
**1999 STATE OF FLORIDA
CAREER SERVICE
SALARY SURVEY**

Final Report to the Legislature

SUBMITTED TO:

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EXECUTIVE SUMMARY

The enclosed study represents the 1999 State of Career Service Salary Survey. MGT of America, Inc. (MGT), a national management consulting firm, was selected to assist the Florida Department of Management Services (DMS) in the preparation of this report. While MGT conducted the survey in an independent manner, the production of this report was a team effort in conjunction with DMS staff.

The purpose of the study has been to identify the compensation and benefits levels of a broad range of employers within the state of Florida and the southeastern United States. The sampling methodology takes into account employers throughout the state in order to supply market averages that are representative of public and private sector entities in each geographic area of the state. The results were then used to determine the competitiveness of the State of Florida's compensation plan. This important first step will provide the State with the foundation needed to begin revitalizing its classification and compensation structures and subsequently enhancing the existing automated position control system.

The methodology included an initial series of meetings with DMS staff. Based on the DMS staff input and a review of current and historical pay practices, MGT developed a survey document that included 100 benchmark classes, as well as an extensive number of benefits questions. Three hundred forty-four (344) surveys were sent to a mix of public and private employers. These employers included cities, counties, community colleges, school districts, sheriff departments, private organizations, water management districts, hospitals, correctional facilities, the Florida Board of Regents and states in the southeastern United States. Of the total number of surveys distributed, one hundred sixty-four (164) usable responses were received for a total response rate of 48%.

The distribution of surveys included the following regions within the State: Northwest, Northeast, Central, Southwest, and Southeast Florida. This distribution was designed to account for geographical differentials in the cost of living, the demand for labor, and the necessity to sample the State of Florida's regional competitors.

The survey was constructed by developing concise class descriptors and by formatting questions to collect the matching title, the degree of similarity between the surveyed organization's class and the State's class, minimum and maximum salary, actual hiring rate, and the number of full-time equivalent positions. Likewise, the forms of analysis focused on comparing minimum and maximum salaries, actual hiring rates and full-time equivalent position data by cross tabulating organizational and regional averages.

Results indicate that the hiring rates of the State of Florida are lower than the survey averages on 62 percent of the 100 surveyed classes. Of these classes, the State pays 42 classes at a rate 15 percent below the survey average, and pays 10 classes at a rate greater than 15 percent above the survey average. Similarly, when considering these results by functional areas, 79 percent of the hiring rates fall below the market average. The General Safety functional area appears to be more than competitive. When regional differences and competitive area differentials are considered, the majority of functional areas receiving the highest hiring rates of pay are in the southeastern region of the state.

This study assumes that there is an approximate equivalence in the labor market through a combination of salary and benefits. This assumption states that a job that offers less than the market salary would offer above market average benefits to offset the salary differential. Therefore this report utilizes a unique methodology to link

compensation and benefits through the creation of an index based upon the cumulative and regressed analysis of survey data.

Findings in the area of benefits indicate that Missouri, Mississippi, and Georgia score the highest on the “benefit scale” established in the report. Within the state of Florida, Florida government offers benefits comparable to counties, yet short of school boards, hospitals, and municipalities.

The report includes a comprehensive discussion of the survey methodology, an analysis of the survey response patterns, a presentation of the responses regarding benefits, and discussion of overall findings and trends.



1.0 INTRODUCTION

MGT of America, Inc. (MGT), a national research and consulting firm, was retained by the Florida Department of Management Services (DMS) to assist in the design, data collection, analysis, and reporting of results for this *1999 State of Florida Career Service Salary Survey*. MGT researchers reviewed the informational materials that were prepared to precede the survey, designed the survey instrument, selected a sampling methodology, managed all data collection field work, and completed analyses of the data.

The State of Florida is currently in a transition period with regard to the human resource management field. A key component in the transition is the implementation of a competency-based human resource system by the Department of Management Services. The move to a competency-based system will fundamentally change the classification, compensation, and evaluation mechanisms used by the State. An integral part of preparing for this change is ascertaining the competitiveness of the State's current compensation plan and determining the distance from current Florida market average hiring rates.

This study utilizes a combined salary and benefits survey instrument to gain insight into the compensation levels of 100 benchmark classes (Appendix C) chosen by the State. Three hundred and forty-four (344) surveys were distributed to a mix of public and private organizations, including:

- municipalities;
- counties;
- hospitals;
- community colleges;
- sheriff departments;
- water management districts;
- school districts;
- private organizations;
- correctional facilities;

- southeastern states; and
- The Florida Board of Regents.

One hundred and ninety (190) organizations, or 55 percent, responded to the survey. Of the 190 respondents, 164 agreed to participate in the survey and provided data suitable for analysis.

From the acquired data, several forms of analysis were performed and are presented. Averages based on organization type and region for the minimum, maximum, midpoint, and hiring rate salary, appear in tabular form. Additionally, graphs are included to facilitate comparisons of hiring rates of other organizations. Descriptive statistics and actual respondent narrative summarize the benefit data.

Including this Introduction, the report contains six (6) chapters. A discussion of the sampling criteria and characteristics appear in Chapter 2.0. A detailed analysis of the surveyed classes by organization type and region is presented in Chapter 3.0. The benefits portion of the survey is described in Chapter 4.0. Chapter 5.0 provides a detailed discussion of the linkage between compensation and benefits. Chapter 6.0 summarizes the overall findings, trends, similarities, and differences between the 1998 and 1999 surveys. Following Chapter 6.0, appendices display the survey instrument and other supporting information.

2.0 METHODOLOGY

The 1999 State of Florida Salary Survey utilizes a mail survey instrument to collect salary and benefit data on 100 benchmark classes. This is the second consecutive year that MGT and DMS collaboratively administered the salary survey and created this report. The use of a consistent sampling methodology permits more meaningful comparisons between the 1998 and 1999 data and enhances the comprehensiveness of this report.

This chapter outlines the process followed in developing and implementing this 1999 State of Florida Salary Survey. After introducing how the survey was constructed, each section of the data collection process, as well as data reliability, is discussed in detail.

Survey Construction

The survey instrument incorporated two separate sections. Section A included 100 classes selected from the classification plan utilized by the State of Florida. Collectively, these classes serve as benchmarks to gauge the competitiveness of the State's compensation plan. MGT staff worked closely with the DMS project team to maintain a core of classes from the 1998 survey while adding a significant number of high turnover classes that were not in the 1998 survey. Like the 1998 instrument, the survey collected matching class title, goodness of fit with the State's respective class, minimum and maximum salary, actual hiring rate, and number of full-time equivalent (FTE) positions. Section B combined a MGT benefit survey with questions contributed from DMS staff in order to create an instrument geared toward the survey audience.

MGT included a software application as an alternative data collection tool. Respondents were mailed a 3.5-inch floppy disk on which they enter the relevant pay

and benefit information. The returned disks could then be downloaded and used for analysis by MGT. Thirty-one (31) percent of respondents used the disk and answered Sections A and B in electronic form.

Survey Sample Methodology

The 1999 State of Florida Salary Survey targeted 344 organizations from the following categories:

- municipalities;
- counties;
- hospitals;
- community colleges;
- sheriff departments;
- water management districts;
- school districts;
- private organizations;
- correctional facilities;
- Florida Board of Regents; and
- other southeastern states.

These organizational types represent the State of Florida's major competitors for potential employees. Within each organizational type, the selection of survey targets was determined by whether an organization possessed a sufficient number of classes comparable to the 100 chosen benchmarks, a sufficient number of employees to ensure a viable sample, and a general comparability to state government. In addition, to ensure comparability targets remained consistent with those selected for the 1998 survey. The only exception to the above criteria was the replacement of those private firms that chose not to participate in last year's study with alternate firms. The distribution of respondent organization types appears in Exhibit 2-1.

**EXHIBIT 2-1
STRATIFICATION OF SALARY SURVEY SAMPLE BY ORGANIZATION TYPE**

| Organizational Type | Count | Percentage |
|----------------------------|--------------|-------------------|
| Municipality | 80 | 23% |
| County | 53 | 15% |
| Hospital | 28 | 8% |
| Community College | 28 | 8% |
| Sheriff Department | 36 | 10% |
| Water Management District | 5 | 1% |
| School District | 20 | 6% |
| Board of Regents | 1 | 0% |
| Private Organization | 70 | 20% |
| Correctional Facility | 9 | 3% |
| | | |
| Southeastern States | 13 | 4% |
| State of Florida | 1 | 0% |
| | | |
| Total: | 344 | 100% |

Additionally, the regional location of organizations played a role in the validity of a market sample due to geographical differentials in the cost of living and the demand for labor. Discussion between the DMS and MGT teams resulted in the decision to divide Florida into five distinct regional labor markets. The regions included Northwest Florida, Northeast Florida, Central Florida, Southwest Florida, and Southeast Florida. The 1998 study illustrated the representativeness and soundness of the regional divisions, therefore the regional divisions were maintained in this study.

A map and table summarizing the location of specific counties appear in Appendix A. Exhibit 2-2 summarizes the breakdown of respondent percentages by region.

**EXHIBIT 2-2
REGIONAL REPRESENTATION OF RESPONDENTS**

| Region | Count | Percentage |
|---------------------|--------------|-------------------|
| Northwest | 68 | 20% |
| Northeast | 58 | 17% |
| Central | 85 | 25% |
| Southwest | 58 | 17% |
| Southeast | 61 | 18% |
| | | |
| Southeastern States | 13 | 4% |
| State of Florida | 1 | 0% |
| | | |
| Total: | 344 | 100% |

The over-sampling in the central and southern regions of Florida occurred due to the relative concentration of population and employers within those areas. Over-sampling in the northwestern region transpired due to the high concentration of public sector employees, specifically those working for the State of Florida that work for this region. The organizations sampled appear in Appendix B.

An additional facet of stratification to consider is the overlap between region and organization type. Exhibit 2-3 illustrates the results of the cross-tabulation of region and organization type.

**EXHIBIT 2-3
SAMPLING DISTRIBUTION COMPARED BY
ORGANIZATIONAL TYPE AND REGION**

| Organizational Type | Region | | | | | Total |
|-----------------------|-----------|-----------|---------|-----------|-----------|-------|
| | Northwest | Northeast | Central | Southwest | Southeast | |
| Municipality | 10 | 10 | 24 | 11 | 25 | 80 |
| Community College | 6 | 5 | 9 | 4 | 4 | 28 |
| County | 13 | 11 | 12 | 13 | 4 | 53 |
| Hospital | 6 | 6 | 5 | 5 | 6 | 28 |
| Private Organization | 11 | 13 | 21 | 10 | 15 | 70 |
| Board of Regents | 1 | 0 | 0 | 0 | 0 | 1 |
| Sheriff | 8 | 8 | 8 | 8 | 4 | 36 |
| School District | 4 | 4 | 4 | 4 | 4 | 20 |
| Water Mgt District | 1 | 2 | 1 | 0 | 1 | 5 |
| Correctional Facility | 3 | 0 | 3 | 3 | 0 | 9 |
| Total: | 63 | 59 | 87 | 58 | 63 | 330 |

The concentration of specific organizational types by region is based on the population of the area (municipalities, counties, private organizations) or dividing the respondents evenly across regions (hospitals, sheriff departments, school districts).

Survey Collection Methodology

After DMS approved the mailing list of survey targets, a survey package (including a hardcopy of the instrument, electronic copy on disk, and a letter from the Governor) was sent to each potential participant. The mailing of all surveys occurred on July 12, 1999.

The response rate was tracked daily so that the follow-up measures could be designed depending on the nature of non-respondents. A phone and fax campaign started on August 2nd and continued through September 10th. Finally, a follow-up letter was sent on September 13th to non-respondents to announce an extension of the survey deadline to September 24th. All responses received by MGT until October 1st were included in this report.

Survey Results

One hundred and ninety (190) of the 344, or 55 percent, of the organizations responded by October 1st. However, 26 of the respondents indicated a lack of interest in participating and provided no useful information. Thus, the functional sample size totaled 164, or 48 percent.

The response levels for usable surveys by organizational type appear in Exhibit 2-4. All organizational types remain within five percentage points of the expected count except for municipalities and private organizations. The average over or under-representation for all organizational types equals 0.1 percent. Municipalities are over-represented in the sample and private organizations are under-represented. Since municipalities hold the largest number of comparable classes and serve as one of the biggest competitors to the State of Florida, the over-representation should not invalidate the conclusions drawn from the sample. Private firms represent a low proportion of the total sample, however a larger number responded this year than last. Nevertheless, the low count must be factored into conclusions drawn from their responses.

**EXHIBIT 2-4
COMPARISON OF ORGANIZATIONAL TYPE RESPONSE LEVELS**

| Organizational Type | Expected Count | % of Total | Respondents Count | % of Total | % Expected - % Actual |
|----------------------------|-----------------------|-------------------|--------------------------|-------------------|------------------------------|
| Municipality | 80 | 23.3% | 46 | 28.0% | -4.8% |
| County | 53 | 15.4% | 32 | 19.5% | -4.1% |
| Hospital | 28 | 8.1% | 9 | 5.5% | 2.7% |
| Community College | 28 | 8.1% | 19 | 11.6% | -3.4% |
| Sheriff Department | 36 | 10.5% | 21 | 12.8% | -2.3% |
| Water Management District | 5 | 1.5% | 4 | 2.4% | -1.0% |
| School District | 20 | 5.8% | 10 | 6.1% | -0.3% |
| Board of Regents | 1 | 0.3% | 1 | 0.0% | 0.3% |
| Private Organization | 70 | 20.3% | 11 | 6.7% | 13.6% |
| Correctional Facility | 9 | 2.6% | 0 | 0.0% | 2.6% |
| | | | | | |
| Southeastern States | 13 | 3.8% | 10 | 6.1% | -2.3% |
| State of Florida | 1 | 0.3% | 1 | 0.6% | -0.3% |
| | | | | | |
| Total | 344 | 100.0% | 164 | 100.0% | - |
| Average | - | - | - | - | 0.1% |

Regionally, the difference between expected and actual responses averages zero with all of the differences falling within five percent of zero, except for the Northeast. The Northeastern region is underrepresented by approximately seven percent. As a result, the other regions are over-represented. Neither should be a problem since a sufficient number of respondents exist to provide a good estimate for each region.

**EXHIBIT 2-5
COMPARISON OF RESPONSE LEVELS BASED ON REGION**

| Region | Expected Count | % of Total | Respondents Count | % of Total | % Expected - % Actual |
|---------------------|----------------|---------------|-------------------|---------------|-----------------------|
| Northwest | 68 | 19.8% | 29 | 17.7% | 2.1% |
| Northeast | 58 | 16.9% | 16 | 9.8% | 7.1% |
| Central | 85 | 24.7% | 46 | 28.0% | -3.3% |
| Southwest | 58 | 16.9% | 28 | 17.1% | -0.2% |
| Southeast | 61 | 17.7% | 34 | 20.7% | -3.0% |
| Southeastern States | 13 | 3.8% | 10 | 6.1% | -2.3% |
| State of Florida | 1 | 0.3% | 1 | 0.6% | -0.3% |
| Total | 344 | 100.0% | 164 | 100.0% | - |

Not only is it important for the included respondents to match the organizational and locational criteria independently, it is imperative that when combined, the respondents are distributed in a representative manner. Exhibit 2-6 displays the relative locations of respondents by type.

**EXHIBIT 2-6
RESPONSES BY ORGANIZATIONAL TYPE AND REGION**

| Organizational Type | Region | | | | | Total |
|----------------------|-----------|-----------|-----------|-----------|-----------|------------|
| | Northwest | Northeast | Central | Southwest | Southeast | |
| Municipality | 9 | 2 | 16 | 5 | 15 | 47 |
| Community College | 3 | 3 | 7 | 4 | 2 | 19 |
| County | 8 | 2 | 10 | 8 | 4 | 32 |
| Hospital | 2 | 2 | 0 | 1 | 4 | 9 |
| Private Organization | 0 | 1 | 5 | 1 | 4 | 11 |
| Sheriff | 5 | 2 | 5 | 7 | 2 | 21 |
| School District | 1 | 3 | 2 | 2 | 2 | 10 |
| Water Mgt District | 1 | 1 | 1 | 0 | 1 | 4 |
| Board of Regents | 1 | 0 | 0 | 0 | 0 | 1 |
| Total: | 29 | 16 | 46 | 28 | 34 | 154 |

Hospitals, private organizations, and water management districts are not distributed across all of the regions. Nevertheless, the missing values in these areas should not have a significant impact on the overall results due to the lower number of similarities in the benchmark classes. As a result, the distribution of respondents is adequate to assess the salary and benefits levels across the state of Florida.

It is important to note that the distribution of respondents overall is slightly different than the 1998 survey. Eighty-eight (88) percent of the respondents coincide with the 1998 respondents. The biggest change is the shift of respondents from the northeast to the southeast region. Another change relates to the decrease in the number of municipalities in the overall sample. Both of these factors are noteworthy, yet fail to significantly influence the comparability of the samples.

Data Reliability and Cleaning

In order to assess the reliability of the data, MGT staff checked each survey to ensure that an appropriate matching class title was selected. In addition, pay ranges were checked for reasonableness. Out of the 164 respondents, only eleven surveys suffered from some form of data problem. When possible, the respondent was contacted and asked to verify questionable information. When confirmation was not possible, the individual class was removed from the analysis.

Structure of Comparisons

Due to the importance of understanding the ability of the State of Florida to attract employees, the hiring rate serves as the primary point of comparison for this study. The hiring rate illustrates the barriers to attracting employees as well as the short-term retention capability of an employer. By fixing the analysis to the point of entry, more uniform comparisons are possible.

DMS supplied salary and benefits data to MGT in the same format as other respondents. Unlike the 1998 survey where a standard ten percent was added to the minimum, the State of Florida provided data based on the average of the actual hiring rate. The use of actual data vis-à-vis fixed value add-ons provides more realistic estimates of state hiring rates.

Conclusion

Although some differences exist between the 1998 and 1999 respondents, the composition of the samples remained generally the same. Exhibit 2-7 illustrates the differences between the samples by organizational type. The largest decrease in respondents occurred among municipalities. Nine municipalities reported to MGT that the end of the budget cycle corresponded with the survey deadline and prevented participation. In addition, two of the three missing hospitals related to the merging of several health care providers in central Florida during the last year. New private firm respondents as an organizational type grew the most from 1998 to 1999 for a total of five new firms.

**EXHIBIT 2-7
DIFFERENCES IN RESPONDENTS BETWEEN 1998 AND 1999**

| Organization | Not Reporting in 1999 | New Organizations in 1999 |
|---------------------|------------------------------|----------------------------------|
| County | 4 | 1 |
| School District | 2 | 1 |
| Municipality | 13 | 2 |
| Community College | 6 | 2 |
| Hospital | 3 | 1 |
| Private Firm | 4 | 5 |
| Sheriff | 2 | 1 |
| States | 3 | 0 |
| | | |
| Total | 37 | 13 |

In sum, the shift in representation across the sample is not a major concern for comparison.

4.0 BENEFITS ANALYSIS RESULTS

PART A GENERAL POLICY:

1. Employee benefits make up what percentage of compensation?

| Organization | Mean |
|--------------------------|------|
| Community College | 27.0 |
| County | 33.0 |
| Florida Board of Regents | 0.0 |
| Hospital | 27.0 |
| Municipality | 29.7 |
| Private Sector | 28.2 |
| School Board | 27.1 |
| Sheriff | 37.9 |
| Water Mgt. District | 39.3 |
| Southeastern States | 27.6 |
| State of Florida | 35.0 |

2. Do you have a "full credit cafeteria plan" for employees to select benefits suited to their needs/desires?

| Organization | % Yes | % No |
|--------------------------|-------|-------|
| Community College | 22.2 | 77.8 |
| County | 40.0 | 60.0 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 33.3 | 66.7 |
| Municipality | 27.3 | 72.7 |
| Private Sector | 16.7 | 83.3 |
| School Board | 62.5 | 37.5 |
| Sheriff | 42.1 | 57.9 |
| Water Mgt. District | 50.0 | 50.0 |
| Southeastern States | 22.2 | 77.8 |
| State of Florida | 0.0 | 100.0 |

3. Do you have full flexible benefit programs for employees?

| Organization | % Yes | % No |
|--------------------------|-------|-------|
| Community College | 57.9 | 42.1 |
| County | 50.0 | 50.0 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 75.0 | 25.0 |
| Municipality | 34.9 | 65.1 |
| Private Sector | 41.7 | 58.3 |
| School Board | 57.1 | 42.9 |
| Sheriff | 42.1 | 57.9 |
| Water Mgt. District | 75.0 | 25.0 |
| Southeastern States | 50.0 | 50.0 |
| State of Florida | 100.0 | 0.0 |

4. Do you have a job share policy?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 11.1 | 88.9 |
| County | 3.2 | 96.8 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 11.1 | 88.9 |
| Municipality | 4.5 | 95.5 |
| Private Sector | 16.7 | 83.3 |
| School Board | 40.0 | 60.0 |
| Sheriff | 0.0 | 100.0 |
| Water Mgt. District | 75.0 | 25.0 |
| Southeastern States | 50.0 | 50.0 |
| State of Florida | 100.0 | 0.0 |

5. Do you have a telecommuting policy?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 5.6 | 94.4 |
| County | 10.0 | 90.0 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 22.2 | 77.8 |
| Municipality | 11.4 | 88.6 |
| Private Sector | 8.3 | 91.7 |
| School Board | 20.0 | 80.0 |
| Sheriff | 5.3 | 94.7 |
| Water Mgt. District | 25.0 | 75.0 |
| Southeastern States | 12.5 | 87.5 |
| State of Florida | 100.0 | 0.0 |

6. If applicable, do you provide monetary perquisites for part time employees?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 8.3 | 91.7 |
| County | 5.0 | 95.0 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 16.7 | 83.3 |
| Municipality | 10.3 | 89.7 |
| Private Sector | 0.0 | 100.0 |
| School Board | 28.6 | 71.4 |
| Sheriff | 0.0 | 100.0 |
| Water Mgt. District | 0.0 | 100.0 |
| Southeastern States | 0.0 | 100.0 |
| State of Florida | 100.0 | 0.0 |

PART B LEAVE POLICY:

7. Which of the following best describes your leave program?

| Organization | Employees accrue and use leave by category (vacation, sick, holidays, etc) (%) | Employees are allotted a certain number of days under a paid time off (PTO) or generic leave category (%) | A combination of the above (%) |
|--------------------------|--|---|--------------------------------|
| Community College | 100.0 | 0.0 | 0.0 |
| County | 87.1 | 9.7 | 3.2 |
| Florida Board of Regents | 100.0 | 0.0 | 0.0 |
| Hospital | 22.3 | 33.3 | 44.4 |
| Municipality | 91.1 | 2.2 | 6.7 |
| Private Sector | 83.4 | 8.3 | 8.3 |
| School Board | 70.0 | 0.0 | 30.0 |
| Sheriff | 90.0 | 0.0 | 10.0 |
| Water Mgt. District | 100.0 | 0.0 | 0.0 |
| Southeastern States | 88.9 | 0.0 | 11.1 |
| State of Florida | 100.0 | 0.0 | 0.0 |

8. If applicable, please describe your policy for accruing days of vacation:

What is your maximum number of vacation days that can be accrued annually?

| Organization | Mean |
|--------------------------|------|
| Community College | 25.8 |
| County | 52.4 |
| Florida Board of Regents | 30.0 |
| Hospital | 20.0 |
| Municipality | 28.7 |
| Private Sector | 18.6 |
| School Board | 29.7 |
| Sheriff | 26.4 |
| Water Mgt. District | 16.5 |
| Southeastern States | 29.7 |
| State of Florida | 20.0 |

Upon termination, do employees receive pay for unused vacation days?

| Organization | % Yes | % No |
|--------------------------|-------|------|
| Community College | 100.0 | 0.0 |
| County | 94.7 | 5.3 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 66.7 | 33.3 |
| Municipality | 96.9 | 3.1 |
| Private Sector | 85.7 | 14.3 |
| School Board | 100.0 | 0.0 |
| Sheriff | 100.0 | 0.0 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 100.0 | 0.0 |
| State of Florida | 100.0 | 0.0 |

If yes, what is the maximum number of days paid?

| Organization | Mean |
|--------------------------|-------------|
| Community College | 29.7 |
| County | 86.3 |
| Florida Board of Regents | 60.0 |
| Hospital | 24.7 |
| Municipality | 46.6 |
| Private Sector | 18.3 |
| School Board | 75.4 |
| Sheriff | 47.0 |
| Water Mgt. District | 39.8 |
| Southeastern States | 39.7 |
| State of Florida | 30.0 |

9. If applicable, please describe your policy for accruing PTO:

What is your maximum number of PTO days that can be accrued annually?

| Organization | Mean |
|--------------------------|-------------|
| Community College | 0.0 |
| County | 18.3 |
| Florida Board of Regents | 0.0 |
| Hospital | 33.8 |
| Municipality | 30.0 |
| Private Sector | 28.0 |
| School Board | 0.0 |
| Sheriff | 12.0 |
| Water Mgt. District | 0.0 |
| Southeastern States | 15.0 |
| State of Florida | 0.0 |

Upon termination, do employees receive pay for unused PTO days?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 33.3 | 66.7 |
| County | 87.5 | 12.5 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 100.0 | 0.0 |
| Municipality | 62.5 | 37.5 |
| Private Sector | 50.0 | 50.0 |
| School Board | 33.3 | 66.7 |
| Sheriff | 50.0 | 50.0 |
| Water Mgt. District | 0.0 | 0.0 |
| Southeastern States | 100.0 | 0.0 |
| State of Florida | 0.0 | 0.0 |

10. If applicable, please describe your sick leave policy:

What is the maximum number of sick days that can be accrued annually?

| Organization | Unlimited | 1-50 | 51-200 | 201-399 | 400-800 | No Answer |
|--------------------------|------------------|-------------|---------------|----------------|----------------|------------------|
| Community College | 5.3 | 73.7 | 0.0 | 0.0 | 0.0 | 21.1 |
| County | 15.4 | 28.0 | 3.1 | 0.0 | 0.0 | 53.1 |
| Florida Board of Regents | 0.0 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Hospital | 0.0 | 33.3 | 0.0 | 0.0 | 0.0 | 66.7 |
| Municipality | 4.4 | 41.4 | 2.2 | 0.0 | 2.2 | 50.0 |
| Private Sector | 0.0 | 41.7 | 0.0 | 0.0 | 0.0 | 58.3 |
| School Board | 10.0 | 40.0 | 0.0 | 0.0 | 0.0 | 50.0 |
| Sheriff | 0.0 | 68.2 | 9.1 | 0.0 | 0.0 | 22.7 |
| Water Mgt. District | 25.0 | 50.0 | 0.0 | 0.0 | 0.0 | 25.0 |
| Southeastern States | 10.0 | 30.0 | 10.0 | 0.0 | 0.0 | 50.0 |
| State of Florida | 0.0 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Upon termination, do employees receive pay for accumulated sick days?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 78.9 | 21.1 |
| County | 77.8 | 22.2 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 37.5 | 62.5 |
| Municipality | 69.2 | 30.8 |
| Private Sector | 22.2 | 77.8 |
| School Board | 66.7 | 33.3 |
| Sheriff | 68.4 | 31.6 |
| Water Mgt. District | 75.0 | 25.0 |
| Southeastern States | 25.0 | 75.0 |
| State of Florida | 100.0 | 0.0 |

If yes, what is the maximum number of paid days?*

| Organization | Unlimited | 0 | 1-50 | 51-200 | 201-399 | 400-800 | 801-1000 | 1001-1600 | No Answer |
|--------------------------|-----------|-----|------|--------|---------|---------|----------|-----------|-----------|
| Community College | 26.3 | 0.0 | 0.0 | 5.3 | 0.0 | 0.0 | 0.0 | 0.0 | 52.6 |
| County | 9.4 | 0.0 | 3.1 | 0.0 | 0.0 | 0.0 | 3.1 | 0.0 | 84.4 |
| Florida Board of Regents | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| Hospital | 11.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 77.8 |
| Municipality | 19.6 | 2.2 | 6.5 | 10.9 | 0.0 | 0.0 | 0.0 | 2.2 | 58.7 |
| Private Sector | 0.0 | 0.0 | 8.3 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 91.7 |
| School Board | 40.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 60.0 |
| Sheriff | 4.5 | 0.0 | 0.0 | 4.5 | 0.0 | 0.0 | 0.0 | 0.0 | 77.3 |
| Water Mgt. District | 25.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 50.0 |
| Southeastern States | 30.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 60.0 |
| State of Florida | 0.0 | 0.0 | 0.0 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

**Rows do not total 100 percent due to the inclusion of the responses below.*

Community College

- 50% of accrued leave
- 50% of total
- Percentage based on years of service

Hospital

- Varies

Sheriff

- Varies
- .33 accrued time if permanent/non-probationary
- S.O.P. 208.03

State

- .25 balance up to \$5,000

Water Management District

- .25 of remaining

Upon termination, do you require that the cash value of sick leave be rolled into a special account in lieu of cash payment?

| Organization | % Yes | % No |
|--------------------------|-------|-------|
| Community College | 15.8 | 84.2 |
| County | 0.0 | 100.0 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 0.0 | 100.0 |
| Municipality | 2.5 | 97.5 |
| Private Sector | 0.0 | 100.0 |
| School Board | 10.0 | 90.0 |
| Sheriff | 0.0 | 100.0 |
| Water Mgt. District | 0.0 | 100.0 |
| Southeastern States | 12.5 | 87.5 |
| State of Florida | 0.0 | 100.0 |

Is your sick leave policy incentive-based?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 5.3 | 94.7 |
| County | 35.7 | 64.3 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 12.5 | 87.5 |
| Municipality | 35.7 | 64.3 |
| Private Sector | 0.0 | 100.0 |
| School Board | 0.0 | 100.0 |
| Sheriff | 45.0 | 55.0 |
| Water Mgt. District | 75.0 | 25.0 |
| Southeastern States | 14.3 | 85.7 |
| State of Florida | 0.0 | 100.0 |

Are employees allowed to use accrued sick leave for family illness?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 100.0 | 0.0 |
| County | 92.6 | 7.4 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 50.0 | 50.0 |
| Municipality | 88.1 | 11.9 |
| Private Sector | 55.6 | 44.4 |
| School Board | 100.0 | 0.0 |
| Sheriff | 90.0 | 10.0 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 87.5 | 12.5 |
| State of Florida | 100.0 | 0.0 |

Can employees donate sick leave to other employees?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 15.8 | 84.2 |
| County | 51.7 | 48.3 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 12.5 | 87.5 |
| Municipality | 55.8 | 44.2 |
| Private Sector | 0.0 | 100.0 |
| School Board | 10.0 | 90.0 |
| Sheriff | 60.0 | 40.0 |
| Water Mgt. District | 50.0 | 50.0 |
| Southeastern States | 66.7 | 33.3 |
| State of Florida | 100.0 | 0.0 |

Can employees use donated sick leave for family illness?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 6.2 | 93.8 |
| County | 25.0 | 75.0 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 0.0 | 100.0 |
| Municipality | 28.2 | 71.8 |
| Private Sector | 0.0 | 100.0 |
| School Board | 16.7 | 83.3 |
| Sheriff | 41.2 | 58.8 |
| Water Mgt. District | 33.3 | 66.7 |
| Southeastern States | 44.4 | 55.6 |
| State of Florida | 0.0 | 100.0 |

Do you have a sick leave pool?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 89.5 | 10.5 |
| County | 46.4 | 53.6 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 0.0 | 100.0 |
| Municipality | 27.9 | 72.1 |
| Private Sector | 0.0 | 100.0 |
| School Board | 100.0 | 0.0 |
| Sheriff | 68.4 | 31.6 |
| Water Mgt. District | 75.0 | 25.0 |
| Southeastern States | 44.4 | 55.6 |
| State of Florida | 100.0 | 0.0 |

Do you cap the number of days that can be donated to the sick leave pool?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 73.7 | 26.3 |
| County | 47.6 | 52.4 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 0.0 | 100.0 |
| Municipality | 36.4 | 63.6 |
| Private Sector | 0.0 | 100.0 |
| School Board | 11.1 | 88.9 |
| Sheriff | 43.8 | 56.3 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 25.0 | 75.0 |
| State of Florida | 0.0 | 100.0 |

If yes, how many days?

| Organization | Unlimited | 0 | 1-50 | 51-200 | 201-399 | 400-800 | 801-1000 | 1001-1600 | No Answer |
|--------------------------|------------------|----------|-------------|---------------|----------------|----------------|-----------------|------------------|------------------|
| Community College | 10.5 | 0.0 | 26.3 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 63.2 |
| County | 9.4 | 0.0 | 18.8 | 3.1 | 0.0 | 0.0 | 0.0 | 3.1 | 65.6 |
| Florida Board of Regents | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Hospital | 11.1 | 0.0 | 11.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 77.8 |
| Municipality | 21.7 | 0.0 | 8.7 | 0.0 | 2.2 | 0.0 | 0.0 | 0.0 | 67.4 |
| Private Sector | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| School Board | 40.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 60.0 |
| Sheriff | 22.8 | 0.0 | 9.1 | 0.0 | 0.0 | 4.5 | 0.0 | 0.0 | 63.6 |
| Water Mgt. District | 0.0 | 0.0 | 25.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 75.0 |
| Southeastern States | 40.0 | 0.0 | 20.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 40.0 |
| State of Florida | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 |

Do you cap the maximum number of days an employee may draw from the pool?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 94.4 | 5.6 |
| County | 57.1 | 42.9 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 0.0 | 100.0 |
| Municipality | 38.1 | 61.9 |
| Private Sector | 0.0 | 100.0 |
| School Board | 87.5 | 12.5 |
| Sheriff | 66.7 | 33.3 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 20.0 | 80.0 |
| State of Florida | 100.0 | 0.0 |

If yes, how many days?

| Organization | Unlimited | 0 | 1-50 | 51-200 | 201-399 | 400-800 | 801-1000 | 1001-1600 | No Answer |
|--------------------------|------------------|----------|-------------|---------------|----------------|----------------|-----------------|------------------|------------------|
| Community College | 5.3 | 0.0 | 26.3 | 31.6 | 0.0 | 0.0 | 0.0 | 0.0 | 36.8 |
| County | 12.4 | 0.0 | 18.8 | 6.3 | 3.1 | 3.1 | 0.0 | 0.0 | 56.3 |
| Florida Board of Regents | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Hospital | 11.1 | 0.0 | 11.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 77.8 |
| Municipality | 21.7 | 0.0 | 8.7 | 2.2 | 0.0 | 0.0 | 0.0 | 0.0 | 67.4 |
| Private Sector | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| School Board | 20.0 | 0.0 | 10.0 | 30.0 | 0.0 | 0.0 | 0.0 | 0.0 | 40.0 |
| Sheriff | 18.2 | 0.0 | 9.1 | 27.2 | 0.0 | 0.0 | 0.0 | 0.0 | 45.5 |
| Water Mgt. District | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 25.0 | 0.0 | 0.0 | 75.0 |
| Southeastern States | 40.0 | 0.0 | 10.0 | 10.0 | 0.0 | 0.0 | 0.0 | 0.0 | 40.0 |
| State of Florida | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 |

11. Which of the following holidays does your organization observe?

| Organization | New Year's Day | Martin Luther King Jr. Day | Lincoln's Birthday | Washington's Birthday | Memorial Day | Independence Day | Labor Day | Columbus Day | Veteran's Day | Thanksgiving Day | Day After Thanksgiving | Christmas Eve | Christmas Day | Personal Holiday | Other |
|--------------------------|----------------|----------------------------|--------------------|-----------------------|--------------|------------------|-----------|--------------|---------------|------------------|------------------------|---------------|---------------|------------------|-------|
| Community College | 100.0 | 100.0 | 10.5 | 15.8 | 94.7 | 100.0 | 94.7 | 0.0 | 47.4 | 100.0 | 94.7 | 73.7 | 100.0 | 31.6 | 36.8 |
| County | 96.9 | 90.6 | 3.1 | 18.8 | 96.9 | 96.9 | 96.9 | 9.4 | 90.6 | 96.9 | 96.9 | 62.5 | 96.9 | 31.3 | 53.1 |
| Florida Board of Regents | 100.0 | 100.0 | 0.0 | 0.0 | 100.0 | 100.0 | 100.0 | 0.0 | 100.0 | 100.0 | 100.0 | 0.0 | 100.0 | 0.0 | 0.0 |
| Hospital | 100.0 | 33.3 | 0.0 | 11.1 | 88.9 | 100.0 | 100.0 | 22.2 | 33.3 | 100.0 | 11.1 | 11.1 | 100.0 | 11.1 | 22.2 |
| Municipality | 97.8 | 89.1 | 15.2 | 23.9 | 97.8 | 97.8 | 97.8 | 13.0 | 69.6 | 97.8 | 97.8 | 54.3 | 97.8 | 54.3 | 47.8 |
| Private Sector | 100.0 | 0.0 | 8.3 | 0.0 | 83.3 | 100.0 | 91.7 | 8.3 | 8.3 | 100.0 | 66.7 | 41.7 | 100.0 | 58.3 | 58.3 |
| School Board | 90.0 | 80.0 | 10.0 | 20.0 | 90.0 | 80.0 | 90.0 | 0.0 | 40.0 | 90.0 | 70.0 | 40.0 | 90.0 | 0.0 | 30.0 |
| Sheriff | 81.8 | 77.3 | 0.0 | 4.5 | 81.8 | 81.8 | 81.8 | 4.5 | 72.7 | 81.8 | 81.8 | 45.5 | 81.8 | 31.8 | 40.9 |
| Water Mgt. District | 100.0 | 100.0 | 0.0 | 25.0 | 100.0 | 100.0 | 100.0 | 0.0 | 75.0 | 100.0 | 100.0 | 25.0 | 100.0 | 100.0 | 50.0 |
| Southeastern States | 100.0 | 80.0 | 40.0 | 50.0 | 80.0 | 90.0 | 90.0 | 40.0 | 90.0 | 90.0 | 50.0 | 20.0 | 90.0 | 30.0 | 50.0 |
| State of Florida | 100.0 | 100.0 | 0.0 | 0.0 | 100.0 | 100.0 | 100.0 | 0.0 | 100.0 | 100.0 | 100.0 | 0.0 | 100.0 | 100.0 | 0.0 |

*Rows will not total 100 percent because respondents were asked to check all that apply.

- 12. Do you compensate injured employees for the first seven calendar days of disability under workman’s compensation?**

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 83.3 | 16.7 |
| County | 77.8 | 22.2 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 62.5 | 37.5 |
| Municipality | 79.5 | 20.5 |
| Private Sector | 72.7 | 27.3 |
| School Board | 87.5 | 12.5 |
| Sheriff | 89.5 | 10.5 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 28.6 | 71.4 |
| State of Florida | 100.0 | 0.0 |

PART C EMPLOYEE COMPENSATION:

- 13. Is additional compensation provided to employees who are on stand-by or on-call status?**

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 38.9 | 61.1 |
| County | 73.3 | 26.7 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 100.0 | 0.0 |
| Municipality | 75.0 | 25.0 |
| Private Sector | 33.3 | 66.7 |
| School Board | 30.0 | 70.0 |
| Sheriff | 20.0 | 80.0 |
| Water Mgt. District | 66.7 | 33.3 |
| Southeastern States | 37.5 | 62.5 |
| State of Florida | 100.0 | 0.0 |

- 14. Does stand-by status require employees to remain by a specified telephone or carry a pager?**

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 42.9 | 57.1 |
| County | 82.1 | 17.9 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 100.0 | 0.0 |
| Municipality | 92.5 | 7.5 |
| Private Sector | 75.0 | 25.0 |
| School Board | 44.4 | 55.6 |
| Sheriff | 88.2 | 11.8 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 71.4 | 28.6 |
| State of Florida | 100.0 | 0.0 |

- 15. Do you provide additional compensation to employees in "acting" or temporary status?**

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 76.5 | 23.5 |
| County | 86.2 | 13.8 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 88.9 | 11.1 |
| Municipality | 88.4 | 11.6 |
| Private Sector | 18.2 | 81.8 |
| School Board | 90.0 | 10.0 |
| Sheriff | 55.0 | 45.0 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 37.5 | 62.5 |
| State of Florida | 100.0 | 0.0 |

- 16. Is there a minimum amount of time that "acting" employees must serve before they receive additional compensation?**

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 22.2 | 77.8 |
| County | 66.7 | 33.3 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 37.5 | 62.5 |
| Municipality | 70.7 | 29.3 |
| Private Sector | 0.0 | 100.0 |
| School Board | 66.7 | 33.3 |
| Sheriff | 38.9 | 61.1 |
| Water Mgt. District | 25.0 | 75.0 |
| Southeastern States | 14.3 | 85.7 |
| State of Florida | 100.0 | 0.0 |

17. Do you provide a uniform maintenance allowance for law enforcement/correctional employees?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 16.7 | 83.3 |
| County | 36.4 | 63.6 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 66.7 | 33.3 |
| Municipality | 80.0 | 20.0 |
| Private Sector | 50.0 | 50.0 |
| School Board | 33.3 | 66.7 |
| Sheriff | 21.1 | 78.9 |
| Water Mgt. District | 0.0 | 100.0 |
| Southeastern States | 62.5 | 37.5 |
| State of Florida | 100.0 | 0.0 |

If yes, how much per year?

| Organization | Mean |
|--------------------------|-------------|
| Community College | 0.0 |
| County | 168.3 |
| Florida Board of Regents | 0.0 |
| Hospital | 125.0 |
| Municipality | 476.2 |
| Private Sector | 0.0 |
| School Board | 360.0 |
| Sheriff | 360.0 |
| Water Mgt. District | 0.0 |
| Southeastern States | 5.0 |
| State of Florida | 0.0 |

18. What is the length of a standard work day/week for full-time employees?

| Organization | Mean Hours/day | Mean Hours/week |
|--------------------------|-----------------------|------------------------|
| Community College | 8.4 | 31.4 |
| County | 6.8 | 32.7 |
| Florida Board of Regents | 8.0 | 40.0 |
| Hospital | 6.0 | 40.0 |
| Municipality | 8.0 | 29.5 |
| Private Sector | 9.1 | 36.7 |
| School Board | 6.1 | 35.4 |
| Sheriff | 6.8 | 32.2 |
| Water Mgt. District | 5.8 | 21.0 |
| Southeastern States | 7.0 | 28.2 |
| State of Florida | 8.0 | 40.0 |

19. Are exempt employees (under the FLSA) paid overtime?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 10.5 | 89.5 |
| County | 0.0 | 100.0 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 11.1 | 88.9 |
| Municipality | 2.2 | 97.8 |
| Private Sector | 9.1 | 90.9 |
| School Board | 10.0 | 90.0 |
| Sheriff | 5.0 | 95.0 |
| Water Mgt. District | 0.0 | 100.0 |
| Southeastern States | 0.0 | 100.0 |
| State of Florida | 0.0 | 100.0 |

20. Are exempt employees (under the FLSA) provided compensatory time for overtime hours worked?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 38.9 | 61.1 |
| County | 26.7 | 73.3 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 11.1 | 88.9 |
| Municipality | 32.6 | 67.4 |
| Private Sector | 27.3 | 72.7 |
| School Board | 22.2 | 77.8 |
| Sheriff | 20.0 | 80.0 |
| Water Mgt. District | 50.0 | 50.0 |
| Southeastern States | 14.3 | 85.7 |
| State of Florida | 100.0 | 0.0 |

Are there any limitations on accrual, use and/or carry over into the next pay period, month or year?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 33.3 | 66.7 |
| County | 50.0 | 50.0 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 28.6 | 71.4 |
| Municipality | 48.3 | 51.7 |
| Private Sector | 14.3 | 85.7 |
| School Board | 42.9 | 57.1 |
| Sheriff | 46.2 | 53.8 |
| Water Mgt. District | 50.0 | 50.0 |
| Southeastern States | 16.7 | 83.3 |
| State of Florida | 100.0 | 0.0 |

If yes, explain:

Community College

- Employees cannot begin calendar year with more than 44 days
- Maximum 80 hours accrual of compensatory time per calendar year

County

- 80 hours is the maximum accumulation
- All accrual earned must be used in same pay period it was earned
- Cannot exceed 40 hours and should be used in the 30 days in which it was earned
- Can accrue 240 hours, law enforcement 450
- Can only carry over 240 hours at the first of the year
- Exempt 40 hour administrative leave used annually

Hospital

- Can only carry over 400 hours PLT per calendar year

Municipality

- 60 hours maximum
- Compensatory ratio at 1.5
- Limit of 24 hours accrued
- You cannot exceed 36 days/288 hours

Private

- Only vacation time may be carried over into the next anniversary year

School Board

- Must be taken by end of next pay period
- Should be used within same pay period

Water Management District

- 40 hours maximum

Southeastern States

- Lapses if unused after 12 months
- Rate 6.25

PART D INSURANCE:

21. Do you provide employer paid medical insurance for your employees?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 100.0 | 0.0 |
| County | 96.7 | 3.3 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 77.8 | 22.2 |
| Municipality | 97.8 | 2.2 |
| Private Sector | 91.7 | 8.3 |
| School Board | 100.0 | 0.0 |
| Sheriff | 95.5 | 5.0 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 100.0 | 0.0 |
| State of Florida | 100.0 | 0.0 |

Does the employee pay for a portion of the employee coverage?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 47.4 | 52.6 |
| County | 56.3 | 43.8 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 88.9 | 11.1 |
| Municipality | 45.7 | 54.3 |
| Private Sector | 66.7 | 33.3 |
| School Board | 50.0 | 50.0 |
| Sheriff | 45.5 | 54.5 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 70.0 | 30.0 |
| State of Florida | 100.0 | 0.0 |

| Organization | Mean |
|--------------------------|-------------|
| Community College | 15.6 |
| County | 18.0 |
| Florida Board of Regents | 14.4 |
| Hospital | 23.6 |
| Municipality | 11.2 |
| Private Sector | 21.4 |
| School Board | 43.4 |
| Sheriff | 16.1 |
| Water Mgt. District | 6.3 |
| Southeastern States | 12.4 |
| State of Florida | 14.4 |

Sheriff

- PBSO Benefits Summary

Does the employee pay for a portion of dependent coverage?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 100.0 | 0.0 |
| County | 75.0 | 25.0 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 77.8 | 22.2 |
| Municipality | 76.1 | 23.9 |
| Private Sector | 83.3 | 16.7 |
| School Board | 80.0 | 20.0 |
| Sheriff | 63.6 | 36.4 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 70.0 | 30.0 |
| State of Florida | 100.0 | 0.0 |

| Organization | Mean |
|--------------------------|-------------|
| Community College | 77.7 |
| County | 63.7 |
| Florida Board of Regents | 22.9 |
| Hospital | 30.1 |
| Municipality | 62.0 |
| Private Sector | 38.6 |
| School Board | 86.1 |
| Sheriff | 53.3 |
| Water Mgt. District | 73.3 |
| Southeastern States | 53.1 |
| State of Florida | 22.8 |

22. Do you provide employer paid life insurance for your employees?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 94.7 | 5.3 |
| County | 93.5 | 6.5 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 77.8 | 22.2 |
| Municipality | 97.8 | 2.2 |
| Private Sector | 91.7 | 8.3 |
| School Board | 100.0 | 0.0 |
| Sheriff | 94.7 | 5.3 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 77.8 | 22.2 |
| State of Florida | 100.0 | 0.0 |

Does the employee pay for a portion of the employee coverage?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 42.1 | 57.9 |
| County | 53.1 | 46.9 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 55.6 | 44.4 |
| Municipality | 43.5 | 56.5 |
| Private Sector | 58.3 | 41.7 |
| School Board | 50.0 | 50.0 |
| Sheriff | 31.8 | 68.2 |
| Water Mgt. District | 75.0 | 25.0 |
| Southeastern States | 50.0 | 50.0 |
| State of Florida | 100.0 | 0.0 |

| Organization | Mean |
|--------------------------|-------------|
| Community College | 35.6 |
| County | 18.6 |
| Florida Board of Regents | 33.3 |
| Hospital | 43.0 |
| Municipality | 20.0 |
| Private Sector | 45.0 |
| School Board | 42.2 |
| Sheriff | 8.6 |
| Water Mgt. District | 3.3 |
| Southeastern States | 32.2 |
| State of Florida | 20.0 |

Does the employee pay for a portion of dependent coverage?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 52.6 | 47.4 |
| County | 59.4 | 40.6 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 44.4 | 55.6 |
| Municipality | 41.3 | 58.7 |
| Private Sector | 58.3 | 41.7 |
| School Board | 80.0 | 20.0 |
| Sheriff | 50.0 | 50.0 |
| Water Mgt. District | 75.0 | 25.0 |
| Southeastern States | 40.0 | 60.0 |
| State of Florida | 0.0 | 100.0 |

| Organization | Mean |
|--------------------------|-------------|
| Community College | 90.0 |
| County | 79.3 |
| Florida Board of Regents | 66.6 |
| Hospital | 100.0 |
| Municipality | 79.8 |
| Private Sector | 86.4 |
| School Board | 63.4 |
| Sheriff | 86.4 |
| Water Mgt. District | 100.0 |
| Southeastern States | 52.5 |
| State of Florida | 0.0 |

23. Do you provide employer paid dental insurance for your employees?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 73.7 | 26.3 |
| County | 51.7 | 48.3 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 66.7 | 33.3 |
| Municipality | 68.2 | 31.8 |
| Private Sector | 58.3 | 41.7 |
| School Board | 40.0 | 60.0 |
| Sheriff | 60.0 | 40.0 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 37.5 | 62.5 |
| State of Florida | 0.0 | 100.0 |

Does the employee pay for a portion of the employee coverage?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 31.6 | 68.4 |
| County | 37.5 | 62.5 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 66.7 | 33.3 |
| Municipality | 34.8 | 65.2 |
| Private Sector | 50.0 | 50.0 |
| School Board | 40.0 | 60.0 |
| Sheriff | 36.4 | 63.6 |
| Water Mgt. District | 25.0 | 75.0 |
| Southeastern States | 20.0 | 80.0 |
| State of Florida | 0.0 | 100.0 |

| Organization | Mean |
|--------------------------|-------------|
| Community College | 36.7 |
| County | 75.8 |
| Florida Board of Regents | 0.0 |
| Hospital | 48.0 |
| Municipality | 55.5 |
| Private Sector | 36.2 |
| School Board | 51.5 |
| Sheriff | 75.1 |
| Water Mgt. District | 5.0 |
| Southeastern States | 52.5 |
| State of Florida | 0.0 |

Does the employee pay for a portion of dependent coverage?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 47.4 | 52.6 |
| County | 46.9 | 53.1 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 66.7 | 33.3 |
| Municipality | 47.8 | 52.2 |
| Private Sector | 66.7 | 33.3 |
| School Board | 40.0 | 60.0 |
| Sheriff | 54.5 | 45.5 |
| Water Mgt. District | 25.0 | 75.0 |
| Southeastern States | 30.0 | 70.0 |
| State of Florida | 0.0 | 100.0 |

| Organization | Mean |
|--------------------------|-------------|
| Community College | 91.1 |
| County | 90.7 |
| Florida Board of Regents | 0.0 |
| Hospital | 59.2 |
| Municipality | 69.7 |
| Private Sector | 54.4 |
| School Board | 50.5 |
| Sheriff | 83.4 |
| Water Mgt. District | 1.0 |
| Southeastern States | 56.3 |
| State of Florida | 0.0 |

24. Do you provide long-term disability insurance for your employees?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 47.4 | 52.6 |
| County | 25.8 | 74.2 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 33.3 | 66.7 |
| Municipality | 42.9 | 57.1 |
| Private Sector | 50.0 | 50.0 |
| School Board | 40.0 | 60.0 |
| Sheriff | 60.0 | 40.0 |
| Water Mgt. District | 50.0 | 50.0 |
| Southeastern States | 11.1 | 88.9 |
| State of Florida | 0.0 | 100.0 |

Does the employee pay for a portion of the coverage?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 21.1 | 78.9 |
| County | 28.1 | 71.9 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 33.3 | 66.7 |
| Municipality | 21.7 | 78.3 |
| Private Sector | 58.3 | 41.7 |
| School Board | 30.0 | 70.0 |
| Sheriff | 13.6 | 86.4 |
| Water Mgt. District | 25.0 | 75.0 |
| Southeastern States | 30.0 | 70.0 |
| State of Florida | 0.0 | 100.0 |

| Organization | Mean |
|--------------------------|-------------|
| Community College | 30.0 |
| County | 47.1 |
| Florida Board of Regents | 0.0 |
| Hospital | 68.3 |
| Municipality | 32.0 |
| Private Sector | 72.3 |
| School Board | 67.0 |
| Sheriff | 45.0 |
| Water Mgt. District | 5.0 |
| Southeastern States | 3.7 |
| State of Florida | 0.0 |

PART E EMPLOYEE RETIREMENT:

25. Do you offer employees a retirement plan?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 100.0 | 0.0 |
| County | 100.0 | 0.0 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 100.0 | 0.0 |
| Municipality | 100.0 | 0.0 |
| Private Sector | 100.0 | 0.0 |
| School Board | 100.0 | 0.0 |
| Sheriff | 100.0 | 0.0 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 100.0 | 0.0 |
| State of Florida | 100.0 | 0.0 |

If yes, what type is it? Check all that apply.

| Organization | Defined Benefit (%) | Defined Contribution (%) | Combination Plan (%) |
|--------------------------|---------------------|--------------------------|----------------------|
| Community College | 68.4 | 5.3 | 15.8 |
| County | 71.9 | 9.4 | 15.6 |
| Florida Board of Regents | 100.0 | 0.0 | 0.0 |
| Hospital | 44.4 | 44.4 | 11.1 |
| Municipality | 54.3 | 37.0 | 10.9 |
| Private Sector | 8.3 | 83.3 | 8.3 |
| School Board | 90.0 | 0.0 | 0.0 |
| Sheriff | 63.6 | 22.7 | 0.0 |
| Water Mgt. District | 100.0 | 25.0 | 0.0 |
| Southeastern States | 70.0 | 10.0 | 20.0 |
| State of Florida | 100.0 | 0.0 | 0.0 |

26. If a defined contribution plan, what type is it? Check all that apply.

| Organization | Savings and Thrift (%) | Deferred Profit Sharing (%) | Employee Stock Ownership (%) | Money Purchase Pension (%) | Combination (%) | 401/k, 403 (b), or 457 (%) | Other |
|--------------------------|------------------------|-----------------------------|------------------------------|----------------------------|-----------------|----------------------------|-------|
| Community College | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 52.6 | 10.5 |
| County | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 25.0 | 25.0 |
| Florida Board of Regents | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 | 0.0 |
| Hospital | 0.0 | 0.0 | 0.0 | 11.1 | 0.0 | 66.7 | 0.0 |
| Municipality | 4.3 | 0.0 | 0.0 | 8.7 | 0.0 | 41.3 | 26.1 |
| Private Sector | 0.0 | 0.0 | 8.3 | 0.0 | 0.0 | 83.3 | 8.3 |
| School Board | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 30.0 | 20.0 |
| Sheriff | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 18.2 | 31.8 |
| Water Mgt. District | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 75.0 | 0.0 |
| Southeastern States | 0.0 | 10.0 | 0.0 | 0.0 | 0.0 | 0.0 | 20.0 |
| State of Florida | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

*Rows will not total 100 percent because respondents were asked to check all that apply.

27. How many years of service are required for your classified employees to be fully vested in the system?

| Organization | Mean |
|--------------------------|------|
| Community College | 10.0 |
| County | 10.6 |
| Florida Board of Regents | 10.0 |
| Hospital | 6.0 |
| Municipality | 8.5 |
| Private Sector | 5.2 |
| School Board | 10.0 |
| Sheriff | 10.8 |
| Water Mgt. District | 10.0 |
| Southeastern States | 8.6 |
| State of Florida | 10.0 |

28. If applicable, do your temporary employees participate in Social Security or another (S.3121) vehicle?

| Organization | % SS | % Other Vehicle |
|--------------------------|-------------|------------------------|
| Community College | 94.4 | 5.6 |
| County | 92.6 | 7.4 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 42.9 | 57.1 |
| Municipality | 87.2 | 12.8 |
| Private Sector | 70.0 | 30.0 |
| School Board | 77.8 | 22.2 |
| Sheriff | 88.9 | 11.1 |
| Water Mgt. District | 75.0 | 25.0 |
| Southeastern States | 87.5 | 12.5 |
| State of Florida | 100.0 | 0.0 |

If your temporary employees participate in another vehicle, explain:

Community College

- Alternate to Social Security Plan until employee is eligible to enroll under Florida Retirement System

Municipality

- Defined benefits and defined contribution

School Board

- FICA Alternative
- Social Security alternative plan administered by PENCO Inc.
- The amount is 7.5% of compensation

PART F EMPLOYEE EVALUATIONS :

29. Do you use performance evaluations?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 26.3 | 73.7 |
| County | 25.0 | 75.0 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 44.4 | 55.6 |
| Municipality | 21.7 | 78.3 |
| Private Sector | 41.7 | 58.3 |
| School Board | 30.0 | 70.0 |
| Sheriff | 9.1 | 90.9 |
| Water Mgt. District | 50.0 | 50.0 |
| Southeastern States | 40.0 | 60.0 |
| State of Florida | 0.0 | 100.0 |

If yes, do evaluations determine continuation of employment?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 68.4 | 31.6 |
| County | 53.1 | 46.9 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 55.6 | 44.4 |
| Municipality | 54.3 | 45.7 |
| Private Sector | 58.3 | 41.7 |
| School Board | 80.0 | 20.0 |
| Sheriff | 54.5 | 45.5 |
| Water Mgt. District | 75.0 | 25.0 |
| Southeastern States | 60.0 | 40.0 |
| State of Florida | 100.0 | 0.0 |

Do you use them as a basis for bonuses?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 10.5 | 89.5 |
| County | 9.4 | 90.6 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 11.1 | 88.9 |
| Municipality | 23.9 | 76.1 |
| Private Sector | 41.7 | 58.3 |
| School Board | 30.0 | 70.0 |
| Sheriff | 0.0 | 100.0 |
| Water Mgt. District | 0.0 | 100.0 |
| Southeastern States | 20.0 | 80.0 |
| State of Florida | 0.0 | 100.0 |

Do you use them as a basis for raises to base rate of pay?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 15.8 | 84.2 |
| County | 65.6 | 34.4 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 77.8 | 22.2 |
| Municipality | 69.6 | 30.4 |
| Private Sector | 100.0 | 0.0 |
| School Board | 50.0 | 50.0 |
| Sheriff | 40.9 | 59.1 |
| Water Mgt. District | 100.0 | 0.0 |
| Southeastern States | 50.0 | 50.0 |
| State of Florida | 0.0 | 100.0 |

Are they competency based?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 57.9 | 42.1 |
| County | 62.5 | 37.5 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 66.7 | 33.3 |
| Municipality | 34.8 | 65.2 |
| Private Sector | 50.0 | 50.0 |
| School Board | 60.0 | 40.0 |
| Sheriff | 54.5 | 45.5 |
| Water Mgt. District | 25.0 | 75.0 |
| Southeastern States | 20.0 | 80.0 |
| State of Florida | 0.0 | 100.0 |

PART G SALARY ADJUSTMENT POLICIES:

The following questions are designed to gather overall data about your compensation system. If you do not have exact figures for a specific question, please make an estimate, if possible.

30. In the table below, please indicate the percent of pay increase your organization gave or plans to give:

| 1999 | General Increase | COLA | Merit Increase |
|---------------------------------|-------------------------|-------------|-----------------------|
| Community College | | | |
| Mean | 4.0 | 0.8 | 0.3 |
| Median | 4.0 | 0.0 | 0.0 |
| Std. Dev. | 1.2 | 2.0 | 0.8 |
| County | | | |
| Mean | 2.6 | 1.3 | 2.4 |
| Median | 3.0 | 0.0 | 3.0 |
| Std. Dev. | 1.6 | 1.5 | 1.9 |
| Florida Board of Regents | | | |
| Mean | 2.8 | 0.0 | 0.0 |
| Median | 2.8 | 0.0 | 0.0 |
| Std. Dev. | 0.0 | 0.0 | 0.0 |
| Hospital | | | |
| Mean | 2.3 | 0.6 | 3.0 |
| Median | 2.5 | 0.0 | 3.8 |
| Std. Dev. | 1.0 | 1.3 | 1.6 |
| Municipality | | | |
| Mean | 2.1 | 8.3 | 2.6 |
| Median | 2.5 | 2.0 | 3.0 |
| Std. Dev. | 1.8 | 36.9 | 1.8 |
| Private | | | |
| Mean | 3.3 | 0.8 | 4.1 |
| Median | 3.5 | 0.0 | 3.5 |
| Std. Dev. | 2.0 | 1.2 | 4.1 |
| School Board | | | |
| Mean | 3.8 | 0.5 | 0.6 |
| Median | 4.1 | 0.0 | 0.0 |
| Std. Dev. | 1.7 | 1.0 | 1.3 |
| Sheriff | | | |
| Mean | 3.3 | 1.2 | 3.3 |
| Median | 3.0 | 1.0 | 3.8 |
| Std. Dev. | 1.4 | 1.3 | 1.5 |
| Water Mgt. District | | | |
| Mean | 0.0 | 0.0 | 3.7 |
| Median | 0.0 | 0.0 | 3.8 |
| Std. Dev. | 0.0 | 0.0 | 0.7 |
| Southeastern States | | | |
| Mean | 2.8 | 1.0 | 1.8 |
| Median | 3.0 | 0.0 | 1.0 |
| Std. Dev. | 1.3 | 1.5 | 2.1 |
| State of Florida | 2.8 | 0.0 | 0.0 |

| 2000 | General Increase | COLA | Merit Increase |
|---------------------------------|------------------|------|----------------|
| Community College | | | |
| Mean | 3.5 | 0.0 | 0.3 |
| Median | 3.8 | 0.0 | 0.0 |
| Std. Dev. | 1.8 | 0.0 | 0.8 |
| County | | | |
| Mean | 1.5 | 0.9 | 2.4 |
| Median | 0.0 | 0.0 | 3.0 |
| Std. Dev. | 1.8 | 1.4 | 1.8 |
| Florida Board of Regents | | | |
| Mean | 0.0 | 0.0 | 0.0 |
| Median | 0.0 | 0.0 | 0.0 |
| Std. Dev. | 0.0 | 0.0 | 0.0 |
| Hospital | | | |
| Mean | 1.2 | 1.4 | 2.9 |
| Median | 0.5 | 0.0 | 3.3 |
| Std. Dev. | 1.6 | 3.1 | 1.5 |
| Municipality | | | |
| Mean | 1.5 | 1.4 | 2.4 |
| Median | 0.0 | 1.5 | 3.0 |
| Std. Dev. | 2.1 | 1.5 | 2.0 |
| Private | | | |
| Mean | 1.6 | 0.7 | 3.8 |
| Median | 0.0 | 0.0 | 3.5 |
| Std. Dev. | 2.4 | 1.3 | 4.6 |
| School Board | | | |
| Mean | 2.5 | 0.5 | 0.9 |
| Median | 2.3 | 0.0 | 0.5 |
| Std. Dev. | 1.9 | 1.0 | 1.2 |
| Sheriff | | | |
| Mean | 2.9 | 1.6 | 3.5 |
| Median | 3.0 | 1.5 | 3.8 |
| Std. Dev. | 1.7 | 1.5 | 1.5 |
| Water Mgt. District | | | |
| Mean | 0.0 | 0.0 | 2.7 |
| Median | 0.0 | 0.0 | 3.4 |
| Std. Dev. | 0.0 | 0.0 | 1.9 |
| Southeastern States | | | |
| Mean | 1.0 | 1.2 | 0.8 |
| Median | 0.0 | 0.0 | 0.0 |
| Std. Dev. | 1.7 | 1.6 | 1.8 |
| State of Florida | 0.0 | 0.0 | 0.0 |

31. Does your organization provide lump-sum bonuses to employees?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 10.5 | 89.5 |
| County | 23.3 | 76.7 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 88.9 | 11.1 |
| Municipality | 26.7 | 73.3 |
| Private Sector | 58.3 | 41.7 |
| School Board | 30.0 | 70.0 |
| Sheriff | 25.0 | 75.0 |
| Water Mgt. District | 0.0 | 100.0 |
| Southeastern States | 33.3 | 66.7 |
| State of Florida | 0.0 | 100.0 |

If yes, what is the average bonus given?

| Organization | Mean |
|--------------------------|-------------|
| Community College | 500.00 |
| County | 0.00 |
| Florida Board of Regents | 0.00 |
| Hospital | 500.00 |
| Municipality | 662.50 |
| Private Sector | 2833.33 |
| School Board | 0.00 |
| Sheriff | 1000.00 |
| Water Mgt. District | 0.00 |
| Southeastern States | 250.00 |
| State of Florida | 0.00 |

Municipality

- 1.7% of base

Sheriff

- S.O.P. 208.02

Can an employee receive both a merit increase to base salary and a lump-sum bonus?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 27.3 | 72.7 |
| County | 20.0 | 80.0 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 42.9 | 57.1 |
| Municipality | 22.2 | 77.8 |
| Private Sector | 63.6 | 36.4 |
| School Board | 10.0 | 90.0 |
| Sheriff | 17.6 | 82.4 |
| Water Mgt. District | 0.0 | 100.0 |
| Southeastern States | 57.1 | 42.9 |
| State of Florida | 0.0 | 0.0 |

32. Does your organization offer longevity pay?

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 0.0 | 100.0 |
| County | 43.3 | 56.7 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 22.2 | 77.8 |
| Municipality | 60.0 | 40.0 |
| Private Sector | 0.0 | 100.0 |
| School Board | 30.0 | 70.0 |
| Sheriff | 40.0 | 60.0 |
| Water Mgt. District | 0.0 | 100.0 |
| Southeastern States | 50.0 | 50.0 |
| State of Florida | 0.0 | 100.0 |

33. What type of pay structure does your organization utilize? Check all that apply.

Step-Plan

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 36.8 | 63.2 |
| County | 28.1 | 71.9 |
| Florida Board of Regents | 100.0 | 0.0 |
| Hospital | 55.6 | 44.4 |
| Municipality | 54.3 | 45.7 |
| Private Sector | 16.7 | 83.3 |
| School Board | 80.0 | 20.0 |
| Sheriff | 40.9 | 59.1 |
| Water Mgt. District | 0.0 | 100.0 |
| Southeastern States | 30.0 | 70.0 |
| State of Florida | 100.0 | 0.0 |

If yes, percent between steps

| Organization | Mean |
|--------------------------|-------------|
| Community College | 6.0 |
| County | 3.8 |
| Florida Board of Regents | 0.0 |
| Hospital | 4.2 |
| Municipality | 4.7 |
| Private Sector | 5.0 |
| School Board | 3.1 |
| Sheriff | 3.0 |
| Water Mgt. District | 5.0 |
| Southeastern States | 3.6 |
| State of Florida | 0.0 |

Open Range

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 68.4 | 31.6 |
| County | 56.3 | 43.8 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 33.3 | 66.7 |
| Municipality | 52.2 | 47.8 |
| Private Sector | 58.3 | 41.7 |
| School Board | 20.0 | 80.0 |
| Sheriff | 31.8 | 68.2 |
| Water Mgt. District | 25.0 | 75.0 |
| Southeastern States | 20.0 | 80.0 |
| State of Florida | 100.0 | 0.0 |

Broad Banding

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 26.3 | 73.7 |
| County | 9.4 | 90.6 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 11.1 | 88.9 |
| Municipality | 13.0 | 87.0 |
| Private Sector | 8.3 | 91.7 |
| School Board | 0.0 | 100.0 |
| Sheriff | 13.6 | 86.4 |
| Water Mgt. District | 0.0 | 100.0 |
| Southeastern States | 20.0 | 80.0 |
| State of Florida | 0.0 | 100.0 |

Competency Based

| Organization | % Yes | % No |
|--------------------------|--------------|-------------|
| Community College | 5.3 | 94.7 |
| County | 9.4 | 90.6 |
| Florida Board of Regents | 0.0 | 100.0 |
| Hospital | 11.1 | 88.9 |
| Municipality | 10.9 | 89.1 |
| Private Sector | 50.0 | 50.0 |
| School Board | 10.0 | 90.0 |
| Sheriff | 13.6 | 86.4 |
| Water Mgt. District | 25.0 | 75.0 |
| Southeastern States | 0.0 | 100.0 |
| State of Florida | 0.0 | 100.0 |

5.0 LINKING COMPENSATION AND BENEFITS

The goal of the 1999 State of Florida Salary Survey is to determine the competitiveness for employees of Florida's Career Service System vis-à-vis in-state rivals. Given the increasing importance of overall compensation packages for recruitment and retention of State employees, it is necessary to understand how salary and benefits interact. While the previous two chapters provide a summary of salary and benefits individually, this chapter joins data from each to provide a more integrated understanding of compensation.

Within in a market structure, equilibrium of compensation would occur when the various combinations of salary and benefits lead to the same provision of overall enrichment to workers. When disequilibrium occurs, labor redistributes itself based on opportunity and the system eventually returns to equilibrium. How an employer balances salary and benefits directly relates to the type of workforce that can be recruited and the ability of that organization to retain those employees over time. Within the market system, public sector employers are considered to be usually lower salary employers that compensate for lower salaries by providing benefits that surpass the market average. This mix of salary and benefits helps public sector employers to reach labor market equilibrium.

This chapter, similar to Chapter 5 in the 1998 report, seeks to bridge the gap between salary and benefits to answer some very basic questions:

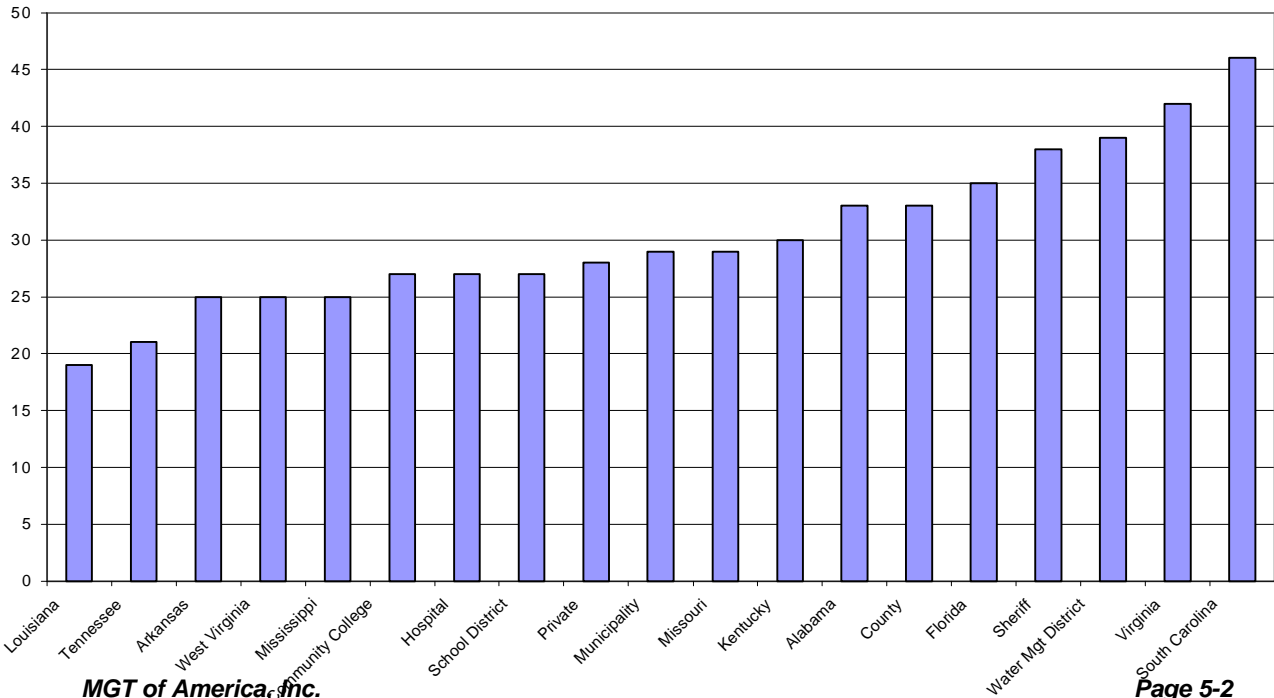
- How competitive is the State of Florida's benefit package?
- What is the relationship between salary and benefits?
- How does the State of Florida measure up to its peers when examining salary and benefits cumulatively?

Measuring Benefits

The consistency of benefits across organizations and the classes within those organizations permit comparability at a higher level than salary analysis. While various classes apply to each respondent, the benefits remain basically consistent across classes for each respondent. For example, within a school district, a teacher and a principal will receive roughly the same insurance and vacation benefits. Even if the benefits differ slightly, the difference will not be as great as their difference in salary.

Two measures were employed to evaluate benefits: cost of benefits as a percentage of compensation and the benefits index from the 1998 report. Section B of the benefits portion of the survey solicited information on the cost of benefits relative to total compensation to gauge the emphasis on benefits across respondents. The actual percentage reported by each respondent is averaged by organizational type and used as a measure of commitment to the provision of employee benefits. Exhibit 5-1 illustrates the distribution of benefits as a percentage of compensation.

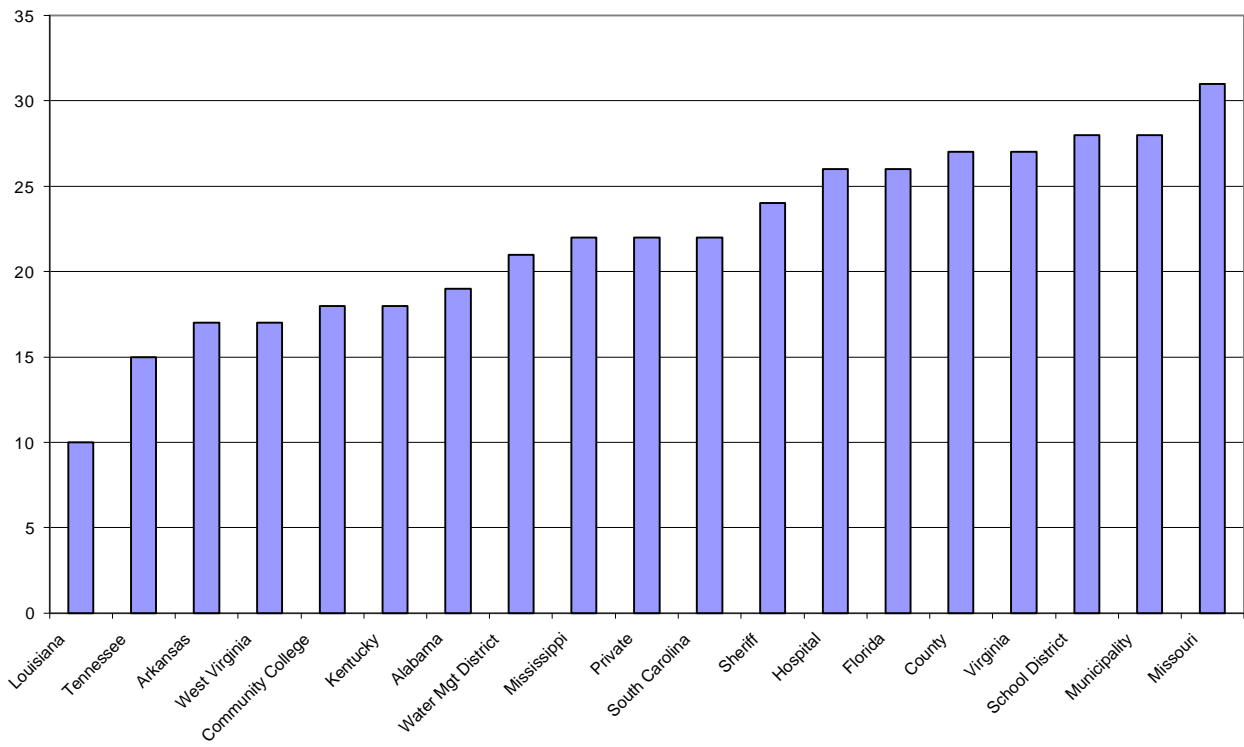
**EXHIBIT 5-1
BENEFITS AS A PERCENTAGE OF COMPENSATION BY ORGANIZATIONAL TYPE**



The State of Florida, at 35 percent, falls in the upper third of organizations surveyed. The relative expenditures of the state governments in Virginia and South Carolina and the organizational averages for Sheriff's departments and water management districts surpass the State of Florida. However, the difference is not great; eleven percent or less. Given the flattening of the distribution in the middle, it appears that Florida, Alabama and the average for Florida counties begin the move upwards.

The index from the 1998 report was maintained for two reasons: comparability and the need to address the outcome as well as the expenditures related to benefits. Data was taken from questions on the leave policy, compensation, insurance, and employee evaluations portions of Section B and a zero to 35-point scale was created. Although the values differ from the 15-point scale used in last year's calculations, the relative magnitude remained the same in the new calculation. The scale was expanded from 15 to 35 points to allow more variation to be captured in the analysis. The results of the index appear in Exhibit 5-2.

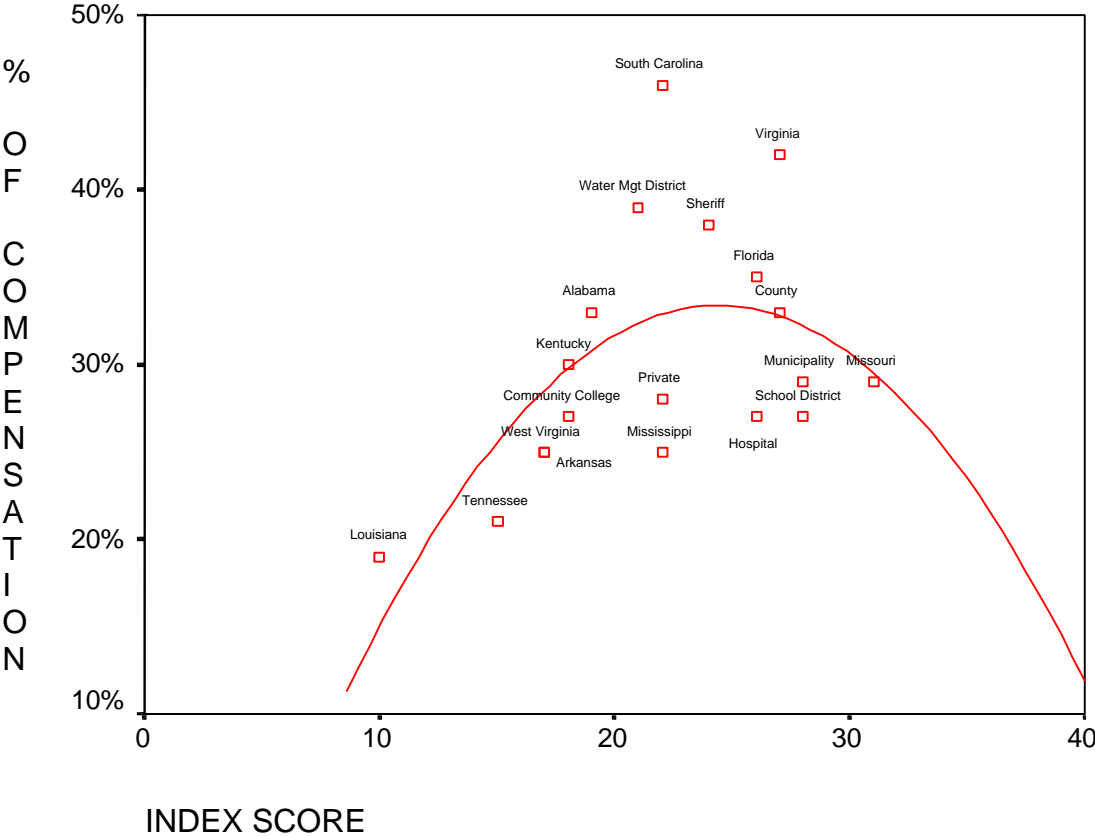
**EXHIBIT 5-2
COMPENSATION BENEFITS SCORES BY ORGANIZATIONAL TYPE AND STATE**



Among the non-state government organizations, municipalities and school districts offer the best combination of benefits, while community colleges and private sector organizations score the lowest on the benefits index. When examining the Southeastern states, the State of Missouri scores the highest on the benefits index followed closely by the State of Virginia. The State of Florida falls between counties and hospitals in the upper half of the distribution. As expected, most organizations remain approximately in the same order as in the 1998 report.

Since data was collected on the relative expense of benefit provision, it is possible to compare the outcome index to relative expenditures. Exhibit 5-3 captures the linkage between expenditure and outcome.

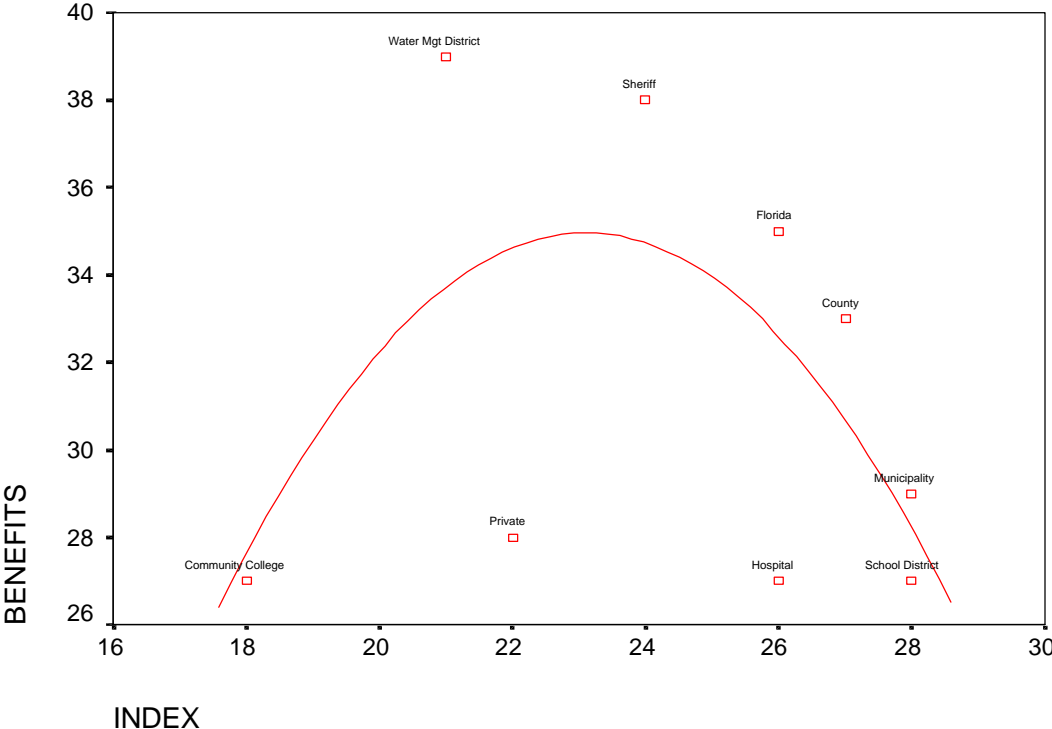
**EXHIBIT 5-3
COMPARISON OF BENEFITS AS A PERCENTAGE OF COMPENSATION TO THE
BENEFITS INDEX**



Although it might be assumed that outcomes, as measured by the benefits index, would increase benefits as a portion of compensation increases, a non-linear solution proves superior. The non-linear relationship indicates that as the relative importance of benefits increases, the benefits index increases and then decreases due to diminishing returns. Specifically, the high level of expenditures for the State of South Carolina and the average for water management districts and Sheriff departments does not translate into higher index scores. Some of the differential may be the result of cost differentials in benefits packages or differences in salary as a component of compensation.

Regardless, the results confirm that the return to employees from benefits differs across organizations and states. Exhibit 5-4 includes the State of Florida’s in-state competitors only. The State of Florida appears as part of the downward slope between the average for Sheriff departments and counties. Interestingly, community colleges, private firms, hospitals, and school districts cluster down the index axis. Another way of looking at the results is to consider the ability of employers to meet employee’s demand for benefits through expenditures. It would seem that school districts and municipalities possess a better understanding of employee demands than other organization types. Conversely, it could be assumed that the profile of typical employees differs and general demands used to create the benefits index would not apply to organizational type.

**EXHIBIT 5-4
COMPARISON OF BENEFITS AS A PERCENTAGE OF COMPENSATION TO THE
BENEFITS INDEX FOR STATE OF FLORIDA ORGANIZATIONS**

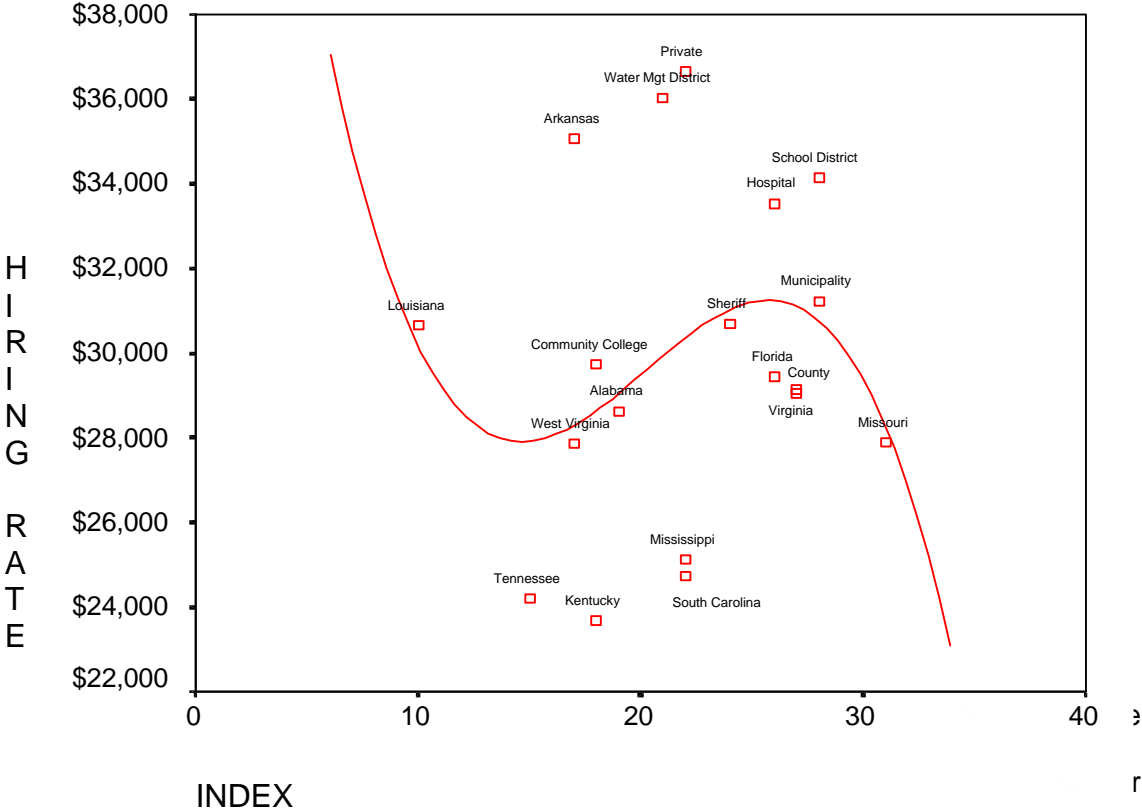


Cumulative Analysis

In order to compare these results to salaries, a variety of mechanisms could be utilized. A simple method of comparing the overall relationship would be to average the salaries for each organizational type and compare this value to the benefits score by organization type. This comparison ignores job title and classification by failing to account for differences in class allocations across organizational type. However, by averaging salary by organization type, an estimate of the type of classes found in each organization can be made. Exhibit 5-5 illustrates the relationship between salary and benefits summed by organization. The State of Arkansas possesses the highest hiring rate among the states, while the State of Missouri scores the best on the benefits index. The State of Florida falls between the Sheriff departments and the State of Virginia. State of Tennessee, Kentucky, Mississippi, and South Carolina all fall toward the bottom of the hiring rate range and cluster closely in benefit provision.

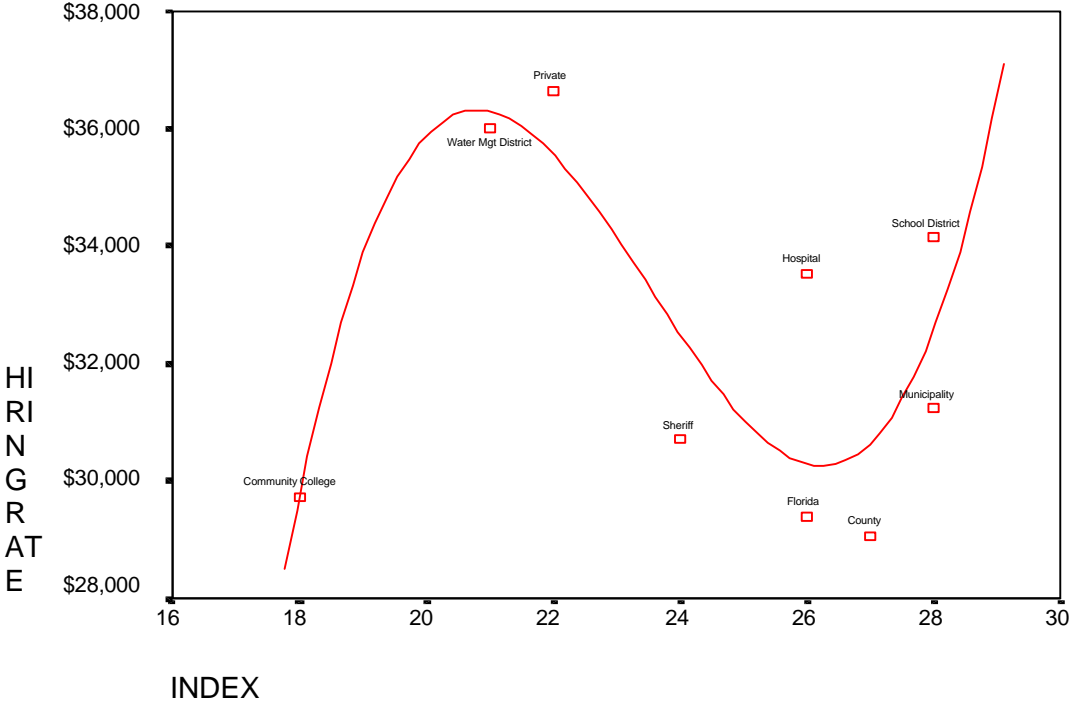
Conventional wisdom would dictate that a downward sloping line would best capture the expected relationship between salary and benefits given the tradeoff that occurs for the sake of equilibrium. However, as the points and the curve demonstrate, a non-linear trend is present. This cubic trend attests to a drop in salary and an increase in benefits as values move from the private to the public sector. However, salary and benefits reach an inflection point and both begin to increase again, before continuing to decrease.

**EXHIBIT 5-5
RELATIONSHIP BETWEEN AVERAGE SALARY AND BENEFITS BY
ORGANIZATIONAL TYPE**



explanation still is best. However, unlike Exhibit 5-5, this cubic function increases before the first inflection point instead of decreasing. The State of Florida does relatively well on the benefits index, yet scores in the lower third in hiring rate.

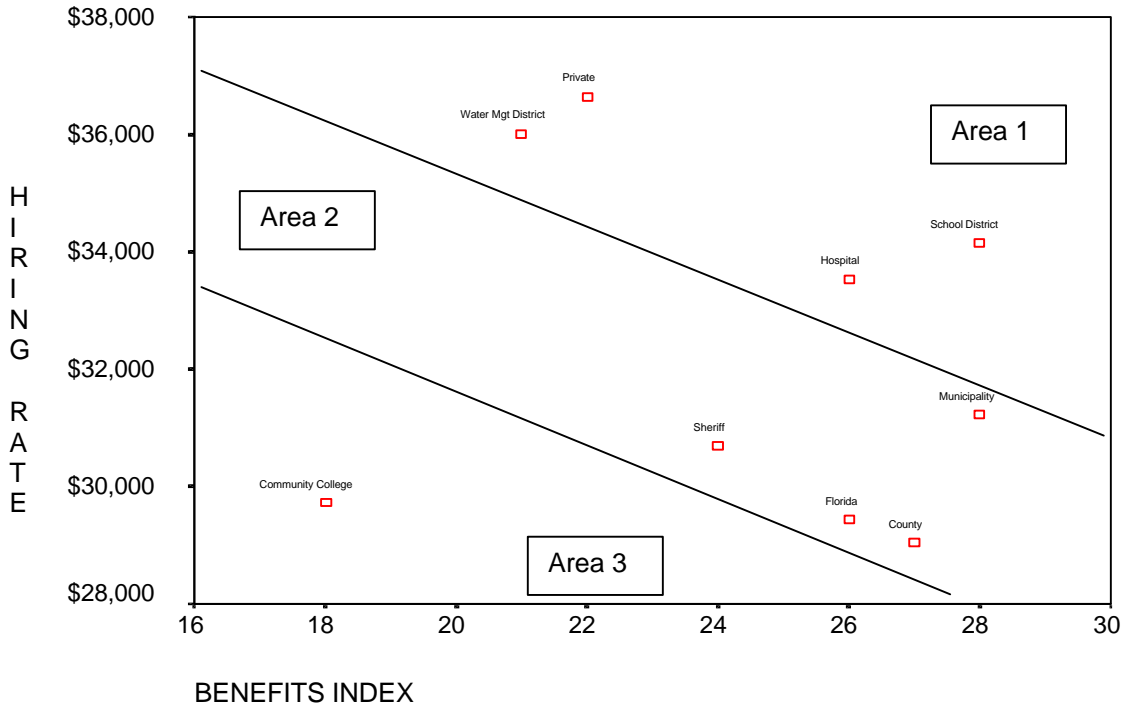
**EXHIBIT 5-6
RELATIONSHIP BETWEEN BENEFITS AND HIRING RATE WITH THE STATE OF
FLORIDA AND STATEWIDE COMPETITORS ONLY**



The highest combination of salary and benefits occurs in school districts. Private organizations possess the highest salary average, but as one might expect, score very low on benefits relative to public agencies.

Given the fact that each of these organizational types compete for employees in approximately the same labor pool, how are these combinations utilized? Exhibit 5-7 summarizes the three clusters or areas present in the graph found in Exhibit 5-6.

**EXHIBIT 5-7
CLUSTERING PRESENT AMONG STATE OF FLORIDA COMPETITORS WHEN
COMPARING HIRING RATE TO BENEFITS**



Area 1 contains higher paying organizations that spread across the benefits index, while Area 2 holds the lower paying, but higher benefits employers. Counties and municipalities are usually thought of as the most direct state competitors for labor. By organizing the information by cluster, it would appear that an employee transitioning for salary would have relatively the same benefits profile among Area 2 competitors. Similarly, a move to Area 1 would be more salary driven and relate more to an employee less concerned with benefits. Community colleges in Area 3 make up the third category. Part of the uniqueness of community colleges may relate to the concentration of the administrative classes in their responses. Without the higher paying classes, such as the scientific, health care, or engineering functional areas, the average will be lower.

Conclusion

The conventional assumption of the trade-off between salary and benefits appears to function in a more non-linear manner. Although the macro-level nature of the analysis may add to the finding, it is important to keep in mind the relative comparability of many of the units considered. As would be expected, the State of Florida and its competitors have not changed dramatically since the 1998 report. The State of Florida remains an outstanding benefit provider and one of the best in the state.

6.0 OVERALL FINDINGS

The overall findings indicate that the State of Florida surpasses the survey average for some classifications and falls short in others. This section provides a summary of the major findings by drawing conclusions based on the tables from Chapter 3, the benefit structures from Chapter 4, and the combined analysis. Specifically, discussion centers on salary, classification, regional, and benefits comparisons and the linkage of compensation and benefits.

Salary Comparison

A simple count of the hiring rates in Chapter 3.0 reveals that 72 percent of the State of Florida classes fall below the average created from organizational averages. If a simple average is computed without aggregation by organizational type, 62 percent of the State of Florida's classes were equal to or below the class average.

- *Using the class as the unit of analysis, 62 percent of State of Florida hiring rates are lower than or equal to the overall class average.*
- *Using the organizational type as the unit of analysis, 72 percent of State of Florida hiring rates are lower than the overall class average.*

Exhibit 6-1 summarizes the hiring rate by class comparisons found in Chapter 3.0. The largest dollar difference (\$18,617) occurs for the Health Facility Evaluator I class. The State of Florida's average hiring rate is \$18,617 less than the survey average for this class. The largest percentage difference is 41 percent for the Health Facility Evaluator I.

EXHIBIT 6-1
DIFFERENCES BETWEEN THE STATE OF FLORIDA HIRING RATE AND THE
FLORIDA MARKET AVERAGE BY CLASS TITLE

| TITLE | FLORIDA | FL MARKET AVERAGE | DIFFERENCE | % DIFFERENCE |
|--|----------|-------------------|------------|--------------|
| APPRAISER SUPERVISOR - AD VALOREM | \$55,753 | \$30,647 | \$25,106 | 82% |
| HEARING OFFICER | \$64,209 | \$45,733 | \$18,476 | 40% |
| APPRAISER II - AD VALOREM | \$31,475 | \$24,987 | \$6,488 | 26% |
| SPECIAL AGENT | \$36,290 | \$29,581 | \$6,709 | 23% |
| PROFESSIONAL ACCOUNTANT SUPERVISOR | \$55,794 | \$47,634 | \$8,160 | 17% |
| LICENSED PRACTICAL NURSE | \$27,332 | \$23,424 | \$3,908 | 17% |
| SENIOR DATABASE ANALYST | \$42,950 | \$37,033 | \$5,917 | 16% |
| DISTRIBUTED COMPUTER SYSTEMS ADMINISTRATOR | \$44,112 | \$38,135 | \$5,977 | 16% |
| ADVANCED REGISTERED NURSE PRACTITIONER | \$43,823 | \$38,499 | \$5,324 | 14% |
| LAW ENFORCEMENT SERGEANT | \$36,824 | \$32,657 | \$4,167 | 13% |
| BENEFITS SPECIALIST | \$29,393 | \$26,362 | \$3,031 | 11% |
| LAW ENFORCEMENT CAPTAIN | \$55,377 | \$50,066 | \$5,311 | 11% |
| RESIDENT PARK MANAGER II | \$31,669 | \$28,774 | \$2,895 | 10% |
| JUVENILE PROBATION OFFICER | \$24,868 | \$22,818 | \$2,050 | 9% |
| PARK RANGER | \$19,571 | \$18,277 | \$1,294 | 7% |
| BENEFITS TECHNICIAN | \$22,731 | \$21,357 | \$1,374 | 6% |
| TELECOMMUNICATIONS ADMINSTRATOR | \$42,069 | \$39,890 | \$2,179 | 5% |
| SYSTEMS PROGRAMMER II | \$39,977 | \$37,951 | \$2,026 | 5% |
| HEALTH SUPPORT AIDE | \$15,074 | \$14,401 | \$673 | 5% |
| REGISTERED NURSE SPECIALIST | \$34,352 | \$32,834 | \$1,518 | 5% |
| DATABASE ADMINISTRATOR | \$50,907 | \$48,831 | \$2,076 | 4% |
| GENERAL SERVICES SPECIALIST | \$30,707 | \$29,929 | \$778 | 3% |
| FAMILY SERVICES COUNSELOR | \$25,563 | \$24,994 | \$569 | 2% |
| LAW ENFORCEMENT OFFICER | \$25,956 | \$25,449 | \$507 | 2% |
| DATABASE ANALYST | \$34,501 | \$34,073 | \$428 | 1% |
| PROFESSIONAL ENGINEER II | \$44,051 | \$43,972 | \$79 | 0% |
| PERSONNEL TECHNICIAN I | \$22,913 | \$22,918 | -\$5 | 0% |
| BIOLOGICAL ADMINISTRATOR I | \$37,034 | \$37,703 | -\$669 | -2% |
| LAW ENFORCEMENT INVESTIGATOR II | \$31,443 | \$32,021 | -\$578 | -2% |
| ENGINEER I | \$29,899 | \$30,557 | -\$658 | -2% |
| LAW ENFORCEMENT LIEUTENANT | \$43,384 | \$44,388 | -\$1,004 | -2% |
| HOUSE PARENT | \$19,507 | \$20,002 | -\$495 | -2% |
| PUBLIC HEALTH NUTRITIONIST DIETITIAN | \$25,559 | \$26,230 | -\$671 | -3% |
| MAINTENANCE MECHANIC | \$21,811 | \$22,525 | -\$714 | -3% |
| PUBLIC ASSISTANCE SPECIALIST | \$22,299 | \$23,461 | -\$1,162 | -5% |
| DETENTION CARE WORKER SUPERVISOR | \$24,925 | \$26,238 | -\$1,313 | -5% |
| CLERK SPECIALIST | \$15,489 | \$16,336 | -\$847 | -5% |
| PERSONNEL TECHNICIAN III | \$28,364 | \$29,982 | -\$1,618 | -5% |
| ENVIRONMENTAL SPECIALIST I | \$27,856 | \$29,560 | -\$1,704 | -6% |
| TELECOMMUNICATIONS SUPERVISOR | \$33,316 | \$35,390 | -\$2,074 | -6% |
| EXECUTIVE SECRETARY | \$23,474 | \$25,474 | -\$2,000 | -8% |
| FOOD SERVICE WORKER | \$14,819 | \$16,191 | -\$1,372 | -8% |
| FISCAL ASSISTANT II | \$19,786 | \$21,718 | -\$1,932 | -9% |
| ADMINISTRATIVE ASSISTANT II | \$27,593 | \$30,392 | -\$2,799 | -9% |
| CUSTODIAL WORKER | \$13,893 | \$15,334 | -\$1,441 | -9% |
| CHEMIST II | \$28,394 | \$31,399 | -\$3,005 | -10% |
| CHEMIST ADMINISTRATOR | \$37,034 | \$41,139 | -\$4,105 | -10% |
| SENIOR REGISTERED NURSE SUPERVISOR | \$38,566 | \$43,266 | -\$4,700 | -11% |
| PURCHASING AGENT I | \$21,251 | \$23,901 | -\$2,650 | -11% |
| ENGINEER III | \$35,818 | \$40,853 | -\$5,035 | -12% |

EXHIBIT 6-1 (Continued)
DIFFERENCES BETWEEN THE STATE OF FLORIDA HIRING RATE AND THE
FLORIDA MARKET AVERAGE BY CLASS TITLE

| TITLE | FLORIDA | FL MARKET AVERAGE | DIFFERENCE | % DIFFERENCE |
|--|----------|-------------------|------------|--------------|
| CORRECTIONAL OFFICER | \$21,664 | \$24,762 | -\$3,098 | -13% |
| PUBLIC INFORMATION SPECIALIST | \$29,989 | \$34,318 | -\$4,329 | -13% |
| INSTITUTIONAL SECURITY OFFICER | \$16,541 | \$18,932 | -\$2,391 | -13% |
| BIOLOGICAL SCIENTIST III | \$31,473 | \$36,144 | -\$4,671 | -13% |
| SYSTEMS PROJECT ADMINISTRATOR | \$44,064 | \$50,623 | -\$6,559 | -13% |
| COMPUTER PROGRAMMER ANALYST II | \$32,049 | \$37,106 | -\$5,057 | -14% |
| BIOLOGICAL SCIENTIST I | \$24,254 | \$28,095 | -\$3,841 | -14% |
| CORRECTIONAL OFFICER SERGEANT | \$25,657 | \$29,985 | -\$4,328 | -14% |
| SENIOR CLERICAL SUPERVISOR | \$20,996 | \$24,543 | -\$3,547 | -14% |
| DISTRIBUTED COMPUTER SYSTEMS SPECIALIST | \$28,725 | \$33,788 | -\$5,063 | -15% |
| SYSTEMS PROJECT ANALYST | \$37,408 | \$44,011 | -\$6,603 | -15% |
| REHABILITATION THERAPIST | \$24,522 | \$28,877 | -\$4,355 | -15% |
| SENIOR PERSONNEL MANAGER | \$45,643 | \$54,091 | -\$8,448 | -16% |
| PLANNER III | \$31,859 | \$37,988 | -\$6,129 | -16% |
| COMPUTER PROGRAMMER | \$24,903 | \$29,738 | -\$4,835 | -16% |
| ENVIRONMENTAL SUPERVISOR I | \$31,800 | \$38,182 | -\$6,382 | -17% |
| BUDGET SPECIALIST | \$31,402 | \$37,816 | -\$6,414 | -17% |
| STAFF DEVELOPMENT AND TRAINING MANAGER | \$36,013 | \$43,580 | -\$7,567 | -17% |
| BENEFITS PROGRAM SUPERVISOR | \$31,519 | \$38,224 | -\$6,705 | -18% |
| COMPUTER OPERATOR I | \$18,263 | \$22,241 | -\$3,978 | -18% |
| PROFESSIONAL ACCOUNTANT | \$28,422 | \$34,633 | -\$6,211 | -18% |
| SECRETARY SPECIALIST | \$17,858 | \$21,873 | -\$4,015 | -18% |
| DISTRIBUTED COMPUTER SYSTEMS ANALYST | \$33,051 | \$40,852 | -\$7,801 | -19% |
| CORRECTIONAL OFFICER CAPTAIN | \$33,834 | \$42,096 | -\$8,262 | -20% |
| RESEARCH ASSOCIATE | \$33,793 | \$42,107 | -\$8,314 | -20% |
| REGISTERED NURSE | \$26,465 | \$33,095 | -\$6,630 | -20% |
| DETENTION CARE WORKER I | \$20,597 | \$25,902 | -\$5,305 | -20% |
| DUTY OFFICER | \$21,664 | \$27,296 | -\$5,632 | -21% |
| ACCOUNTANT I | \$22,214 | \$28,174 | -\$5,960 | -21% |
| GROUP TREATMENT LEADER | \$23,873 | \$30,300 | -\$6,427 | -21% |
| PLANNER I | \$25,500 | \$32,808 | -\$7,308 | -22% |
| PARALEGAL SPECIALIST | \$21,737 | \$27,979 | -\$6,242 | -22% |
| PURCHASING AGENT III | \$25,674 | \$33,323 | -\$7,649 | -23% |
| ASSISTANT DETENTION CENTER SUPERINTENDENT II | \$34,042 | \$44,221 | -\$10,179 | -23% |
| DIETITIAN | \$28,242 | \$37,043 | -\$8,801 | -24% |
| BUSINESS MANAGER III | \$42,438 | \$56,144 | -\$13,706 | -24% |
| SAFETY AND HEALTH SPECIALIST | \$26,006 | \$34,682 | -\$8,676 | -25% |
| PLANNING MANAGER | \$36,726 | \$49,277 | -\$12,551 | -25% |
| TRAINING SPECIALIST I | \$23,456 | \$31,593 | -\$8,137 | -26% |
| TRADES SUPERVISOR | \$25,200 | \$34,081 | -\$8,881 | -26% |
| COMPUTER OPERATIONS SUPERVISOR | \$25,729 | \$35,980 | -\$10,251 | -28% |
| PSYCHOLOGIST SPECIALIST | \$31,108 | \$43,560 | -\$12,452 | -29% |
| TAX AUDITOR II | \$28,242 | \$40,500 | -\$12,258 | -30% |
| VOCATIONAL REHABILITATION COUNSELOR | \$24,468 | \$35,301 | -\$10,833 | -31% |
| BEHAVIORAL PROGRAM SPECIALIST | \$21,312 | \$30,954 | -\$9,642 | -31% |
| HUMAN SERVICES WORKER I | \$15,952 | \$23,375 | -\$7,423 | -32% |
| PURCHASING DIRECTOR II | \$33,972 | \$50,124 | -\$16,152 | -32% |
| MANAGEMENT ANALYST I | \$27,317 | \$40,409 | -\$13,092 | -32% |
| FOOD SERVICE ADMINISTRATOR | \$19,456 | \$31,410 | -\$11,954 | -38% |
| HEALTH FACILITY EVALUATOR I | \$26,933 | \$45,550 | -\$18,617 | -41% |

The following State of Florida classes pay 15 percent lower than the survey average:

- DISTRIBUTED COMPUTER SYSTEMS SPECIALIST
- SYSTEMS PROJECT ANALYST
- REHABILITATION THERAPIST
- SENIOR PERSONNEL MANAGER
- PLANNER III
- COMPUTER PROGRAMMER
- ENVIRONMENTAL SUPERVISOR I
- BUDGET SPECIALIST
- STAFF DEVELOPMENT AND TRAINING MANAGER
- BENEFITS PROGRAM SUPERVISOR
- COMPUTER OPERATOR I
- PROFESSIONAL ACCOUNTANT
- SECRETARY SPECIALIST
- DISTRIBUTED COMPUTER SYSTEMS ANALYST
- CORRECTIONAL OFFICER CAPTAIN
- RESEARCH ASSOCIATE
- REGISTERED NURSE
- DETENTION CARE WORKER I
- DUTY OFFICER
- ACCOUNTANT I
- GROUP TREATMENT LEADER
- PLANNER I
- PARALEGAL SPECIALIST
- PURCHASING AGENT III
- ASSISTANT DETENTION CENTER SUPERINTENDENT II
- DIETITIAN
- BUSINESS MANAGER III
- SAFETY AND HEALTH SPECIALIST
- PLANNING MANAGER
- TRAINING SPECIALIST I
- TRADES SUPERVISOR
- COMPUTER OPERATIONS SUPERVISOR
- PSYCHOLOGIST SPECIALIST
- TAX AUDITOR II
- VOCATIONAL REHABILITATION COUNSELOR
- BEHAVIORAL PROGRAM SPECIALIST
- HUMAN SERVICES WORKER I
- PURCHASING DIRECTOR II
- MANAGEMENT ANALYST I
- FOOD SERVICE ADMINISTRATOR
- HEALTH FACILITY EVALUATOR I

Conversely, the following classes have a hiring rate that is 15 percent or more than the market average:

- APPRAISER SUPERVISOR - AD VALOREM
- HEARING OFFICER
- APPRAISER II - AD VALOREM
- SPECIAL AGENT
- PROFESSIONAL ACCOUNTANT SUPERVISOR
- LICENSED PRACTICAL NURSE
- SENIOR DATABASE ANALYST
- DISTRIBUTED COMPUTER SYSTEMS ADMINISTRATOR

When examining the positions above and below the survey average, no concrete pattern is evident. The classes that appear on both lists by functional area are those dealing with information technology and health care. However, in both cases, some fall below the mean while others lie above. This finding would tend to indicate that a lag is occurring in some classes while others are increasing in resource absorption within the same functional area.

Functional Area Comparisons

When aggregated by functional area, the data reveal that 79 percent of the functional areas were below the market average (see Exhibit 6-2).

- *Eighty-four (84) percent of functional areas for the State of Florida possess hiring rates lower than the survey average.*
- Those functional areas below the mean include General Safety; Management/Administrative; General Services; Human Services; Planning; Media and Public Information; Health Care; Human Resources; Trades; Information Technology; Corrections and Custody; Scientific; Benefits Administration; Administrative and Office Support; Financial Administration; and Engineering.

General Safety, Management and Administrative, General Services, Human Services, and Planning score more than 15 percent below the state market average. Among those functional areas surpassing the State of Florida hiring rate are Law Enforcement, Natural and Cultural Resource Management, and Real Estate. Average hiring rates in Real Estate are 39 percent higher than the market rate.

**EXHIBIT 6-2
COMPARISON OF AVERAGE HIRING RATES BY FUNCTIONAL AREA**

| FUNCTIONAL AREA | MARKET | FLORIDA MEAN | DIFFERENCE | % DIFFERENCE |
|-----------------------------------|---------------|---------------------|-------------------|---------------------|
| General Safety | \$29,219 | \$21,273 | -\$7,946 | -37% |
| Mgt/Admin | \$35,938 | \$29,989 | -\$5,949 | -20% |
| General Services | \$33,746 | \$27,901 | -\$5,845 | -21% |
| Human Services | \$27,851 | \$22,570 | -\$5,281 | -23% |
| Planning | \$36,234 | \$31,361 | -\$4,873 | -16% |
| Trades | \$22,916 | \$20,090 | -\$2,826 | -14% |
| Media and Public Information | \$33,928 | \$30,555 | -\$3,373 | -11% |
| Health Care | \$33,565 | \$30,211 | -\$3,354 | -11% |
| Human Resources | \$33,438 | \$30,094 | -\$3,344 | -11% |
| Information Technology | \$34,503 | \$31,715 | -\$2,788 | -9% |
| Corrections and Custody | \$31,465 | \$29,408 | -\$2,057 | -7% |
| Scientific | \$32,641 | \$31,121 | -\$1,520 | -5% |
| Benefits Administration | \$28,902 | \$27,881 | -\$1,021 | -4% |
| Administrative and Office Support | \$22,051 | \$21,082 | -\$969 | -5% |
| Financial Administration | \$33,223 | \$32,614 | -\$609 | -2% |
| Engineering | \$36,821 | \$36,589 | -\$232 | -1% |
| Law Enforcement | \$33,899 | \$33,905 | \$6 | 0% |
| Natural and Cultural Resource Mgt | \$23,423 | \$25,620 | \$2,197 | 9% |
| Real Estate | \$26,417 | \$43,614 | \$17,197 | 39% |

For a more specific view of the relationship between the State of Florida hiring rate and the other in-state organizations, the survey average is divided based on organization type. Exhibit 6-3 documents the average hiring rate scores for each functional area by organization type.

**EXHIBIT 6-3
HIRING RATE AVERAGE BY FUNCTIONAL AREA AND ORGANIZATIONAL TYPE**

| FUNCTIONAL AREA | CITY | HOSPITAL | COUNTY | COMM COLLEGE | SHERIFF | WATER MGT DISTRICT | SCHOOL DISTRICT | PRIVATE | STATE OF FLORIDA |
|-----------------------------------|----------|----------|----------|--------------|----------|--------------------|-----------------|----------|------------------|
| Administrative and Office Support | \$22,201 | \$23,779 | \$21,206 | \$22,034 | \$22,305 | \$21,156 | \$21,359 | \$24,396 | \$21,082 |
| Benefits Administration | \$28,333 | \$25,913 | \$27,385 | \$27,887 | \$30,652 | \$30,652 | \$34,105 | \$31,272 | \$27,881 |
| Corrections and Custody | \$27,290 | - | \$28,610 | - | \$33,167 | - | \$25,750 | \$42,343 | \$29,408 |
| Engineering | \$36,805 | \$50,078 | \$35,823 | \$36,976 | - | \$38,084 | \$40,172 | - | \$36,589 |
| Financial Administration | \$31,888 | \$36,850 | \$29,216 | \$33,411 | \$35,457 | \$34,648 | \$35,152 | - | \$32,614 |
| General Safety | \$32,016 | \$28,996 | \$26,894 | \$24,957 | \$33,655 | \$28,611 | \$34,448 | \$37,789 | \$21,273 |
| General Services | \$32,684 | \$33,851 | \$31,814 | \$35,936 | \$29,101 | \$45,777 | \$37,974 | \$39,956 | \$27,901 |
| Health Care | \$29,572 | \$37,560 | \$31,112 | \$32,340 | \$28,897 | - | \$30,547 | \$36,500 | \$30,211 |
| Human Resources | \$34,840 | \$34,994 | \$30,150 | \$34,119 | \$28,332 | \$34,470 | \$40,865 | \$42,350 | \$30,094 |
| Human Services | \$28,666 | \$30,180 | \$24,589 | \$26,911 | \$26,101 | - | \$33,008 | - | \$22,570 |
| Information Technology | \$32,777 | \$38,207 | \$33,696 | \$32,821 | \$31,726 | \$43,713 | \$37,315 | \$40,711 | \$31,715 |
| Law Enforcement | \$34,917 | \$33,272 | \$33,134 | \$27,752 | \$33,088 | \$29,751 | \$35,071 | \$26,903 | \$33,905 |
| Mgt/Admin | \$32,610 | \$37,408 | \$29,946 | \$33,886 | \$32,549 | - | \$53,542 | \$65,133 | \$30,555 |
| Media and Public Information | \$36,652 | \$39,847 | \$31,224 | \$30,944 | \$29,738 | \$37,748 | \$42,386 | - | \$29,989 |
| Natural and Cultural Resource Mgt | \$25,929 | - | \$21,275 | - | - | - | - | - | \$25,620 |
| Planning | \$37,294 | - | \$32,599 | \$35,296 | \$44,590 | \$38,153 | \$50,134 | - | \$31,361 |
| Real Estate | \$30,150 | - | \$25,484 | - | - | - | - | - | \$43,614 |
| Scientific | \$31,171 | \$32,612 | \$31,290 | - | \$39,639 | \$37,404 | \$40,015 | \$33,000 | \$31,121 |
| Trades | \$22,054 | \$25,330 | \$20,105 | \$22,209 | \$25,291 | \$28,708 | \$28,127 | \$21,691 | \$20,090 |

Exhibit 6-4 compares the difference between the State of Florida and the highest paying organization types in the state. Private organizations and hospitals each hold six of the highest hiring rates by functional area. The State of Florida has a lower hiring rate in all but two of the functional areas (Trades and Scientific).

- *Eighty-nine (89) percent of the functional areas for the State of Florida possess a hiring rate less than the highest paying organization.*

Real Estate is the only functional area that exceeds other organizational types. Part of this finding may relate to the low comparability between the State of Florida and other organizational types.

EXHIBIT 6-4
DIFFERENCE BETWEEN THE STATE OF FLORIDA HIRING RATE AND THE
HIGHEST HIRING RATE ORGANIZATION

| FUNCTIONAL AREA | HIGHEST ORGANIZATION | DIFFERENCE | % DIFFERENCE |
|-----------------------------------|----------------------|------------|--------------|
| Mgt/Admin | Private | -\$35,144 | -117% |
| General Safety | Private | -\$16,516 | -78% |
| General Services | Water | -\$17,876 | -64% |
| Planning | School District | -\$18,773 | -60% |
| Real Estate | Florida | -\$10,060 | -50% |
| Human Services | School District | -\$10,438 | -46% |
| Corrections and Custody | Private | -\$12,935 | -44% |
| Human Resources | Private | -\$12,256 | -41% |
| Media and Public Information | School District | -\$11,831 | -39% |
| Information Technology | Water | -\$11,998 | -38% |
| Engineering | Hospital | -\$13,489 | -37% |
| Health Care | Hospital | -\$7,349 | -24% |
| Benefits Administration | School District | -\$6,224 | -22% |
| Administrative and Office Support | Private | -\$3,314 | -16% |
| Financial Administration | Hospital | -\$4,236 | -13% |
| Law Enforcement | School District | -\$1,166 | -3% |
| Natural and Cultural Resource Mgt | City | -\$309 | -1% |
| Trades | Water | \$2,413 | 8% |
| Scientific | School District | \$3,599 | 8% |

Exhibit 6-5 supplies the average salary for functional areas by region. The State of Florida possesses a higher hiring rate in only two functional areas: Real Estate and Natural and Cultural Resource Management. The State is the lowest in General Services, Management and Administration, Media and Public Information, Planning, and Scientific. When aggregating by region, jobs in the southeast possess the highest hiring rates (see Exhibit 6-6). Seventy-four (74) percent of the functional areas have the highest hiring rate in the southeastern region. The southwestern region holds 21 percent of the highest hiring rate positions. Real Estate remains the only functional area that the State of Florida is highest by region.

- *The southeastern region possesses the highest hiring rates by functional area.*

**EXHIBIT 6-5
REGIONAL DIFFERENCE BY FUNCTIONAL AREA**

| FUNCTIONAL AREA | CENTRAL | NORTHEAST | NORTHWEST | SOUTHEAST | SOUTHWEST | FLORIDA MEAN |
|-----------------------------------|----------|-----------|-----------|-----------|-----------|--------------|
| Administrative and Office Support | \$21,489 | \$20,600 | \$19,237 | \$24,984 | \$22,689 | \$20,689 |
| Benefits Administration | \$29,456 | \$25,412 | \$23,592 | \$29,541 | \$30,359 | \$26,496 |
| Corrections and Custody | \$31,264 | \$30,198 | \$24,602 | \$33,783 | \$34,950 | \$25,594 |
| Engineering | \$35,512 | \$35,861 | \$36,069 | \$38,638 | \$37,503 | \$35,710 |
| Financial Administration | \$31,966 | \$33,215 | \$29,317 | \$35,855 | \$34,325 | \$29,943 |
| General Safety | \$27,789 | \$27,865 | \$24,300 | \$34,491 | \$28,896 | \$23,548 |
| General Services | \$33,875 | \$33,833 | \$28,005 | \$37,321 | \$32,818 | \$31,106 |
| Health Care | \$30,667 | \$26,511 | \$32,672 | \$39,382 | \$34,055 | \$31,006 |
| Human Resources | \$32,736 | \$28,717 | \$27,824 | \$39,182 | \$33,657 | \$29,888 |
| Human Services | \$27,204 | \$22,848 | \$25,549 | \$28,676 | \$30,009 | \$23,503 |
| Information Technology | \$34,385 | \$33,743 | \$31,197 | \$37,344 | \$33,427 | \$33,379 |
| Law Enforcement | \$32,482 | \$32,182 | \$27,494 | \$37,874 | \$37,287 | \$30,863 |
| Mgt/Admin | \$35,255 | \$44,475 | \$34,894 | \$36,047 | \$33,945 | \$29,787 |
| Media and Public Information | \$33,461 | \$33,412 | \$27,385 | \$40,519 | \$31,867 | \$29,514 |
| Natural and Cultural Resource Mgt | \$20,444 | \$19,282 | \$24,519 | \$24,833 | \$25,452 | \$22,523 |
| Planning | \$35,660 | \$32,451 | \$32,277 | \$39,444 | \$37,721 | \$31,960 |
| Real Estate | \$26,311 | - | \$26,575 | - | - | \$29,863 |
| Scientific | \$31,429 | \$31,793 | \$31,593 | \$37,176 | \$31,043 | \$30,883 |
| Trades | \$22,373 | \$21,661 | \$20,221 | \$26,072 | \$22,683 | \$20,542 |

**EXHIBIT 6-6
DIFFERENCE ACROSS REGION AND FUNCTIONAL AREA**

| FUNCTIONAL AREA | HIGHEST REGION | DIFFERENCE | % DIFFERENCE |
|-----------------------------------|------------------|------------|--------------|
| General Safety | Southeast | -10,943 | -46% |
| Corrections and Custody | Southwest | -9,356 | -37% |
| Media and Public Information | Southeast | -10,732 | -36% |
| Human Resources | Southeast | -9,294 | -31% |
| Human Services | Southwest | -6,506 | -28% |
| Health Care | Southeast | -8,376 | -27% |
| Trades | Southeast | -5,530 | -27% |
| Planning | Southeast | -7,484 | -23% |
| Law Enforcement | Southeast | -7,011 | -23% |
| Mgt/Admin | Southeast | -6,533 | -22% |
| Administrative and Office Support | Southeast | -4,295 | -21% |
| Scientific | Southeast | -6,293 | -20% |
| General Services | Southeast | -6,215 | -20% |
| Financial Administration | Southeast | -5,912 | -20% |
| Natural and Cultural Resource Mgt | Southwest | -2,929 | -13% |
| Information Technology | Southeast | -3,965 | -12% |
| Benefits Administration | Southwest | -3,045 | -11% |
| Engineering | Southeast | -2,928 | -8% |
| Real Estate | State of Florida | 3,288 | 11% |

Benefits

The State of Florida offers comprehensive benefits. Within the state, Florida provides benefits comparable to counties, yet slightly behind schools boards, hospitals, and municipalities. When comparing the State of Florida to other states, Georgia, Mississippi, and Missouri offer better benefit packages. The primary difference between the State of Florida and the better performing states lies in the use of raise or bonus systems based on a satisfactory evaluation.

- *The State of Florida offers benefits comparable to Florida counties, yet falls short of school boards, hospitals, and municipalities.*

Linking Compensation and Benefits

The analysis of the relationship between state government and other organizations in Florida attests to a fairly non-linear relationship between salary and benefits. However, the presence of a relationship indicates that there is a linkage between salary and benefits. Furthermore, an inverse relationship is present in the majority of the cases.

- *Among Florida employers, as salary decreases, benefits increase.*

Differences between the 1998 and 1999 Report

As emphasized at the beginning of this report, the compatibility between this report and last year's report allows for some limited trend analysis. Unsurprisingly, many of the conclusions from last year are echoed in this analysis. See Exhibit 6-7 for a summary of differences between the 1998 and 1999 reports. One of the primary differences is the increase in the number of classes falling below market. However, it is important to note that some of the observed differences occur due to the substitution of 26 classes in this year's study and the change in a limited number of respondents.

**EXHIBIT 6-7
SUMMARY OF DIFFERENCES BETWEEN THE 1998 AND 1999 REPORTS**

| ISSUE | 1998 CONCLUSION | 1999 CONCLUSION |
|--|---|--|
| Hiring Rate based on class | 51 percent of classes are lower than the state average | 74 percent of classes are lower than the state average |
| Hiring Rate based on organizational type | 71 percent are lower than state average | 72 percent are lower than state average |
| Functional Areas | 68 percent are lower than survey average | 84 percent are lower than survey average |
| Specific Functional Areas Below Market | All, except Administrative and Support Staff, Natural and Cultural Resource Management, Law Enforcement, Scientific, Engineering, and Real Estate | All, except Law Enforcement, Natural and Cultural Resource Management, and Real Estate |
| Highest Functional Area by Region | 79 percent of highest functional area hiring rates appear in the Southeast | 74 percent of highest functional area hiring rates appear in the Southeast |
| Highest Hiring Rate by Organizational Type | Hospitals and private industry possess the highest averages | Water Management Districts and school districts increased their representation |

Exhibit 6-8 summarizes the changes in the market average between 1998 and 1999 for the common classes. The largest shift downward in the market average is the \$11,609 shift for Rehabilitation Therapist, while the largest increase in the hiring rate occurs for Health Facility Evaluator I (\$11,999). The average change is \$922.

**EXHIBIT 6-8
MARKET AVERAGES FOR 1998-99**

| TITLE | FLORIDA 1998 | FL MARKET AVERAGE 1998 | FLORIDA 1999 | FL MARKET AVERAGE 1999 | CHANGE |
|--|-----------------|------------------------------|-----------------|------------------------------|----------|
| ACCOUNTANT I | \$22,559 | \$26,466 | \$22,214 | \$28,174 | \$1,708 |
| ADMINISTRATIVE ASSISTANT II | - | - | \$27,593 | \$30,392 | - |
| ADVANCED REGISTERED NURSE PRACTITIONER | \$38,720 | \$41,005 | \$43,823 | \$38,499 | -\$2,506 |
| APPRAISER II - AD VALOREM | \$34,002 | \$27,339 | \$31,475 | \$24,987 | -\$2,352 |
| APPRAISER SUPERVISOR - AD VALOREM | \$43,428 | \$30,745 | \$55,753 | \$30,647 | -\$98 |
| ASSISTANT DETENTION CENTER SUPERINTENDENT II | \$32,109 | \$35,928 | \$34,042 | \$44,221 | \$8,293 |
| BEHAVIOR PROGRAM SPECIALIST | \$22,559 | \$32,036 | \$21,312 | \$30,954 | -\$1,082 |
| BENEFITS PROGRAM SUPERVISOR | \$34,002 | \$38,778 | \$31,519 | \$38,224 | -\$554 |
| BENEFITS SPECIALIST | \$30,372 | \$24,788 | \$29,393 | \$26,362 | \$1,574 |
| BENEFITS TECHNICIAN | - | - | \$22,731 | \$21,357 | - |
| BIOLOGICAL ADMINISTRATOR I | \$40,737 | \$43,092 | \$37,034 | \$37,703 | -\$5,389 |
| BIOLOGICAL SCIENTIST I | \$25,780 | \$28,416 | \$24,254 | \$28,095 | -\$321 |
| BIOLOGICAL SCIENTIST III | - | - | \$31,473 | \$36,144 | - |
| BUDGET SPECIALIST | \$32,109 | \$35,839 | \$31,402 | \$37,816 | \$1,977 |
| BUSINESS MANAGER III | \$34,002 | \$53,637 | \$42,438 | \$56,144 | \$2,507 |
| CHEMIST ADMINISTRATOR | \$40,737 | \$40,285 | \$37,034 | \$41,139 | \$854 |
| CHEMIST II | - | - | \$28,394 | \$31,399 | - |
| CLERK SPECIALIST | \$16,730 | \$16,027 | \$15,489 | \$16,336 | \$309 |
| COMPUTER OPERATIONS SUPERVISOR | \$27,145 | \$32,819 | \$25,729 | \$35,980 | \$3,161 |
| COMPUTER OPERATOR I | - | - | \$18,263 | \$22,241 | - |
| COMPUTER PROGRAMMER | - | - | \$24,903 | \$29,738 | - |
| COMPUTER PROGRAMMER ANALYST II | \$34,002 | \$35,384 | \$32,049 | \$37,106 | \$1,722 |
| CORRECTIONAL OFFICER | \$23,236 | \$23,183 | \$21,664 | \$24,762 | \$1,579 |
| CORRECTIONAL OFFICER CAPTAIN | - | - | \$33,834 | \$42,096 | - |
| CORRECTIONAL OFFICER SERGEANT | \$24,948 | \$27,416 | \$25,657 | \$29,985 | \$2,569 |
| CUSTODIAL WORKER | \$15,076 | \$15,124 | \$13,893 | \$15,334 | \$210 |
| DATABASE ADMINISTRATOR | - | - | \$50,907 | \$48,831 | - |
| DATABASE ANALYST | - | - | \$34,501 | \$34,073 | - |
| DETENTION CARE WORKER I | \$22,559 | \$25,108 | \$20,597 | \$25,902 | \$794 |
| DETENTION CARE WORKER SUPERVISOR | \$24,446 | \$32,180 | \$24,925 | \$26,238 | -\$5,942 |
| DIETITIAN | \$25,073 | \$30,180 | \$28,242 | \$37,043 | \$6,863 |
| DISTRIBUTED COMPUTER SYSTEMS ADMINISTRATOR | \$40,737 | \$42,239 | \$44,112 | \$38,135 | -\$4,104 |
| DISTRIBUTED COMPUTER SYSTEMS ANALYST | \$34,002 | \$34,922 | \$33,051 | \$40,852 | \$5,930 |
| DISTRIBUTED COMPUTER SYSTEMS SPECIALIST | - | - | \$28,725 | \$33,788 | - |
| DUTY OFFICER | - | - | \$21,664 | \$27,296 | - |
| ENGINEER I | \$32,109 | \$30,208 | \$29,899 | \$30,557 | \$349 |
| ENGINEER III | - | - | \$35,818 | \$40,853 | - |
| ENVIRONMENTAL SPECIALIST I | \$28,729 | \$29,850 | \$27,856 | \$29,560 | -\$290 |
| ENVIRONMENTAL SUPERVISOR I | \$34,001 | \$38,754 | \$31,800 | \$38,182 | -\$572 |
| EXECUTIVE SECRETARY | \$23,425 | \$24,388 | \$23,474 | \$25,474 | \$1,086 |
| FAMILY SERVICES COUNSELOR | \$28,728 | \$26,787 | \$25,563 | \$24,994 | -\$1,793 |
| FISCAL ASSISTANT II | \$20,513 | \$20,158 | \$19,786 | \$21,718 | \$1,560 |
| FOOD SERVICE ADMINISTRATOR | - | - | \$19,456 | \$31,410 | - |
| FOOD SERVICE WORKER | - | - | \$14,819 | \$16,191 | - |
| GENERAL SERVICES SPECIALIST | \$32,109 | \$32,733 | \$30,707 | \$29,929 | -\$2,804 |
| GROUP TREATMENT LEADER | \$25,780 | \$29,288 | \$23,873 | \$30,300 | \$1,012 |
| HEALTH FACILITY EVALUATOR I | \$28,728 | \$33,551 | \$26,933 | \$45,550 | \$11,999 |
| HEALTH SUPPORT AIDE | \$16,139 | \$13,717 | \$15,074 | \$14,401 | \$684 |
| HEARING OFFICER | - | - | \$64,209 | \$45,733 | - |
| HOUSE PARENT | \$21,514 | \$18,575 | \$19,507 | \$20,002 | \$1,427 |
| HUMAN SERVICES WORKER I | \$17,380 | \$21,287 | \$15,952 | \$23,375 | \$2,088 |

EXHIBIT 6-8 (Continued)
MARKET AVERAGES FOR 1998-99

| TITLE | FLORIDA 1998 | FL MARKET AVERAGE 1998 | FLORIDA 1999 | FL MARKET AVERAGE 1999 | CHANGE |
|--|-----------------|------------------------------|-----------------|------------------------------|-----------|
| INSTITUTIONAL SECURITY OFFICER | \$18,119 | \$18,326 | \$16,541 | \$18,932 | \$606 |
| JUVENILE PROBATION OFFICER | \$27,145 | \$21,958 | \$24,868 | \$22,818 | \$860 |
| LAW ENFORCEMENT CAPTAIN | - | - | \$55,377 | \$50,066 | - |
| LAW ENFORCEMENT INVESTIGATOR II | - | - | \$31,734 | \$32,021 | - |
| LAW ENFORCEMENT LIEUTENANT | - | - | \$43,384 | \$44,388 | - |
| LAW ENFORCEMENT OFFICER | \$27,452 | \$24,505 | \$25,956 | \$25,449 | \$944 |
| LAW ENFORCEMENT SERGEANT | \$34,330 | \$30,385 | \$36,824 | \$32,657 | \$2,272 |
| LICENSED PRACTICAL NURSE | \$22,558 | \$21,858 | \$27,332 | \$23,424 | \$1,566 |
| MAINTENANCE MECHANIC | \$22,558 | \$20,896 | \$21,811 | \$22,525 | \$1,629 |
| MANAGEMENT ANALYST I | \$25,779 | \$36,153 | \$27,317 | \$40,409 | \$4,256 |
| PARALEGAL SPECIALIST | \$21,504 | \$28,970 | \$21,737 | \$27,979 | -\$991 |
| PARK RANGER | \$21,504 | \$19,492 | \$19,571 | \$18,277 | -\$1,215 |
| PERSONNEL TECHNICIAN I | \$22,559 | \$23,323 | \$22,913 | \$22,918 | -\$405 |
| PERSONNEL TECHNICIAN III | \$28,728 | \$30,248 | \$28,364 | \$29,982 | -\$266 |
| PLANNER I | \$27,145 | \$33,395 | \$25,500 | \$32,808 | -\$587 |
| PLANNER III | - | - | \$31,859 | \$37,988 | - |
| PLANNING MANAGER | \$38,314 | \$46,295 | \$36,726 | \$49,277 | \$2,982 |
| PROFESSIONAL ACCOUNTANT | \$30,372 | \$32,220 | \$28,422 | \$34,633 | \$2,413 |
| PROFESSIONAL ACCOUNTANT SUPERVISOR | \$43,428 | \$39,803 | \$55,794 | \$47,634 | \$7,831 |
| PROFESSIONAL ENGINEER II | - | - | \$44,051 | \$43,972 | - |
| PSYCHOLOGIST SPECIALIST | \$29,751 | \$44,874 | \$31,108 | \$43,560 | -\$1,314 |
| PUBLIC ASSISTANCE SPECIALIST | \$24,446 | \$23,621 | \$22,299 | \$23,461 | -\$160 |
| PUBLIC HEALTH NUTRITIONIST DIETITIAN | \$25,073 | \$21,667 | \$25,559 | \$26,230 | \$4,563 |
| PUBLIC INFORMATION SPECIALIST | \$28,728 | \$35,219 | \$29,989 | \$34,318 | -\$901 |
| PURCHASING AGENT I | \$21,504 | \$23,773 | \$21,251 | \$23,901 | \$128 |
| PURCHASING AGENT III | \$27,145 | \$32,076 | \$25,674 | \$33,323 | \$1,247 |
| PURCHASING DIRECTOR II | \$34,002 | \$46,414 | \$33,972 | \$50,124 | \$3,710 |
| REGISTERED NURSE | \$27,405 | \$29,933 | \$26,465 | \$33,095 | \$3,162 |
| REGISTERED NURSE SPECIALIST | \$34,188 | \$31,737 | \$34,352 | \$32,834 | \$1,097 |
| REHABILITATION THERAPIST | \$25,780 | \$40,486 | \$24,522 | \$28,877 | -\$11,609 |
| RESEARCH ASSOCIATE | \$34,002 | \$32,513 | \$33,793 | \$42,107 | \$9,594 |
| RESIDENT PARK MANAGER II | \$32,109 | \$27,264 | \$31,669 | \$28,774 | \$1,510 |
| SAFETY AND HEALTH SPECIALIST | \$27,145 | \$32,951 | \$26,006 | \$34,682 | \$1,731 |
| SECRETARY SPECIALIST | \$18,858 | \$19,803 | \$17,858 | \$21,873 | \$2,070 |
| SENIOR CLERICAL SUPERVISOR | \$20,513 | \$23,799 | \$20,996 | \$24,543 | \$744 |
| SENIOR DATABASE ANALYST | - | - | \$42,950 | \$37,033 | - |
| SENIOR PERSONNEL MANAGER | - | - | \$45,643 | \$54,091 | - |
| SENIOR REGISTERED NURSE SUPERVISOR | \$38,720 | \$41,327 | \$38,566 | \$43,266 | \$1,939 |
| SPECIAL AGENT | \$39,919 | \$33,319 | \$36,290 | \$29,581 | -\$3,738 |
| STAFF DEVELOPMENT AND TRAINING MANAGER | \$32,109 | \$45,309 | \$36,013 | \$43,580 | -\$1,729 |
| SYSTEMS PROGRAMMER II | - | - | \$39,977 | \$37,951 | - |
| SYSTEMS PROJECT ADMINISTRATOR | \$40,736 | \$49,700 | \$44,064 | \$50,623 | \$923 |
| SYSTEMS PROJECT ANALYST | - | - | \$37,408 | \$44,011 | - |
| TAX AUDITOR II | \$30,372 | \$40,950 | \$28,242 | \$40,500 | -\$450 |
| TELECOMMUNICATIONS ADMINSTRATOR | - | - | \$42,069 | \$39,890 | - |
| TELECOMMUNICATIONS SUPERVISOR | \$32,109 | \$36,789 | \$33,316 | \$35,390 | -\$1,399 |
| TRADES SUPERVISOR | \$23,425 | \$30,526 | \$25,200 | \$34,081 | \$3,555 |
| TRAINING SPECIALIST I | \$20,513 | \$31,706 | \$23,456 | \$31,593 | -\$113 |
| VOCATIONAL REHABILITATION COUNSELOR | - | - | \$24,468 | \$35,301 | - |

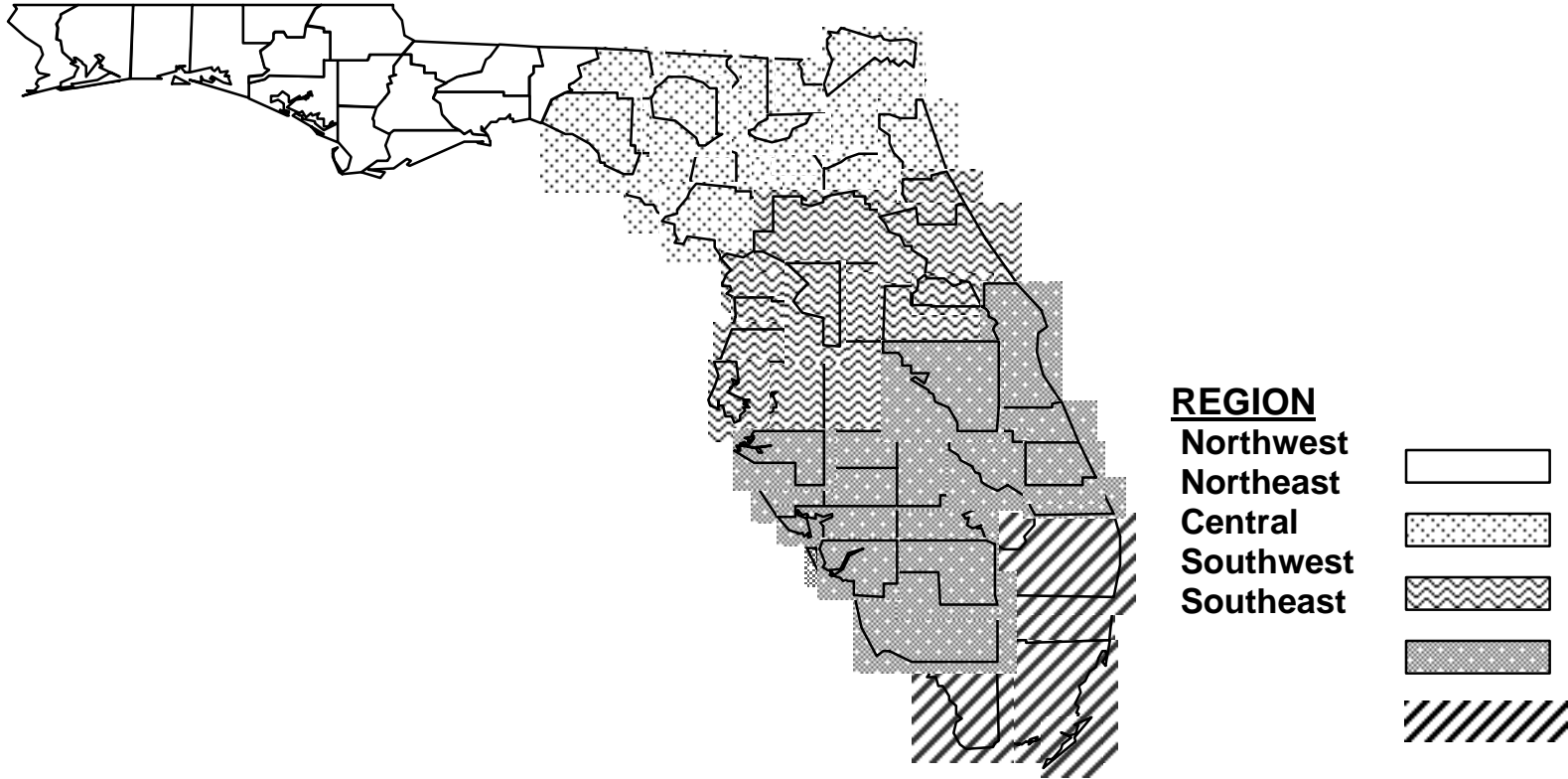
Conclusion

After surveying major employers statewide, it is evident that the State of Florida is more competitive in some classes and functional areas and less so in others. This report, though not intended to provide class by class recommendations, identifies the major trends by functional area for the 100 benchmarks chosen for the study and provides an indication of the general competitiveness of the State. Overall, the State of Florida is to be commended for the work it is doing related to tracking the relative position of the State in a changing marketplace.

APPENDIX A:

REGIONS

REGIONAL MAP FOR FLORIDA COUNTIES



LIST OF FLORIDA COUNTIES BY REGION

| COUNTY | POPULATION | REGION | COUNTY | POPULATION | REGION |
|------------|------------|--------|--------------|------------|---------|
| Escambia | 262,798 | NW | Pinellas | 851,659 | Central |
| Leon | 192,493 | NW | Hillsborough | 834,054 | Central |
| Okaloosa | 143,776 | NW | Orange | 677,491 | Central |
| Bay | 126,994 | NW | Polk | 405,382 | Central |
| Santa Rosa | 81,608 | NW | Volusia | 370,712 | Central |
| Jackson | 41,375 | NW | Seminole | 287,529 | Central |
| Gadsden | 41,105 | NW | Pasco | 281,131 | Central |
| Walton | 27,760 | NW | Marion | 194,833 | Central |
| Washington | 16,919 | NW | Lake | 152,104 | Central |
| Holmes | 15,778 | NW | Hernando | 101,115 | Central |
| Wakulla | 14,202 | NW | Citrus | 93,515 | Central |
| Gulf | 11,504 | NW | Sumter | 31,577 | Central |
| Jefferson | 11,296 | NW | Flagler | 28,701 | Central |
| Calhoun | 11,011 | NW | Brevard | 398,978 | SW |
| Franklin | 8,967 | NW | Lee | 335,113 | SW |
| Liberty | 5,569 | NW | Sarasota | 277,776 | SW |
| Duval | 672,971 | NE | Manatee | 211,707 | SW |
| Alachua | 181,596 | NE | Collier | 152,099 | SW |
| Clay | 105,986 | NE | St. Lucie | 150,171 | SW |
| St. Johns | 83,829 | NE | Charlotte | 110,975 | SW |
| Putnam | 65,070 | NE | Osceola | 107,728 | SW |
| Nassau | 43,941 | NE | Martin | 100,900 | SW |
| Columbia | 42,613 | NE | Indian River | 90,208 | SW |
| Suwanne | 26,780 | NE | Highlands | 68,432 | SW |
| Levy | 25,923 | NE | Okeechobee | 29,627 | SW |
| Bradford | 22,515 | NE | Hendry | 25,773 | SW |
| Baker | 18,486 | NE | Desoto | 23,865 | SW |
| Taylor | 17,111 | NE | Hardee | 19,499 | SW |
| Madison | 16,569 | NE | Glades | 7,591 | SW |
| Hamilton | 10,930 | NE | Dade | 1,937,094 | SE |
| Dixie | 10,585 | NE | Broward | 1,255,488 | SE |
| Union | 10,252 | NE | Palm Beach | 863,518 | SE |
| Gilchrist | 9,667 | NE | Monroe | 78,024 | SE |
| Lafayette | 5,578 | NE | | | |

APPENDIX B:
ORGANIZATIONS SURVEYED

| ORGANIZATION | CITY |
|--|--------------------|
| <i>All organizations surveyed. Respondents not indicated due to confidentiality.</i> | |
| Accustaff Inc. | Jacksonville |
| Adventist Health System | Winter Park |
| Air Products and Chemical | Milton |
| Alachua County | Gainesville |
| ALACHUA County Schools | Gainesville |
| Alachua County Sherriff | Gainesville |
| American Bankers Insurance Group | Miami |
| Amstaff Incorporated | Pensacola |
| Armor Holdings Inc. | Jacksonville |
| Artesyn Technologies | Boca Raton |
| AT&T Universal Card Service Corporation | Jacksonville |
| Baptist Medical Center-Beaches | Jacksonville Beach |
| Barnett Bank of Jacksonville | Jacksonville |
| Bay Correctional Institution | Panama City |
| Bay County | Panama City |
| BAY County Schools | Panama City |
| Bay County Sherriff | Panama City |
| Bay Medical Center | Panama City |
| Bayfront Medical Center | St. Petersburg |
| BE Aerospace Inc. | Wellington |
| Beall's Inc | Bradenton |
| Blue Cross & Blue Shield | Jacksonville |
| Breed Technologies Inc. | Lakeland |
| Brevard Community College | Cocoa |
| Brevard County | Viera |
| Brevard County Sherriff | Titusville |
| Broward Community College | Ft. Lauderdale |
| Broward County | Fort Lauderdale |
| BROWARD County Schools | Fort Lauderdale |
| Broward County Sherriff | Fort Lauderdale |
| Broward General Medical Center | Ft. Lauderdale |
| Buckeye Florida | Perry |
| Budget Group Inc. | Daytona Beach |
| Calhoun County | Blountstown |
| Capital City Bank Group | Tallahassee |
| Carnival Corp. | Miami |
| Carnival Hotels and Casinos | Miami |
| Central Florida Community College | Ocala |
| Champion International | Cantonment |
| Charlotte County | Port Charlotte |
| Charlotte County Sherriff | Punta Gorda |
| Chipola Junior College | Marianna |
| CHS Electronics Inc. | Miami |
| Citrus County | Inverness |
| City of Alachua | Alachua |
| City of Apopka | Apopka |
| City of Atlantic Beach | Atlantic Beach |
| City of Bartow | Bartow |
| City of Bradenton | Bradenton |
| City of Brooksville | Brooksville |

| ORGANIZATION | CITY |
|--|--------------------|
| <i>All organizations surveyed. Respondents not indicated due to confidentiality.</i> | |
| City of Callaway | Callaway |
| City of Cape Coral | Cape Coral |
| City of Clearwater | Clearwater |
| City of Clewiston | Clewiston |
| City of Copper City | Copper City |
| City of Coral Gables | Coral Gables |
| City of Coral Springs | Coral Springs |
| City of Crestview | Crestview |
| City of Daytona Beach | Daytona Beach |
| City of Delray Beach | Delray Beach |
| City of Destin | Destin |
| City of Ft. Lauderdale | Ft. Lauderdale |
| City of Ft. Myers | Ft. Myers |
| City of Ft. Pierce | Ft. Pierce |
| City of Ft. Walton Beach | Ft. Walton Beach |
| City of Gainesville | Gainesville |
| City of Hallandale | Hallandale |
| City of Hialeah | Hialeah |
| City of Holly Hill | Holly Hill |
| City of Hollywood | Hollywood |
| City of Homestead | Homestead |
| City of Jacksonville | Jacksonville |
| City of Jacksonville Beach | Jacksonville Beach |
| City of Jupiter | Jupiter |
| City of Kissimmee | Kissimmee |
| City of Lake City | Lake City |
| City of Lake Worth | Lake Worth |
| City of Lakeland | Lakeland |
| City of Largo | Largo |
| City of Lynn Haven | Lynn Haven |
| City of Marianna | Marianna |
| City of Melbourne | Melbourne |
| City of Miami | Miami |
| City of Miami Beach | Miami Beach |
| City of Miramar | Miramar |
| City of Naples | Naples |
| City of Niceville | Niceville |
| City of North Lauderdale | North Lauderdale |
| City of North Miami | North Miami |
| City of North Palm Beach | North Palm Beach |
| City of Oakland Park | Oakland Park |
| City of Ocala | Ocala |
| City of Orange Park | Orange Park |
| City of Orlando | Orlando |
| City of Ormond Beach | Ormond Beach |
| City of Palatka | Palatka |
| City of Palm Bay | Palm Bay |
| City of Palm Beach | Palm Beach |
| City of Palm Beach Gardens | Palm Beach Gardens |
| City of Panama City | Panama City |

| ORGANIZATION | CITY |
|--|--------------------|
| All organizations surveyed. Respondents not indicated due to confidentiality. | |
| City of Pembroke Pines | Pembroke Pines |
| City of Pensacola | Pensacola |
| City of Pinellas Park | Pinellas Park |
| City of Plantation | Plantation |
| City of Pompano Beach | Pompano Beach |
| City of Port Orange | Port Orange |
| City of Port St. Lucie | Port St. Lucie |
| City of Safety Harbor | Safety Harbor |
| City of Sarasota | Sarasota |
| City of South Daytona | South Daytona |
| City of St. Augustine | St. Augustine |
| City of St. Pete Beach | St. Pete Beach |
| City of St. Petersburg | St. Petersburg |
| City of Stuart | Stuart |
| City of Tallahassee | Tallahassee |
| City of Tamarac | Tamarac |
| City of Tampa | Tampa |
| City of Temple Terrace | Temple Terrace |
| City of Titusville | Titusville |
| City of Venice | Venice |
| City of Vero Beach | Vero Beach |
| City of West Palm Beach | West Palm Beach |
| City of Winter Haven | Winter Haven |
| City of Winter Park | Winter Park |
| Clay County | Green Cove Springs |
| CLAY County Schools | Green Cove Springs |
| Clay County Sherriff | Green Cove Springs |
| Collier County | Naples |
| COLLIER County Schools | Naples |
| Collier County Sherriff | Naples |
| Collier Enterprises | Naples |
| Columbia County | Lake City |
| Columbia County Sherriff | Lake City |
| Columbia Medical Center Port St. Lucie | Port St. Lucie |
| Coral Springs Medical Center | Coral Springs |
| CSX Technology | Jacksonville |
| Dade County | Miami |
| DADE County Schools | Miami |
| Dade County Sherriff | Miami |
| Danka Business Systems | St. Petersburg |
| Darden Restaurants Inc. | Orlando |
| Daytona Beach Community College | Daytona |
| Department of Finance and Administration | Little Rock |
| Department of Management Services Bureau of Classification | Tallahassee |
| Department of Personnel | Nashville |
| Department of Personnel Training | Richmond |
| Department of State Civil Service | Baton Rouge |
| Department of Veterans Affairs Medical Center | Miami |
| Discount Auto Parts Inc. | Lakeland |
| Disney-MGM Studios | Lake Buena Vista |

| ORGANIZATION | CITY |
|--|------------------|
| All organizations surveyed. Respondents not indicated due to confidentiality. | |
| Dixie Packers | Pensacola |
| Duval County | Jacksonville |
| DUVAL County Schools | Jacksonville |
| Duval County Sherriff | Jacksonville |
| Edison Community College | Ft. Myers |
| Energizer Power Systems | Alachua |
| Escambia County | Pensacola |
| ESCAMBIA County Schools | Pensacola |
| Escambia County Sherriff | Pensacola |
| Federated Department Stores | Cincinnati |
| Flagler County | Bunnell |
| Flagler Hospital, Inc. | St. Augustine |
| Florida Board of Regents | Tallahassee |
| Florida Community College at Jacksonville | Jacksonville |
| Florida Keys Community College | Key West |
| Florida Progress Corp./Florida Power | St. Petersburg |
| Florida Supreme Court Building | Tallahassee |
| Fort Walton Beach Medical Center | Ft. Walton Beach |
| FPL Group Inc. | Juno Beach |
| Franklin County | Apalachicola |
| Gadsden County | Quincy |
| Gadsden County Sherriff | Quincy |
| Glades County | Moore Haven |
| Good Samaritan Medical Center | West Palm Beach |
| GTE Communications Corp. | Tampa |
| Gulf Coast Community College | Panama City |
| Gulf Power | Pensacola |
| Hardee County | Wauchula |
| Harris Corp. | Melbourne |
| Health Management Associates | Naples |
| Hendry County | LaBelle |
| Hernando County | Brooksville |
| Highlands County | Sebring |
| Hillsborough Community College | Tampa |
| Hillsborough County | Tampa |
| HILLSBOROUGH County Schools | Tampa |
| Hillsborough County Sherriff | Tampa |
| Hughes Supply Inc. | Orlando |
| Indian River Community College | Ft. Pierce |
| Indian River County | Vero Beach |
| Indian River County Sherriff | Vero Beach |
| Interim Services Inc. | Ft. Lauderdale |
| Jackson County | Marianna |
| Jackson County Sherriff | Mariana |
| Jackson Memorial Hospital | Miami |
| JumboSports Inc. | Tampa |
| Kentucky Personnel Cabinet | Frankfort |
| Knight-Ridder | Miami |
| Lake City Community College | Lake City |
| Lake City Correctional Facility | Lake City |

| ORGANIZATION | CITY |
|--|-------------------|
| <i>All organizations surveyed. Respondents not indicated due to confidentiality.</i> | |
| Lake County | Tavares |
| Lake-Sumter Community College | Leesburg |
| Landstar System Inc. | Jacksonville |
| Lee County | Ft. Myers |
| LEE County Schools | Fort Myers |
| Lee County Sherriff | Ft. Myers |
| Lee Memorial Health System | Ft. Myers |
| Lennar Corp. | Miami |
| Leon County | Tallahassee |
| LEON County Schools | Tallahassee |
| Leon County Sherriff | Tallahassee |
| Levitz Furniture Inc. | Boca Raton |
| Liberty County | Bristol |
| Lincare Holdings Inc. | Clearwater |
| Lockheed Martin | Orlando |
| Lykes Brothers Inc. | Tampa |
| Manatee Community College | Bradenton |
| Manatee County | Bradenton |
| MANATEE County Schools | Bradenton |
| Manatee County Sherriff | Bradenton |
| Manatee Memorial Hospital | Bradenton |
| Manufacturing Technology Inc. | Fort Walton Beach |
| Marion County | Ocala |
| MARION County Schools | Ocala |
| Marion County Sherriff | Ocala |
| Martin County | Stuart |
| Martin County Sherriff | Stuart |
| MasTec Inc. | Miami |
| Maxxim Medical | Clearwater |
| McDonnell Douglas | Shalimar |
| Memorial Regional Hospital | Hollywood |
| Miami-Dade Community College | Miami |
| Monroe County | Key West |
| MONROE County Schools | Key West |
| Monroe County Sherriff | Key West |
| Moorehaven Correctional Institution | Moore Haven |
| Morton Plant Hospital | Clearwater |
| Munroe Regional Medical Center | Ocala |
| Nassau County | Fernandina Beach |
| Nassau County Sherriff | Yulee |
| North Florida Community College | Madison |
| North Okaloosa Medical Center | Crestview |
| Northwest Water Management District | Havana |
| Office Depot Inc. | Delray Beach |
| Office of Administration Division of Personnel | Jefferson City |
| Office of Personnel Management | Oklahoma City |
| Office of State Personnel | Raleigh |
| Okaloosa County | Ft. Walton Beach |
| OKALOOSA County Schools | Ft. Walton Beach |
| Okaloosa County Sherriff | Shalimar |

| ORGANIZATION | CITY |
|--|-----------------|
| <i>All organizations surveyed. Respondents not indicated due to confidentiality.</i> | |
| Okaloosa-Walton Community College | Niceville |
| Okeechobee County | Okeechobee |
| Orange County | Orlando |
| ORANGE County Schools | Orlando |
| Orange County Sherriff | Orlando |
| Orange-Co Inc. | Bartow |
| Orlando Regional Healthcare System | Orlando |
| Osceola County | Kissimmee |
| OutSource International | Deerfield Beach |
| Palm Bay Community Hospital | Palm Bay |
| Palm Beach Community College | Lake Worth |
| Palm Beach County | West Palm Beach |
| PALM BEACH County Schools | West Palm |
| Palm Beach County Sherriff | West Palm Beach |
| Pasco County | New Port Richey |
| Pasco County Sherriff | New Port Richey |
| Pasco-Hernando Community College | Brooksville |
| Pensacola Junior College | Pensacola |
| Personnel Department | Montgomery |
| Pharmerica | Tampa |
| Photronics Inc. | Jupiter |
| Pinellas County | Clearwater |
| PINELLAS County Schools | Largo |
| Pinellas County Sherriff | Clearwater |
| Polk Community College | Winter Haven |
| Polk County | Bartow |
| POLK County Schools | Bartow |
| Polk County Sherriff | Bartow |
| Putnam County | Palatka |
| Putnam County Sherriff | Palatka |
| Republic Industries | Fort Lauderdale |
| Reynolds Smith & Hills | Jacksonville |
| Riverside Group Inc. | Jacksonville |
| Royal Caribbean Cruises Ltd. | Miami |
| Ryder System Inc | Miami |
| Santa Fe Community College | Gainesville |
| Santa Rosa County | Milton |
| Santa Rosa County Sherriff | Milton |
| Sarasota County | Sarasota |
| SARASOTA County Schools | Sarasota |
| Sarasota County Sherriff | Sarasota |
| Sarasota Memorial Hospital | Sarasota |
| Sawtek Inc. | Apopka |
| Seminole Community College | Sanford |
| Seminole County | Sanford |
| Seminole County Sherriff | Sanford |
| Sensormatic Electronics Corp. | Boca Raton |
| Shands at AGH | Gainesville |
| South Bay Correctional Facility | South Bay |
| South Florida Community College | Avon Park |

| ORGANIZATION | CITY |
|--|--------------------|
| <i>All organizations surveyed. Respondents not indicated due to confidentiality.</i> | |
| South Florida Water Management District | West Palm Beach |
| Southwest Water Management District | Brooksville |
| Sprint-Centel of Florida | Tallahassee |
| St. Johns County | St. Augustine |
| St. Johns County Sherriff | St. Augustine |
| St. Johns River Community College | Palatka |
| St. Johns Water Management District | Palatka |
| St. Joseph's Holspital, Inc. | Tampa |
| St. Lucie County | Fort Pierce |
| St. Lucie County Sherriff | Ft. Pierce |
| St. Petersburg Junior College | St. Petersburg |
| St. Vincent's Medical Center | Jacksonville |
| Staff Leasing | Bradenton |
| State Budget and Control Board Office of Human Resources | Columbia |
| State Merit System of Personnel Administration | Atlanta |
| State Personnel Board | Jackson |
| Stein Mart Inc. | Jacksonville |
| Sunbeam Corp. | Delray Beach |
| Superior Uniform Group | Seminole |
| Suwanee Water Management District | Live Oak |
| Suwanee County | Live Oak |
| Tallahassee Memorial Hospital | Tallahassee |
| Tallahassee Community College | Tallahassee |
| Tallahassee Community Hopital | Tallahassee |
| Tallahassee Memorial Medical Center | Tallahassee |
| Taylor County | Perry |
| Tech Data Corp. | Clearwater |
| TECO Energy Inc. | Tampa |
| Tribune Company | Tampa |
| Tropicana Dole Beverages | Bradenton |
| Tupperware Corp | Orlando |
| Union County | Lake Bulter |
| Uniroyal Technology Corp. | Sarasota |
| University Medical Center | Jacksonville |
| Valencia Community College | Orlando |
| Vinyl Tech | Nokomis |
| Volusia County | Deland |
| Volusia County Sherriff | DeLand |
| Wackenhut Corp. | Palm Beach Gardens |
| Wal-Staf Personnel | Gainesville |
| Walter Industries Inc. | Tampa |
| Walton County | Defuniak Springs |
| Walton County Sherriff | DeFuniak Springs |
| Washington County | Chipley |
| Wellcraft Marine | Sarasota |
| West Florida Regional Medical Center | Pensacola |
| West Point Stevens Inc. | Chipley |
| West Virginia Division of Personnel | Charleston |
| Windmere Durable Holdings | Miami Lakes |
| Winn-Dixie Stores Inc. | Jacksonville |

APPENDIX C:

CLASS AND FUNCTIONAL AREA INDEX

**BENCHMARK CLASSIFICATIONS
BY FUNCTIONAL AREA**

| Human Resources Administration | Page |
|---|-------------|
| • Human Resource Management | |
| - 1006 Personnel Technician I | 3-127 |
| - 1012 Personnel Technician III | 3-129 |
| - 1049 Senior Personnel Manager | 3-175 |
| - 1322 Training Specialist I | 3-197 |
| - 1332 Staff Development and Training Manager | 3-181 |
| | |
| Financial Administration | |
| • Accounting | |
| - 1418 Fiscal Assistant II | 3-83 |
| - 1427 Accountant I | 3-1 |
| - 1467 Professional Accountant | 3-137 |
| - 1470 Professional Accountant Supervisor | 3-139 |
| - 0742 Business Manager III | 3-29 |
| • Auditing | |
| - 1506 Tax Auditor II | 3-189 |
| • Budget | |
| - 1678 Budget Specialist | 3-27 |
| | |
| Administrative and Office Support | |
| • Office Support | |
| - 0003 Clerk Specialist | 3-35 |
| - 0105 Secretary Specialist | 3-169 |
| - 0008 Senior Clerical Supervisor | 3-171 |
| - 0114 Executive Secretary | 3-79 |
| - 0712 Administrative Assistant II | 3-3 |
| | |
| General Services | |
| • Purchasing | |
| - 0809 Purchasing Agent I | 3-151 |
| - 0815 Purchasing Agent III | 3-153 |
| - 0827 Purchasing Director II | 3-155 |
| • Property | |
| - 0839 General Services Specialist | 3-89 |
| | |
| Information Technology Resources | |
| • LAN/WAN/Web-Internet Applications | |
| - 2052 Distributed Computer Systems Analyst | 3-65 |
| - 2050 Distributed Computer Systems Specialist | 3-67 |
| - 2053 Distributed Computer Systems Administrator | 3-63 |
| • Applications Programmers/Systems Analysts | |
| - 2101 Computer Programmer | 3-41 |
| - 2103 Computer Programmer Analyst II | 3-43 |
| - 2121 Data Base Analyst | 3-55 |
| - 2107 Systems Project Analyst | 3-187 |
| - 2113 Systems Programmer II | 3-183 |
| - 2109 Systems Project Administrator | 3-185 |
| - 2122 Senior Data Base Analyst | 3-173 |
| - 2127 Data Base Administrator | 3-53 |
| • | |

- Telecommunications Technology & Linkage
- 2037 Telecommunications Supervisor 3-193
- 2039 Telecommunications Administrator 3-191
- 2020 Computer Operator I 3-39
- 2025 Computer Operations Supervisor 3-37

Benefits Administration

- 1237 Benefit Technician **3-19**
- 1239 Benefit Specialist 3-17
- 1241 Benefit Program Supervisor 3-15

Management/Administrative Analysis & Research

- 2209 Management Analyst I 3-121
- 3122 Research Associate 3-163

General Safety, Security & Enforcement

- Safety Specialists
- 8725 Safety and Health Specialist 3-167
- Security Specialist
- 8227 Institutional Security Officer 3-103
- 8410 Duty Officer **3-69**

Corrections and Custody

- Correctional Officers
- 8003 Correctional Officer 3-45
- 8005 Correctional Officer Sergeant 3-47
- 8013 Correctional Officer Captain 3-49
- Youth Detention/Commitment
- 5725 House Parent 3-99
- 5711 Detention Care Worker I 3-57
- 5713 Detention Care Worker Supervisor 3-59
- 5721 Group Treatment Leader 3-91
- 5965 Juvenile Probation Officer 3-105
- 5715 Assistant Detention Center Superintendent II 3-11

Law Enforcement

- Law Enforcement - Sworn
- 8515 Law Enforcement Officer 3-113
- 8519 Law Enforcement Sergeant 3-115
- 8522 Law Enforcement Lieutenant 3-111
- 8525 Law Enforcement Captain 3-107
- 8581 Special Agent 3-179
- 8541 Law Enforcement Investigator II 3-109

Legal

- 7703 Paralegal Specialist 3-123
- 7723 Hearing Officer **3-97**

Engineering

- Engineer
- 4627 Engineer I 3-71
- 4633 Engineer III 3-73
- 4660 Professional Engineer II 3-141

Scientific

- Governmental Scientist
 - 5044 Chemist II 3-33
 - 5046 Chemist Administrator 3-31
 - 5033 Biological Scientist I 3-23
 - 5035 Biological Scientist III 3-25
 - 5039 Biological Administrator I 3-21
- Environmentalist
 - 4806 Environmental Specialist I 3-75
 - 4813 Environmental Supervisor I 3-77

Natural and Cultural Resource Management

- Park Management
 - 6612 Park Ranger 3-125
 - 6624 Resident Park Manager II 3-165

Trades, Operational and Maintenance Support

- 6466 Maintenance Mechanic 3-119
- 6465 Trades Supervisor 3-195
- 6526 Custodial Worker 3-51
- 6213 Food Support Worker 3-87
- 6219 Food Service Administrator 3-85

Planning

- 2309 Planner I 3-131
- 2321 Planner III 3-133
- 2336 Planning Manager 3-135

Real Estate

- Appraisal
 - 4472 Appraiser II-Ad Valorem 3-7
 - 4474 Appraiser Supervisor-Ad Valorem 3-9

Media and Public Information

- Writer
 - 3738 Public Information Specialist 3-149

Health Care

- Nursing
 - 5599 Licensed Practical Nurse 3-117
 - 5290 Registered Nurse 3-157
 - 5294 Registered Nurse Specialist 3-159
 - 5297 Advanced Registered Nurse Practitioner 3-5
 - 5308 Senior Registered Nurse Supervisor 3-177
- Nutritionist/Dietetic
 - 5203 Dietitian 3-61
 - 5213 Public Health Nutritionist/Dietitian 3-147
- Psychologist
 - 5230 Psychologist Specialist 3-143
- Health Care Support
 - 5505 Health Support Aide 3-95
- Assurance/Compliance
 - 5614 Health Facility Evaluator I 3-93

Human Services

- Treatment
 - 5706 Human Services Worker I 3-101
 - 5751 Behavior Program Specialist 3-13
 - 5562 Rehabilitation Therapist 3-161
- Counselors
 - 6057 Public Assistance Specialist 3-145
 - 5978 Vocational Rehabilitation Counselor 3-199
 - 5990 Family Services Counselor 3-81

**BENCHMARK CLASSIFICATIONS
ALPHABETICAL LISTING**

| | PAGE |
|---|-------------|
| 1427 Accountant I | 3-1 |
| 0712 Administrative Assistant II | 3-3 |
| 5297 Advanced Registered Nurse Practitioner | 3-5 |
| 4472 Appraiser II-Ad Valorem | 3-7 |
| 4474 Appraiser Supervisor-Ad Valorem | 3-9 |
| 5715 Assistant Detention Center Superintendent II | 3-11 |
| 5751 Behavior Program Specialist | 3-13 |
| 1241 Benefit Program Supervisor | 3-15 |
| 1239 Benefit Specialist | 3-17 |
| 1237 Benefit Technician | 3-19 |
| 5039 Biological Administrator I | 3-21 |
| 5033 Biological Scientist I | 3-23 |
| 5035 Biological Scientist III | 3-25 |
| 1678 Budget Specialist | 3-27 |
| 0742 Business Manager III | 3-29 |
| 5046 Chemist Administrator | 3-31 |
| 5044 Chemist II | 3-33 |
| 0003 Clerk Specialist | 3-35 |
| 2025 Computer Operations Supervisor | 3-37 |
| 2020 Computer Operator I | 3-39 |
| 2101 Computer Programmer | 3-41 |
| 2103 Computer Programmer Analyst II | 3-43 |
| 8003 Correctional Officer | 3-45 |
| 8013 Correctional Officer Captain | 3-47 |
| 8005 Correctional Officer Sergeant | 3-49 |
| 6526 Custodial Worker | 3-51 |
| 2127 Data Base Administrator | 3-53 |
| 2121 Data Base Analyst | 3-55 |
| 5711 Detention Care Worker I | 3-57 |
| 5713 Detention Care Worker Supervisor | 3-59 |
| 5203 Dietitian | 3-61 |
| 2053 Distributed Computer Systems Administrator | 3-63 |
| 2052 Distributed Computer Systems Analyst | 3-65 |
| 2050 Distributed Computer Systems Specialist | 3-67 |
| 8410 Duty Officer | 3-69 |
| 4627 Engineer I | 3-71 |
| 4633 Engineer III | 3-73 |
| 4806 Environmental Specialist I | 3-75 |
| 4813 Environmental Supervisor I | 3-77 |
| 0114 Executive Secretary | 3-79 |
| 5990 Family Services Counselor | 3-81 |
| 1418 Fiscal Assistant II | 3-83 |
| 6219 Food Service Administrator | 3-85 |
| 6213 Food Support Worker | 3-87 |
| 0839 General Services Specialist | 3-89 |
| 5721 Group Treatment Leader | 3-91 |
| 5614 Health Facility Evaluator I | 3-93 |
| 5505 Health Support Aide | 3-95 |
| 7723 Hearing Officer | 3-97 |
| 5725 House Parent | 3-99 |
| 5706 Human Services Worker I | 3-101 |
| 8227 Institutional Security Officer | 3-103 |
| 5965 Juvenile Probation Officer | 3-105 |

| | | |
|------|--|-------|
| 8525 | Law Enforcement Captain | 3-107 |
| 8541 | Law Enforcement Investigator II | 3-109 |
| 8522 | Law Enforcement Lieutenant | 3-111 |
| 8515 | Law Enforcement Officer | 3-113 |
| 8519 | Law Enforcement Sergeant | 3-115 |
| 5599 | Licensed Practical Nurse | 3-117 |
| 6466 | Maintenance Mechanic | 3-119 |
| 2209 | Management Analyst I | 3-121 |
| 7703 | Paralegal Specialist | 3-123 |
| 6612 | Park Ranger | 3-125 |
| 1006 | Personnel Technician I | 3-127 |
| 1012 | Personnel Technician III | 3-129 |
| 2309 | Planner I | 3-131 |
| 2321 | Planner III | 3-133 |
| 2336 | Planning Manager | 3-135 |
| 1467 | Professional Accountant | 3-137 |
| 1470 | Professional Accountant Supervisor | 3-139 |
| 4660 | Professional Engineer II | 3-141 |
| 5230 | Psychologist Specialist | 3-143 |
| 6057 | Public Assistance Specialist | 3-145 |
| 5213 | Public Health Nutritionist/Dietitian | 3-147 |
| 3738 | Public Information Specialist | 3-149 |
| 0809 | Purchasing Agent I | 3-151 |
| 0815 | Purchasing Agent III | 3-153 |
| 0827 | Purchasing Director II | 3-155 |
| 5290 | Registered Nurse | 3-157 |
| 5294 | Registered Nurse Specialist | 3-159 |
| 5562 | Rehabilitation Therapist | 3-161 |
| 3122 | Research Associate | 3-163 |
| 6624 | Resident Park Manager II | 3-165 |
| 8725 | Safety and Health Specialist | 3-167 |
| 0105 | Secretary Specialist | 3-169 |
| 0008 | Senior Clerical Supervisor | 3-171 |
| 2122 | Senior Data Base Analyst | 3-173 |
| 1049 | Senior Personnel Manager | 3-175 |
| 5308 | Senior Registered Nurse Supervisor | 3-177 |
| 8581 | Special Agent | 3-179 |
| 1332 | Staff Development and Training Manager | 3-181 |
| 2113 | Systems Programmer II | 3-183 |
| 2109 | Systems Project Administrator | 3-185 |
| 2107 | Systems Project Analyst | 3-187 |
| 1506 | Tax Auditor II | 3-189 |
| 2039 | Telecommunications Administrator | 3-191 |
| 2037 | Telecommunications Supervisor | 3-193 |
| 6465 | Trades Supervisor | 3-195 |
| 1322 | Training Specialist I | 3-197 |
| 5978 | Vocational Rehabilitation Counselor | 3-199 |

APPENDIX D:
COMPETITIVE AREA DIFFERENTIALS

State of Florida Competitive Area Differentials

| CLASS CODE | CLASS TITLE | COUNTY NAME | ANNUAL CAD |
|-------------------|--|---|-------------------|
| 0003 | CLERK SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | OUT OF STATE/COUNTRY | \$1,268.80 |
| 0008 | SENIOR CLERICAL SUPERVISOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | OUT OF STATE/COUNTRY | \$1,268.80 |
| 0105 | SECRETARY SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | OUT OF STATE/COUNTRY | \$1,268.80 |
| 0114 | EXECUTIVE SECRETARY | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | OUT OF STATE/COUNTRY | \$1,268.80 |
| 0712 | ADMINISTRATIVE ASSISTANT II | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | OUT OF STATE/COUNTRY | \$1,268.80 |
| 0742 | BUSINESS MANAGER III | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |
| 0809 | PURCHASING AGENT I | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |
| 0815 | PURCHASING AGENT III | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |
| 0827 | PURCHASING DIRECTOR II | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| 0839 | GENERAL SERVICES SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| 1006 | PERSONNEL TECHNICIAN I | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |
| 1012 | PERSONNEL TECHNICIAN III | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |
| 1049 | SENIOR PERSONNEL MANAGER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |
| 1322 | TRAINING SPECIALIST I | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,248.00 |
| 1332 | STAFF DEVELOPMENT AND TRAINING MANAGER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,248.00 |
| 1418 | FISCAL ASSISTANT II | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| 1427 | ACCOUNTANT I | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |
| 1467 | PROFESSIONAL ACCOUNTANT | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |
| 1470 | PROFESSIONAL ACCOUNTANT SUPERVISOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |

State of Florida Competitive Area Differentials

| CLASS CODE | CLASS TITLE | COUNTY NAME | ANNUAL CAD |
|-------------------|--|---|-------------------|
| 1506 | TAX AUDITOR II | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |
| | | OUT OF STATE/COUNTRY | \$7,716.80 |
| 1678 | BUDGET SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$644.80 |
| 2020 | COMPUTER OPERATOR I | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2025 | COMPUTER OPERATIONS SUPERVISOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2037 | TELECOMMUNICATIONS SUPERVISOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2039 | TELECOMMUNICATIONS ADMINISTRATOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2050 | DISTRIBUTED COMPUTER SYSTEMS SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2052 | DISTRIBUTED COMPUTER SYSTEMS ANALYST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2053 | DISTRIBUTED COMPUTER SYSTEMS ADMINISTRATOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2101 | COMPUTER PROGRAMMER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2103 | COMPUTER PROGRAMMER ANALYST II | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2107 | SYSTEMS PROJECT ANALYST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2109 | SYSTEMS PROJECT ADMINISTRATOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2113 | SYSTEMS PROGRAMMER II | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2121 | DATA BASE ANALYST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2122 | SENIOR DATA BASE ANALYST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2127 | DATA BASE ADMINISTRATOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,809.60 |
| 2209 | MANAGEMENT ANALYST I | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,248.00 |
| 3122 | RESEARCH ASSOCIATE | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,248.00 |
| 3738 | PUBLIC INFORMATION SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| 4472 | APPRAISER II - AD VALOREM | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,248.00 |
| 4474 | APPRAISER SUPERVISOR - AD VALOREM | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,248.00 |
| 4627 | ENGINEER I | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,976.00 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$478.40 |
| 4633 | ENGINEER III | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,976.00 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$478.40 |
| 4660 | PROFESSIONAL ENGINEER II | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$4,222.40 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$478.40 |
| 5203 | DIETITIAN | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 5213 | PUBLIC HEALTH NUTRITIONIST/DIETITIAN | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 5230 | PSYCHOLOGIST SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 5290 | REGISTERED NURSE | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,976.00 |

State of Florida Competitive Area Differentials

| CLASS CODE | CLASS TITLE | COUNTY NAME | ANNUAL CAD |
|-------------------|--|---|-------------------|
| 5294 | REGISTERED NURSE SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$2,475.20 |
| 5297 | ADVANCED REGISTERED NURSE PRACTITIONER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$2,475.20 |
| 5308 | SENIOR REGISTERED NURSE SUPERVISOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$2,787.20 |
| 5505 | HEALTH SUPPORT AIDE | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 5562 | REHABILITATION THERAPIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 5599 | LICENSED PRACTICAL NURSE | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,456.00 |
| 5614 | HEALTH FACILITY EVALUATOR I | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 5706 | HUMAN SERVICES WORKER I | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 5711 | DETENTION CARE WORKER I | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$2,399.80 |
| 5713 | DETENTION CARE WORKER SUPERVISOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$2,399.80 |
| 5715 | ASSISTANT DETENTION CARE SUPERINTENDENT II | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$2,399.80 |
| 5721 | GROUP TREATMENT LEADER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 5725 | HOUSE PARENT | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 5751 | BEHAVIOR PROGRAM SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 6057 | PUBLIC ASSISTANCE SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 6213 | FOOD SUPPORT WORKER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 6219 | FOOD SERVICE ADMINISTRATOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 6465 | TRADES SUPERVISOR | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,976.00 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$769.60 |
| 6466 | MAINTENANCE MECHANIC | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,976.00 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$769.60 |
| 6526 | CUSTODIAL WORKER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 6612 | PARK RANGER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,144.00 |
| | | HILLSBOROUGH AND PINELLAS COUNTIES | \$561.60 |
| 6624 | RESIDENT PARK MANAGER II | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,144.00 |
| 7703 | PARALEGAL SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| 8003 | CORRECTIONAL OFFICER | BREVARD, CHARLOTTE, COLLIER, DESOTO, HARDEE, HENDRY, HERNANDO, HILLSBOROUGH, LAKE, LEE, LEVY, MANATEE, MARION, ORANGE, OSCEOLA, PASCO, PINELLAS, POLK, SUMTER, AND VOLUSIA COUNTIES | \$1,899.96 |
| | | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$4,400.04 |
| | | INDIAN RIVER, MARTIN, OKEECHOBEE, AND ST. LUCIE COUN | \$3,099.84 |

State of Florida Competitive Area Differentials

| CLASS CODE | CLASS TITLE | COUNTY NAME | ANNUAL CAD |
|-------------------|---------------------------------|---|-------------------|
| 8005 | CORRECTIONAL OFFICER SERGEANT | BREVARD, CHARLOTTE, COLLIER, DESOTO, HARDEE, HENDRY, HERNANDO, HILLSBOROUGH, LAKE, LEE, LEVY, MANATEE, MARION, ORANGE, OSCEOLA, PASCO, PINELLAS, POLK, SUMTER, AND VOLUSIA COUNTIES | \$1,899.96 |
| | | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$4,400.04 |
| | | INDIAN RIVER, MARTIN, OKEECHOBEE, AND ST. LUCIE COUN | \$3,099.84 |
| 8013 | CORRECTIONAL OFFICER CAPTAIN | BREVARD, CHARLOTTE, COLLIER, DESOTO, HARDEE, HENDRY, HERNANDO, HILLSBOROUGH, LAKE, LEE, LEVY, MANATEE, MARION, ORANGE, OSCEOLA, PASCO, PINELLAS, POLK, SUMTER, AND VOLUSIA COUNTIES | \$1,899.96 |
| | | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$4,400.04 |
| | | INDIAN RIVER, MARTIN, OKEECHOBEE, AND ST. LUCIE COUN | \$3,099.84 |
| 8227 | INSTITUTIONAL SECURITY OFFICER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$956.80 |
| 8410 | DUTY OFFICER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,268.80 |
| 8515 | LAW ENFORCEMENT OFFICER | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$4,999.80 |
| 8519 | LAW ENFORCEMENT SERGEANT | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$4,999.80 |
| 8522 | LAW ENFORCEMENT LIEUTENANT | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$4,999.80 |
| 8525 | LAW ENFORCEMENT CAPTAIN | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$4,999.80 |
| 8541 | LAW ENFORCEMENT INVESTIGATOR II | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$4,999.80 |
| 8581 | SPECIAL AGENT | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$4,999.80 |
| 8725 | SAFETY AND HEALTH SPECIALIST | BROWARD, DADE, MONROE AND PALM BEACH COUNTIES | \$1,248.00 |

APPENDIX E:
SURVEY INSTRUMENT

**BENEFITS AND COMPENSATION SURVEY
STATE OF FLORIDA**

CAREER SERVICE SURVEY

Please mail your Benefits Survey directly to MGT of America by July 23, 1999.

DIRECTIONS: Please place a check in the box that completes the statement or answers the question or write in the correct response.

Several questions ask you to describe current policies or procedures. If you wish to provide us with copies of these policies or procedures, please include them in your return envelope.

PART A GENERAL POLICY

1. Employee Benefits make up what percentage of compensation?

_____ %

2. Do you have a "full credit cafeteria plan" for employees to select benefits suited to their needs/desires?

Yes: No:

3. Do you have full flexible benefit programs for employees?

Yes: No:

4. Do you have a job share policy?

Yes: No:

5. Do you have a telecommuting policy?

Yes: No:

6. If applicable, do you provide monetary perquisites for part time employees?

Yes: No: N/A:

PART B LEAVE POLICY:

7. Which of the following best describes your leave program?

Employees accrue and use leave by category (vacation, sick, holidays, etc)

Employees are allotted a certain number of days under a paid time off (PTO) or generic leave category

A combination of the above

8. If applicable, please describe your policy for accruing days of vacation:

What is your maximum number of vacation days that can be accrued annually?

Days _____

Upon termination, do employees receive pay for unused vacation days?

Yes: No:

If yes, what is the maximum number of days paid?

Days _____

9. If applicable, please describe your policy for accruing PTO:

What is your maximum number of PTO days that can be accrued annually?

Days _____

Upon termination, do employees receive pay for unused PTO days?

Yes: No:

10. If applicable, please describe your sick leave policy:

What is the maximum number of sick days that can be accrued annually?

Days _____

Upon termination, do employees receive pay for accumulated sick days?

Yes: No:

If yes, what is the maximum number of paid days?

Days _____

Upon termination, do you require that the cash value of sick leave be rolled into a special account in lieu of cash payment?

Yes: No:

Is your sick leave policy incentive-based?

Yes: No:

Are employees allowed to use accrued sick leave for family illness?

Yes: No:

Can employees donate sick leave to other employees?

Yes: No:

Can employees use donated sick leave for family illness?

Yes: No:

Do you have a sick leave pool?

Yes: No:

Do you cap the number of days that can be donated to the sick leave pool?

Yes: No:

If yes, how many days?

Days _____

Do you cap the maximum number of days an employee may draw from the pool?

Yes: No:

If yes, how many days?

Days _____

11. Which of the following holidays does your organization observe?

- | | |
|----------------------------|--------------------------|
| New Years Day | <input type="checkbox"/> |
| Martin Luther King Jr. Day | <input type="checkbox"/> |
| Lincoln's Birthday | <input type="checkbox"/> |
| Washington's Birthday | <input type="checkbox"/> |
| Memorial Day | <input type="checkbox"/> |
| Independence Day | <input type="checkbox"/> |
| Labor Day | <input type="checkbox"/> |
| Columbus Day | <input type="checkbox"/> |
| Veteran's Day | <input type="checkbox"/> |
| Thanksgiving Day | <input type="checkbox"/> |
| Day After Thanksgiving | <input type="checkbox"/> |
| Christmas Eve | <input type="checkbox"/> |
| Christmas Day | <input type="checkbox"/> |
| Personal Holiday | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

12. Do you compensate injured employees for the first seven calendar days of disability under workman's compensation?

Yes: No:

PART C EMPLOYEE COMPENSATION:

13. Is additional compensation provided to employees who are on stand-by or on-call status?

Yes: No:

14. Does stand-by status require employees to remain by a specified telephone or carry a pager?

Yes: No:

15. Do you provide additional compensation to employees in "acting" or temporary status?

Yes: No:

16. Is there a minimum amount of time that "acting" employees must serve before they receive additional compensation?

Yes: No:

17. Do you provide a uniform maintenance allowance for law enforcement/correctional employees?

Yes: No:

If yes, how much per year? \$_____

18. What is the length of a standard work day/week for full-time employees?

_____ Hours/day

_____ Hours/week

19. Are exempt employees (under the FLSA) paid overtime?

Yes: No:

20. Are exempt employees (under the FLSA) provided compensatory time for overtime hours worked?

Yes: No:

Are there any limitations on accrual, use and/or carry over into the next pay period, month or year?

Yes: No:

If yes, explain. _____

PART D INSURANCE:

21. Do you provide employer paid medical insurance for your employees?

Yes: No:

Does the employee pay for a portion of the employee coverage?

Yes: _____% No:

Does the employee pay for a portion of dependent coverage?

Yes: _____% No:

22. Do you provide employer paid life insurance for your employees?

Yes: No:

Does the employee pay for a portion of the employee coverage?

Yes: _____% No:

Does the employee pay for a portion of dependent coverage?

Yes: _____% No:

23. Do you provide employer paid dental insurance for your employees?

Yes: No:

Does the employee pay for a portion of the employee coverage?

Yes: _____% No:

Does the employee pay for a portion of dependent coverage?

Yes: _____% No:

24. Do you provide long-term disability insurance for your employees?

Yes: No:

Does the employee pay for a portion of the coverage?

Yes: _____% No:

PART E EMPLOYEE RETIREMENT:

25. Do you offer employees a retirement plan?

Yes: No:

If yes, what type is it? Check all that apply.

- Defined benefit
- Defined contribution
- Combination plan

26. If a defined contribution plan, what type is it? Check all that apply.

- Savings and Thrift
- Deferred Profit Sharing
- Employee Stock Ownership
- Money Purchase Pension
- Combination
- 401/k, 403(b), or 457
- Other

27. How many years of service are required for your classified employees to be fully vested in the system?

_____ Years

28. If applicable, do your temporary employees participate in Social Security or another (S.3121) vehicle?

Social Security Another Vehicle Not Applicable

If your temporary employees participate in another vehicle, explain. _____

PART F EMPLOYEE EVALUATIONS :

29. Do you use performance evaluations?

Yes: No:

If yes, do evaluations determine continuation of employment?

Yes: No:

Do you use them as a basis for bonuses?

Yes: No:

Do you use them as a basis for raises to base rate of pay?

Yes: No:

Are they competency based?

Yes: No:

PART G SALARY ADJUSTMENT POLICIES:

The following questions are designed to gather overall data about your compensation system. If you do not have exact figures for a specific question, please make an estimate, if possible.

30. In the table below, please indicate the percent of pay increase your organization gave or plans to give:

| | General Increase | COLA | Merit Increase |
|------|-------------------------|-------------|-----------------------|
| 1999 | % | % | % |
| 2000 | % | % | % |

31. Does your organization provide lump-sum bonuses to employees?

Yes: No:

If yes, what is the average bonus given? \$_____

Can an employee receive both a merit increase to base salary and a lump-sum bonus?

Yes: No:

32. Does your organization offer longevity pay?

Yes: No:

33. What type of pay structure does your organization utilize? Check all that apply.

Step-Plan

Yes: No:

If yes, percent between steps _____%

Open Range

Yes: No:

Broad Banding

Yes: No:

Competency Based

Yes: No:

34. Please identify your organization type:

- Municipality
- County
- Sheriff
- School Board
- Community College
- Board of Regents
- Correctional Institution
- Hospital/Medical Center
- Private Sector Firm
- State Government
- Other _____

LAW ENFORCEMENT SPECIFIC BENEFITS

1. Retirement Benefits

Florida Retirement System Member?

Yes No

If yes, proceed to question number Two.

Defined Contribution?

Yes No

Disability Retirement?

Yes No

Number of years of service to gain full retirement_____

Number of years and certain age to gain retirement? Age____ Years: ____

Briefly explain how Law Enforcement retirement is calculated:

2. Insurance Benefits

Do you provide employer paid medical insurance for your employees?

Yes: No:

Does the employee pay for a portion of the employee coverage?

Yes: _____% No:

Does the employee pay for a portion of dependent coverage?

Yes: _____% No:

Do you provide employer paid life insurance for your employees?

Yes: No:

Does the employee pay for a portion of the employee coverage?

Yes: _____% No:

Do you provide employer paid dental insurance for your employees?

Yes: No:

Does the employee pay for a portion of the employee coverage?

Yes: _____% No:

Does the employee pay for a portion of dependent coverage?

Yes: _____% No:

Do you provide long-term disability insurance for your employees?

Yes: No:

Does the employee pay for a portion of the coverage?

Yes: _____% No:

3. Uniform Allowances

Stipend \$per year _____

Do you provide uniforms, shoes, etc.?

List: _____

Do you provide equipment such as guns, vests, etc.?

List: _____

Do you provide for maintenance of equipment?

Specify \$: _____

Do you provide for maintenance of uniforms?

Specify \$: _____

Any other maintenance provisions? _____

4. Vehicle Use

Permitted to bring home an official vehicle (marked/unmarked)?

Yes No

Other personal use allowed of Law Enforcement vehicle.
Specify: _____

5. Premium Pay

Hazardous Duty \$____ or ____%

K-9 \$____ or ____%

Tactical Response \$____ or ____%

Motorcycle \$____ or ____%

Explosives \$____ or ____%

Aircraft \$____ or ____%

Other \$____ or ____%

6. Off-Duty Employment

Allowed?

Yes No

Limitations: _____

Pay Requirements _____

7. Compensation Structure

Step pay

Yes No

How does an employee progress through the range? _____

Employees work within a Work Week?

Yes No

Employees work within an extended period?

Yes No

8. Leave Policy

Which of the following best describes your leave program?

Employees accrue and use leave by category (vacation, sick, holidays, etc).

Employees are allotted a certain number of days under a paid time off (PTO) or generic leave category.

A combination of the above.

If applicable, please describe your policy for accruing days of vacation:

What is your maximum number of vacation days that can be accrued annually?

Days _____

Upon termination, do employees receive pay for unused vacation days?

Yes: No:

If yes, what is the maximum number of days paid?

Days _____

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