months' experience in: information systems analysis and design; conducting information systems needs and requirements analysis; technical report writing.</p>
76	Insurance Financial Analyst II	<p>Full-Performance Position. Incumbent applies financial analysis skills, works on low- and medium-priority companies involving more detailed analysis and reporting, researches new and revised legislation, and assists in explaining work processes to lower-level analysts. Receives less supervisor direction and assistance than at the I level.</p> <p>Minimum Requirements: Bachelors degree or higher in Accounting, Finance, Business Administration or related field. Three (3) years' experience in accounting using Generally Accepted Accounting Principles (GAAP). Three (3) years' experience in: compiling, analyzing and interpreting financial data to ensure effective and efficient accounting of funds or to make projections for financial planning; interpreting and analyzing financial reports. Six (6) months' experience in: interpreting laws, rules, regulations, standards, policies, and procedures; narrative report writing.</p>

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77	Intelligent Transportation Systems Technician IV	<p>Expert-Level Position. Incumbent is responsible for designing intelligent transportation systems configurations which includes developing wiring diagrams and schematics. Work includes developing appropriate modifications to existing intelligent transportation systems equipment to achieve goals and objectives. Employees may also train and provide guidance to other technicians in the diagnosing, troubleshooting, repair, and construction of the full range of intelligent transportation systems configurations.</p> <p>Minimum Requirements: Six (6) months' experience in: constructing intelligent transportation systems configurations by interpreting electrical schematics and wiring diagrams; diagnosing, troubleshooting, and repairing intelligent transportation systems equipment; interpreting the Manual on Uniform Traffic Control Devices (MUTCD) requirements; interpreting the National Electrical Code. Must possess a valid Driver's License.</p>
78	Investigator II	<p>Incumbent plans and conducts complex investigations such as investigations that include conducting extensive interviews, crossing jurisdictional lines, working with law enforcement agencies, long term investigations, substantial dollar amounts, severe cases of alleged violations of law that result in criminal charges, fraud or other fraudulent activity.</p> <p>Minimum Requirements: One (1) year experience in: conducting investigations which includes conducting interviews to obtain confidential information, gathering evidence and documenting findings; determining compliance with laws, rules, regulations, standards, policies and procedures; narrative report writing; civil, criminal or administrative proceedings; providing testimony before boards, commissions, administrative bodies, or court officials.</p>
79	Judicial Case Manager II	<p>Full-Performance Position. Incumbent performs caseload management work, expedites case flow with minimal judicial/administrative intervention, interprets and applies state laws, court rules, policies, and procedures, and resolves complex technical issues related to case flow. Incumbent may also recommend appropriate action to judicial officers regarding procedural requirements for case event/disposition.</p> <p>Minimum Requirements: Six (6) months' experience in: managing cases as they move through the legal process; interpreting laws, rules, regulations, standards, policies, and procedures; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data; narrative report writing.</p>
80	Judicial Case Processor II	<p>Full-Performance Position. Incumbent processes legal documents for complex cases, applies court laws, policies, and procedures to standard case activities, performs complex entries in automated case management systems, determines jurisdiction and case type for scheduling purposes, and assists higher level staff in processing the most complex case activities and legal documents.</p> <p>Minimum Requirements: One (1) year experience in: applying laws, rules, regulations, standards, policies and procedures; record keeping; document processing which includes reviewing and evaluating records for completeness and conformity with laws, rules, regulations, standards, policies and procedures, resolve deficiencies, interpret information, and track and monitor activities; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data.</p>
81	Judicial Case Processor Supervisor	<p>Supervisory-Level Position. Incumbents are versed in the operation of the court and coordinate case activities with other internal and external departments, agencies, and courts. Work typically involves participating in and overseeing the processing of court/legal documents to insure cases move forward in accordance with court rules, directives, and laws, developing and implementing operating procedures, and interpreting and applying all laws, court rules, directives, and laws. Incumbent serves as the first line supervisor of a unit of Judicial Case Processors or as the supervisor of a Justice of the Peace Court.</p> <p>Minimum Requirements: Six (6) months' experience in: document processing and control which includes reviewing and evaluating records for completeness and conformity with laws, rules, regulations, standards, policies and procedures and ensures quality assurance of results; interpreting laws, rules, regulations, standards, policies, and procedures; narrative report writing. Three (3) years' experience in using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data.</p>

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82	Labor Law Enforcement Officer II	<p>Incumbent is responsible for labor standards and civil rights compliance work requiring the application of state/federal labor standards and civil rights laws, regulations and precedent legal decisions to protect workers, educate employers, eliminate illegal employment practices remove barriers to equal opportunity in employment and deliver benefits to qualified clients. Work typically includes conducting case intake, performing investigations, resolving cases through mediation and negotiation, preparing settlement agreements, and preparing cases for litigation. This class is differentiated from the entry level class in this series by the greater complexity of cases assigned and greater independence of action. Incumbents perform work with the general supervision from the Administrator and technical guidance from a supervisor.</p> <p>Minimum Requirements: One (1) year experience in conducting investigations which includes conducting interviews to obtain confidential information, gathering evidence and documenting findings. Six (6) months' experience in: resolving labor law or employment discrimination complaints; interpreting labor or employment laws, rules, regulations, standards, policies and procedures; narrative report writing.</p>
83	Labor Relations & Employment Practices Specialist	<p>Full-Performance Position. Incumbent is responsible for moderately complex labor relations and employment practice matters having intermediate fiscal and/or operational implications. Incumbents report to a technical supervisor.</p> <p>Minimum Requirements: Bachelors degree or higher in Labor Relations, Industrial Relations, Human Resource Management, Public Administration, Business Administration, Legal Studies, or related field OR a Human Resource Certification such as NPELRA, SHRM, or IPMA, OR for current State employees, the Statewide Human Resources Certification. At least one (1) year's experience performing professional labor relations, employee relations, employment practices, or human resource management activities. Six (6) months' experience in interpreting labor relations or employment practices laws, rules, regulations, standards, policies and procedures.</p>
84	Laboratory Manager II	<p>Managerial-Level Position. Incumbent directs the operation of multiple and diverse analytical chemistry laboratories. Work typically includes managing all activities associated with planning, coordinating, implementing, and evaluating the work of multiple laboratory units, planning and directing programs for development and improvement of laboratory services, and developing, recommending, and implementing long-term objectives. Incumbent reports to an administrative superior.</p> <p>Minimum Requirements: Bachelors degree or higher in Life or Physical Science or related field. Three (3) years' experience in: using laboratory equipment and instrumentation including calibration and maintenance; conducting data review to ensure numerical input, calculations, formulas and interpretation of output is accurate, instruments were operating according to specifications, analytical procedures were followed, and documentation is complete; selecting and modifying laboratory test methods and procedures. Six (6) months' experience in: laboratory management which includes overseeing and directing the development, implementation and evaluation of laboratory services; planning short and long range goals and objectives; developing and implementing policies and procedures and ensuring compliance with laboratory regulations, standards, policies and procedures; narrative report writing; staff supervision which includes planning, assigning, reviewing, and evaluating the work of others. Provides advice to other agency organizational units through consultation.</p>
85	Laboratory Manager II (Forensics)	<p>Managerial-Level Position. Incumbent directs the operation of multiple and diverse analytical chemistry laboratories for forensics. Work typically includes managing all activities associated with planning, coordinating, implementing, and evaluating the work of multiple laboratory units, planning and directing programs for development and improvement of laboratory services, and developing, recommending, and implementing long-term objectives. Incumbent reports to an administrative superior.</p> <p>Minimum Requirements: Bachelors degree or higher in Forensics, Life or Physical Science or related field. Three (3) years' experience in Forensics: using laboratory equipment and instrumentation including calibration and maintenance; conducting data review to ensure numerical input, calculations, formulas and interpretation of output is accurate, instruments were operating according to specifications, analytical procedures were followed, and documentation is complete; selecting and modifying laboratory test methods and procedures. Six (6) months' experience in: laboratory management which includes overseeing and directing the development, implementation and evaluation of laboratory services; planning short and long range goals and objectives; developing and implementing policies and procedures and ensuring compliance with laboratory regulations, standards, policies and procedures; narrative report writing; staff supervision which includes planning, assigning, reviewing, and evaluating the work of others. Provides advice to other agency organizational units through consultation.</p>

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86	Laboratory Technician III	<p>Incumbent is responsible for conducting technical laboratory support services in performing a variety of sample preparations, testing, and analysis. Work is performed under limited supervision and typically includes conducting a variety of quantitative and qualitative chemical, bacteriological or microscopic tests and analyses, preparing, staining, and analyzing slides when the quantity/condition of samples precludes analysis via instrumentation, and recommending alternative methods for dealing with problem samples. Additionally, the incumbent may provide guidance to lower level technicians.</p> <p>Minimum Requirements: One (1) year experience in: conducting chemical or biological laboratory tests; using laboratory equipment and instrumentation; laboratory sample handling. Six (6) months' experience in performing mathematical and statistical computations on laboratory test data.</p>
87	Laundry Worker	<p>Incumbent operates laundry equipment and machinery, presses, folds, and stacks clothing, sorts soiled laundry, weighs and counts clothing, and cleans machinery using various chemical solutions. Incumbent reports to a Laundry Supervisor.</p> <p>Minimum Requirements: Knowledge of math such as addition, subtraction, multiplication, division, percentages, or decimals.</p>
88	Licensed Practical Nurse III	<p>Advanced-Level Position. Incumbents are responsible for the most complex practical nursing assignments. Incumbents oversees the work of subordinate staff and redistributes the work force to ensure complete coverage and maximum effectiveness and efficiency of patient care activities. Incumbent reports to a technical supervisor.</p> <p>Minimum Requirements: Must possess a State Practical Nursing license or multi-state compact license. At least eighteen (18) months' experience as a Practical Nurse.</p>
89	Maintenance Area Supervisor I	<p>Supervisory-Level Position. Incumbent reports to a technical/administrative superior and is responsible for directing diverse highway maintenance, repairs, beautification and/or drainage projects within assigned area. Incumbent oversees and monitors the work of crews and makes adjustments to work activities and projects as necessary. The completion of reports, documents and records is also a significant aspect of the job.</p> <p>Minimum Requirements: Six (6) months' experience in: assessing or preventing roadway and right of way problems using the latest technologies for items such as concrete, asphalt, tar and chip, drainage systems, or guard rails; interpreting highway construction/maintenance laws, rules, regulations, standards, policies, and procedures; staff supervision which includes planning, assigning, reviewing, and evaluating the work of others.</p>
90	Management Analyst III	<p>Incumbent works under the supervision of an administrative superior. Work typically includes directing the preparation, administration, and completion of highly complex and varied interdepartmental management studies, formulating the scope of studies, planning and conducting varied statistical studies in departmental operations, labor market, and economic conditions and other areas of interest, and participating in reviewing grant applications or requests for additional funding. Incumbent may plan, assign, and review the work of subordinate staff.</p> <p>Minimum Requirements: Three (3) years' experience in: conducting studies which includes evaluating operations, programs, services, policies and procedures to determine efficiency, effectiveness, whether goals and objectives are met and compliance with laws, rules, regulations, policies and procedures; descriptive statistics such as the mean, median, mode or standard deviation; interpreting laws, rules, regulations, standards, policies, and procedures. Six (6) months' experience in: designing studies which includes determining study goals and objectives, information needed, data sources, sampling and collection methods; making recommendations for continuation or changes to operations, programs, services, policies or procedures based on findings; narrative report writing.</p>
91	Manager of Application Support	<p>Incumbent is responsible for the direction, coordination and allocation of State and contractual resources required to procure, develop and maintain computerized information systems which meet the needs of user agencies. The incumbent supervises technical employees directly through subordinate project leaders. Work includes estimates of hardware, software, personnel and time requirements for system projects and presenting findings, recommendations and specifications in formal reports and oral presentations. Supervision is provided by an administrative superior.</p> <p>Minimum Requirements: Three (3) years' experience in: information systems analysis and design; database management systems which includes database design, testing, and implementation. Six (6) months' experience in: information technology project management which includes planning, scheduling, staffing, coordinating, controlling, monitoring, evaluating and reporting on status of IT projects; staff supervision which includes planning, assigning, reviewing, and evaluating the work of others.</p>

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92	Manager of Computer & Application Support	<p>Incumbent is responsible for managing staff engaged in developmental efforts for information systems needs and telecommunication requirements, operating computers and networks, conducting user training and establishing and maintaining database dictionaries. Incumbent plans, directs and coordinates an agency's data processing operations which is normally linked to mainframe operations. Supervision is provided by an administrative superior.</p> <p>Minimum Requirements: Three (3) years' experience in information technology project management which includes planning, scheduling, staffing, coordinating, controlling, monitoring, evaluating and reporting on status of IT projects. Six (6) months' experience in: designing, developing and maintaining information systems.; administering computer data networks which includes troubleshooting, diagnosing and resolving hardware and software problems.</p>
93	Marketing Specialist II	<p>Incumbent develops and implements marketing strategies to promote an agency's mission, goals and objectives. Work also includes marketing products or services regionally, nationally, or internationally, establishing channels of promotion, distribution, or advertising of products or services, and planning, overseeing, or approving marketing or advertising materials. Incumbent may also supervise staff.</p> <p>Minimum Requirements: Three(3) years' experience in creating and editing marketing or advertising materials such as publications, newsletters, pamphlets or brochures. Six (6) months' experience in: marketing products or services by identifying channels of promotion, distribution, and advertising; interpreting laws, rules, regulations, standards, policies, and procedures; narrative report writing.</p>
94	Master Electrician	<p>Expert-Level Position. Incumbent reports to a technical or administrative supervisor and provides electrical installation, maintenance and certification services to insure proper safety, maintenance and operation of State facilities. Incumbent also assists other personnel to correct malfunctions in electrical systems, supervises subordinates, and analyzes facilities' electrical and component systems.</p> <p>Minimum Requirements: Must possess a State Master Electrician license OR possession of a Master Electrician license from another state which meets license requirements or equivalent requirements as determined by the State Board of Electrical Examiners. Six (6) months' experience in interpreting blueprints, schematics or technical drawings. Must also possess a valid Driver's License.</p>
95	Master Family Service Spec	<p>Expert-Level Position. Incumbent directly provides, coordinates, and monitors the delivery of professional social work services to children, youth and families, or adult special populations and families, to resolve problems involving client abuse, neglect, dependency, anti-social behavior, exploitation and family dysfunction, which may include economically disadvantaged clients. Incumbent reports to either a technical or administrative superior.</p> <p>Minimum Requirements: Bachelors degree or higher in Behavioral or Social Science or related field. Two (2) years' experience in: working with abused, neglected, exploited or economically disadvantaged clients involving dependency, anti-social behavior, or family dysfunction; interviewing clients and their families to obtain facts, explore issues and identify courses of action; case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; interpreting laws, rules, regulations, standards, policies, and procedures related to the protection of the health, safety welfare or rights of clients. Must possess a valid Driver's License.</p>
96	Master Mechanic	<p>Expert-Level Position. Incumbent conducts/oversees maintenance, fabrication, repairs, rebuilding projects, maintenance, modification, and installation of major systems on a variety of light/heavy duty watercraft and/or all-terrain equipment. Work typically includes designing and fabricating parts and tools, conducting special inspections/modifications/repairs requiring extensive disassembly, and developing the mechanic/machinist skills of fellow employees. Incumbent may develop, implement, and revise preventative maintenance plans for assigned equipment.</p> <p>Minimum Requirements: Three (3) years' experience in: diagnosing, repairing, rebuilding and calibrating light and heavy-duty engines, power trains, stabilizing mechanisms and related equipment requiring multiple integrated calibrations; gas and electric welding; machining or milling parts to comply with manufacturer specifications. Must possess a valid Driver's License.</p>
97	Mediation/Arbitration Officer	<p>Full-Performance Position. Incumbent performs mediation/arbitration work with the responsibility for assisting individuals to reach agreements on domestic, civil or criminal disputes involving custody, child support, visitation, imperiled family relations and delinquent/criminal misdemeanor charges. Work is performed with general supervision from a technical or administrative superior and requires analytical thinking and is carried out in accordance with precedents and well-defined policies. A significant aspect of the work will involve interviewing petitioners, assessment and evaluation of complaint, negotiation of mutually acceptable decisions, determination of appropriate restitution for offenses and report preparation and accommodations.</p> <p>Minimum Requirements: Bachelors degree or higher in Behavioral Science or Social Science or related field. Six (6) months' experience in: case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; interviewing using structured or unstructured interview techniques to obtain facts, explore issues and identify courses of action; interpreting laws, rules, regulations, standards, policies, and procedures.</p>

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98	Manager Strategic Information Systems Projects	<p>Incumbent is responsible for planning, organizing, staffing, budgeting and directing major information systems projects of strategic importance. Supervision is provided by an administrative superior and duties include management of strategic information systems projects, development of a statewide project plan consistent with the State's strategic objectives, participation in recommending approval/disapproval of agency budget requests for strategic information systems projects, and for providing technical advice to state agencies in strategic planning and project development for information systems projects.</p> <p>Minimum Requirements: Three (3) years' experience in: designing, developing and maintaining information systems; information technology project management which includes planning, scheduling, staffing, coordinating, controlling, monitoring, evaluating and reporting on status of IT projects. Six (6) months' experience in: budget management and control which includes managing a budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue and maintaining, monitoring, projecting and controlling a budget within set policies and procedures; staff supervision which includes planning, assigning, reviewing, and evaluating the work of others.</p>
99	Microbiologist II	<p>Full-Performance Position. Incumbent performs complex microbiological and other bioanalytical laboratory testing and analysis to provide and confirm specific test results. Work typically includes completing analytical and statistical reports for tests and studies, instructing and assisting others in technical procedures, and participating in meetings, seminars, and training sessions related to laboratory procedures and operations. Work may also include caring for, breeding, and inoculating laboratory animals. Incumbents may also participate in the developing and implementing of plans, methods, standard operating procedures, quality control, and quality assurance data. Work is performed with limited supervision from an administrative or technical supervisor.</p> <p>Minimum Requirements: Associates degree or higher in Life or Physical Science or related field. Six (6) months' experience in: laboratory procedures for preparation, isolation, identification or characterization of viruses, parasites, bacteria or metabolic disorders; analyzing and evaluating scientific data; applying Universal Safety Precautions for laboratories; technical report writing.</p>
100	Motor Vehicle Specialist II	<p>Specialized-Level Position. Incumbent is responsible for specializing in one area or having responsibility for two or more areas. This level is differentiated from the lower level by the diversity of work performed. Incumbent reviews and processes a variety of complex legal documents and ensures their validity, authenticity, accuracy, completeness, and eligibility. Incumbent also resolves discrepancies and makes necessary corrections to process a variety of documents, calculates effective and/or expiration dates for procedures, and resolves customer complaints and problems.</p> <p>Minimum Requirements: Six (6) months' experience in: customer service such as providing prompt, accurate, and courteous service to customers seeking information, answering requests as quickly as possible, ensuring customers are satisfied with service, and responding to complaints; document processing which includes reviewing and evaluating records for completeness and conformity with laws, rules, regulations, standards, policies and procedures, resolve deficiencies, interpret information, and track and monitor activities; applying motor vehicle laws, rules, regulations, standards, policies, and procedures; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data.</p>
101	Motor Vehicle Technician II	<p>Full-Performance Position. Incumbent is responsible for specializing in either the testing/inspecting of motor vehicles or administering tests/examinations for driver's licenses. Work also includes calibrating and maintaining equipment.</p> <p>Minimum Requirements: Six (6) months' experience in operating, calibrating and maintaining equipment used in vehicle inspections.</p>
102	Nursing Supervisor	<p>Supervisory-Level Position. Incumbent exercises supervision over at least two merit full time positions. Incumbent also provides adequate staff coverage to ensure the delivery of quality services to clients.</p> <p>Minimum Requirements: Bachelors degree or higher in Nursing and at least two years' experience as a Registered Nurse OR a Masters degree or higher in Nursing and at least one year's experience as a Registered Nurse. Must possess a State Registered Nurse license OR multi-state compact license. Six (6) months' experience in regulatory compliance of health care agencies/facilities with requirements for licensure/certification.</p>
103	Nutritionist II	<p>Incumbent monitors and evaluates nutrition programs in public and private health care and day care facilities to meet quality assurance and ensure compliance with state, federal, and local regulations. Work also includes developing, implementing, and evaluating nutritional care plans, representing the agency at professional and community meetings and conferences, and assisting in planning and evaluating program activities, goals and objectives, and budget requirements. Incumbents report to an administrative or technical superior.</p> <p>Minimum Requirements: Must be registered as a Dietitian/Nutritionist from the American Dietetic Association.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
104	Office Manager	<p>Incumbent plans, organizes and directs day-to-day office support activities under the general direction of an administrative or technical superior. Incumbents may supervise directly or through subordinate lead personnel, clerical activities and ensuring the smooth and efficient operation of the office. Incumbent generally manages a local, district or regional office and oversees support services.</p> <p>Minimum Requirements: Three (3) years' experience in: coordinating administrative support operations, tracking workflow and resolving problems, providing guidance and consultation to management, customers and others on administrative matters; conducting research from multiple sources, analyzing data collected and preparing reports, letters and administrative documents. One (1) year experience in: using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data; using standard computer software programs for word processing, spreadsheets or databases. Must possess knowledge of staff supervision.</p>
105	Ombudsman Adult Long Term Care Facility	<p>Incumbent is responsible for investigation, verification, and resolution of complaints made by or on behalf of residents of licensed long-term care facilities regarding care, services, financial assistance, rights and other concerns affecting their dignity and well-being. Incumbent reviews policies and procedures, negotiates with the administrator and staff of the facility to effect the necessary changes. Incumbent investigates cases of alleged patient abuse or neglect, and, if appropriate, submits findings to the Attorney General's Office for legal action. Work includes analyzing the impact of regulations, legislation and policies and making recommendations for improvement, and working with state officials, professional groups and public to effect changes.</p> <p>Minimum Requirements: Six (6) months' experience in: health or human services work such as applying theories, principles, laws and practices of health or human services programs and services that assist with and improve life for individuals, families, or communities such as financial support, employment, unemployment, housing, health care, disease prevention, substance abuse, child protective services, physical/mental health treatment and prevention or rehabilitation; conducting investigations which includes conducting interviews to obtain confidential information, gathering evidence and documenting findings; program evaluation such as evaluating programs and services to identify problems, determine compliance and evaluate the effectiveness and efficiency to ensure program goals and overall objectives are met; interpreting long term care laws, rules, regulations, standards, policies and procedures.</p>
106	Operations Support Specialist	<p>Incumbent reports to an administrative or technical superior. Work is completed using manual and automated information systems. Incumbents process data and complete other tasks in support of agency operations, such as accounting, human resources, fleet management, procurement, etc.</p> <p>Minimum Requirements: Six (6) months' experience in office operations such as operating office machines, handling incoming and outgoing mail, postal and shipping services, answering phones, directing calls and taking messages; file maintenance; maintaining and updating supplies.</p>
107	Paralegal II	<p>Incumbent interviews involved parties to gather information for completion of various legal and/or court documents, reviews law sources to ensure issues are properly cited, assists with the preparation of legal pleadings, maintains case files, follows-up to resolve problems, advises non-legal staff members on legal policies and procedures, and reviews and comments on proposed legislation and may draft legislation. Incumbent may also direct and coordinate the operation of the law library, assisting clients, establishing operating policies and procedures, and provide administrative and technical direction to support staff.</p> <p>Minimum Requirements: One (1) year experience in: preparing and maintaining legal documents and case files; legal research such as researching statutes, regulations, case law and background information; analyzing and evaluating data; interpreting laws, rules, regulations, standards, policies, and procedures.</p>
108	Park Superintendent	<p>Incumbent manages all aspects of a park's operations. Work includes developing and justifying the park's operating and capital budget, developing and implementing an effective maintenance program for equipment, grounds, and facilities, analyzing park usage, monitoring contractual compliance, and increasing park revenues through development and implementation of various recreation, interpretation, and environmental education events. Daily work is carried out with limited supervision from an off-site Park Administrator.</p> <p>Minimum Requirements: Three (3) years' experience working in natural resources, parks, historic sites or recreation. One (1) year experience in: managing diverse activities in support of operational, project or program services; planning, developing and implementing educational or recreational programs or special events; staff supervision which includes planning, assigning, reviewing, and evaluating the work of others. Six (6) months' experience in: budget management and control which includes managing a budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue and maintaining, monitoring, projecting and controlling a budget within set policies and procedures; contract management and control which includes ensuring compliance with terms of contracts; negotiating changes to existing contracts.</p>

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109	Physical Plant Maintenance/Trades Mechanic III	<p>Advanced-Level Position. Incumbent carries out preventative maintenance, HVAC maintenance and repair, and/or restoration activities in one or more of the traditional trades fields on structures, systems and equipment to help ensure efficient operation of a physical plant. Incumbent may also design layouts, read sketches/plans, renovate structures, furniture, and equipment to meet specific needs and recommends referral of jobs beyond financial or capacity limits to private contractors. Significant aspects of work in this class may include performing structural repairs on interior and exterior of buildings/bridges and building partitions, as well as installation and maintenance of water lines, maintaining water chemical and sewage pumps and other related activities.</p> <p>Minimum Requirements: Six (6) months' experience in: operating and maintaining a variety of equipment, hand and power tools used in trades fields such as plumbing, carpentry, painting or HVAC; performing work in a variety of trades fields such as plumbing, carpentry, painting or HVAC; record keeping. Must also possess a valid Driver's License.</p>
110	Physical Plant Maintenance Supervisor	<p>Incumbent is responsible for supervising the maintenance of a moderate size institution/facility including buildings, grounds and physical facilities or assisting the Physical Plant Maintenance Superintendent in the physical maintenance of the largest of the State institutions/facilities. Incumbent reports to a technical or administrative supervisor. Significant aspects of work include scheduling training and supervising the work of custodial maintenance, trades, clerical and other personnel, working with contractors, architects and other technical personnel on large projects, designing sketches and prints of remodeling to be done and ordering and purchasing supplies and equipment.</p> <p>Minimum Requirements: Three (3) years' experience in: operating and maintaining a variety of equipment, hand and power tools used in trades fields such as plumbing, carpentry, painting or HVAC; performing work in a variety of trades fields such as plumbing, carpentry, painting or HVAC. Six (6) months' experience in: interpreting safety and building codes, laws, rules, regulations, policies and procedures; estimating cost, time and materials for projects; interpreting blueprints, schematics or technical drawings; staff supervision which includes planning, assigning, reviewing, and evaluating the work of others. Must also possess a valid Driver's License.</p>
111	Physician	<p>Full-Performance Position. Incumbent provides the diagnosis and treatment of illness and disease, the detection and prevention of potential health problems and the establishment and maintenance of appropriate standards of health care. Incumbents may serve as a consultant in a specialty area and supervise staff.</p> <p>Minimum Requirements: Must possess a State Physician M.D. or State Physician D.O. license or eligibility for a State license. Six (6) months' experience in practicing medicine in a hospital, clinic or private practice.</p>
112	Planner IV	<p>Expert-Level Position. Incumbent serves as a technical expert in the broad area of planning. Work includes formulating policies to carry out and implement activities, providing expert direction to management on planning activities on a statewide basis, directing and overseeing all activities related to a broad area of planning, formulating strategies that support objectives, and influencing management decisions. Incumbent may represent Cabinet Secretary at state, county, and local levels at planning meetings. Incumbent reports to top management/agency officials.</p> <p>Minimum Requirements: At least three (3) years' experience as a planner OR at least three (3) years' experience in a planning function. Experience in having responsibility for a most complex planning project (complexity is to be determined based on variables such as discipline, population, fiscal impact, geographic area, social impact, planning horizon, public involvement, research and analysis, and the nature of the project team).</p>
113	Probation & Parole Supervisor	<p>Supervisory-Level Position. Incumbent exercises supervision over at least two merit full time positions. Work includes providing input in the development, revision, and implementation of agency goals, objectives, policies and procedures and speaking before groups and providing information on agency programs.</p> <p>Minimum Requirements: Bachelors degree or higher. Three (3) years' experience in: probation and parole work which includes motivating and ensuring offenders comply with terms of court imposed probation or conditions of release from a correctional facility including arrests and searches; conducting investigations which includes conducting interviews to obtain confidential information, gathering evidence and documenting findings; providing testimony before boards, commissions, administrative bodies or court officials; case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; interpreting laws, rules, regulations, standards, policies, and procedures. Six (6) months' experience in narrative report writing. Must possess a Driver's License.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
114	Psychiatric Social Worker II	<p>Full-Performance Position. Incumbent performs professional social work in a psychiatric and/or institutional setting, assisting the developmentally disabled, mentally ill or emotionally disturbed to adjust or readjust and achieve a social, economic, emotional and physical balance and personal independence compatible with generally accepted norms. Work is characterized by a complex case load requiring independent action. Incumbents may participate as a member of a treatment team or provide clinical guidance to other case workers or youth care workers in the formulation and implementation of treatment plans. Work is performed under general supervision from a technical or administrative supervisor.</p> <p>Minimum Requirements: Bachelors degree or higher in Behavioral or Social Science or related field. Six (6) months' experience in: case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; providing clinical treatment, counseling or determining eligibility for services or benefits as part of a treatment team; interpreting laws, rules, regulations, standards, policies, and procedures; narrative report writing.</p>
115	Psychiatrist III	<p>Advanced-Level Position. Incumbent performs psychiatric diagnosis and treatment. Regular contacts are relatives, case providers, medical professionals, and other interested parties to secure information needed for proper evaluation, diagnosis and treatment.</p> <p>Minimum Requirements: Must possess a State Physician M.D. or State Physician D.O. license or be eligible for a State license. Must possess a certification as a specialist in psychiatry by the American Board of Psychiatry and Neurology. Three (3) years' experience in practicing of Psychiatry.</p>
116	Psychologist	<p>Incumbent performs licensed psychology work while receiving general supervision from a technical or administrative superior. Incumbent may oversee the work of non-licensed psychologists, student interns and/or other professional employees.</p> <p>Minimum Requirements: Doctoral degree in psychology. Must possess a State Psychologist license or be eligible for a State Psychologist license.</p>
117	Public Health Treatment Program Administrator	<p>Managerial-Level Position. Incumbent reports to an administrative superior and is responsible for the on-going implementation of a specific statewide health program(s) by directing the technical and programmatic operation and by developing, implementing and evaluating program goals and objectives. Additional responsibilities include educating and informing other agency staff, community organizations, health care providers and the general public about current health issues and compliance to rules and regulations. Incumbent supervises a staff of professional, para-professional and clerical employees associated with the program.</p> <p>Minimum Requirements: Three (3) years' experience in health or human services work such as applying theories, principles, laws and practices of health or human services programs and services that assist with and improve life for individuals, families, or communities such as financial support, employment, unemployment, housing, health care, disease prevention, substance abuse, child protective services, physical/mental health treatment and prevention or rehabilitation. Six (6) months' experience in: health or human services program administration such as overseeing and directing the development, implementation and evaluation of health or human services programs and services; planning and establishing short- and long-range program goals and objectives. Providing advice to other agency organizational units through consultation; developing policies and procedures; staff supervision which includes planning, assigning, reviewing, and evaluating the work of others.</p>
118	Purchasing Services Coordinator I	<p>Incumbent provides purchasing services for a state agency while reporting to a technical supervisor. Incumbent also reviews and coordinates the procurement of goods and services among agency facilities, units and/or divisions.</p> <p>Minimum Requirements: Six (6) months' experience in: applying laws, rules, regulations, standards, policies and procedures; procurement services which includes purchasing goods and services in accordance with procurement procedures and contract specifications.</p>
119	Quality Assurance Administrator	<p>Incumbent is responsible for administering the Quality Assurance/Risk Management/Utilization Management Program in a state-owned facility such as a nursing home, psychiatric treatment or developmental disability facility. Incumbent develops, implements and oversees all quality assurance activities and monitors program policies and procedures necessary to implement the program. A significant aspect of the work involves providing consultation and technical assistance to all levels of facility staff on matters relating to implementation of quality assurance standards and compliance with same. Incumbent reports to an administrative superior.</p> <p>Minimum Requirements: Bachelors degree or higher in Behavioral Science, Social Science, Health Science, Business or related field. Three (3) years' experience in: quality improvement which includes evaluating the quality of services, identifying problems and needs and recommending corrective action and improvements to ensure optimum service delivery, goals and objectives are met and ensure compliance with applicable laws, rules, regulations and standards; ensuring compliance with regulatory and accreditation standards for health care facilities. Six (6) months' experience in developing policies or procedures.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
120	Registered Nurse III	<p>Advanced-Level Position. Incumbent is skilled in making independent judgements in complex situations. Work focuses on providing nursing care to clients with regular contacts are with individuals and/or their families, staff nurses, supervisory nurses, physicians, health care facilities, and other administrative staff. Incumbent may also serve as charge nurse or team leader by delegating assignments and reviewing the work of staff. Incumbent reports to a technical supervisor.</p> <p>Minimum Requirements: At least two (2) years' experience as a Registered Nurse OR a Bachelors degree or higher in Nursing and at least one (1) year experience as a Registered Nurse OR a Masters degree or higher in Nursing. Must possess a State Registered Nurse license OR multi-state compact license.</p>
121	Regulatory Specialist	<p>Professional-Level Position. Incumbent is responsible for applying, interpreting and ensuring the accuracy of the agency regulatory activities and/or engages in dispute resolution processes. Significant aspects of the work include performing complex research, determining applicable state/federal laws/rules/regulations/ precedents and preparing reports and recommending decisions. Work is done without supervision except for preliminary discussions with the superior/agency professional staff. Incumbent reports to a high-level agency official.</p> <p>Minimum Requirements: Six (6) months' experience in: policy administration which includes planning, developing, implementing and evaluating policies and procedures; quasi-judicial proceedings; narrative report writing. Three (3) years' experience in: research which includes systematic study to discover or establish facts; interpreting laws, rules, regulations, standards, policies, and procedures.</p>
122	Right of Way Agent III	<p>Incumbents are highly skilled Right-of-Way Agents who appraise, review, negotiate, provide technical, relocation, property management or administrative support services related to the acquisition and disposition of real property and property rights for State highway purposes. Appraises all types of properties and reviews appraisals for acceptability. Manages the Property Management Operation. Serves as a project leader in carrying out appraisal, negotiation, relocation, administrative and fiscal functions for projects significant in size. Coordinates with other Department sections to obtain and clear right-of-way in time to permit the Department's Bridge and Highway Program to proceed on schedule.</p> <p>Minimum Requirements: Three (3) years' experience in: real estate such as appraisal, law, real property acquisition, property management or title examination; real estate negotiation; analyzing engineering or property drawings. Six (6) months' experience in: interpreting the Federal Uniform Relocation and Real Property Acquisition Act; relocation assistance and narrative report writing.</p>
123	Security Officer	<p>Incumbent is responsible for protecting State property from trespass, theft, and other hazardous conditions. Enforces institutional policies relative to safety, security and orderliness. Makes regular rounds of institutional facilities, buildings and grounds to ensure that all is in order. Prepares institutional incident reports, maintains a shift activities log, and writes other reports as required. Assists in detaining trespassers, violators and potential escapees until proper authorities arrive. Assists in searches for missing patients. Provides general information to institutional visitors and gives directions as required. May be required to provide transportation for patients to outside facilities and institutions. Inspects fire extinguishers on a monthly basis. May locate and confiscate contraband notifying appropriate authorities.</p> <p>Minimum Requirements: Six (6) months' experience in security such as providing protective services to persons, facilities or grounds from trespassing, theft and other conditions.</p>
124	Senior Accountant	<p>Second-Level Position. Determines most appropriate funds for charges; spot checks records and statements for accuracy; prepares adjustment vouchers and certifies payrolls. Reviews, revises and institutes internal controls to ensure correct charging and accounting of disbursements and credits. Reconciles multiple accounts of a complex nature. Analyzes and evaluates financial data in the preparation of complex budgets and provides forecasts with supporting justification. Provides complex analysis and information as part of overall program management. Ensures fiscal conformance of grant budgets, purchases, drawing of funds and grant reporting to federal program rules and regulations. May plan, assign and review the work of administrative support and/or non-exempt technical accounting staff; evaluates the performance of subordinates.</p> <p>Minimum Requirements: Six (6) months' experience in: accounting using Generally Accepted Accounting Principles (GAAP); compiling, analyzing and interpreting financial data to ensure effective and efficient accounting of funds or to make projections for financial planning; creating financial reports which includes combining and presenting financial data from multiple sources in an organized format; interpreting laws, rules, regulations, standards, policies, and procedures; and using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data.</p>

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125	Senior Family Service Specialist	<p>Incumbent provides, coordinates and monitors the delivery of professional social work services to children, youth and families; or adult special populations and families; to resolve problems involving client abuse, neglect, dependency, antisocial behavior, exploitation and family dysfunction, which may include economically disadvantaged clients. Provides services to advocate for health, safety and welfare or rights of clients and their families and assists them in obtaining needed services. Interviews clients and family members and/or professionals to gather personal, social and background information; works closely with the client and family to formulate a clear description of the client and family's problems; identify the key forces which maintain the problems; discover resources and strengths available to the client and family to resolve the problems; and identify the blocks, if any, that prevent the client and family from resolving the problems without the intervention of the State agency. Determines eligibility for various social service programs offered by the agency or available in the community.</p> <p>Minimum Requirements: Bachelors degree or higher in Behavioral or Social Science or related field and one (1) year experience in: working with abused, neglected, exploited or economically disadvantaged clients involving dependency, anti-social behavior, or family dysfunction; interviewing clients and their families to obtain facts, explore issues and identify courses of action; case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; interpreting laws, rules, regulations, standards, policies, and procedures related to the protection of the health, safety welfare or rights of clients.</p>
126	Senior Fiscal & Policy Analyst	<p>Advanced-Level Position. Incumbent works on issues of statewide consequence and may transcend agency interest or responsibility such as development/implementation of new strategic, tactical and operational planning methodologies and/or budgeting techniques. Develops, drafts and defends positions for State leadership. Conducts special studies or analysis involving multiple agencies or interagency program issues. Prepares and gives formal presentations of statewide position papers on a variety of subjects. Represents the Budget Director on various policy-making boards, committees and task forces. Analyzes program development alternative, implementation, effectiveness and trends. Prepares specialized and technical research projects at the request of the Budget Director; leads and coordinates work of lower level analysts on special projects.</p> <p>Minimum Requirements: Bachelors degree or higher in Public Administration, Business, Accounting, Economics or related field and two (2) years' experience in: financial administration such as comprehensive analysis of programs, budgets, projects, services, alternatives, and costs; financial planning, revenue generation, revenue forecasting, expenditure forecasting, cash flow management and establishing internal control; developing solutions and providing recommendations, guidance and direction to management/officials in accomplishing organizational and operational goals and objectives and identifying and resolving issues; developing, reviewing and analyzing public policies; analyzing legislation. Six (6) months' experience in narrative report writing.</p>
127	Senior Forensic DNA Analyst	<p>Lead-Level Position. Incumbent performs qualitative and quantitative characterizations of diverse and complex samples. Plans, coordinates and oversees laboratory analyses associated with forensic DNA testing. Selects the methods and procedures, schedules and conducts or oversees the conduct of various complex analytical tests that will provide technically sound and legally defensible information. Performs data verification and reviews work produced by lower level analysts and technical support staff. Reviews quality assurance procedures performed by lower level analysts and technical support staff. Determines and recommends conditions for approval. Contacts include peers in other state and federal agencies, supply and instrument vendors, attorneys, and law enforcement officers.</p> <p>Minimum Requirements: Bachelor's degree or higher in Biology, Chemistry, Forensic Science or related field and successfully completed college course work (graduate or undergraduate level) in Biochemistry, Genetics and Molecular Biology (Molecular Genetics, Recombinant DNA Technology) or other subjects which provide a basic understanding of the foundation of forensic DNA analysis, as well as course work in Statistics or Population Genetics as it applies to forensic DNA analysis and two (2) years' experience in performing and interpreting serology and DNA analysis. Six (6) months' experience in: presenting and defending sworn expert testimony and technical report writing.</p>

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128	Senior Forester	<p>Incumbent provides specialized services and advice to the public and private sectors on assigned forestry program area on a statewide basis. Provides technical assistance to city, county and state planning personnel, non-profit groups, corporations, developers, contractors and individuals on specialized program and projects in assigned forestry area. Coordinates and oversees the allocation of state and/or federal grant and other monies to cities, towns, communities, landowners, and other appropriate groups for specific projects. Monitors progress and confirms completion of projects to ensure all program or contract requirements are met. Works with planning officials to promote sound utilization and preservation of forest resources. Identifies statewide issues involving assigned area and develops annual goals and objectives to address issues. Participates in the implementation of program action plans to include assisting in budget allocations and serves as liaison between the DDA Forest Service and councils, advisory committees, and others to develop statewide initiatives.</p> <p>Minimum Requirements: Bachelors degree or higher in Forestry, Natural Resources or related field and three (3) years' experience in forest management including dendrology, forest fire behavior and control, forest mensuration, timber harvesting, forest management plans, and using tools and equipment such as prisms, clinometers and increment borers; preventing, controlling and diagnosing tree insects and diseases. Six (6) months' experience in enforcing compliance with laws, rules, regulations, standards, policies and procedures; and narrative report writing.</p>
129	Senior Human Resources Technician	<p>Incumbent is responsible for performing para-professional Human Resources work to support the administration of the human resources function. Review and prepare all human resources transactions for accuracy and compliance with merit rules, federal/state guidelines and departmental procedures. Provide information and guidance to employees, applicants, supervisors, and managers in areas of assigned human resources responsibilities regarding the processes, procedures and program requirements. Research and resolve a myriad of problems associated with employee and applicant circumstances. Prepares memos, letters, reports and general correspondence in support of human resources activities. Represents department/agency at human resources meetings and job fairs. May provide technical assistance, training and oversee the work of lower level employees.</p> <p>Minimum Requirements: Bachelors degree or higher in Human Resource Management, Public Administration, Business Administration, Psychology, Sociology, Behavioral Science, Political Science or related field OR SPHR, PHR, IPMA-CP, IPMA-CS or equivalent professional human resource certification OR for current State employees, the Statewide Human Resources Certification OR one (1) year experience in: processing human resource transactions in areas such as pay, benefits, applicant services, labor relations or employment practices in accordance with laws, rules, regulations, policies and procedures; providing guidance and information to others; researching and resolving problems; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data.</p>
130	Senior Probation & Parole Officer	<p>Advanced Level Position. Incumbent interviews offenders to obtain and verify personal, social and delinquent/criminal histories; evaluates information and offenders' attitude toward offense to determine community risk, frequency of client contact and identify needs. Determines appropriate methods of addressing offender problems and needs based on nature and complexity of problems, offender's stability and available community resources. Develops and implements case supervision/treatment plans outlining goals and objectives to be accomplished and the methods and techniques to be used. Performs lead level functions to assist in the daily supervision of unit activities such as providing staff training, approving reports of lower level staff, resolving problems and providing technical guidance in case management. Coordinates program areas or special projects and serves as chair of various committees or acts as liaison with community agencies. Works with the most complex cases.</p> <p>Minimum Requirements: Bachelors degree or higher and three (3) years' experience in case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; six (6) months' experience in: probation and parole work which includes motivating and ensuring offenders comply with terms of court imposed probation or conditions of release from a correctional facility including arrests and searches; conducting investigations which includes conducting interviews to obtain confidential information, gathering evidence and documenting findings; providing testimony before boards, commissions, administrative bodies or court officials; interpreting laws, rules, regulations, standards, policies, and procedures; and narrative report writing.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
131	Senior Systems Software Specialist	<p>Incumbent is responsible for installing, monitoring, modifying and maintaining complex operating systems and database software platforms required for the efficient operation of enterprise information technology architecture. Employees are also responsible for the development and implementation of associated procedures and policies. Installs, maintains, modifies, diagnoses and debugs the software which controls an enterprise computing environment, including the operating system, databases, telecommunications and security functions. Identifies degradation of system performance and takes corrective action to bring performance in line with established benchmarks. Develops, implements and monitors policies and procedures associated with enterprise information technology architecture and monitors levels of compliance. Plans for projected software requirements and increased hardware and storage capacity. Acts as team lead with other technical staff to resolve database and operating system software problems by assigning and reviewing work and providing training, technical assistance and guidance.</p> <p>Minimum Requirements: Six (6) months' experience in planning, configuring, and administering enterprise computer system software, hardware and related components which includes performance optimization, utilization and monitoring; information security; and component connectivity. Three (3) years' experience in: planning and implementing infrastructure upgrades for enterprise computer system software and database management systems; information systems analysis and design; developing information technology policies or procedures.</p>
132	Senior/Social Work Case Manager	<p>Incumbent is responsible for case management work at the full performance level, counseling and assisting clients to meet personal, social, health and economic needs. Interviews client, family and/or professional sources to determine clients' needs for a variety of social services which may include employment, job search and basic skills remediation. Develops a comprehensive cost-effective service plan utilizing in-house sources, referrals, contracted providers and/or institutions. Conducts on-going monitoring and assessment of service delivery for optimum quality and efficiency and authorizes and recommends changes and adjustments as needed. Maintains comprehensive case records, summaries, statistical and narrative reports and completes required forms. Establishes effective working relationship with clients, family, community and professional sources. Provides specialized casework and counseling services in such areas as protective, adoption and options counseling.</p> <p>Minimum Requirements: Six (6) months' experience in: case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; making recommendations as part of a client's service plan such as clinical treatment, counseling, or determining eligibility for health or human services/benefits; interpreting laws, rules, regulations, standards, policies, and procedures; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data; narrative report writing.</p>
133	Social Service Administrator	<p>Incumbent is involved in social service administrative work participating in the development of policies, procedures, regulations and objectives for sectional, regional or statewide social service programs which include developing proposals, policies, procedures, regulations and/or specifications for contracted services, monitoring service provision and assuring that programs and services conform to State/Federal regulations. Monitors, evaluates, collects and analyzes program data. Provides technical assistance and recommends course of action. Prepares interpretative reports of program goals and objectives, provision of services and programs/services ability to meet standards and regulations. Participates in developing policies, regulations, forms, proposal requests, implementing new procedures, monitors, develops, reviews, updates, negotiates contracts, and/or prepares grant applications. Acts as liaison with operations' staff, State/Federal agencies and community organizations. May supervise professional staff engaged in monitoring functions, special projects and/or clerical staff performing record keeping functions.</p> <p>Minimum Requirements: Three (3) years' experience in health or human services work such as applying theories, principles, laws and practices of health or human services programs and services that assist with and improve life for individuals, families, or communities such as financial support, employment, unemployment, housing, health care, disease prevention, substance abuse, child protective services, physical/mental health treatment and prevention or rehabilitation. Six (6) months' experience in: health or human services program administration such as overseeing and directing the development, implementation and evaluation of health or human services programs and services; planning and establishing short and long range program goals and objectives; providing advice to other agency organizational units through consultation; developing policies or procedures; interpreting laws, rules, regulations, standards, policies, and procedures; narrative report writing.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
134	Social Service Specialist III	<p>Incumbent performs specialized social service work involving emergency assistance and/or crisis intervention, aiding the client in dealing with specific problem areas and/or life-threatening situations. Interviews, assesses and advises clients to determine eligibility, needs and course of action to meet needs. May provide phone counseling evaluations and crisis intervention to determine admission of clients to hospitals or other special treatment facilities. Documents, verifies, records and reports client information. Refers ineligible clients to appropriate agencies and resources. May provide coverage for other agency assistance programs as assigned. Utilizes the resources of social services/other agencies, and community resources as a means of dealing with identified needs/problems. Maintains adequate records of provided services including case files and related material. Provides referral information to individual and general public, promotes effective public relations for agency.</p> <p>Minimum Requirements: Three (3) years' experience in health or human services support such as interviewing clients and assessing personal, health, social or financial needs in accordance with program requirements or coordinating with community resources to obtain client services; applying laws, rules, regulations, standards, policies and procedures. Six (6) months' experience in: making recommendations as part of a client's service plan such as clinical treatment, counseling, or determining eligibility for health or human services/benefits; record keeping; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data.</p>
135	Social Service Technician	<p>Incumbent is responsible for performing a variety of routine clerical and/or client related tasks and providing support to staff or client in order to ensure clients receive expedient and efficient service. Distributes program benefits/resources to eligible clients. Distributes forms, brochures, fact sheets and other related information. Completes or assist clients in completing preliminary information and reviews forms for completeness. Provides routine information regarding programs. Writes and mails letters. Keeps records, submits required reports, completes or types routine forms or letters, addresses.</p> <p>Minimum Requirements: Six (6) months' experience in: document processing which includes reviewing and evaluating records for completeness and conformity with laws, rules, regulations, standards, policies and procedures, resolve deficiencies, interpret information, and track and monitor activities; record keeping.</p>
136	Social Worker/Case Manager	<p>Incumbent is involved in case management work counseling and assisting clients to determine financial and medical eligibility for assistance/admission into hospitals, clinics, courts and other social agencies. Interviews applicants, family members and others to determine eligibility for assistance and/or hospital admission. Develops a plan to aid and assist applicant to receive care and assistance needed in collaboration with hospitals, clinics, agencies and other appropriate resources. Evaluates information derived from applicant interviews, counseling sessions, case history and other pertinent sources and refers to proper channels for review. Provides counseling to clients and families prior to receiving requested service and assistance. Coordinates with other agencies, hospitals, clinics, and resources to expedite the process on behalf of applicant. Prepares case histories, reports, maintains records and chronological logs of case activities.</p> <p>Minimum Requirements: Associates degree or higher in Behavioral or Social Science or related field OR three (3) years' experience in health or human services support such as interviewing clients and assessing personal, health, social or financial needs in accordance with program requirements or coordinating with community resources to obtain client services. Six (6) months' experience in: making recommendations as part of a client's service plan such as clinical treatment, counseling, or determining eligibility for health or human services/benefits; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data; narrative report writing.</p>
137	Social Worker/Case Manager Supervisor	<p>Incumbent is responsible for supervising daily activities of staff by coordinating case management and/or employment and training functions and assisting administrators in program assessments, planning and implementation. Plans, coordinates, assigns, reviews and assesses unit workflow. Trains, hires, evaluates and supervises staff. Participates in program planning, implementation and coordination to ensure that program goals and current operations are in compliance with department and Federal/State rules, regulations, policies and procedures. Gathers and assimilates statistics and information to insure program compliance. Recommends and implements corrective action as necessary. Coordinates with social service staff, agencies, providers and resources to provide comprehensive services for care and treatment of clients in a timely, efficient, and cost-effective manner. Represents the agency on task forces, committees and with the general public.</p> <p>Minimum Requirements: Three (3) years' experience in: case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; making recommendations as part of a client's service plan such as clinical treatment, counseling, or determining eligibility for health or human services/benefits. Six (6) months' experience in: interpreting laws, rules, regulations, standards, policies, and procedures; using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data; narrative report writing.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
138	Senior Application Support Specialist	<p>Incumbent is responsible for all phases of systems analysis and design and for writing, testing, debugging and documentation of computer programs. Performs systems analysis and design employing information needs analysis, requirements analysis and design alternative analysis. Provides alternative design proposals including cost/benefit analyses. Writes computer program specifications. Designs computer program logic flow, writes new and modifies existing computer programs, develops test data, tests and debugs computer programs. Provides user orientation and training in new/modified applications.</p> <p>Minimum Requirements: Six (6) months' experience in: computer programming languages including the latest generation; database management systems which includes database design, testing, and implementation; information systems analysis and design.</p>
139	State Accountant IV	<p>Broad Functional Expert. Incumbent provides advisory financial and system development services to ensure efficient and effective control of the state's financial system. Determines the state's needs and plans; develops and implements initiatives, plans, programs and systems to meet the state's needs. Provides policy direction to management and lower level financial staff regarding the direction that policy should take for a major functional area and its effect/impact. Recommends new or revised policies and procedures at the state level. Provides technical guidance, direction and instruction to other state agency officials/management, financial representatives, employees and state and local organizations in interpreting and applying financial laws, rules, regulations, policies, procedures, principles, practices and theories in the development of methodology, strategic initiatives and goals and objectives, solving and handling financial matters/problems/issues and to assure consistency across departments in policy application. May plan, assign, review and evaluate the work of professional and technical staff.</p> <p>Minimum Requirements: At least three (3) years' experience in: accounting using Generally Accepted Accounting Principles (GAAP); compiling, analyzing and interpreting financial data to ensure effective and efficient accounting of funds or to make projections for financial planning; developing solutions and providing recommendations, guidance and direction to management/officials in accomplishing organizational and operational goals and objectives and identifying and resolving issues; interpreting accounting laws, rules, regulations, standards, policies and procedures. Six (6) months' experience in developing accounting policies and procedures; strategic planning such as planning and mapping a path between the present and future usually for three to five years by determining key objectives, how to accomplish the key objectives, what strategies should be used, what activities would contribute to accomplishing the key objectives and developing performance measures to gauge and report progress or success; narrative report writing.</p>
140	State Auditor III	<p>Lead-Level Position. Incumbent acts as lead worker providing guidance and direction to lower-level professional staff; may plan, assign and review the work of assigned professional staff. Coordinates the work of a team of professional auditors, during the course of an engagement on a regular or recurrent basis. Oversees the development of engagement scopes, objectives, plans and programs. Oversees the development of complete engagement reports, letters, memos, and other formal documents. Conducts sensitive, high profile, and controversial engagements which includes admission-seeking interviews and evidence gathering to elicit pertinent data, information, records and/or documentation. Reviews and communicates issues to contractual CPA firms. Regular contacts are typically with agency staff, other state agencies and others outside state government, primarily for the purpose of gathering information, providing information and educating others on unfamiliar concepts, facilitating meetings and identifying/resolving problems, needs and complaints.</p> <p>Minimum Requirements: Bachelor's degree or higher in Accounting OR at least one of the following certifications: Certified Public Accountant (CPA) or Certified Information Systems Auditor (CISA). (Certification must be current). Possession of a current Certified Fraud Examiner (CFE) certification. Two (2) years' experience in: conducting audits in accordance with professional auditing standards; computer assisted auditing using computer programs to analyze data; select, manipulate and sort data; perform calculations; select audit samples; and print reports; identifying and evaluating internal controls; conducting interviews to obtain facts, gather evidence and identify courses of action; identifying criteria for engagements and interpreting laws, rules, regulations, standards, policies, and procedures; narrative and audit report writing. One (1) year experience in developing audit and investigative plans which includes developing objectives, procedures, time frames and scopes.</p>
141	Supply Storage & Dispatch Clerk III	<p>Incumbent operates various vehicles ranging from automobiles to trucks equipped with hydraulic lifts and air-brakes to transport a wide variety of supplies, equipment, materials, and other articles such as furniture, office equipment, prepared foods, sensitive or hazardous materials, specimens, documents and mail to various locations throughout the State. Records, secures, and ensures proper handling of materials and equipment to avoid in-transit damage/spoilage. Arranges cargo to avoid unbalanced loads and to expedite delivery, loading, unloading, and most efficient use of space. Follows time schedules and determines statewide routes to provide timely delivery. Typical contacts are with lower level employees to provide direction and training and/or with customers to answer questions and to explain policies, procedures, and basic service requirements.</p> <p>Minimum Requirements: Knowledge of operating equipment used to distribute and transport materials. Knowledge of record keeping. Knowledge of math such as addition, subtraction, multiplication, division, percentages, or decimals.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
142	Support Services Administrator	<p>Incumbent provides administrative support to professional and technical personnel in a section(s) or division(s). The areas of responsibility include but are not limited to fiscal planning and analysis, budget preparation and control, accounting, procurement and support services. The incumbents in this class function under the direction of an administrative superior. Work includes supervising and/or administering a variety of administrative support functions for a section(s) or division(s). An incumbent is responsible for performing fiscal planning, evaluation and analysis of programs/projects that have a direct impact on the mission/goals of the Division/Department or on the operational activities of programs. In addition, an incumbent is responsible for the administration of contracts and grants.</p> <p>Minimum Requirements: Three (3) years' experience in: compiling, analyzing and interpreting financial data to ensure effective and efficient accounting of funds or to make projections for financial planning; accounting using Generally Accepted Accounting Principles (GAAP); interpreting and analyzing financial reports; interpreting laws, rules, regulations, standards, policies, and procedures. Six (6) months' experience in budget development which includes developing a budget, analyzing financial data and making long- and short-range plans and projections.</p>
143	Tax Auditor II	<p>Full-Performance Position. Incumbent audits corporate, business and individual tax returns to determine the accuracy of self-assessed tax payments, arranging for the collection of delinquent taxes and ensuring compliance with tax laws including but are not limited to corporate, business and personal income, withholding, licensing, fiduciary, realty transfer, gross receipt, motor fuel, cigarette and bankruptcy. Performs complex audits, which involves on-site examination and analysis of the taxpayer's financial records. Audits accounting and related fiscal records to ascertain whether a state tax liability exists. Performs field audits both in and out of State to determine State tax liabilities. Prepares audit reports, recomputation reports, and support material necessary to substantiate audit findings. Completes delinquent tax returns. May attend hearings of the Tax Appeal Board as a witness. Contacts are typically with agency staff, other state agencies and others outside state government, primarily for the purpose of gathering and evaluating information and providing information, recommendations, and guidance/direction. Contacts selected audit candidates to advise them of impending audit, set up the initial interview, and establish an audit schedule.</p> <p>Minimum Requirements: Three (3) years' experience in tax auditing which includes auditing tax documents and records to determine tax liability in accordance with Generally Accepted Auditing Standards, including assessment of internal and external control; interpreting laws, rules, regulations, standards, policies, and procedures. Six (6) months' experience in writing reports in a structured format containing an introduction, presenting the thesis, purpose or proposal with supporting evidence, explanation, facts, and analysis or examples with a conclusion or recommendations.</p>
144	Telecom/Network Technician III	<p>Advanced-Level Position. Incumbent provides complex systems administration independently. Provides systems technician services e.g., complex troubleshooting, diagnostics and repairs independently including performing nonstandard device configurations. Provides basic network design for new networks, redesign of networks, and upgrades to networks such as location for switches, hubs, cable runs and other network devices and builds the network in ways that make it operational. Provides senior level Help Desk support resolving the most complex data network infrastructure malfunctions. Contacts are for the purpose of working with network technologists/engineers (agency/vendor/contractual) associated with the LAN in the development and implementation of the networks or providing customer service support to end users.</p> <p>Minimum Requirements: At least two (2) years' experience administering computer data networks including troubleshooting, diagnosing and resolving computer data networks problems; and installing, testing, and configuring computer data networks including the associated wiring, and network dependent devices and infrastructure components.</p>
145	Telecom/Network Technologist II	<p>Lead-Level (Work or Project Leader). Incumbent oversees and directs all phases related to multiple simultaneous and/or complex/diverse projects; defining the scope and objectives of projects; formulating and determining work plans, project priorities and time schedules; and coordinating project activities to achieve objectives. Accountable for the work product of two or more full-time equivalent positions, including timeliness, correctness, and soundness. Performs senior level work in the implementation and management of a multiple protocol, multiple location network responsible for network operating systems, servers, and peripherals, including server software modules, workstation interfaces, security levels and diagnostic utility software. Functions as an authority in the application and utilization of network analysis principles, practices, theories, concepts, methods and standards. Acknowledged as senior level (nonmanagerial) network professional by agency management, along with peers and users, who rely on such positions to provide guidance, direction and instruction on the proper application and/or adaptation of standards, principles, concepts, techniques, protocols and guidelines in the analysis, design, configuration, implementation and installation of LAN systems, including hardware, operating system software, and user applications. Positions are recognized by management and peers as authoritative sources of expertise, requiring a comprehensive knowledge in network technology and apply such knowledge to assignments.</p> <p>Minimum Qualifications: At least two (2) years' experience in planning, designing and installing data networks for telecommunication needs such as bandwidth, multiple protocols, transmission lines, interface and multiplexing equipment, port connections, control packets and other equipment.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
146	Therapist III	<p>Advanced-Level Position. Incumbent performs the most complex therapist work for therapy discipline. Positions are given the degree of independence needed to achieve therapy objectives provided activities are consistent with policies, procedures and objectives. May supervise other therapists, assistants and support staff. May plan and conduct professional workshops. May design and fabricate adaptive equipment and instruct individuals in its use. Regular contacts are typically with individuals, their families, internal agency staff and others outside the agency for the purpose of advising, counseling or guiding to resolve problems and influence or correct actions and behavior.</p> <p>Minimum Requirements: Bachelors degree or higher and at least two (2) years' experience providing professional therapy services. Certification, license or registration depends on job assignment.</p>
147	Toll Collector	<p>Incumbent in this class is responsible for determining the correct classification of vehicles, collecting the corresponding toll, and giving change and receipts to customers of the State's toll roads. Determines vehicle classifications by number of axles, determines appropriate toll charge, enters vehicle classification and toll charge into toll system, collects tolls, makes change and gives receipts as required. Serves as key informational resource in advising customers about available toll programs. Accounts for all cash and ticket receipts and makes bank deposits to include filling out appropriate bank and State toll forms. May assist motorists who are in distress, need directions, or locations of motels, restaurants, gas stations, etc.</p> <p>Minimum Requirements: Knowledge of customer service such as providing prompt, accurate, and courteous service to customers seeking information, answering requests as quickly as possible, ensuring customers are satisfied with service, and responding to complaints. Knowledge of working with money and making change. Knowledge of math such as addition, subtraction, multiplication, division, percentages, or decimals. Knowledge of using an automated information system to enter, update, modify, delete, retrieve/inquire and report on data.</p>
148	Trainer/Educator III	<p>Incumbent conducts/provides training in technical subjects requiring the application of theoretical disciplines. Positions are responsible for training others in the principles, practices, methods, and techniques used to convey information to various populations regarding scientific or technological subjects, e.g. health/life/social sciences, or related theoretical disciplines. Positions report to an administrative or technical superior. Positions are given the degree of independence needed to achieve agency objectives provided activities are consistent with policy, procedure, and agency plans and objectives. May have responsibility for budget, grant, and/or contract administration. May include monitoring and overseeing the work of other positions, contractors, and/or volunteers by planning and assigning work, monitoring contract compliance, evaluation of instructional quality/effectiveness, etc. Regular contacts include agency management, line supervisors, and staff as well as private sector persons for the purpose of teaching training methods, technology transfer, and conveying information regarding the benefit and intent of agency services.</p> <p>Minimum Requirements: At least two (2) years' experience presenting training or education courses using a variety of training methods such as lecture, e-training, structured exercises, role play or group discussion as well as the use of training materials such as overheads, PowerPoint, handouts or videos. Three (3) years' experience in: preparing and developing training or education courses which includes designing learning objectives, curricula and materials; developing and analyzing training needs assessments at the individual, job or organizational level. Six (6) months' experience in presenting training or education courses in the assigned theoretical or technological discipline.</p>
149	Training/Education Administrator I	<p>Incumbent receives close supervision with work reviewed in progress. Assists in development/analysis of needs assessment. Presents training/education using existing curricula/materials. Evaluates participant achievement of course/training objectives using existing format. Regular contacts are typically with state employees and others outside state government primarily for the purpose of gathering information and coordinating/ providing training.</p> <p>Minimum Requirements: Six (6) months' experience in training administration which includes planning and establishing training priorities, implementing strategic initiatives, developing and implementing training programs and overseeing the development of training courses and materials. Three (3) years' experience in: preparing and developing training or education courses which includes designing learning objectives, curricula and materials; developing and analyzing training needs assessments at the individual, job or organizational level.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
150	Veterinarian Medical Officer	<p>Incumbent enforces compliance with State and Federal codes dealing with contagious diseases and health certification. Performs necropsies to determine cause of death and diagnose diseases. Ensures completion of field inspections, diagnostic tests, laboratory procedures, and reports to ensure goals/objectives are met. Determines need for and enforces quarantines of a premise, region, county or the state to protect human and animal health. Certifies the health of livestock and poultry/poultry products to be exported out of the state. Provides veterinarian expertise to the horse racing commissions. Ensures the health of commercial aquaculture species. Oversees permitting of exotic mammals and reptiles. Contacts typically are for achieving a high degree of cooperation from customers who are resistant and hostile and prone to undertake devious and illegal methods to avoid complying with the regulations.</p> <p>Minimum Qualifications: Possession of an active State Veterinarian license OR Possession of an active Veterinarian license in another jurisdiction (state, the District of Columbia or U.S. territory) and three (3) years' experience in practicing veterinarian medicine which includes diagnosing and controlling diseases; program administration such as overseeing and directing the development, implementation and evaluation of programs and services; planning and establishing short and long range program goals and objectives. Providing advice to other agency organizational units through consultation; and six (6) months' experience in interpreting laws, rules, regulations, standards, policies, and procedures.</p>
151	Vocational Rehabilitation Senior Counselor	<p>Incumbent is responsible for the provision and coordination of Vocational Rehabilitation services for eligible individuals with physical or mental disabilities by developing and implementing an individualized plan for employment in partnership with the individual and assisting the individual to achieve employment and independent living. Determines eligibility for vocational rehabilitation program services by applying complex statutory and regulatory standards to relevant medical, psychological, psychiatric, social, educational and vocational data regarding the individual applicant. Provides specialized vocational rehabilitation counseling and guidance to enable clients to make informed choices about goals and services, develops plans for employment, selects appropriate services, and motivates the client to effect a change in attitude, abilities, and to grow from dependence to independence through employment.</p> <p>Minimum Requirements: Possession of a Masters degree or higher in Rehabilitation Counseling, Social or Behavioral Science or related field OR Certified Rehabilitation Counselor (CRC) designation and at least two (2) years' experience in vocational rehabilitation. Three (3) years' experience in analyzing and interpreting medical, psychiatric, psychological, psycho-social, educational and vocational reports from medical, psychological, and other experts to determine eligibility or an individual's vocational rehabilitation needs; case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs. Six (6) months' experience in health or human services work such as applying theories, principles, laws and practices of health or human services programs and services that assist with and improve life for individuals, families, or communities such as financial support, employment, unemployment, housing, health care, disease prevention, substance abuse, child protective services, physical/mental health treatment and prevention or rehabilitation; interpreting vocational rehabilitation laws, rules, regulations, standards, policies and procedures.</p>
152	Youth Rehabilitation Counselor II	<p>Incumbent is responsible for overseeing and providing custodial supervision, informal counseling, and general care of youths. Carries out established program or institutional policies and procedures to ensure an optimum level of effectiveness in daily living activities. Provides direction to less experienced staff and orients new staff to the routines of the living units; conducts formal in-service training for new staff. Evaluates youths to provide input for classification to privilege level; makes recommendations concerning classification, assignment, discharge, aftercare and/or alternative programs. Completes behavior observation forms. Participates in group counseling with treatment staff. Provides informal counseling to assist youths in adjusting to unit life. Intervenes to resolve disputes among youths; carries out individualized disciplinary plans as determined by service teams. Completes a residential youth care certification course, if applicable.</p> <p>Minimum Requirements: High School Diploma or equivalent and six (6) months' experience in: maintaining the security and safety of individuals and facilities; behavior management such as understanding, explaining, describing and predicting behavior, studying the connection between behavior and its causes and identifying appropriate behavior modification strategies for individual situations; instructing, tutoring, or mentoring individuals or groups; supervising youth by overseeing daily activities such as recreation, work details, meals, self-care, transportation or education; applying laws, rules, regulations, standards, policies and procedures; narrative report writing.</p>

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#	SURVEY JOB TITLE (Sorted Alphabetically)	Description of Work
153	Youth Rehabilitation Counselor Supervisor	<p>Supervisory-Level Position. Incumbent supervises staff who provide individual and group treatment for delinquent youths to facilitate their adjustment to unit life and to support the goals established in the youth's treatment plan and to ensure and maintain the security, safety, control and well-being of youths in a therapeutic/ rehabilitative setting. Participates in the development and oversees the implementation of treatment plans for socially and/or emotionally maladjusted delinquent youth. Engages youth to encourage them to participate in programming and oversees the organization of small group activities to structure residents' free time appropriately. Trains subordinates in the presentation of social and independent living skills programming to small groups. Evaluates youth's behavior and adjustment and makes recommendations concerning classification, assignment, discharge, aftercare, and/or alternative programs. Investigates reports of serious behavior problems to ascertain facts, takes corrective action as required, and implements disciplinary measures. Maintains a therapeutic environment ensuring proper group and individual counseling techniques. Provides individual counseling to severely emotionally disturbed youth. May be required to develop solutions to therapeutic problems as they rise.</p> <p>Minimum Requirements: Possession of a High School Diploma or equivalent and three (3) years' experience in: behavior management such as understanding, explaining, describing and predicting behavior, studying the connection between behavior and its causes and identifying appropriate behavior modification strategies for individual situations; maintaining the security and safety of individuals and facilities; supervising youth by overseeing daily activities such as recreation, work details, meals, self-care, transportation or education; instructing, tutoring, or mentoring individuals or groups. Six (6) months' experience in: child and adolescent development; interpreting laws, rules, regulations, standards, policies and procedures; narrative report writing.</p>
154	Youth Rehabilitation Treatment Specialist	<p>Incumbent reports to a technical superior and provides counseling and case coordination to youths assigned to the treatment module. Work includes acting as liaison between various social and educational services and overseeing the daily activities within a treatment module. Incumbents maintain contact with the courts and collateral agencies to provide information and collaboratively plan for youths' individual treatment programs and post release plan of services. In addition, an incumbent participates in the development and implementation of treatment plans by identifying problem areas, outlining problems to be addressed, objectives, methods to be used and anticipated results. Incumbents conduct individual and group counseling sessions which address the primary clinical, emotional and behavioral goals identified for designated youths. Incumbents participate in multi-disciplinary team meetings to provide input for individual case planning strategies for developing program services for the treatment unit.</p> <p>Minimum Requirements: Bachelors degree or higher in Behavioral or Social Science or related field and six (6) months' experience in: interpreting laws, rules, regulations, standards, policies, and procedures and narrative report writing.</p>
155	Youth Rehabilitation Treatment Supervisor	<p>Incumbent is responsible for managing and directing all program services and operations of a residential treatment module for delinquent youths within a secure facility. Administers and directs the operation of the module and the treatment programs. Establishes and maintains all aspects of treatment module operations including safety, security, operating procedures and supplies. Plans, assigns, reviews and evaluates the work of staff. Provides training and technical guidance as well as interpretation of policies and procedures. Conducts the investigation of any irregularities and/or difficulties arising within the module among staff or clients; takes appropriate action as required. Initiates disciplinary and corrective action as needed. Responds to inquiries from concerned parties including all complaints and requests made by youth, families and community.</p> <p>Minimum Requirements: Bachelor's degree or higher in Behavioral or social science or related field and three (3) years' experience in: case management including assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs; making recommendations as part of a client's service plan such as clinical treatment, counseling, or determining eligibility for health or human services/benefits. Six (6) months' experience in: interpreting laws, rules, regulations, standards, policies, and procedures; and narrative report writing.</p>

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Job Title (Sorted Alphabetically)	Matching Title	FLSA Status (Exempt or Non-Exempt)	Work Week Definition (40hrs, 35hrs, etc.)	Degree of Match (+,-)	Scheduled Pay Ranges (effective 07/01/18)			Annual Actual Average Pay
					Annual Base Pay Minimum	Annual Base Pay Midpoint	Annual Base Pay Maximum	
1 Accounting Specialist		[Please Select]	[Please Select]	[Please Select]				
2 Active Treatment Facilitator		[Please Select]	[Please Select]	[Please Select]				
3 Activity Aide I		[Please Select]	[Please Select]	[Please Select]				
4 Activity Therapist I		[Please Select]	[Please Select]	[Please Select]				
5 Administrative Librarian		[Please Select]	[Please Select]	[Please Select]				
6 Administrative Officer		[Please Select]	[Please Select]	[Please Select]				
7 Administrative Specialist II		[Please Select]	[Please Select]	[Please Select]				
8 Advanced Practice Registered Nurse		[Please Select]	[Please Select]	[Please Select]				
9 Agricultural Commodity Inspector II		[Please Select]	[Please Select]	[Please Select]				
10 Alcohol & Tobacco Enforcement Agent III		[Please Select]	[Please Select]	[Please Select]				
11 Analytical Chemist III		[Please Select]	[Please Select]	[Please Select]				
12 Analytical Chemist III (Forensics)		[Please Select]	[Please Select]	[Please Select]				
13 Application Support Project Leader		[Please Select]	[Please Select]	[Please Select]				
14 Assistant Medical Examiner		[Please Select]	[Please Select]	[Please Select]				
15 Assistant Nursing Director		[Please Select]	[Please Select]	[Please Select]				
16 Assistant Director Transportation Engineer		[Please Select]	[Please Select]	[Please Select]				
17 Attendant Chauffeur		[Please Select]	[Please Select]	[Please Select]				
18 Bank Examiner II		[Please Select]	[Please Select]	[Please Select]				
19 Capitol Police Officer III		[Please Select]	[Please Select]	[Please Select]				
20 Cash and Debt Manager		[Please Select]	[Please Select]	[Please Select]				
21 Certified Nursing Assistant		[Please Select]	[Please Select]	[Please Select]				
22 Chief of Administration		[Please Select]	[Please Select]	[Please Select]				
23 Child Support Specialist III		[Please Select]	[Please Select]	[Please Select]				
24 Community Relations Officer		[Please Select]	[Please Select]	[Please Select]				
25 Compliance Nurse		[Please Select]	[Please Select]	[Please Select]				
26 Conservation Technician III		[Please Select]	[Please Select]	[Please Select]				
27 Constable II		[Please Select]	[Please Select]	[Please Select]				
28 Construction Project Manager		[Please Select]	[Please Select]	[Please Select]				
29 Controller		[Please Select]	[Please Select]	[Please Select]				
30 Cook		[Please Select]	[Please Select]	[Please Select]				
31 Corporations Specialist		[Please Select]	[Please Select]	[Please Select]				
32 Correctional Counselor		[Please Select]	[Please Select]	[Please Select]				
33 Correctional Counselor Supervisor		[Please Select]	[Please Select]	[Please Select]				
34 Correctional Officer		[Please Select]	[Please Select]	[Please Select]				
35 Court Security Officer II		[Please Select]	[Please Select]	[Please Select]				
36 Custodial Supervisor I		[Please Select]	[Please Select]	[Please Select]				
37 Custodial Worker		[Please Select]	[Please Select]	[Please Select]				

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Job Title (Sorted Alphabetically)	Matching Title	FLSA Status (Exempt or Non-Exempt)	Work Week Definition (40hrs, 35hrs, etc.)	Degree of Match (+,-)	Scheduled Pay Ranges (effective 07/01/18)			Annual Actual Average Pay
					Annual Base Pay Minimum	Annual Base Pay Midpoint	Annual Base Pay Maximum	
38 Database Administrator II		[Please Select]	[Please Select]	[Please Select]				
39 Dental Assistant		[Please Select]	[Please Select]	[Please Select]				
40 Dentist		[Please Select]	[Please Select]	[Please Select]				
41 Deputy Fire Marshall III		[Please Select]	[Please Select]	[Please Select]				
42 Deputy Warden I		[Please Select]	[Please Select]	[Please Select]				
43 Director Application Technology		[Please Select]	[Please Select]	[Please Select]				
44 Disability Determination Adjudicator II		[Please Select]	[Please Select]	[Please Select]				
45 Natural Resources & Environmental Control Enforcement Officer III		[Please Select]	[Please Select]	[Please Select]				
46 Employment Services Specialist III		[Please Select]	[Please Select]	[Please Select]				
47 Engineer III		[Please Select]	[Please Select]	[Please Select]				
48 Engineer Program Manager I		[Please Select]	[Please Select]	[Please Select]				
49 Engineering Technician III (Construction)		[Please Select]	[Please Select]	[Please Select]				
50 Environmental Health Specialist II		[Please Select]	[Please Select]	[Please Select]				
51 Environmental Program Manager II		[Please Select]	[Please Select]	[Please Select]				
52 Environmental Scientist III		[Please Select]	[Please Select]	[Please Select]				
53 Epidemiologist II		[Please Select]	[Please Select]	[Please Select]				
54 Equipment Mechanic IV		[Please Select]	[Please Select]	[Please Select]				
55 Equipment Operator III		[Please Select]	[Please Select]	[Please Select]				
56 ERP Systems Specialist		[Please Select]	[Please Select]	[Please Select]				
57 Family Crisis Therapist		[Please Select]	[Please Select]	[Please Select]				
58 Family Crisis Therapist Supervisor		[Please Select]	[Please Select]	[Please Select]				
59 Family Service Specialist		[Please Select]	[Please Select]	[Please Select]				
60 Family Services Program Support Administrator		[Please Select]	[Please Select]	[Please Select]				
61 Fiscal Administrative Officer		[Please Select]	[Please Select]	[Please Select]				
62 Fiscal Management Analyst		[Please Select]	[Please Select]	[Please Select]				
63 Food Service Worker		[Please Select]	[Please Select]	[Please Select]				
64 Gaming Inspector II		[Please Select]	[Please Select]	[Please Select]				
65 Graphics & Printing Technician III		[Please Select]	[Please Select]	[Please Select]				
66 Hospital Administrator II		[Please Select]	[Please Select]	[Please Select]				
67 HRIS Manager		[Please Select]	[Please Select]	[Please Select]				
68 HRIS Specialist III		[Please Select]	[Please Select]	[Please Select]				
69 Human Resources Manager I		[Please Select]	[Please Select]	[Please Select]				
70 Human Resources Specialist III		[Please Select]	[Please Select]	[Please Select]				
71 HVAC/Refrigeration Technician		[Please Select]	[Please Select]	[Please Select]				
72 Hydrologist IV		[Please Select]	[Please Select]	[Please Select]				
73 Industrial Hygienist		[Please Select]	[Please Select]	[Please Select]				
74 Information Resources Specialist II		[Please Select]	[Please Select]	[Please Select]				

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Job Title (Sorted Alphabetically)	Matching Title	FLSA Status (Exempt or Non-Exempt)	Work Week Definition (40hrs, 35hrs, etc.)	Degree of Match (+,-)	Scheduled Pay Ranges (effective 07/01/18)			Annual Actual Average Pay
					Annual Base Pay Minimum	Annual Base Pay Midpoint	Annual Base Pay Maximum	
75	Information Systems Support Specialist	[Please Select]	[Please Select]	[Please Select]				
76	Insurance Financial Analyst II	[Please Select]	[Please Select]	[Please Select]				
77	Intelligent Transportation Systems Technician IV	[Please Select]	[Please Select]	[Please Select]				
78	Investigator II	[Please Select]	[Please Select]	[Please Select]				
79	Judicial Case Manager II	[Please Select]	[Please Select]	[Please Select]				
80	Judicial Case Processor II	[Please Select]	[Please Select]	[Please Select]				
81	Judicial Case Processor Supervisor	[Please Select]	[Please Select]	[Please Select]				
82	Labor Law Enforcement Officer II	[Please Select]	[Please Select]	[Please Select]				
83	Labor Relations & Employment Practices Specialist	[Please Select]	[Please Select]	[Please Select]				
84	Laboratory Manager II	[Please Select]	[Please Select]	[Please Select]				
85	Laboratory Manager II (Forensics)	[Please Select]	[Please Select]	[Please Select]				
86	Laboratory Technician III	[Please Select]	[Please Select]	[Please Select]				
87	Laundry Worker	[Please Select]	[Please Select]	[Please Select]				
88	Licensed Practical Nurse III	[Please Select]	[Please Select]	[Please Select]				
89	Maintenance Area Supervisor I	[Please Select]	[Please Select]	[Please Select]				
90	Management Analyst III	[Please Select]	[Please Select]	[Please Select]				
91	Manager of Application Support	[Please Select]	[Please Select]	[Please Select]				
92	Manager of Computer & Application Support	[Please Select]	[Please Select]	[Please Select]				
93	Marketing Specialist II	[Please Select]	[Please Select]	[Please Select]				
94	Master Electrician	[Please Select]	[Please Select]	[Please Select]				
95	Master Family Service Spec	[Please Select]	[Please Select]	[Please Select]				
96	Master Mechanic	[Please Select]	[Please Select]	[Please Select]				
97	Mediation/Arbitration Officer	[Please Select]	[Please Select]	[Please Select]				
98	Manager Strategic Information Systems Projects	[Please Select]	[Please Select]	[Please Select]				
99	Microbiologist II	[Please Select]	[Please Select]	[Please Select]				
100	Motor Vehicle Specialist II	[Please Select]	[Please Select]	[Please Select]				
101	Motor Vehicle Technician II	[Please Select]	[Please Select]	[Please Select]				
102	Nursing Supervisor	[Please Select]	[Please Select]	[Please Select]				
103	Nutritionist II	[Please Select]	[Please Select]	[Please Select]				
104	Office Manager	[Please Select]	[Please Select]	[Please Select]				
105	Ombudsman Adult Long Term Care Facility	[Please Select]	[Please Select]	[Please Select]				
106	Operations Support Specialist	[Please Select]	[Please Select]	[Please Select]				
107	Paralegal II	[Please Select]	[Please Select]	[Please Select]				
108	Park Superintendent	[Please Select]	[Please Select]	[Please Select]				
109	Physical Plant Maintenance/Trades Mechanic III	[Please Select]	[Please Select]	[Please Select]				
110	Physical Plant Maintenance Supervisor	[Please Select]	[Please Select]	[Please Select]				
111	Physician	[Please Select]	[Please Select]	[Please Select]				

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Job Title (Sorted Alphabetically)	Matching Title	FLSA Status (Exempt or Non-Exempt)	Work Week Definition (40hrs, 35hrs, etc.)	Degree of Match (+,-)	Scheduled Pay Ranges (effective 07/01/18)			Annual Actual Average Pay
					Annual Base Pay Minimum	Annual Base Pay Midpoint	Annual Base Pay Maximum	
112	Planner IV	[Please Select]	[Please Select]	[Please Select]				
113	Probation & Parole Supervisor	[Please Select]	[Please Select]	[Please Select]				
114	Psychiatric Social Worker II	[Please Select]	[Please Select]	[Please Select]				
115	Psychiatrist III	[Please Select]	[Please Select]	[Please Select]				
116	Psychologist	[Please Select]	[Please Select]	[Please Select]				
117	Public Health Treatment Program Administrator	[Please Select]	[Please Select]	[Please Select]				
118	Purchasing Services Coordinator I	[Please Select]	[Please Select]	[Please Select]				
119	Quality Assurance Administrator	[Please Select]	[Please Select]	[Please Select]				
120	Registered Nurse III	[Please Select]	[Please Select]	[Please Select]				
121	Regulatory Specialist	[Please Select]	[Please Select]	[Please Select]				
122	Right of Way Agent III	[Please Select]	[Please Select]	[Please Select]				
123	Security Officer	[Please Select]	[Please Select]	[Please Select]				
124	Senior Accountant	[Please Select]	[Please Select]	[Please Select]				
125	Senior Family Service Specialist	[Please Select]	[Please Select]	[Please Select]				
126	Senior Fiscal & Policy Analyst	[Please Select]	[Please Select]	[Please Select]				
127	Senior Forensic DNA Analyst	[Please Select]	[Please Select]	[Please Select]				
128	Senior Forester	[Please Select]	[Please Select]	[Please Select]				
129	Senior Human Resources Technician	[Please Select]	[Please Select]	[Please Select]				
130	Senior Probation & Parole Officer	[Please Select]	[Please Select]	[Please Select]				
131	Senior Systems Software Specialist	[Please Select]	[Please Select]	[Please Select]				
132	Senior/Social Work Case Manager	[Please Select]	[Please Select]	[Please Select]				
133	Social Service Administrator	[Please Select]	[Please Select]	[Please Select]				
134	Social Service Specialist III	[Please Select]	[Please Select]	[Please Select]				
135	Social Service Technician	[Please Select]	[Please Select]	[Please Select]				
136	Social Worker/Case Manager	[Please Select]	[Please Select]	[Please Select]				
137	Social Worker/Case Manager Supervisor	[Please Select]	[Please Select]	[Please Select]				
138	Senior Application Support Specialist	[Please Select]	[Please Select]	[Please Select]				
139	State Accountant IV	[Please Select]	[Please Select]	[Please Select]				
140	State Auditor III	[Please Select]	[Please Select]	[Please Select]				
141	Supply Storage & Dispatch Clerk III	[Please Select]	[Please Select]	[Please Select]				
142	Support Services Administrator	[Please Select]	[Please Select]	[Please Select]				
143	Tax Auditor II	[Please Select]	[Please Select]	[Please Select]				
144	Telecom/Network Technician III	[Please Select]	[Please Select]	[Please Select]				
145	Telecom/Network Technologist II	[Please Select]	[Please Select]	[Please Select]				
146	Therapist III	[Please Select]	[Please Select]	[Please Select]				
147	Toll Collector	[Please Select]	[Please Select]	[Please Select]				
148	Trainer/Educator III	[Please Select]	[Please Select]	[Please Select]				

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Job Title (Sorted Alphabetically)	Matching Title	FLSA Status (Exempt or Non-Exempt)	Work Week Definition (40hrs, 35hrs, etc.)	Degree of Match (+,-,=)	Scheduled Pay Ranges (effective 07/01/18)			Annual Actual Average Pay
					Annual Base Pay Minimum	Annual Base Pay Midpoint	Annual Base Pay Maximum	
149 Training/Education Administrator I		[Please Select]	[Please Select]	[Please Select]				
150 Veterinarian Medical Officer		[Please Select]	[Please Select]	[Please Select]				
151 Vocational Rehabilitation Senior Counselor		[Please Select]	[Please Select]	[Please Select]				
152 Youth Rehabilitation Counselor II		[Please Select]	[Please Select]	[Please Select]				
153 Youth Rehabilitation Counselor Supervisor		[Please Select]	[Please Select]	[Please Select]				
154 Youth Rehabilitation Treatment Specialist		[Please Select]	[Please Select]	[Please Select]				
155 Youth Rehabilitation Treatment Supervisor		[Please Select]	[Please Select]	[Please Select]				

**FY2019 STATE OF DELAWARE
TOTAL COMPENSATION SURVEY**

Instructions: Please use the space provided below to describe any additional details related to your responses.

ADDITIONAL INFORMATION/COMMENTS

[Empty area for providing additional information or comments]

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State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS - IN HOURS

5a - VACATION HOURS ACCRUED - AFTER COMPLETING 1 - 25 YEARS OF SERVICE (TRADITIONAL)

Survey Participant	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	Total	
City of Dover, DE	112	112	112	112	112	112	112	112	112	158	158	158	158	158	158	180	180	180	180	180	202	202	202	202	202	202	3956
Commonwealth of Massachusetts	75	75	75	75	112	112	112	112	112	112	150	150	150	150	150	150	150	150	188	188	188	188	188	188	188	188	3526
Commonwealth of Pennsylvania	82	82	82	142	142	142	142	142	142	142	142	142	142	142	142	180	180	180	180	180	180	180	180	180	180	180	3750
Commonwealth of Virginia	90	90	90	90	112	112	112	112	112	112	135	135	135	135	135	158	158	158	158	158	180	180	180	180	180	202	3487
Federal Government	98	98	150	150	150	150	150	150	150	150	150	150	150	150	150	195	195	195	195	195	195	195	195	195	195	195	4141
Kent County, DE	75	75	75	75	112	112	112	112	112	112	135	135	135	135	135	158	158	158	158	158	180	180	180	180	180	202	3427
New Castle County, DE	75	75	75	75	112	112	112	112	112	112	150	150	150	150	150	188	195	202	210	218	225	232	240	248	255	262	4085
State of Maryland	75	75	75	75	75	75	75	75	75	75	112	112	112	112	150	150	150	150	150	150	150	150	150	150	150	150	2848
State of New Jersey	90	90	90	90	90	112	112	112	112	112	112	112	112	150	150	150	150	150	150	150	150	188	188	188	188	188	3374
State of New York	105	112	120	128	135	142	150	150	150	150	150	150	150	150	150	150	150	150	150	150	158	158	158	158	158	165	3647
State of North Carolina	105	105	105	105	128	128	128	128	128	128	150	150	150	150	150	172	172	172	172	172	195	195	195	195	195	195	3840
Sussex County, DE	112	112	112	112	112	112	112	112	112	112	135	135	135	135	135	158	158	158	158	158	158	158	158	158	158	158	3421
Participant Average	91	92	97	102	116	118	119	119	123	137	140	140	143	143	163	166	167	168	171	180	184	185	185	186	191	3625	
State of Delaware	114	114	114	114	114	114	114	114	114	135	135	135	135	135	159	159	159	159	159	159	159	159	159	159	159	3450	
Difference between State of Delaware and Participant Average	23	22	17	12	-2	-4	-5	-5	-9	-2	-5	-5	-8	-8	-4	-7	-8	-9	-12	-21	-25	-26	-26	-27	-32	-175	

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS - IN HOURS

5b - VACATION HOURS CARRY-OVER

Survey Participant	Carry-Over Available	Maximum Carry-Over Hours Per Year
City of Dover, DE	Yes	Yes - can only carry over an amount equal to one year's vacation time
Commonwealth of Massachusetts	Yes	400 at 25 years of service
Commonwealth of Pennsylvania	Yes	337.5
Commonwealth of Virginia	Yes	432
Federal Government	Yes	240
Kent County, DE	Yes	240 for non-exempt & 480 for FLSA exempt
New Castle County, DE	Yes	Varies based on union affiliation
State of Maryland	Yes	600
State of New Jersey	No	NR
State of New York	Yes	320
State of North Carolina	Yes	240
Sussex County, DE	Yes	336 at 25 years of service
State of Delaware	Yes	318

NR - No Response

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS - IN HOURS

5c- VACATION HOURS CASH-OUT

Survey Participant	Cash-Out Available	Hours At Year End	Hours At Termination	Hours At Retirement
City of Dover, DE	Yes	80	Unlimited	Unlimited
Commonwealth of Massachusetts	Yes	NR	NR	NR
Commonwealth of Pennsylvania	Yes	NR	Unlimited	Unlimited
Commonwealth of Virginia	Yes	336	336	336
Federal Government	No	NR	NR	NR
Kent County, DE	Yes	NR	Unlimited	Unlimited
New Castle County, DE	Yes	NR	Unlimited	Unlimited
State of Maryland	NR	No	Unlimited	Unlimited
State of New Jersey	No	NR	Up to max accrual	Up to max accrual
State of New York	Yes	NR	240	240
State of North Carolina	Yes	0 (excess of 240 rolls into sick leave)	up to 240	up to 240
Sussex County, DE	Yes	NR	NR	NR
State of Delaware	Yes	No	477	477

NR - No Response

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS - IN HOURS

5d - SICK LEAVE HOURS ANNUAL ACCRUAL

Survey Participant	Hours Accrued Per Year	Additional Sick Leave Policy Information
City of Dover, DE	90	Employees hired on or before July 1, 2004 and retire under an approved City Retirement Plan shall be paid in full for a maximum of one hundred fifty (150) days of accrued sick leave if the employee is retiring with 25 or more years of service with the City of Dover. The employee retiring with less than 25 years of service with the City of Dover shall be paid in full for a maximum of one hundred thirty (130) days of accrued sick leave. Effective January 12, 2009, as approved by City Council, employees with 21 to 24 years of service shall be eligible to sell back or use terminal leave.
Commonwealth of Massachusetts	112.5	
Commonwealth of Pennsylvania	82.5	Sick Accrual: 82.5 (union); 97.5 (management). Sick leave payments are only made upon qualifying retirement and are paid based on a % of accumulated days.
Commonwealth of Virginia	75	Sick leave accrual varies by an employee's years of service. Employees with less than 5 years receive 64 hours, those with 5 -10 years of service receive 72 hours and those with 10 or more years of service receive 80 hours.
Federal Government	97.5	Unused sick leave will be used in the calculation of an employee's or survivor's annuity based on retirement with an immediate annuity or on a death in service. For employees covered by the Civil Service Retirement System (CSRS), credit toward the annuity computation will be based on the full sick leave balance at retirement or death. For employees covered by the Federal Employees Retirement System (FERS), credit toward the annuity computation will be based upon a percentage of the sick leave balance at retirement or death, depending on the date the entitlement to the annuity began.

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS - IN HOURS

5d - SICK LEAVE HOURS ANNUAL ACCRUAL

Survey Participant	Hours Accrued Per Year	Additional Sick Leave Policy Information
Kent County, DE	112.5	At retirement, sick leave is paid out at 1/2 up to maximum of 90 days (45 full days). In addition, once an employee achieves maximum sick leave accrual (960 hrs.), he/she can convert 3 accrued sick days above the maximum to 1 vacation day.
New Castle County, DE	90	Employees can enroll and donate to a county-wide sick leave bank. Sick leave accrues annually and has no limit. It can be cashed out not exceeding 100 workdays at INVOLUNTARY termination/retirement so long as two weeks' notice was given. Payment is one day for every two days accrued.
State of Maryland	112.5	
State of New Jersey	112.5	Only employees who are members of the Public Employees' Retirement System (PERS) are eligible for lump-sum reimbursement of half of their unused sick days to a maximum of \$15,000.
State of New York	97.5	Employees can use 200 days (1600 hours) of sick leave for retirement service credit.

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS - IN HOURS

5d - SICK LEAVE HOURS ANNUAL ACCRUAL

Survey Participant	Hours Accrued Per Year	Additional Sick Leave Policy Information
State of North Carolina	90	
Sussex County, DE	112.5	Employee receives 1 day pay for every 1 day of accrued sick leave up to a maximum of 45 days and thereafter, 1 day of pay for every 2 days of accrued sick leave above 45 days to a maximum of 90 days (based on total accumulated days of >=135). Hours cashed out are based on an 8-hour/day 40-hour workweek sick leave accumulation of 10.00 hours per month.
State of Delaware	114	Employees shall be paid for accumulated sick leave at their current salary, excluding all supplemental and premium pays, under the following conditions: 1) At retirement under the State Pension Law, upon commencement of long-term disability, or if laid off without prejudice for lack of work at the rate of 1 hour's pay for each 2 hours of sick leave. The maximum payment is 337.5 hours (37.5-hour weekly schedule) or 360 hours (40-hour weekly schedule). 2) At death of the employee, at the rate of 1 hour's pay for each hour of sick leave to the employee's estate. The maximum payment is 675 hours (37.5-hour weekly schedule) or 720 hours (40-hour weekly schedule). 3) Employees covered by practices in effect on or before June 30, 1968, shall earn, accumulate, carry over or be paid at a rate established by those practices, provided they remain in the service of the same agency or transfer for reasons beyond their control.

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS - IN HOURS

5e - SICK LEAVE HOURS CARRY-OVER

Survey Participant	Carry-Over Available	Maximum Carry-Over Hours Per Year
City of Dover, DE	Yes	1440
Commonwealth of Massachusetts	Yes	Unlimited
Commonwealth of Pennsylvania	Yes	2250
Commonwealth of Virginia	Yes	Unlimited
Federal Government	Yes	Unlimited
Kent County, DE	Yes	960
New Castle County, DE	Yes	Unlimited
State of Maryland	Yes	Unlimited
State of New Jersey	Yes	Unlimited
State of New York	Yes	1600
State of North Carolina	Yes	Unlimited
Sussex County, DE	Yes	Unlimited
State of Delaware	Yes	Unlimited

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS

5f - SICK LEAVE DAYS/HOURS CASH-OUT

Survey Participant	Cash-Out Available	Hours At Year End	Hours At Termination	Hours At Retirement	Notes
City of Dover, DE	Yes	NR	NR	NR	Employees hired on or before July 1, 2004 and retire under an approved City Retirement Plan shall be paid in full for a maximum of one hundred fifty (150) days of accrued sick leave if the employee is retiring with 25 or more years of service with the City of Dover. The employee retiring with less than 25 years of service with the City of Dover shall be paid in full for a maximum of one hundred thirty (130) days of accrued sick leave. Effective January 12, 2009, as approved by City Council, employees with 21 to 24 years of service shall be eligible to sell back or use terminal leave.
Commonwealth of Massachusetts	Yes	NR	NR	20% of total balance	
Commonwealth of Pennsylvania	Yes	NR	NR	Up to 2488 hours	Sick Accrual: 82.5 (union); 97.5 (management). Sick leave payments are only made upon qualifying retirement and are paid based on a % of accumulated days.
Commonwealth of Virginia	Yes	NR	NR	NR	Sick leave accrual varies by an employee's years of service. Employees with less than 5 years receive 64 hours, those with 5 -10 years of service receive 72 hours and those with 10 or more years of service receive 80 hours.

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS

5f - SICK LEAVE DAYS/HOURS CASH-OUT

Survey Participant	Cash-Out Available	Hours At Year End	Hours At Termination	Hours At Retirement	Notes
Federal Government	No	NR	NR	NR	Unused sick leave will be used in the calculation of an employee's or survivor's annuity based on retirement with an immediate annuity or on a death in service. For employees covered by the Civil Service Retirement System (CSRS), credit toward the annuity computation will be based on the full sick leave balance at retirement or death. For employees covered by the Federal Employees Retirement System (FERS), credit toward the annuity computation will be based upon a percentage of the sick leave balance at retirement or death, depending on the date the entitlement to the annuity began.
Kent County, DE	Yes	NR	NR	360	At retirement, sick leave is paid out at 1/2 up to maximum of 90 days (45 full days). In addition, once an employee achieves maximum sick leave accrual (960 hrs.), he/she can convert 3 accrued sick days above the maximum to 1 vacation day.
New Castle County, DE	Yes	NR	800	800	Employees can enroll and donate to a county-wide sick leave bank. Sick leave accrues annually and has no limit. It can be cashed out not exceeding 100 workdays at INVOLUNTARY termination/retirement so long as two weeks' notice was given. Payment is one day for every two days accrued.
State of Maryland	Yes	No	No	Yes	

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS

5f - SICK LEAVE DAYS/HOURS CASH-OUT

Survey Participant	Cash-Out Available	Hours At Year End	Hours At Termination	Hours At Retirement	Notes
State of New Jersey	Yes	NR	NR	NR	Only employees who are members of the Public Employees' Retirement System (PERS) are eligible for lump-sum reimbursement of half of their unused sick days to a maximum of \$15,000.
State of New York	No	NR	NR	NR	Employees can use 200 days (1600 hours) of sick leave for retirement service credit.
State of North Carolina	No	NR	NR	NR	
Sussex County, DE	Yes	720	720	720	Employee receives 1 day pay for every 1 day of accrued sick leave up to a maximum of 45 days and thereafter, 1 day of pay for every 2 days of accrued sick leave above 45 days to a maximum of 90 days (based on total accumulated days of >=135). Hours cashed out are based on an 8-hour/day 40-hour workweek sick leave accumulation of 10.00 hours per month.
State of Delaware	Yes			337.5	

NR - No Response

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS

5g - OTHER LEAVE BENEFITS

Survey Participant	Holidays	Personal Days	Paid Days for Jury Duty	Additional Policy Information
City of Dover, DE	11	NR	Unlimited	Personal days: The Public Utilities Manager may grant personal leave days to supervisors of IBEW employees or the professional and support staff directly associated with the IBEW supervisors of the Public Utilities department for the holidays that the IBEW union does not observe. Newly hired, probationary, full-time regular employees hired after January 1 will receive personal days on a prorated basis. Personal leave may be taken as earned or carried over into the next calendar year; however, only during the first year of employment. In addition, personal time cannot be used as terminal leave, nor sold back to the City as unused leave.
Commonwealth of Massachusetts	11	3	Unlimited	
Commonwealth of Pennsylvania	11	NR	Unlimited	Three unions still have 4 personal days. In January 2017, personal leave days were combined with annual/vacation days for all other employees.
Commonwealth of Virginia	12	5	Unlimited	Personal days vary by years of service. Employees with less than 10 years receive 4 days and those with more than 10 years receive 5 days.
Federal Government	10	NR	Unlimited	

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS

5g - OTHER LEAVE BENEFITS

Survey Participant	Holidays	Personal Days	Paid Days for Jury Duty	Additional Policy Information
Kent County, DE	12	3	Unlimited	3 days for non-exempt; 5 days for FLSA exempt; Personal leave is deducted from sick leave accrual for non-exempt, but not for FLSA exempt employees.
New Castle County, DE	14	NR	Unlimited	Administrative and paid education leave are available, provided that an employee has been approved for them.
State of Maryland	11	6	Unlimited	
State of New Jersey	12	NR	Unlimited	Three days are allotted for administrative leave, which may be taken in conjunction with vacation days.
State of New York	12	5	Unlimited	

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS

5g - OTHER LEAVE BENEFITS

Survey Participant	Holidays	Personal Days	Paid Days for Jury Duty	Additional Policy Information
State of North Carolina	13	NR	Unlimited	
Sussex County, DE	10	2	Unlimited	12 election years/10 non-election years; Election Years include Election Day and Return Day - November
State of Delaware	10	2	Unlimited	FLOATING HOLIDAY POLICY - Beginning each calendar year, employees on payroll as of December 31 shall receive two paid floating holidays that must be taken within the calendar year. Employees who work a 37.5-hour schedule shall be entitled to 7.5 hours for each floating holiday and employees who work a 40-hour schedule shall be entitled to 8.0 hours for each floating holiday. For permanent part-time employees the floating holidays shall be prorated based on the percent of full-time hours. Employees hired on or after January 1 shall receive floating holidays based on their hire date: January 1 – April 30 - 2 floating holidays for the remainder of the calendar year; May 1 – August 31 - 1 floating holiday for the remainder of the calendar year; September 1 –December 31 - 0 floating holidays. *Employees shall automatically be entitled to two floating holidays on January 1 following their hire date. Employees will not be paid for unused floating holidays when they separate from employment. Unused floating holidays will not carry forward from one calendar year to the next. Floating holidays used to supplement short-term disability or worker's compensation will apply in whole day increments with no residual. Floating holidays may not be donated to another employee. Floating holidays are paid at straight time.

NR - No Response

NOTE: State of Delaware provides 10 paid holidays on non-election years and 11 paid holidays on election years.

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS

5h - PAID PARENTAL/FAMILY LEAVE

Survey Participant	Paid Parental Leave?	Maximum Number of Paid Parental Leave Days	Life Events Covered by Paid Parental Leave	Additional Comments
City of Dover, DE	Yes	144	Pregnancy, childbirth, related conditions. City also offers FMLA.	Leaves of absence shall be granted to employees affected by pregnancy, childbirth or related conditions; provided such leave shall not exceed six (6) months. At the commencement of a maternity leave of absence, employees have the option of using accrued sick or vacation leave time in order to continue to receive pay. Sick leave is permitted according to Article XI Section 1. Pay will cease when all accrued allowances have been used. The use of accrued time-off shall not extend the length of the leave.
Commonwealth of Massachusetts	Yes	130		Family leave is permitted for up to 26 weeks, in line with FMLA guidelines.
Commonwealth of Pennsylvania	No			
Commonwealth of Virginia	Yes	30	Under the Virginia Sickness and Disability Program, up to six weeks of post-partum income replacement following a normal delivery or C-section is covered.	

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS

5h - PAID PARENTAL/FAMILY LEAVE

Survey Participant	Paid Parental Leave?	Maximum Number of Paid Parental Leave Days	Life Events Covered by Paid Parental Leave	Additional Comments
Federal Government	No			
Kent County, DE	No			
New Castle County, DE	No			
State of Maryland	Yes	60	FMLA, Birth of Child, Adoption, Care of Spouse, Child or Parent(s)	Domestic Violence, Sexual Assault, Stalking under Maryland Working Families Act

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS

5h - PAID PARENTAL/FAMILY LEAVE

Survey Participant	Paid Parental Leave?	Maximum Number of Paid Parental Leave Days	Life Events Covered by Paid Parental Leave	Additional Comments
State of New Jersey	Yes	30	Birth or adoption of a child and the serious illness of a child, parent, spouse or the employee.	State of New Jersey Family Leave Insurance that covers the majority of NJ employees provides up to six weeks of benefits.
State of New York	Yes	40	New York's Paid Family Leave will provide paid time off to employees who need time away from their jobs to help them bond with a child, care for a close relative with a serious health condition or help relieve family pressures when a family member is deployed abroad on active military duty.	Under the program, employees are eligible to receive a benefit of 50% of their average weekly wages for 2018. The amount of leave and benefit amount increase annually until 2021. In the final year of implementation, employee's will be eligible for 12 weeks of leave and will receive 67% of their average weekly wages.
State of North Carolina	No			
Sussex County, DE	No			

State of Delaware Total Compensation Survey

PAID TIME OFF BENEFITS

5h - PAID PARENTAL/FAMILY LEAVE

Survey Participant	Paid Parental Leave?	Maximum Number of Paid Parental Leave Days	Life Events Covered by Paid Parental Leave	Additional Comments
State of Delaware	Yes	84	Per recently passed legislation, paid parental leave as answered above goes into effect on 4/1/19; it may be used to recover from child birth and to care for and bond with their newborns or newly adopted children 6 years of age or under. If both mother and father are state employees, each employee is entitled to such leave.	

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey
EMPLOYER HEALTH BENEFIT COSTS - MOST POPULOUS MEDICAL PLAN, DENTAL AND VISION COMBINED

6a - Health Benefit Costs

Tiers of Coverage	% of Total
Employee Only	39%
Employee + 1	15%
Employee + Children	24%
Employee + Family	22%

Market Average Weighted Employer Annual Contribution	Delaware Average Weighted Employer Annual Contribution
\$14,287	\$14,220

Survey Participant	TOTAL HEALTH AND WELFARE (MONTHLY)					Most Populous Medical Plan (Monthly)				Prescription Drug (Monthly)				Dental (Monthly)				Vision (Monthly)				
	EE Only	EE+1	EE+ Children	EE+ Family	Weighted Avg Cost	EE Only	EE+1	EE+ Children	EE+ Family	EE Only	EE+1	EE+ Children	EE+ Family	EE Only	EE+1	EE+ Children	EE+ Family	EE Only	EE+1	EE+ Children	EE+ Family	
City of Dover, DE	\$669	\$1,386	\$1,030	\$1,732	\$1,097	\$669	\$1,386	\$1,030	\$1,732	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Massachusetts	\$560	NA	NA	\$1,359	\$1,047	\$560	NA	NA	\$1,359	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Pennsylvania	\$1,053	NA	NA	\$1,053	\$1,053	\$1,053	NA	NA	\$1,053	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Virginia	\$677	\$1,229	\$1,802	\$1,802	\$1,277	\$677	\$1,229	\$1,802	\$1,802	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Federal Government	\$497	\$1,064	\$1,130	\$1,130	\$873	\$497	\$1,064	\$1,130	\$1,130	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Kent County, DE	\$993	\$2,103	\$1,505	\$2,530	\$1,620	\$993	\$2,103	\$1,505	\$2,530	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
New Castle County, DE	\$882	\$1,563	\$1,322	\$2,468	\$1,439	\$882	\$1,563	\$1,322	\$2,468	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
State of Maryland	\$588	\$1,033	\$974	\$1,381	\$922	\$408	\$734	\$734	\$1,020	\$180	\$299	\$240	\$361	NA	NA	NA	NA	NA	NA	NA	NA	NA
State of New Jersey	\$780	\$1,625	\$1,521	\$2,356	\$1,431	\$597	\$1,249	\$1,161	\$1,805	\$164	\$342	\$318	\$495	\$20	\$34	\$42	\$56	NA	NA	NA	NA	NA
State of New York	\$685	NA	NA	\$1,715	\$1,313	\$685	NA	NA	\$1,715	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
State of North Carolina	\$552	\$810	\$1,205	\$1,228	\$896	\$549	\$804	\$1,199	\$1,219	NA	NA	NA	NA	\$3	\$6	\$6	\$8	\$0	\$0	\$0	\$0	\$0
Sussex County, DE	\$796	\$1,405	\$1,405	\$2,087	\$1,318	\$767	\$1,348	\$1,348	\$1,996	NA	NA	NA	NA	\$25	\$52	\$52	\$85	\$4	\$5	\$5	\$6	\$6
State of Delaware	\$722	\$1,498	\$1,112	\$1,872	\$1,185	\$722	\$1,498	\$1,112	\$1,872													
Participant Average	\$728	\$1,358	\$1,322	\$1,737	\$1,191																	

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey

HEALTH BENEFITS

6b - COST SHARING FOR MOST POPULOUS MEDICAL, DENTAL AND VISION COMBINED PERCENTAGE

Survey Participant	Employee Only		EE +Spouse		EE + Children		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Dover, DE	76%	24%	76%	24%	75%	25%	76%	24%
Commonwealth of Massachusetts	74%	26%	NA	NA	NA	NA	74%	26%
Commonwealth of Pennsylvania	86%	14%	NA	NA	NA	NA	89%	11%
Commonwealth of Virginia	92%	8%	90%	10%	91%	9%	91%	9%
Federal Government	36%	64%	33%	67%	35%	65%	35%	65%
Kent County, DE	93%	7%	84%	16%	86%	14%	83%	17%
New Castle County, DE	90%	10%	89%	11%	88%	12%	90%	10%
State of Maryland	80%	20%	80%	20%	80%	20%	80%	20%
State of New Jersey	84%	16%	89%	11%	88%	12%	89%	11%
State of New York	88%	12%	NA	NA	NA	NA	88%	12%
State of North Carolina	85%	15%	51%	49%	75%	25%	59%	41%
Sussex County, DE	94%	6%	90%	10%	90%	10%	89%	11%
Participant Average	80%	20%	72%	28%	74%	26%	77%	23%
State of Delaware	83%	17%	83%	17%	82%	18%	82%	18%

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey

HEALTH BENEFITS

6c - MOST POPULOUS MEDICAL PLAN COST SHARING - MONTHLY PREMIUMS

Survey Participant	Employee Only		EE +Spouse		EE + Children		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Dover, DE	\$669	\$167	\$1,386	\$346	\$1,030	\$257	\$1,732	\$433
Commonwealth of Massachusetts	\$560	\$187	NA	NA	NA	NA	\$1,359	\$453
Commonwealth of Pennsylvania	\$1,053	\$166	NA	NA	NA	NA	\$1,053	\$135
Commonwealth of Virginia	\$677	\$60	\$1,229	\$138	\$1,802	\$177	\$1,802	\$177
Federal Government	\$497	\$851	\$1,064	\$2,034	\$1,130	\$1,999	\$1,130	\$1,999
Kent County, DE	\$993	\$75	\$2,103	\$352	\$1,505	\$203	\$2,530	\$459
New Castle County, DE	\$882	\$66	\$1,563	\$118	\$1,322	\$100	\$2,468	\$186
State of Maryland	\$408	\$102	\$734	\$184	\$734	\$184	\$1,020	\$255
State of New Jersey	\$597	\$97	\$1,249	\$139	\$1,161	\$129	\$1,805	\$179
State of New York	\$685	\$93	NA	NA	NA	NA	\$1,715	\$234
State of North Carolina	\$549	\$50	\$804	\$700	\$1,199	\$305	\$1,219	\$720
Sussex County, DE	\$767	\$45	\$1,348	\$141	\$1,348	\$141	\$1,996	\$238
Participant Average	\$695	\$163	\$1,275	\$461	\$1,248	\$388	\$1,652	\$456
State of Delaware	\$722	\$110	\$1,498	\$229	\$1,112	\$170	\$1,872	\$286

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey

HEALTH BENEFITS

6d - MOST POPULOUS MEDICAL PLAN COST SHARING PERCENTAGE - MONTHLY PREMIUMS

Survey Participant	Employee Only		EE +Spouse		EE + Children		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Dover, DE	80%	20%	80%	20%	80%	20%	80%	20%
Commonwealth of Massachusetts	75%	25%	NA	NA	NA	NA	75%	25%
Commonwealth of Pennsylvania	86%	14%	NA	NA	NA	NA	89%	11%
Commonwealth of Virginia	92%	8%	90%	10%	91%	9%	91%	9%
Federal Government	37%	63%	34%	66%	36%	64%	36%	64%
Kent County, DE	93%	7%	86%	14%	88%	12%	85%	15%
New Castle County, DE	93%	7%	93%	7%	93%	7%	93%	7%
State of Maryland	80%	20%	80%	20%	80%	20%	80%	20%
State of New Jersey	86%	14%	90%	10%	90%	10%	91%	9%
State of New York	88%	12%	NA	NA	NA	NA	88%	12%
State of North Carolina	92%	8%	53%	47%	80%	20%	63%	37%
Sussex County, DE	94%	6%	91%	9%	91%	9%	89%	11%
Participant Average	81%	19%	73%	27%	76%	24%	78%	22%
State of Delaware	87%	13%	87%	13%	87%	13%	87%	13%

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey

HEALTH BENEFITS

6e - Rx MEDICAL PLAN COST SHARING - MONTHLY PREMIUMS

Survey Participant	Employee Only		EE +Spouse		EE + Children		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Dover, DE	NR	NR	NR	NR	NR	NR	NR	NR
Commonwealth of Massachusetts	NR	NR	NR	NR	NR	NR	NR	NR
Commonwealth of Pennsylvania	NR	NR	NR	NR	NR	NR	NR	NR
Commonwealth of Virginia	NR	NR	NR	NR	NR	NR	NR	NR
Federal Government	NR	NR	NR	NR	NR	NR	NR	NR
Kent County, DE	NR	NR	NR	NR	NR	NR	NR	NR
New Castle County, DE	NR	NR	NR	NR	NR	NR	NR	NR
State of Maryland	\$180	\$45	\$299	\$75	\$240	\$60	\$361	\$90
State of New Jersey	\$164	\$27	\$342	\$38	\$318	\$35	\$495	\$49
State of New York	NR	NR	NR	NR	NR	NR	NR	NR
State of North Carolina	NR	NR	NR	NR	NR	NR	NR	NR
Sussex County, DE	NR	NR	NR	NR	NR	NR	NR	NR
Participant Average	\$172	\$36	\$321	\$56	\$279	\$48	\$428	\$70
State of Delaware	NA	NA	NA	NA	NA	NA	NA	NA

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey

HEALTH BENEFITS

6f - Rx MEDICAL PLAN COST SHARING PERCENTAGE - MONTHLY PREMIUMS

Survey Participant	Employee Only		EE +Spouse		EE + Children		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Dover, DE	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Massachusetts	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Pennsylvania	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Virginia	NA	NA	NA	NA	NA	NA	NA	NA
Federal Government	NA	NA	NA	NA	NA	NA	NA	NA
Kent County, DE	NA	NA	NA	NA	NA	NA	NA	NA
New Castle County, DE	NA	NA	NA	NA	NA	NA	NA	NA
State of Maryland	80%	20%	80%	20%	80%	20%	80%	20%
State of New Jersey	86%	14%	90%	10%	90%	10%	91%	9%
State of New York	NA	NA	NA	NA	NA	NA	NA	NA
State of North Carolina	NA	NA	NA	NA	NA	NA	NA	NA
Sussex County, DE	NA	NA	NA	NA	NA	NA	NA	NA
Participant Average	83%	17%	85%	15%	85%	15%	86%	14%
State of Delaware	NA	NA	NA	NA	NA	NA	NA	NA

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey

HEALTH BENEFITS

6g - DENTAL PLAN COST SHARING - MONTHLY PREMIUMS

Survey Participant	Employee Only		EE +Spouse		EE + Children		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Dover, DE	NA	\$40	NA	\$76	NA	\$76	NA	\$120
Commonwealth of Massachusetts	NA	\$6	NA	NA	NA	NA	NA	\$19
Commonwealth of Pennsylvania	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Virginia	NA	NA	NA	NA	NA	NA	NA	NA
Federal Government	NA	\$36	NA	\$71	NA	\$107	NA	\$107
Kent County, DE	NA	\$3	NA	\$45	NA	\$45	NA	\$45
New Castle County, DE	NA	\$25	NA	\$58	NA	\$58	NA	\$58
State of Maryland	NA	NA	NA	NA	NA	NA	NA	NA
State of New Jersey	\$20	\$20	\$34	\$34	\$42	\$41	\$56	\$56
State of New York	NA	NA	NA	NA	NA	NA	NA	NA
State of North Carolina	\$3	\$36	\$6	\$72	\$6	\$78	\$8	\$123
Sussex County, DE	\$25	\$5	\$52	\$11	\$52	\$11	\$85	\$22
Participant Average	\$16	\$21	\$31	\$52	\$33	\$59	\$50	\$69
State of Delaware	NA	\$36	NA	\$73	NA	\$72	NA	\$120

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey

HEALTH BENEFITS

6h - DENTAL PLAN COST SHARING PERCENTAGE - MONTHLY PREMIUM

Survey Participant	Employee Only		EE +Spouse		EE + Children		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Dover, DE	NA	100%	NA	100%	NA	100%	NA	100%
Commonwealth of Massachusetts	NA	100%	NA	NA	NA	NA	NA	100%
Commonwealth of Pennsylvania	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Virginia	NA	NA	NA	NA	NA	NA	NA	NA
Federal Government	NA	100%	NA	100%	NA	100%	NA	100%
Kent County, DE	NA	100%	NA	100%	NA	100%	NA	100%
New Castle County, DE	NA	100%	NA	100%	NA	100%	NA	100%
State of Maryland	NA	NA	NA	NA	NA	NA	NA	NA
State of New Jersey	50%	50%	50%	50%	50%	50%	50%	50%
State of New York	NA	NA	NA	NA	NA	NA	NA	NA
State of North Carolina	8%	92%	8%	92%	7%	93%	6%	94%
Sussex County, DE	82%	18%	83%	17%	83%	17%	80%	20%
Participant Average	43%	57%	37%	63%	36%	64%	42%	58%
State of Delaware	NA	100%	NA	100%	NA	100%	NA	100%

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey

HEALTH BENEFITS

6i - VISION PLAN COST SHARING - MONTHLY PREMIUMS

Survey Participant	Employee Only		EE +Spouse		EE + Children		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Dover, DE	NA	NA	NA	\$4	NA	\$4	NA	\$8
Commonwealth of Massachusetts	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Pennsylvania	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Virginia	NA	NA	NA	NA	NA	NA	NA	NA
Federal Government	NA	\$13	NA	\$25	NA	\$38	NA	\$38
Kent County, DE	NA	NA	NA	NA	NA	NA	NA	NA
New Castle County, DE	NA	\$9	NA	\$17	NA	\$17	NA	\$26
State of Maryland	NA	NA	NA	NA	NA	NA	NA	NA
State of New Jersey	NA	NA	NA	NA	NA	NA	NA	NA
State of New York	NA	NA	NA	NA	NA	NA	NA	NA
State of North Carolina	\$0	\$8	\$0	\$21	\$0	\$21	\$0	\$21
Sussex County, DE	\$4	\$3	\$5	\$5	\$5	\$5	\$6	\$11
Participant Average	\$2	\$8	\$3	\$14	\$3	\$17	\$3	\$21
State of Delaware	NA	\$6	NA	\$10	NA	\$10	NA	\$17

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey

HEALTH BENEFITS

6j - VISION PLAN COST SHARING PERCENTAGE - MONTHLY PREMIUMS

Survey Participant	Employee Only		EE +Spouse		EE + Children		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Dover, DE	NA	NA	NA	100%	NA	100%	NA	100%
Commonwealth of Massachusetts	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Pennsylvania	NA	NA	NA	NA	NA	NA	NA	NA
Commonwealth of Virginia	NA	NA	NA	NA	NA	NA	NA	NA
Federal Government	NA	100%	NA	100%	NA	100%	NA	100%
Kent County, DE	NA	NA	NA	NA	NA	NA	NA	NA
New Castle County, DE	NA	100%	NA	100%	NA	100%	NA	100%
State of Maryland	NA	NA	NA	NA	NA	NA	NA	NA
State of New Jersey	NA	NA	NA	NA	NA	NA	NA	NA
State of New York	NA	NA	NA	NA	NA	NA	NA	NA
State of North Carolina	5%	95%	2%	98%	2%	98%	2%	98%
Sussex County, DE	58%	42%	47%	53%	47%	53%	36%	64%
Participant Average	20%	80%	15%	85%	13%	87%	13%	87%
State of Delaware	NA	100%	NA	100%	NA	100%	NA	100%

NA - Not Applicable; NR - No Response

State of Delaware Total Compensation Survey

RETIREMENT BENEFITS

8a - TOTAL RETIREMENT CONTRIBUTIONS

Survey Participant	Defined Benefit			Defined Contribution Plan		Deferred Compensation Plan		Social Security Contribution			Total Employer Contribution
	Employer Normal Cost Contribution	EE Contribution Cost Picked up by ER?	EE Contribution	Employer Contribution	Maximum Match	Employer Contribution	Maximum Match	Contribute to SS?	OASDI	Medicare	
City of Dover, DE	4.10%	No	3.50%			3.00%	3.00%	Yes	6.20%	1.45%	17.75%
Commonwealth of Massachusetts	6.02%	No	9.00%			NA	NA	Yes	6.20%	1.45%	13.67%
Commonwealth of Pennsylvania	4.88%	No	6.25%			NA	NA	Yes	6.20%	1.45%	12.53%
Commonwealth of Virginia	4.61%	No	5.00%	0.58%	2.50%	NA	NA	Yes	6.20%	1.45%	15.34%
Federal Government	13.10%	NA	4.40%	1.00%	4.00%	NA	NA	Yes	6.20%	1.45%	25.75%
Kent County, DE	6.09%	No	3.00%			NA	NA	Yes	6.20%	1.45%	13.74%
New Castle County, DE	1.61%	No	3.00%	1.00%	2.00%	NA	NA	Yes	6.20%	1.45%	12.26%
State of Maryland	3.83%	No	6.75%			NA	NA	Yes	6.20%	1.45%	11.48%
State of New Jersey	2.66%	No	7.50%			NA	NA	Yes	6.20%	1.45%	10.31%
State of New York	9.20%	No	3.50%			NA	NA	Yes	6.20%	1.45%	16.85%
State of North Carolina	4.48%	No	6.00%			NA	NA	Yes	6.20%	1.45%	12.13%
Sussex County, DE	7.20%	No	3.00%			NA	NA	Yes	6.20%	1.45%	14.85%
Participant Average											14.72%
State of Delaware	6.44%	No	5.00%					Yes	6.20%	1.45%	14.09%

State of Delaware Total Compensation Survey

RETIREMENT BENEFITS

8b - SOCIAL SECURITY CONTRIBUTIONS

Survey Participant	Contribute to Social Security (OASDI)	Social Security (OASDI) Percentage Contribution	Medicare Percentage Contribution
City of Dover, DE	Yes	6.20%	1.45%
Commonwealth of Massachusetts	Yes	6.20%	1.45%
Commonwealth of Pennsylvania	Yes	6.20%	1.45%
Commonwealth of Virginia	Yes	6.20%	1.45%
Federal Government	Yes	6.20%	1.45%
Kent County, DE	Yes	6.20%	1.45%
New Castle County, DE	Yes	6.20%	1.45%
State of Maryland	Yes	6.20%	1.45%
State of New Jersey	Yes	6.20%	1.45%
State of New York	Yes	6.20%	1.45%
State of North Carolina	Yes	6.20%	1.45%
Sussex County, DE	Yes	6.20%	1.45%
State of Delaware	Yes	6.20%	1.45%

State of Delaware Total Compensation Survey

RETIREMENT BENEFITS

8c - DEFINED BENEFIT / PENSION PLAN CONTRIBUTION INFORMATION

Survey Participant	Plan Name	Employer Normal Cost Contribution	Employee Contribution	EE Contributions Picked up by ER
City of Dover, DE	City of Dover, Delaware General Employee Pension Plan	4.10%	3.50%	No
Commonwealth of Massachusetts	MA State Employee Pension Plan	6.02%	9.00%	No
Commonwealth of Pennsylvania	State Employees' Retirement System	4.88%	6.25%	No
Commonwealth of Virginia	VRS Hybrid Retirement Plan	4.61%	5.00%	No
Federal Government	FERS - Basic Benefit Plan	13.10%	4.40%	
Kent County, DE	Kent County Employee Retirement Program	6.09%	3.00%	No
New Castle County, DE	County 2011 Plan	1.61%	3.00%	No
State of Maryland	EMP & Teacher's Reformed Pension	3.83%	6.75%	No
State of New Jersey	NJ PERS	2.66%	7.50%	No
State of New York	New York State and Local Retirement System (NYSLRS) (ERS**)	9.20%	3.50%	No
State of North Carolina	NC State Ret System	4.48%	6.00%	No
Sussex County, DE	Sussex County Pension Plan	7.20%	3.00%	No
Participant Average		5.65%	5.08%	
State of Delaware		6.44%	5.00%	No

State of Delaware Total Compensation Survey

RETIREMENT BENEFITS

8d - DEFINED CONTRIBUTION PLAN CONTRIBUTION INFORMATION - 401(a)

Survey Participant	Plan Name	Employer Contributions	
		Flat Amount No Match Required	Maximum Match
City of Dover, DE	ICMA		
Commonwealth of Massachusetts	NR		
Commonwealth of Pennsylvania	NR		
Commonwealth of Virginia	VRS Hybrid Retirement Plan	0.58%	2.50%
Federal Government	Thrift Savings Plan (TSP)	1.00%	4.00%
Kent County, DE	NR		
New Castle County, DE	County 2011 Plan	1.00%	2.00%
State of Maryland	401K		
State of New Jersey	DCRP		
State of New York	NR		
State of North Carolina	NR		
Sussex County, DE	NR		
Participant Average (percentages only)		0.86%	2.83%
State of Delaware	NA		

State of Delaware Total Compensation Survey

RETIREMENT BENEFITS

8e - DEFERRED COMPENSATION PLAN CONTRIBUTION INFORMATION - 457

Survey Participant	Plan Name	Employer Contributions		Employee Contribution
		Flat Amount No Match Required	Maximum Match	
City of Dover, DE	ICMA or Nationwide	3.00%	3.00%	3%
Commonwealth of Massachusetts	SMART Plan			
Commonwealth of Pennsylvania	Empower			Up to IRS Maximum or .5%-100% per pay period
Commonwealth of Virginia	Commonwealth of Virginia 457 Deferred Compensation Plan			
Federal Government	NR			
Kent County, DE	ICMA-RC			Up to IRS Maximum
New Castle County, DE	New Castle County Government 457 (b) Plan (ICMA-RC)			Up to IRS Maximum
State of Maryland	457			
State of New Jersey	NJSEDCP			
State of New York	NYSDCP			
State of North Carolina	457 Plan			Up to IRS Maximum
Sussex County, DE	Nationwide/Valic			
State of Delaware	DEfer -Delaware Retirement Savings Plan			

State of Delaware

2018 Total Compensation Study

Part II – Review of Compensation and Classification Practices and Gender and Race/Ethnicity Equity

Revised Report: April 15, 2019

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I. Executive Summary

The State of Delaware’s Department of Human Resources (DHR) engaged Segal Waters Consulting (“Segal”) to conduct a comprehensive study of compensation, classification, benefits, gender and race/ethnicity equity. The study is divided into two parts:

1. The objective of Part I is to study total compensation and review the merit pay plans based on current methodology and recommend any adjustments warranted to maintain competitiveness using the appropriate labor market(s). Total compensation is defined as wages and benefits.
2. The objective of Part II is to review and examine the State of Delaware’s (“State”) business practices for compensation, classification, and to review statewide gender and race/ethnicity equity. This report contains the results of Part II of the State of Delaware 2018 Total Compensation Study (“Study”).

In Part II of our engagement, we completed the following:

- Reviewed compensation and classification policy and practices
- Incorporated findings on prevailing market practices based on information collected in Part I
- Met with DHR to discuss and clarify compensation and classification policy and practices
- Conducted ten (10) days of fact-finding interviews with stakeholders
- Analyzed statewide pay equity by gender and race/ethnicity
- Developed recommendations

Summary of Findings

Compensation

Based on the prevailing compensation market practices, and confirmed through our review of the stakeholder interview findings, we have identified two (2) key findings that affect recruitment and retention:

1. Non-competitive salaries impact the State's ability to recruit top talent.
2. The absence of a mechanism to progress through the pay range impacts employee retention.

Classification

Our review of the State's classification policy and practices identifies two (2) key findings:

- Classification specifications are broadly written and therefore do not always reflect the specific nature of work currently performed. This makes it difficult to accurately benchmark jobs and evaluate the competitiveness of compensation. Additionally, current classification specifications may not support hiring managers' necessity to post specific descriptions of job functions when posting vacancies.
- Although the State reviews job classifications through the ongoing reclassification and position establishment process, some job classifications have not been reviewed in over a decade.

Gender and Race/Ethnicity Equity

- Based on our analysis of the census data from the Payroll Human Resources Statewide Technology (PHRST) system, there does not appear to be a pattern of systemic pay disparities by either gender or race/ethnicity.
- The potential effect of any "glass ceiling" within job series appears to be insignificant.

Key Recommendations Related to Compensation Practices

Key Recommendations Related to Merit Pay

The following are Segal's key recommendations for each of the Merit Pay topics reviewed:

Starting Pay Rates

- Bring pay ranges up to market competitive levels.
- Implement a statewide policy that universally acknowledges employees' prior job-related experience and requires an evaluation of all starting salaries.
- Consider centralized control of advanced starting salaries. This would require revisions to the Merit Rules.

Pay Increases for Promotions to Supervisor

- The State should consider approving a pay increase of greater than 5% for employees promoted to supervisory roles. This will minimize vertical pay compression between supervisors and direct reports. Vertical pay compression occurs when an employee who is eligible for overtime earns more than their exempt supervisor.

Shift Differential Pay

- The State should maintain current policies related to shift differential pay as they are aligned with prevailing market practices.

Hazardous Duty Pay

- The State's provision of hazardous duty pay is aligned with prevailing market practices; however, very few peer employers (3 out of 12) provide hazardous duty pay.

Key Recommendations Related to Supplemental Pay

The following are Segal's key recommendations for each of the Supplemental Pay topics we reviewed:

Tuition Assistance/Education Refund

- The State should expand its Tuition Assistance/Education Refund as a recruitment and retention tool to be offered at all agencies.
- This benefit would be more attractive to lower-paid employees if payments were made directly to the education provider instead of reimbursing employees.
- The State should also consider developing or offering a Student Loan Forgiveness program as an incentive to State employment. There would similarly be a commitment to remain for a specified period of time.

Bilingual Pay

- The State should recognize the value of bilingual skills within a diverse population and provide a supplemental pay when this skill is required as a primary job duty. This is a best practice that is implemented to best serve the public.

Commuter Benefits

- The State should continue to offer its pre-tax deduction for Commuter Benefits.

Special Skills¹

- The State should consider providing a pay differential as an incentive for positions that have hard-to-fill skills. This could apply to nurse employees who obtain additional certifications relevant to their job duties, such as Certified Critical Care Registered Nurse (CCRN) or Progressive Care Certified Nursing (PCCN); or trade workers (plumbing, electrical, HVAC) obtaining specific licenses or certifications. This can also assist with recruitment for hard-to-fill positions.

Hiring Bonus

- The State should continue this practice that allows agencies to submit a request for a hiring bonus and should evaluate its effectiveness.

Referral/Recruitment Bonus

- The State should continue this practice that allows agencies to submit a request for a referral/recruitment bonus.

¹ Special skills refers to the attainment of skills because of job training or completion of certification/licensure requirements.

Key Recommendations for Pay Structures and Pay Progression

In addition to adjusting pay ranges to be market competitive, Segal recommends the following:

Pay Structure

- Establish a time-based pay structure to provide a mechanism for employees to progress through the full pay range.
- Consider merit increases tied to performance.

Pay Progression and Pay Compression

- Develop consistent guidelines in the recognition of prior job-related experience when determining starting pay for new employees. Align an employee's position in the pay range based on years of experience tied to pay range quartile placement as a way to address horizontal pay compression, which would include establishing a system, reviewing each employee's pay relative to their experience and creating authority for State/DHR to implement. Horizontal pay compression exists because new hires are being paid at levels similar to employees who have been with the State for many years and have been unable to progress through the full pay range.
- Consider paying supervisors at least 10% more than their highest paid direct report to address vertical pay compression between supervisors and employees.

Key Recommendations for Hard-to-Fill Positions

Challenges with hard-to-fill jobs are market based. In the long-term, the State needs to bring jobs up to market competitive levels. In the short-term the State can continue using hiring bonuses for hard-to-fill classifications.

Key Recommendations for Paid Leave Practices

The State should maintain its current paid leave practices. As of April 1st, the State will provide 12 weeks of paid parental leave. The State is one of only six states in the country that currently provides this benefit. The State should highlight this benefit in employee communications and recruiting materials.

Key Recommendations for Performance-Based Rewards

The State should consider providing spot bonuses to improve recruitment and retention. These types of bonuses offer an incentive to employees that is much more affordable and may be a short-term alternative to across-the-board pay increases. Our recommendation is based on our experience in working with other public sector clients. Spot bonuses are for achievements that deserve special recognition.

Key Recommendations Related to Classification Policy and Practices

The State should consider the following to better support meeting the operational needs of agencies:

- Conduct a comprehensive classification analysis and re-implement a process to annually conduct reviews of classifications on a rotating basis by Occupational Group. Our recommendations can only be accomplished if the State has sufficient internal resources to conduct a classification review of this magnitude. Generally, large public sector organizations utilize outside resources to conduct this type of analysis.
- Modify the PDQ in the classification form so that important information related to distinguishing characteristics is captured.
- Improve communication with agencies regarding existing mechanisms to check the status of reclassification requests. To meet the needs of agencies, DHR should communicate existing requirements and processes, and establish clear timeframes to complete the reclassification requests and responses.
- Examine alternative approaches to the current job evaluation methodology. The Hay Methodology does not account for “working conditions” as a compensable factor, *such as regularly working outside during extremely cold or hot weather.*

Key Recommendations Related to Gender and Race/Ethnicity Equity

The State should consider the following:

- Employment data collection and tracking insufficiencies may have an impact on how pay equity challenges are investigated and resolved.
- Evaluate the application process and promotional opportunities through data collection, which enables further analysis into potential adverse impact (also known as disparate treatment). Our understanding is that the State does collect information at time of hire relating to an employee’s prior work experience, education, and other qualifications for employment; however, this information is not stored in an easy to locate electronic format. Therefore, analysis of any potential disparate treatment is challenging for the State. Disparate treatment is when a practice, procedure, or test has a substantially different passing (or success rate) between competing groups. This practice does not need to require discriminatory intent and could look facially neutral in design.

II. Methodology

Compensation and Classification

Review of Policy Documents

DHR provided Segal with policy documents and flow charts related to compensation and classification policy and practices. We reviewed the following documents:

- State Merit Rules
- Delaware Code Title 29, Chapter 59, Merit System of Personnel Administration
- Current Compensation and Classification Policy and Practices

Meetings with DHR

We met onsite with DHR’s project team to review and discuss challenges facing the State related to compensation and classification policy and practices. We also attended onsite meetings to review and clarify preliminary findings and recommendations related to stakeholder interviews.

Market Data from Peer Employers

In Part I of the Study, we collected information related to compensation practices from peer employers listed in **Table 1**. The information was used in Part II of the Study to form our recommendations.

TABLE 1
LIST OF PEER EMPLOYERS

Federal and State Governments	Local Governments
Commonwealth of Massachusetts	City of Dover
Commonwealth of Pennsylvania	Kent County
Commonwealth of Virginia	New Castle County
Federal Government	Sussex County
State of Maryland	
State of New Jersey	
State of New York	
State of North Carolina	

Interviews with Key Stakeholders

Segal conducted 54 fact-finding interviews during the month of December to gain an understanding of the challenges affecting State Agencies. Segal conducted confidential one-on-one interviews with HR managers, supervisors, Department Directors and other staff from the following agencies:

- > Administrative Office of the Courts
- > Department of Agriculture
- > Department of Correction
- > Department of Health and Social Services
- > Department of Natural Resources and Environmental Control
- > Department of Transportation
- > Department of Services for Children, Youth and their Families
- > Department of State
- > Office of Management and Budget

We met with these stakeholders to gain a Statewide as well as an agency-specific understanding and perspective of the current compensation and classification processes and procedures and their impact on meeting operational needs and staffing requirements of the agencies as well as to solicit their suggestions for improvements. In advance of the interviews, the participants were provided with a questionnaire. These were structured interviews that included discussions regarding:

- > Recruitment and Retention
- > Classification
- > DHR Procedures
- > Merit Pay System/Compensation
- > Benefits

Gender and Race/Ethnicity Equity

Review of State Data

DHR provided Segal with census data from the PHRST system, job specifications, and Hay Methodology job evaluation scores to determine whether there is any bias in pay delivery by gender and/or race/ethnicity.

- Gender and race/ethnicity equity analyses were conducted at the following levels:
 - Statewide
 - Job classifications
 - Salary Administration Plan

“Glass Ceiling” Analysis

Additionally, a “glass ceiling” analysis for job classifications within a job series was conducted. A glass ceiling is defined as an invisible barrier that keeps a given demographic from rising beyond a certain level in a job series hierarchy and examines the progression to the top pay grade/level. Based on a snapshot in time, we examined whether certain gender/ethnic groups were not consistently represented through a job series. To examine these relationships, we compared the demographic distribution of employees at the lowest and highest levels within each job. Within these groups, we first examined a count of employees in each position, broken down based on whether the employee is female or male and race (white or non-white).

III. Stakeholder Interview Findings

Segal conducted 54 fact-finding interviews during the month of December to gain an understanding of the challenges affecting State Agencies. Segal conducted confidential one-on-one interviews with HR managers, supervisors, Department Directors and other staff from the following agencies:

- Administrative Office of the Courts
- Department of Agriculture
- Department of Correction
- Department of Health and Social Services
- Department of Natural Resources and Environmental Control
- Department of Transportation
- Department of Services for Children, Youth and their Families
- Department of State
- Office of Management and Budget

After completing the stakeholder interviews, we identified five (5) major areas of concern:

- Recruitment and Retention
- Classification
- DHR Procedures
- Merit Pay System/Compensation
- Benefits

Detailed Summary of Stakeholder Comments

Table 2 on the following page provides a summary of key stakeholder comments related to each of the five (5) major themes identified. *It is important to note that some of the perceptions of stakeholders do not accurately reflect current policies or practices.*

TABLE 2
SUMMARY OF STAKEHOLDER COMMENTS

1. RECRUITMENT AND RETENTION
<ul style="list-style-type: none"> • Morale has been diminishing and recruitment/retention efforts have been impeded by the lack of pay increases and by salaries that are severely lagging behind the market; hiring managers are unable to attract the best candidates. • Perception is that the recruitment process is lengthy and tedious. The process is perceived as ineffective in attracting diverse and qualified candidates. The two main areas of concern are interview panel requirements and inaccurate/insufficient information found in job postings. • Hard-to-fill positions are mostly found in the Medical, Public Health, Law Enforcement and Public Safety occupational groups. • The absence of a pay progression mechanism has negatively impacted retention; employees leave for higher paying jobs at other State agencies or with other employers. • Agencies are in a continuous state of recruitment and training. Agencies are unable to retain employees once they have attained experience, training and certifications/licenses and become competitive job candidates. • There is no mechanism to adjust pay for employees that live in areas with a higher cost-of-living relative to the State average (e.g., New Castle County). As a result, current employees in these areas seek other job opportunities.
1a. Pay Incentives
<ul style="list-style-type: none"> • No pay incentives exist to differentiate or reward performance for high-performers or those that have received advanced training, education or certifications. • Current performance evaluation system needs to be standardized throughout the State to document performance. • No pay incentive for employees to advance to supervisory/management level.
1b. Pay Compression
<ul style="list-style-type: none"> • Inequity in pay increases and pay supplement eligibility between bargaining unit members and their supervisors has exacerbated pay compression. • Current methods for alleviating pay compression are ineffective, insufficient and fail to address market competition. As a result, the recruitment and retention efforts of agencies are negatively impacted.
2. CLASSIFICATION
<ul style="list-style-type: none"> • Classification specifications are outdated, do not reflect nature work that is performed and are too generic to support recruitment efforts. New jobs are slotted into classifications that don't always reflect the nature of work that is performed • The Hay System has never been worked as it was designed to function. • There are insufficient and inconsistent career advancement opportunities across agencies. Employees seek opportunities at other agencies when there are no options to advance in their current agency.

3. DHR PROCEDURES

- Many of the processes involving requests to DHR are viewed as lengthy, bureaucratic and lacking transparency.
- The approval processes involving requests such as Advanced Salary Requests and reclassifications needs to be streamlined to support the needs of agency staffing requirements.
- Agencies need more flexibility, discretion and autonomy with decisions related to the recruitment process.
- Need consistency in how the onboarding process is completed across agencies.
- The reclassification process is the only way managers can get pay increases for employees.
- This causes a backlog in classification and compensation maintenance reviews.
- Reclassifications can only be requested twice a year, but they can take more than 6 months to be approved.

4. MERIT PAY/COMPENSATION

- Merit rules are antiquated and no longer valuable or effective in meeting the needs of agencies
- Although the Selective Market Variation (SMV) pay plan has been effective at the time of hire of positions slotted into this pay plan, it has caused pay inequities with similar jobs that have the same job requirements.
- Eligibility and approval of pay supplements (hazardous duty, overtime, shift pay) should be expanded and rewritten to give agencies more discretion that is needed to be able to meet their needs.

5. BENEFITS

- The value of benefits is still competitive but is diminishing as health plan premiums increase every year. The lack of pay increases compounds to the diminishing trend.
- To account for generational differences among the workforce, benefits need to be tailored to effectively attract and retain employees. Younger employees place a greater value on salary, career advancement opportunities and paying off student loan debt. For example, a cafeteria-style benefit program where employees could opt out of benefits and receive extra money in their pay would be more appealing to the younger population. Assistance with the cost of day care or a service to provide day care/sick child care would assist in recruiting and retaining employees who work shifts in 24/7 agencies.
- The vesting requirement for pension benefits hinders retention of employees that have not meet 10-year service criteria.
- The State should ensure that all agencies have the funding to provide tuition/training assistance and emphasize that employees must meet service criteria.

IV. Review of Compensation Policies and Practices

Information was collected from peer employers regarding policies and practices covering compensation and paid leave:

- Compensation Practices
 - Starting Pay Rates
 - Pay for Promotion
 - Pay Increase for Reclassifications
 - Overtime Pay for FLSA Exempt Jobs
 - Holiday Pay
 - Shift Differential Pay
 - Hazardous Duty Pay
- Supplemental Pay Policies
- Pay Structure and Compression
 - Current Practice
 - Recommended Options
- Hard-to-Fill Positions
- Paid Leave Practices
- Performance-based Rewards

Appendix A contains detailed tables for each compensation and paid leave practice.

Compensation Practices

Table 3 below contains a comparison of the Compensation Practices of Starting Pay Rates, Pay Increases for Promotion, Pay Increases for Reclassifications, Overtime Pay for FLSA Exempt Jobs, Holiday Pay, Shift Differential Pay, and Hazardous Duty Pay along with our recommendation regarding each policy.

**TABLE 3
COMPENSATION PRACTICES**

Category	Merit	Peer	Recommendation
Starting Pay Rates	<p>Starting salaries are generally set at 80% of the pay range midpoint for the job. However, agencies have the discretion to offer candidates who clearly exceed the job requirements up to 85% of the pay range midpoint. The State provides a mechanism for agencies to request approval of an advanced starting salary above 85% for candidates who clearly exceed the job requirements.</p> <p>Agencies must provide justification, which includes internal equity analysis in a request for an Advanced Starting Salary. DHR examines external equity by conducting a salary analysis of the job title across Agencies to ensure equity. The typical turnaround time for completing these requests is one week</p>	<p>Like Merit, 10 out of 12 peer employers pay certain starting employees above pay range minimum salary commensurate with their years of related experience or for certain market competitive positions.</p>	<p>Bring pay ranges up to market competitive levels.</p> <p>Implement a statewide policy that acknowledges employees' prior job-related experience consistently.</p> <p>Consider centralized control of advanced starting salaries.</p> <p>Requires change to law (Merit Rules).</p>
Pay Increases for Promotion	<p>For promotions, defined as movement to a higher pay grade, the State guarantees employees an increase of either 5% or the minimum salary of the higher pay grade, whichever is greater. An Advanced Starting Salary may be requested.</p>	<p>Prevailing market practices are consistent with the State.</p>	<p>The State's policy of promotion is aligned with market practices.</p> <p>For promotion to supervisor, typical best practices in the public sector recommend that supervisors should be paid at least 10% more than their direct reports.</p>

Category	Merit	Peer	Recommendation
Pay Increases for Reclassifications	The State guarantees employees an increase of either 5% or the minimum salary of the higher pay grade, whichever is greater. With approval from the DHR Secretary, agencies may grant a greater increase not to exceed the 85th percentile of the pay range midpoint.	Most peer employers associate reclassification with promotion.	The State's policy for reclassifications is aligned with market practices.
Overtime Pay for FLSA Exempt Jobs	Agencies may submit a request for DHR and OMB approval to compensate FLSA exempt employees with straight time due to extenuating operational needs.	Approximately 1/3 of the peer employers provide compensatory time to FLSA exempt employees contingent on certain circumstances or positions.	The State should maintain its current policies related to overtime for non-exempt and exempt employees as they are aligned with the prevailing market practice and FLSA standards.
Holiday Pay	The State pays overtime-eligible employees who work on a holiday at 1½ times their pay rate, if they are eligible for holiday pay and are authorized to work on a holiday. FLSA Exempt employees are credited with the hours worked at straight time rate.	Most peer employers pay their non-exempt employees overtime and pay their exempt employees straight time.	The State should maintain current policies related to holiday pay as they are aligned with the prevailing market practice and FLSA standards.
Shift Differential Pay	Agencies have the discretion to authorize work schedules that may be inconvenient to employees. Employees who work at least four hours between 6:00 pm and 8:00 am receive a shift differential of 5% of their pay range midpoint.	Most peer employers provide shift differentials for employees who work 2 nd or 3 rd shift. Based on the survey responses, peer employers pay varying differential rates ranging from \$0.25 per hour to \$1.00 per hour.	The State should maintain current policies related to shift differential pay as they are aligned with prevailing market practice.
Hazardous Duty Pay	Hazardous duty pay varies by job title and exposure to hazard. State law limits hazard duty pay to specific employee groups.	Only three (3) out of the twelve (12) peer employers surveyed provide hazardous duty pay to employees.	The State is aligned with prevailing market practice.

Supplemental Pay Policies

Segal collected information regarding the prevalence of the following supplemental pay policies:

- Tuition Assistance/Education Refund
- Bilingual Pay
- Commuter Benefits
- Special Skills
- Hiring Bonus
- Referral/Recruitment Bonus

Current Policies, Prevailing Market Practices and Recommendations

We reviewed the information provided in the survey responses and summarized the information to identify the prevailing market practice for each of the surveyed pay practices. **Table 4** on the following page provides a summary of the prevalent policy for each type of benefit. Details for policy information collected for the above benefits can be found in **Tables T - Z in Appendix A**.

Of the six (6) practices for which we collected information, we found that the most prevalent supplemental pay policy among the peer employers is Tuition Assistance/Education Refund. 75% of the peers surveyed provide some form of Tuition Assistance/Education refund.

TABLE 4
SUMMARY OF PREVAILING MARKET PRACTICES
RELATED TO SUPPLEMENTAL PAY

Type of Supplemental Pay	State of Delaware Policy	Prevailing Market Practice	Recommendation
Tuition Assistance/ Education Refund	Varies by Agency; paid annually; most policies require a commitment to remain in State service for a specified period of time.	9 out of 12 peers offer either a one-time payment, or payment on an annual basis, either as a percent of tuition/ education cost or a flat dollar amount.	The State should expand its Tuition Assistance/ Education Refund as a recruitment and retention tool to be offered at all agencies. This benefit would be more attractive to lower-paid employees if payments were made directly to the education provider instead of reimbursing employees. However, the State should also consider developing or offering a Student Loan Forgiveness program as an incentive to State employment. There would similarly be a commitment to remain for a specified period of time. Our research of best practices shows organizations are implementing this type of program to entice recent graduates to offset their student loan debt.
Bilingual Pay	Not offered	3 out of 12 peers offer a flat amount paid per month or biweekly.	The State should provide a supplemental pay when this skill is a primary job duty. This is a best practice that is implemented to best serve the public.
Commuter Benefits	State offers pre-tax deduction and offers Fleet van transportation and carpooling.	3 out of 12 peers offer a pre-tax deduction.	The State should continue this practice as it is more competitive than the market.

Type of Supplemental Pay	State of Delaware Policy	Prevailing Market Practice	Recommendation
Special Skills²	Not offered	1 out of 12 peers pays up to 10%; Application of new knowledge/skills/abilities from education, certification, or licensure; Retention; Internal Alignment	Provide a pay differential as an incentive for positions with hard-to-fill skills.
Hiring Bonus	Hiring bonus paid per approved plan submitted at agency request	2 out of 12 peers offer a one-time payment for specific job classifications or for new external employees agreeing to work for a specified period of up to one year	The State should continue this practice
Referral/Recruitment Bonus	Referral/recruitment bonus paid per approved plan submitted at agency request	1 out of 12 peers offer a one-time payment for referral of candidates external to the organization	The State should continue this practice

²"Special skills" refers to the attainment of skills because of job training or completion of certification/licensure requirements.

Pay Structure and Compression

State's Current Practice

The State has two merit system pay plans, one for employees with a 37.5-hour workweek (M37) and a second for employees with a 40-hour workweek (M40). Additionally, the State maintains a Selective Market Variation (SMV) pay plan that was designed to address pay competitiveness for certain jobs. The State also has additional pay plans for collective wage bargaining groups.

Currently, the State's Merit pay structures do not recognize job-related experience as a factor in addressing pay progression. In fact, an analysis of actual pay by years of State service shows extreme pay compression at the bottom half of the pay range and some new employees are paid more than existing employees with similar years of service. See Chart 2 below.

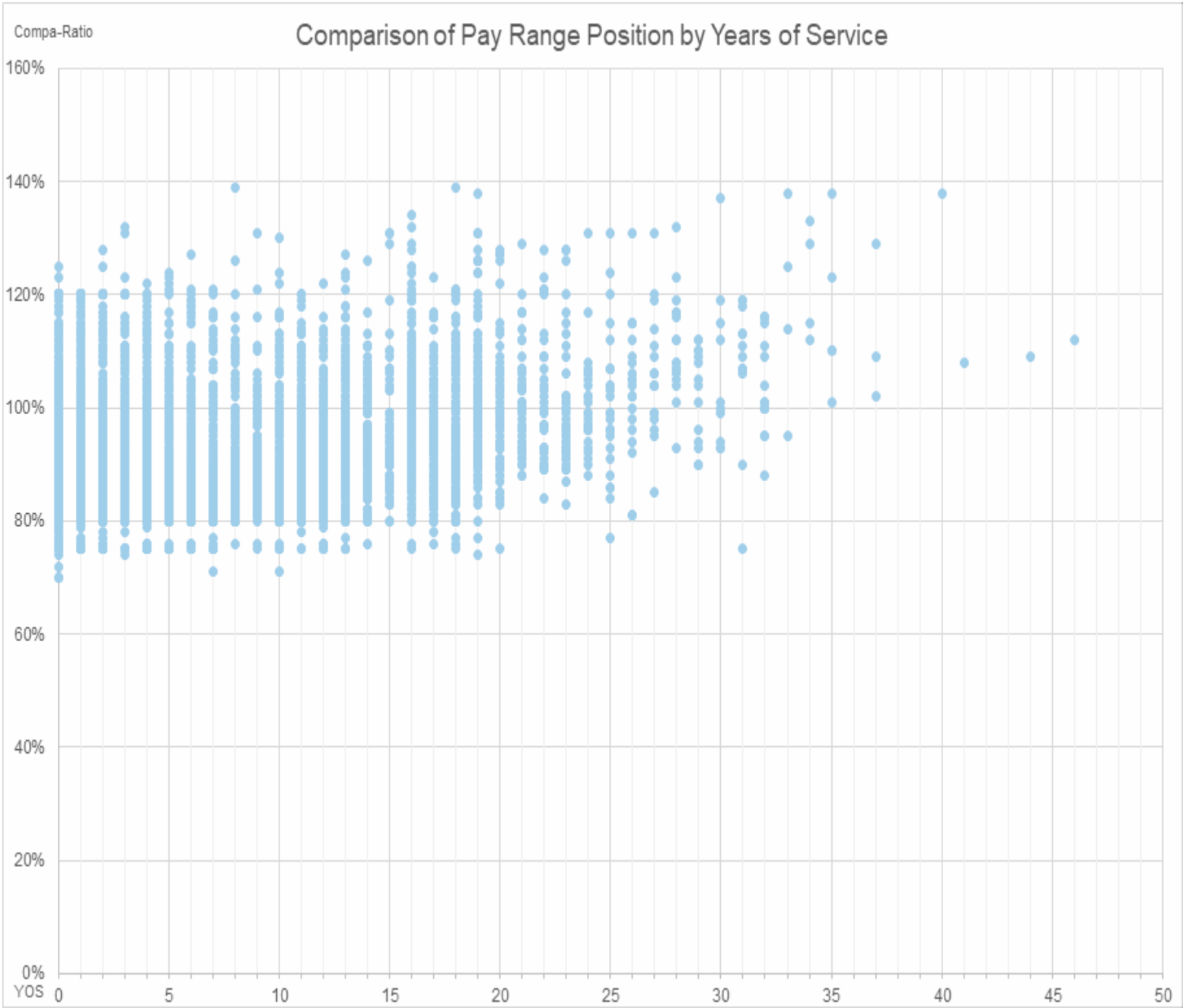
We analyzed the census data from the PHRST system to determine if there is a correlation between State employees' years of service and their compa-ratio. The compa-ratio is the ratio of an employee's salary and his/her pay range midpoint. HR professionals use the compa-ratio as an indicator of pay range penetration. The purpose of this analysis was to determine if there is a direct correlation between employees' years of service with the State and their compa-ratio and to assess the efficacy of the State's pay delivery system. We would expect that the compa-ratio would increase based on years of service. It is important to note that this analysis only serves as a diagnostic tool based on a snapshot of employee data as of July 2018.

The scattergram in Chart 2 on the following page illustrates horizontal pay compression (i.e., pay compression between employees in a job title with similar years of experience) and confirms the following challenges with the State's pay delivery system:

1. No consistent direct correlation exists between years of service and compa-ratio.
2. Regardless of years of service, employees' compa-ratio generally falls between 80% and 100%.

In addition to the horizontal pay compression noted above, vertical pay compression also exists between supervisors and their direct reports, which has resulted in a lack of incentives for promotion to supervisory positions. Based on typical practices in public sector compensation, supervisors should be paid 10% more than their direct reports to alleviate vertical pay compression.

CHART 2



Pay Structure Recommendations for Pay Progression and Compression

OPTION I: Step-Based Pay Structure

In addition to adjusting pay ranges to be market competitive, the State should consider implementing a step-based pay structure³ that allows employees to progress through the range based on each year of State service (Table 5).

**TABLE 5
STEP-BASED PAY STRUCTURE (12 STEPS)**

Grade	STEPS											
	1	2	3	4	5	6	7	8	9	10	11	12
1	\$18,320	\$18,915	\$19,529	\$20,163	\$20,817	\$21,493	\$22,191	\$22,912	\$23,655	\$24,423	\$25,216	\$26,035
2	\$18,570	\$19,267	\$19,991	\$20,742	\$21,520	\$22,329	\$23,167	\$24,037	\$24,940	\$25,876	\$26,848	\$27,856
3	\$19,875	\$20,621	\$21,396	\$22,199	\$23,033	\$23,898	\$24,795	\$25,726	\$26,692	\$27,695	\$28,735	\$29,813
4	\$21,262	\$22,060	\$22,889	\$23,748	\$24,640	\$25,565	\$26,525	\$27,522	\$28,555	\$29,627	\$30,740	\$31,892
5	\$22,754	\$23,608	\$24,495	\$25,415	\$26,369	\$27,359	\$28,387	\$29,453	\$30,559	\$31,706	\$32,897	\$34,130
6	\$24,346	\$25,260	\$26,209	\$27,193	\$28,214	\$29,274	\$30,373	\$31,513	\$32,697	\$33,925	\$35,199	\$36,520
7	\$26,048	\$27,026	\$28,041	\$29,094	\$30,187	\$31,320	\$32,496	\$33,716	\$34,983	\$36,296	\$37,659	\$39,072
8	\$27,870	\$28,917	\$30,002	\$31,129	\$32,298	\$33,511	\$34,769	\$36,075	\$37,430	\$38,835	\$40,293	\$41,806
9	\$29,825	\$30,945	\$32,107	\$33,313	\$34,564	\$35,862	\$37,208	\$38,605	\$40,055	\$41,559	\$43,120	\$44,737
10	\$31,912	\$33,110	\$34,354	\$35,644	\$36,982	\$38,371	\$39,812	\$41,307	\$42,858	\$44,467	\$46,137	\$47,868
11	\$34,142	\$35,424	\$36,754	\$38,135	\$39,567	\$41,052	\$42,594	\$44,193	\$45,853	\$47,575	\$49,361	\$51,214
12	\$36,534	\$37,906	\$39,329	\$40,806	\$42,339	\$43,928	\$45,578	\$47,290	\$49,065	\$50,908	\$52,820	\$54,800
13	\$39,093	\$40,561	\$42,084	\$43,664	\$45,304	\$47,005	\$48,771	\$50,602	\$52,502	\$54,474	\$56,519	\$58,639
14	\$41,824	\$43,395	\$45,024	\$46,715	\$48,469	\$50,289	\$52,178	\$54,137	\$56,170	\$58,279	\$60,468	\$62,736
15	\$44,755	\$46,436	\$48,179	\$49,989	\$51,866	\$53,813	\$55,834	\$57,931	\$60,106	\$62,363	\$64,705	\$67,133
16	\$47,892	\$49,690	\$51,556	\$53,492	\$55,501	\$57,585	\$59,748	\$61,991	\$64,319	\$66,734	\$69,240	\$71,838
17	\$51,242	\$53,166	\$55,163	\$57,234	\$59,383	\$61,613	\$63,927	\$66,328	\$68,818	\$71,403	\$74,084	\$76,864
18	\$54,827	\$56,886	\$59,022	\$61,238	\$63,538	\$65,924	\$68,399	\$70,968	\$73,633	\$76,398	\$79,267	\$82,241
19	\$58,666	\$60,869	\$63,155	\$65,526	\$67,987	\$70,540	\$73,189	\$75,937	\$78,789	\$81,747	\$84,817	\$87,998
20	\$62,776	\$65,133	\$67,579	\$70,117	\$72,750	\$75,482	\$78,316	\$81,257	\$84,308	\$87,474	\$90,759	\$94,164
21	\$67,168	\$69,690	\$72,307	\$75,023	\$77,840	\$80,763	\$83,796	\$86,942	\$90,207	\$93,594	\$97,109	\$100,752
22	\$71,870	\$74,569	\$77,369	\$80,274	\$83,289	\$86,416	\$89,661	\$93,028	\$96,522	\$100,146	\$103,907	\$107,804
23	\$76,903	\$79,791	\$82,787	\$85,896	\$89,121	\$92,468	\$95,940	\$99,543	\$103,281	\$107,160	\$111,184	\$115,355
24	\$82,288	\$85,378	\$88,584	\$91,911	\$95,362	\$98,943	\$102,658	\$106,513	\$110,513	\$114,663	\$118,969	\$123,432
25	\$88,046	\$91,352	\$94,783	\$98,342	\$102,035	\$105,866	\$109,842	\$113,967	\$118,246	\$122,687	\$127,294	\$132,068
26	\$94,207	\$97,745	\$101,415	\$105,223	\$109,175	\$113,274	\$117,528	\$121,941	\$126,520	\$131,272	\$136,201	\$141,311

³The time-based pay structure shown in Table 5 is based on the current pay structure design characteristics of the FY19 M37 scale: 50% spread between the pay range minimum and maximum and 7% differential between pay grades. In addition, the percentage increase between steps is set at 3.76% to maintain the current pay range minimum and maximum for each pay grade.

Costing for Option I (Based on Table 5 on the previous page):

Segal estimated the total cost for the State to implement the step-based pay structure based on the State's July 2018 employee census data from the PHRST system. Using the employee's reported salary and pay grade, Segal determined the closest step within the employee's current pay grade that would not result in decreasing the employee's salary.

1. For example, an employee in Grade 1 currently earning \$21,000 would be placed in Grade 1, Step 6, which is \$21,493 resulting in a salary increase of \$493.
2. If an employee's salary is higher than Step 12 of their current pay grade, the employee was placed at Step 12 with no change to the employee's salary.

The total cost estimate, which does not include fringe benefits, to place full-time employees on the step-based pay plan is approximately \$5.97 million. Based on the census data from the PHRST system file payroll of \$339 million, this represents a 1.76% increase.

OPTION II: Merit Increase Tied to Performance

Another recommendation is to consider merit increases tied to performance, which would align with prevailing market practices. Establishing a pay-for-performance system would provide the State with a mechanism to determine merit increases for employees based on their job performance rating and current placement in the salary range. **Table 6** below provides an example for determining merit increases. For example, an employee who is currently being paid 80% - 90% of the midpoint who receives a rating of “Meets Expectations” could receive an annual increase of 5.5% - 6%.

**TABLE 6
MERIT INCREASE TIED TO PERFORMANCE**

Rating	Position in Salary Range Relative to the Midpoint			
	80% - 90% of the Midpoint	90% - 100% of the Midpoint	100% - 110% of the Midpoint	110% - 120% of the Midpoint
Exceeds Expectations	8.5% - 10%	6.5% - 8%	4.5% - 6%	2.5% - 4%
Meets Expectations	5.5% - 6%	4.5% - 5%	3% - 4.5%	1.5% - 3%
Needs Improvement	0% - 1.5%	0% - 1.5%	0%	0%
Unsatisfactory	0%	0%	0%	0%

Cost would be determined based on where the employee falls on the rating scale (**Table 6**).

OPTION III: Pay Range Quartile Placement for Current Employees Based on Years of Experience

To retain employees in a competitive labor market, the State needs to address horizontal pay compression. Horizontal compression exists because new hires are being paid at levels similar to employees who have been with the State for many years and have been unable to progress through the full pay range. We recommend the State establish guidelines to align a current employee’s position in the pay range when a new employee is hired at a pay rate exceeding existing employees. **Table 7** provides a matrix for pay range quartile placement for current employees based on job-related experience. For example:

- > An employee was hired at 85% of the midpoint or \$62,720.
- > An employee who is currently paid less than the new employee would be evaluated for placement in the pay range based on:
 - years of job-related experience;
 - demonstrated experience in the job title with the State; [and/or]
 - competency level in performing the job duties.
- > If the current employee has four years of experience, is fully proficient to perform the duties of the job but may need additional training to perform independently, the employee would be placed in the 2nd quartile.
- > The State would determine the appropriate salary based on internal equity considerations.

**TABLE 7
PAY RANGE QUARTILE PLACEMENT FOR CURRENT
EMPLOYEES BASED ON YEARS OF EXPERIENCE**

	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Salary Range⁴	\$56,028 – \$64,908	\$64,909 – \$73,789	\$73,790 – \$82,670	\$82,671 – \$91,549
Qualifications				
Years of Job-Related Experience	0 – 2.9 years of experience	3 – 5.9 years of experience	6 – 8.9 years of experience	9+ years of experience
Job Related Experience	Meets Minimum Job Requirements - Has little or no previous experience	Has Previous Relevant Experience - ability to perform duties	Meets Preferred Qualifications - Ability to perform duties independently	Subject Matter Expert - Has broad knowledge of job-related area
Appropriate Skill Set	Requires additional training to build knowledge and skills	May need additional training to perform duties independently	Exhibits core competencies	Has senior level job experience

Cost would be determined based on where the employee falls on the rating scale (**Table 7**).

⁴ Based on a salary range with a minimum of \$56,028 and a maximum of \$91,549.

Hard-to-Fill Positions

The State defines “hard-to-fill” as a classification that has had significant recruitment and/or retention difficulties.

The State currently has four (4) established mechanisms for addressing recruitment and/or retention difficulties:

1. Blanket Starting Salary (Compensation Guidelines)

A blanket starting salary provides for a starting salary above the minimum rate of pay. Approval is based on documented critical shortage, labor market competition, recruitment problems, and/or retention problems.

2. Salary Matrix

In exceptional circumstances where there is documentation of a critical shortage, labor market competition, recruitment problems, and/or retention problems consideration may be given to the creation of a matrix allowing for an increase in pay within the pay grade based on successful completion of training/education at a higher level of competency, within the same job classification.

3. Selective Market Variation (SMV) (Budget Epilogue)

SMV is used to increase the salary range for job classifications where severe market competition makes it difficult for the State to recruit and retain qualified employees.

4. Critical Shortage/Leveling Up (Merit Rule and Budget Epilogue)

Upon agency request, the DHR Secretary may approve a starting rate above the minimum for the pay grade where a critical shortage of applicants exists. The DHR Secretary, Director of the Office of Management and Budget (OMB) and the Controller General may provide that all lower paid, equally qualified employees in the same class within the same geographic area receiving a lower rate shall also have their pay rates set as stated above if their performance is satisfactory.

Agencies that request special pay considerations to address recruitment and retention difficulties must provide supporting documentation for approval through DHR, OMB, and the Controller General.

Recommendations for Hard-to-Fill Positions

If the State adjusts the pay structure based on market data by 16%, the process for submitting special pay consideration requests may be reduced dramatically. Regardless, the State may continue to have hard-to-fill positions due to labor market conditions resulting in a starting salary greater than the minimum of the pay range. The State can consider utilizing the matrices in **Tables 8 and 9** on the following pages, which can be modified as necessary, to determine starting salaries for hard-to-fill positions. The following recommendations could contribute to pay inequities with present incumbents in the same job title which may require an equity adjustment.

Table 8 on the following page provides guidance for determining starting salaries for hard-to-fill positions based on a variety of factors such as the size of the applicant pool, impact of the vacancy on agency operations, turnover rate of positions within the agency and position stability in the local market. For example, if the State is recruiting for a position, receives fewer than 10 applicants, and this is a “high” turnover position within the State, the competitive starting salary should be 95% of the midpoint.

Table 9 on the following page provides an alternative method based on determining the appropriate pay range quartile for the starting salary of a new employee based on related job experience. This matrix takes into consideration the candidate's years of job-related experience, relevance of the job-related experience and the candidate's skill set. For example, a candidate with 6-8 years of job-related experience who meets the preferred qualifications for the position and has the appropriate skill set (exhibits the core competencies required of the position) should be hired in the 3rd quartile of the salary range.

To address pay inequities with current employees the State can use the matrix shown in **Table 7**.

**TABLE 8
HARD TO FILL POSITIONS
DETERMINATION OF STARTING SALARY
BASED ON MARKET COMPETITIVE MIDPOINT**

Factors	80% of Midpoint	85% of Midpoint	90% of Midpoint	95% of Midpoint	100% of Midpoint
# of Candidates Applying for Position	Many applicants	Greater than 15 applicants but less than 20 applicants	Greater than 10 applicants but less than 15 applicants	Limited applicants (less than 10)	Hard to Fill
Position Vacancy Impact on Agency Operations	Minimal Impact on Agency Operations or Mandates	Low Impact on Agency Operations or Mandates	Moderate Impact on Agency Operations or Mandates	High Impact on Agency Operations and not meeting Mandates	Exceptional Impact on Agency Operations and not meeting Mandates
Position Turnover Rate within Agency	Minimal - openings are rare	Low - infrequent openings	Moderate	High	Ongoing
Position Stability within Local Industry	Stable	High	Moderate	Low	

**TABLE 9
DETERMINATION OF STARTING SALARY FOR NEW EMPLOYEES
BASED ON CURRENT YEARS OF EXPERIENCE AND/OR RELATED
QUALIFICATIONS**

	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Salary Range⁵	\$56,028 – \$64,908	\$64,909 – \$73,789	\$73,790 – \$82,670	\$82,671 – \$91,549
Qualifications				
Years of Job-Related Experience	0 – 2.9 years of experience	3 – 5.9 years of experience	6 – 8.9 years of experience	9+ years of experience
Job Related Experience	Meets Minimum Job Requirements - Has little or no previous experience	Has Previous Relevant Experience - ability to perform duties	Meets Preferred Qualifications - Ability to perform duties independently	Subject Matter Expert - Has broad knowledge of job-related area
Appropriate Skill Set	Requires additional training to build knowledge and skills	May need additional training to perform duties independently	Exhibits core competencies	Has senior level job experience

⁵ Based on a salary range with a minimum of \$56,028 and maximum of \$91,549.

Paid Leave Practices

The State’s annual leave (vacation) program compared to peer employers is more generous for the first four years of employment, but after 5 years of employment, the State begins to lag behind. The State is also below the market average for holidays and personal/floating holidays. However, the State’s sick leave accrual of 114 hours per year is more generous compared to the market average of 99 hours per year.

The State currently provides employees with the benefit of carrying-over unused vacation and sick leave (**Table 10**). In addition, employees can cash-out their unused vacation at retirement and separation from State employment. There are provisions for cash-out of a portion of sick leave upon retirement and death, however no provision for cash-out when separating from State employment.

TABLE 10
MAXIMUM ANNUAL NUMBER OF CARRY-OVER AND CASH-OUT HOURS

	State of Delaware	Prevailing Market Practice
Maximum Unused Vacation Carry-Over Hours	318 hours	Ranges from 240 – 600 hours
Maximum Vacation Hours Cash-Out at Termination or Retirement	477 hours	Ranges from 240 hours - Unlimited
Maximum Unused Sick Leave Accrual Hours	114 hours	Ranges from 96 – 120 hours
Maximum Unused Sick Leave Carry-Over Hours	Unlimited	Ranges from 96 hours – Unlimited
Maximum Sick Leave Hours Cash-Out at Termination or Retirement	338 hours at retirement	Varies, ranges from 360 – 2488 hours or percentage of the balance

Recommendations

The State should maintain its current paid leave practices.

Performance-Based Rewards

The State requires that performance reviews be completed in accordance with Chapter 13 of the State Merit Rules; however, it currently does not have any type of pay for performance.

Prevailing Market Practice

Performance-based compensation can be delivered in two forms:

- Annual-based pay increases that vary based on performance ratings
- One-time bonuses tied to specific employment milestones such as the attainment of job-related licenses and certifications or demonstrated skills and competencies

Segal collected information on policies for different types of performance-based rewards, bonuses and/or recognition that are offered by peer employers. Our examination found that the number of peers that offer any type of bonus is minimal. Spot bonuses are more common among public sector employers. However, individual bonuses are far less prevalent. Details of policy information collected for the different types of bonuses can be found in **Tables O - S in Appendix A**.

Recommendations

The State should consider providing spot bonuses to improve recruitment and retention. These types of bonuses offer an incentive to employees that is much more affordable and is a short-term alternative to across-the-board pay increases. SHRM¹ conducted a survey that shows that employee recognition programs that are at least 1% of payroll significantly increase how employees perceive their organization, which can assist the State with its recruitment and retention efforts.

¹ This resource is from [SHRM.org](https://www.shrm.org) © 2018. All rights reserved.

V. Review of Recruitment Practices

Recruitment Policy and Practices

Chapter 6 of the Merit Rules outlines the State’s policy of conducting candidate searches that are wide enough to find qualified applicants as well as rules for posting a job vacancy for a minimum of seven (7) days. The State also maintains a “User’s Guide for Merit System Hiring in the State of Delaware” and a “Recruitment Procedures” document, which provides detailed steps for guiding managers through the hiring process.

DHR provides a referral list to the hiring manager and the agency must interview candidates after forming an interview panel. The State allows hiring without referral lists for pay grades 1 - 5. One of the primary requirements of the interview panel is that its composition must be diverse and include a minimum of at least three members and underrepresented position vacancies must interview 15 candidates at minimum (Governor’s Executive Order).

Recommendations

- The State must prioritize aligning pay ranges with the market, which would require an adjustment of at least 16% to its pay structures.
- If the horizontal pay progression recommendation is accepted, then positions should be posted with the full pay range and clarify how the starting salary will be determined to provide transparency.
- Diversify and enhance recruiting efforts beyond the Delaware Employment Link, which is the source for job postings.

~~VI. Review of Classification Policy and Practices~~

The State currently has over 1,000 merit classifications. Chapter 3 of the State Merit Rules states that the Secretary of DHR is tasked with maintaining a method of classifying and reviewing all Merit and Merit Comparable positions. Merit positions are those in classified service as defined under Delaware Code Title 29, §5903.

Merit Comparable are exempt positions excluded from classified service (not covered by the Merit Rules), as defined in Delaware Code, Title 29 Chapter 5903. Exempt classifications may be directly comparable to a merit classification, meaning work is significantly similar in essential functions, knowledge, skills, abilities and job requirements to the merit class it is comparable with. Some exempt classifications are not directly merit comparable, such as a Division Director, and therefore are assigned a comparable pay grade based on Hay Methodology points, a job evaluation tool named the Hay Methodology introduced to the State in 1986. All job classifications were evaluated at that time. DHR continued to conduct yearly maintenance reviews based on changes in the work performed by all positions in a class or class series following the establishment of the Hay Methodology job evaluation tool. In 2004, the Classification Consolidation Initiative reduced the number of merit classifications from 1,500 to about 1,000. In 2007, the State discontinued maintenance reviews due to economic conditions; however, the State continues to create and revise classification specifications, corresponding job requirements and amend pay grades through the reclassification and position establishment process.

The following reviews current practices and provides recommendations on:

- Classification Specifications
- Reclassifications
- Position Establishment
- Maintenance Review

Classification Specifications

State's Current Process

All Merit positions start with the creation of a classification specification which describes the summary, scope and complexity, essential functions, knowledge, skills, abilities and job requirements of position(s) in the classification and is assigned a pay grade through a Hay Methodology analysis. Once approved the classification specification is implemented and becomes part of the State's classification system.

The State of Delaware currently uses the Hay Methodology to evaluate new/revised classifications and assign an appropriate pay grade. The Hay Methodology was introduced to the State in 1986 and uses a point-factor method to evaluate classifications on three primary factors including know how, problem solving, and accountability. The purpose of the Hay Methodology is to provide a consistent process to evaluate position classifications by objectively measuring the content of each job compared to other jobs based on classification factors applied to all jobs; determining its relative worth; and establishing equitable pay relationships among all jobs. When a job is evaluated, points are assigned to each factor based on the degree or level that each factor is present, and points of all three factors are then totaled to determine the pay grade and corresponding salary range.

All classifications are assigned to an occupational grouping. Some classifications are assigned to a career ladder based on the work having multiple levels of complexity that can be supported by operational needs. Career ladders provide promotional opportunities for employees to promote from one level to the next, upon meeting promotional standards and job requirements of the next level, without competition.

Recommendations

Segal recommends the State conduct a comprehensive classification analysis and re-implement a process to periodically conduct reviews of classifications on a rotating basis by Occupational Group. Our recommendations can only be accomplished if the State has sufficient internal resources to conduct a classification review of this magnitude. Generally, large public sector organizations utilize outside resources to conduct this type of analysis. A comprehensive classification analysis would include:

1. Amend Position Description Questionnaire (PDQ)

During this task, the current PDQ would need to be amended. The information elicited from employees and supervisors in the PDQ provides the basis for job series distinctions, internal equity determinations, updated job descriptions, and FLSA determinations.

The PDQ may include questions concerning:

- **Essential duties and responsibilities.**
- The **knowledge, skills, and abilities** associated with each essential duty or responsibility.
- **Supervisory** or work leadership duties including questions specific to FLSA exemption standards.

- **Minimum requirements** for new employees in the job, such as education, experience, and certifications/licenses.
- **Fiscal responsibilities** including making organizational commitments which have significant financial impact.
- **Impact of action** on the State and public and the level at which employees are responsible for errors.
- **Use of discretion and independent judgment** such as the ability to make decisions that affect the overall policies of the department or organization.
- **Physical requirements** of the job (including frequency of specific physical activities and amount of lifting/moving).
- **Working environment**, including exposure to risks, hazardous situations, etc.
- **Supervisor's review**, which would include comments regarding the employee's answers, as well as opinions regarding the appropriateness of the current title, comparison to other jobs within a job series, and similar issues.

The information collected through the PDQ and employee interviews is used to develop recommended changes to the classification structure and job descriptions, as well as to define the differences among jobs for internal equity alignment.

2. Job Analysis

The completed PDQs will be utilized to analyze the State's jobs and document distinguishing characteristics that define a particular job title within the job family.

3. Conduct Employee Interviews

We recommend conducting employee interviews, either individually or in groups. The purpose of these interviews is to:

- Validate and clarify information contained in the PDQs
- Understand employees' views on the key distinguishing characteristics among jobs
- Provide an opportunity for employees to voice their opinions and perceptions of the current classification structure

4. Develop and Document a Recommended Classification Structure

Based on the job analysis, a recommended job classification structure is developed. This structure will contain at least the following:

- List of job titles, with titling guidelines (that is, standards for using terms such as "Coordinator," "Manager," or "Director" in job titles).
- Recommended minimum qualifications and requirements associated with each job title (such as education, experience, certifications, and licensing).
- Distinguishing characteristics among jobs within a job family or career path. For example, the key differences between a Secretary and an Administrative Assistant.

Additionally, recommendations are developed regarding:

- Consolidation of class titles that have highly similar responsibilities and requirements.
- Development of new class titles for positions that reflect new or different roles, responsibilities, or requirements.
- Re-wording of class titles based on standard occupational nomenclature or for clarity.

The outcome will be a recommended classification architecture that clearly defines and documents all classifications to facilitate both internal equity and external market comparisons.

5. Recommend Individual Position Assignments to Classifications

Once the revised classification structure has been reviewed and finalized, each employee is placed within the structure, based on information collected from the PDQs and the interviews.

6. Conduct Fair Labor Standards Act (FLSA) Analysis

The FLSA requires that employers provide overtime pay at time and one-half the regular rate of pay for all hours worked over 40 hours in a workweek.

However, Section 13(a)(1) of the FLSA provides an exemption from overtime pay for employees employed as bona fide executive, administrative, professional, and outside sales employees. The U.S. Department of Labor (DOL) Wage and Hour Division (WHD) is responsible for enforcing the FLSA and provides guidance to employers through fact sheets, opinion letters, administrator interpretations, and other documents.

The DOL guidance regarding overtime exemption includes information on the following exemption tests:

- Executive Exemption
- Administrative Exemption
- Learned Professional Exemption
- Creative Professional Exemption
- Computer Employee Exemption
- Outside Sales Exemption
- Highly Compensated Exemption

The PDQ contains targeted questions to gather detailed information on job duties that the Department of Labor has identified as key determinants of exemption status for white collar jobs, such as:

- Whether an employee “customarily and regularly exercises discretion and independent judgment.”
- Whether an employee is responsible for direct supervision of others (or whose recommendations are given “particular weight” when making personnel decisions).
- Whether the job’s primary duty meets any of the DOL’s exemption tests.

Using this information and applying the DOL’s “duties” tests provides guidance regarding:

1. Whether jobs should be classified as Exempt or Non-Exempt

2. If a job is Exempt, which test is applicable (Executive, Administrative, Learned Professional, Creative Professional, or Computer Professional)

7. Apply a Job Evaluation Approach (See Table 11)

The job evaluation approach should provide a systematic process that:

- Uses specific compensable factors across all departments and positions to create an internal hierarchy of jobs
- Provides an objective quantitative approach
- Determines values for each compensable factor and calculates a total point score for each position
- Provides an organization-wide hierarchy which establishes internal equity
- Complements and co-exists with market data

Segal recommends the State consider alternative approaches to the current job evaluation methodology because the Hay Methodology does not account for “working conditions” as a compensable factor.

Table 11 below includes alternative approaches to the Hay Methodology point-factor method.

**TABLE 11
ALTERNATIVE JOB EVALUATION APPROACHES**

	OPTION I Ranking Method (involves a whole-job, job-to-job comparison)	OPTION II (currently used by State) Classification Method (compares jobs on a whole-job basis)	OPTION III Market-based Method (uses market pay rates for benchmark jobs to establish a market-based job hierarchy)
Advantages	<ul style="list-style-type: none"> • Simple to administer • Inexpensive • Quickly implemented • Little training required 	<ul style="list-style-type: none"> • Simple to administer • Inexpensive • Quickly implemented • Little training required • Evaluation reference points defined 	<ul style="list-style-type: none"> • Works best in mature organizations • Job hierarchy within a family is easily defined and well known
Disadvantages	<ul style="list-style-type: none"> • Inconsistent: different judgment criteria • No Detail • May be superficial • Incumbent influence 	<ul style="list-style-type: none"> • Jobs may be forced into classifications that may not fit • Descriptions can be inflated to fit a classification 	<ul style="list-style-type: none"> • Requires the collection of market data, which can be time consuming and may have a cost associated with approach

An alternative point-factor method should include the compensable factors shown in **Table 12** below.

TABLE 12
EXAMPLE OF JOB EVALUATION COMPENSABLE FACTORS

Compensable Factor	Measurement
Formal Education	Measures the minimum formalized training or education that is required for entry into the position
Experience	Measures the minimum level of work experience required for entry into the position
Management/ Supervision	Measures the supervisory or managerial role of the job and the degree of complexity of work performed by those being supervised
Human Collaboration Skills	Measures the job requirements of interaction with others outside direct reporting relationships
Freedom to Act/Impact of Action	Measures the degree of freedom to exercise authority as well as assesses the impact of actions
Technical Skills	Measures the job difficulty in terms of application of the knowledge required by the job
Fiscal Responsibility and/or Risk Impact	Measures the accountability and participation, if any, as it relates to the fiscal accountability for one's department or assigned area(s) of responsibility
Working Conditions	Measures the surroundings or physical conditions under which the work must be performed

8. Update Job Descriptions (Class Specifications)

Update the current job descriptions for all job titles using the information in the PDQ and employee interviews and develop new specifications for any new classes that have been added to the structure because of the classification analysis.

Reclassifications

State's Current Process

A reclassification typically occurs when the nature, scope and/or complexity of work has changed in a given position. DHR requires agencies to submit a Classification Request Form that collects the reason for the request, the criticality of the request and contains a PDQ. The agencies also need to submit current and proposed organizational charts.

Recommendations

1. Modify the PDQ in the classification form so that important information related to distinguishing characteristics is captured.
2. Improve communications with agencies regarding existing mechanisms to check the status of reclassification requests. To meet the needs of agencies, DHR should communicate existing requirements and processes, and establish clear timeframes to complete the reclassification requests and responses.

These steps would help improve efficiency, resulting in more timely responses and better customer service.

Position Establishment

State's Current Process

Chart 3 outlines the State's current process for establishing new positions. Agencies must first secure authorization for a new full-time equivalent position through either the budget process or State Clearinghouse Committee prior to submitting a Classification Request form that contains a completed PDQ.

CHART 3
DHR POSITION ESTABLISHMENT FLOW CHART



Recommendations

DHR should modify the PDQ in the classification form so that it includes additional questions that capture the distinguishing characteristics of the classification and job requirements.

Maintenance Review

State's Current Process

Maintenance reviews consist of a formal periodic review of positions within an occupational area to ensure the accuracy and currency of the classification of positions. Maintenance reviews are large-scale and involve positions in classifications that cross multiple agencies. These reviews typically require a year to complete and require approval of funding through the budget process. The State has not been completing regular maintenance reviews since 2007 due to budgetary constraints.

Recommendations

The State should reactivate the process for conducting periodic maintenance reviews of the State's classifications. However, this endeavor requires funding support and sufficient internal resources.

VII. Gender and Race/Ethnicity Equity

Pay Equity Analysis

Based on our analysis of the State’s census data from the PHRST system, there does not appear to be a clear pattern of pay disparities by either gender or race/ethnicity. To conduct this analysis, we reviewed information contained in the employee census data file from the PHRST system.

Statewide

Segal compared the average base salaries of men and women in all job classifications to determine if patterns of pay inequity exist. The State provided census data file from the Payroll Human Resources Statewide Technology (PHRST) system, as of July 7, 2018, for 1,068 job titles/classifications for 14,022 employees. There are 481 job classifications for which there are both male and female employees. **Table 13** shows that 87.3% of all job classes include both genders. Furthermore, only 4.0% of females have an average base salary higher than 5% of the males and only 1.9% of males have an average base salary of more than 5% of females.

**TABLE 13
COMPARISON OF AVERAGE BASE SALARY BY GENDER ON A STATEWIDE BASIS**

GENDER COMPARISON STATEWIDE	# of Job Titles	# of State Employees	As a % of All Employees in Job Titles with Both Genders
Total # of Job Classifications Statewide	1,068	14,022	
Total # of Job Classifications with Employees in Both Genders Statewide	481	12,238	87.3%
Females with Average Base Salary > 5% below Male Average Base Salary	83	489	4.0%
Males with Average Base Salary > 5% below Female Average Base Salary	72	233	1.9%
Females with Average Base Salary within +/- 5% of Male Average Base Salary	326	11,516	94.1%

Cross-tabulation of Gender and Race/Ethnicity

Segal conducted analyses of average compensation on a cross-tabulation basis (which combines gender and ethnic group categories in the same analysis). Key findings from this analysis are:

- For males on a statewide basis, 94.5% of non-white male employees’ salaries are within + or - 5% of average white male employees’ salaries.
- For females on a statewide basis, 88.7% of non-white female employees’ salaries are within

+ or - 5% of average white female employees' salaries.

Segal compared average salaries on a gender and race/ethnicity basis. There are 375 job classifications containing both white and non-white employees. The data was evaluated by the following criteria: job classes with only white employees; job classes with only non-white employees; job classes with both white and non-white employees; job classes with non-white average base salary > than 5% below white average base salary; job classes with white average base salary > than 5% below non-white average base salary; and job classes with non-white average base salary within + or - 5% of white average base salary. For employees in these job classifications, 88.3% of non-white employees' average base salary is within + or 5% of average white employees' base salary (see **Table 14** for details). The State should investigate these instances more closely to ensure that any pay gaps that exist are explainable by specific employee characteristics, such as job performance, seniority, prior related work experience, etc.

**TABLE 14
COMPARISON OF AVERAGE BASE SALARY BY GENDER AND ETHNIC GROUP
(WHITE/NON-WHITE) ON A STATEWIDE BASIS**

ETHNIC GROUP COMPARISON STATEWIDE (WHITE/NON-WHITE)	ALL EMPLOYEES			MALE			FEMALE		
	# of Job Titles	# of State Employees	As a % of All Employees in Job Titles with Both White/ Non-White Employees	# of Job Titles	# of State Employees	As a % of All Males in Job Titles with Both White/ Non-White Male Employees	# of Job Titles	# of State Employees	As a % of All Females in Job Titles with Both White/ Non-White Female Employees
Total # of Job Classifications Statewide	1,068	14,022	--	756	6,438	--	793	7,584	--
Total # of Job Classifications with ONLY White Employees	459	1,037	--	376	581	--	333	476	--
Total # of Job Classifications with ONLY Non-White Employees	77	99	--	74	40	--	92	59	--
Total # of Job Classifications with Both White and Non-White Employees Statewide	532	12,886	91.9%	308	5,837	90.7%	368	7,049	92.9%
Total # of Job Classifications with Non-White Average Base Salary > 5% below White Average Base Salary	90	898	7.0%	76	347	4.0%	80	551	3.1%
Total # of Job Classifications with White Average Base Salary > 5% below Non-White Average Base Salary	67	605	4.7%	48	358	1.5%	60	247	2.5%
Total # of Job Classifications with Non-White Average Base Salary within +/- 5% of White Average Base Salary	375	11,383	88.3%	182	5,132	94.5%	228	6,251	88.7%

Segal compared average base salaries by gender and all ethnic groups. **Table 15** shows the breakdown by ethnicity.

TABLE 15
COMPARISON OF AVERAGE BASE SALARY BY GENDER AND ETHNIC GROUP
(ALL) ON A STATEWIDE BASIS

ETHNIC GROUP COMPARISON STATEWIDE (ALL ETHNIC GROUPS BREAKOUT) STATEWIDE	ALL EMPLOYEES			MALE			FEMALE		
	# of Job Titles	# of State Employees	% of Employees in Ethnic Group	# of Job Titles	# of State Employees	% of Employees in Ethnic Group and Male	# of Job Titles	# of State Employees	% of Employees in Ethnic Group and Female
Total Job Classifications with AMIND Employees	42	57		21	29		22	28	
Total Job Classifications with AMIND Average Base Salary >5% below White Average Base Salary	6	7	12.3%	2	2	6.9%	4	5	17.9%
Total Job Classifications with White Average Base Salary >5% below AMIND Average Base Salary	11	15	26.3%	5	8	27.6%	6	7	25.0%
Total Job Classifications with AMIND Average Base Salary Within + or - 5% of White Average Base Salary	25	35	61.4%	14	19	65.5%	12	16	57.1%
Total Job Classifications with ASIAN Employees									
Total Job Classifications with ASIAN Average Base Salary >5% below White Average Base Salary	34	50	17.4%	14	15	13.3%	26	35	20.1%
Total Job Classifications with White Average Base Salary >5% below ASIAN Average Base Salary	15	24	8.4%	9	16	14.2%	8	8	4.6%
Total Job Classifications with ASIAN Average Base Salary Within 5% of White Average Base Salary	95	213	74.2%	55	82	72.6%	66	131	75.3%
Total Job Classifications with BLACK Employees									
Total Job Classifications with BLACK Average Base Salary >5% below White Average Base Salary	81	369	9.7%	41	94	6.8%	64	275	11.3%
Total Job Classifications with White Average Base Salary >5% below BLACK Average Base Salary	73	165	4.3%	43	69	5.0%	45	96	3.9%
Total Job Classifications with BLACK Average Base Salary Within 5% of White Average Base Salary	365	3,289	86.0%	230	1,227	88.3%	273	2,062	84.8%
Total Job Classifications with HISPA Employees									
Total Job Classifications with HISPA Average Base Salary >5% below White Average Base Salary	52	80	15.1%	20	26	11.6%	37	54	17.8%
Total Job Classifications with White Average Base Salary >5% below HISPA Average Base Salary	31	52	9.8%	16	23	10.2%	20	29	9.5%
Total Job Classifications with HISPA Average Base Salary Within 5% of White Average Base Salary	132	397	75.0%	81	176	78.2%	86	221	72.7%
Total Job Classifications with MULTI Employees									
Total Job Classifications with MULTI Average Base Salary >5% below White Average Base Salary	34	45	23.6%	15	18	21.7%	22	27	25.0%
Total Job Classifications with White Average Base Salary >5% below MULTI Average Base Salary	15	19	9.9%	5	7	8.4%	11	12	11.1%
Total Job Classifications with MULTI Average Base Salary Within 5% of White Average Base Salary	66	127	66.5%	34	58	69.9%	41	69	63.9%
Total Job Classifications with PACIF Employees									
Total Job Classifications with PACIF Average Base Salary >5% below White Average Base Salary	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Job Classifications with White Average Base Salary >5% below PACIF Average Base Salary	1	1	50.0%	1	1	100.0%	0	0	0.0%
Total Job Classifications with PACIF Average Base Salary Within 5% of White Average Base Salary	1	1	50.0%	0	0	0.0%	1	1	100.0%
Total Job Classifications with UNKWN Employees									
Total Job Classifications with UNKWN Average Base Salary >5% below White Average Base Salary	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Job Classifications with White Average Base Salary >5% below UNKWN Average Base Salary	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Job Classifications with UNKWN Average Base Salary Within 5% of White Average Base Salary	1	1	100.0%	1	1	100.0%	0	0	0.0%

Gender Comparisons by Salary Administration Plan (SAP)

We compared the average salaries for men and women in the same job title to determine if patterns of pay inequity exist. On an overall basis across all job titles for which there are employees of both genders, average female compensation is \$50,158, compared with average male compensation of \$50,788, or only a difference of 1 percent.

	MALE		FEMALE		Female Average Salary greater/(less than) Male Average Salary
	Average of Annualized Salary	Count of Employees	Average of Annualized Salary	Count of Employees	
Overall Average/Count	\$50,788	5,524	\$50,158	7,069	(1.2%)

Our findings do show that although there are selected job titles where gender-based pay inequity may exist, there does not appear to be a clear and consistent pattern of pay disparity.

Glass Ceiling Analysis

“Glass Ceiling” for this purpose is defined as an invisible barrier that keeps a given demographic from rising beyond a certain level in a given hierarchy.

For this analysis, we examined those State job classifications that are part of an established job series (e.g., Accounting Technician, Accounting Specialist, Accountant, and Senior Accountant). There were 135 job series reviewed of which 105 contained a supervisory/managerial classification. The supervisory/managerial had classifications ranging from pay grade 8 to pay grade 25. All other positions were excluded from this portion of our analysis. In examining these job series (which were defined by the State), we looked at three groups in particular:

- The lowest level (job title) in each job series for which the State of Delaware currently has any employees
- The highest level (job title) in each job series for which the State of Delaware currently has any employees
- Job series with a large number of employees (approximately 75 or more)

It is important to note that there were some job series in which the State does not currently have any employees at the highest or lowest level in that job series. In these cases, the highest or lowest level for which there are current employees was used. Additionally, there are instances where the State only has employees at one level of the ladder. In these cases, those job series were excluded from the analysis.

Table 16 summarizes the demographic distribution of employees by gender, race/ethnicity and level within job series. As noted, women and non-whites are disproportionately over-represented at the highest job level compared to their percentage of the overall workforce in job series. Non-whites are also over-represented at the lowest job level compared to their percentage of the overall workforce in job series. Males conversely are over-represented at the lowest level of a job series compared to their share of the overall workforce in job series. **This suggests that in general there is no pattern of artificial barriers for women or non-whites at the State.**

TABLE 16
PERCENTAGE DISTRIBUTION OF STATE EMPLOYEES BY LEVEL WITHIN A JOB SERIES BY MALE, FEMALE, WHITE, AND NON-WHITE CHARACTERISTICS
 Population Percentages by Demographic Group

	Males	Females	Whites	Non-Whites
Lowest Level in Job Series	53%	47%	53%	47%
Highest Level in Job Series	32%	68%	57%	43%
Total Population in Job Series Job Titles	47%	53%	62%	38%

Recommendations

1. Evaluate the application process and promotional opportunities through data collection, which enables further analysis into potential adverse impact (also known as disparate treatment). Our understanding is that the State does collect information at time of hire relating to an employee’s prior work experience, education, and other qualifications for employment however, this information is not stored in an easy to locate electronic format. Therefore, analysis of any potential disparate treatment is challenging for the State. Disparate treatment is when a practice, procedure, or test has a substantially different passing (or success rate) between competing groups. This practice does not need to require discriminatory intent and could look facially neutral in design.
2. Consider conducting pay equity analyses on a time series basis (i.e., over multiple years’ worth of data) so that trends in employment patterns and salary comparisons can be measured from a dynamic (changing over time) perspective.

VIII. Key Findings and Recommendations

Key Findings Related to Compensation Policy and Practices

Based on the prevailing compensation market practices, and confirmed through our review of the stakeholder interview findings we have identified two (2) key findings that affect recruitment and retention:

- Non-competitive salaries impact the State's ability to recruit top talent.
- The absence of a mechanism to progress through the pay range impacts employee retention.

The challenges above have had a large impact on the ability of agencies to meet their operational needs. Stakeholders expressed that employee turnover is a significant drain on effectively managing work; managers feel that they are in a continuous state of recruitment and training. Additionally, agencies have been unable to recruit preferred candidates or even second-tier candidates within a reasonable timeframe as well as retain qualified staff.

Recommendations Related to Compensation Policy and Practices

To rectify the State's challenges with its compensation practices, we have developed recommendations for Starting Pay Rates, Pay Increase for Promotion, and Pay Increases for Reclassifications. In the areas of Holiday Pay, Shift Differential, Overtime for FLSA Exempt Employees, and Hazardous Duty Pay, the State should maintain with peer employers and the market.

Recommendations Related to Merit Pay

The following summarizes key recommendations for each of the Merit Pay topics Segal reviewed.

Pay Structure

- Consider establishing a time-based pay structure to provide a mechanism for employees to progress through the full pay range; and/or
- Consider merit increases tied to performance, perhaps in conjunction with first Pay Structure recommendation.

Pay Progression

- Align an employee's position in the pay range based on years of experience tied to pay range quartile placement as a way to address horizontal pay compression
- Consider paying supervisors at least 10% more than their highest paid direct report to address vertical pay compression between supervisors and employees.

Recommendations for Hard-to-Fill Positions

Challenges with hard-to-fill jobs are market based. **Table 8 and Table 9** of this report provide matrices that can be utilized to determine starting salaries for hard-to-fill positions. In the long-term, the State needs to bring jobs up to market competitive levels by adopting our recommendations from Part I of our engagement.

Recommendations for Paid Leave Practices

The State should maintain its current paid leave practices. As of April 1st, the State will provide 12-weeks of paid parental leave. The State is one of only six states in the country that currently provides this benefit. The State should highlight this benefit in employee communications and recruiting materials.

Recommendations for Performance-Based Rewards

The State should consider providing spot and retention bonuses to improve recruitment and retention. These types of bonuses offer an incentive to employees that is much more affordable and may be a short-term alternative to across-the-board pay increases. Segal's recommendation is based on our experience in working with other public sector clients.

Key Findings Related to Classification Policy and Practices

In our review of the State’s classification policy and practices, we identified two key findings:

- Classification specifications are broadly written and therefore do not always reflect the specific nature of work currently performed. This makes it difficult to accurately benchmark jobs and evaluate the competitiveness of compensation. Additionally, current classification specifications may not support hiring managers’ necessity to post specific descriptions of job functions when posting vacancies.
- Although the State reviews job classifications through the ongoing reclassification and position establishment process, some job classifications have not been reviewed in over a decade

Recommendations Related to Classification Policy and Practices

The State should consider the following to better support meeting the operational needs of agencies:

- Conduct a comprehensive classification analysis and re-implement a process to periodically conduct reviews of classifications on a rotating basis by Occupational Group. Our recommendations can only be accomplished if the State has sufficient internal resources to conduct a classification review of this magnitude. Generally, large public sector organizations utilize outside resources to conduct this type of analysis.
- Modify the PDQ in the classification form so that important information related to distinguishing characteristics is captured.
- Improve communications with agencies regarding the status of reclassification requests. To meet the needs of agencies, DHR should communicate existing requirements and processes, and establish clear timeframes to complete the reclassification requests and responses.
- Examine alternative approaches to the current job evaluation methodology. The Hay Methodology does not account for “working conditions” as a compensable factor.

Key Findings Related to Gender and Race/Ethnicity Equity

In our analyses of the State’s employee demographics:

- There does not appear to be a pattern of systemic pay disparities by either gender or race/ethnicity.
- The potential effect of any “Glass-ceiling” within job series appears to be insignificant.

Recommendations Related to Gender and Race/Ethnicity Equity

The State should consider the following:

- Employment data collection and tracking insufficiencies may have an impact on how pay equity challenges are investigated and resolved. Evaluate the application process and promotional opportunities through data collection, which enables further analysis into potential adverse impact (also known as disparate treatment). Disparate treatment is when a practice, procedure, or test has a substantially different passing (or success rate) between competing groups. This practice does not need to require discriminatory intent and could look facially neutral in design.

IX. Conclusion

The State of Delaware's Department of Human Resources (DHR) engaged Segal Waters ("Segal") to conduct a comprehensive study of compensation, classification, benefits, gender and race/ethnicity equity. The study is divided into two parts:

- The objective of Part I is to study total compensation and review the merit pay plan based on current methodology and recommend any adjustments warranted to maintain competitiveness using the appropriate labor market(s). Total compensation is defined as wages and benefits.
- The objective of Part II is to review and examine the State's business practices for compensation, classification, and review statewide gender and race/ethnicity equity.

In Part II of our engagement, we completed the following:

- Reviewed compensation and classification practices and policies
- Incorporated findings on prevailing market practices based on information collected in Part I
- Met with DHR to discuss and clarify classification and compensation practices as well as needs related to conducting a gender and race/ethnicity equity analysis
- Conducted ten (10) days of fact-finding interviews with stakeholders to understand the issues challenges facing agencies
- Analyzed statewide gender and race/ethnicity equity by gender and race/ethnicity
- Developed recommendations

Summary of Findings and Recommendations

Based on our review of the stakeholder interview findings and the prevailing market practices related to compensation, we have identified the two (2) key findings that affect recruitment and retention of talent:

- Non-competitive salaries impact the State's ability to recruit top talent
- The absence of a mechanism to progress through the pay range impacts employee retention

Our review of the State's classification system identifies two (2) key findings:

- Classification specifications do not always reflect the nature of work currently performed. Inaccurate classification specifications make it difficult to accurately benchmark jobs and evaluate the competitiveness of compensation. Additionally, this does not support hiring managers' ability to post accurate job vacancies. Current employees seek employment either outside of the State or with another Agency.
- Although the State reviews job classifications through the ongoing reclassification and position establishment process, some job classifications have not been reviewed in over a decade.

Our analyses of the State's gender and race/ethnicity equity found:

- There does not appear to be a pattern of systemic pay disparities by either gender or race/ethnicity.
- The potential effect of any "Glass-ceiling" within job series appears to be insignificant.

Our recommendations to address the key findings are to:

- Adjust pay ranges to market competitive levels as we recommended in Part I of our engagement
- Implement a mechanism for employees to progress through the full pay range
- Conduct a comprehensive classification analysis and review of the State's current job evaluation methodology
- Evaluate the application process and promotional opportunities through data collection, which enables further analysis into potential adverse impact (also known as disparate treatment). Consider conducting pay equity analyses on a time series basis (i.e., over multiple years' worth of data) so that trends in employment patterns and salary comparisons can be measured from a dynamic (changing over time) perspective.

Appendix A: Detailed Summary of Market Compensation and Paid Leave Practices

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State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

A - PAY SCHEDULE DESIGN

Survey Participant	Grade and Step	Grades, Midpoint Based or No Steps	No Ranges	Notes
City of Dover, DE	X	X	NA	Multiple pay plans based on collective bargaining units.
Commonwealth of Massachusetts	X	X	NA	
Commonwealth of Pennsylvania	X	NA	NA	
Commonwealth of Virginia	NA	X	NA	Pay bands determine salary ranges for all occupations in the State of Virginia's government.
Federal Government	X	NA	NA	
Kent County, DE	X	NA	NA	
New Castle County, DE	X	NA	NA	
State of Maryland	X	NA	NA	
State of New Jersey	X	X	X	Pay plans are found in the Compensation Section of Title 4A in the Civil Service Commission Rules.
State of New York	X	NA	NA	Multiple pay plans/schedules are used for employees in different bargaining units.
State of North Carolina	X	X	NA	The majority of jobs are in a series of graded, no- step pay plans. The State has one step plan for Highway Patrol troopers.
Sussex County, DE	NA	X	NA	
State of Delaware	X	X		The majority of pay plans are mid- pointed based. Several of the pay plans negotiated by the compensation bargaining units are not like this. These have minimums and maximums, and some have grades and steps based on longevity and other miscellaneous factors.

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

B - PROGRESSION THROUGH PAY RANGE IN CURRENT JOB TITLE

Survey Participant	Longevity or Time in Job Increases	Merit/ Performance Increases (Based on Rating)	Market Data Adjustments	Cost of Living Adjustments, General Wage	Budget Process/ Financial Ability	Notes
City of Dover, DE	X	X	NA	X	NA	Employees hired before 7/1/1980 receive \$0.10/hour in longevity pay.
Commonwealth of Massachusetts	X	X	NA	X	X	
Commonwealth of Pennsylvania	X	NA	NA	X	NA	Corrections Officers and police units receive annual longevity increases; non-law enforcement units are granted steps in accordance with CBA provisions. General pay increases are granted in accordance with CBA provisions.
Commonwealth of Virginia	X	X	X	NA	X	
Federal Government	X	X	NA	NA	NA	
Kent County, DE	NA	X	NA	NA	NA	
New Castle County, DE	X	X	NA	NA	NA	
State of Maryland	X	X	NA	X	X	Budgetary increments are afforded to all staff within the grade level and reclassifications to a higher grade will afford staff the "merit/performance" increases.
State of New Jersey	X	X	NA	NA	NA	Performance evaluations may determine whether someone receives a promotion. Seniority may be a factor in someone increasing to a new pay range/new step in his or her salary schedule.
State of New York	X	X	NA	NA	NA	Performance Increase = Performance Advancement Pay

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

B - PROGRESSION THROUGH PAY RANGE IN CURRENT JOB TITLE

Survey Participant	Longevity or Time in Job Increases	Merit/ Performance Increases (Based on Rating)	Market Data Adjustments	Cost of Living Adjustments, General Wage Increase	Budget Process/ Financial Ability	Notes
State of North Carolina	NA	NA	NA	X	NA	Longevity is an annual bonus, not part of base pay. There is an in- range program where employees can progress through their range for job change, labor market, or equity reasons, but that is subject to agency discretion and availability of funds. The Legislature offers across the board increases of percentages or flat amounts as part of the annual budget bill. Typically, it is one rate for all employees, but for the current fiscal year, it varied by type of job.
Sussex County, DE	NA	X	X	X	X	
State of Delaware	NA	NA	NA	X	X	Movement through the range is dependent on pay policy decisions incorporated into the budget passed by the General Assembly and signed by the Governor each year. For some employees paid under negotiated pay scales (those with a Salary Admin Plan having a "U" prefix) movement may be based on either longevity or acquiring a certain skill level.

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

C - ADJUSTMENT TO PAY RANGES/SCHEDULES

Survey Participant	Based on Market Data	Based on Cost of Living Increase or General Wage Increase	Based on Budget Process/ Financial Ability	Based on Collective Bargaining Agreement	Notes
City of Dover, DE	NA	X	X	X	
Commonwealth of Massachusetts	X	X	X	X	
Commonwealth of Pennsylvania	NA	NA	NA	X	Corrections Officers and police units receive annual longevity increases; non-law enforcement units are granted steps in accordance with CBA provisions. General pay increases are granted in accordance with CBA provisions.
Commonwealth of Virginia	X	X	X	NA	
Federal Government	NA	X	X	NA	
Kent County, DE	X	X	NA	NA	
New Castle County, DE	NA	NA	NA	X	
State of Maryland	X	X	X	X	
State of New Jersey	X	X	NA	X	Collective bargaining agreements adjust pay schedules dependent on bargaining units (specific groups of occupations). The Department of the Treasury explicitly states that they use market data as well as the commission itself to reassess salary ranges. Market data is specifically used to reassess positions in the department of the treasury.

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

C - ADJUSTMENT TO PAY RANGES/SCHEDULES

Survey Participant	Based on Market Data	Based on Cost of Living Increase or General Wage Increase	Based on Budget Process/ Financial Ability	Based on Collective Bargaining Agreement	Notes
State of New York	NA	NA	NA	X	
State of North Carolina	X	NA	X	NA	
Sussex County, DE	X	X	X	X	
State of Delaware	X	NA	X	X	Pay policy decisions are incorporated into the budget passed by the General Assembly and signed by the Governor each year.

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

D - FY2018-20 BASE PAY INCREASES (%)

Survey Participant	FY2018	FY2019	FY2020
City of Dover, DE	3.00%	3.00%	3.00%
Commonwealth of Massachusetts	1.00%	1.00%	1.00%
Commonwealth of Pennsylvania	2.50%	NR	NR
Commonwealth of Virginia	3.00%	2.00%	2.00%
Federal Government	1.40%	NR	NR
Kent County, DE	1.00%	2.00%	NR
New Castle County, DE	NR	NR	NR
State of Maryland	NR	2.00%	NR
State of New Jersey	2.00%	2.00%	NR
State of New York	2.00%	2.00%	2.00%
State of North Carolina	5.80%	NR	NR
Sussex County, DE	2.40%	2.00%	NR
Participant Average	2.41%	2.00%	2.00%
State of Delaware	0%	0%	TBD

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

E - PAY INCREASE GUARANTEES

Survey Participant	Minimum Guaranteed Pay Increase-Promotions	Minimum Guaranteed Pay Increase - Reclassification to Higher Grade	Additional Policy Information
City of Dover, DE	NR	5.00%	An employee who is promoted shall receive a minimum 5% increase or an increase to the minimum step of the new pay range, whichever is higher. An employee whose position is reclassified to a class having a higher salary range shall receive a minimum 5% increase or an increase to the minimum step of the new pay range, whichever is higher. If the employee's position is reclassified to a lower pay range and the result is that the employee will receive a rate of pay above the maximum established for the new class, that employee will be ineligible for merit pay adjustments until such time that the employee either receives a promotion or benefits from a general class-wide pay increase thereby bringing the employee's rate of pay to or below the maximum rate established for the class.
Commonwealth of Massachusetts	NR	NR	NR
Commonwealth of Pennsylvania	NR	NR	For union-covered positions, employees are granted the equivalent of a four-step increase upon promotion. This pattern is typically also followed with management promotions.
Commonwealth of Virginia	NR	NR	(1) Negotiable from minimum of new pay band or alternate band up to 15% above current salary, or up to the hiring range minimum if it is higher. (Salary may not be below the minimum of the new pay band or alternate band. Exceptions higher than 15% and the hiring range minimum may be granted by the agency with documentation of the basis for the exception provided to DHRM. (2) 0-10% increase or to minimum of higher pay band. (Both are possible under in VA compensation policy.
Federal Government	NR	NR	The two-step promotion rule states that a GS employee promoted to a position in a higher grade is entitled to basic pay at the lowest rate of the higher grade that exceeds his or her existing rate of basic pay by not less than two step increases of the grade from which promoted.
Kent County, DE	NR	NR	Per Chapter 68 of the Kent County Code a reclassification is considered a promotion and a promoted employee can receive up to 8% wage increase or the beginning of the new range whichever is higher. While technically a promoted employee could receive less than 8% due to the "up to" provision in the language, it almost never happens.
New Castle County, DE	NR	NR	If the employee is paid according to a pay schedule that provides for steps within grades, the employee will be placed in the step of his or her newly assigned salary grade which will provide the next highest increment of pay above his or her current rate and which is commensurate with that employee's knowledge, skills and abilities.

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

E - PAY INCREASE GUARANTEES

Survey Participant	Minimum Guaranteed Pay Increase- Promotions	Minimum Guaranteed Pay Increase - Reclassification to Higher Grade	Additional Policy Information
State of Maryland	NR	NR	6% for one grade and 12% for two or more grades for standard salary schedule employees; 7% for one grade and 14% for two or more grades for Executive Pay Plan employees.
State of New Jersey	NR	NR	Employees who are appointed to a title with a higher-class code shall receive a salary increase equal to at least one increment in the salary range of the former title plus the amount necessary to place them on the next higher step in the new range. This subsection shall apply when the following conditions are met: 1. Employees are appointed from their permanent title to a title with a higher class code following or subject to a promotional examination; 2. Employees are serving in a title which is reevaluated to a higher class code; 3. Employees receive an advancement appointment to a higher title level with a higher class code in a job band.
State of New York	NR	NR	A new promotions and reclassifications will become effective in 2020.
State of North Carolina	NR	5.00 %	Policy stipulates that employee being offered a promotion shall receive a 5% percent increase.
Sussex County, DE	NR	NR	NR
State of Delaware	Greater of 5% or brought to minimum of new pay grade	Greater of 5% or brought to minimum of new pay grade	Any employee movement to a higher pay grade is a promotion. Any employee movement to a class of the same pay grade shall be treated in accordance with 4.5. Employees moving to a lower class and/or pay grade shall retain their former pay as long as they remain in that position. Employees in positions reclassified to a lower class not qualifying for Selective Market Variation (SMV) where their former class qualified for a SMV shall retain, for pay purposes, the SMV pay range assigned annually by the State budget process to the former class as long as they remain in that position and the former class continues to qualify for SMV. Employees whose positions were reclassified to classes in lower pay grades and who retain their former pay grade shall not retain the pay grade upon voluntary transfer or promotion. Employees shall receive the pay increase provided in the Budget Act, unless their latest Performance Review is unsatisfactory. If the unsatisfactory performance has already resulted in a reduction in pay grade, however, they shall receive the pay increase. Employees who are denied such increase shall become eligible for it when, as evidenced by a Performance Review, their performance is no longer rated as unsatisfactory. Such an increase is not retroactive.

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

F - HIRING RATES

Survey Participant	Can new starting employees receive an above pay range minimum salary that is commensurate with their years of related experience?	Additional Policy Information
City of Dover, DE	Yes	The minimum rate established for the class is the normal hiring rate, except in those cases where unusual circumstances appear to warrant appointment at a higher rate. Appointments above the minimum rate may be made with the approval of the City Manager when deemed necessary in the best interest of the City. Above the minimum appointments will be based on such factors as the qualifications of the applicant being higher than the desirable education and training for the class, a shortage of qualified applicants available at the minimum step and the need to offer qualified applicants above the minimum steps to secure his/her employment.
Commonwealth of Massachusetts	No	NR
Commonwealth of Pennsylvania	Yes	Policy currently under revision.
Commonwealth of Virginia	Yes	This Pay Practice allows agency management to counter a higher salary offered by an organization outside the Commonwealth to an employee deemed critical to the agency (EXTERNAL) This Pay Practice allows agency management to make one counter offer to a higher salary offered by another state agency to an employee deemed critical to the agency's mission and operations (INTERNAL).
Federal Government	Yes	NR
Kent County, DE	Yes	Per Chapter 68 of the Kent County Code a new employee can be compensated up to 5% above the grade minimum or the County administrator can authorize up to the maximum for the range.
New Castle County, DE	Yes	New appointees- A new employee shall be paid the minimum rate of pay for his or her class. However, if a new employee exceeds the minimum qualifications, he or she may be started at a higher salary; provided, however, that such exceptions on starting salaries require the written prior approval of the Chief Human Resources Officer. All such cases shall be thoroughly analyzed and measured against objective standards. Generally, every effort shall be made to recruit a qualified employee who will accept appointment at the minimum rate of the class.
State of Maryland	Yes	May be dependent on either job experience or dependent upon hiring and/or retiring issues by classification, geographical or agency.
State of New Jersey	Yes	An appointing authority may place a new employee at a salary step up to and including the fourth step of the salary range for the employee's title. A new employee, for purposes of this section, is one who has had no immediate prior State service with that appointing authority. An authorized hiring rate (AHR) is the set salary for initial appointments to particular job titles as established by the Chairperson. When an AHR is established or changed, current employees in such titles whose salaries are below the AHR shall be advanced to the AHR, and current employees in such titles whose salaries are the same as the AHR may be advanced by the Chairperson.

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

F - HIRING RATES

Survey Participant	Can new starting employees receive an above pay range minimum salary that is commensurate with their years of related experience?	Additional Policy Information
State of New York	Yes	NR
State of North Carolina	No	NR
Sussex County, DE	Yes	NR
State of Delaware	Yes	Upon initial appointment, employees shall be paid a salary equal to the minimum for their assigned pay grade, except as hereinafter provided. Agencies may approve a starting rate up to 85% of midpoint where applicants' qualifications are clearly over and above the job requirements as stated in the class specification. Upon agency request, the DHR Secretary may approve a starting rate higher than the 85th percentile if supported by documentation of the applicant's qualifications. Upon agency request, the DHR Secretary may approve a starting rate above the minimum for the pay grade where a critical shortage of applicants exists. The DHR Secretary and Controller General may provide that all lower paid, equally qualified employees in the same class within the same geographic area receiving a lower rate shall also have their pay rates set as stated above if their performance is satisfactory.
Count of Yes	10	

State of Delaware Total Compensation Survey

COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

G – 2nd and 3rd SHIFT SUMMARY

Survey Participant	2 nd Shift Amount (% of Pay or \$ Per Hour)	2 nd Shift Applicable Hours	3 rd Shift Amount (% of Pay or \$ Per Hour)	3 rd Shift Applicable Hours
City of Dover, DE	\$0.75	4:00 pm to midnight	\$0.75	Midnight to 8:00 am
Commonwealth of Massachusetts	NR	NR	NR	NR
Commonwealth of Pennsylvania	\$1.00	For all hours for a shift beginning before 6 AM or after 12 PM.	\$1.00	For all hours for a shift beginning before 6 AM or after 12 PM.
Commonwealth of Virginia	Differentials may be applied to Roles, Standard Occupational Classification (or SOC) Titles, Work Titles, Pay Areas, or individual positions in an agency and/or geographic location.	NR	Differentials may be applied to Roles, Standard Occupational Classification (or SOC) Titles, Work Titles, Pay Areas, or individual positions in an agency and/or geographic location.	NR
Federal Government	NR	NR	NR	NR
Kent County, DE	Custodians; \$.70/hr. Dispatchers and non-union Paramedics	Custodians - 4:30 p.m. to 12:30 a.m.; Dispatchers - 6 p.m. to 6 a.m.; non-unionized paramedics - 6 p.m. to 8 a.m.	\$0.60	12 a.m. - 8 a.m.
New Castle County, DE	NA	NA	NA	NA
State of Maryland	NA	NA	NA	NA
State of New Jersey	\$0.25	Afternoon or evening	\$0.25	Night or midnight
State of New York	Varies	Four or more hours of the shift between 6PM and 6AM EST	Varies	Four or more hours of the shift between 6PM and 6AM EST
State of North Carolina	NR	NR	NR	NR
Sussex County, DE	\$0.75	Shifts that begin at 6PM or later receive shift differential in their base pay.	NA	NA
State of Delaware	5% of pay grade midpoint for 2nd and 3rd shifts.	Four or more hours between the hours of 6:00 p.m. and 8:00 am	5% of pay grade midpoint for 2nd and 3rd shifts	Four or more hours between the hours of 6:00 p.m. and 8:00 am

State of Delaware Total Compensation Survey **COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES**

H - OVERTIME PAY FOR FLSA EXEMPT JOBS

Survey Participant	Type of FLSA Exempt Jobs Eligible for Paid Overtime or Comp Time	Type of Compensation for Exempt Jobs	Rate of Pay for Exempt Jobs
City of Dover, DE	NR	Comp Time	Comp Time at Straight Time
Commonwealth of Massachusetts	NR	Comp Time	NR
Commonwealth of Pennsylvania	Typically, jobs related to healthcare, corrections, emergency response or transportation.	Both	Paid Overtime Rate
Commonwealth of Virginia	An exempt employee will earn compensatory leave when required by the agency head or his/her designee to work: on an official office closing day if he or she is designated as an essential employee"; or on a holiday. NOTE: Exempt employees will be credited with compensatory leave when a holiday falls on a scheduled rest day.	Comp Time	Comp Time at Straight Time
Federal Government	NR	NR	NR
Kent County, DE	None eligible	NR	NR
New Castle County, DE	All if approved by the Chief Administrative Officer.	Comp Time	Paid Straight Time
State of Maryland	NR	NR	NR
State of New Jersey	No FLSA exempt jobs are eligible for paid overtime or comp time in the state of New Jersey.	NR	NR
State of New York	Any individual with a FLSA exempt job that earns less than \$536/week.	Overtime	Paid Overtime Rate
State of North Carolina	NR	NR	NR
Sussex County, DE	NR	NR	NR
State of Delaware	FLSA exempt employees may be compensated with straight compensatory time. Payment of cash straight time requires approval of State Director of Human Resources, usually for a finite period of time. Examples include requests to pay supervisors at straight time during State personal income tax season, to alleviate background check backlogs for correctional officer recruits, to work traffic mitigation during special events, etc. As authorized by Merit Rule, only RNs are eligible for paid overtime or compensatory time at time and one half.	Both	Paid Straight Time

State of Delaware Total Compensation Survey **COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES**

I - PAY FOR DAYS WORKED ON HOLIDAYS OR WEEKENDS

Survey Participant	Holidays Non-Exempt Employees	Holidays Exempt Employees	Saturdays Non-Exempt Employees	Saturdays Exempt Employees	Sundays Non-Exempt Employees	Sundays Exempt Employees	Additional Policy Information
City of Dover, DE	Paid Overtime Rate	Comp Time at Straight Time	Paid Overtime Rate	Comp Time at Straight Time	Paid Overtime Rate	Comp Time at Straight Time	Non-bargaining, non-exempt employees earn either 1.5x pay or 1.5x time off. Non-bargaining, exempt employees earn straight time off.
Commonwealth of Massachusetts	Paid Straight Time	Comp Time at Overtime Rate	Paid Straight Time	Comp Time at Overtime Rate	Paid Straight Time	Comp Time at Overtime Rate	NR
Commonwealth of Pennsylvania	Paid Overtime Rate	Paid Overtime Rate	Paid Straight Time	Paid Straight Time	Paid Straight Time	Paid Straight Time	NR
Commonwealth of Virginia	Paid Straight Time	Paid Straight Time	Paid Straight Time	Paid Straight Time	Paid Straight Time	Paid Straight Time	NR
Federal Government	NR	NR	NR	NR	NR	NR	NR
Kent County, DE	Paid Double Time	Paid Straight Time	Paid Straight Time	Paid Straight Time	Paid Straight Time	Paid Straight Time	Employees working on a holiday also receive a compensating day off. Employees can choose in advance to receive compensatory time rather than pay for working a holiday.
New Castle County, DE	Paid Overtime Rate	Comp Time at Straight Time	Paid Overtime Rate	Comp Time at Straight Time	Paid Overtime Rate	Comp Time at Straight Time	The County reserves the right to increase the workweek up to forty (40) hours at straight time rates, if conditions in the government require such action. Time and one-half (1½) shall be paid for hours worked in excess of forty (40) hours per week. Time and one-half (1½) shall be paid for work performed on Saturday and Sunday when forty (40) hours have already been worked during the first five (5) working days. Compensatory time may be granted to an employee in lieu of overtime pay in keeping with established administrative policy and the Fair Labor Standards Act (FLSA). Compensatory time shall be granted to thirty-five (35) hour work-week employees who work in excess of thirty-five (35) hours up to forty (40) hours.
State of Maryland	NR	NR	NR	NR	NR	NR	NR

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

I - PAY FOR DAYS WORKED ON HOLIDAYS OR WEEKENDS

Survey Participant	Holidays Non-Exempt Employees	Holidays Exempt Employees	Saturdays Non-Exempt Employees	Saturdays Exempt Employees	Sundays Non-Exempt Employees	Sundays Exempt Employees	Additional Policy Information
State of New Jersey	Paid Overtime Rate	Paid Straight Time	Paid Straight Time	Paid Straight Time	Paid Straight Time	Paid Straight Time	Full-time and part-time employees in fixed workweek titles shall be entitled to overtime compensation in addition to their regular rate of compensation for all work performed on a holiday. The following shall govern overtime compensation for full-time and part-time employees in fixed workweek titles who are employed in a seven-day coverage operation: 1. If a holiday occurs on a regular workday of an employee, the employee is entitled to overtime compensation for all work performed on that holiday in addition to the regular rate of compensation. 2. If a holiday occurs on a regular day off, an employee shall be given an additional day off in the same workweek. If, as a result of an emergency, the employee is required to work on the additional day, he or she shall be entitled to overtime compensation for all work performed on the additional day. 3. If a holiday occurs on a regular workday of an employee and the employee does not report for duty, he or she shall not be eligible for overtime compensation or an alternate day off for that holiday.
State of New York	Paid Overtime Rate	Paid Overtime Rate	Paid Straight Time	Paid Straight Time	Paid Straight Time	Paid Straight Time	Paid at 1.5x rate or employees may earn comp time off at 1.5x rate (for holidays).
State of North Carolina	NR	NR	NR	NR	NR	NR	NR
Sussex County, DE	Paid Overtime Rate	NR	Paid Overtime Rate	NR	Paid Overtime Rate	NR	Employees can choose at the beginning of the year if they want to be paid premium pay or receive comp time.

State of Delaware Total Compensation Survey

COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

I - PAY FOR DAYS WORKED ON HOLIDAYS OR WEEKENDS

Survey Participant	Holidays Non-Exempt Employees	Holidays Exempt Employees	Saturdays Non-Exempt Employees	Saturdays Exempt Employees	Sundays Non-Exempt Employees	Sundays Exempt Employees	Additional Policy Information
State of Delaware	NA	NA	NA	NA	NA	NA	<p>Call-Back Pay: FLSA-covered employees who have left the work site at the end of their scheduled shift and are called back for overtime service shall be paid for such service in accordance with the provisions for overtime pay, provided that minimum total payment is equivalent to four times their regular straight time hourly rate. Employees shall be paid according to this call-back provision or the overtime provision, whichever is greater, not both. Social workers providing direct child or adult protective services and the State Emergency Response Team approved by the DHR Secretary shall be eligible for call-back pay.</p> <p>Stand-by Pay: FLSA-covered employees assigned to critical public service approved by the DHR Secretary and authorized by agencies to be on-call regularly for emergency services for an average of 64 off-duty hours or more per week, shall receive stand-by pay equal to 5% of their pay grade midpoint while so assigned. Such increased pay shall continue during absences only for paid holidays and sick leave of five successive work days or less occurring during the period of assignment. Any call-back work required during on-call periods shall also be compensated in accordance with 4.16. Social workers providing direct child or adult protective services and the State Emergency Response Team approved by the DHR Secretary shall be eligible for stand-by pay. FLSA Exempt employees are not normally required to be paid however agencies may provide straight time comp time for work in excess of 40 per work week.</p>

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

J - VACATION HOURS CARRY-OVER

Survey Participant	Carry-Over Available	Maximum Carry-Over Hours Per Year
City of Dover, DE	Yes	Amount equal to one year's vacation time
Commonwealth of Massachusetts	Yes	400 at 25 years of service
Commonwealth of Pennsylvania	Yes	337.5
Commonwealth of Virginia	Yes	432
Federal Government	Yes	240
Kent County, DE	Yes	240 for non-exempt and 480 for FLSA exempt
New Castle County, DE	Yes	Varies based on union affiliation
State of Maryland	Yes	600
State of New Jersey	No	NR
State of New York	Yes	320
State of North Carolina	Yes	240
Sussex County, DE	Yes	336 at 25 years of service
State of Delaware	Yes	318

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

K - VACATION HOURS CASH-OUT

Survey Participant	Cash-Out Available	Hours At Year End	Hours At Termination	Hours At Retirement
City of Dover, DE	Yes	80	Unlimited	Unlimited
Commonwealth of Massachusetts	Yes	NR	NR	NR
Commonwealth of Pennsylvania	Yes	NR	Unlimited	Unlimited
Commonwealth of Virginia	Yes	336	336	336
Federal Government	No	NR	NR	NR
Kent County, DE	Yes	NR	Unlimited	Unlimited
New Castle County, DE	Yes	NR	Unlimited	Unlimited
State of Maryland	NR	No	Unlimited	Unlimited
State of New Jersey	No	NR	Up to max accrual	Up to max accrual
State of New York	Yes	NR	240	240
State of North Carolina	Yes	0 (excess of 240 rolls into sick leave)	up to 240	up to 240
Sussex County, DE	Yes	NR	NR	NR
State of Delaware	Yes	No	477	477

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

L - SICK LEAVE HOURS ANNUAL ACCRUAL

Survey Participant	Hours Accrued Per Year	Additional Sick Leave Policy Information
City of Dover, DE	90	Employees hired on or before July 1, 2004 and retire under an approved City Retirement Plan shall be paid in full for a maximum of one hundred fifty (150) days of accrued sick leave if the employee is retiring with 25 or more years of service with the City of Dover. The employee retiring with less than 25 years of service with the City of Dover shall be paid in full for a maximum of one hundred thirty (130) days of accrued sick leave. Effective January 12, 2009, as approved by City Council, employees with 21 to 24 years of service shall be eligible to sell back or use terminal leave.
Commonwealth of Massachusetts	112.5	
Commonwealth of Pennsylvania	82.5	Sick Accrual: 82.5 (union); 97.5 (management). Sick leave payments are only made upon qualifying retirement and are paid based on a % of accumulated days.
Commonwealth of Virginia	75	Sick leave accrual varies by an employee's years of services. Employees with less than 5 years receive 64 hours, those with 5 -10 years of service receive 72 hours and those with 10 or more years of service receive 80 hours.
Federal Government	97.5	Unused sick leave will be used in the calculation of an employee's or survivor's annuity based on retirement with an immediate annuity or on a death in service. For employees covered by the Civil Service Retirement System (CSRS), credit toward the annuity computation will be based on the full sick leave balance at retirement or death. For employees covered by the Federal Employees Retirement System (FERS), credit toward the annuity computation will be based upon a percentage of the sick leave balance at retirement or death, depending on the date the entitlement to the annuity began.
Kent County, DE	112.5	At retirement, sick leave is paid out at 1/2 up to maximum of 90 days (45 full days). In addition, once an employee achieves maximum sick leave accrual (960 hrs.), he/she can convert 3 accrued sick days above the maximum to 1 vacation day.
New Castle County, DE	90	Employees can enroll and donate to a county-wide sick leave bank. Sick leave accrues annually and has no limit. It can be cashed out not exceeding 100 workdays at INVOLUNTARY termination/retirement as long as two weeks' notice was given. Payment is one day for every two days accrued.
State of Maryland	112.5	
State of New Jersey	112.5	Only employees who are members of the Public Employees' Retirement System (PERS) are eligible for lump-sum reimbursement of half of their unused sick days to a maximum of \$15,000.
State of New York	97.5	Employees can use 200 days (1600 hours) of sick leave for retirement service credit.
State of North Carolina	90	

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

L - SICK LEAVE HOURS ANNUAL ACCRUAL

Survey Participant	Hours Accrued Per Year	Additional Sick Leave Policy Information
Sussex County, DE	112.5	Employee receives 1 day pay for every 1 day of accrued sick leave up to a maximum of 45 days and thereafter, 1 day of pay for every 2 days of accrued sick leave above 45 days to a maximum of 90 days (based on a total accumulated day of >=135). Hours cashed out are based on an 8 hour/day 40-hour workweek sick leave accumulation of 10.00 hours per month.
State of Delaware	114	Employees shall be paid for accumulated sick leave at their current salary, excluding all supplemental and premium pays, under the following conditions: 1) At retirement under the State Pension Law, upon commencement of long-term disability, or if laid off without prejudice for lack of work at the rate of 1 hour's pay for each 2 hours of sick leave. The maximum payment is 337.5 hours (37.5-hour weekly schedule) or 360 hours (40-hour weekly schedule). 2) At death of the employee, at the rate of 1 hour's pay for each hour of sick leave to the employee's estate. The maximum payment is 675 hours (37.5-hour weekly schedule) or 720 hours (40-hour weekly schedule). 3) Employees covered by practices in effect on or before June 30, 1968, shall earn, accumulate, carry over or be paid at a rate established by those practices, provided they remain in the service of the same agency or transfer for reasons beyond their control.

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

M - SICK LEAVE HOURS CARRY-OVER

Survey Participant	Carry-Over	Maximum Carry-Over Hours Per Year
City of Dover, DE	Yes	1440
Commonwealth of Massachusetts	Yes	Unlimited
Commonwealth of Pennsylvania	Yes	2250
Commonwealth of Virginia	Yes	Unlimited
Federal Government	Yes	Unlimited
Kent County, DE	Yes	960
New Castle County, DE	Yes	Unlimited
State of Maryland	Yes	Unlimited
State of New Jersey	Yes	Unlimited
State of New York	Yes	1600
State of North Carolina	Yes	Unlimited
Sussex County, DE	Yes	Unlimited
State of Delaware	Yes	Unlimited

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

N - SICK LEAVE DAYS/HOURS CASH-OUT

Survey Participant	Cash-Out Available	Hours At Year End	Hours At Termination	Hours At Retirement	Notes
City of Dover, DE	Yes	NR	NR	NR	Employees hired on or before July 1, 2004 and retire under an approved City Retirement Plan shall be paid in full for a maximum of one hundred fifty (150) days of accrued sick leave if the employee is retiring with 25 or more years of service with the City of Dover. The employee retiring with less than 25 years of service with the City of Dover shall be paid in full for a maximum of one hundred thirty (130) days of accrued sick leave. Effective January 12, 2009, as approved by City Council, employees with 21 to 24 years of service shall be eligible to sell back or use terminal leave.
Commonwealth of Massachusetts	Yes	NR	NR	20% of total balance	
Commonwealth of Pennsylvania	Yes	NR	NR	Up to 2488 hours	Sick Accrual: 82.5 (union); 97.5 (management). Sick leave payments are only made upon qualifying retirement and are paid based on a % of accumulated days.
Commonwealth of Virginia	Yes	NR	NR	NR	Sick leave accrual varies by an employee's years of services. Employees with less than 5 years receive 64 hours, those with 5 -10 years of service receive 72 hours and those with 10 or more years of service receive 80 hours.
Federal Government	No	NR	NR	NR	Unused sick leave will be used in the calculation of an employee's or survivor's annuity based on retirement with an immediate annuity or on a death in service. For employees covered by the Civil Service Retirement System (CSRS), credit toward the annuity computation will be based on the full sick leave balance at retirement or death. For employees covered by the Federal Employees Retirement System (FERS), credit toward the annuity computation will be based upon a percentage of the sick leave balance at retirement or death, depending on the date the entitlement to the annuity began.
Kent County, DE	Yes	NR	NR	360	At retirement, sick leave is paid out at 1/2 up to maximum of 90 days (45 full days). In addition, once an employee achieves maximum sick leave accrual (960 hrs.), he/she can convert 3 accrued sick days above the maximum to 1 vacation day.
New Castle County, DE	Yes	NR	800	800	Employees can enroll and donate to a county-wide sick leave bank. Sick leave accrues annually and has no limit. It can be cashed out not exceeding 100 workdays at INVOLUNTARY termination/retirement so long as two weeks' notice was given. Payment is one day for every two days accrued.
State of Maryland	Yes	No	No	Yes	

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

N - SICK LEAVE DAYS/HOURS CASH-OUT

Survey Participant	Cash-Out Available	Hours At Year End	Hours At Termination	Hours At Retirement	Notes
State of New Jersey	Yes	NR	NR	NR	Only employees who are members of the Public Employees' Retirement System (PERS) are eligible for lump-sum reimbursement of half of their unused sick days to a maximum of \$15,000.
State of New York	No	NR	NR	NR	Employees can use 200 days (1600 hours) of sick leave for retirement service credit.
State of North Carolina	No	NR	NR	NR	
Sussex County, DE	Yes	720	720	720	Employee receives 1 day pay for every 1 day of accrued sick leave up to a maximum of 45 days and thereafter, 1 day of pay for every 2 days of accrued sick leave above 45 days to a maximum of 90 days (based on a total accumulated day of >=135). Hours cashed out are based on an 8 hour/day 40-hour workweek sick leave accumulation of 10.00 hours per month.
State of Delaware	Yes			337.5	

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COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

O - ORGANIZATION-WIDE BONUSES

Survey Participant	Eligible Types of Employees	Amount	Frequency	Additional Policy Information
City of Dover, DE	NR	NR	NR	NR
Commonwealth of Massachusetts	NR	NR	NR	NR
Commonwealth of Pennsylvania	NR	NR	NR	NR
Commonwealth of Virginia	NR	NR	NR	NR
Federal Government	NR	NR	NR	NR
Kent County, DE	NR	NR	NR	NR
New Castle County, DE	NR	NR	NR	NR
State of Maryland	NR	NR	NR	NR
State of New Jersey	NR	NR	NR	NR
State of New York	NR	NR	NR	NR
State of North Carolina	NR	NR	NR	NR
Sussex County, DE	All current EEs	\$500.00	One Time	Holiday Bonus
State of Delaware	NR	NR	NR	NR

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

P - DEPARTMENT/TEAM BONUSES

Survey Participant	Eligible Types of Employees	Amount	Frequency	Additional Policy Information
City of Dover, DE	NR	NR	NR	NR
Commonwealth of Massachusetts	NR	NR	NR	NR
Commonwealth of Pennsylvania	NR	NR	NR	NR
Commonwealth of Virginia	NR	NR	NR	NR
Federal Government	NR	NR	NR	NR
Kent County, DE	NR	NR	NR	NR
New Castle County, DE	All	NR	NR	NR
State of Maryland	NR	NR	NR	NR
State of New Jersey	NR	NR	NR	NR
State of New York	NR	NR	NR	NR
State of North Carolina	NR	NR	NR	NR
Sussex County, DE	All current EEs	Varies	One Time	Special Projects
State of Delaware	NR	NR	NR	NR

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COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

Q - INDIVIDUAL BONUSES

Survey Participant	Eligible Types of Employees	Amount	Frequency	Additional Policy Information
Sussex County, DE	NR	NR	NR	NR
State of North Carolina	NR	NR	NR	NR
State of New York	NR	NR	One Time	Longevity Performance Award LLS
State of New Jersey	NR	NR	NR	NR
State of Maryland	NR	NR	NR	NR
New Castle County, DE	All	NR	NR	NR
Kent County, DE	NR	NR	NR	NR
Federal Government	NR	NR	NR	NR
Commonwealth of Virginia	NR	NR	NR	NR
Commonwealth of Pennsylvania	NR	NR	NR	NR
Commonwealth of Massachusetts	Management	Varies	One Time	Bonuses given in conjunction with performance evaluations based on final rating.
City of Dover, DE	NR	NR	NR	NR
State of Delaware	NR	NR	NR	NR

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

R - SPOT BONUSES

Survey Participant	Eligible Types of Employees	Amount	Frequency	Additional Policy Information
City of Dover, DE	Any	Unknown	One Time	"DUCS in a Row" Program (Doing Useful Community Service), Caught Doing It Right Program, STAR Program (\$50 Amazon gift card reward)
Commonwealth of Massachusetts	NR	NR	NR	NR
Commonwealth of Pennsylvania	Management	Varies	One Time	Exceptional pay increases granted to employees who display exemplary performance; size of increase varies, but is typically two pay steps (approximately 4.5%)
Commonwealth of Virginia	NR	Up to \$10,000	One Time	Project completion or milestone bonuses not to exceed \$10,000 for any one project in a fiscal year (ending 6/24.) Eligible projects and participants must be identified along with criteria and timing of payments.
Federal Government	NR	NR	NR	NR
Kent County, DE	NR	NR	NR	NR
New Castle County, DE	NR	Maximum \$5,000 per suggestion, Maximum \$10,000 annually	One Time	Employee Incentive Program
State of Maryland	All	NR	NR	Determined by salary exception process
State of New Jersey	NR	NR	NR	NR
State of New York	NR	NR	NR	NR
State of North Carolina	NR	NR	NR	NR
Sussex County, DE	All current EEs	Varies	One Time	Special Projects
State of Delaware	NR	NR	NR	NR

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COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

S - RETENTION BONUSES

Survey Participant	Eligible Types of Employees	Amount	Frequency	Additional Policy Information
Sussex County, DE	NR	NR	NR	NR
State of North Carolina	NR	NR	NR	NR
State of New York	NR	NR	NR	NR
State of New Jersey	NR	NR	NR	NR
State of Maryland	Nurses	Varies	NR	NR
New Castle County, DE	NR	NR	NR	NR
Kent County, DE	NR	NR	NR	NR
Federal Government	NR	NR	NR	NR
Commonwealth of Virginia	NR	Up to \$10,000	Annual	Up to \$10,000 during a fiscal year (ending 6/24) for current agency employees agreeing to work for a specified period of up to one year or more. Payable as lump sum or scheduled payments. A formal agreement must be executed which includes requirements for satisfactory performance, duration of employment, and pay back arrangements if agreement terms are not met.
Commonwealth of Pennsylvania	NR	NR	NR	NR
Commonwealth of Massachusetts	NR	NR	NR	NR
City of Dover, DE	NR	NR	NR	NR
State of Delaware	NR	NR	NR	NR

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COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

T - TUITION ASSISTANCE/EDUCATION REFUND

Survey Participant	Amount	Frequency	Additional Policy Information
City of Dover, DE	Varies by grade earned: employees are reimbursed 100% for an A, 90% for B, 80% for C & 0% for a D or F.	Annual	The City promotes continuing education if this education will better prepare the employee to do his/her job. An employee is allowed to receive reimbursement for a maximum of three (3) courses per semester/quarter/block. This benefit is available to an employee who has successfully completed his or her initial probationary period of employment, with the exception of sworn police officers. Sworn police officers are eligible upon completion of six months of employment.
Commonwealth of Massachusetts	NA	NA	Benefit covers tuition at state colleges and universities. The benefit is based on the semester/term.
Commonwealth of Pennsylvania	NA	NA	NA
Commonwealth of Virginia	NA	NA	Where courses are agency-initiated, the agency must cover the entire tuition cost. However, for employee-requested courses, the agency may cover all or a portion of the costs. The following expenses are included in tuition payments: an employee's registration or tuition fees and certification or license fees. If a course is subsidized by another source (e.g., veteran's educational payments, scholarships, and grants-in-aid), tuition payment under this policy is limited to those costs not covered by the other source. Agencies may not pay expenses for audited courses.
Federal Government	Up to \$10,000/year, maximum of \$60,000/employee	NA	The Federal student loan repayment program permits agencies to repay Federally insured student loans as a recruitment or retention incentive for candidates or current employees of the agency. The program implements 5 U.S.C. 5379, which authorizes agencies to set up their own student loan repayment programs to attract or retain highly qualified employees.
Kent County, DE	75%	Annual	Kent County will reimburse up to 75% of tuition cost payable in annual increments of up to \$1,000 for bachelors and associates degrees and \$1,300 for master's degree while continually employed.
New Castle County, DE	50% Reimbursement up to \$725/year	NA	NA
State of Maryland	NA	NA	Dependent upon agency
State of New Jersey	NA	One Time	Each State department or agency, subject to available appropriations, shall establish a tuition aid program, available to eligible employees to complete undergraduate, graduate, technical or supplemental coursework at an accredited educational institution which relate to current or planned job responsibilities. No employee shall receive tuition aid per semester in an amount that exceeds the cost of six credits at a New Jersey State College or Rutgers, the State University, whichever is higher.

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COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

T - TUITION ASSISTANCE/EDUCATION REFUND

Survey Participant	Amount	Frequency	Additional Policy Information
State of New York	NA	One Time	NA
State of North Carolina	NA	NA	NA
Sussex County, DE	\$1,500	Annual	NA
State of Delaware	Varies agency to agency	Annual	Most policies requirement a commitment to remain in State service for a minimum period of time.

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COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

U - HAZARDOUS PAY

Survey Participant	Amount	Frequency	Additional Policy Information
City of Dover, DE	NA	One Time	NA
Commonwealth of Massachusetts	NA	NA	NA
Commonwealth of Pennsylvania	NA	NA	NA
Commonwealth of Virginia	NA	NA	NA
Federal Government	NA	NA	NA
Kent County, DE	NA	NA	NA
New Castle County, DE	NA	NA	NA
State of Maryland	NA	NA	NA
State of New Jersey	NA	One Time	Varies. Only in effect through the end of FY18; subject to change.
State of New York	\$0.74 per hour	Annual	\$.74/hour (regular pay) or \$1.13/hour (overtime pay)
State of North Carolina	NA	NA	NA
Sussex County, DE	NA	NA	NA
State of Delaware	Varies by job title and exposure to hazard; please see additional policy info	Annual	State law limits hazard duty pay to: (1) Employees, otherwise qualified, who are employed by the Department of Correction (DOC) (or its successor agency).

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COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

V - BILINGUAL PAY

Survey Participant	Amount	Frequency	Additional Policy Information
City of Dover, DE	NA	NA	NA
Commonwealth of Massachusetts	\$50	NA	Paid biweekly with regular pay.
Commonwealth of Pennsylvania	NA	NA	NA
Commonwealth of Virginia	NA	One Time	NA
Federal Government	NA	NA	NA
Kent County, DE	NA	NA	NA
New Castle County, DE	NA	NA	NA
State of Maryland	\$25	NA	Per month
State of New Jersey	NA	NA	NA
State of New York	NA	NA	NA
State of North Carolina	NA	NA	NA
Sussex County, DE	NA	NA	NA
State of Delaware	NA	NA	NA

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COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

W - COMMUTER BENEFITS

Survey Participant	Amount	Frequency	Additional Policy Information
City of Dover, DE	NA	NA	NA
Commonwealth of Massachusetts	NA	NA	Pre-tax benefit for rail and subway passes.
Commonwealth of Pennsylvania	NA	NA	NA
Commonwealth of Virginia	NA	NA	No supplemental pay as they have the 'Telework' program in place.
Federal Government	NA	NA	NA
Kent County, DE	NA	NA	NA
New Castle County, DE	NA	NA	NA
State of Maryland	NA	NA	NA
State of New Jersey	NA	Annual	Varies. Commuter Tax\$ave allows eligible employees to use pre-tax dollars to pay for mass transportation used during their commutes to work.
State of New York	NA	Annual	Called NYSRide; Permits pre-tax deduction of \$260 per month
State of North Carolina	NA	NA	NA
Sussex County, DE	NA	NA	NA
State of Delaware	NA	NA	NA

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

X - SPECIAL SKILLS

Survey Participant	Amount	Frequency	Additional Policy Information
City of Dover, DE	NA	NA	NA
Commonwealth of Massachusetts	NA	NA	NA
Commonwealth of Pennsylvania	NA	NA	NA
Commonwealth of Virginia	Up to 10% of base salary	NA	Lump sum payment up to 10% of base salary per fiscal year in lieu of base pay adjustment for: Change in duties*; Application of new knowledge/skills/abilities from education, certification, or licensure; Retention; Internal Alignment (bonus with required planning for permanent base pay adjustment)*.
Federal Government	NA	NA	NA
Kent County, DE	NA	NA	NA
New Castle County, DE	NA	NA	NA
State of Maryland	NA	NA	NA
State of New Jersey	NA	NA	NA
State of New York	NA	NA	NA
State of North Carolina	NA	NA	NA
Sussex County, DE	NA	NA	NA
State of Delaware	NA	NA	NA

State of Delaware Total Compensation Survey
COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY
PRACTICES

Y - HIRING BONUS

Survey Participant	Amount	Frequency	Additional Policy Information
City of Dover, DE	NA	NA	NA
Commonwealth of Massachusetts	NA	NA	NA
Commonwealth of Pennsylvania	NA	NA	NA
Commonwealth of Virginia	Up to \$10,000.00	One Time	Up to \$10,000 for new external employees agreeing to work for a specified period of up to one year. Payable as lump sum or scheduled payments, with final payment by the end of the agreed period. A formal agreement must be executed which includes requirements for satisfactory performance, duration of employment and pay back arrangements if agreement terms are not met.
Federal Government	NA	NA	Recruitment incentive may not exceed 25% of the employee's annual rate of basic pay in effect at the beginning of the service period multiplied by the number of years in the service period (not to exceed 4 years). An agency may pay a recruitment incentive to a newly-appointed employee if the agency has determined that the position is likely to be difficult to fill in the absence of an incentive.
Kent County, DE	NA	NA	NA
New Castle County, DE	NA	NA	NA
State of Maryland	NA	NA	Dependent upon classification, i.e., Nurses
State of New Jersey	NA	NA	NA
State of New York	NA	NA	NA
State of North Carolina	NA	NA	NA
Sussex County, DE	NA	NA	NA
State of Delaware	\$3,000	One Time	\$1,500 paid to Correctional Officer (CO) recruit upon graduation from CO Employee Initial Training (CEIT) and a subsequent \$1500 paid 18 months from date of initial hire. CO must execute a 2-year Sign-On Agreement.

State of Delaware Total Compensation Survey

COMPENSATION, BENEFITS, REWARDS, and SUPPLEMENTAL PAY PRACTICES

Z - REFERRAL/RECRUITMENT BONUS

Survey Participant	Amount	Frequency	Additional Policy Information
City of Dover, DE	NA	NA	NA
Commonwealth of Massachusetts	NA	NA	NA
Commonwealth of Pennsylvania	NA	NA	NA
Commonwealth of Virginia	Up to \$1,500.00	One Time	Agency employees eligible to receive payment of up to \$1,500 for referral of candidates external to the Commonwealth's workforce if they are hired. Referring employees must submit written notification of referral with application/resume, then HR confirms. Referring employees must be working in a classified position at a state agency to receive payment. Agencies decide payout schedule for bonuses, with final payment within one year of the hire date. Hiring managers/supervisors and agency recruiting staff are not eligible. The Agency Salary Administration Plan will determine whether the referring employee must be employed in the agency in order to receive payment(s).
Federal Government	NA	NA	NA
Kent County, DE	NA	NA	NA
New Castle County, DE	NA	NA	NA
State of Maryland	NA	NA	NA
State of New Jersey	NA	NA	NA
State of New York	NA	NA	NA
State of North Carolina	NA	NA	NA
Sussex County, DE	NA	NA	NA
State of Delaware	\$1,000	One Time	All Dept. of Correction (DOC) employees (except employees in HR, Internal Affairs, and Dept. Recruiters) may refer candidates for CO. \$500 is paid to referring employee after recruit completes the CEIT and a subsequent \$500 is paid after the cadet completes 18 months of employment.

Data effective date: 7/1/2018

NA - Not Applicable; NR - No Response