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August 22, 2023

Carrie Smith, SHRM-CP
Human Resource Director
915 Lake Avenue
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RE: Memo to Employees Summarizing the Classification and Compensation Study

My name is Mark Goldberg, and I am the Principal Consultant at the consulting firm of David Drown Associates, Human Resources (DDA HR). The County Board hired our firm to conduct a Classification and Compensation Study for your community, and I have led the project team to complete this work. Everyone in our firm has direct experience working in the public sector and we are viewed as experts in Minnesota and across the nation.

So, why do this study? Classification and Compensation studies (C&C Studies) are done periodically to make sure your pay system is internally fair and externally competitive. The study will NOT result in job loss, a reduction in pay, or organizational restructuring – we are looking at jobs, not individuals.

DDA HR worked with the leadership of the County to select organizations with whom the County competes for talent. Although we do include cities and counties that are geographically close to you, it is important to consider organizations more broadly than that. We included counties that may be close to you in population size, that provide similar services to you or is a place to whom you have lost employees in the past. Here is the list of cities and counties we gathered market data from:

County	County	
Aitkin	Kanabec	
Benton	Mille Lacs	
Carlton	Morrison	
Cass	Otter tail	
Clay	Pine	
Crow Wing	Polk	
Douglas	Todd	
Hubbard	Wadena	
		City
		Detroit Lakes
		Fergus Falls
		Moorhead

When we gather this information, we carefully review any potential match to make sure it is accurate and an appropriate match for the job within the County. For this study, DDA HR was able to gather over 1,100 rows of data.

On the classification side, we relied on the position analysis questionnaires you completed to evaluate your jobs.

What do I mean by evaluate? It means using an objective defined way to determine the relative value of jobs within an organization. The County had used the Decision Band Method (DBM) for evaluating jobs. While this is a valid tool for evaluating positions, the system has not been updated in many years. Over time, errors have crept into how positions have been evaluated, reducing the effectiveness of the salary structure. The County approached DDA about implementing a newer system.

Becker County selected the JET system which is a point factor system designed by DDA specifically for the public sector. This system has 7 different factors, with several subfactors, that measures the impact of a job from multiple perspectives. As with any job evaluation system, JET focuses on the job, not the person.

The 7 factors included in JET are:

1. Qualifications
2. Decision Making
3. Problem Solving
4. Relationships
5. Physical and Mental Effort
6. Hazards
7. Conditions

DDA HR used the market data and job evaluation information to design a salary structure. This new structure will have 14 grades with 12 steps within each grade, steps are between 2.5%- 3.25% apart from each other.

The salary range minimum for this new structure will be, on average 1.59% above the average in the market.

The salary range maximum for this new structure will be, on average 3.71% above the average in the market.

This is a highly competitive salary structure that will allow the County to recruit talented individuals and to retain valuable employees.

If you have any questions regarding this study, please contact Carrie Smith at extension 7350.

Sincerely,

A handwritten signature in cursive script that reads "Mark Goldberg".

Mark Goldberg, Principal Consultant
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Classification and Compensation Study



DDA

Human Resources, Inc.
a David Drown Associates Company

Agenda

Who We Are

Project Plan/Goals

Findings and Analysis

Answer Questions

David Drown Associates

Nearly 20 years of
experience working
with cities and
counties in
Minnesota

With staff having
practical experience
in the public sector,
we understand local
government

We have worked with
over 450 government
clients

We base our business
on our clients'
needs. We expanded
to include HR to
assist our clients

Mark Goldberg

Over 25 years of compensation and classification experience

Over 10+ years in public sector. Former Compensation Manager

BA in Human Resources Management, Masters in Industrial and Labor Relations from Cornell



Project Goals

What this Study IS

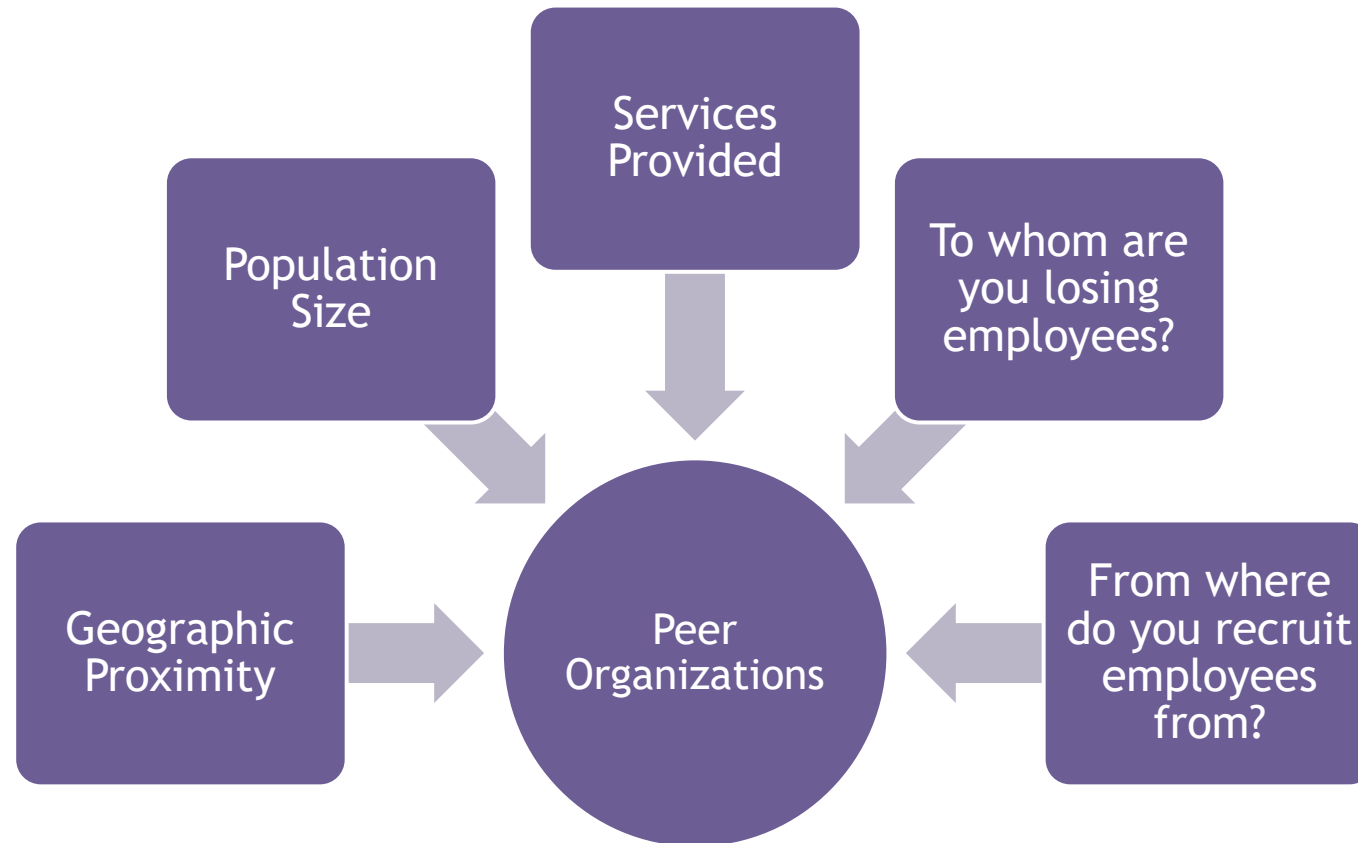
- One that ensures jobs are **classified appropriately** and meet FLSA guidelines.
- One that ensures **pay is competitive and equitably** structured.
- One that provides **policies and procedures** to keep the compensation system up-to-date.
- One that develops a **compensation system** that is easy to understand and administer.

What this Study is NOT

- **NOT** a staffing needs study.
- **NOT** an organizational structure study.
- **NOT** a strategy designed to cut costs.
- **NOT** a strategy to eliminate positions.
- **NOT** a strategy to reduce or increase pay.

Market Analysis

- ▶ DDA has partnered with the County to select a group of 19 public sector organizations with whom the County competes for talent. Here are some factors that were considered when selecting this group:



Market Data

- ▶ DDA attempted to gather data from the following Organizations:

County
Aitkin
Benton
Carlton
Cass
Clay
Crow Wing
Douglas
Hubbard

County
Kanabec
Mille Lacs
Morrison
Otter tail
Pine
Polk
Todd
Wadena

City
Detroit Lakes
Fergus Falls
Moorhead

Market Analysis

- ▶ When DDA reviews the positions in other organizations, we only use the match if at least 80% of the duties are close to the position at the City
- ▶ In reviewing the salary information, if one of the organizations pays significantly more or less than the others, we will remove that data point from the analysis (but will still show the data) so the County can decide if they want to include the information
- ▶ The data and related analyses were reviewed by a Consultant who has been involved in the project and other staff members to ensure applicability, validity, accuracy, and consistency of the data

Market Data - Base Salary

Why is +/- 10% Considered the Market?

- ▶ While there is nothing definitive around the 10% value, using that as a baseline will allow the organization to encompass employees who are all fully skilled at their job but may be paid at different rates for various reasons.
- ▶ Differences could be due to some of the following factors:
 - ▶ Past Performance
 - ▶ Time in the job
 - ▶ Differences in skills
 - ▶ Amount of responsibility
 - ▶ Previous experience
 - ▶ Higher certification level

Findings and Analysis

- ▶ Market Comparison

- ▶ When DDA compares the market data collected, we find that the County using the **NEW** structure, on the average is:

	New Min of Structure compared w Benchmark Min	New Max of Structure compared w Benchmark Max
All Positions	1.44% higher	3.56% higher

- ▶ Based on these comparisons the County would be considered
 - ▶ “highly aligned with the market”

Job Evaluation

- ▶ What is job evaluation? A defined methodology to determine the relative value of jobs within an organization.
 - ▶ Provides an objective and documented method for job analysis and evaluation.
 - ▶ Provides the basis for determining pay.

Becker County currently uses the Decision Band Method (DBM) for evaluating jobs

- ▶ While this is a valid tool for evaluating positions, the system has not been updated in many years
- ▶ Over time, errors have crept into how positions have been evaluated, reducing the effectiveness of the salary structure
- ▶ The County approached DDA about implementing a newer system

Job Evaluation Tool(JET)

Becker County selected the JET system which is a point factor system designed by DDA

- ▶ This system has 7 different factors, with several subfactors, that measures the impact of a job from multiple perspectives.
- ▶ JET was designed specifically for the public sector
- ▶ JET includes points for supervision, hazards and adverse working conditions.
- ▶ As with any job evaluation system, JET focuses on the job, not the person

JET System

1. Qualifications

2. Decision Making

3. Problem Solving

4. Relationships

5. Effort Mental and Physical

6. Hazards

7. Environment

JET Description

1

Only work content is considered.

2

Factors, such as performance or how long the employee has been in the job, are not included in evaluation of job.

Salary Structure Design

▶ Salary Ranges

- ▶ A salary range is the range of pay established by employers to pay employees performing a particular job or function
- ▶ Salary ranges have a minimum pay rate, a maximum pay rate, and a midpoint
- ▶ The salary range is determined by conducting a market analysis

Salary Structure Design

▶ Salary Range Width

- ▶ This is the distance between salary range minimum and maximum.
- ▶ Range width varies widely by organization due to different compensation philosophies
- ▶ Some organizations have a philosophy of not allowing any employees to fall outside the salary range and will increase the structure to accommodate them, others want a very narrow range to minimize pay differences

Salary Structure Design

- ▶ Once the data is collected, we use it to create a salary structure for the entire organization.
- ▶ The structure has a series of salary ranges, and those ranges are based on how the County evaluates the job internally and the market information that was collected.
- ▶ There are usually several jobs in a salary range and that means that those jobs, while performing vastly different duties, are viewed by the County as being roughly at the same level.

Salary Structure Design

- ▶ There are 14 grades
- ▶ Grades vary from between 7%-13% apart from each other
- ▶ There are 12 steps within each grade, steps are between 2.5%-3.25% apart from each other
- ▶ The range width is 37.41%, which is competitive in the market
- ▶ The details on what the new salary range looks like is on the next slide

Salary Structure Design

Becker County												
NEW Pay Plan Calibrated for 2024 Wages												
Steps												
		3.25%	3.25%	3.25%	3.00%	3.00%	3.00%	3.00%	2.75%	2.75%	2.50%	2.50%
Grade	Minimum	2	3	4	5	6	7	8	9	10	11	12
1	\$ 18.00	\$18.59	\$19.19	\$19.81	\$20.41	\$21.02	\$21.65	\$22.30	\$22.91	\$23.54	\$24.13	\$24.73
2	\$ 19.44	\$20.07	\$20.72	\$21.40	\$22.04	\$22.70	\$23.38	\$24.08	\$24.75	\$25.43	\$26.06	\$26.71
3	\$ 21.00	\$21.68	\$22.38	\$23.11	\$23.80	\$24.52	\$25.25	\$26.01	\$26.73	\$27.46	\$28.15	\$28.85
4	\$ 23.72	\$24.50	\$25.29	\$26.11	\$26.90	\$27.70	\$28.54	\$29.39	\$30.20	\$31.03	\$31.81	\$32.60
5	\$ 26.33	\$27.19	\$28.07	\$28.99	\$29.86	\$30.75	\$31.67	\$32.62	\$33.52	\$34.44	\$35.30	\$36.19
6	\$ 28.44	\$29.37	\$30.32	\$31.31	\$32.24	\$33.21	\$34.21	\$35.23	\$36.20	\$37.20	\$38.13	\$39.08
7	\$ 30.72	\$31.71	\$32.75	\$33.81	\$34.82	\$35.87	\$36.94	\$38.05	\$39.10	\$40.17	\$41.18	\$42.21
8	\$ 33.17	\$34.25	\$35.36	\$36.51	\$37.61	\$38.74	\$39.90	\$41.10	\$42.23	\$43.39	\$44.47	\$45.59
9	\$ 37.15	\$38.36	\$39.61	\$40.90	\$42.12	\$43.39	\$44.69	\$46.03	\$47.29	\$48.60	\$49.81	\$51.06
10	\$ 40.87	\$42.20	\$43.57	\$44.99	\$46.34	\$47.73	\$49.16	\$50.63	\$52.02	\$53.45	\$54.79	\$56.16
11	\$ 45.37	\$46.84	\$48.36	\$49.93	\$51.43	\$52.98	\$54.56	\$56.20	\$57.75	\$59.33	\$60.82	\$62.34
12	\$ 48.99	\$50.59	\$52.23	\$53.93	\$55.55	\$57.21	\$58.93	\$60.70	\$62.37	\$64.08	\$65.68	\$67.33
13	\$ 52.42	\$54.13	\$55.89	\$57.70	\$59.43	\$61.22	\$63.05	\$64.95	\$66.73	\$68.57	\$70.28	\$72.04
14	\$ 56.09	\$57.92	\$59.80	\$61.74	\$63.60	\$65.50	\$67.47	\$69.49	\$71.40	\$73.37	\$75.20	\$77.08

Findings and Analysis

- ▶ There are 17 employees paid above the salary range maximum, the recommendation is to have the pay for those employees frozen until the structure catches up with their wages
- ▶ We provided several implementation options for the County, the one that was selected brought all employees into the closest next step to their current salary on January 1. All employees will be given a minimum of a 2.5% increase (unless they were at/above the salary range maximum) even if that meant providing an additional step.

Any Questions?





DDA

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Thank You

Title	New Grade	New Min	New Max	Old 2023 Min	Old 2023 Max	Change in Min	Change in Max
County Administrator	14	\$ 56.09	\$ 77.08	\$ 48.22	\$ 71.31	\$ 7.87	\$ 5.77
County Attorney	13	\$ 52.42	\$ 72.04				
County Sheriff	12	\$ 48.99	\$ 67.33				
County Engineer	11	\$ 45.37	\$ 62.34	\$ 39.05	\$ 57.58	\$ 6.32	\$ 4.76
First Assistant Attorney	11	\$ 45.37	\$ 62.34	\$ 39.42	\$ 57.98	\$ 5.95	\$ 4.36
Human Resource Director/Assistant County Administrator	11	\$ 45.37	\$ 62.34	\$ 31.44	\$ 44.40	\$ 13.93	\$ 17.94
Human Services Director	11	\$ 45.73	\$ 62.34	\$ 39.05	\$ 57.58	\$ 6.68	\$ 4.76
Auditor - Treasurer	10	\$ 40.87	\$ 56.16				
Chief Deputy	10	\$ 40.87	\$ 56.16	\$ 36.58	\$ 47.94	\$ 4.29	\$ 8.22
Assistant Attorney	9	\$ 37.15	\$ 51.06	\$ 39.05	\$ 57.42	\$ (1.90)	\$ (6.36)
County Assessor	9	\$ 37.15	\$ 51.06	\$ 38.31	\$ 56.47	\$ (1.16)	\$ (5.41)
Financial Manager	9	\$ 37.15	\$ 51.06	\$ 33.84	\$ 44.40	\$ 3.31	\$ 6.66
Information Technology Director	9	\$ 37.15	\$ 51.06	\$ 33.84	\$ 44.40	\$ 3.31	\$ 6.66
Land Use Director	9	\$ 37.15	\$ 51.06	\$ 38.68	\$ 57.03	\$ (1.53)	\$ (5.97)
Adult Services Supervisor	8	\$ 33.17	\$ 45.59	\$ 36.58	\$ 47.94	\$ (3.41)	\$ (2.35)
Behavioral Health Supervisor	8	\$ 33.17	\$ 45.59	\$ 36.58	\$ 47.94	\$ (3.41)	\$ (2.35)
Child and Family Services Supervisor	8	\$ 33.17	\$ 45.59	\$ 36.58	\$ 47.94	\$ (3.41)	\$ (2.35)
Child Support Supervisor	8	\$ 33.17	\$ 45.59	\$ 32.24	\$ 42.17	\$ 0.93	\$ 3.42
Public Health Supervisor	8	\$ 33.17	\$ 45.59	\$ 36.58	\$ 47.94	\$ (3.41)	\$ (2.35)
Deputy Sergeant	8	\$ 33.17	\$ 45.59	\$ 34.59	\$ 45.20	\$ (1.42)	\$ 0.39
Financial Unit Supervisor	8	\$ 33.17	\$ 45.59	\$ 32.24	\$ 42.17	\$ 0.93	\$ 3.42
Jail Administrator	8	\$ 33.17	\$ 45.59	\$ 32.24	\$ 42.17	\$ 0.93	\$ 3.42
Human Services Deputy Director	8	\$ 33.17	\$ 45.59	\$ 30.67	\$ 40.08	\$ 2.50	\$ 5.51
Recorder	8	\$ 33.17	\$ 45.59	\$ 31.87	\$ 41.77	\$ 1.30	\$ 3.82
Social Services Supervisor	8	\$ 33.17	\$ 45.59	\$ 36.58	\$ 47.94	\$ (3.41)	\$ (2.35)
Zoning Administrator	8	\$ 33.17	\$ 45.59	\$ 31.87	\$ 41.77	\$ 1.30	\$ 3.82
Adult Services Social Worker - Over 65	7	\$ 30.72	\$ 42.21	\$ 32.24	\$ 42.17	\$ (1.52)	\$ 0.04
Assistant Jail Administrator	7	\$ 30.72	\$ 42.21	\$ 27.12	\$ 37.59	\$ 3.60	\$ 4.62
Behavioral Health Social Worker	7	\$ 30.72	\$ 42.21	\$ 32.24	\$ 42.17	\$ (1.52)	\$ 0.04
Certified MNChoice Assessor	7	\$ 30.72	\$ 42.21	\$ 32.24	\$ 42.17	\$ (1.52)	\$ 0.04
Chief Deputy Assessor	7	\$ 30.72	\$ 42.21	\$ 28.71	\$ 37.59	\$ 2.01	\$ 4.62
Construction Manager	7	\$ 30.72	\$ 42.21	\$ 32.24	\$ 42.17	\$ (1.52)	\$ 0.04
Deputy Auditor - Treasurer	7	\$ 30.72	\$ 42.21	\$ 28.71	\$ 37.59	\$ 2.01	\$ 4.62
Deputy Investigator	7	\$ 30.72	\$ 42.21	\$ 32.62	\$ 42.57	\$ (1.90)	\$ (0.36)
Deputy/Emergency Manager	7	\$ 30.72	\$ 42.21	\$ 29.47	\$ 38.38	\$ 1.25	\$ 3.83
Developmental Disability Case Manager	7	\$ 30.72	\$ 42.21	\$ 32.24	\$ 42.17	\$ (1.52)	\$ 0.04
Economic Development Specialist	7	\$ 30.72	\$ 42.21	\$ 32.24	\$ 42.17	\$ (1.52)	\$ 0.04
NRM Land Commissioner Supervisor	7	\$ 30.72	\$ 42.21	\$ 31.87	\$ 41.17	\$ (1.15)	\$ 1.04
Nutrition Coordinator	7	\$ 30.72	\$ 42.21	\$ 30.67	\$ 40.08	\$ 0.05	\$ 2.13
Public Health Nurse	7	\$ 30.72	\$ 42.21	\$ 32.24	\$ 42.17	\$ (1.52)	\$ 0.04
Registered Nurse	7	\$ 30.72	\$ 42.21	\$ 32.24	\$ 42.17	\$ (1.52)	\$ 0.04
County Veterans Service Officer	7	\$ 30.72	\$ 42.21	\$ 28.71	\$ 37.59	\$ 2.01	\$ 4.62
Accountant	6	\$ 28.44	\$ 39.08	\$ 31.87	\$ 39.68	\$ (3.43)	\$ (0.60)
Deputy	6	\$ 28.44	\$ 39.08	\$ 29.47	\$ 38.38	\$ (1.03)	\$ 0.70
Developer - GIS Coordinator	6	\$ 28.44	\$ 39.08	\$ 30.29	\$ 39.68	\$ (1.85)	\$ (0.60)
Financial Worker	6	\$ 28.44	\$ 39.08	\$ 23.09	\$ 30.01	\$ 5.35	\$ 9.07
Maintenance Crew Foreman	6	\$ 28.44	\$ 39.08	\$ 25.13	\$ 32.62	\$ 3.31	\$ 6.46
NRM Forester	6	\$ 28.44	\$ 39.08	\$ 31.87	\$ 41.77	\$ (3.43)	\$ (2.69)
Release Planner/Case Worker	6	\$ 28.44	\$ 39.08	\$ 29.47	\$ 38.38	\$ (1.03)	\$ 0.70
Traffic Service Foreman	6	\$ 28.44	\$ 39.08	\$ 27.50	\$ 35.76	\$ 0.94	\$ 3.32
Appraiser	5	\$ 26.33	\$ 36.19	\$ 22.15	\$ 28.76	\$ 4.18	\$ 7.43
Building Maintenance Supervisor	5	\$ 26.33	\$ 36.19	\$ 27.30	\$ 35.56	\$ (0.97)	\$ 0.63
Chief Bailiff	5	\$ 26.33	\$ 36.19	\$ 25.13	\$ 32.62	\$ 1.20	\$ 3.57
Chief Deputy Recorder	5	\$ 26.33	\$ 36.19	\$ 24.37	\$ 31.82	\$ 1.96	\$ 4.37
Child Support Officer	5	\$ 26.33	\$ 36.19	\$ 27.12	\$ 35.36	\$ (0.79)	\$ 0.83
Communications Supervisor	5	\$ 26.33	\$ 36.19	\$ 29.09	\$ 37.99	\$ (2.76)	\$ (1.80)
HHW Coordinator	5	\$ 26.33	\$ 36.19	\$ 22.15	\$ 28.76	\$ 4.18	\$ 7.43
IT Analyst	5	\$ 26.33	\$ 36.19	\$ 26.74	\$ 34.96	\$ (0.41)	\$ 1.23
Jail Sergeant	5	\$ 26.33	\$ 36.19	\$ 25.13	\$ 40.08	\$ 1.20	\$ (3.89)
Licensed Practical Nurse	5	\$ 26.33	\$ 36.19	\$ 23.09	\$ 30.02	\$ 3.24	\$ 6.17
Transit Coordinator	5	\$ 26.33	\$ 36.19	\$ 23.09	\$ 30.02	\$ 3.24	\$ 6.17
Mechanic II	5	\$ 26.33	\$ 36.19	\$ 25.13	\$ 32.62	\$ 1.20	\$ 3.57
Program Coordinator	5	\$ 26.33	\$ 36.19	\$ 23.09	\$ 30.02	\$ 3.24	\$ 6.17
Research/GIS	5	\$ 26.33	\$ 36.19	\$ 22.72	\$ 29.62	\$ 3.61	\$ 6.57
Senior Engineering Technician	5	\$ 26.33	\$ 36.19	\$ 25.13	\$ 32.62	\$ 1.20	\$ 3.57
Transportation Technician	5	\$ 26.33	\$ 36.19	\$ 27.12	\$ 35.36	\$ (0.79)	\$ 0.83
Victim Service Coordinator	5	\$ 26.33	\$ 36.19	\$ 22.72	\$ 29.62	\$ 3.61	\$ 6.57

Human Resource Generalist	4	\$	23.72	\$	32.60	\$	20.82	\$	27.10	\$	2.90	\$	5.50
Bailiff	4	\$	23.72	\$	32.60	\$	23.47	\$	30.42	\$	0.25	\$	2.18
Communications Officer	4	\$	23.72	\$	32.60	\$	22.52	\$	29.16	\$	1.20	\$	3.44
Correctional Officer	4	\$	23.72	\$	32.60	\$	21.28	\$	27.90	\$	2.44	\$	4.70
Fraud Prevention Investigator	4	\$	23.72	\$	32.60	\$	25.13	\$	32.62	\$	(1.41)	\$	(0.02)
License Supervisor	4	\$	23.72	\$	32.60	\$	22.52	\$	29.16	\$	1.20	\$	3.44
Maintenance Technician	4	\$	23.72	\$	32.60	\$	21.20	\$	27.50	\$	2.52	\$	5.10
Maintenance Worker	4	\$	23.72	\$	32.60	\$	21.58	\$	27.90	\$	2.14	\$	4.70
Material Recovery Facility Manager	4	\$	23.72	\$	32.60	\$	25.13	\$	32.62	\$	(1.41)	\$	(0.02)
Mechanic I	4	\$	23.72	\$	32.60	\$	23.47	\$	30.42	\$	0.25	\$	2.18
Office Manager	4	\$	23.72	\$	32.60	\$	21.58	\$	27.90	\$	2.14	\$	4.70
Payroll - Accounting Specialist	4	\$	23.72	\$	32.60	\$	21.77	\$	28.36	\$	1.95	\$	4.24
Support Enforcement Aide	4	\$	23.72	\$	32.60	\$	21.20	\$	27.50	\$	2.52	\$	5.10
Traffic Service Worker	4	\$	23.72	\$	32.60	\$	22.52	\$	29.16	\$	1.20	\$	3.44
Traffic Station Manager	4	\$	23.72	\$	32.60	\$	25.13	\$	32.62	\$	(1.41)	\$	(0.02)
Assistant County Veterans Service Officer	4	\$	23.72	\$	32.60	\$	21.20	\$	27.50	\$	2.52	\$	5.10
Zoning Tech/Sewer Inspector	4	\$	23.72	\$	32.60	\$	23.09	\$	30.02	\$	0.63	\$	2.58
Zoning Technician/E911	4	\$	23.72	\$	32.60	\$	23.09	\$	30.02	\$	0.63	\$	2.58
Account Clerk 2	3	\$	21.00	\$	28.85	\$	19.31	\$	24.99	\$	1.69	\$	3.86
Administrative Assistant	3	\$	21.00	\$	28.85	\$	19.31	\$	24.99	\$	1.69	\$	3.86
Assessment Tech I	3	\$	21.00	\$	28.85	\$	20.24	\$	26.22	\$	0.76	\$	2.63
Bus Driver	3	\$	21.00	\$	28.85	\$	18.43	\$	23.71	\$	2.57	\$	5.14
Case Aide	3	\$	21.00	\$	28.85	\$	21.20	\$	27.50	\$	(0.20)	\$	1.35
Compactor Truck Driver	3	\$	21.00	\$	28.85	\$	20.63	\$	26.64	\$	0.37	\$	2.21
Deputy Recorder	3	\$	21.00	\$	28.85	\$	20.82	\$	27.10	\$	0.18	\$	1.75
Driver/Dispatcher	3	\$	21.00	\$	28.85	\$	18.43	\$	23.71	\$	2.57	\$	5.14
Ext Office Manager	3	\$	21.00	\$	28.85	\$	19.68	\$	25.39	\$	1.32	\$	3.46
Highway Office Support Clerk	3	\$	21.00	\$	28.85	\$	19.88	\$	25.85	\$	1.12	\$	3.00
Jail Secretary	3	\$	21.00	\$	28.85	\$	17.67	\$	22.91	\$	3.33	\$	5.94
Legal Assistant	3	\$	21.00	\$	28.85	\$	18.93	\$	24.59	\$	2.07	\$	4.26
Recycling/Transfer Station	3	\$	21.00	\$	28.85	\$	19.68	\$	25.39	\$	1.32	\$	3.46
Sheriff Secretary	3	\$	21.00	\$	28.85	\$	17.67	\$	22.91	\$	3.33	\$	5.94
STS Crew Lead	3	\$	21.00	\$	28.85	\$	20.63	\$	26.64	\$	0.37	\$	2.21
Transfer Station	3	\$	21.00	\$	28.85	\$	19.31	\$	24.99	\$	1.69	\$	3.86
Transport Officer	3	\$	21.00	\$	28.85	\$	21.58	\$	27.90	\$	(0.58)	\$	0.95
Account Clerk 1 (Licensing Clerk)	3	\$	19.44	\$	26.71	\$	17.67	\$	22.91	\$	1.77	\$	3.80
Account Clerk 1	2	\$	19.44	\$	26.71	\$	19.31	\$	24.99	\$	0.13	\$	1.72
Court Screeners	2	\$	19.44	\$	26.71	\$	19.68	\$	25.39	\$	(0.24)	\$	1.32
Custodian	2	\$	19.44	\$	26.71	\$	14.89	\$	19.12	\$	4.55	\$	7.59
Office Support Specialist	2	\$	19.44	\$	26.71	\$	17.67	\$	22.91	\$	1.77	\$	3.80
Pay Station Clerk	2	\$	19.44	\$	26.71	\$	17.67	\$	22.91	\$	1.77	\$	3.80