

**Final Report of a Classification and
Compensation Study for**

BULLOCH COUNTY, GEORGIA



DECEMBER 12, 2018



The Archer Company

INTRODUCTION

Bulloch County, Georgia (i.e., **the County**) engaged the Archer Company to conduct a classification and compensation study of job classifications and salaries to develop a new pay plan that will balance internal job relationships with the competitive job market. The overarching goal is to provide a compensation plan allowing the County to attract and retain qualified and committed employees, while spending County money responsibly and complying with all state and federal laws and regulations impacting compensation.

The study included approximately 457 employees, performing a very wide array of duties and responsibilities, covered by approximately 178 current job titles.

The County's objectives for the study included the following:

- Conduct a classification analysis for all positions, placing employees in job titles that accurately represent their work
- Obtain salary information from comparable organizations to create a market-competitive compensation plan
- Develop a revised classification and pay structure
- Ensure the County complies with the Fair Labor Standards Act (FLSA) by appropriately classifying all covered positions as "exempt" or "non-exempt"
- Strengthen the ability to recruit and retain qualified workers
- Recommend pay plan implementation scenarios

To achieve the County's objectives, the Archer Company performed the following project tasks:

- (1) Conducted a thorough analysis of the County's positions to identify and redefine job classifications as necessary to reflect current operations and work assignments within the County
- (2) Evaluated all classifications using a job evaluation system to establish a job worth hierarchy that ranks classifications internally
- (3) Conducted a salary survey analysis to assess the competitiveness of the County's salaries in the market and to align the new pay plan with the competitive market
- (4) Developed a pay plan that accommodates these findings and balances internal equity with market considerations,
- (5) Provided a pay plan implementation scenario, and
- (6) Currently the Archer Company is working on updating the County's job documentation (classification specifications)

EXPLANATION OF METHODOLOGY AND RESULTS

This project was organized as a strategic partnership between the Archer Company and the County's management team. All recommendations made during the study are supported by objective analysis and valid methodologies to promote the credibility of the findings. The methodology utilized by the Archer Company is consistent with the methodology employed successfully in all of our engagements of this nature nationally.

Review the Current System:

The Archer Company reviewed the County's existing classifications and pay plan by studying various documents available, including the County's current pay plans, job descriptions, and organizational charts. We worked with Management throughout the study to ensure we had a thorough understanding of operations, reporting relationships, and organizational structure. We also sought to understand the problems the County was experiencing with its current pay plan and the reasons driving the need for a change. Some of the issues the County was facing included the need for more comprehensive and cohesive compensation administration policies and the presence of retention issues in some jobs within some departments. In the case of retention, while compensation is only one reason people leave an organization, it is important that pay be evaluated as a potential cause of an unacceptable level of turnover in those situations.

Orientation:

The Archer study team met first with the County's study team to gain an understanding of the existing County pay plan, the objectives of the new pay plan, and to finalize the study work plan. This meeting included an explanation of the Comprehensive Position Questionnaire (CPQ) that employees were asked to complete.

Job Analysis:

The Archer Company conducted a job analysis for every position covered by this study. The purpose of the analysis was to ensure that positions are properly classified in a manner consistent with the work performed and to make recommendations for reclassifying positions as appropriate. To complete this analysis, employees completed Comprehensive Position Questionnaires (CPQs). The CPQ has proven to be a very effective tool to gather in-depth data about each job without placing too high of an administrative burden on employees. Supervisors and Department Directors reviewed the completed CPQs for accuracy and thoroughness, and all completed CPQs were forwarded to the Archer Company.

The Archer study team reviewed the CPQs to become familiar with the reported job tasks and to determine if additional information was needed. The Archer Company met with Department Directors to ensure that they had a good understanding of the job duties, responsibilities, and the qualifications required of the County's jobs and to fortify our understanding of the CPQs. In addition, Archer has had multiple follow-up meetings

and contacts with the County's administrative team to obtain additional information about jobs, relationships between jobs and other important details.

Job Evaluation:

The Archer Company adheres to the principle that an employee should be paid in accordance with the degree of complexity associated with his or her job. The principle is fundamental to the concept of internal equity. The importance of internal equity in an organization's pay plan – especially for local governments – cannot be overstated. To achieve internal equity in an organization's pay structure, it is necessary to employ an organized and rational job evaluation system to determine the relative worth of jobs.

The Archer Company utilizes the Archer Job Evaluation System, which is a copyrighted, matrix-point-factor job evaluation system developed by the late Earnest R. Archer, Ph.D., P.E., and the former president of the Archer Company. Supported by 25 years of research and testing and an additional 30 years of use in hundreds of organizations, and further supported by well-defined criteria and verifiable job information, it is a highly dependable evaluation method.

The purpose of the Archer Job Evaluation methodology is to:

1. Provide a common system to evaluate the degree of difficulty of all jobs in the organization against a set of universal criteria
2. Determine the relative worth of jobs in the organization in accordance with the degree of difficulty associated with each job, (i.e., to establish *internal equity* in the organization's pay structure).
3. Provide an objective basis for establishing pay grade levels for jobs in the organization.
4. Provide the independent variable necessary to integrate with the salary survey data to develop a pay structure that possesses both *internal equity* (job evaluation) and *external equity* (market analysis).

The Archer Matrix-Point-Factor Job Evaluation System employs universal factors that address work requirements, aptitude factors, and responsibility factors. Each job is evaluated using a matrix-point-factor method that involves the analysis of a combination of 33 work requirements and aptitude factors and the three responsibility factors listed below.

Work Requirements

- Data Utilization
- Human Interaction
- Equipment, Tools and Materials Utilization

Aptitude Factors

- Language/Verbal Comprehension
- Mathematical
- Functional Reasoning
- Situational Reasoning
- Dexterity
- Physical Effort
- Sensory Awareness
- Previous Experience
- Education
- Environmental Adaptability

Responsibility Factors

- Managerial Span of Control
- Scope of Planning
- Financial Accountability

Applying the Archer Matrix-Point-Factor Job Evaluation System involves determining the relationships between the degrees of difficulty associated with the work requirements and the degrees of difficulty associated with the aptitude factors. These relationships determine an ***evaluation point total*** for a job. In addition to the work requirement and aptitude factor determination, the three responsibility factors are applied to each job. The responsibility factors are summarized as a multiplier and are considered to apply to all aspects of a job. Consequently, the responsibility factor multiplier is applied to the evaluation point total.

The job evaluation process yields a quantitative measurement stated as evaluation points which are based on the job content, that is the duties, responsibilities, and the qualifications required for each job. The point totals derived from the evaluation process are then translated directly in establishing pay grades in the pay plan. The pay grade represents a way of defining the relative value of each job to the County. All jobs in the same pay grade are considered to be of the same value to the County. Accordingly, jobs assigned to higher pay grades are considered to be of greater value to the County in terms of job complexity, responsibilities, and required knowledge, skills, and experience and thus, will have higher pay ranges measured in dollars than jobs in lower pay grades.

The Archer Company provided draft recommendations for the proposed classification and pay plan structure to Management to ensure that recommendations support and facilitate the County's organization and operations. Management reviewed the proposed classification of positions and provided feedback and concerns. The Archer study team carefully examined and addressed these items prior to finalization of the pay plan recommendations.

Salary Survey Analysis:

The Archer Company also adheres to the principle that an organization's pay structure must possess competitive integrity (i.e., the ability to secure a competent labor force from the labor market(s) in which it competes with other organizations for its labor supply) without harming its relative competitive position with regard to the cost and pricing of its products and services. This principle is fundamental to the concept of external equity.

The impact of current labor market conditions and basic supply-and-demand economics must be considered when developing an organization's pay structure. Jobs that have an adequate applicant pool can usually be recruited at a pay rate that may be lower than absolute reliance on job evaluation indicates. Conversely, jobs that have a limited applicant pool may require compensation higher than the job evaluation indicates.

To assess the impact of the current competitive job market on the County's pay plan, the Archer Company surveyed regional governments selected by the County. We focus on other government entities because the funding, structure and other key elements of comparability are strongest in other like entities. Specifically, we compiled salary data from the following organizations:

- Bryan County
- Burke County
- Candler County
- Chatham County
- City of Dublin
- City of Pooler
- City of Savannah
- City of Statesboro
- City of Waynesboro
- Effingham County
- Emanuel County

When developing a classification and compensation plan, we do not collect survey data for each client job. Instead, we work with the client to establish **benchmark** jobs. Benchmark jobs typically represent the continuum of an organization's jobs, focusing on jobs which are likely to be found in other similar organizations; jobs which represent a substantial number of employees; and jobs which represent an organization's workforce in terms of department functions and pay levels.

The 64 benchmark jobs used in the classification and compensation study are listed in **Table 1**:

Table 1: Benchmark Jobs Utilized in Classification and Compensation Study:

ANIMAL SHELTER MANAGER	SHERIFF SERGEANT, PATROL	AREA ROAD SUPERINTENDENT
ANIMAL CONTROL OFFICER	SHERIFF CORPORAL, PATROL	ENVIRONMENTAL SUPERVISOR
APPRAISER II	SHERIFF DEPUTY, PATROL	ASSISTANT FLEET SUPERINTENDENT
TAX APPRAISAL CLERK I	SHERIFF DEPUTY, SRO	FLEET MAINTENANCE TECHNICIAN
CLERK OF BOARD	SHERIFF DISPATCHER	WORK DETAIL SUPERVISOR / CO
CUSTOMER SERVICE REP	SHERIFF INVESTIGATOR, CID	BUILDING SERVICE TECHNICIAN
OFFICE ASSISTANT	COUNTY ENGINEER	ROADS SUPERVISOR, DUMP TRUCKS
ADMINISTRATIVE SPECIALIST	ASSISTANT COUNTY MANAGER	HEAVY EQUIPMENT OPERATOR II
COURT ADMINISTRATOR	CHIEF FINANCIAL OFFICER	TRUCK DRIVER
DEPUTY CLERK II	ACCOUNTING TECH II	DIRECTOR, PUBLIC SAFETY
CHIEF DEPUTY CLERK	ACCOUNTING ASSOCIATE	DIRECTOR, E911
DEPUTY REGISTRAR	HUMAN RESOURCES DIRECTOR	FIRE CHIEF
PROBATE COURT CLERK	HUMAN RESOURCES TECHNICIAN	DIRECTOR, EMS
MOTOR VEHICLE SUPERVISOR	HUMAN RESOURCES SPECIALIST	PROBATION OFFICER
TAX/TAG SPECIALIST	WARDEN	E911 COMMUNICATIONS OFFICER
BAILIFF (PT)	CORRECTIONS OFFICER	EMERGENCY MEDICAL TECHNICIAN
MAGISTRATE COURT CLERK I	DETENTION OFFICER	PURCHASING MANAGER
ELECTIONS SUPERVISOR	STAFF ATTORNEY	BUILDING INSPECTOR
CHIEF DEPUTY SHERIFF	PARKS MAINTENANCE WORKER	GIS TECHNICIAN
SHERIFF CAPTAIN, PATROL	PARKS MAINTENANCE WORKER, SENIOR	CODE ENFORCEMENT OFFICER
SHERIFF LIEUTENANT, PATROL	DIRECTOR, PUBLIC WORKS	CHIEF TAX APPRAISER

As information was compiled, the Archer study team reviewed the data for reasonableness and accuracy. In some cases, an organization did not have an appropriate match for a particular benchmark job. **Exhibit 1** details the summary salary data of the benchmark jobs.

On average, Bulloch County current range midpoints are at approximately **93%** of market. We typically advise that if an organization’s pay range midpoint is within +/- 10% of the “average” market value, the job is paid fairly from an external competitiveness standpoint. However, in reviewing **Exhibit 1**, there are a number of County jobs in which the current midpoint is considerably below market, and a much smaller number where the current midpoint is considerably above market. The results of the pay plan recommendations will bring the new pay ranges closer to market in general. Further they will ensure that the lower end of the new pay ranges, which represent typical “hiring ranges” within the larger range will enable the County to attract and hire qualified employees. The higher end of the new ranges will allow the County to pay “above market” wages and salaries to employees who have shown solid performance over a prolonged period of time. The policies around moving people

through their assigned ranges will become a key part of administering the new compensation plan into the future.

Pay Plan Development

The Archer Company's approach to pay plan development seeks to find a balance between internal equity concerns (e.g. fairness across all positions in the organization) and external equity (i.e., establishing competitive pay ranges for all positions in the market). We accomplish this by utilizing regression analysis to align job evaluation data with the market data. Utilizing data derived from the market analysis and the job evaluation process, selected benchmark averages were mathematically regressed against their corresponding job evaluation points for the purpose of establishing the organization's pay line. Because the midpoint represents the "market rate" for any particular benchmark job and is used in the regression analysis to develop the County's pay line, the Archer Company's analysis focused on the midpoint of the salary ranges reported by the respondents and surveys.

Regression Analysis: While the goal is to use as much of the data gathered as possible, analysis determines whether or not specific organizations or benchmarks will be included in the regression calculations. To be included in the regression analysis, benchmark positions must meet three requirements:

- (1) A sufficient number of matches from responding jurisdictions;
- (2) The definition of the benchmark has not changed significantly from the description provided in the survey; and,
- (3) The matches from an organization remain true to the intent of the benchmark description.

Next, each individual response is compared to the market average for the corresponding benchmark. Those responses that were significantly above or below the market average were again examined for validity and appropriateness for inclusion in the regression. If it was concluded that a response was an outlier, the response was not included, and the market average was recalculated to reflect the shift in matching responses.

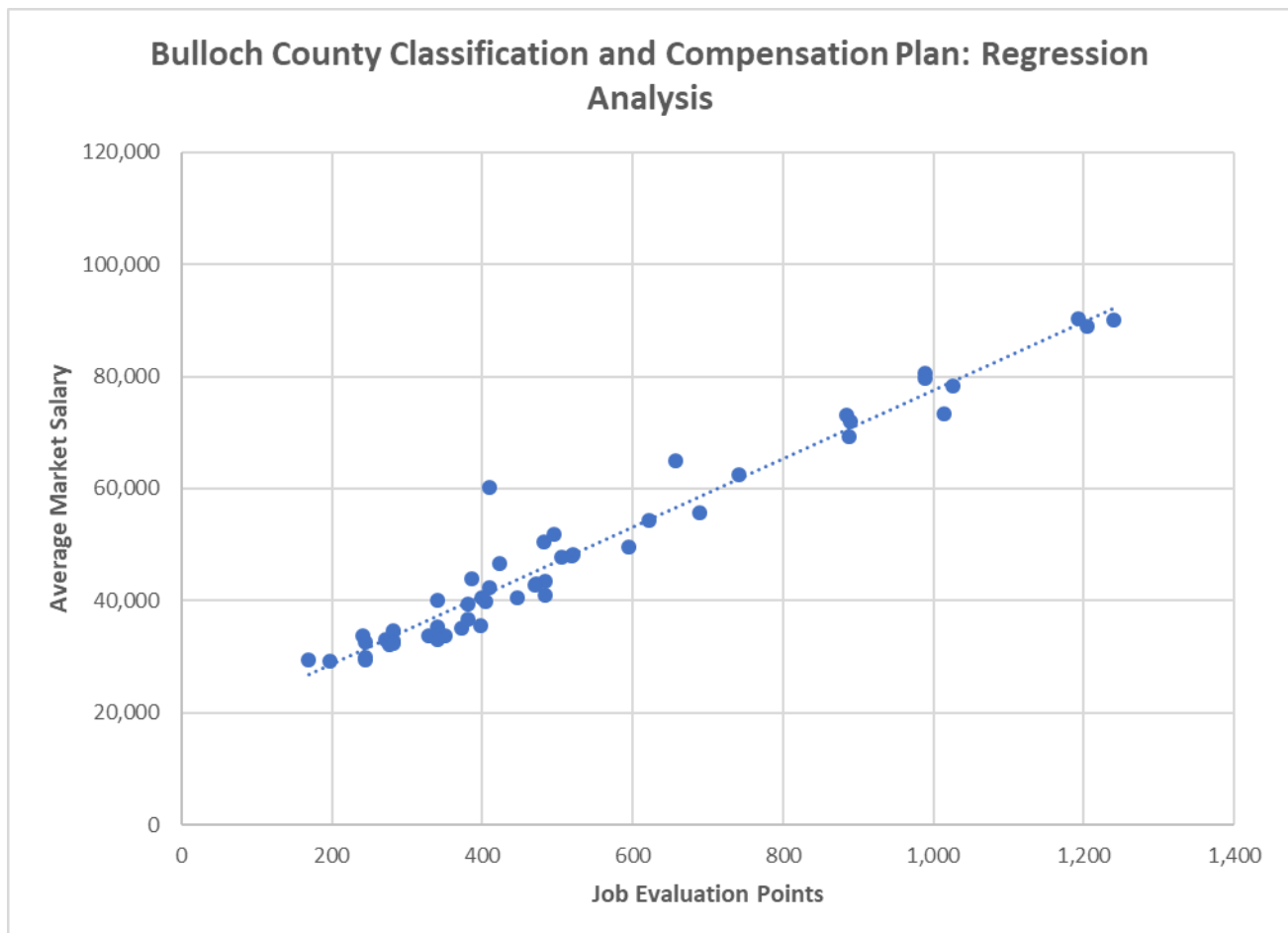
These benchmarks were examined carefully, and benchmarks where no clear average could be discerned were not used in the regression. In every case, care was taken to avoid making changes that artificially skewed the results (i.e. molding the market average by selectively discarding responses).

As part of our analysis, the Archer Company identified benchmark positions with a high residual between the predicted market and the survey responses (i.e., the market data appeared to be out-of-line with the Archer Company's initial job evaluation). The Archer Company re-examined these benchmarks to ensure that the classification was evaluated correctly.

In some cases, it was determined that the variance was either due to a bad match between the benchmark description and data reported by respondents, or due to organizational differences (size, chain of command, etc.) between the County and the respondents. These benchmarks were not used in the regression.

In other cases, the market data caused us to question the initial placement of the classification with regard to internal equity; in these instances, we revisited the job analysis and re-evaluated the classification as appropriate. After thorough analysis of the survey data, we determined a pay line using regression analysis to identify the relationship between the market averages and corresponding evaluation points for each benchmark.

Statistical Results: A “line of best fit” – the pay line – is drawn from the regression analysis, and that line becomes the market rate (translated into grade midpoints) of the proposed salary ranges for the County. When displayed graphically (see the graph below), the line does not pass through, or touch, all points, but rather minimizes the *overall* distance from the points to the line. The goal is to ensure that the linear regression provides a “good fit” for the benchmark positions.



A good fit—measured statistically using correlation and standards of error calculations—is one in which the change in salary from one grade to the next can be explained by a corresponding change in the number of evaluation points assigned to those positions. Clearly, not all of this variance may be explained, therefore, some points will be above and below the line.

This relationship is typically measured by the coefficient of determination as well as the coefficient correlation. We are all familiar with the concept of correlation, which simply stated is the degree of relationship between two variables, say x and y. The regression calculation for the County resulted in a correlation coefficient of **.95**, indicating a very strong relationship between job evaluation points and market pay. Practically speaking, this means that the job evaluation points assigned to County jobs by the Archer Point Factor Job Evaluation System are an excellent predictor of the worth of the job in the outside market. In that way, we are confident that the new pay ranges built on the new pay line will provide will effectively balance internal equity and market equity.

Proposed Pay Grades and Pay Ranges: The basic structure of a pay plan consists of grouping jobs into pay grades based on their total evaluation points (internal equity) and then calculating a corresponding pay range based on the results of the salary survey analysis (external equity). Theoretically, each job could be assigned to its own pay grade and pay range. The disadvantage of this approach is that it could require adjusting the pay grade assignment and pay range for a job up or down for relatively small changes in job duties and responsibilities.

For the County's pay plan design, the Archer Company developed 32 pay grades. To calculate the pay range midpoints, the middle value of each pay grade point interval was entered into the regression equation.

Once the new pay grade midpoint salaries are established through regression analysis, we build pay minimum and maximum rates around the midpoint to allow for a range of compensation for any given position. The administration of an employee's pay through their pay grade range is a very important compensation policy decision for any organization.

The recommended 2019 annual pay schedule for Bulloch County is presented in **Table 2** below, as well as in **Exhibit 2**:

Table 2: Pay Schedule (Annual Salaries Based on 40 Hour Work Week)

Bulloch County, Georgia

Pay Plan Update 2018

Date: 12/12/18

2019 Pay Schedule (Grades, Points, & Ranges)

Prepared for the County by the Archer Company

GRADE	MINPTS	MAXPTS	RANGE MINIMUM	RANGE MIDPOINT	RANGE MAXIMUM
1	100	124	18,705	23,382	28,058
2	125	149	19,970	24,962	29,955
3	150	174	21,234	26,542	31,851
4	175	199	22,498	28,123	33,747
5	200	224	23,762	29,703	35,644
6	225	249	25,027	31,283	37,540
7	250	274	26,291	32,864	39,436
8	275	299	27,555	34,444	41,333
9	300	324	28,819	36,024	43,229
10	325	349	30,083	37,604	45,125
11	350	374	31,348	39,185	47,022
12	375	399	32,612	40,765	48,918
13	400	424	33,876	42,345	50,814
14	425	449	35,140	43,925	52,711
15	450	474	36,405	45,506	54,607
16	475	499	37,669	47,086	56,503
17	500	524	38,933	48,666	58,400
18	525	549	40,197	50,247	60,296
19	550	599	42,094	52,617	63,140
20	600	649	44,622	55,778	66,933
21	650	699	47,151	58,938	70,726
22	700	749	49,679	62,099	74,518
23	750	799	52,207	65,259	78,311
24	800	849	54,736	68,420	82,104
25	850	899	57,264	71,580	85,896
26	900	949	59,793	74,741	89,689
27	950	999	62,321	77,902	93,482
28	1,000	1,099	66,114	82,642	99,171
29	1,100	1,199	71,171	88,964	106,756
30	1,200	1,299	76,228	95,285	114,342
31	1,300	1,399	81,285	101,606	121,927
32	1,400	1,499	86,342	107,927	129,512

The pay grades have a 50% spread from pay grade minimum to maximum. As a number of County employees are in non-exempt roles with hourly pay rates as opposed to annual salaries, we have provided hourly pay tables for all positions in **Exhibit 3**.

Pay grades 1 through 18 consist of 25 job evaluation point intervals. Pay grades 19 through 27 consist of 50 job evaluation point intervals. Pay grades 28 through 32 consist of 100 job evaluation point intervals. Jobs are assigned to pay grades based on their job evaluations.

Pay range maximums are intended to be the maximum pay available for a job assigned to that pay grade until the pay ranges are adjusted. The point spreads for each pay grade and the corresponding pay ranges are shown in **Table 2** (above) and in **Exhibit 2**.

As stated, all County jobs subject to the County's pay plan have been assigned pay grades based on their job evaluation points (internal worth). Jobs listed by proposed pay grade are shown in **Exhibit 4**. Jobs listed alphabetically are shown in **Exhibit 5**.

The data included in the exhibits of this report show the list of jobs in the County's minimums, midpoints, and maximums for each pay grade.

Job evaluation and grade recommendations were discussed with Department Directors and more extensively with the County Manager, Assistant County Manager and Human Resources Director. These individuals were also interviewed earlier in the project to understand more about the jobs, the relationship between jobs and any pay concerns held by the management team. Our final step in ensuring credibility and solid recommendations is an appeal process. The appeal process is available to employees who believe their job may not have been evaluated incorrectly. We will work with the County to conduct the appeals process in the next several weeks. While the appeals process generally results in few changes, attributable to the solid approach the Archer Company uses to evaluate jobs including significant County involvement, it is important that any significant concerns be addressed as the County moves forward with the new classification and compensation plan.

IMPLEMENTATION OF THE RECOMMENDED PAY PLAN

The Archer Company recommends the County approve and implement the pay plan associated with this study. We have provided the County with detailed reports under separate cover detailing some of potential payroll costs associated with the implementation of the recommended pay plan for the County. The initial implementation of the pay plan, in accordance with the County's wishes, will occur as a two-step process, as follows:

1. January 1, 2019: Merit increase process resulting in individual merit increases, where appropriate, in the range of 0% - 2% for full-time employees hired on or before July 1, 2018

2. Effective the first day of the second pay period of January, all employee who are not currently paid at the new range minimum for their new pay grade (after the merit increase has been applied) will be moved to the pay range minimum

The approximate cost of this implementation are presented below:

Table 3: Classification and Compensation Plan Implementation Estimated Costs *

Action	Number of Impacted Employees	Estimated Cost
1. Effective January 1 st , 2019, merit increase of 0% - 2% for all County employees	457 **	\$320,511**
2. Movement of all employees not currently paid at the new range minimum (after the merit increase process is completed) to the new range minimum for their assigned pay grade.	247	\$325,360 (54% of the County employees covered by the Plan) ***

* Estimated costs for part-time employees are based on a 50% proration (1040 annual hours)

** Actual costs will be lower as employees hired on or after 7-1-18 are ineligible for a merit increase on 1- 1-19. Part time employees are also ineligible for a merit increase on 1-1-19.

*** The estimated costs for movement to pay range minimum are prorated by 50% because the movement occurs the first day of the second half of the current fiscal year

The total current base pay for these 457 employees is approximately \$16,025,560. The additional costs attributable to the implementation of the new compensation plan, excluding the merit increase spend, is approximately \$325,360, and represents an approximate 2% increase to the current base pay spend for this group.

MAINTAINING THE CLASSIFICATION AND COMPENSATION PLAN

Ongoing maintenance of the assignment of jobs to pay grades and the adjustment of pay ranges as the competitive job market changes will ensure the viability of this plan as a long-term solution to the County’s compensation needs. The County has licensed the Archer Job Evaluation System to maintain the classification plan. We will train selected employees on the job evaluation system.

In addition, we will continue to work with the County as it contemplates a *second* implementation phase in FY2020, to move employees further into the pay ranges in recognition of differences in length of service, and to alleviate some of the compression caused by an implementation limited to moving everyone to the range minimum. In the 2019 basic implementation option, there will be employees with many years of service who will be paid the same or very similar to relatively new employees. A second

implementation phase can be effective in moving employees into their new pay ranges based on factors of length of service, performance and/or current position in range. The Archer Company can provide several options that will allocate any available funding equitably based on the “decision rules” adopted by the County regarding range placement.

COMPENSATION ADMINISTRATION

The new classification and compensation plan places the County in a solid position to move forward with equitable and responsible compensation administration. However, the other key piece is plan administration. In that regard the two major issues are range movement (once implementation is complete) and the related issue of pay-for performance.

Movement Through the Ranges: The County should adopt policies related to pay plan administration that provide a means for employee salaries to move through the pay ranges (growth from minimum to maximum) based on performance, time-in-class, acquisition of new skills, etc. The general principal is to allow for more progressive growth from the minimum to the midpoint of the pay range, which theoretically represents the market rate of a performing, seasoned employee that is able to function independently and competently in the classification. Growth beyond the midpoint is typically slowed down and reserved for employees whose job performance exceeds the expectations for their classification.

Pay-for-Performance: The most common means to provide for movement through the range is implementation of a performance appraisal system (pay-for-performance) or other rewards/recognition system. A strong pay-for-performance system gives Management the ability to distinguish between levels of performance and provide more incentive for those employees who consistently exceed the organization’s expectations. While it is expected that long-term employees carry with them valuable knowledge and experience, there is not always a correlation between an employee’s value to the organization and their years of service (e.g. two 15-year employees may perform at significantly different levels; an employee with only four years of experience may consistently out-perform an employee with 15 years of experience). Put another way, there is a difference between 20 years of experience and one year of experience repeated 20 times.

Working with the County’s management team, we have provided recommended Compensation Administration Policies as **Exhibit 6**. These comprehensive policies are based on sound and effective compensation administration policies and are aligned with the preferences of the County’s management team.

SUMMARY

The recommended pay plan for the County developed in conjunction with County Management provides the following benefits:

- 1) Formal documentation in the form of the Archer Matrix-Point-Factor Job Evaluation System of the assignment of jobs to pay grades which will provide a rational basis to determine the pay grade placement of new jobs and to alter pay grade assignments of existing jobs, if changes to the job duties justify it
- 2) A salary survey of competitive organizations to provide a market-competitive compensation plan
- 3) A proven statistical technique to integrate internal job relationships with market data to provide the basis for a pay plan applicable to all County jobs
- 4) A process to ensure pay plan integrity over time by a) evaluating new and changed positions using the job evaluation system, b) adjusting the pay ranges periodically (generally every 1 or 2 years) and c) utilizing the recommended compensation administration policies (**Exhibit 6**) to guide fair and judicious pay plan administration

The remainder of this report includes the following exhibits:

- Exhibit 1 - Market Analysis Summary
- Exhibit 2 - 2019 Pay Schedule for Salaried Positions
- Exhibit 3 - 2019 Hourly Pay Ranges for Multiple Annual Hours Schedules
- Exhibit 4 - Grade Order Listing of Jobs
- Exhibit 5 - Alphabetical Listing of Jobs
- Exhibit 6 - Recommended Compensation Administration Policies

Exhibit 1

Market Analysis Summary



Bulloch County, Georgia
Classification and Compensation Plan, 2018

DATE: 12/3/18

Market Analysis (Key Benchmarks)

Prepared for the County by the Archer Company)

**Red=10% or more
below market**

**Green: 10% or
more above**

Current County Ranges						Average of Peer Ranges		
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CODE	BENCHMARK	CURRENT GRADE	CURRENT TITLE	CMIN	CMID	CMAX	MIN	MID	MAX	BULLOCH COUNTY MIDPOINT AS A PERCENT OF MARKET MIDPOINT
1005	ASSISTANT COUNTY MANAGER	E25	ASSISTANT COUNTY MANAGE	66,279	82,848	99,418	75,366	92,169	108,973	90%
1010	CHIEF FINANCIAL OFFICER	E25	CHIEF FINANCIAL OFFICER	66,279	82,848	99,418	71,356	86,242	101,284	96%
1020	HUMAN RESOURCES DIRECTOR	E24	HUMAN RESOURCES DIRECTO	60,045	75,056	90,068	65,850	82,325	98,967	91%
1025	COUNTY ENGINEER	E25	COUNTY ENGINEER	66,279	82,848	99,418	57,162	71,526	85,891	116%
1030	PURCHASING MANAGER	E18	PURCHASING MANAGER	36,644	45,805	54,966	50,192	60,414	70,637	76%
1035	STAFF ATTORNEY	E25	STAFF ATTORNEY	66,279	82,848	99,418	89,825	89,825	89,825	92%
2135	ACCOUNTING TECH II	D12	ACCOUNTING TECH II	27,250	34,068	41,017	28,257	35,016	41,872	97%
2111	BUILDING INSPECTOR	D16	BUILDING INSPECTOR	33,194	41,498	49,802	40,652	50,118	59,720	83%
1105	CHIEF TAX APPRAISER	E25	CHIEF TAX APPRAISER	66,279	82,848	99,418	59,202	65,766	72,530	126%
1115	ELECTIONS SUPERVISOR	E20	ELECTIONS SUPERVISOR	40,448	50,560	60,672	40,220	49,507	58,994	102%
1123	COURT ADMINISTRATOR	E16	COURT ADMINISTRATOR	33,197	41,497	49,796	35,905	45,017	54,128	92%
1140	WARDEN	E24	WARDEN	60,045	75,056	90,068	62,107	76,066	90,025	99%
1145	DIRECTOR, PUBLIC SAFETY	E25	PUBLIC SAFETY DIRECTOR	66,279	82,848	99,418	71,125	85,652	100,178	97%
1150	DIRECTOR, E911	E23	911 DIRECTOR	54,398	67,997	81,597	51,586	60,521	69,457	112%
1155	FIRE CHIEF	E23	FIRE CHIEF	54,398	67,997	81,597	64,068	77,764	91,664	87%
1160	DIRECTOR, EMS	E23	EMS DIRECTOR	54,398	67,997	81,597	55,283	65,202	75,122	104%
1170	ANIMAL SHELTER MANAGER	E15	ANIMAL SHELTER MANAGER	31,598	39,497	47,397	46,038	59,157	72,626	67%
1181	DIRECTOR, PUBLIC WORKS	E24	PUBLIC WORKS DIRECTOR	60,045	75,056	90,068	55,072	72,669	90,856	103%
1183	AREA ROAD SUPERINTENDENT	E21	AREA ROAD SUPERINTENDEN	44,647	55,809	66,970	49,042	58,362	67,881	96%
2850	ENVIRONMENTAL SUPERVISOR	C18	ENVIRONMENTAL SUPERINTE	34,432	43,060	51,430	57,085	67,900	79,065	63%
2035	CLERK OF BOARD	D19	CLERK OF BOARD	38,504	48,119	57,756	51,806	61,000	70,193	79%
2040	PROBATION OFFICER	D16	PROBATION OFFICER	33,194	41,498	49,802	34,407	46,687	58,966	89%
2045	DEPUTY CLERK II	D10	DEPUTY CLERK	24,693	30,856	37,018	27,851	34,938	42,090	88%
2047	CHIEF DEPUTY CLERK	D16	CHIEF DEPUTY CLERK	33,194	41,498	49,802	36,690	45,151	53,919	92%
2064	CORRECTIONS OFFICER	A12	C.O. - BUILDING OFFICER	27,250	34,063	40,875	31,104	38,065	44,712	89%
2071	ANIMAL CONTROL OFFICER	D10	HUMANE ENFORCEMENT OFF	24,693	30,856	37,018	27,571	34,636	41,884	89%
2085	E911 COMMUNICATIONS OFFICER	D11	911 DISPATCHER	25,939	32,407	38,897	26,107	32,724	39,340	99%
2090	DEPUTY REGISTRAR	D12	DEPUTY REGISTRAR	27,250	34,068	41,017	27,492	32,174	37,010	106%



Bulloch County, Georgia
Classification and Compensation Plan, 2018

DATE: 12/3/18

Market Analysis (Key Benchmarks)

Prepared for the County by the Archer Company)

Red=10% or more
below market

Green: 10% or
more above

Current County Ranges	Average of Peer Ranges
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CODE	BENCHMARK	CURRENT GRADE	CURRENT TITLE	CMIN	CMID	CMAX	MIN	MID	MAX	BULLOCH COUNTY MIDPOINT AS A PERCENT OF MARKET MIDPOINT
2103	EMERGENCY MEDICAL TECHNICIAN	D12	EMT FT	27,250	34,068	41,017	29,411	36,544	43,896	93%
2111	BUILDING INSPECTOR	D16	BUILDING INSPECTOR	33,194	41,498	49,802	40,652	50,118	59,720	83%
2135	ACCOUNTING ASSOCIATE	D12	ACCOUNTING TECH II	27,250	34,068	41,017	28,257	35,016	41,872	97%
2160	ASSISTANT FLEET SUPERINTENDENT	D14	ASSISTANT SHOP SUPERINTEN	30,069	37,586	45,104	42,890	51,884	61,062	72%
2340	FLEET MAINTENANCE TECHNICIAN	D12	MECHANIC	27,250	34,068	41,017	33,597	42,309	51,152	81%
2180	GIS TECHNICIAN	D14	GIS TECHNICIAN	30,069	37,586	45,104	35,809	45,365	54,921	83%
2460	WORK DETAIL SUPERVISOR / CO	F12	HAND DETAIL/GROUND CREW	27,235	34,061	40,864	32,336	40,833	49,331	83%
2196	BUILDING SERVICE TECHNICIAN	D6	BUILDING SERVICE TECHNICIA	20,257	25,327	30,397	23,257	28,526	33,893	89%
2200	HUMAN RESOURCES TECHNICIAN	D12	HUMAN RESOURCES STAFF	27,250	34,068	41,017	30,081	36,839	43,598	92%
2201	HUMAN RESOURCES SPECIALIST	D19	HUMAN RESOURCES STAFF	38,504	48,119	57,756	40,578	51,303	62,028	94%
2245	PROBATE COURT CLERK	D10	DEPUTY CLERK	24,693	30,856	37,018	25,587	30,661	35,736	101%
2265	CUSTOMER SERVICE REP	D10	CUSTOMER SERVICE REP	24,693	30,856	37,018	26,026	32,481	38,936	95%
2330	PARKS MAINTENANCE WORKER	D5	MAINTENANCE LABORER	19,274	24,103	28,933	23,933	30,386	36,898	79%
2360	PARKS MAINTENANCE WORKER, SENIOR	D9	EQUIPMENT OPERATOR	23,491	29,370	35,248	26,003	32,486	38,970	90%
2410	ROADS SUPERVISOR, DUMP TRUCKS	F13	DUMP TRUCK SUPERVISOR	28,629	35,792	42,931	34,680	43,626	52,750	82%
2440	HEAVY EQUIPMENT OPERATOR II	F12	HEAVY EQUIPMENT OPERATO	27,235	34,061	40,864	29,305	36,178	43,303	94%
2500	CHIEF DEPUTY SHERIFF	B23	CHIEF DEPUTY	55,888	69,854	83,844	59,124	71,239	83,682	98%
2510	SHERIFF CAPTAIN, PATROL	B20	CAPTAIN - PATROL	41,562	51,952	62,343	54,338	65,775	77,336	79%
2530	SHERIFF LIEUTENANT, PATROL	B18	LIEUTENANT - PATROL	37,651	47,057	56,488	44,701	55,373	66,276	85%
2540	SHERIFF SERGEANT, PATROL	B16	SERGEANT - PATROL	34,099	42,642	51,161	43,659	54,674	65,924	78%
2550	SHERIFF CORPORAL, PATROL	B15	CORPORAL - PATROL	32,467	40,578	48,689	36,741	45,178	53,762	90%
2555	SHERIFF DEPUTY, PATROL	B14	DEPUTY - PATROL	30,908	38,634	46,361	35,116	41,281	48,049	94%
2560	SHERIFF DEPUTY, SRO	B14	DEPUTY - SCHOOL RES OFFICE	30,908	38,634	46,361	33,030	37,044	41,293	104%
2570	SHERIFF DISPATCHER	B12	DISPATCHER - COMMUNICAT	28,004	34,987	41,994	25,395	31,584	37,893	111%
2690	SHERIFF INVESTIGATOR, CID	B16	INVESTIGATOR - CRIMINAL IN	34,099	42,642	51,161	39,118	46,186	53,423	92%
2740	DETENTION OFFICER	B12	DEPUTY - JAIL	28,004	34,987	41,994	28,306	36,655	45,004	95%
2110	CODE ENFORCEMENT OFFICER	D13	BUILDING INSP/CODE ENF OF	28,627	35,773	42,940	37,254	44,366	51,609	81%
2870	TRUCK DRIVER	C12	TRUCK DRIVER	25,600	32,019	38,233	28,970	35,778	42,961	89%
2910	APPRAISER II	D15	LEAD FIELD MOBILE HOME AP	31,599	39,487	47,398	30,944	37,906	44,994	104%
2930	TAX APPRAISAL CLERK I	D15	PERSONAL PROPERTY APPRAI	31,599	39,487	47,398	25,686	29,326	32,965	135%
2950	MOTOR VEHICLE SUPERVISOR	D13	MOTOR VEHICLE SUPERVISOR	28,627	35,773	42,940	32,576	40,942	49,308	87%
2990	TAX/TAG SPECIALIST	D9	MOTOR VEHICLE SPECIALIST	23,491	29,370	35,248	24,267	30,337	36,499	97%
3040	MAGISTRATE COURT CLERK I	G1	DEPUTY CLERK - PT	---	---	---	26,447	31,699	36,952	
3090	BAILIFF (PT)	G10	BAILIFF - PT	---	---	---	26,808	33,421	40,422	
2750	OFFICE ASSISTANT	D12	RECEPTIONIST	27,250	34,068	41,017	23,359	28,707	34,203	119%
2800	ADMINISTRATIVE SPECIALIST	D10	ADMIN ASSISTANT	24,693	30,856	37,018	29,208	35,867	42,658	86%

Average:	93%
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Exhibit 2 2019 Pay Schedule for Salaried Positions

Bulloch County, Georgia

Pay Plan Update 2018

Date: 12/12/18

2019 Pay Schedule (Grades, Points, & Ranges)

Prepared for the County by the Archer Company

GRADE	MINPTS	MAXPTS	RANGE MINIMUM	RANGE MIDPOINT	RANGE MAXIMUM
1	100	124	18,705	23,382	28,058
2	125	149	19,970	24,962	29,955
3	150	174	21,234	26,542	31,851
4	175	199	22,498	28,123	33,747
5	200	224	23,762	29,703	35,644
6	225	249	25,027	31,283	37,540
7	250	274	26,291	32,864	39,436
8	275	299	27,555	34,444	41,333
9	300	324	28,819	36,024	43,229
10	325	349	30,083	37,604	45,125
11	350	374	31,348	39,185	47,022
12	375	399	32,612	40,765	48,918
13	400	424	33,876	42,345	50,814
14	425	449	35,140	43,925	52,711
15	450	474	36,405	45,506	54,607
16	475	499	37,669	47,086	56,503
17	500	524	38,933	48,666	58,400
18	525	549	40,197	50,247	60,296
19	550	599	42,094	52,617	63,140
20	600	649	44,622	55,778	66,933
21	650	699	47,151	58,938	70,726
22	700	749	49,679	62,099	74,518
23	750	799	52,207	65,259	78,311
24	800	849	54,736	68,420	82,104
25	850	899	57,264	71,580	85,896
26	900	949	59,793	74,741	89,689
27	950	999	62,321	77,902	93,482
28	1,000	1,099	66,114	82,642	99,171
29	1,100	1,199	71,171	88,964	106,756
30	1,200	1,299	76,228	95,285	114,342
31	1,300	1,399	81,285	101,606	121,927
32	1,400	1,499	86,342	107,927	129,512

Exhibit 3

2019 Hourly Pay Ranges for Multiple Annual Hours Schedules

Bulloch County, Georgia
Classification and Compensation Plan Update
12/12/2018
2019 Hourly Pay Schedules (Grades, Ranges)
Prepared for the County by the Archer Company

GRADE	Annual Salary Ranges (Exempt, Salaried)			2080 Annual Hours			2223 Annual Hours - Sheriff			2920 Annual Hours - Fire		
	RANGE MINIMUM	RANGE MIDPOINT	RANGE MAXIMUM	MIN	MID	MAX	MIN	MID	MAX	MIN	MID	MAX
1	18,705	23,382	28,058	8.99	11.24	13.49	8.41	10.52	12.62	7.27	8.01	9.61
2	19,970	24,962	29,955	9.60	12.00	14.40	8.98	11.23	13.47	7.27	8.55	10.26
3	21,234	26,542	31,851	10.21	12.76	15.31	9.55	11.94	14.33	7.27	9.09	10.91
4	22,498	28,123	33,747	10.82	13.52	16.22	10.12	12.65	15.18	7.70	9.63	11.56
5	23,762	29,703	35,644	11.42	14.28	17.14	10.69	13.36	16.03	8.14	10.17	12.21
6	25,027	31,283	37,540	12.03	15.04	18.05	11.26	14.07	16.89	8.57	10.71	12.86
7	26,291	32,864	39,436	12.64	15.80	18.96	11.83	14.78	17.74	9.00	11.25	13.51
8	27,555	34,444	41,333	13.25	16.56	19.87	12.40	15.49	18.59	9.44	11.80	14.15
9	28,819	36,024	43,229	13.86	17.32	20.78	12.96	16.21	19.45	9.87	12.34	14.80
10	30,083	37,604	45,125	14.46	18.08	21.69	13.53	16.92	20.30	10.30	12.88	15.45
11	31,348	39,185	47,022	15.07	18.84	22.61	14.10	17.63	21.15	10.74	13.42	16.10
12	32,612	40,765	48,918	15.68	19.60	23.52	14.67	18.34	22.01	11.17	13.96	16.75
13	33,876	42,345	50,814	16.29	20.36	24.43	15.24	19.05	22.86	11.60	14.50	17.40
14	35,140	43,925	52,711	16.89	21.12	25.34	15.81	19.76	23.71	12.03	15.04	18.05
15	36,405	45,506	54,607	17.50	21.88	26.25	16.38	20.47	24.56	12.47	15.58	18.70
16	37,669	47,086	56,503	18.11	22.64	27.17	16.95	21.18	25.42	12.90	16.13	19.35
17	38,933	48,666	58,400	18.72	23.40	28.08	17.51	21.89	26.27	13.33	16.67	20.00
18	40,197	50,247	60,296	19.33	24.16	28.99	18.08	22.60	27.12	13.77	17.21	20.65
19	42,094	52,617	63,140	20.24	25.30	30.36	18.94	23.67	28.40	14.42	18.02	21.62
20	44,622	55,778	66,933	21.45	26.82	32.18	20.07	25.09	30.11	15.28	19.10	22.92
21	47,151	58,938	70,726	22.67	28.34	34.00	21.21	26.51	31.82	16.15	20.18	24.22
22	49,679	62,099	74,518	23.88	29.86	35.83	22.35	27.93	33.52	17.01	21.27	25.52
23	52,207	65,259	78,311	25.10	31.37	37.65	23.49	29.36	35.23	17.88	22.35	26.82
24	54,736	68,420	82,104	26.32	32.89	39.47	24.62	30.78	36.93	18.75	23.43	28.12
25	57,264	71,580	85,896	27.53	34.41	41.30	25.76	32.20	38.64	19.61	24.51	29.42
26	59,793	74,741	89,689	28.75	35.93	43.12	26.90	33.62	40.35	20.48	25.60	30.72
27	62,321	77,902	93,482	29.96	37.45	44.94	28.03	35.04	42.05	21.34	26.68	32.01
28	66,114	82,642	99,171	31.79	39.73	47.68	29.74	37.18	44.61	22.64	28.30	33.96
29	71,171	88,964	106,756	34.22	42.77	51.33	32.02	40.02	48.02	24.37	30.47	36.56
30	76,228	95,285	114,342	36.65	45.81	54.97	34.29	42.86	51.44	26.11	32.63	39.16
31	81,285	101,606	121,927	39.08	48.85	58.62	36.57	45.71	54.85	27.84	34.80	41.76
32	86,342	107,927	129,512	41.51	51.89	62.27	38.84	48.55	58.26	29.57	36.96	44.35

Exhibit 4

Grade Order Listing of Jobs

**Bulloch County, Georgia
Pay Plan Update 2018
12/12/2018**

Job Classification List (Grade Order)

Prepared for the County by the Archer Company

Code	Classification Title	FLSA	New 2019 Pay Grade & Range			
			PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
3030	ANIMAL SHELTER ATTENDANT (PT)	N	3	21,234	26,542	31,851
2196	BUILDING SERVICE TECHNICIAN	N	4	22,498	28,123	33,747
2080	ANIMAL SHELTER ATTENDANT	N	5	23,762	29,703	35,644
MULT0012	OFFICE ASSISTANT I	N	5	23,762	29,703	35,644
3070	REGISTRATION/ELECTIONS TECHNICIAN	N	5	23,762	29,703	35,644
2265	CUSTOMER SERVICE REP	N	6	25,027	31,283	37,540
MULT0019	OFFICE ASSISTANT II	N	6	25,027	31,283	37,540
2330	PARKS MAINTENANCE WORKER	N	6	25,027	31,283	37,540
MULT0017	TRUCK DRIVER I	N	6	25,027	31,283	37,540
2081	ANIMAL SHELTER ATTENDANT, LEAD	N	7	26,291	32,864	39,436
2195	BUILDING SERVICE TECHNICIAN, SENIOR	N	7	26,291	32,864	39,436
2360	PARKS MAINTENANCE WORKER, SENIOR	N	7	26,291	32,864	39,436
MULT0004	ADMINISTRATIVE TECHNICIAN	N	8	27,555	34,444	41,333
3080	AIRPORT LINEMAN	N	8	27,555	34,444	41,333
3090	BAILIFF (PT)	N	8	27,555	34,444	41,333
2044	DEPUTY CLERK I	N	8	27,555	34,444	41,333
3040	MAGISTRATE COURT CLERK I	N	8	27,555	34,444	41,333
2930	TAX APPRAISAL CLERK I	N	8	27,555	34,444	41,333
2995	TAX/TAG SPECIALIST I	N	8	27,555	34,444	41,333
MULT0014	TRUCK DRIVER II (CDL)	N	8	27,555	34,444	41,333
2045	DEPUTY CLERK II	N	9	28,819	36,024	43,229
2215	MAGISTRATE COURT CLERK II	N	9	28,819	36,024	43,229
2255	PROBATE CLERK I	N	9	28,819	36,024	43,229
2925	TAX APPRAISAL CLERK II	N	9	28,819	36,024	43,229
2990	TAX/TAG SPECIALIST II	N	9	28,819	36,024	43,229
MULT0003	ADMINISTRATIVE SPECIALIST	N	10	30,083	37,604	45,125
2050	AIRPORT LINEMAN, SENIOR	N	10	30,083	37,604	45,125
2071	ANIMAL CONTROL OFFICER	N	10	30,083	37,604	45,125
2046	DEPUTY CLERK III	N	10	30,083	37,604	45,125
2090	DEPUTY REGISTRAR	N	10	30,083	37,604	45,125
2430	HEAVY EQUIPMENT OPERATOR I	N	10	30,083	37,604	45,125
2350	IRRIGATION TECHNICIAN	N	10	30,083	37,604	45,125



**Bulloch County, Georgia
Pay Plan Update 2018
12/12/2018**

Job Classification List (Grade Order)

Prepared for the County by the Archer Company

Code	Classification Title	FLSA	New 2019 Pay Grade & Range			
			PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
2216	MAGISTRATE COURT CLERK III	N	10	30,083	37,604	45,125
2250	PROBATE CLERK II	N	10	30,083	37,604	45,125
MULT0018	TRUCK DRIVER, SENIOR	N	10	30,083	37,604	45,125
2104	ACCOUNTING & MEDICAL RECORDS TECHNICIAN	N	11	31,348	39,185	47,022
MULT0002	ACCOUNTING TECHNICIAN	N	11	31,348	39,185	47,022
2085	E911 COMMUNICATIONS OFFICER	N	11	31,348	39,185	47,022
MULT0009	E911 COMMUNICATIONS OFFICER (PT)	N	11	31,348	39,185	47,022
2431	HEAVY EQUIPMENT OPERATOR I/WORK DETAIL SUPERVISOR	N	11	31,348	39,185	47,022
MULT0011	LEGAL SECRETARY	N	11	31,348	39,185	47,022
1006	MARKETING COORDINATOR	N	11	31,348	39,185	47,022
2100	PERMIT TECHNICIAN	N	11	31,348	39,185	47,022
2245	PROBATE CLERK III	N	11	31,348	39,185	47,022
2901	PROPERTY APPRAISER TRAINEE	N	11	31,348	39,185	47,022
2570	SHERIFF DISPATCHER	N	11	31,348	39,185	47,022
2980	TAX/TAG/ACCOUNTING TECHNICIAN	N	11	31,348	39,185	47,022
MULT0016	TRUCK DRIVER, SENIOR/WORK DETAIL SUPERVISOR	N	11	31,348	39,185	47,022
MULT0015	WORK DETAIL SUPERVISOR / CO	N	11	31,348	39,185	47,022
9925	ADMINISTRATIVE ASSISTANT	N	12	32,612	40,765	48,918
2920	APPRAISER I	N	12	32,612	40,765	48,918
1566	BUILDING & GROUNDS MAINTENANCE SUPERVISOR	N	12	32,612	40,765	48,918
2198	BUILDING MAINTENANCE TECHNICIAN/WORK DETAIL SUPERVISOR	N	12	32,612	40,765	48,918
MULT0007	CORRECTIONS OFFICER	N	12	32,612	40,765	48,918
MULT0008	DETENTION OFFICER	N	12	32,612	40,765	48,918
3110	DETENTION OFFICER (PT)	N	12	32,612	40,765	48,918
2087	E911 MAPPING COORDINATOR	N	12	32,612	40,765	48,918
2103	EMERGENCY MEDICAL TECHNICIAN	N	12	32,612	40,765	48,918
2180	GIS TECHNICIAN	N	12	32,612	40,765	48,918
2440	HEAVY EQUIPMENT OPERATOR II	N	12	32,612	40,765	48,918
2200	HUMAN RESOURCES TECHNICIAN	N	12	32,612	40,765	48,918
2420	SIGNAGE COORDINATOR/WORK DETAIL SUPERVISOR	N	12	32,612	40,765	48,918
MULT0001	ACCOUNTING ASSOCIATE	N	13	33,876	42,345	50,814
2136	ACCOUNTING ASSOCIATE - PAYROLL	N	13	33,876	42,345	50,814



**Bulloch County, Georgia
Pay Plan Update 2018
12/12/2018**

Job Classification List (Grade Order)

Prepared for the County by the Archer Company

			New 2019 Pay Grade & Range			
Code	Classification Title	FLSA	PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
2922	APPRAISER II	N	13	33,876	42,345	50,814
MULT0006	CODE ENFORCEMENT OFFICER	N	13	33,876	42,345	50,814
2065	CORRECTIONS DETAIL OFFICER	N	13	33,876	42,345	50,814
2970	DELINQUENT TAX ADMINISTRATOR	N	13	33,876	42,345	50,814
2730	DETENTION CORPORAL	N	13	33,876	42,345	50,814
MULT0010	FLEET MAINTENANCE TECHNICIAN	N	13	33,876	42,345	50,814
2910	GIS TECHNICIAN/MOBILE HOME APPRAISER	N	13	33,876	42,345	50,814
2441	HEAVY EQUIPMENT OPERATOR II/WORK DETAIL SUPERVISOR	N	13	33,876	42,345	50,814
2450	HEAVY EQUIPMENT OPERATOR III	N	13	33,876	42,345	50,814
9930	ADMINISTRATIVE COORDINATOR	N	14	35,140	43,925	52,711
MULT0005	BUSINESS OFFICE MANAGER	N	14	35,140	43,925	52,711
3045	CONSTABLE	N	14	35,140	43,925	52,711
2086	E911 COMMUNICATIONS OFFICER, CTO	N	14	35,140	43,925	52,711
1165	EMS BILLING COORDINATOR	N	14	35,140	43,925	52,711
2950	MOTOR VEHICLE SUPERVISOR	N	14	35,140	43,925	52,711
2105	PARAMEDIC	N	14	35,140	43,925	52,711
2175	PARTS MANAGER	N	14	35,140	43,925	52,711
2960	PROPERTY TAX SUPERVISOR	N	14	35,140	43,925	52,711
2070	ANIMAL CONTROL SUPERVISOR	N	15	36,405	45,506	54,607
1026	CIVIL ENGINEERING INSPECTOR	N	15	36,405	45,506	54,607
2063	CORRECTIONS CORPORAL	N	15	36,405	45,506	54,607
2075	CORRECTIONS COUNSELOR	N	15	36,405	45,506	54,607
1123	COURT ADMINISTRATOR, STATE COURT	E	15	36,405	45,506	54,607
2155	FIREFIGHTER	N	15	36,405	45,506	54,607
2310	LANDSCAPE SUPERVISOR	N	15	36,405	45,506	54,607
2400	LOGISTICS COORDINATOR	N	15	36,405	45,506	54,607
2300	PARKS MAINTENANCE SUPERVISOR	N	15	36,405	45,506	54,607
2040	PROBATION OFFICER	N	15	36,405	45,506	54,607
2410	ROADS SUPERVISOR, DUMP TRUCKS	N	15	36,405	45,506	54,607
1121	VICTIM WITNESS ADVOCATE	N	15	36,405	45,506	54,607
9940	ADMINISTRATIVE SUPERVISOR	E	16	37,669	47,086	56,503
1561	AQUATICS PROGRAM SUPERVISOR	E	16	37,669	47,086	56,503



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Job Classification List (Grade Order)

Prepared for the County by the Archer Company

Code	Classification Title	FLSA	New 2019 Pay Grade & Range			
			PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
1521	ATHLETIC PROGRAMS SUPERVISOR	E	16	37,669	47,086	56,503
2111	BUILDING INSPECTOR	N	16	37,669	47,086	56,503
2225	CHIEF MAGISTRATE CLERK	N	16	37,669	47,086	56,503
2903	COMMERCIAL APPRAISER	N	16	37,669	47,086	56,503
2062	CORRECTIONS SERGEANT, DETAIL SUPV	N	16	37,669	47,086	56,503
2056	CORRECTIONS SERGEANT, FOOD SERVICE	N	16	37,669	47,086	56,503
2915	PERSONAL PROPERTY AUDITOR	N	16	37,669	47,086	56,503
1530	RECREATION PROGRAMS SUPERVISOR	E	16	37,669	47,086	56,503
2620	SHERIFF DEPUTY, COURT SERVICES	N	16	37,669	47,086	56,503
2555	SHERIFF DEPUTY, PATROL	N	16	37,669	47,086	56,503
2560	SHERIFF DEPUTY, SRO	N	16	37,669	47,086	56,503
1562	AQUATICS GUEST SVCS SUPVR	E	17	38,933	48,666	58,400
1142	CHIEF COUNSELOR	E	17	38,933	48,666	58,400
2047	CHIEF DEPUTY CLERK	N	17	38,933	48,666	58,400
1564	CONCESSIONS MANAGER	E	17	38,933	48,666	58,400
2850	ENVIRONMENTAL SUPERVISOR	N	17	38,933	48,666	58,400
2160	FLEET MAINTENANCE SUPERVISOR	N	17	38,933	48,666	58,400
2185	FLEET SERVICE COORDINATOR/WORK DETAIL SUPERVISOR	N	17	38,933	48,666	58,400
2205	HUMAN RESOURCES SPECIALIST	N	17	38,933	48,666	58,400
2041	PROBATION OFFICER, INTENSIVE	N	17	38,933	48,666	58,400
1143	REGISTERED NURSE	E	17	38,933	48,666	58,400
2615	SHERIFF CORPORAL, COURT SERVICES	N	17	38,933	48,666	58,400
2665	SHERIFF CORPORAL, K9/CRIME SUPP	N	17	38,933	48,666	58,400
2550	SHERIFF CORPORAL, PATROL	N	17	38,933	48,666	58,400
2690	SHERIFF INVESTIGATOR, CID	N	17	38,933	48,666	58,400
2670	SHERIFF INVESTIGATOR, CRIME SUPP	N	17	38,933	48,666	58,400
1563	AQUATICS MAINT SUPERVISOR	E	18	40,197	50,247	60,296
2220	CHIEF CONSTABLE	N	18	40,197	50,247	60,296
9935	EXECUTIVE SUPPORT ASSISTANT	E	18	40,197	50,247	60,296
1508	MARKETING & COMMUNICATIONS COORD	E	18	40,197	50,247	60,296
1540	OPERATIONS SUPERVISOR, P&R	E	18	40,197	50,247	60,296
1030	PURCHASING MANAGER	E	18	40,197	50,247	60,296
2720	SHERIFF SERGEANT, DETENTION	N	18	40,197	50,247	60,296
1170	ANIMAL SHELTER MANAGER	E	19	42,094	52,617	63,140
1551	ASSISTANT MANAGER, PARKS MAINTENANCE	E	19	42,094	52,617	63,140
1552	ASSISTANT MANAGER, PARKS PROJECTS	E	19	42,094	52,617	63,140



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			New 2019 Pay Grade & Range			
Code	Classification Title	FLSA	PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
2108	ASSISTANT SHIFT SUPERVISOR, EMS	N	19	42,094	52,617	63,140
2061	CORRECTIONS LIEUTENANT	N	19	42,094	52,617	63,140
2055	CORRECTIONS LIEUTENANT, FOOD SERVICE	N	19	42,094	52,617	63,140
1040	ACCOUNTANT, SENIOR	E	20	44,622	55,778	66,933
9945	ADMINISTRATIVE SUPPORT MANAGER	E	20	44,622	55,778	66,933
2900	SENIOR APPRAISER	E	20	44,622	55,778	66,933
2545	SHERIFF SERGEANT, COMMUNITY RELATIONS	N	20	44,622	55,778	66,933
2535	SHERIFF SERGEANT, COURT SERVICES	N	20	44,622	55,778	66,933
2660	SHERIFF SERGEANT, CRIME SUPPRESSION	N	20	44,622	55,778	66,933
2540	SHERIFF SERGEANT, PATROL	N	20	44,622	55,778	66,933
1130	ACCOUNTABILITY COURT COORDINATOR	E	21	47,151	58,938	70,726
1126	ASSISTANT CHIEF PROBATION OFFICER	E	21	47,151	58,938	70,726
2035	CLERK OF BOARD	N	21	47,151	58,938	70,726
2150	FIRE TRAINING OFFICER	N	21	47,151	58,938	70,726
1107	GIS COORDINATOR	E	21	47,151	58,938	70,726
2685	SHERIFF LIEUTENANT, CID	N	21	47,151	58,938	70,726
2605	SHERIFF LIEUTENANT, COMMUNICATIONS	N	21	47,151	58,938	70,726
2655	SHERIFF LIEUTENANT, CRIME SUPPRESSION	N	21	47,151	58,938	70,726
MULT0013	SHERIFF LIEUTENANT, DETENTION	N	21	47,151	58,938	70,726
2530	SHERIFF LIEUTENANT, PATROL	N	21	47,151	58,938	70,726
2107	SHIFT SUPERVISOR, EMS	N	21	47,151	58,938	70,726
1565	AGRICULTURE CENTER MANAGER	E	22	49,679	62,099	74,518
1515	ATHLETIC SUPERINTENDENT	E	22	49,679	62,099	74,518
1190	SOLID WASTE MANAGER	E	22	49,679	62,099	74,518
1183	SUPERINTENDENT, ROADS DISTRICT	E	22	49,679	62,099	74,518
1182	SUPERINTENDENT, ROADS PROJECTS	E	22	49,679	62,099	74,518
1163	ASSISTANT DIRECTOR, EMS	E	23	52,207	65,259	78,311
1200	BUILDING & FACILITIES MANAGER	E	23	52,207	65,259	78,311
1115	ELECTIONS SUPERVISOR	E	23	52,207	65,259	78,311
1185	AIRPORT MANAGER	E	24	54,736	68,420	82,104
1122	ASSISTANT SOLICITOR	E	24	54,736	68,420	82,104
2060	CORRECTIONS CAPTAIN	E	24	54,736	68,420	82,104

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Code	Classification Title	FLSA	New 2019 Pay Grade & Range			
			PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
1106	DEPUTY CHIEF TAX APPRAISER	E	24	54,736	68,420	82,104
1550	MANAGER, PARKS MAINTENANCE	E	24	54,736	68,420	82,104
2230	SPECIAL PROGRAMS MANAGER	E	24	54,736	68,420	82,104
1560	AQUATICS DIVISION MANAGER	E	25	57,264	71,580	85,896
1015	ASSISTANT CFO	E	25	57,264	71,580	85,896
1181	ASSISTANT DIRECTOR, PUBLIC WORKS	E	25	57,264	71,580	85,896
1025	COUNTY ENGINEER	E	25	57,264	71,580	85,896
1125	PROBATION DIRECTOR	E	25	57,264	71,580	85,896
1510	RECREATION DIVISION MANAGER	E	25	57,264	71,580	85,896
2505	SHERIFF CAPTAIN, ADMINISTRATION	E	25	57,264	71,580	85,896
2680	SHERIFF CAPTAIN, CID	E	25	57,264	71,580	85,896
2600	SHERIFF CAPTAIN, COURT SERVICES	E	25	57,264	71,580	85,896
2650	SHERIFF CAPTAIN, CRIME SUPPRESSION	E	25	57,264	71,580	85,896
2700	SHERIFF CAPTAIN, DETENTION	E	25	57,264	71,580	85,896
2510	SHERIFF CAPTAIN, PATROL	E	25	57,264	71,580	85,896
2515	SHERIFF CAPTAIN, PROF STANDARDS	E	25	57,264	71,580	85,896
2520	SHERIFF CAPTAIN, TRAINING	E	25	57,264	71,580	85,896
1100	ZONING ADM/CHIEF BLDG INSP	E	25	57,264	71,580	85,896
1150	DIRECTOR, E911	E	26	59,793	74,741	89,689
1146	ASSISTANT DIRECTOR, PUBLIC SAFETY	E	27	62,321	77,902	93,482
2500	CHIEF DEPUTY SHERIFF	E	27	62,321	77,902	93,482
1141	DEPUTY WARDEN	E	27	62,321	77,902	93,482
1160	DIRECTOR, EMS	E	27	62,321	77,902	93,482
1155	FIRE CHIEF	E	27	62,321	77,902	93,482
1105	CHIEF TAX APPRAISER	E	28	66,114	82,642	99,171
1500	DIRECTOR, PARKS AND RECREATION	E	28	66,114	82,642	99,171
1140	WARDEN	E	28	66,114	82,642	99,171
1020	HUMAN RESOURCES DIRECTOR	E	29	71,171	88,964	106,756
1010	CHIEF FINANCIAL OFFICER	E	30	76,228	95,285	114,342
1145	DIRECTOR, PUBLIC SAFETY	E	30	76,228	95,285	114,342
1180	DIRECTOR, PUBLIC WORKS	E	30	76,228	95,285	114,342
1005	ASSISTANT COUNTY MANAGER	E	32	86,342	107,927	129,512
1035	COUNTY ATTORNEY	E	32	86,342	107,927	129,512

Exhibit 5

Alphabetical Order Listing of Jobs



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Job Classification List (Alphabetical Order)
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Code	Classification Title	FLSA	New 2019 Pay Grade & Range			
			PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
1130	ACCOUNTABILITY COURT COORDINATOR	E	21	47,151	58,938	70,726
1040	ACCOUNTANT, SENIOR	E	20	44,622	55,778	66,933
2104	ACCOUNTING & MEDICAL RECORDS TECHNICIAN	N	11	31,348	39,185	47,022
MULT0001	ACCOUNTING ASSOCIATE	N	13	33,876	42,345	50,814
2136	ACCOUNTING ASSOCIATE - PAYROLL	N	13	33,876	42,345	50,814
MULT0002	ACCOUNTING TECHNICIAN	N	11	31,348	39,185	47,022
9925	ADMINISTRATIVE ASSISTANT	N	12	32,612	40,765	48,918
9930	ADMINISTRATIVE COORDINATOR	N	14	35,140	43,925	52,711
MULT0003	ADMINISTRATIVE SPECIALIST	N	10	30,083	37,604	45,125
9940	ADMINISTRATIVE SUPERVISOR	E	16	37,669	47,086	56,503
9945	ADMINISTRATIVE SUPPORT MANAGER	E	20	44,622	55,778	66,933
MULT0004	ADMINISTRATIVE TECHNICIAN	N	8	27,555	34,444	41,333
1565	AGRICULTURE CENTER MANAGER	E	22	49,679	62,099	74,518
3080	AIRPORT LINEMAN	N	8	27,555	34,444	41,333
2050	AIRPORT LINEMAN, SENIOR	N	10	30,083	37,604	45,125
1185	AIRPORT MANAGER	E	24	54,736	68,420	82,104
2071	ANIMAL CONTROL OFFICER	N	10	30,083	37,604	45,125
2070	ANIMAL CONTROL SUPERVISOR	N	15	36,405	45,506	54,607
2080	ANIMAL SHELTER ATTENDANT	N	5	23,762	29,703	35,644
3030	ANIMAL SHELTER ATTENDANT (PT)	N	3	21,234	26,542	31,851
2081	ANIMAL SHELTER ATTENDANT, LEAD	N	7	26,291	32,864	39,436
1170	ANIMAL SHELTER MANAGER	E	19	42,094	52,617	63,140
2920	APPRAISER I	N	12	32,612	40,765	48,918
2922	APPRAISER II	N	13	33,876	42,345	50,814
1560	AQUATICS DIVISION MANAGER	E	25	57,264	71,580	85,896
1562	AQUATICS GUEST SVCS SUPVR	E	17	38,933	48,666	58,400
1563	AQUATICS MAINT SUPERVISOR	E	18	40,197	50,247	60,296
1561	AQUATICS PROGRAM SUPERVISOR	E	16	37,669	47,086	56,503
1015	ASSISTANT CFO	E	25	57,264	71,580	85,896
1126	ASSISTANT CHIEF PROBATION OFFICER	E	21	47,151	58,938	70,726
1005	ASSISTANT COUNTY MANAGER	E	32	86,342	107,927	129,512
1163	ASSISTANT DIRECTOR, EMS	E	23	52,207	65,259	78,311

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Code	Classification Title	FLSA	New 2019 Pay Grade & Range			
			PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
1146	ASSISTANT DIRECTOR, PUBLIC SAFETY	E	27	62,321	77,902	93,482
1181	ASSISTANT DIRECTOR, PUBLIC WORKS	E	25	57,264	71,580	85,896
1551	ASSISTANT MANAGER, PARKS MAINTENANCE	E	19	42,094	52,617	63,140
1552	ASSISTANT MANAGER, PARKS PROJECTS	E	19	42,094	52,617	63,140
2108	ASSISTANT SHIFT SUPERVISOR, EMS	N	19	42,094	52,617	63,140
1122	ASSISTANT SOLICITOR	E	24	54,736	68,420	82,104
1521	ATHLETIC PROGRAMS SUPERVISOR	E	16	37,669	47,086	56,503
1515	ATHLETIC SUPERINTENDENT	E	22	49,679	62,099	74,518
3090	BAILIFF (PT)	N	8	27,555	34,444	41,333
1200	BUILDING & FACILITIES MANAGER	E	23	52,207	65,259	78,311
1566	BUILDING & GROUNDS MAINTENANCE SUPERVISOR	N	12	32,612	40,765	48,918
2111	BUILDING INSPECTOR	N	16	37,669	47,086	56,503
2198	BUILDING MAINTENANCE TECHNICIAN/WORK DETAIL SUPERVISOR	N	12	32,612	40,765	48,918
2196	BUILDING SERVICE TECHNICIAN	N	4	22,498	28,123	33,747
2195	BUILDING SERVICE TECHNICIAN, SENIOR	N	7	26,291	32,864	39,436
MULT0005	BUSINESS OFFICE MANAGER	N	14	35,140	43,925	52,711
2220	CHIEF CONSTABLE	N	18	40,197	50,247	60,296
1142	CHIEF COUNSELOR	E	17	38,933	48,666	58,400
2047	CHIEF DEPUTY CLERK	N	17	38,933	48,666	58,400
2500	CHIEF DEPUTY SHERIFF	E	27	62,321	77,902	93,482
1010	CHIEF FINANCIAL OFFICER	E	30	76,228	95,285	114,342
2225	CHIEF MAGISTRATE CLERK	N	16	37,669	47,086	56,503
1105	CHIEF TAX APPRAISER	E	28	66,114	82,642	99,171
1026	CIVIL ENGINEERING INSPECTOR	N	15	36,405	45,506	54,607
2035	CLERK OF BOARD	N	21	47,151	58,938	70,726
MULT0006	CODE ENFORCEMENT OFFICER	N	13	33,876	42,345	50,814
2903	COMMERCIAL APPRAISER	N	16	37,669	47,086	56,503
1564	CONCESSIONS MANAGER	E	17	38,933	48,666	58,400
3045	CONSTABLE	N	14	35,140	43,925	52,711
2060	CORRECTIONS CAPTAIN	E	24	54,736	68,420	82,104
2063	CORRECTIONS CORPORAL	N	15	36,405	45,506	54,607
2075	CORRECTIONS COUNSELOR	N	15	36,405	45,506	54,607

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Code	Classification Title	FLSA	New 2019 Pay Grade & Range			
			PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
2065	CORRECTIONS DETAIL OFFICER	N	13	33,876	42,345	50,814
2061	CORRECTIONS LIEUTENANT	N	19	42,094	52,617	63,140
2055	CORRECTIONS LIEUTENANT, FOOD SERVICE	N	19	42,094	52,617	63,140
MULT0007	CORRECTIONS OFFICER	N	12	32,612	40,765	48,918
2062	CORRECTIONS SERGEANT, DETAIL SUPV	N	16	37,669	47,086	56,503
2056	CORRECTIONS SERGEANT, FOOD SERVICE	N	16	37,669	47,086	56,503
1035	COUNTY ATTORNEY	E	32	86,342	107,927	129,512
1025	COUNTY ENGINEER	E	25	57,264	71,580	85,896
1123	COURT ADMINISTRATOR, STATE COURT	E	15	36,405	45,506	54,607
2265	CUSTOMER SERVICE REP	N	6	25,027	31,283	37,540
2970	DELINQUENT TAX ADMINISTRATOR	N	13	33,876	42,345	50,814
1106	DEPUTY CHIEF TAX APPRAISER	E	24	54,736	68,420	82,104
2044	DEPUTY CLERK I	N	8	27,555	34,444	41,333
2045	DEPUTY CLERK II	N	9	28,819	36,024	43,229
2046	DEPUTY CLERK III	N	10	30,083	37,604	45,125
2090	DEPUTY REGISTRAR	N	10	30,083	37,604	45,125
1141	DEPUTY WARDEN	E	27	62,321	77,902	93,482
2730	DETENTION CORPORAL	N	13	33,876	42,345	50,814
MULT0008	DETENTION OFFICER	N	12	32,612	40,765	48,918
3110	DETENTION OFFICER (PT)	N	12	32,612	40,765	48,918
1150	DIRECTOR, E911	E	26	59,793	74,741	89,689
1160	DIRECTOR, EMS	E	27	62,321	77,902	93,482
1500	DIRECTOR, PARKS AND RECREATION	E	28	66,114	82,642	99,171
1145	DIRECTOR, PUBLIC SAFETY	E	30	76,228	95,285	114,342
1180	DIRECTOR, PUBLIC WORKS	E	30	76,228	95,285	114,342
2085	E911 COMMUNICATIONS OFFICER	N	11	31,348	39,185	47,022
MULT0009	E911 COMMUNICATIONS OFFICER (PT)	N	11	31,348	39,185	47,022
2086	E911 COMMUNICATIONS OFFICER, CTO	N	14	35,140	43,925	52,711
2087	E911 MAPPING COORDINATOR	N	12	32,612	40,765	48,918
1115	ELECTIONS SUPERVISOR	E	23	52,207	65,259	78,311
2103	EMERGENCY MEDICAL TECHNICIAN	N	12	32,612	40,765	48,918
1165	EMS BILLING COORDINATOR	N	14	35,140	43,925	52,711

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			PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
2850	ENVIRONMENTAL SUPERVISOR	N	17	38,933	48,666	58,400
9935	EXECUTIVE SUPPORT ASSISTANT	E	18	40,197	50,247	60,296
1155	FIRE CHIEF	E	27	62,321	77,902	93,482
2150	FIRE TRAINING OFFICER	N	21	47,151	58,938	70,726
2155	FIREFIGHTER	N	15	36,405	45,506	54,607
2160	FLEET MAINTENANCE SUPERVISOR	N	17	38,933	48,666	58,400
MULT0010	FLEET MAINTENANCE TECHNICIAN	N	13	33,876	42,345	50,814
2185	FLEET SERVICE COORDINATOR/WORK DETAIL SUPERVISOR	N	17	38,933	48,666	58,400
1107	GIS COORDINATOR	E	21	47,151	58,938	70,726
2180	GIS TECHNICIAN	N	12	32,612	40,765	48,918
2910	GIS TECHNICIAN/MOBILE HOME APPRAISER	N	13	33,876	42,345	50,814
2430	HEAVY EQUIPMENT OPERATOR I	N	10	30,083	37,604	45,125
2431	HEAVY EQUIPMENT OPERATOR I/WORK DETAIL SUPERVISOR	N	11	31,348	39,185	47,022
2440	HEAVY EQUIPMENT OPERATOR II	N	12	32,612	40,765	48,918
2441	HEAVY EQUIPMENT OPERATOR II/WORK DETAIL SUPERVISOR	N	13	33,876	42,345	50,814
2450	HEAVY EQUIPMENT OPERATOR III	N	13	33,876	42,345	50,814
1020	HUMAN RESOURCES DIRECTOR	E	29	71,171	88,964	106,756
2205	HUMAN RESOURCES SPECIALIST	N	17	38,933	48,666	58,400
2200	HUMAN RESOURCES TECHNICIAN	N	12	32,612	40,765	48,918
2350	IRRIGATION TECHNICIAN	N	10	30,083	37,604	45,125
2310	LANDSCAPE SUPERVISOR	N	15	36,405	45,506	54,607
MULT0011	LEGAL SECRETARY	N	11	31,348	39,185	47,022
2400	LOGISTICS COORDINATOR	N	15	36,405	45,506	54,607
3040	MAGISTRATE COURT CLERK I	N	8	27,555	34,444	41,333
2215	MAGISTRATE COURT CLERK II	N	9	28,819	36,024	43,229
2216	MAGISTRATE COURT CLERK III	N	10	30,083	37,604	45,125
1550	MANAGER, PARKS MAINTENANCE	E	24	54,736	68,420	82,104
1508	MARKETING & COMMUNICATIONS COORD	E	18	40,197	50,247	60,296
1006	MARKETING COORDINATOR	N	11	31,348	39,185	47,022
2950	MOTOR VEHICLE SUPERVISOR	N	14	35,140	43,925	52,711
MULT0012	OFFICE ASSISTANT I	N	5	23,762	29,703	35,644
MULT0019	OFFICE ASSISTANT II	N	6	25,027	31,283	37,540

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			PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
1540	OPERATIONS SUPERVISOR, P&R	E	18	40,197	50,247	60,296
2105	PARAMEDIC	N	14	35,140	43,925	52,711
2300	PARKS MAINTENANCE SUPERVISOR	N	15	36,405	45,506	54,607
2330	PARKS MAINTENANCE WORKER	N	6	25,027	31,283	37,540
2360	PARKS MAINTENANCE WORKER, SENIOR	N	7	26,291	32,864	39,436
2175	PARTS MANAGER	N	14	35,140	43,925	52,711
2100	PERMIT TECHNICIAN	N	11	31,348	39,185	47,022
2915	PERSONAL PROPERTY AUDITOR	N	16	37,669	47,086	56,503
2255	PROBATE CLERK I	N	9	28,819	36,024	43,229
2250	PROBATE CLERK II	N	10	30,083	37,604	45,125
2245	PROBATE CLERK III	N	11	31,348	39,185	47,022
1125	PROBATION DIRECTOR	E	25	57,264	71,580	85,896
2040	PROBATION OFFICER	N	15	36,405	45,506	54,607
2041	PROBATION OFFICER, INTENSIVE	N	17	38,933	48,666	58,400
2901	PROPERTY APPRAISER TRAINEE	N	11	31,348	39,185	47,022
2960	PROPERTY TAX SUPERVISOR	N	14	35,140	43,925	52,711
1030	PURCHASING MANAGER	E	18	40,197	50,247	60,296
1510	RECREATION DIVISION MANAGER	E	25	57,264	71,580	85,896
1530	RECREATION PROGRAMS SUPERVISOR	E	16	37,669	47,086	56,503
1143	REGISTERED NURSE	E	17	38,933	48,666	58,400
3070	REGISTRATION/ELECTIONS TECHNICIAN	N	5	23,762	29,703	35,644
2410	ROADS SUPERVISOR, DUMP TRUCKS	N	15	36,405	45,506	54,607
2900	SENIOR APPRAISER	E	20	44,622	55,778	66,933
2505	SHERIFF CAPTAIN, ADMINISTRATION	E	25	57,264	71,580	85,896
2680	SHERIFF CAPTAIN, CID	E	25	57,264	71,580	85,896
2600	SHERIFF CAPTAIN, COURT SERVICES	E	25	57,264	71,580	85,896
2650	SHERIFF CAPTAIN, CRIME SUPPRESSION	E	25	57,264	71,580	85,896
2700	SHERIFF CAPTAIN, DETENTION	E	25	57,264	71,580	85,896
2510	SHERIFF CAPTAIN, PATROL	E	25	57,264	71,580	85,896
2515	SHERIFF CAPTAIN, PROF STANDARDS	E	25	57,264	71,580	85,896
2520	SHERIFF CAPTAIN, TRAINING	E	25	57,264	71,580	85,896
2615	SHERIFF CORPORAL, COURT SERVICES	N	17	38,933	48,666	58,400

Bulloch County, Georgia
Pay Plan Update 2018
12/12/2018

Job Classification List (Alphabetical Order)
Prepared for the County by the Archer Company

			New 2019 Pay Grade & Range			
Code	Classification Title	FLSA	PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
2665	SHERIFF CORPORAL, K9/CRIME SUPP	N	17	38,933	48,666	58,400
2550	SHERIFF CORPORAL, PATROL	N	17	38,933	48,666	58,400
2620	SHERIFF DEPUTY, COURT SERVICES	N	16	37,669	47,086	56,503
2555	SHERIFF DEPUTY, PATROL	N	16	37,669	47,086	56,503
2560	SHERIFF DEPUTY, SRO	N	16	37,669	47,086	56,503
2570	SHERIFF DISPATCHER	N	11	31,348	39,185	47,022
2690	SHERIFF INVESTIGATOR, CID	N	17	38,933	48,666	58,400
2670	SHERIFF INVESTIGATOR, CRIME SUPP	N	17	38,933	48,666	58,400
2685	SHERIFF LIEUTENANT, CID	N	21	47,151	58,938	70,726
2605	SHERIFF LIEUTENANT, COMMUNICATIONS	N	21	47,151	58,938	70,726
2655	SHERIFF LIEUTENANT, CRIME SUPPRESSION	N	21	47,151	58,938	70,726
MULT0013	SHERIFF LIEUTENANT, DETENTION	N	21	47,151	58,938	70,726
2530	SHERIFF LIEUTENANT, PATROL	N	21	47,151	58,938	70,726
2545	SHERIFF SERGEANT, COMMUNITY RELATIONS	N	20	44,622	55,778	66,933
2535	SHERIFF SERGEANT, COURT SERVICES	N	20	44,622	55,778	66,933
2660	SHERIFF SERGEANT, CRIME SUPPRESSION	N	20	44,622	55,778	66,933
2720	SHERIFF SERGEANT, DETENTION	N	18	40,197	50,247	60,296
2540	SHERIFF SERGEANT, PATROL	N	20	44,622	55,778	66,933
2107	SHIFT SUPERVISOR, EMS	N	21	47,151	58,938	70,726
2420	SIGNAGE COORDINATOR/WORK DETAIL SUPERVISOR	N	12	32,612	40,765	48,918
1190	SOLID WASTE MANAGER	E	22	49,679	62,099	74,518
2230	SPECIAL PROGRAMS MANAGER	E	24	54,736	68,420	82,104
1183	SUPERINTENDENT, ROADS DISTRICT	E	22	49,679	62,099	74,518
1182	SUPERINTENDENT, ROADS PROJECTS	E	22	49,679	62,099	74,518
2930	TAX APPRAISAL CLERK I	N	8	27,555	34,444	41,333
2925	TAX APPRAISAL CLERK II	N	9	28,819	36,024	43,229
2995	TAX/TAG SPECIALIST I	N	8	27,555	34,444	41,333
2990	TAX/TAG SPECIALIST II	N	9	28,819	36,024	43,229
2980	TAX/TAG/ACCOUNTING TECHNICIAN	N	11	31,348	39,185	47,022
MULT0017	TRUCK DRIVER I	N	6	25,027	31,283	37,540
MULT0014	TRUCK DRIVER II (CDL)	N	8	27,555	34,444	41,333
MULT0018	TRUCK DRIVER, SENIOR	N	10	30,083	37,604	45,125



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Code	Classification Title	FLSA	New 2019 Pay Grade & Range			
			PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
MULT0016	TRUCK DRIVER, SENIOR/WORK DETAIL SUPERVISOR	N	11	31,348	39,185	47,022
1121	VICTIM WITNESS ADVOCATE	N	15	36,405	45,506	54,607
1140	WARDEN	E	28	66,114	82,642	99,171
MULT0015	WORK DETAIL SUPERVISOR / CO	N	11	31,348	39,185	47,022
1100	ZONING ADM/CHIEF BLDG INSP	E	25	57,264	71,580	85,896

Exhibit 6

Recommended Compensation Administration Policies

Bulloch County Compensation Administration Program Policy and Procedures Recommendations

Introduction

The purpose of the Compensation Administration Program Policy and Procedures document is to state the County's compensation policy and to communicate the processes and procedures that have been established to ensure that the policy is administered fairly and efficiently.

Following this introduction, this document contains the following sections:

- Compensation Policy
- Compensation Administration Program Components:
 - Position Analysis
 - Position Evaluation System
 - Pay Grades and Ranges
 - Performance Appraisal System
 - Merit Increase System
- Pay Grade Assignment Process
- Types of Salary Adjustments:
 - Base Salary Offers
 - Merit Increases
 - Reclassification Adjustments
 - Promotion Adjustments
 - Special Salary Adjustments
- Enforcement and Salary Administrative Responsibilities

Compensation Policy

The County has established and will maintain a Compensation Administration Program, which will promote:

- Internal Equity – Positions will be assigned to a pay grade within a pay grade structure based on the application of a formal, objective position evaluation system, which measures the relative worth of a position.

The principle of internal equity is that an employee is paid in accordance with the degree of difficulty associated with their job. The position evaluation employed by the County provides the foundation for internal equity.

- External Competitiveness – Salary ranges will be based on a survey of organizations considered as comparable in terms of size, services provided, and geographic location. By establishing market-competitive salary ranges, the County is in a position to hire, develop and retain a highly competent workforce.
- More specifically, it is the philosophy of the County to target the 50th percentile of the market for base pay administration. Therefore, the salary range midpoints will be reasonably close to the average base pay of jobs assigned to a given pay grade. However, because the assignment of all jobs to pay grades is based on job evaluation, there is not a direct relationship between the average pay for any job and the average pay rate in the market.
- A Compensation System That is Fair, Just and Non-Discriminatory – The dimensions of internal equity (relative worth) and external equity (competitive worth) are objectively integrated through the use of regression analysis. The job evaluation system determines the degrees of difficulty associated with each job and the market analysis predicts the average salary being paid for the job. When these two factors are combined through regression analysis, both the relative worth and competitive worth dimensions are integrated to provide a truly fair and non-discriminatory compensation plan.
- Pay-For-Performance – Annual salary adjustments will be based on an evaluation of job performance as determined by a formal objective performance appraisal system and subject to funding availability.
- Budgetary Control – Funds allocated for compensation purposes will be subject to strict controls to ensure that the amounts are covered within an approved budget category.

The Compensation Policy has been developed and will be administered to be consistent with all relevant wage and hour, equal pay, and equal employment laws. The County will continue to make pay and benefit decisions without regard to gender, sexual orientation, race, color, religion, national origin, disability, veteran status or age.

All employees with supervisory responsibility are responsible for complying with the policies and procedures stated in the following sections:

Compensation Administration Program Components

The Compensation Administration Program consists of the following components:

- Position Analysis

The duties and responsibilities of each position will be documented by a class specification prepared by Human Resources showing:

- Job Summary
- Essential Job Functions
- Material and Equipment Used
- Minimum Qualification Required
- Knowledge, Skills, and Abilities Required

As classifications are created, a class specification will be written based on a detailed position questionnaire prepared by each employee and reviewed and approved by the immediate supervisor and the next appropriate level of management.

Supervisors and managers are responsible to review and update, as needed, all position questionnaires when there has been a significant change in job duties and responsibilities or when a position has become vacant.

A new position questionnaire should be prepared for all newly approved positions.

All position questionnaires prepared for new positions or for positions where there has been a significant change in job duties and responsibilities should be submitted to Human Resources for position evaluation.

- Position Evaluation System

All positions will be assigned to an appropriate pay grade as determined by the position evaluation system administered by Human Resources.

The purpose of a position evaluation system is to determine the relative placement of positions within an organization that promotes internal equity by measuring the complexity, responsibility and skill of each position.

The County employs a point factor position evaluation system recognizing a set of compensable factors that cover the work performed by employees. Each factor is an element common to all covered positions, which varies in proportion and intensity depending on the position duties of a given position.

Each factor is assigned a weighting and point progressions are assigned to the degrees of each factor. The factor and degree definitions are used to determine the point value for each covered position. The factors' point totals for each covered position correspond to a pay grade in the pay grade structure.

- Pay Grades and Ranges

A pay grade represents the relative worth of a group of positions to the overall organization. Pay grades progress in an orderly fashion and encompass all covered positions.

The pay grade structure consists of two parts; one for exempt positions and one for non-exempt positions. The County may create multiple non-exempt grade structures, which are based on hourly pay rates, to accommodate different annual hours.

Each pay grade has been assigned a salary range consisting of a minimum, midpoint, and maximum. The purpose of a salary range is to provide the County some flexibility in placing new employees within the designated salary range, as well as managers and supervisors “room” to recommend individual salary adjustments based on the job performance of those they supervise.

Each employee will be told of his/her assigned pay grade and range.

The County currently employs a salary range where the maximum is 50 percent greater than the minimum.

Human Resources is responsible for developing salary range adjustment recommendations to be submitted annually to the County Board.

The Board of Commissioners will review salary range levels as part of the annual budget process to determine if and how much salary ranges should be adjusted to reflect competitive relevant market levels, the inflation rate, the ability to attract and retain fully competent staff, and the strength of the general economy.

- Performance Appraisal System

The County has established a formal performance appraisal system to be used by management staff to measure individual job performance and to promote individual job knowledge and skill development for career advancement.

Formal reviews are conducted on an annual basis. However, management staff is encouraged to provide both positive and corrective feedback on an ongoing basis to the employees they supervise.

It is the intent of the County to base performance evaluation decisions on meeting objective job standards and mutually determined goals.

In the case of employees who have moved into their current role from another County role within the last performance year, the current supervisor is expected to request written feedback from the previous supervisor. This feedback should be incorporated into the current performance review.

Merit Increase System

The County has adopted a merit increase system to implement its pay-for-performance policy.

While position evaluation determines the relative worth of the position to the organization, and while performance appraisal determines the level of employee job performance, the merit system determines the level of employee reward. Merit increase percentages, as a percent of base salary, are established each year corresponding directly to a job performance level.

The merit award percentages will be recommended by County management to the Board of Commissioners for approval based first on budget considerations and then on competitive market conditions.

Pay Grade Assignment Process

All positions are budgeted based on their assigned pay grade. Pay grades have been assigned based on the position analysis and the position evaluation process described in previous sections.

Pay grade assignments recommended by Human Resources, based on their application of the position evaluation system, are reviewed with Department Management.

Disagreements should be referred to the County Manager for resolution.

Types of Salary Adjustments

All salary adjustments described below are subject to the pay range minimum and maximum amounts for the position. No employee will be paid lower than the minimum salary associated with their assigned pay grade, nor will any employee be paid higher than the maximum salary associated with their assigned pay grade.

- Base Salary Offers

The following policies will apply when making a base salary offer to a candidate for employment to an approved position:

- It will be a County policy that a candidate for employment be offered a base salary equal to at least the minimum of the grade range for the open position. It will be the responsibility of management to evaluate the qualifications of a candidate to be reasonably assured that the candidate possesses the minimal qualifications desired for the position to be filled.
- In order to ensure internal equity, the Human Resources Director or designee will also conduct an internal assessment of current incumbents in the same job title, to ensure that the salary provided to the new employee does not risk fair and equitable pay practices.

- A candidate for employment may be offered a salary between the minimum and the midpoint of the grade range for the open position. The offer salary should reflect the candidate's specific previous training, experience or other qualifications. As a general guideline, a starting salary offer can reflect comparable experience based on 3% above the range minimum for each year of directly comparable experience exceeding the minimum experience requirement for the position. However, the Human Resources Director will analyze all offers above the first quartile in terms of the experience of current incumbents, in order to adhere to internal equity principles, and counsel the hiring manager accordingly. In all cases, salary offers above the midpoint must have prior approval from the immediate supervisor, the department director/head, the Human Resources Director, and the County Manager.
- If the open position is the result of a promotion of a County employee to another role, the hiring department cannot use the promoted person's old salary for replacement but must use the appropriate starting salary for the replaced position.
- Any special compensation or benefit arrangements must be presented in advance and approved by the appropriate management staff, Human Resources Director, and the County Manager.
- Merit Increases

Each year, subject to funding availability, the Board of Commissioners establishes a merit pool for all full-time employees and for those part-time employees who: (1) are covered by the pay plan and (2) have worked at least 1040 hours in the evaluation period.

A Department can award a merit increase percent for an individual from 0 (zero) to a set percent, which is determined every year, as long as:

- Any individual increase cannot place a person above their assigned pay grade maximum. If a merit increase recommendation would place the person's salary above the range maximum, the amount in excess of the range maximum may be provided in the form of a non-base, one-time payment.
- To receive a merit increase, an individual must receive a performance rating of meeting or exceeding the expectations of a fully competent person in the performance appraisal system.
- Reclassification Adjustments

A reclassification occurs when there has been a significant change in the duties and responsibilities of a position, which results in a higher or lower pay grade assignment based on the evaluation and recommendation by Human Resources.

Unless there are special circumstances, position reclassification requests are to be submitted only during the annual budget development cycle.

Normally adjustments for reclassifications to a higher pay grade are limited to seven percent of the employee's current base salary or the adjustment required to be at the new pay grade minimum whichever is greater.

Reclassifications to a lower pay grade may result in a downward adjustment in salary. These adjustments are to be handled on a case-by-case basis.

- Promotion Adjustments

Promotions occur when an individual applies and is selected to fill an open position at a higher pay grade. Promotion adjustments can be in the range of 7-15%, based on the following factors:

- The tenure of the employee being promoted.
- The number of pay grades the employee will be moving for the promotional opportunity.
 - The expected promotional increase for a 1 grade increase is 7% - 10%
 - The expected promotional increase for a 2 or more grade increase is 11 – 15%.
- The current salaries, tenure and performance of other employees already in the new classification, to comply with internal equity responsibilities.

The salary of the promoted employee must be placed at least at the salary range minimum.

If a Department promotes a person to a higher position during the year, it cannot use the promoted person's old salary for replacement but must use the appropriate starting salary for the replaced position.

- Special Salary Adjustments

Special salary adjustments are granted under unusual circumstances such as to reflect special market conditions, special job performance, special equity adjustments, etc., which do not conform to customary compensation administration guidelines.

All special salary adjustments require approval by the Department Head, the Human Resources Director, and the County Manager.

Enforcement and Administrative Responsibilities

Overall enforcement and administration are responsibilities of the Board of Commissioners, the County Manager, the Human Resources Director, and other senior management staff.

The County Manager will exercise the following responsibilities:

- Review and adjudicate requests for policy deviation submitted by the Human Resources Director.
- Review and adjudicate changes to the Pay Grade and range structure as proposed by the Human Resources Director.
- Review and adjudicate guidelines on the annual merit increase schedule as proposed by the Human Resources Director.

The Human Resources Director will exercise the following responsibilities:

- Act in an advisory and counseling role to managers and supervisors regarding the administration and interpretation of pay policies and practices and direct training programs for managers and supervisors to instruct them in compensation administration procedures.
- Consult with the County Manager regarding written requests (made by managers or supervisors) for policy deviation. Recommend an appropriate course of action.
- Work with the County Manager to propose changes to the pay grade and range structure and to propose merit increase guidelines.
- Monitor all aspects of the compensation administration program to ensure compliance with written policies and procedures.
- Coordinate and maintain position description questionnaires for all positions.
- Coordinate the classification and grading of all positions according to the established position evaluation plan.
- Maintain such records of employees' salaries and performance as may be required to facilitate the administration and control of the program.
- Evaluate new employee salary offers as well as promotional salary adjustment requests for adherence to compensation policies as well as to internal equity considerations, and counsel managers accordingly.
- Ensure that completed performance appraisal forms accompany all requests for merit salary increases.

- Ensure that appropriate documentation be submitted for all special salary adjustment requests.
- Coordinate all management compensation administration activities with employees and management.
- Distribute the performance evaluation notification and forms to management staff in a timely fashion prior to the due date.
- Review the appropriate utilization of the performance appraisal process by management staff.

Other management staff will exercise the following responsibilities:

- Effectively complete the performance evaluation and facilitate discussions of the evaluation with the employee specific to degree of compliance with position expectations, accomplishments, and goals for improvement and/or development. The employee will be responsible to participate fully in the evaluation process including adding written comments on the evaluation form and electronically signing the evaluation form to evidence his/her participation in the process.
- Ensure that completed evaluations are forwarded to the appropriate parties for review and approval.
- Submit performance evaluations to Human Resources no later the deadline prescribed by Human Resources. Evaluations received after the due date may result in a delay in the awarding of pay adjustments.
- Ensure that a position description questionnaire has been completed for each position within his/her area of responsibility and ensure that the questionnaire has been signed by all appropriate parties and submitted to Human Resources.
- Communicate to each employee within his/her area of responsibility, the employee's pay grade and pay range.
- Help ensure compliance with all aspects of the Compensation Administration Program.