COLORADO
Department of Personnel
& Administration
1525 Sherman St.
Denver, CO 80203

August 3, 2015

Honorable John Hickenlooper
Governor of Colorado
136 State Capitol Building
Denver, Colorado 80203

Honorable Senator Kent Lambert
Chair, Joint Budget Committee
Colorado General Assembly
200 East 14th Avenue
Denver, Colorado 80203

Dear Governor Hickenlooper and Senator Lambert,

To ensure the State of Colorado (State) is able to recruit and retain a strong workforce, Colorado Revised Statute (C.R.S. Section 24-50-104) requires the Department of Personnel & Administration (Department) to conduct an annual study that evaluates prevailing total compensation practices, levels and cost. The Department uses the study to assess salaries, state contributions for group benefit plans, and merit pay as compared with public and private employment.

C.R.S. Section 24-50-104(10)(b) requires the State Personnel Director to contract with a third-party compensation consulting firm with actuarial expertise and national standing to perform the total compensation study. It must include retirement benefits, and compare the total and component costs and values of the State's total compensation.

This year, the Department contracted with Milliman Inc. to conduct the analysis for the FY 2016-17 Annual Compensation Report and has attached the client report.

The Milliman Client Report found that the State's total compensation package provided to employees is competitive with the market. The executive summary, on page 6 of the report, contains the following findings:

- Overall, base salary for State employees is approximately 3% below market median; however, the value of the benefits provided is approximately 30% above market median. Because base salary makes up the majority of a State employee's package (approximately 75% of the total), the impact of the richer benefits on total compensation is relatively small.

- When the total compensation package is explicitly valued, based on the methodology described in detail in the report (page 8), the State's total compensation package is 4% higher than the prevailing market.

General Professional and Information Technology System Maintenance Study

The *2014 Evaluation of the Department of Personnel & Administration's Annual Compensation Study Audit* required the Department to evaluate the General Professional and IT Professional job classifications to determine if the specific jobs within these classifications should be separated out into individual job classifications to provide additional precision for job matching. System maintenance studies were conducted for the General Professional and IT Professional classification series.

Milliman evaluated the deconsolidated positions and reports that to realign these positions using current salary structure, the cost* associated is as follows:

- General Professional deconsolidated positions: **$30,638,976** with vacant slots; **$4,188,642** without vacant slots; and
- IT Professional deconsolidated positions: **$790,410** with vacant slots; **$145,325** without vacant slots.

** Cost information is pending based on Department consideration of study data and salary structure.*

The Department believes that implementing the deconsolidation of the General Professional and IT Professional classification series will strengthen the State's ability to demonstrate comparability between the benchmark jobs used to compare to the market. This will help the State, as an employer improve its competitive position with the market, and in turn, recruit and retain a strong workforce.

The Department is assessing the study and is developing the Annual Compensation Report for submission to you and the General Assembly on August 15, 2015. The Annual Compensation Report of FY 2016-17 is comprised of:

- cost comparisons associated with employee pay and benefits relative to market;
- value of the State's total compensation package (compared to market) including pay, health, dental, retirement, disability and life benefits; and
- findings of the third-party study and analysis of those findings.

The Department will continue to work closely with the Governor's Office of State Planning and Budgeting to develop recommendations for the State's FY 2016-17 total compensation package. We look forward to delivering the FY 2016-17 Annual Compensation Report on August 15, 2015.

Respectfully submitted,

June Taylor, State Personnel Director
Executive Director, Department of Personnel & Administration

Kim Burgess, Chief Human Resources Officer
Director, Division of Human Resources

Enclosures: Attachment A: State Of Colorado Total Compensation Study (Prepared by Milliman, Inc.)

STATE OF COLORADO
TOTAL COMPENSATION STUDY
FISCAL YEAR 2016 - 2017

August 1, 2015

Prepared by:
Milliman, Inc.

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This report has been prepared for the internal use of the State of Colorado and may not be distributed externally without the prior written permission of Milliman, Inc. Any distribution of the information should be in its entirety. It is recommended that the user of this report possess or be advised by professionals with a certain level of expertise in compensation and benefits programs so as not to misinterpret the information. This analysis was conducted under the terms of the Consulting Services Agreement between the State of Colorado and Milliman, Inc.

August 1, 2015

Members of the Department of Personnel & Administration:

This report contains the results of a total compensation study conducted by Milliman. The study compares the total compensation (salary plus benefits) offered to approximately 39,000 employees at the State of Colorado (the State) to the market. The study was conducted pursuant to Colorado Revised Statute 24-50-104 which governs the state's total compensation philosophy. Specifically, "It is the policy of the state to provide prevailing total compensation to officers and employees in the state personnel system to ensure the recruitment, motivation, and retention of a qualified and competent work force." The statute defines total compensation to include, but be not limited to, salary, group benefit plans, retirement benefits, merit pay, incentives, premium pay practices, and leave. By statute the state personnel director is responsible for establishing technically and professionally sound survey methodologies to assess prevailing total compensation practices, levels, and costs to determine and maintain salaries, state contributions for group benefit plans, and merit pay that are comparable to public and private employment. The report presents our findings and observations.

This report has been prepared in accordance with Milliman's standards for rigorous analysis, high quality work and formal internal peer review process. These results are based on methods, data, and assumptions that are reasonable and consistent with those used for the numerous other similar compensation studies we have performed.

Very truly yours,

Principal
Milliman, Inc.

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I. EXECUTIVE SUMMARY

The policy of the State of Colorado is to provide a competitive total compensation package to ensure that the State is able to recruit, reward and retain a qualified workforce. Specifically, "It is the policy of the state to provide prevailing total compensation to officers and employees in the state personnel system to ensure the recruitment, motivation, and retention of a qualified and competent work force."

As required by statute (Section 24-50-104, C.R.S.), the Department of Personnel & Administration (DPA) is responsible for submitting the results of an annual market analysis of pay and benefits. The statute defines total compensation to include, but not limited to, salary, group benefit plans, retirement benefits, merit pay, incentives, premium pay practices, and leave. By statute the State personnel director is responsible for establishing technically and professionally sound survey methodologies to assess prevailing total compensation practices, levels, and costs to determine and maintain salaries, state contributions for group benefit plans, and merit pay that are comparable to public and private employment.

Milliman, Inc. (Milliman) was retained by the State of Colorado (the State) to conduct a study to compare the value of the total compensation package provided to state employees to the prevailing market. This study requires a comparison between the State and similar workforce structures including private companies and other states. It is important to note that this study evaluates the value provided to state employees rather than the cost borne by the State with respect to the total compensation package.

This study surveyed the value delivered to employees of the State. An important consideration is when properly designed and administered, benefits can help provide:

- Competitive total compensation opportunities
- Employee recruitment and retention elements
- Linkage between the interests of the State and employees

Our findings indicate that base salaries at the State, on average, are 3% below the 50th percentile/median (prevailing) of the market. This means the weighted average of *actual* salaries (**not salary ranges**) of all employees across all occupations is approximately 3% below the *actual* salaries in the market. Acceptable variance between an organization's actual practices compared to market levels typically is plus/minus 5%. Our findings suggest that overall DPA has done an effective job maintaining actual employee base salary plans at or close to its intended market levels.

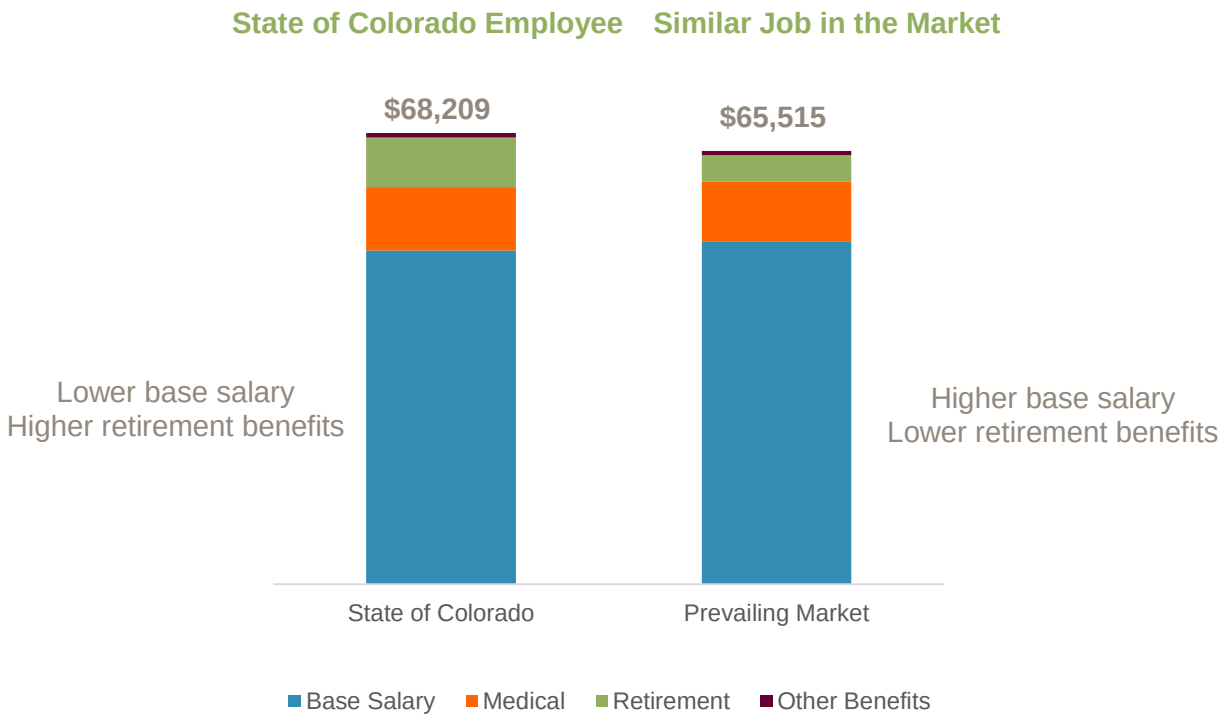
On average, our findings indicate the State offers an annual total benefits package valued at approximately $18,209 per employee while the market offers total benefits valued at $14,016 per employee. This represents a 30% above market position for the State in large part due to the value of the medical plans offered and the statutory retirement benefits provided to State employees. The results of this evaluation are summarized in the table below.

Benefit	State of Colorado	Prevailing Market
Medical	$9,647	$8,981
Dental	$742	$735
Retirement	$7,700	$4,100
Long-Term Disability Insurance	$0	$80
Life Insurance	$120	$120
Total	**$18,209**	**$14,016**

Overall, base salary for State employees is approximately 3% below market median; however, the value of the benefits provided is approximately 30% above market median. Because base salary makes up the majority of a State employee's package (approximately 75% of the total), the impact of the richer benefits on total compensation is relatively small.

When the total compensation package is valued, the State is just slightly higher than the prevailing market (+4%).

Example:



II. INTRODUCTION

The Department of Personnel & Administration, Division of Human Resources, Compensation Unit, is responsible for reporting the findings of an annual compensation study to determine any necessary adjustments to state employee salaries, state contributions for group benefit plans, and merit pay. The annual compensation study is based on an analysis of surveys of public and private sector organizations primarily in, but not limited to, the state of Colorado region.

On August 1st of each year the State Personnel Director is required to provide an annual compensation report that reflects any adjustments necessary to maintain the salary structure, state contributions for group benefit plans, and merit pay for the upcoming fiscal year. The fiscal year runs from July 1st through June 30th.

Approximately 39,000 state employees including permanent full-time and part-time State personnel system employees (commonly referred to as “classified”), as well as judicial, legislative and some higher education employees, are covered by the pay and benefit plans under the authority of the Department of Personnel & Administration.

The State Personnel Director has contracted with Milliman, a consulting firm with actuarial expertise and national standing to perform the total compensation study.

The objectives for Milliman were to conduct a biennial market analysis on pay and benefits and to deliver a report of the findings. The results support a transparent compensation philosophy, provide for a sound compensation plan and set the foundation for aligning pay with the market to ensure that the State of Colorado is a competitive employer able to attract and retain the best talent. Milliman’s analysis compares the individual components of the State’s total rewards plan with relevant local and national data sources, for as many as possible individual State job classifications. Milliman has developed and followed sound compensation methods for the analysis. The results and findings are contained herein are presented to the Department of Personnel & Administration (DPA) management team, human resource professionals, managers, employees, employee representatives, budget staff, legislators and elected officials.

III. METHODOLOGY

The annual survey supports the following priorities of the State Personnel Director:

1. Establish overall pay and benefits consistent with prevailing practices within the market;
2. Move employees in the workforce whose salary is below market toward midpoint; and
3. Reward employees in the workforce who are meeting or exceeding performance expectations.

Milliman's methodology in this study is to review the ***value*** of total compensation (as opposed solely to the cost of the pay and benefits) provided to employees of the State compared to similar workforce structures; therefore, a market survey was conducted to measure and evaluate these offerings. Competitiveness of total compensation and the State's ability to recruit and retain talent is not just about the cost of the program. Both the employer and employee need to understand the ***value*** their total compensation package delivers. This market study considers both cost as well as the value of total compensation, (the plan design and different elements provided to the employee). This approach provides a more complete perspective on competitive positioning both from the employer and employee perspective.

For example, Employer A and Employer B offer similar medical benefits but Employer A's plan features include higher cost sharing arrangements (higher premium paid by the employee). Therefore, Employer B delivers higher dollar ***value*** because the employee receives the same medical benefits at lower out-of-pocket premium levels.

Survey Approach

Based on the requirements under the scope of work, Milliman identified and provided to the Project Team the appropriate organizations for inclusion in the survey. Consideration was given to sources that reflect the markets appropriate for the State.

Survey Benchmarks

The annual survey process begins with identifying the core group of jobs within the State's personnel system used as benchmarks for conducting salary data comparisons with other employers in the market. Benchmark jobs are State jobs that serve as the market anchor points because they are comparable to jobs readily identifiable and commonly found in the marketplace. Benchmark jobs are used to compare the State's salaries in relationship to the market and to validate the State's internal class structure. The selection of core benchmarks provides an element of consistency in pay comparisons conducted year to year.

The selection of benchmark jobs also provides the basis for identifying the State's labor market and the appropriate sources for data collection. Characteristics of good survey benchmarks:

- Represent a cross-section of positions and the types and levels of work performed in the State personnel system;
- Are well-established and generally have multiple incumbents, representing a significant portion of the workforce;
- Are commonly and easily defined by the State and other employers;
- Are available for comparison in the State's defined labor market.

Benchmarks are reviewed on an annual basis to ensure consistent data collection; appropriate labor market and survey selection; and flexibility to changes in internal structure and external market conditions. A total of five-hundred-twelve (512) benchmarks have been identified for the FY16-17 survey process representing 87% of all classes.

Labor Market

The survey process requires defining the relevant labor market for collecting and comparing prevailing salary and benefits data, market trends, and salary budget planning information. The State's primary labor market, as mandated by statute, includes both

public and private sector employers within Colorado that the State competes with for the recruitment and retention of employees. In addition, the State also collects data from employers outside Colorado where insufficient data is available within Colorado, for those benchmark jobs specific to state government.

Trooper Pay

The labor market for troopers is set differently at the State. The methodology used to determine and maintain prevailing compensation for law enforcement officers employed by the Colorado State Patrol (CSP) is provided by statute (Section 24-50-104, C.R.S.). This statute requires that CSP salary shall be at least 99% of the actual average salary provided to the top three law enforcement agencies in Colorado that have more than one hundred commissioned officers and the highest actual average salary. The agencies that meet these criteria may change from one year to the next. For the State Patrol Trooper classes, individual salary data in the market was summarized by calculating the weighted average of actual salaries reported as required by statute.

Surveys

General guidelines have been incorporated into the compensation profession relative to how compensation surveys are conducted giving consideration to legal issues surrounding data collection. These guidelines include maintaining confidentiality of the data of all participating companies and using a third party to conduct the survey. Use of third-party survey sources removes the opportunity to bias the data and receive inappropriate information. One primary focus is to avoid any real or perceived anticompetitive “wage fixing.” The guidelines help to ensure that data are not used by competitors for discussion or coordination of compensation and to avoid bias by individual employers in applying data results.

Because survey data is copyrighted and confidential by statute and/or by professional compensation practice, detailed survey data cannot be released except to the Office of the State Auditor. Results of the data analyses will be reported in aggregate, summary format.

To identify the appropriate survey sample of organizations, consideration was given to the relevant peer group for the State. The statement of work required a comparison to private companies and other states. Milliman identified a preliminary group of peers and third-party published surveys; and worked with the Project Team to review and identify all appropriate peer organizations.

Custom Survey

As part of this study Milliman administered an independent custom survey of the State's labor market. This step was conducted in order to gather the benefits information necessary to calculate benefit valuations. Published market surveys report benefits prevalence trends but do not calculate value of the respective plans. The organizations invited to participate consisted of other public and private sector organizations providing total compensation elements. This included two-hundred (200) other entities and private sector companies. A total of thirty-nine (39) organizations (including Colorado) replied to the survey. While a number of private organizations were invited to participate none chose to do so. Custom survey participants are listed on the page 12.

Participant Name		
Arapahoe County	Denver Water Department	State of Kansas
Children's Hospital Colorado	Elbert County	State of Louisiana
City & County of Broomfield	Front Range Community College	State of Montana
City & County of Denver	Gilpin County	State of Nebraska
City of Arvada	Hinsdale County	State of New Mexico
City of Aurora	Logan County	State of North Carolina
City of Boulder	Metropolitan State University of Denver	State of North Dakota
City of Grand Junction	Saguache County	State of Oklahoma
City of Lakewood	State of Alabama	State of Oregon
City of Westminster	State of Arkansas	State of Pennsylvania
City of Westminster	State of Colorado	State of South Dakota
Clear Creek County	State of Delaware	State of Wisconsin
Colorado Mesa University	State of Indiana	Weld County

Published Surveys

Analysis of benchmark jobs used nineteen (19) published survey sources. The surveys used included:

- Compdata Benchmark Salary Survey
- Compdata Public & Not-for-Profit Salary Survey
- Compdata Utility Industry Salary Survey
- Hospital and Healthcare Compensation Survey
- Mercer Benchmark Compensation Survey
- Mercer Cross-Segment Compensation Survey
- Milliman Health Care Compensation Survey
- Milliman Management & Professional Compensation Survey
- Milliman Non-exempt Personnel Compensation Survey
- Milliman Public Employers Compensation Survey
- Milliman Technology Sector Compensation Survey
- Mountain States Employers Council Colorado Benchmark Survey
- Mountain States Employers Council Healthcare Survey

- Mountain States Employers Council Information Technology Survey
- Mountain States Employers Council Colorado Public Employers Survey
- Towers Watson Healthcare Clinical & Professional Employees Compensation Report
- Towers Watson Middle Management, Supervisory, & Professional Support Compensation Report
- Towers Watson Technical & Operations Support Compensation Report
- WorldatWork Salary Budgeting Survey

Geographic Differentials

Because wage and income levels are different across the nation and even within local labor markets, differentials that factor in economic variations are calculated and applied to data that the State collects from employers outside Colorado. Differentials are calculated by referencing the Economic Research Institute (ERI), Geographic Assessor Report and figures reflect average wage and income levels by location. The State of Colorado is considered to be the base state and data from the other states are adjusted comparable to the base. For instance, if the statewide average wage and income levels for another state are 2.3% above Colorado, the data collected from that state are decreased by 2.3% to be comparable to the State of Colorado's market. If another state indicates wage and income levels 3.8% below Colorado, data collected from that state are increased by 3.8%.

Rate Projection (Aging Salary Data)

Not all survey publications utilize the same effective date for their pay rates. In order for all survey data to have a common effective date (i.e., July 1), Milliman projects market salary data by applying the standard cost-of-labor indices as reported quarterly by Economic Research Institute. This projection is an estimate of wage adjustments based on labor market trends. For this annual

compensation survey, the most current cost of labor annual percentage change has been used to trend survey data to the State's July 1, 2016 implementation date.

Benefit Valuation

Below is an explanation of how the benefits are valued. To analyze the value of benefits Milliman gathers and analyzes data from each employer's most populated benefits plan (i.e. PPO, HMO, etc.). As explained earlier in the approach to this survey it is important to note that we do not compare costs but rather the "value" of the plan to an employee.

Medical and Dental Plans

- For purposes of developing a value for each medical plan, the State's FY 2015 – 16 medical plan is the "base" plan; all other plans are valued against the base value meaning that higher deductibles and co-pays results in lower value; lower deductibles and co-pays result in greater value. (Milliman used the State's Kaiser Permanente plan with 11,470 enrollees.)
- Participation by tier (employee only; employee + family; employee + children) of the median plan is multiplied by the cost per tier to generate an average value.
- Data on the average number of visits and number of prescriptions for each level of coverage (tier) were obtained from Milliman's national healthcare survey database. These values and the accompanying employee costs were then used to adjust plan value based on differences in co-pays and coinsurance amounts for each participant.
- In order to compare the value of the benefit to the employee, the cost sharing between the employer and the employee in terms of premium payments must be factored into the value. Employee contributions to premiums were either added back into each participant's value or subtracted out, depending on whether they were more or less than the base plans.
- Out of pocket maximums were factored in when they were below $1,000 or $2,000, depending on tier.

Methodology for Valuation of Defined Benefit Plans

- PERA is the retirement plan for the State and offers both a defined benefit and defined contribution feature.
- Each participant provided the applicable formula and plan provisions for its defined benefit plan (generally based on service and pay), and all plans were valued on a consistent basis.
- We projected the retirement benefits for each formula using an assumed sample employee who:
  - Is hired at age 35
  - Currently is age 45
  - Currently earns $55,000 per year of pensionable compensation
  - Will retire at age 65
  - These are intended to be representative of a full career employee, and are based in part on approximate averages of current state employees. The retirement age of 65 is fairly standard, and ensures the full retirement benefit is valued for each plan, though full retirement may be available earlier for some plans.
- The annual salary scale assumption is 4% for the sample employee (prospectively and historically)
  - This simplified assumption is intended to be generally reasonable across a wide variety of ages, job classes and time periods
- The projected retirement benefit was calculated assuming payment as a single life annuity.

- Cost of living adjustments for retirees (if any) were included in this analysis on an approximate basis of 2% annual post retirement increases for any plans that indicated retirement benefit increase (the actual cost of living increase formulas vary somewhat, and 2% is a reasonable approximation for the majority of these plans).
- We then used a standard actuarial model to calculate the estimated annual value of the benefit attributed to the sample employee, expressed as a percent of pay over the sample employee's career. For this purpose, the 417(e) unisex mortality table for 2015 and an interest rate of 6% was used.
- Any required employee contributions are subtracted from this annual value.
- All plans are assumed to use the same definition of eligible plan compensation. Variations in plan compensation could have an impact on benefits, including but not limited to: whether bonus or overtime pay is reflected, or the impact of cashing out vacation or other potential dramatic changes in compensation near retirement.
- The value of early retirement subsidies or subsidized optional forms of payment (if any) was not reflected in this analysis.
- Note: In January of 2015 a report was issued to PERA using these same methodologies. Thus resulting in the same defined benefit value for the State. However, that study involved a separate peer group that yielded slightly different results.

Methodology for Valuation of Defined Contribution Plans

- Each participant provided the applicable formula and plan provisions for its defined contribution plan (generally a flat formula based on pay or matching contribution).
- Flat formulas use the provided employer contribution as percent of pay for the sample employee.
- Matching formulas assume the sample employee defers a sufficient amount to maximize the matching contribution.

- Employee contributions, whether elective or mandatory, are not included in the defined contribution plan value.
- Several employers provide access to an employee deferral plan, but no employer contribution. This alone is not considered to provide any explicit value to the employee.

Basic Life Insurance

- The base rate per $1,000 of coverage for the State is the "base" for relative valuation. The coverage level of each plan is used to develop the initial insurance value at a $50,000 salary level. For example, if the coverage is two times base, the plan is worth an initial value of $100,000. This value is then used to determine the value of the employer-paid premium to the employee. Each participant's coverage was multiplied by the base rate per $1,000 to calculate an employer-paid value. The employer cost was then converted into a percent of base pay for comparison purposes, meaning that life insurance values are expressed as a percent of base salary.

Long-term Disability

- Since this benefit is most often tied to salary, an assumed salary of $50,000 was used to develop value for the LTD plans. The assumed salary was then multiplied by the coverage amount (e.g. 50%, 65%, etc.) reported by the participant. The resulting dollar value is then divided by 1,000 and multiplied by the rate per $1,000 of premium. This is then multiplied by the percent of the premium paid for by the employer. All values are developed using the State's cost for coverage per $1,000.

Paid Time Off

- We did not value this benefit because it is already "valued" as part of cash compensation. The definition of paid time off is any time not worked by an employee for whom the regular rate, a fixed or a prorated amount of pay, is accrued and paid to the employee. Companies grant time off to give employees down time and a chance to deal with non-work related issues. Despite the high costs of paid time off, companies offer this employee-friendly benefit primarily to be competitive in attracting and

retaining talented employees. To include it as a value in benefits essentially is counting it twice for comparison purposes. We do provide a table comparing the reported time off schedules for all employers.

Development of survey questionnaire

Milliman composed a draft of the survey questionnaire in order to adequately study the various total compensation elements included in the study. The Project Team then reviewed the questionnaire for any changes, modifications or revisions needed prior to distribution. The appendix includes the final survey questionnaire as presented to all survey invitees.

Administration of survey

Milliman distributed the survey questionnaire to the identified survey sample of organizations as well as to DPA. Milliman also made follow-up telephone calls to targeted participants to encourage participation and was available to answer questions about the survey and to help participants complete their forms.

Milliman then collected, coded, and reviewed for completeness all survey responses. Milliman also contacted participants if additional information or clarification was needed. While the data was reviewed for reasonableness, we did not otherwise review the information provided for accuracy.

IV. Findings and Observations

BASE SALARY

- Using a targeted group of peer organizations and published surveys, then aged to a common point in time, we compared the State's *actual* salary practice to the market. The base salaries at the State, on average, are 3% below the 50th percentile/median (prevailing) of the market. This means the weighted average of *actual* salaries (**not salary ranges**) of all employees across all occupations is approximately 3% below the *actual* salaries in the market.

- Acceptable variance between an organization's actual practices compared to market levels typically is plus/minus 5%. Our findings suggest that overall DPA has done an effective job maintaining actual employee base salary plans at or close to its intended market levels.

- The State has five-hundred-twelve (512) individual class titles.

  - Milliman's benchmark analysis found that market data was available on four-hundred-forty-five (445) class titles. This represents approximately 87% of the State's individual class titles.

- Page 21 compares occupational groups to the market. Care should be taken when comparing the overall position to market. Our findings of the State's overall competitive position (-3%) is a simple average of all employees at the State. The Occupational Group findings provide an overview of the respective groups. To simply average each group for a composite figure of (-4.17%) ignores the fact more employees work in certain occupations (particularly Professional Services) thus affecting the overall weighting of the data. Also, important to note is Milliman's survey includes a substantially higher number of job class titles compared to previous years of surveys.

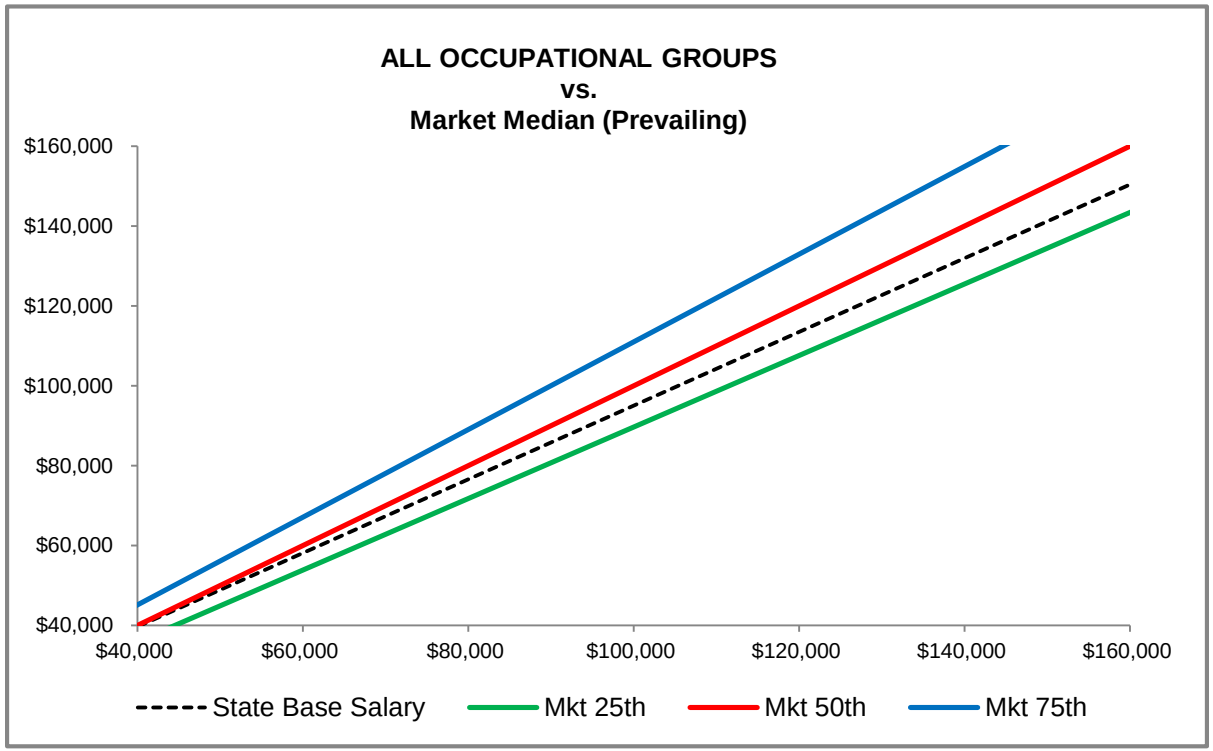
- Broken out, the following occupational groups compare to the 50th percentile (median) of the market:

Occupational Group		Weighted % +/- Market 50th
A	Enforcement and Protective Services	-5%
C	Health Care Services	-7%
D	Labor, Trades and Crafts	-5%
G	Administrative Support and Related	-8%
H	Professional Services, Information Technology	-3%
I	Physical Science and Engineering	+3%

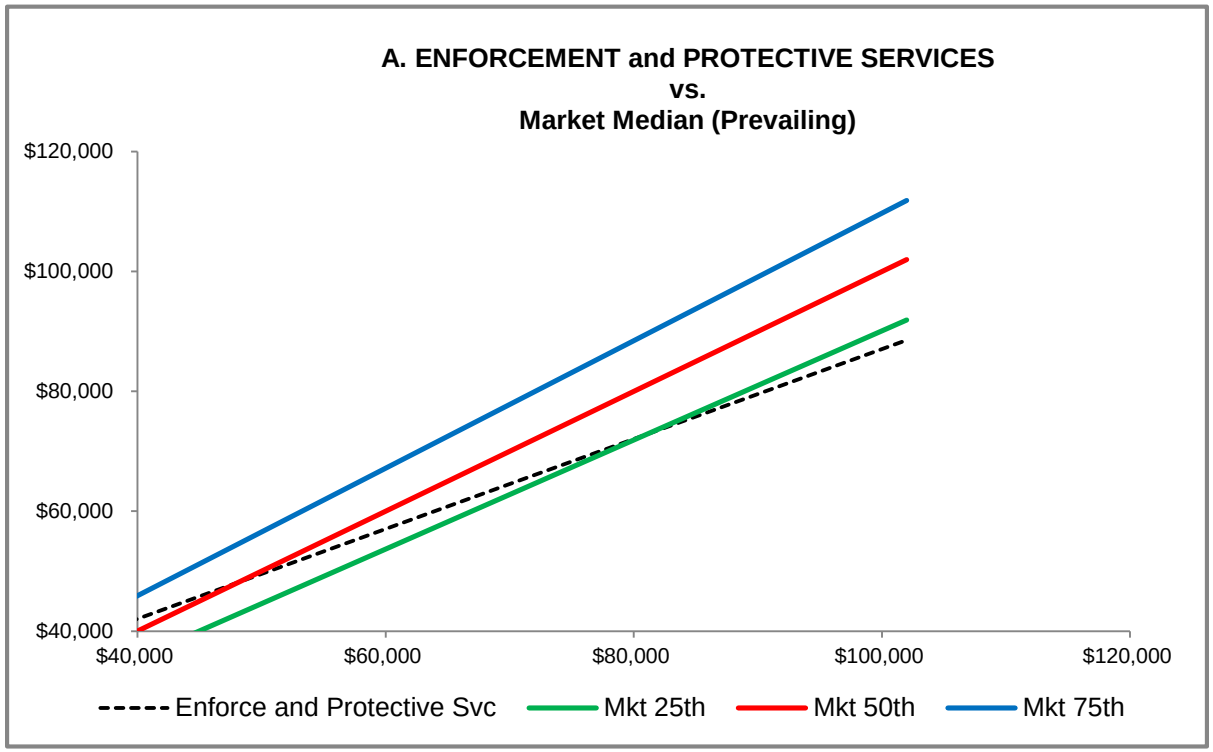
- Of the four-hundred-forty-five (445) class titles that were analyzed against market practice we have found that the majority of the State's titles are compensated within a "normal range" around the market median (prevailing wage). Twenty-three (23) class titles are paid a base salary below a "normal range" compared to market practice.
  - Our guideline is that public organizations should establish a practice to pay employees an *actual salary* within a "normal range" of base salary around the market median. In the public sector and similar to the concept of a salary range a "normal range" is usually established by considering an 80% to 120% range around the selected market data (e.g. market 50th percentile/median); however, variations on this range can be implemented. This range allows for variations in compensation due to market factors, experience and performance, job complexity, and organizational values or strategies. Individual base salary levels should reflect these factors, meaning that high-performing individuals could be positioned in the upper half of the range and less-experienced individuals may be placed in the lower half of the range.

Pages 22 – 28 illustrate findings for base salary compensation.

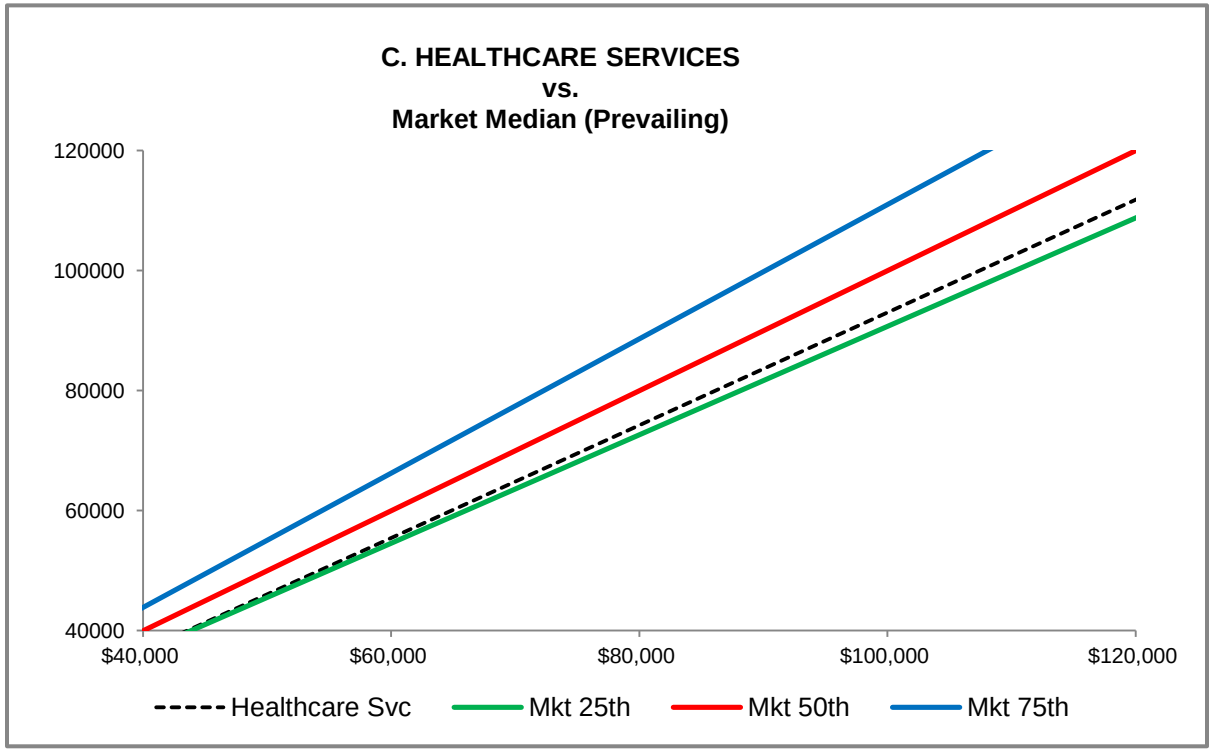
- The base salaries of the State, on average, are 3% below the 50th percentile/median (prevailing) of the market. The chart below indicates that as employees' salaries increase at the State (indicated by the dotted line) they fall below the market 50th percentile (indicated by the red line).



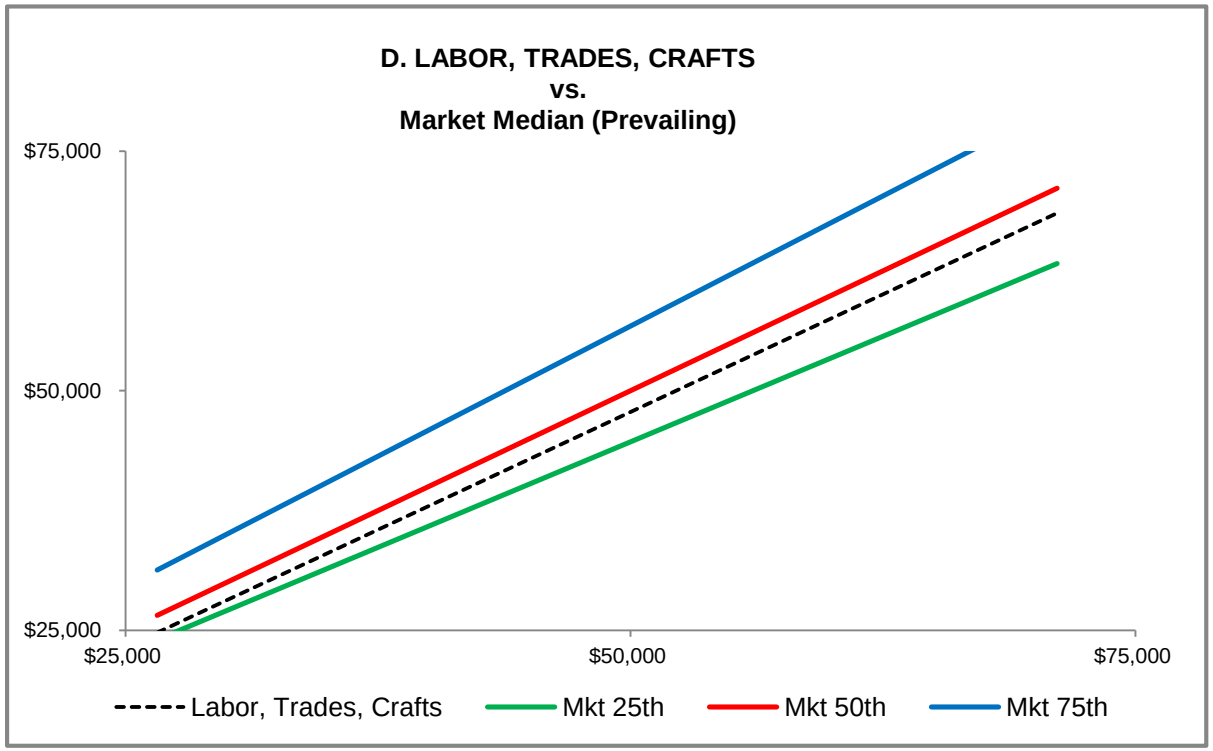
- The base salaries of occupational group **A. Enforcement and Protective Services** are, on average, 5% below the 50th percentile/median (prevailing) of the market. The chart below indicates that as salaries within this occupation group grow (indicated by the dotted line) they cross over and fall below the market 25th percentile (indicated by the green line) at approximately the $80,000 base salary level. These findings indicate that employees at higher pay levels in the occupational group are paid less than their peers in the market.



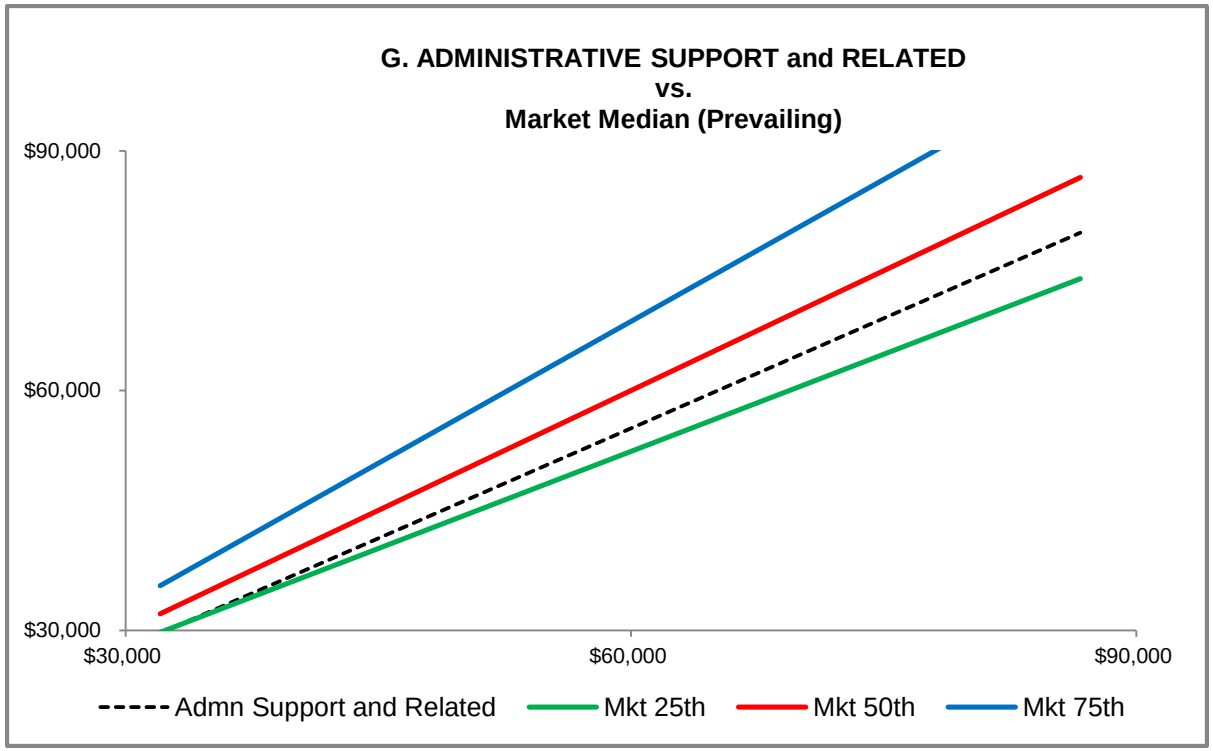
- The base salaries of occupational group **C. Healthcare Services** are, on average, 7% below the 50th percentile/median (prevailing) of the market. The chart below indicates a base salary trend close to the market 25th percentile across the occupational group.



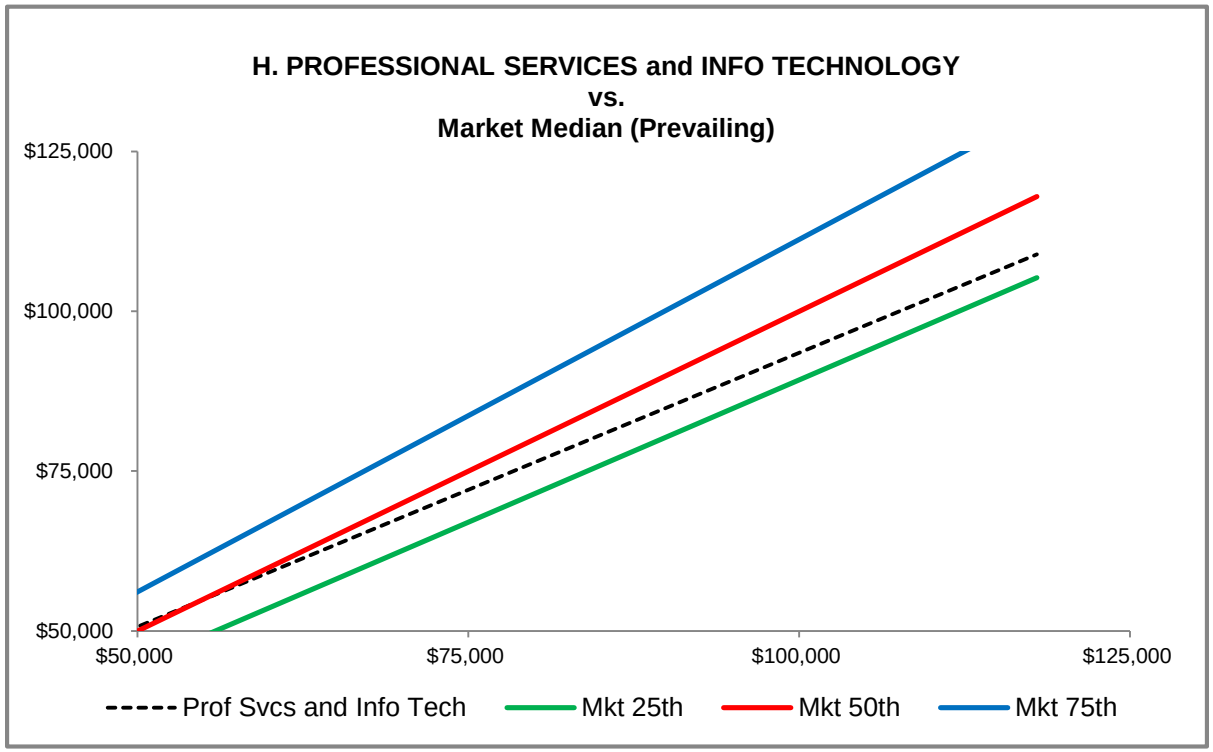
- The base salaries of occupational group **D. Labor, Trades and Crafts** are, on average, 5% below the 50th percentile/median (prevailing) of the market. The chart below indicates a base salary trend (indicated by the dotted line) between the market 25th percentile (indicated by the green line) and the market 50th percentile (indicated by the red line) across the occupational group.



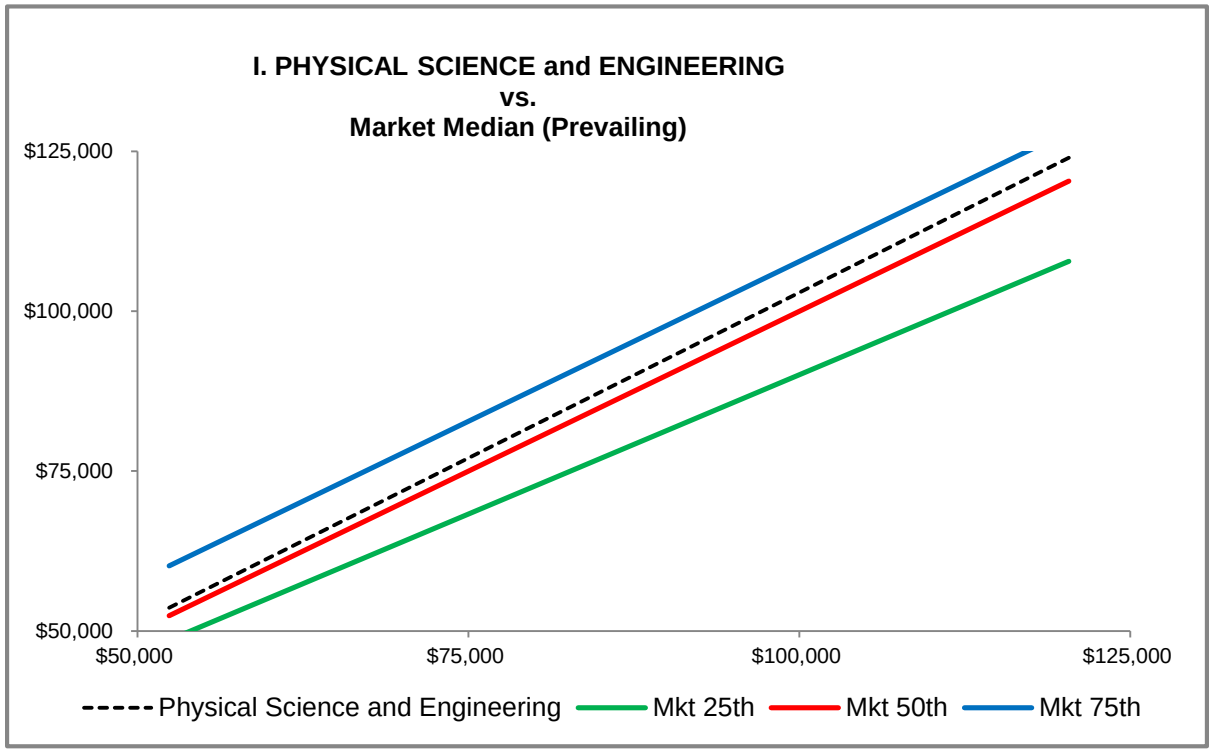
- The base salaries of occupational group **G. Administrative Support and Related** are, on average, 8% below the 50th percentile/median (prevailing) of the market. The chart below indicates a base salary trend (indicated by the dotted line) that rises in competitive nature as employees' salary go up in the occupational group. Lower level jobs fall close to the 25th percentile (as indicated by the green line) while larger jobs come closer to the market 50th percentile (as indicated by the red line).



- The base salaries of occupational group **H. Professional Services and Information Technology** are, on average, 3% below the 50th percentile/median (prevailing) of the market. The chart below indicates a base salary trend (indicated by the dotted line) that diminishes in competitive nature as the employees' salary goes up in the occupational group. Lower level jobs are close to the 50th percentile (as indicated by the red line) while larger jobs come closer to the market 25th percentile (as indicated by the green line).



- The base salaries of occupational group **I. Physical Science and Engineering** are, on average, 3% above the 50th percentile/median (prevailing) of the market. The chart below indicates a base salary trend (indicated by the dotted line) that is consistently competitive in the market.



MARKET PAY INCREASE FINDINGS

Milliman evaluated the different methodologies in the market pertaining to delivering pay increases. Similar to prior years the practice of delivering performance based pay continues as the prevailing practice in the market. This method of pay increase meets the Director's goal of rewarding employees in the workforce who are meeting or exceeding performance expectations. Market data collected by MSEC, Milliman and WorldatWork indicates that the primary method of delivering pay increases used in the public sector is merit increases based on individual performance.

The table below indicates the various ways that public sector organizations grant increases to employee base salary. The right hand column summarizes the frequency of use for each form of pay increase. For instance, 76% of the public sector uses individual merit increase as a form of pay increase for employees.

Public Sector Practice	Market Practice
Individual merit increase	76%
Across the board general increase	16%
Step increase	32%
Cost of living increase	34%
Other	16%

Note: percentages do not add up to 100% since many organizations use more than one practice on pay increase.

Projected Increases to Salaries

Overall, FY 2016 pay increase projections in the market are summarized below.

Survey Source	Projected Increase
Milliman	3.0%
MSEC	3.0%
WorldatWork	3.0%

Projected Salary Structure Adjustments

The average salary structure adjustment has not changed since 2013. Participants in the same surveys listed above report a median 2015 salary structure adjustment of 2.0% and project a 2.0% overall structure adjustment for 2016.

These findings indicate the market is planning two distinct and concurrent activities:

1. Budget 3.0% for increases to actual employee salary

2. Adjust salary structures by 2.0%

BENEFITS SUMMARY

Milliman evaluated the "relative" value of the State's benefit plans to the plans described by the survey participants. As described earlier in this report Milliman's methodology in this study is to review the ***value*** of total compensation (as opposed to the cost of the pay and benefits) provided to employees of the State compared to similar workforce structures; therefore, a market survey was conducted to measure and evaluate these offerings. Competitiveness of total compensation and the State's ability to recruit and retain talent is not just about the cost of the program. Both the employer and employee need to understand the ***value*** their total compensation package delivers. This market study considers both cost as well as the value of total compensation, (the plan design and different elements provided to the employee). This approach provides a more complete perspective on competitive positioning both from the employer and employee perspective.

For example, Employer A and Employer B offer similar medical benefits but Employer A's plan features include higher cost sharing arrangements (higher premium paid by the employee). Therefore, Employer B delivers higher dollar ***value*** because the employee receives the same medical benefits at lower out-of-pocket premium levels.

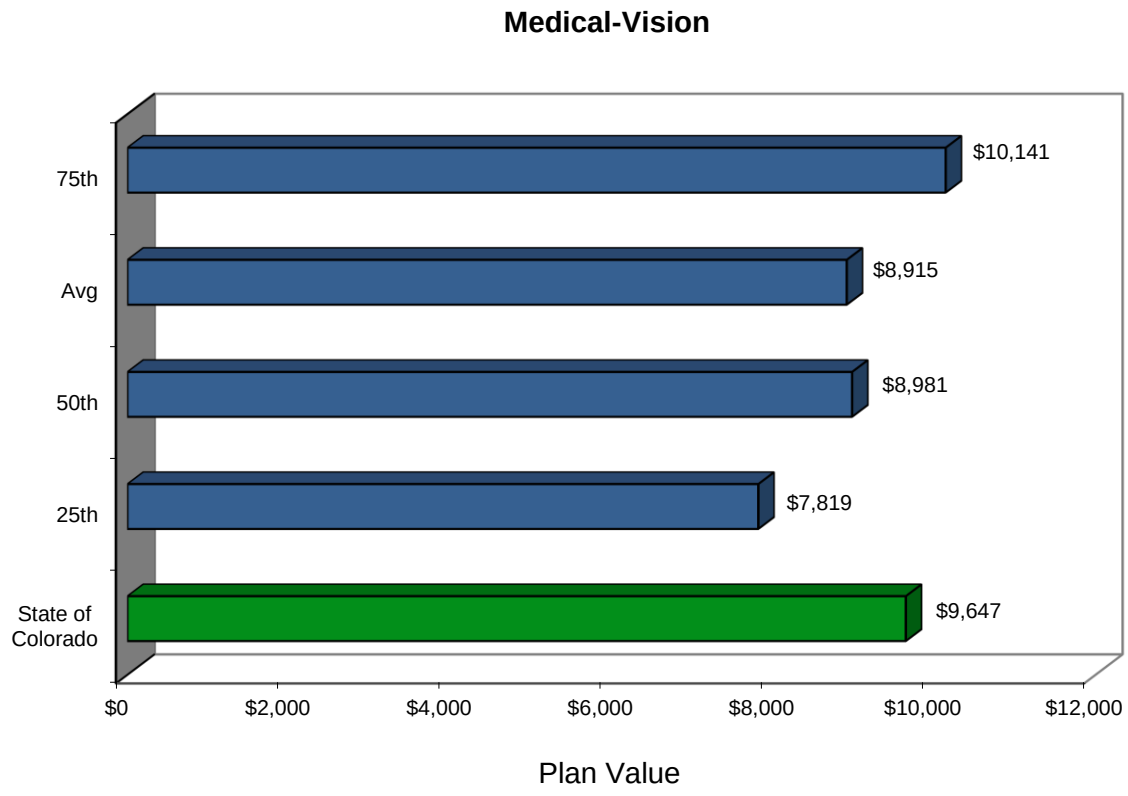
On average, our findings indicate the State offers an annual total benefits package valued at approximately $18,209 per employee while the market offers total benefits valued at $14,016 per employee. This represents a 30% above market position for the State in large part due to the value of the medical plans offered. The results of this evaluation are portrayed in the charts on pages 38 - 42 where the value of each individual plan is compared to the database.

Benefit	State of Colorado	Prevailing Market
Medical	$9,647	$8,981
Dental	$742	$735
Retirement	$7,700	$4,100
Long-Term Disability Insurance	$0	$80
Life Insurance	$120	$120
Total	**$18,209**	**$14,016**

Pages 33 – 37 break down the individual benefit valuation findings into more detail.

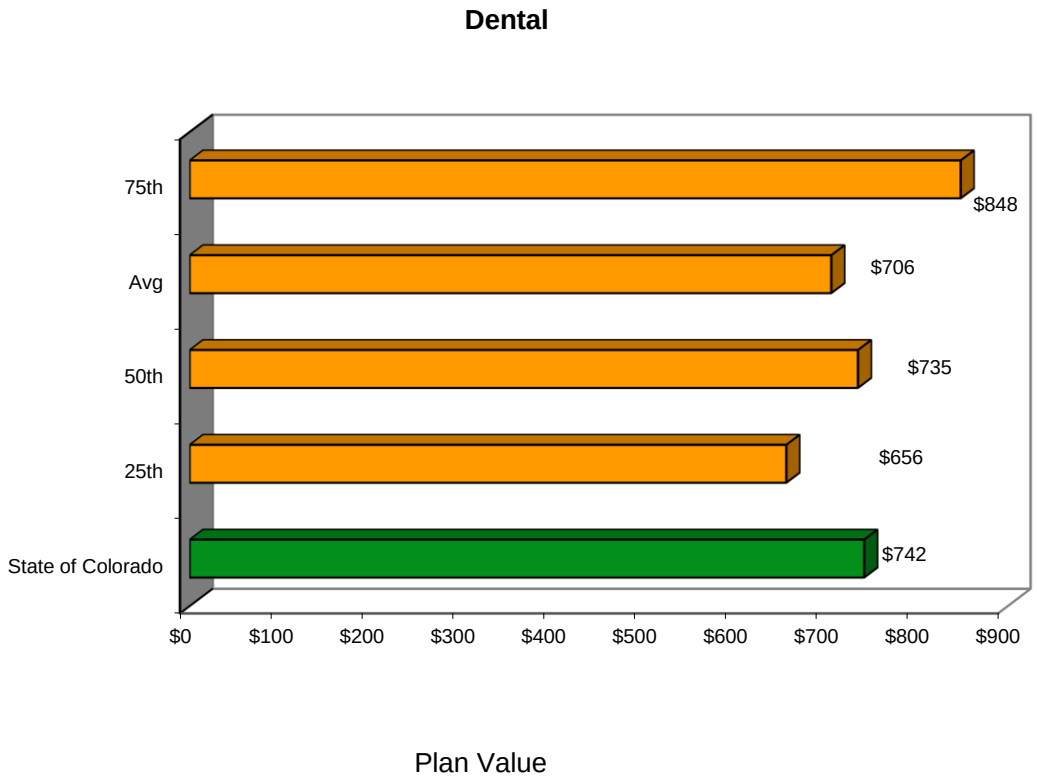
Medical-Vision

The value of the State's medical plan is between the 50th percentile and 75th percentile of the market. Overall, the State's medical plan is 7.4% above the market median. Values are relative from an employee's perspective. A higher dollar value means that the plans' features (including cost sharing arrangements) are better than those plans with lower dollar values.



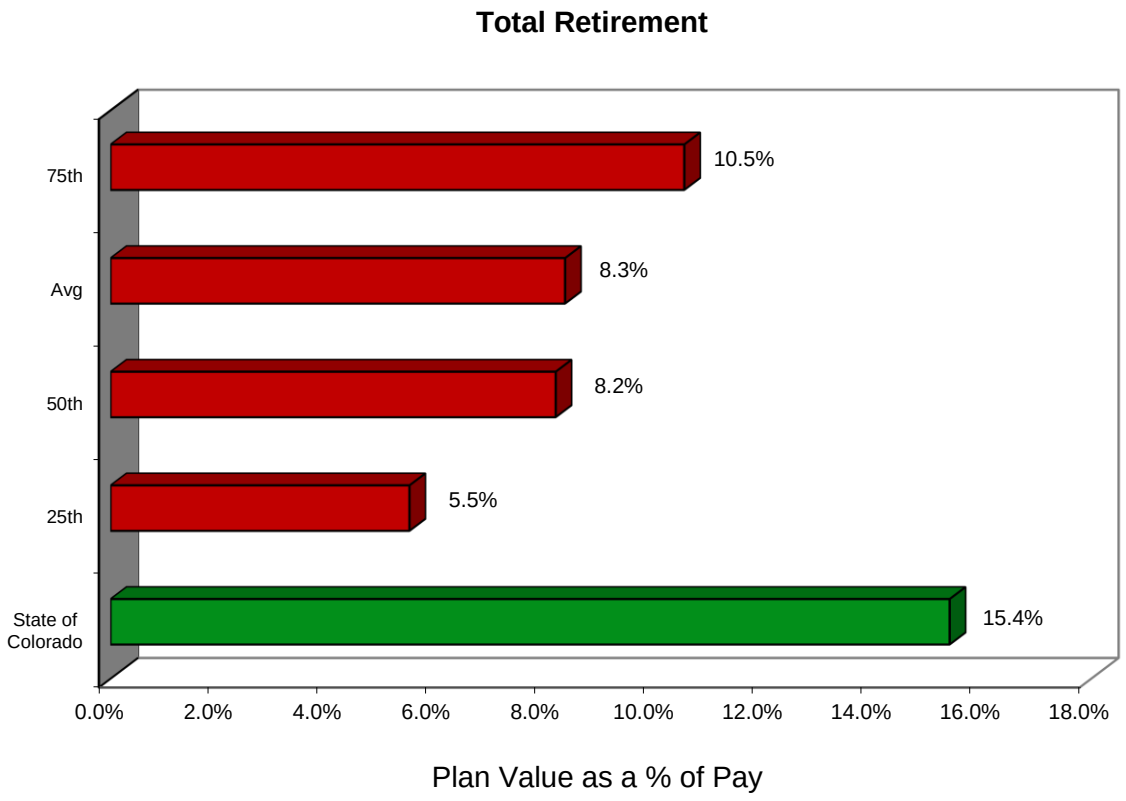
Dental

The State's dental plan is valued at approximately the 50th percentile of the market. Overall, the State's dental plan is 1.0% above the market median. Values are relative from an employee's perspective. A higher dollar value means that the plans' features (including cost sharing arrangements) are better than those plans with lower dollar values.



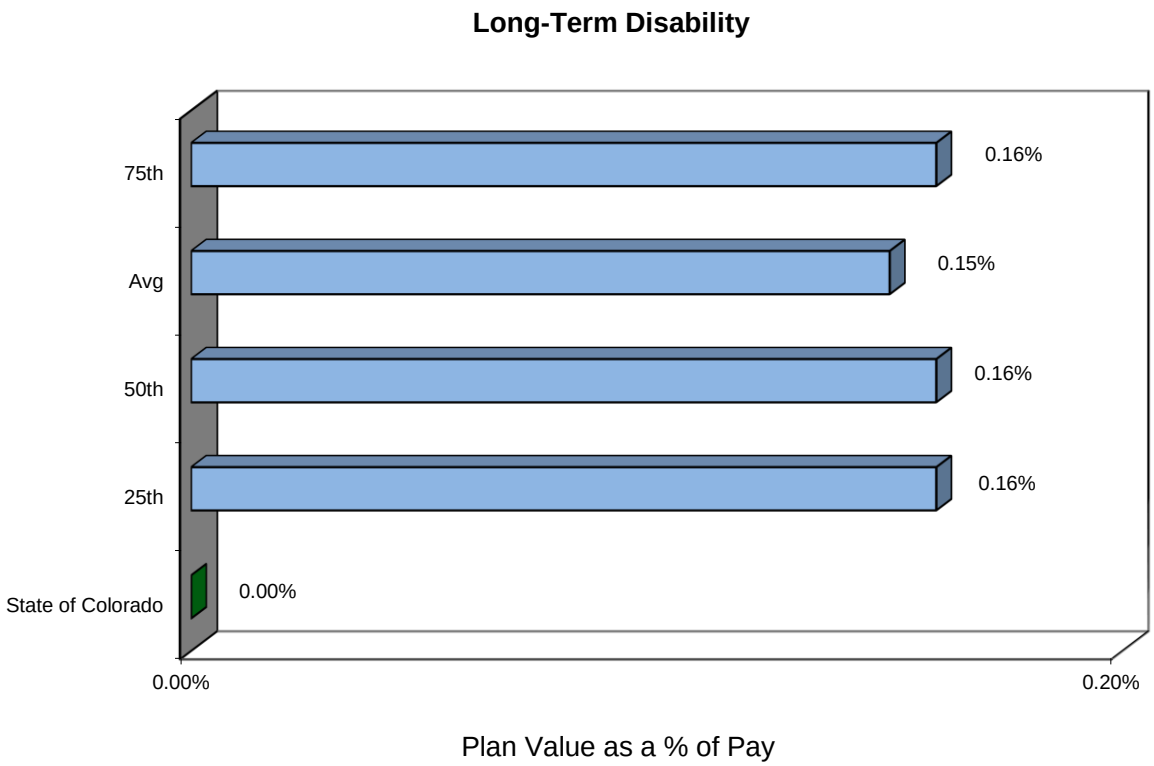
Retirement

The State's retirement plan is significantly above the 75th percentile of the market. Overall, the State's retirement plan value is 88% higher than the market median. Values are relative from an employee's perspective. A higher percent of pay means that the plans' features are better than those plans with lower percent of pay.



Long-Term Disability

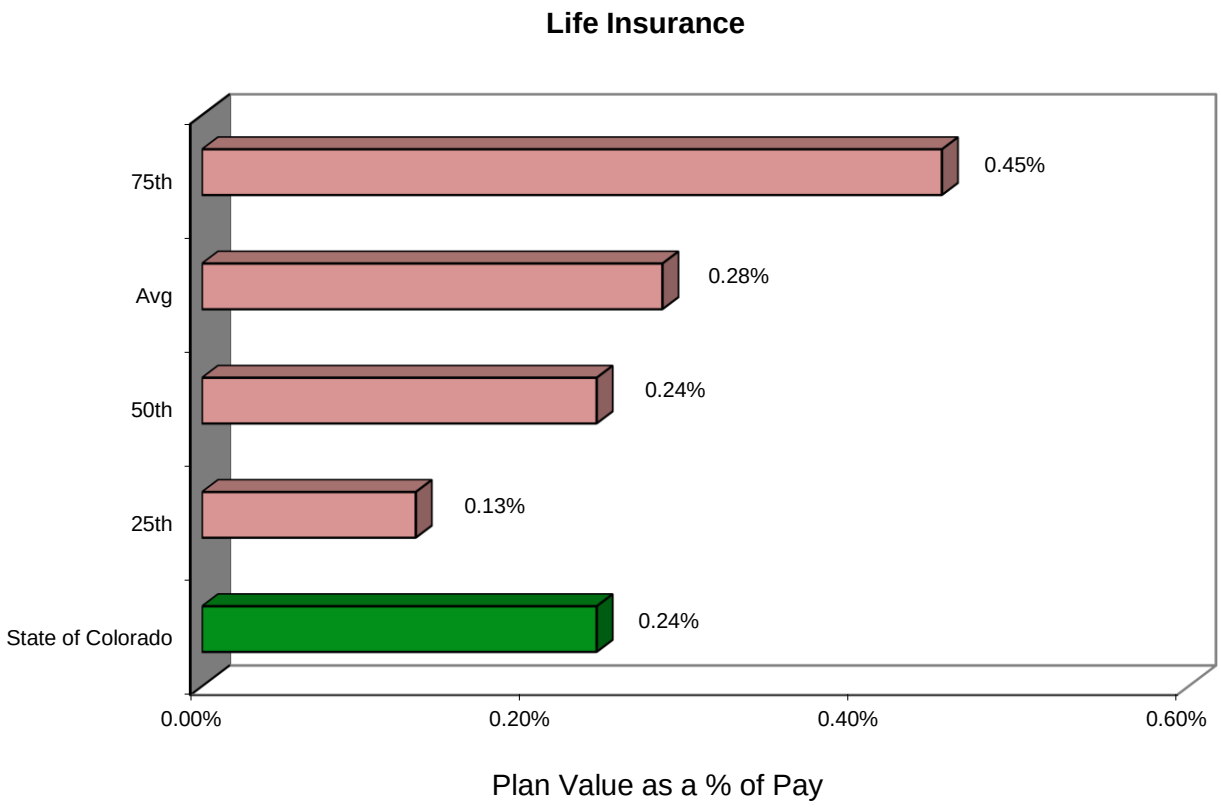
The State does offer a voluntary long-term disability plan; however, employees must pay the entire premium. It should be noted that this benefit is minor relative to other benefits such as retirement and medical.



Additionally, the State pays short-term disability benefits to employees that meet the required waiting period. The State's benefit as a percent of base salary (60%) and waiting period (31 days) are both at prevailing market practice.

Life Insurance

The State's life insurance is equal to the market's 50th percentile.



The tables on pages 38 – 59 contain a general summary comparison of major benefit plans offered by the State to employees.

Medical Plans		
Medical	**State of Colorado**	**Prevailing Market**
Total number of employees covered in the most populated medical plan	11,470 (Kaiser Permanente 2015-16 rate and plan design)	Average: 16,199 Median: 2,357
Medical Plans Offered	**State of Colorado**	**Market Prevalence**
PPO	Yes	32 organizations
HMO	Yes	17 organizations
POS	No	5 organizations
Indemnity	No	2 organizations
High Deductible with Health Savings Account	Yes	17 organizations
High Deductible without Health Savings Account	No	0 organizations
Other	No	4 organizations
Employer contribution to the High Deductible with Health Savings Account plan		15 out of 17 organizations
Amount of employer contribution to the High Deductible with Health Savings Account plan		Median (Single): $792 Median (Family): $1,600

Medical Plans			
Medical	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
Monthly premium for employee only	Employer cost: $466 Employee cost: $89	Employer cost: $518 Employee cost: $76	Employer cost: $497 Employee cost: $64
Monthly premium for employee + spouse	Employer cost: $873 Employee cost: $280	Employer cost: $954 Employee cost: $260	Employer cost: $956 Employee cost: $211
Monthly premium for employee + child(ren)	Employer cost: $867 Employee cost: $177	Employer cost: $933 Employee cost: $239	Employer cost: $918 Employee cost: $195
Monthly premium for employee + family	Employer cost: $1,230 Employee cost: $413	Employer cost: $1,119 Employee cost: $324	Employer cost: $1,151 Employee cost: $254

Medical Plans			
Medical	**State of Colorado In Network**	**Prevailing Market In Network**	**Prevailing Market Out of Network**
Individual deductible	$750	Average: $1,001 Median: $550	Average: $1,564 Median: $1,250
Family deductible	$1,500	Average: $2,197 Median: $1,500	Average: $3,496 Median: $3,600
Coinsurance	10%	Average: 20% Median: 20%	Average: 36% Median: 38%
Individual out-of-pocket maximum	$2,000	Average: $3,287 Median: $3,230	Average: $6,511 Median: $6,125
Family out-of-pocket maximum	$4,000	Average: $7,249 Median: $7,000	Average: $15,096 Median: $12,850
Office co-payment (primary care physician)	$30 + 10% coinsurance	Average: $24 Median: $25	Average: $47 Median: $47
Office co-payment (specialist)	$50 + 10% coinsurance	Average: $34 Median: $35	Average: $65 Median: $65

Medical	State of Colorado In Network	Prevailing Market In Network	Prevailing Market Out of Network
Emergency room co-payment	$500	Average: $151 Median: $150	Average: $163 Median: $125
Emergency room co-insurance		Average: 21% Median: 20%	Average: 27% Median: 20%
In-patient hospital co-payment (per day)		Average: $341 Median: $450	
In-patient hospital co-insurance	10%	Average: 20% Median: 20%	Average: 34% Median: 35%

Medical Plans			
Medical	**State of Colorado**	**Prevailing Market Retail**	**Prevailing Market Mail Order**
Co-payment for generic drugs	Retail: $10 Mail Order: $20	Average: $13 Median: $10	Average: $22 Median: $20
Co-payment for preferred brand drugs	Retail: $30 Mail Order: $60	Average: $33 Median: $30	Average: $64 Median: $60
Co-payment for non-preferred drugs		Average: $55 Median: $53	Average: $107 Median: $108

Dental Plans		
Dental	**State of Colorado**	**Prevailing Market**
Dental coverage offered	Yes (Delta Dental 2015-16 rate and plan design)	35 out of 38 organizations provide dental coverage
Dental Plans Offered	**State of Colorado**	**Market Prevalence**
Schedule of benefits	No	4 organizations
Comprehensive/indemnity	No	3 organizations
Dental PPO	Yes	31 organizations
Dental Maintenance Organization (DMO)	No	2 organizations
Orthodontic benefits offered	Yes	33 out of 35 organizations include an orthodontic plan
Age restriction on orthodontic benefits	No	15 out of 33 organizations have an age restriction
Lifetime maximum per person for orthodontic benefits	$2,000	Median: $1,500
Age group covered for orthodontic benefits		Median: age 19

Dental Plans			
Dental	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
Monthly premium for employee only	Employer cost: $25.92 Employee cost: $18.38	Employer cost: $21.98 Employee cost: $12.28	Employer cost: $23.82 Employee cost: $7.13
Monthly premium for employee + spouse	Employer cost: $42.62 Employee cost: $43.92	Employer cost: $36.37 Employee cost: $33.46	Employer cost: $42.92 Employee cost: $30.29
Monthly premium for employee + child(ren)	Employer cost: $46.44 Employee cost: $44.32	Employer cost: $40.74 Employee cost: $38.06	Employer cost: $43.45 Employee cost: $34.15
Monthly premium for employee + family	Employer cost: $62.22 Employee cost: $70.80	Employer cost: $47.84 Employee cost: $48.15	Employer cost: $51.89 Employee cost: $38.24

Dental Plans			
Dental	**State of Colorado In Network**	**Prevailing Market Individual**	**Prevailing Market Family**
Annual deductible	Individual: $50 Family: $150	Average: $48 Median: $50	Average: $131 Median: $150
Annual maximum	$1,500	Average: $1,430 Median: $1,500	Average: $4,409 Median: $1,500
Preventive services coinsurance	10%	Average: 99% Median: 100%	Average: 99% Median: 100%
Basic services coinsurance	$2,000	Average: 80% Median: 80%	Average: 80% Median: 80%
Major services coinsurance	$4,000	Average: 52% Median: 50%	Average: 52% Median: 50%

Vision Plans			
Vision	**State of Colorado**	**Prevailing Market**	
Vision coverage offered	Yes	34 out of 38 organizations provide vision coverage Vision is bundled with medical plan in 6 organizations	
Vision	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
Monthly premium for employee only	Vision bundled with medical plan	Employer cost: $1.83 Employee cost: $5.66	Employer cost: $0.00 Employee cost: $6.16
Monthly premium for employee + spouse	Vision bundled with medical plan	Employer cost: $2.52 Employee cost: $11.11	Employer cost: $0.00 Employee cost: $12.20
Monthly premium for employee + child(ren)	Vision bundled with medical plan	Employer cost: $2.38 Employee cost: $13.05	Employer cost: $0.00 Employee cost: $13.04
Monthly premium for employee + family	Vision bundled with medical plan	Employer cost: $3.30 Employee cost: $16.05	Employer cost: $0.00 Employee cost: $17.10

Retirement Plans			
Defined Benefit (DB) Plan	**State of Colorado**	**Prevailing Market**	
Defined benefit plan offered Employee contribution	Yes Yes	23 out of 38 organizations provide a DB plan 21 organizations allow employees to contribute to the plan	
Defined Benefit (DB) Plan	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
Percent of base pay employees contribute	8%	6.73%	6.95%
Employer contribution rate for the plan	10.2%	10.97%	9.2%
Amount of unfunded liability	60.4% funded	$4,061,408,286	$1,979,000,000
Return rate of assumption	7.5%	7.61%	7.5%
Total value of assets of the plan	$113,500,000,000	$14,731,220,59	$8,500,000,000

Retirement Plans			
Defined Contribution (DC) Plan	**State of Colorado**	**Prevailing Market**	
Defined contribution plan offered	Yes	30 out of 38 organizations provide a DC plan	
Pre-tax defined contribution plan	Yes	29 out of 30 have a pre-tax DC plan	
Post-tax defined contribution plan	No	3 out of 30 have a post-tax DC plan	
DC Plans Offered	**State of Colorado**	**Market Prevalence**	
Deferred comp (IRS Section 457 Plan)	Yes	24 organizations	
IRS Section (401(k) Plan)	Yes	5 organizations	
Savings Plan (IRS Section 401(a) Plan)	No	9 organizations	
Other	No	3 organizations	
Employer match offered	Yes	18 organizations	
Maximum percent of employer match	13.8%	Average: 13.8%	Median: 4.1%

Vacation			
Vacation	**State of Colorado**	**Prevailing Market**	
Vacation plan offered PTO plan offered	Yes No	30 out of 38 organizations provide a vacation plan 6 out of 38 organizations have a PTO plan	
Vacation Accrual	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
Maximum hours per year of vacation accrued at the highest level	168 hours	218 hours	200 hours
Years of service to reach maximum accrual level	15 years	17 years	16 years
Maximum number of hours that can be carried over each year	336 hours	299 hours	320 hours
Number of holidays per year	10	10	10
Number of personal days per year	1	2	3

Vacation			
Schedule of Vacation or PTO Benefits	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
1 year of service	96 hours	105 hours	96 hours
5 years of service	120 hours	132 hours	120 hours
7 years of service	120 hours	140 hours	124 hours
10 years of service	144 hours	161 hours	156 hours
15 years of service	168 hours	180 hours	168 hours
20 years of service	168 hours	191 hours	192 hours
25 years of service	168 hours	194 hours	200 hours

Disability			
Short-Term Disability	**State of Colorado**	**Prevailing Market**	
Short-term disability offered	Yes	17 out of 38 organizations provide a STD plan	
Short-Term Disability	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
Waiting period (number of work days)	31 days	30 day	15 days
Benefit as a percent of regular salary	60%	59%	60%
Percent of the premium paid by organization	100%	82%	100%
Cost per $100 of payroll		$1.09	$0.59
Maximum time-off (number of work days)	150 day	179 day	115 days

Disability			
Long-Term Disability	**State of Colorado**	**Prevailing Market**	
Long-term disability offered	Yes (employees must pay entire premium)	22 out of 38 organizations provide a LTD plan	
Long-Term Disability	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
Waiting period (number of work days)	180 days	123 days	
Benefit as a percent of regular salary	60%	59%	
Percent of the premium paid by organization	0%	99%	
Maximum time-off	Until age 65		
Maximum time-off (number of months)		38 months	24 months

Sick Leave			
Sick Leave	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
Number of hours accrued per year	80 hours	103 hours	96 hours
Maximum hours of carry over	360 hours	539 hours	600 hours
Sick leave payout upon early retirement	Yes	11 organizations payout sick leave early Average at 40% payout Median at 50% payout	
Sick leave payout upon retirement	Yes 25% payout	15 organizations payout sick leave Average at 40% payout Median at 45% payout	
Sick leave payout when employee quits	No	9 organizations payout sick leave when employee quits Average at 30% payout Median at 25% payout	

Life Insurance		
Life Insurance	**State of Colorado**	**Prevailing Market**
Basic group term life insurance offered	Yes	26 out of 38 organizations offer life insurance
Voluntary supplemental group term life insurance offer	Yes	29 out of 38 organizations offer supplemental life insurance
Accidental death and dismemberment (AD&D) insurance offered	Yes	24 out of 38 organizations offer AD&D
Dependent life insurance offered	Yes	24 out of 38 organizations offer dependent life insurance

Life Insurance			
Employee Basic Life	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
Amount of basic life insurance coverage	1 x salary	1 x salary	1 x salary
Percent basic life premium paid by organization	100%	95%	100%
Cost per $1,000		$0.47	$0.17
Maximum dollar amount of coverage	$150,000	$177,174	$100,000
Employee Voluntary Life	**State of Colorado**	**Prevailing Market Average**	**Prevailing Market Median**
Amount of basic life insurance coverage	Varies	4 x salary	4 x salary
Percent basic life premium paid by organization	0%	2%	0%
Cost per $1,000	Varies	$0.30	$0.12
Maximum dollar amount of coverage	$50,000	$338,158	$300,000

Miscellaneous Benefits			
Premium Pay	**State of Colorado**	**Prevailing Market**	
Premium pay offered	Yes	35 out of 38 organizations offer premium pay	
Premium Pay Plans Offered	**State of Colorado**	**Market Prevalence**	
Hazardous duty pay	Yes	8 organizations	
On-call pay	Yes	19 organizations	
Shift differential pay	Yes	19 organizations	
Call-back pay	No	12 organizations	
Benefits for Part-Time Employees	**State of Colorado**	**Market Prevalence**	**Average Annual Hours Worked to be Eligible**
Medical	Yes	33 organizations	1,051 hours
Dental	Yes	33 organizations	1,029 hours
Disability	Yes	31organizations	1,103 hours
Life	Yes	33 organizations	1,077 hours
Retirement	Yes	35 organizations	1,041 hours
Paid vacation	Yes	35 organizations	1,046 hours
Paid sick leave	Yes	33 organizations	1,052 hours

Miscellaneous Benefits		
Flex Schedules	**State of Colorado**	**Prevailing Market**
Flex schedule offered	Yes	33 out of 38 organizations offer flex schedules
All employees eligible for flex schedule	No	27 out of 38 organizations offer all employees flex schedules
Employees eligible to telecommute	Yes	33 out of 38 organizations offer telecommuting
Wellness Benefits/Incentives Offered	**State of Colorado**	**Market Prevalence**
Healthy food options on-site	No	7 organizations
Fitness center reimbursements	No	12 organizations
Wellness coaching	No	20 organizations
Nutritional/diabetes counseling	No	12 organizations
On-site fitness equipment	No	10 organizations
Smoking cessation programs	No	24 organizations
Medical premium rate reduction	Yes	10 organizations
Paid time to attend exercise classes	No	3 organizations

Miscellaneous Benefits		
Wellness Benefits/Incentives Offered	**State of Colorado**	**Market Prevalence**
On-site fitness classes	No	11 organizations

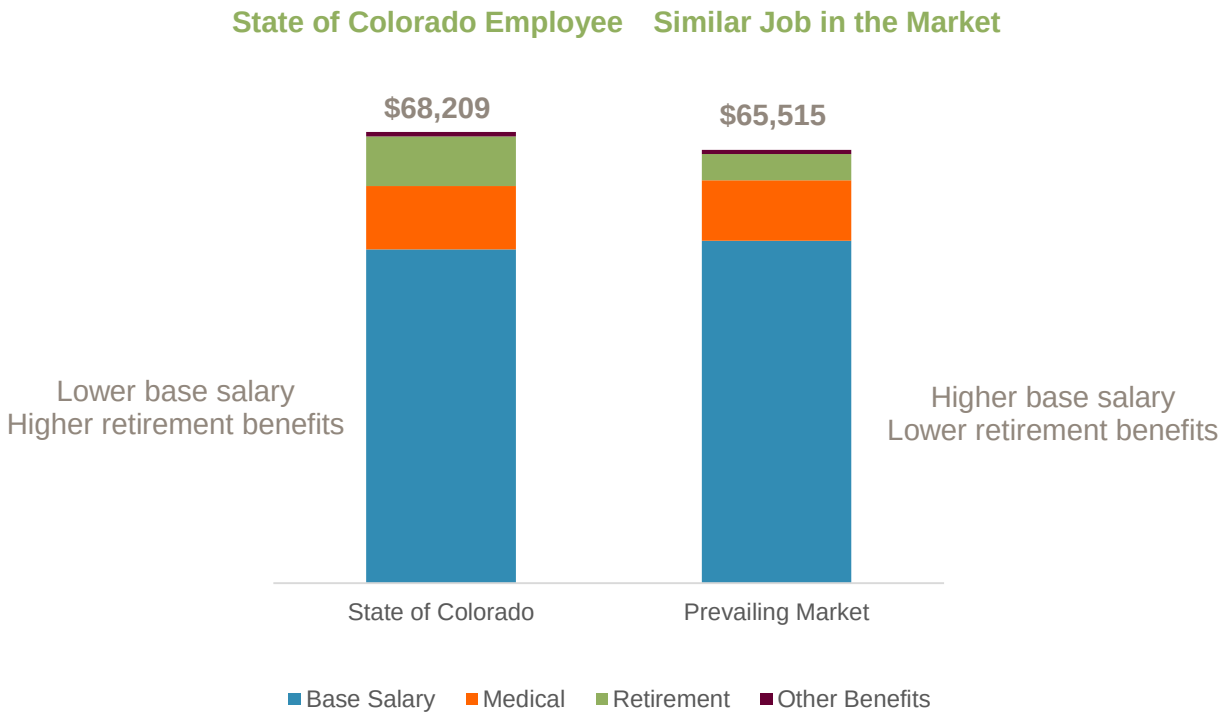
Miscellaneous Benefits		
Wellness Benefits/Incentives Offered	**State of Colorado**	**Market Prevalence**
On-site fitness classes	No	11 organizations
Weight loss program reimbursement	No	7 organizations
Paid time to attend nutrition classes	No	3 organizations
Reward for participating in annual health risk assessment and/or biometric testing	Yes	20 organizations
Health seminar/classes	Yes	19 organizations
Other	No	3 organizations

TOTAL COMPENSATION AT THE STATE IS MARKET COMPETITIVE; "PAY MIX" IS DIFFERENT THAN PREVAILING MARKET

Overall, base salary for State employees is approximately 3% below market median; however, the value of the benefits provided is approximately 30% above market median. Because base salary makes up the majority of a State employee's package (approximately 75% of the total), the impact of the richer benefits on total compensation is relatively small.

When the total compensation package is valued, the State is just slightly higher than the prevailing market (+4%).

Example:



COSTING

The Department of Personnel & Administration can improve its competitive position in its labor market by implementing the following increases. This will help provide a competitive total compensation package for the State.

- Cost to minimum for General Professional deconsolidated positions that have been re-slotted using current salary structure (includes 130 positions with market data, 13* positions without market data and 23 vacant positions with 472 vacancies)
  - **$30,638,976** with vacant slots; **$4,188,642** without vacant slots
- Cost to minimum for IT deconsolidated positions that have been re-slotted using current salary structure (includes 22 positions with market data and 9 vacant positions with 9 vacancies)
  - **$790,410** with vacant slots; **$145,325** without vacant slots
- Cost to minimum for all other positions re-slotted using current salary structure (includes 243 positions with market data, 43* positions without market data and 47 vacant positions with 47 vacancies)
  - **$7,864,922** with vacant slots; **$6,235,235** without vacant slots

**Please note that we are unable to determine a cost for positions that do not have market data.*

APPENDIX: SURVEY QUESTIONNAIRE

Pages 62 – 102 contain the survey questionnaire sent to participants and tabulated by Milliman.

Compensation & Benefits Survey
Participant Information

Organization name	
Address	
City, state, zip code	

Name of person completing survey	
Title	
Phone number	
E-mail address	

Name of person to receive report (if different from above)	
Title	
E-mail address	

Standard hours per year (e.g., 2080)	
Total annual operating budget	
Total number of full-time employees (FTE)	

Benefit cost summary (Note: four of the fields below are self-calculating)

Annual gross payroll	
OASDI tax (.062)*	$0
Medicare tax (.0145)	$0
Annual health insurance (employer cost)	
Annual dental insurance (employer cost)	
Annual life insurance (employer cost)	
Annual Defined Benefit Plan (employer cost)	
Annual Defined Contribution Plan (employer cost)	
Other (e.g. tuition reimbursement, EAP) (employer cost)	
Please explain "other" above	
Total benefit cost	$0
Benefit cost as a percent of payroll	#DIV/0!

*Note: If your employees are exempt from Social Security, please override this field and place a "0" in the box.

Compensation & Benefits Survey
Salary Administration & Incentives

Adjustments	2011	2012	2013	2014	2015 (predicted)
Average percent base pay increase budgeted for last five years					
Percent increase to salary structure for last five years					

Factors that Determine Individual Salary Increases	Cost of Living Adjustments	Market Based Adjustments	Performance (merit) Based Adjustments	Competency Based Adjustments	Step Increases	Other Adjustments
Check each factor that is used to determine pay adjustments	☐	☐	☐	☐	☐	☐

Short-term Incentive Pay (Bonus)	
Are your employees short-term incentive eligible?	☐ Yes ☐ No

Long-term Incentive Pay	
Are your employees long-term incentive eligible?	☐ Yes ☐ No

Compensation & Benefits Survey
Job Descriptions

Job Code	Job Title/Job Description	Minimum Qualifications
101	**Administrator**	
	Responsible for a variety of comprehensive, technical administrative activities within a specialized, functional area which requires a thorough foundation in the principles and practices of the functional area(s) in order to ensure efficient and effective administration and provide administrative direction to department(s) leaders in strategic efforts associated with the functional area.	Typically requires a Bachelor's degree and three years of professional experience.
102	**Applications Programmer**	
	Program and analyze moderately complex projects. Assist on large-scale or complex projects. Code, debug and document programs.	Typically requires a Bachelor's degree in computer science and three years of programming experience.
103	**Asset Manager**	
	Under direction, perform a variety of responsible, professional level duties involved in the acquisition, development, property management/administration and disposition of real estate in accordance with federal and state codes, regulations and policies.	Typically requires a Bachelor's degree and three years of professional experience.
104	**Auditor**	
	Perform auditing work that may consist of one or more types of performance, financial, operation, or compliance audits. Coordinate agency cooperation on joint audits; advise and clarify the intent of audits; and train others. Prepare audit reports and follow-up on findings and recommendations.	Typically requires a Bachelor's degree and two years of professional auditing experience.

105	**Building Inspector**	
	Inspect all levels of residential, commercial and industrial installations for compliance with all building, mechanical, manufactured home specialty codes and applicable fire code requirements including structural/mechanical, fire-life safety, plumbing, fire sprinkler and fire alarm. Review materials, designs, plans and specifications.	Typically requires three years of experience explaining policies, procedures, statutes, rules and regulations to the public.
106	**Buyer (Purchasing Agent)**	
	Compile information and take independent action to procure supplies, materials, equipment and services. Prepare bid invitations and conduct bid openings; examine bids for compliance with procurement requirements. Has extensive contact with vendors to obtain prices and specifications of products.	Typically requires three years of purchasing experience.
107	**Collector**	
	Collect a variety of debts and loans, either by phone or in person. Determine a debtor's ability to pay and account disposition. Establish payment schedules and terms to bring account current. Inform debtors of obligations, policies and regulations pertaining to loans and debts and consequences of non-payment. Address disputes from debtors. Calculate amounts that are payable and credit accounts with payments received. May initiate and prepare documentation for wage attachments and suit authorizations.	Typically requires three years of general clerical experience, including one year of experience in collections.
108	**Computer Technician**	
	Perform general tasks to aid in the ongoing support of computer environments such as installing and setting up computers, adding peripherals and installing or connecting new components, generally at the end user's workstation. Assist end users with questions or problems by diagnosing problems and recommending solutions. Provide basic training on new hardware, software and computer techniques. Install software and peripherals and may troubleshoot basic hardware problems.	Typically requires A+ or similar certification and two years of related experience.
109	**Contracts Administrator**	
	Develop, negotiate, implement and monitor contractual and use agreements to ensure effective procurement and delivery of goods and services.	Typically requires three years of professional experience performing contract negotiations.
110	**Cook/Baker**	
	Prepare, season, cook or bake a full range the menu food items. Regulate oven and equipment temperatures. Measure and mix ingredients; observe and test food quality; plan nutritional menus, determine quantity and order food.	Typically requires two years experience in institutional quantity cooking.

111 Counselor	
Perform intake and assessment, conduct individual and group counseling/education for clients, develop and implement client treatment plans, refer clients to appropriate programs and/or services, and provide clinical supervision to other counselors.	Typically requires a Master's degree and two years of work experience.
112 Database Administrator	
Oversee the technical design and development of IT databases and associated master files. Coordinate efforts with systems, operations and technical support staff to establish and modify databases and master files. Ensure database quality, integrity and performance. Plan, establish and maintain allocation controls over the availability of disk space for existing and projected requirements.	Typically requires a Bachelor's degree and in-depth knowledge and experience with database management systems and two years of experience.
113 Database Developer	
Develop, implement and maintain complex, large scale business and enterprise data models. Design and build relational databases. Develop and maintain enterprise-wide data architecture, governance, processes and tools. Serve as a technical specialist in the use of enterprise and business data systems.	Typically requires a Bachelor's degree and three years of experience developing and maintaining enterprise-wide data architecture.
114 Engineer (Professional)	
Professional licensed engineer that applies the engineering sciences and mathematics to analysis or design of projects or programs with engineering components.	Typically requires a professional engineering license and two years of experience.
115 Engineering Assistant	
Collect data, record measurements, readings or quantities. Prepare calculations from prescribed methods and practices. Accumulate information for reports or summaries. Monitor instruments or activities for conformance with rules, regulations or specifications. Distribute supplies or equipment. Operate instruments, equipment, controls, valves, gates or similar measuring or control devices. Prepare drawings and estimate material quantities using standard drafting techniques of computer aided design (CAD) systems.	Typically requires a high school diploma or GED and two years of previous experience assisting engineers.
116 Engineering Technician	
Provide technical support to professional engineers within pre-established procedures. Apply practical methods, techniques, practices and principles of engineering or physical sciences to perform work in materials testing, inspections, construction planning or oversight, engineering drafting or design, water or wastewater management, or compliance work in inspections, permitting and reporting.	Typically requires a high school diploma or GED and six years of engineering or physical sciences assistant experience.

117	**Finance Manager**	
	Design and direct the implementation of complex projects which affect the execution of financial management policies and practices and/or direct the implementation and ongoing execution of financial management functions (other than customary accounting and auditing services), such as debt administration, cash management and revenue forecasting.	Typically requires a Bachelor's degree and three years of professional level experience.
118	**Financial Analyst**	
	Analyze applications for rate establishment or changes in rates by the insurance, transportation or public utilities industries factoring in financial, economic or engineering standards and state and federal regulations. Analyze all aspects of rate requests and develop position on issues or problems. Model consumption or traffic rates and project financial data.	Typically requires a Bachelor's degree and two years of professional level experience.
119	**Food Service Manager**	
	Manage the activities of a food service operation. Direct staff, monitor budget and control costs, determine equipment and supplies to be purchases, set and monitor quality control standards, develop menus, develop and implement food service policy and procedures, develop short and long-range plans, promote the products and services of the food service operation.	Typically requires a Bachelor's degree and three years of experience managing daily mass food production and service.
120	**Grant Administrator**	
	Research, write and obtain grants. Maintain relationships with external grant managers and program offices of funding bodies. Coordinate the implementation of grant awards and ensure post-award compliance. Compile financial and non-financial data for the preparation of internal reports, compliance reports and grant billings.	Typically requires two years of previous professional experience.
121	**Help Desk Specialist**	
	Provide support services to internal and/or external users of the computer systems and network. Act as first-level problem identifier and resolver. Coordinate user problems resolution with appropriate resource.	Typically requires two years of previous computer experience.
122	**Human Resources Generalist**	
	Provide professional, technical and administrative human resources work in a major functional area(s) such as: classification, compensation, benefits administration, training and organizational development, and/or recruitment and selection or acts as a human resources generalist.	Typically requires three years of previous work experience.
123	**Manager**	
	Plan and formulate programs, systems and procedures of a major function comparable to a divisional level of the organization. Responsible for considerable decision-making latitude and authority. Direct or participate in complex activities or a wide scope of activities with a variety of problem-solving demands and decision-making responsibility. Advise, influence or control others in situations which may be controversial and/or provide direct control through subordinate manager over a relatively large or important segment of an organization.	Typically requires a Bachelor's degree and three years of professional experience.

124	**Marketing Communications Specialist**	
	Perform marketing and market communication research, analysis, planning and budgeting. Prepare and coordinate informational advertising material for communications media, including web based and digital media. Perform marketing support activities such as copy writing, layout, information packets, trade show display arrangements and other promotional support.	Typically requires a Bachelor's degree and two previous experience.
125	**Media Specialist**	
	Media support for the operation, distribution, inventory control and repair and maintenance of audio/visual equipment, recording studio equipment, computers and musical instruments. Provide support for live performances, and consults, advises and negotiates staff, faculty and students on the procurement, use and general practices of audio visual equipment, computers and musical instruments.	Typically requires a Bachelor's degree and four years previous experience.
126	**Operations Manager**	
	Manage the activities of service operations. Direct staff, monitor budget and control costs. Determine equipment and supplies to be purchased, set and monitor quality control standards, develop and implement policy and procedures, develop short and long-range plans, and promote the products and service of the operation.	Typically requires a Bachelor's degree and three years of professional experience.
127	**Program Manager**	
	Implement, administer and develop program activities. Provide technical expertise to program staff, other agencies, the community and program participants.	Typically requires three years of professional or technical level experience organizing the administrative aspects of a program(s).
128	**Project Manager**	
	Provide a variety of professional services pertaining to the operation and management of program areas and activities within an organization. Position specializes in application of theories, principles, techniques, practices and methodologies of an occupational field or specialized subject area.	Typically requires a Bachelor's degree and three years of professional experience.
129	**Revenue Agent**	
	Perform tax and other revenue audit and research work in one of the following specialized audit program areas administered by the state: income, sales, consumer and retailers use, wage withholding, city/county/special district, severance, oil and gas withholding, international fuel tax agreement, international registration plan, gasoline and special fuels, tobacco and liquor excise, commercial transportation, oil and gas conservation commission levy and federal and state oil/gas/solid mineral royalties.	Typically requires a Bachelor's degree and one year of tax auditing experience.

130	**Risk and Safety Specialist**	
	Occupational safety work to minimize employee exposure to risk and injury, ensure compliance with occupational safety and health requirements, and enforce safety and loss policies and procedures.	Typically requires three years of professional level occupational safety and health experience.
131	**Scientist**	
	Conduct physical sciences research or study plans. Formulate hypotheses, design experiments or studies, devise and test data collection procedures, define suitable subjects or samples and the procedures to solicit participation and evaluate and interpret source data. Observe or interview subjects, conduct experiments or surveys, write reports and conclusions on results.	Typically requires a Bachelor's degree and one year experience.
132	**Statistical Analyst**	
	Provide support management decisions on planning or evaluating an agency's operations, demographics or research areas. Use sampling techniques, examine or construct models, analyze results, provide written reports, estimate or predict statistical populations. Responsible for the use of inferential statistics, rather than work related to the use of descriptive statistics to report data.	Typically requires a Bachelor's degree and two years experience.
133	**Systems Administrator**	
	Responsible for the upkeep, configuration and reliable operation of computer systems (multi-user computers, such as servers). Ensure that the uptime, performance, resources and security of the computers meet user needs.	Typically requires four years experience in computer operations processing, analysis and problem resolution on systems and networks.
134	**Unemployment Insurance Specialist**	
	Process and/or adjudicate unemployment insurance claims by interviewing claimants to assist in filing a claim by interpreting and explaining laws, regulations and procedures. Review claims data to determine eligibility and entitlement for unemployment insurance benefits.	Typically requires a Bachelor's degree and one year of professional work experience.
135	**Workers' Compensation Specialist**	
	Responsible for worker's compensation claims to resolve issues and disputes in order to settle claims and avoid formal hearings. Ensure that insurance companies and employers comply with applicable statues and procedural regulations. Contact employers to ensure compliance with overall worker's compensation insurance laws and regulations. May be involved with medical cost containment, special funds, support services and/or safety and loss prevention.	Typically requires a Bachelor's degree and one year of professional experience.

136 Youth Services Counselor	
Interpret assessment data used to determine placement. Arrange for intake, counseling or treatment with supervisors and client managers. Implement the treatment plan through direct delivery of group, individual and family counseling services. Provide crisis intervention, including treatment follow-up, write treatment reports of an individual plan, monitor treatment and evaluate progress and organize available resources to address special needs.	Typically requires a Bachelor's degree.

201 Appraiser	
Perform professional and complex appraisal work in residential, multifamily, commercial and industrial real property. Design, perform, analyze, interpret and document full appraisal studies of assigned property types.	Typically requires three years of professional administrative and analytical experience.

202 Corrections Case Manager	
Assess, evaluate and determine the program/treatment needs of offenders. Develop a placement plan for the purpose of resolving offender issues, security classification, make referrals to treatment programs, work, vocational assignments, and community corrections, and submit earned time and parole plans. Serve as the liaison between correctional security and treatment staff and the offender, his/her family, the public, other criminal justice organizations and outside agencies. May also be responsible for the security, restraint, and confinement of offenders.	Typically requires college-level course work and two years of corrections-related work experience.

203 Corrections Officer	
Provide security and control of offenders. Restrain, secure, search, monitor, inspect, direct offenders and property. Monitor alarms and systems and schedule for offender movement. maintain equipment; tool, key and weapon control and inventory; apply verbal and physical force; transport offenders and escort visitors; maintain post.	Typically requires a high school diploma or GED and one year work experience.

204 Criminal Investigator	
Identify, collect, preserve, analyze and summarize evidence. Conduct tests to analyze physical evidence and interpret lab results. Gather facts by locating and interviewing witnesses, informants and suspects. Examine documents and observe conditions to verify facts. Evaluate and present findings and evidence to support any recommended prosecution. Reconstruct and search crime scenes and prepare presentations on test techniques.	Typically requires a Bachelor's degree and one year of professional investigative experience.

205 Driver's License Examiner	
Explain and administer written, vision and driving tests to applicants for a driver's license. Screen applicant's physical, mental and visual skills to operate a motor vehicle. Verify the authenticity of identification documents presented.	Typically requires one year of work experience.

206	**Economic Development Specialist**	
	Develop, coordinate and implement redevelopment projects, housing and neighborhood revitalization programs. Provide strategy, study, plan and write proposals for federally and locally funded community improvement projects emphasizing public/private financial cooperation, community need, project selection and feasibility, necessary technical assistance and compliance.	Typically requires a Bachelor's degree and two years of experience.
207	**Elections Clerk**	
	Register, process and track voters and provide information to the general public regarding election procedures and regulations.	Typically requires two years of office support experience.
208	**Emergency Management Coordinator**	
	Develop, coordinate and implement emergency plans and operating procedures. Develop educational and community outreach strategies, analyze and distribute information concerning natural and man-made emergencies and/or disasters. Plan and conduct emergency management exercises and training classes, and develop resource management procedures.	Typically requires three years of professional experience in emergency management or a first responder discipline.
209	**Environmental Protection Program Supervisor**	
	National expert in planning, implementing and evaluation of programs, budgets and staffing aimed at preserving and improving the use of physical, natural resources and protecting the public health. Enforce laws and regulations aimed at protecting the public health and safety and/or remediation of the environment. Provide public services in issuing permits, inspect, monitor compliance and reclaim and revitalize the natural resources and the environment. Researches, develops and writes regulation.	Typically requires a Bachelor's degree and six years of experience.
210	**Environmental Protection Program Specialist**	
	Monitor, control, preserve, reclaim or regulate the environment and natural resources. Plan, implement and evaluate programs aimed at preserving and improving the use of physical, natural resources and protecting the public. Monitor and inspect facilities and the environment to determine and identify pollutants and contaminants. Work with private companies and governmental agencies to enforce laws and regulations aimed at protecting the public health and safety and/or remediating the environment. Issue permits, inspect, monitor compliance and reclaim the environment. Work with contractors and private corporations in preventing hazards or pollutants from entering the environment. Review plans, remedial action and design documents and proposals for compliance with regulations, laws and policies.	Typically requires a Bachelor's degree and two years of experience.
211	**Fingerprint Examiner**	
	Review fingerprint cards and arrest records for integrity. Identify fingerprints by comparing to records. Classify fingerprints according to standards. Report identification of fingerprints matched.	Typically requires a high school diploma or GED and one year experience processing fingerprint records.

212	**Fire Inspector**	
	Inspect building or installations that present common fire problems. Review and approve life safety system use and fire code provisions for new and existing buildings and provide technical expertise in fire suppression, prevention and life safety system use. Ensure compliance with fire codes and issues citations to violators.	Typically requires two years of professional experience in fire protection and life safety evaluation, design, engineering or installation.
213	**Inmate Production Supervisor**	
	Supervise inmate employees performing production or service work. Plan work flow and schedules to meet production standards, hire, fire, correct and train inmates to perform the work. Order and direct the use of raw materials or components. Perform quality assurance duties. Ensure finished goods are ready for delivery. Direct the repair and maintenance of equipment and facilities, keep production records and compile reports. Ensure all policies, procedures and security guidelines are enforced.	Typically requires four years of previous work experience in the trades or support services.
214	**Inspector (multiple trades)**	
	Apply standards and codes of multiple trades in inspecting installations of systems or construction of structures, including issuing certificates of occupancy. Operate independently in performing the full range of multiple trades inspections. Inspect and regulate external entities for uniform building code, national electrical code, uniform and international plumbing code, mechanical code, boiler and pressure vessel code and/or HUD construction codes and standards.	Typically requires five years of previous work experience in the field.
215	**Inspector (single trade)**	
	Apply standards and codes of a single trade in inspecting installations of systems or construction of structures, including issuing certificates of occupancy. Operate independently in performing the full range of a single trade inspection. Inspect and regulate external entities for either uniform building code, national electrical code, uniform and international plumbing code, mechanical code, boiler and pressure vessel code and/or HUD construction codes and standards.	Typically requires four years of previous work experience in the field.
216	**Labor, Trades & Crafts Supervisor**	
	Supervise, plan, budget and purchase for a labor, trades and crafts program such as equipment, highway, facility or special project maintenance or traffic control. Assist in planning and prioritizing short-term projects, including supplies, equipment and staffing requests. Work with department and other agency staff such as law enforcement, project managers, engineers, etc. to complete projects.	Typically requires four years of experience in one of the labor trades or crafts and two years supervisory experience.
217	**Legislative Research Assistant**	
	Support legislation staff on information requests and research projects. Assist with the development and implementation of a legislative system. Provide administrative support to the legislation director and staff.	Typically requires one year of previous clerical experience.
218	**Librarian**	
	Provide library and reading services for children and young adults involving specialized programming and reading outreach. Select and maintain materials and collections appropriate to the age group.	Typically requires one year of previous library experience.

219	**Library Assistant**	
	Perform circulation activities including opening of library patron accounts, check materials in/out, provide customer service to patrons, receive and track payment for fees and fines and shelve materials. Evaluate workspace and workflow to improve service quality and efficiency.	Typically requires two years of previous library experience.
220	**Park Ranger**	
	Manage one or more parks or recreational areas. Plan, coordinate, direct and evaluate services provided in a park(s). Recreational services could include fishing, boating, swimming, camping, picnicking, hiking, climbing, nature/wildlife viewing and land-use permits for concerts or large gatherings.	Typically requires a Bachelor's degree and two years of experience.
221	**Parole Officer**	
	Verify and evaluate release plans. Oversee offender program services. Provide guidance to offenders, conduct investigations, direct treatment assessment, provide crisis intervention, oversee compliance with community corrections programs, impose appropriate sanctions, present cases at hearings and oversee disciplinary proceedings with community corrections programs.	Typically requires a Bachelor's degree.
222	**Police Administrator**	
	Oversee supervision of employees that conduct vehicle or foot patrol to detect criminal activity, respond to communication orders, investigate and gather evidence at crime scenes, request assistance or emergency aid, establish and maintain control of situation, direct and control crowds and traffic, issue citations or warrants, restrain and take persons into custody, prepare reports and records and follow-up on incidents or suspected activities.	Typically requires a Bachelor's degree and certified as a police officer (equivalent to a sergeant).
223	**Police Communications Officer**	
	Operate radio consoles and computer terminals to receive, record and transmit police communications. Receive complaints from the public concerning crime or emergencies, evaluate the urgency of the complaint, broadcast information to patrol units to investigate, relay instructions or questions and monitor the status and location of officers.	Typically requires one year of experience in police radio/telecommunications equipment operations.
224	**Police Communications Supervisor**	
	Responsible for the daily operation of an emergency communication center. Supervise employees who operate radio consoles and computer terminals to receive, record and transmit police communications. Monitor work load and flow, ensure compliance with policy and regulations, establish work schedules and evaluate operations for quality and effectiveness.	Typically requires two years of experience in police radio/telecommunications equipment operations.
225	**Port of Entry Officer**	
	Inspect the condition of commercial vehicle systems and drivers to detect unsafe conditions and to verify compliance with regulations. Review permits, registrations, licenses, shipping papers and vehicle logs for validity. Using fixed or mobile scales to physically weigh vehicles in order to compute gross weight and determine the distribution of wheel and axle loads, measure the height, length and width of the vehicle. Complete inspection reports.	Typically requires one year of previous experience doing inspections.

226	**Property Tax Specialist**	
	Assure the equitable application of property tax and exemption statutes and regulations. Provide training, education, consultation and technical assistance to county assessors in the collection and administration of property taxes.	Typically requires a Bachelor's degree and two years of experience.
227	**Tax Examiner**	
	Analyze and correct individual, corporate, fiduciary, severance and estate tax returns to insure compliance with statue and regulations. Adjust and analyze estimate credit to balance account to insure refunds and/or assessments. Review and resolve problems regarding income tax accounts, returns and refund claims and to communicate related information to the taxpayers.	Typically requires two years of bookkeeping or technical accounting experience.
228	**Teacher**	
	Instruct and tutor offender students individually or in groups. Determine how to deliver ABE and GED and specialized vocational classes. Responsible for the use of instructional materials, media and text. Promote self discipline and self motivation to student/offender population. Contribute to safety and security in the facility.	Typically requires a Bachelor's degree.
229	**Utility Plant Operator**	
	Operate, maintain, repair equipment used to operate water treatment facilities. Monitor control panels, observe systems, adjust gauges, valves and meters to regulate efficient operation. Visually inspect equipment for operational condition, detect malfunctions and make repairs. Log reading and record data on operations. Test water samples and add chemicals.	Typically requires four years of progressively responsible utility plant operations experience.
230	**Wildlife Manager**	
	Protect, preserve and control wildlife resources. Manage wildlife activities within an assigned area. Plan, conduct and evaluate wildlife program efforts and enforce applicable regulations and laws. Programs include major areas of hunting or fishing recreation, watchable wildlife, and/or non-game and endangered wildlife. Work with planning boards or commissions, environmental agencies, federal and state natural resource agencies, commercial land developers, farmers, ranchers, and sportsmen and the public.	Typically requires a Bachelor's degree and two years of professional experience.
301	**Carpenter**	
	Fabricate, assemble and install cabinetry, furniture, bookcases, countertops, shelving, custom wood trim, chair rails, etc. Create, design and read plans or sketches and job layouts. Manufacture and construct parts, sand and glue. Use hand, power tools and fasteners.	Typically requires four years of progressively responsible experience in the structural trades area.
302	**Custodial Worker**	
	Clean buildings and institutions. Follow sanitary standards, wash, wipe, dust, scrub, scour, launder, disinfect, vacuum, sweep, mop, buff and polish surfaces, floors, walls, windows, lavatories, furnishings and fabric and collect and dispose of trash.	Typically requires a high school diploma or GED and six months work experience.

303	**Electrician**	
	Install, alter, maintain and repair electrical systems, electrical fixtures, apparatus and control equipment. Plan new or modified installations, provide access for future maintenance, make the installation, connect the power source, test circuits, prepare sketches showing location of wiring and equipment and repair faulty equipment or systems. Read and interpret blueprints, sketches, schematic diagrams and specifications. Estimate material and labor requirements. Order equipment and supplies.	Typically requires four years experience and a journeyman license.
304	**Electronics Specialist**	
	Responsible for maintenance, installation and planning for telecommunications and electronic equipment and devices. Design, test, repair and modify new or existing equipment associated with telephones, microwave, radio, fiber optics, computers, modems, switching equipment and related support to these systems. Oversee project design or management for installation or repair of telecommunications or electronic equipment, which include establishing contractual support.	Typically requires three years of similar work experience.
305	**Elevator Mechanic**	
	Assemble and install elevator equipment and machinery. Perform repair services and preventive maintenance. Test equipment to make sure it runs as efficiently as possible and troubleshoot electrical problems utilizing diagnostic instruments, such as voltmeters and ammeters. Responsible for ensuring that elevator machinery conforms to building safety codes and equipment safety regulations.	Typically requires three years of previous repair and testing experience.
306	**Equipment Mechanic**	
	Repair and service of automobiles and equipment. Repair, overhaul, general maintenance and rebuilding of engineers, accessories, systems, auto bodies and other mechanical units. Provides minor service to complete system overhauls on heavy construction equipment.	Typically requires two years of experience inspecting, servicing and maintaining automotive vehicles.
307	**Facilities Maintenance Technician**	
	Provide daily operation, maintenance, preventative maintenance and repairs for facilities, including utilizing automated control systems to monitor, adjust and control various electrical and mechanical building systems.	Typically requires three years of experience in building operations.
308	**General Laborer**	
	Responsible for strenuous, general labor. Load and unload furniture, equipment, and supplies. Set up tables and chairs for events. Dig ditches and trenches. Build fences, do demolition work, perform minor, repetitive, simple repairs and maintenance on equipment or buildings.	Typically requires a high school diploma or GED and six months work experience.
309	**Grounds Foreman**	
	Monitor works schedules, maintain grounds equipment and supplies, train new employees, assist with budget needs and maintain leave records. Perform grounds and nursery work by mowing, trimming, landscaping, weed control, fertilization, irrigation operation and maintenance.	Typically requires two years of previous grounds work experience.

310 Heavy Equipment Operator	
Perform physical labor and heavy equipment operation (dump truck, back-hoe, loaders, tractors) to maintain highways and road systems, tunnels and adjoining areas. Patch/fill pot holes, repair/replace signs, fences and guard rails. Remove carcasses, collect trash, maintain drainage ditches, snow plow and ice removal. Assist emergency response personnel at accident scenes.	Typically requires two years of previous work experience.

311 Machinist - Journey	
Design, layout, fabricate, assemble, install, maintenance and repair of metallic and non-metallic equipment, devices, instruments, parts, assemblies and systems. Construct devices by bending, cutting, blowing, shaping and joining glass. Weld flat and cylindrical or irregular parts in flat, horizontal, vertical and overhead positions using arc and gas welding techniques. Operate machines that bore, cut, mill, abrade or plane materials. Determine dimensions and tolerances of finished work, determine the sequence of operation and set-up requirements, calculate and set controls on equipment and read and interpret blueprints and sketches.	Typically requires five years of previous work experience.

312 Plumber	
Fabricate, assemble, install, maintain and repair gas, steam, air, refrigeration, plumbing fixtures, equipment, pipes, fittings and controls. Install valves, pumps, pipes, compressors, condensers, motors, temperature controls, control panels, fans, gauges and switches. Fabricate, assemble and install duct work and sheet metal items. Bend, cut, thread, join and connect pipe to components and power or water systems. Test and adjust gauges and controls for efficient operation. Screw, bolt, rivet, weld and braze parts to assemble structural and functional components.	Typically requires four years of progressively responsible mechanical experience.

313 Print Shop Operator	
Set-up, adjust, operate and maintain a variety of machines used to copy, print, scan, collate, gather, tape, staple, fold, drill, glue, cut, trim, microfilm, or produce plates or negatives. Set controls or programming machines, load and position stock against machine guides, operate equipment and machinery, observe machinery during operation, make adjustments, start and stop operation or production, inspect finished products to verify clarity of print and product quality and maintain machinery and equipment in operating condition.	Typically requires one year of print production experience.

314 Truck Driver	
Operate medium-sized trucks and equipment (typically with no more than two axles). Pick up and deliver goods, materials or passengers. Monitor the mechanical condition and cleanliness of the equipment, inspect and maintain fluid and air pressure levels and keep associated records and reports.	Typically requires a CDL (commercial driver's license).

401 Case Manager	
Provide extensive client interaction, respond to case situations or programmatic issues that are either complex or time-consuming, maintain current information on programs and resources.	Typically requires two years of previous experience.

402	**Clinical Psychologist**	
	Provide professional psychological services, including psychological assessment, individual and group therapy, clinical and behavioral management. Process documentation and provide crisis intervention.	Typically requires a Doctorate degree in psychology, possession of a psychologist license and one year post-doctoral experience.
403	**Clinical Social Worker**	
	Formulate psychosocial assessments by interviewing, collaborating, analyzing and assimilating social histories that demonstrate the relationship to current behavior problems and psychodynamic issues. Formulate treatment plans. Provide therapy and education. Coordinate discharge planning and case management through evaluation and assessment of patient's needs. Identify appropriate community placement and treatment programs.	Typically requires a social worker license and one year of experience.
404	**Dentist**	
	Diagnose and treat diseases, injuries and malformations of teeth and gums. Examine patient to determine nature of condition, utilizing x-rays, dental instruments and other diagnostic procedures. Clean, fill, extract and replace teeth, using rotary and hand instruments, dental appliances, medications and surgical implements. Provide preventive dental services to patient, such as applications of fluoride and sealants to teeth. Provide education in oral and dental hygiene. Requires a degree in dentistry from an accredited school.	Typically requires a degree in dentistry.
405	**Dietitian**	
	Assess nutritional status and needs, develop and implement nutritional care plans. Provide professional and nutrition staff education. Coordinate and supervise food service procurement, production and distribution.	Typically requires a Bachelor's degree and two years of dietetic experience.
406	**Laboratory Assistant**	
	Perform a variety of lab support work such as receiving, storing, preserving, preparing, dispensing and disposing of supplies, equipment and materials. Sterilize supplies and equipment, maintain supply and equipment inventories.	Typically requires one year of laboratory experience.
407	**Laboratory Technician**	
	Perform routine tests and procedures. Process lab test orders, file lab documents, inform patients on specimen collection, collect and prepare lab samples for transport, analyzes and report test results.	Typically requires two years laboratory experience.
408	**Licensed Practical Nurse**	
	Under the direct supervision of an RN deliver direct nursing care to patients. Provide direct provision and supervision of physical safety and security of all patients and staff. Administer medications, deliver crisis intervention, conduct individual and group therapies, patient education, family involvement, case management and infection control.	Typically requires a high school diploma or GED and one year of nursing experience.

409	**Mental Health Clinician**	
	Provide therapeutic work in the psychiatric care of mentally ill patients. Develop and implement treatment plans and specialized interventions, provide one-on-one counseling, teach daily living skills and supervise daily activities. Provide support and education on patient rights, respond to crisis situations.	Typically requires an Associate's degree in human services and two years related experience.
410	**Occupational Therapy Assistant (Certified)**	
	Provide direct client care including group and individual treatment under the supervision of a registered occupational therapist. Document client progress and update client treatment plans. Collaborate with treatment team members regarding current status and treatment recommendations of patients.	Typically requires two years of experience and certification as an occupational therapy assistant (COTA).
411	**Physical Therapist**	
	Provide therapy to restore physical and mental life functions, relieve pain and mitigate the disabling effects of injury, disease and medical or surgical treatments. Develop treatment plans, assess treatment results and prepare records and reports on patient progress.	Typically requires a Bachelor's degree and one year experience.
412	**Physician**	
	Apply medical protocols and treatment standards to develop individual patient treatment plans. Provide assessment, diagnosis and treatment of pathology of patients. Plan workloads and schedules. Help maintain compliance with relevant statutes, professional standards in medicine and quality assurance standards. Refer patients to other medical providers or facilities as needed.	Typically requires a medical degree and previous experience working in a state institution.
413	**Physician Assistant**	
	Provide advance practice nursing care. Perform physical examinations and obtain detailed medical histories, assess and treat medical problems and prescribe medications.	Typically requires a registered nurse or physician assistant license and four years of experience.
414	**Radiologic Technologist**	
	Produce quality diagnostic radiographs for interpretation by a radiologist. Answer patient questions regarding x-ray procedures. Process and develop films. Maintain equipment and supply inventories. Maintain patient records.	Typically requires certification by ARRT (American Registry of Radiologic Technologists).
415	**Registered Nurse**	
	Provide primary or specialized nursing care. Observe and report symptoms and conditions of patients, develop nursing treatment plans, take and record vital signs, educate patients on health issues, administer medications and implement the nursing process.	Typically requires a registered nurse degree and one year of experience.

416 Registered Nurse Consultant	
Provide expert consultation, guidance and oversight regarding healthcare-associated infections, surveillance and reporting. Act as a technical advisor and notification source to physicians, nurses and other healthcare staff. Develop educational materials and deliver training programs.	Typically requires a registered nurse degree and three years of experience.

417 Registered Nurse Evaluator	
Assess the care, treatment and quality of life of clients/residents. Assess service providers and facilities through observation, interviews and clinical record review. Evaluate and apply rules and regulations, guidelines, policies and procedures on a case-by-care, item-by-item basis for compliance according to the facility/provider type.	Typically requires a registered nurse degree and two years of experience.

418 Rehabilitation Counselor	
Determine the eligibility for individual rehabilitation services by interviewing applicants, determine mental and physical condition, economic and social situation, aptitude and attitude, education and work experience and establish rehabilitation plans for clients. Counsel and train clients through individual and group sessions, including daily living, personal care, communication, recreational and leisure, orientation and mobility, and job seeking skills. Arrange for medical and mental health services, education and vocational training.	Typically requires a Bachelor's degree and two years of experience.

419 Veterinarian	
Detect, diagnose, control or prevent infectious and contagious animal and livestock diseases. Investigate and prevent cruelty and mistreatment of animals. May regulate animal by-products to detect and prevent the sale of unsafe by-products to consumers.	Typically requires a Doctorate degree in veterinary medicine and current veterinarian license.

420 Veterinarian Technologist	
Provide paraprofessional support in the field of veterinary medicine. Monitor, treat, evaluate and coordinate care of animals. May assist in the instruction of veterinary medicine students.	Typically requires an Associate's degree in veterinary health technology and two years of experience assisting or performing veterinary surgery and administering anesthesia to animals.

Compensation & Benefits Survey
Compensation Data Form
Report data effective as of: February 1, 2015

						Salary Range			Bonus/Incentive			
Job Code	Benchmark Job Title	Your Organization's Title	Level of Match	# of Incumb	Actual Avg Base Pay	Min	Max	Other Cash Comp	Eligible	Perf-Based	Last Amount Paid	Max Amount
101	**Administrator**											
102	**Applications Programmer**											
103	**Asset Manager**											
104	**Auditor**											
105	**Building Inspector**											
106	**Buyer (Purchasing Agent)**											
107	**Collector**											

108	Computer Technician											
109	Contracts Administrator											
110	Cook/Baker											
111	Counselor											
112	Database Administrator											
113	Database Developer											
114	Engineer (Professional)											
115	Engineering Assistant											
116	Engineering Technician											
117	Finance Manager											
118	Financial Analyst											

119	Food Service Manager											
120	Grant Administrator											
121	Help Desk Specialist											
122	Human Resources Generalist											
123	Manager											
124	Marketing Communications Specialist											
125	Media Specialist											
126	Operations Manager											
127	Program Manager											
128	Project Manager											

129	Revenue Agent											
130	Risk and Safety Specialist											
131	Scientist											
132	Statistical Analyst											
133	Systems Administrator											
134	Unemployment Insurance Specialist											
135	Workers' Compensation Specialist											
136	Youth Services Counselor											
201	Appraiser											
202	Corrections Case Manager											

203	Corrections Officer											
204	Criminal Investigator											
205	Driver's License Examiner											
206	Economic Development Specialist											
207	Elections Clerk											
208	Emergency Management Coordinator											
209	Environmental Protection Program Supervisor											
210	Environmental Protection Program Specialist											
211	Fingerprint Examiner											
212	Fire Inspector											

213	Inmate Production Supervisor											
214	Inspector (multiple trades)											
215	Inspector (single trade)											
216	Labor, Trades & Crafts Supervisor											
217	Legislative Research Assistant											
218	Librarian											
219	Library Assistant											
220	Park Ranger											
221	Parole Officer											
222	Police Administrator											

223	Police Communications Officer											
224	Police Communications Supervisor											
225	Port of Entry Officer											
226	Property Tax Specialist											
227	Tax Examiner											
228	Teacher											
229	Utility Plant Operator											
230	Wildlife Manager											
301	Carpenter											
302	Custodial Worker											

303	Electrician											
304	Electronics Specialist											
305	Elevator Mechanic											
306	Equipment Mechanic											
307	Facilities Maintenance Technician											
308	General Laborer											
309	Grounds Foreman											
310	Heavy Equipment Operator											
311	Machinist - Journey											
312	Plumber											

313	Print Shop Operator											
314	Truck Driver											
401	Case Manager											
402	Clinical Psychologist											
403	Clinical Social Worker											
404	Dentist											
405	Dietitian											
406	Laboratory Assistant											
407	Laboratory Technician											
408	Licensed Practical Nurse											
409	Mental Health Clinician											

410	Occupational Therapy Assistant (Certified)											
411	Physical Therapist											
412	Physician											
413	Physician Assistant											
414	Radiologic Technologist											
415	Registered Nurse											
416	Registered Nurse Consultant											
417	Registered Nurse Evaluator											
418	Rehabilitation Counselor											
419	Veterinarian											
420	Veterinarian Technologist											

COLORADO

Compensation & Benefits Survey
Medical

Please indicate type of plan(s) offered (check all boxes that apply):

☐ PPO ☐ HMO ☐ POS ☐ Indemnity ☐ High deductible w/HSA ☐ High deductible w/o HSA ☐ Other

Do you offer a high deductible plan with an HSA?	☐ Yes ☐ No
If yes, is there an employer contribution?	☐ Yes ☐ No
If yes, please indicate amount of employer contribution:	

Please provide the monthly premiums and costs for your **most populated** medical plan:

	Total Monthly Premium	Employer Cost	Employee Cost
Employee Only			
Employee & Spouse			
Employee & Child(ren)			
Employee & Family			

For your most populated plan reported above, how many employees are covered?	

Please complete the following information regarding the plan design for your **most populated** medical plan.

	In Network	Out of Network
Individual deductible		
Family deductible		
Coinsurance (e.g., 80/20, 70/30, etc.)		
Individual out-of-pocket maximum		
Family out-of-pocket maximum		
Office co-payment (primary care physician)		
Office co-payment (specialist)		
Emergency room co-payment		
In-patient hospital co-payment (per day)		

Prescription Drug Benefits	Retail	Mail Order
Co-payment/co-insurance for generic drugs		
Co-payment/co-insurance for preferred brand drugs		
Co-payment/co-insurance for non-preferred drugs		

COLORADO

Compensation & Benefits Survey
Dental & Vision

Dental Plan

Do you offer dental coverage to your employees?	☐ Yes ☐ No
If yes, please indicate type of plan(s) offered (check all boxes that apply):	

☐ Schedule of Benefits ☐ Comprehensive/Indemnity ☐ Dental PPO ☐ Dental Maintenance Organization (DMO)

Do you offer orthodontic benefits?	☐ Yes ☐ No
If yes, what is the per person lifetime maximum?	
Is there an age restriction on orthodontic benefits?	☐ Yes ☐ No
If yes, what age group is covered?	

Please provide the monthly premiums and costs for your **most populated** dental plan.

	Total Monthly Premium	Employer Cost	Employee Cost
Employee Only			
Employee & Spouse			
Employee & Child(ren)			
Employee & Family			

	Individual	Family
Annual deductible		
Annual maximum		
Preventive services coinsurance		
Basic services coinsurance		
Major services coinsurance		

Vision Plan

Do you offer **vision** coverage to your employees?	☐ Yes ☐ No
Is your vision coverage bundled with your medical plan?	☐ Yes ☐ No

Please provide the monthly premiums and costs for your vision plan if not bundled with medical.

	Total Monthly Premium	Employer Cost	Employee Cost
Employee Only			
Employee & Spouse			
Employee & Child(ren)			
Employee & Family			

COLORADO

Compensation & Benefits Survey
Retirement Plans

Defined Benefit (DB) Plan

Do you offer a defined benefit plan?	☐ Yes ☐ No
Do employees contribute?	☐ Yes ☐ No
If employees contribute, what percentage of base pay do they contribute?	
What is your employer contribution rate for the plan?	

What is your benefit formula (i.e., Years of Service x Final Average Salary x Benefit Factor of 1.5%, 2%, etc.)?

Please indicate the amount of your unfunded liability:	
Please indicate the return rate of assumption:	
Please provide the total value of assets of your plan:	

Defined Contribution (DC) Plan (contributory savings plan)

Do you offer a defined contribution plan?	☐ Yes ☐ No
If yes, is it a pre or post-tax plan?	☐ Pre-tax ☐ Post-tax
If yes, what type of plan(s) do you offer?	

☐ Deferred Compensation (IRS Section 457 Plan) ☐ IRS Section (401(k) Plan) ☐ Savings Plan (IRS Section 401(a) Plan) ☐ Other

If other, please explain:

Is there an employer match to the plan(s)?	☐ Yes ☐ No
If yes, what is the maximum percent of the employer match?	
If this is a matching plan, what is your formula?	

COLORADO

Compensation & Benefits Survey
Disability Plans

Short-Term Disability (other than sick leave)

Do you offer a short-term disability plan? ☐ Yes ☐ No

Waiting period (# of days)?	
What is the benefit as a percent of regular salary?	
What percent of the premium does the company pay?	
What is the cost per $100 of payroll?	
What is the maximum time-off for STD?	

Long-Term Disability

Do you offer a long-term disability plan? ☐ Yes ☐ No

Waiting period (# of days)?	
What is the benefit as a percent of salary?	
What percent of the premium does the company pay?	
What is the cost per $1,000 of payroll?	
What is the maximum time-off for LTD?	

Sick Leave (other than short-term disability) If you have a PTO plan, please leave this section blank and see next tab.

Number of hours accrued per year?	
Maximum hours of carry over?	

Please explain your policy once the maximum accrual is reached:

Do you payout sick leave upon early retirement?	☐ Yes ☐ No
If yes, at what percent?	
Do you payout sick leave upon retirement?	☐ Yes ☐ No
If yes, at what percent?	
Do you payout sick leave when an employee quits?	☐ Yes ☐ No
If yes, at what percent?	

Maternity Leave

Do you offer any duration of 100% paid maternity leave (outside of STD or PTO)?	☐ Yes ☐ No
Do vacation/sick/personal days have to be used before paid maternity leave is taken?	☐ Yes ☐ No

Bereavement Leave

Do you offer bereavement leave?	☐ Yes ☐ No
If yes, how many days per occurrence are allowed?	
Do you have a written policy as to whom bereavement leave can be used for? (i.e. death of a spouse, child, aunt, etc.)	☐ Yes ☐ No

Compensation & Benefits Survey
Paid Time-Off

Vacation/PTO Plan

Please indicate the type of plan your organization offers: ☐ Vacation ☐ PTO plan

What is the maximum number of hours per year accrued at the highest level?	
How many years of service does it take to get to the maximum accrual level?	
What is the maximum number of hours of carry-over allowed?	

Please provide your schedule of vacation or PTO benefits (hours accrued each year; if PTO plan include only non-mandatory holidays):

1 year service	
5 years service	
7 years service	
10 years service	
15 years service	
20 years service	
25 years service	

Holidays

Total number of holidays per year? (If you have a PTO plan, provide only mandatory holidays.)	

Personal Days

Total number of personal days per year?	

Compensation & Benefits Survey
Life Insurance

Do you offer employee basic group term life insurance?	☐ Yes	☐ No
Do you offer employee voluntary supplemental group term life insurance?	☐ Yes	☐ No
Do you offer employee accidental death and dismemberment (AD&D) insurance?	☐ Yes	☐ No
Do you offer dependent group term life insurance?	☐ Yes	☐ No

	Employee Basic Life	Employee Voluntary Life
Amount of coverage (e.g., 2 x salary, flat dollar, other)		
Percent of monthly premium employer pays		
Cost per $1,000 or unit		
Maximum dollar amount of coverage		

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Compensation & Benefits Survey
Miscellaneous Benefits

Premium Pay

Do you offer premium pay for any of your positions? ☐ Yes ☐ No

If yes, are any of the following included: ☐ Hazardous duty pay ☐ On-call pay ☐ Shift differential pay ☐ Call-back pay

If you include other premium pay options, please explain:

Benefits for Part-time Employees

Which of the following benefits do you offer to part-time employees? Indicate how many hours per year these employees must work to be eligible. Also indicate the percent of premium paid by the employer at this level.

Benefit			Hours per Year	Employer % of Employee Only Premium	Employer % of Dependent Premium
Medical	☐ Yes	☐ No			
Dental	☐ Yes	☐ No			
Disability	☐ Yes	☐ No			
Life	☐ Yes	☐ No			
Retirement	☐ Yes	☐ No			
Paid vacation	☐ Yes	☐ No			
Paid sick leave	☐ Yes	☐ No			

Flex Schedules

Do you offer an opportunity for employees to work a flex schedule? ☐ Yes ☐ No

If yes, are all employees eligible? ☐ Yes ☐ No

Telecommuting

Can employees telecommute? ☐ Yes ☐ No

Wellness Benefits/Incentives

Please check the wellness programs/incentives that you offer:

- ☐ Healthy food options on-site
- ☐ Fitness center reimbursements
- ☐ Wellness coaching
- ☐ Nutritional/diabetes counseling
- ☐ On-site fitness equipment
- ☐ Smoking cessation program
- ☐ Medical premium rate reduction
- ☐ Paid time to attend exercise classes
- ☐ On-site fitness classes
- ☐ Weight loss program reimbursement
- ☐ Paid time to attend nutrition classes
- ☐ Rewards for participating in annual health risk assessments and/or biometric testing
- ☐ Health seminars/classes
- ☐ Other

If other, please provide additional options that you offer: