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**1999 STATE OF FLORIDA  
SELECTED EXEMPT SERVICE  
AND  
SENIOR MANAGEMENT SERVICE  
SALARY SURVEY**

*Final Report to the Legislature*

**SUBMITTED TO:**

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## ***EXECUTIVE SUMMARY***

The enclosed study represents the 1999 State of Florida Selected Exempt Service and Senior Management 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 95 benchmark classes, as well as an extensive number of benefits questions. Three hundred and fifty-one (351) 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, 123 usable responses were received for a total response rate of 35 percent.

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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 higher than the survey averages on 72 percent of the 95 surveyed classes. Of these classes, the State pays 62 classes at a rate at least 15 percent above the survey average, and pays six classes at a rate at least 15 percent below the survey average.

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. Within the state of Florida, Florida government offers benefits comparable to all organization types except municipalities. Among southeastern states, Florida is one of the leaders in the benefits it offers. When compared with Georgia, Florida offers slightly more benefits for upper management and slightly lower benefits for middle management.

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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.

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## **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 Selected Exempt Service and Senior Management 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 95 benchmark classes (Appendix C) chosen by the State. Three hundred and fifty-one (351) 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 twenty-three (123) organizations, or 35 percent, responded to the survey. 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 five (5) 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 5.0 also summarizes the overall findings from the survey. Following Chapter 5.0, appendices display the survey instrument and other supporting information.

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## **2.0 METHODOLOGY**

The 1999 State of Florida Selected Exempt Service and Senior Management Service (SES/SMS) Salary Survey utilizes a mail survey instrument to collect salary and benefit data on 95 benchmark classes. This is the first year that MGT and DMS collaboratively administered the salary survey and created this report.

This chapter outlines the process followed in developing and implementing this 1999 State of Florida SES/SMS 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 95 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 create a core of classes. The survey collected matching class titles, 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 offered a web-based application as an alternative data collection tool. Respondents were given a web address, login name and password leading them to an online survey where they enter the relevant pay and benefit information. The web-based data could then be used for analysis by MGT.



**Survey Sample Methodology**

The 1999 State of Florida SES/SMS Salary Survey targeted 351 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 95 chosen benchmarks, a sufficient number of employees to ensure a viable sample, and a general comparability to state government. The distribution of respondent organization types appears in Exhibit 2-1.

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

<b>Organizational Type</b>	<b>Counts</b>	<b>Percentage</b>
Municipality	36	29%
County	26	21%
Sheriff Department	14	11%
School District	7	6%
Community College	16	13%
Water Management District	4	3%
Board of Regents	1	1%
Hospital	4	3%
Private Organization	9	7%
Southeastern States	5	4%
State of Florida	1	1%
Total:	123	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.

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**

<b>Region</b>	<b>Count</b>	<b>Percentage</b>
Northwest	16	13%
Northeast	14	11%
Central	29	24%
Southwest	26	21%
Southeast	32	26%
Southeastern States	5	4%
State of Florida	1	1%
<b>Total:</b>	<b>123</b>	<b>100%</b>

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**

<b>Organizational Type</b>	<b>Region</b>					<b>Total</b>
	<b>Northwest</b>	<b>Northeast</b>	<b>Central</b>	<b>Southwest</b>	<b>Southeast</b>	
Municipality	2	3	10	6	15	36
Community College	3	2	5	3	3	16
County	6	4	5	7	4	26
Hospital	0	0	0	3	1	4
Private Organization	1	1	2	2	3	9
Board of Regents	1	0	0	0	0	1
Sheriff	2	2	3	4	3	14
School District	0	1	3	1	2	7
Water Mgt District	1	1	1	0	1	4
<b>Total:</b>	<b>16</b>	<b>14</b>	<b>29</b>	<b>26</b>	<b>32</b>	<b>117</b>

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, web-based application information, and a letter from the Governor) was sent to each potential participant. The mailing of all surveys occurred on September 2, 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 September 10<sup>th</sup>. Finally, a follow-up letter was sent on September 23<sup>rd</sup> to non-respondents to announce an extension of the survey deadline to October 15<sup>th</sup>. All responses received by MGT until October 15<sup>th</sup> were included in this report.

***Survey Results***

One hundred and twenty-three (123) of the 351, or 35 percent, of the organizations responded by October 15<sup>th</sup>. The response levels for usable surveys by organizational type appear in Exhibit 2-4. All organizational types remain within six percentage points of the expected count except for private organizations. The average over or under-representation for all organizational types equals 0.3 percent. As would be expected, private organizations are under-represented in the usable sample. The low count for private organizations must be factored into conclusions drawn from their responses.

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

<b>Organizational Type</b>	<b>Expected Count</b>	<b>% of Total</b>	<b>Respondents Count</b>	<b>% of Total</b>	<b>% Expected - % Actual</b>
Municipality	80	22.8%	36	29.3%	-6.5%
County	53	15.1%	26	21.1%	-6.0%
Hospital	28	8.0%	4	3.3%	4.7%
Community College	28	8.0%	16	13.0%	-5.0%
Sheriff Department	37	10.5%	14	11.4%	-0.8%
Water Management District	5	1.4%	4	3.3%	-1.8%
School District	20	5.7%	7	5.7%	0.0%
Board of Regents	1	0.3%	1	0.0%	0.3%
Private Organization	80	22.8%	9	7.3%	15.5%
Correctional Facility	4	1.1%	0	0.0%	1.1%
Southeastern States	14	4.0%	5	4.1%	-0.1%
State of Florida	1	0.3%	1	0.8%	-0.5%
<b>Total</b>	<b>351</b>	<b>100.0%</b>	<b>123</b>	<b>100.0%</b>	<b>-</b>
<b>Average</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.1%</b>

Regionally, the difference between expected and actual responses averages zero with all of the differences falling within six percent of zero, except for the Northwest and Southeast. The Northwestern region is underrepresented by approximately seven percent. As a result, the other regions are slightly over-represented. This should not be a substantial problem given the relative importance the southeastern region and the low percentage associated with the differentials.

**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%	16	13.0%	6.8%
Northeast	58	16.9%	14	11.4%	5.5%
Central	85	24.7%	29	23.6%	1.1%
Southwest	58	16.9%	26	21.1%	-4.3%
Southeast	61	17.7%	32	26.0%	-8.3%
Southeastern States	13	3.8%	5	4.1%	-0.3%
State of Florida	1	0.3%	1	0.8%	-0.5%
<b>Total</b>	<b>344</b>	<b>100.0%</b>	<b>123</b>	<b>100.0%</b>	<b>-</b>

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	2	3	10	6	15	36
Community College	3	2	5	3	3	16
County	6	4	5	7	4	26
Hospital	0	0	0	3	1	4
Private Organization	1	1	2	2	3	9
Sheriff	2	2	3	4	3	14
School District	0	1	3	1	2	7
Water Mgt District	1	1	1	0	1	4
Board of Regents	1	0	0	0	0	1
<b>Total:</b>	<b>16</b>	<b>14</b>	<b>29</b>	<b>26</b>	<b>32</b>	<b>117</b>

Hospitals and water management districts were not sampled in all regions. Nevertheless, the missing values in these areas should not have a significant impact on the overall results due to the relative concentration of organizations within each area. As a result, the distribution of respondents is adequate to assess the salary and benefits levels across the state of Florida.

***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 123 respondents, only five 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.

The following 30 classes are the most representative:

- Attorney
- Chief Legal Counsel
- Chief of Finance and Accounting
- Chief of Fire and Arson Investigations
- Chief of General Services
- Chief of Managed Health Care
- Chief of Payrolls
- Chief of Personnel Management
- Director of Auditing and Financial Analysis
- Director of Emergency Management
- Director of Facilities Management
- Director of Human Resources Management

- Director of Information Technology and Telecommunications
- Director of Press Relations-Governor
- Director of Recreation and Parks
- Director of Retirement
- Director of Risk Management
- Director of State Group Insurance
- Director of State Purchasing
- Director of Waste Management
- Director of Water Policy
- Director of Workers Compensation
- District Public Transportation Manager
- General Counsel
- Inspector General
- Legislative Affairs Director
- Manager of Contracts (Administration Office)
- Marketing Director
- Purchasing Director
- Senior Attorney

DMS supplied salary and benefits data to MGT in the same format as other respondents.

The use of actual data vis-à-vis fixed value add-ons provides more realistic estimates of state hiring rates. Consequently, DMS provided the actual hiring rate based on recent hires.

**Conclusion**

Although the sample possesses some shortcomings, overall the sample will provide an adequate snapshot of the Florida market as a whole.



## 4.0 BENEFITS ANALYSIS RESULTS

### PART A GENERAL POLICY

**1. Management benefits make up what percentage of compensation?**

UPPER MANAGEMENT		MIDDLE MANAGEMENT	
Organization	Mean	Organization	Mean
Municipality	27.5	Municipality	25.5
Hospital	25.0	Hospital	25.0
County	28.7	County	29.3
Community College	23.2	Community College	23.1
Sheriff	24.4	Sheriff	24.4
Water Management District	34.5	Water Management District	31.5
School District	27.3	School District	27.3
Private	23.4	Private	24.7
Southeastern States	27.4	Southeastern States	19.9
State of Florida	36.0	State of Florida	34.0

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

UPPER MANAGEMENT			MIDDLE MANAGEMENT		
Organization	% Yes	%No	Organization	% Yes	% No
Municipality	26.7	73.3	Municipality	26.7	73.3
Hospital	50.0	50.0	Hospital	50.0	50.0
County	11.8	88.2	County	11.8	88.2
Community College	20.0	80.0	Community College	18.2	81.8
Sheriff	11.1	88.9	Sheriff	10.0	90.0
Water Management District	0.0	100.0	Water Management District	0.0	100.0
School District	16.7	83.3	School District	16.7	83.3
Private	9.1	90.9	Private	9.1	90.9
Southeastern States	0.0	100.0	Southeastern States	0.0	100.0
State of Florida	0.0	100.0	State of Florida	0.0	100.0

**3. Do you have flexible benefit programs for management?**

UPPER MANAGEMENT			MIDDLE MANAGEMENT		
Organization	% Yes	%No	Organization	% Yes	% No
Municipality	40.0	60.0	Municipality	40.0	60.0
Hospital	100.0	0.0	Hospital	100.0	0.0
County	35.3	64.7	County	35.3	64.7
Community College	50.0	50.0	Community College	54.5	45.5
Sheriff	45.5	54.5	Sheriff	45.5	54.5
Water Management District	66.7	33.3	Water Management District	66.7	33.3
School District	57.1	42.9	School District	57.1	42.9
Private	50.0	50.0	Private	50.0	50.0
Southeastern States	100.0	0.0	Southeastern States	100.0	0.0
State of Florida	100.0	0.0	State of Florida	100.0	0.0

## 4. Do you have a telecommuting policy for management?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	3.3	96.7
Hospital	0.0	100.0
County	5.9	94.1
Community College	9.1	90.9
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	9.1	90.9
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	3.3	96.7
Hospital	0.0	100.0
County	5.9	94.1
Community College	9.1	90.9
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	9.1	90.9
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

## 5. Do you provide the following prerequisites for management?

Paid Parking

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	14.8	85.2
Hospital	0.0	100.0
County	35.3	64.7
Community College	22.2	77.8
Sheriff	9.1	90.9
Water Management District	0.0	100.0
School District	40.0	60.0
Private	36.4	63.6
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	14.8	85.2
Hospital	0.0	100.0
County	31.3	68.8
Community College	22.2	77.8
Sheriff	9.1	90.9
Water Management District	0.0	100.0
School District	40.0	60.0
Private	36.4	63.6
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

Automobile Allowance

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	71.0	29.0
Hospital	33.3	66.7
County	47.1	52.9
Community College	0.0	100.0
Sheriff	8.3	91.7
Water Management District	0.0	100.0
School District	25.0	75.0
Private	45.5	54.5
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	46.4	53.6
Hospital	0.0	100.0
County	11.8	88.2
Community College	0.0	100.0
Sheriff	16.7	83.3
Water Management District	0.0	100.0
School District	25.0	75.0
Private	9.1	90.9
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

If yes, how much per year?

UPPER MANAGEMENT	
Organization	Mean
Municipality	2557.0
Hospital	3000.0
County	3700.0
Community College	--
Sheriff	250.0
Water Management District	--
School District	--
Private	9000.0
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	3053.0
Hospital	--
County	300.0
Community College	--
Sheriff	250.0
Water Management District	--
School District	--
Private	3600.0
Southeastern States	--
State of Florida	--

Vehicle

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	64.3	35.7
Hospital	33.3	66.7
County	66.7	33.3
Community College	27.3	72.7
Sheriff	75.0	25.0
Water Management District	0.0	100.0
School District	20.0	80.0
Private	10.0	90.0
Southeastern States	50.0	50.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	34.6	65.4
Hospital	0.0	100.0
County	46.7	53.3
Community College	0.0	100.0
Sheriff	83.3	16.7
Water Management District	0.0	100.0
School District	20.0	80.0
Private	10.0	90.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

Clothing Allowance

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	3.1	96.9
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	16.7	83.3
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	3.3	96.7
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	33.3	66.7
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

If yes, how much per year?

UPPER MANAGEMENT	
Organization	Mean
Municipality	950.0
Hospital	--
County	--
Community College	--
Sheriff	240.0
Water Management District	--
School District	--
Private	--
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	--
Hospital	--
County	--
Community College	--
Sheriff	520.0
Water Management District	--
School District	--
Private	--
Southeastern States	--
State of Florida	--

Cellular Phone

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	74.2	25.8
Hospital	50.0	50.0
County	85.7	14.3
Community College	54.5	45.5
Sheriff	91.7	8.3
Water Management District	33.3	66.7
School District	80.0	20.0
Private	40.0	60.0
Southeastern States	50.0	50.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	44.8	55.2
Hospital	66.7	33.3
County	78.6	21.4
Community College	9.1	90.9
Sheriff	91.7	8.3
Water Management District	0.0	100.0
School District	75.0	25.0
Private	50.0	50.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

Pager

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	74.2	25.8
Hospital	100.0	0.0
County	92.9	7.1
Community College	18.2	81.8
Sheriff	91.7	8.3
Water Management District	0.0	100.0
School District	80.0	20.0
Private	60.0	40.0
Southeastern States	50.0	50.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	61.3	38.7
Hospital	100.0	0.0
County	92.9	7.1
Community College	18.2	81.8
Sheriff	91.7	8.3
Water Management District	0.0	100.0
School District	80.0	20.0
Private	60.0	40.0
Southeastern States	50.0	50.0
State of Florida	100.0	0.0

Home Internet Connection

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	6.7	93.3
Community College	18.2	81.8
Sheriff	25.0	75.0
Water Management District	0.0	100.0
School District	60.0	40.0
Private	20.0	80.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	7.1	92.9
Community College	9.1	90.9
Sheriff	8.3	91.7
Water Management District	0.0	100.0
School District	25.0	75.0
Private	10.0	90.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

Home Office Equipment

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	6.3	93.8
Community College	9.1	90.9
Sheriff	8.3	91.7
Water Management District	0.0	100.0
School District	25.0	75.0
Private	20.0	80.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	6.7	93.3
Community College	9.1	90.9
Sheriff	8.3	91.7
Water Management District	0.0	100.0
School District	25.0	75.0
Private	20.0	80.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

Meal Allowances

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	3.1	96.9
Hospital	0.0	100.0
County	20.0	80.0
Community College	10.0	90.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	21.4	78.6
Community College	0.0	100.0
Sheriff	8.3	91.7
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	50.0	50.0
State of Florida	0.0	100.0

If yes, how much per year?

UPPER MANAGEMENT	
Organization	Mean
Municipality	--
Hospital	--
County	--
Community College	2000.0
Sheriff	--
Water Management District	--
School District	--
Private	--
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	--
Hospital	--
County	--
Community College	--
Sheriff	--
Water Management District	--
School District	--
Private	--
Southeastern States	--
State of Florida	--

6. Do you offer tuition reimbursement for managers?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	87.1	12.9
Hospital	100.0	0.0
County	83.3	16.7
Community College	100.0	0.0
Sheriff	75.0	25.0
Water Management District	100.0	0.0
School District	28.6	71.4
Private	90.9	9.1
Southeastern States	33.3	66.7
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	90.3	9.7
Hospital	100.0	0.0
County	83.3	16.7
Community College	100.0	0.0
Sheriff	83.3	16.7
Water Management District	100.0	0.0
School District	28.6	71.4
Private	91.0	9.0
Southeastern States	33.3	66.7
State of Florida	0.0	100.0

PART B LEAVE POLICY:

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

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

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	83.9	16.1
Hospital	33.3	66.7
County	78.9	21.1
Community College	100.0	0.0
Sheriff	92.0	8.0
Water Management District	100.0	0.0
School District	100.0	0.0
Private	70.0	30.0
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	83.9	16.1
Hospital	33.3	66.7
County	78.9	21.1
Community College	100.0	0.0
Sheriff	91.7	8.3
Water Management District	100.0	0.0
School District	100.0	0.0
Private	70.0	30.0
Southeastern States	66.7	33.3
State of Florida	100.0	0.0

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

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	6.5	93.5
Hospital	100.0	0.0
County	10.5	89.5
Community College	9.1	90.9
Sheriff	27.3	72.7
Water Management District	0.0	100.0
School District	14.3	85.7
Private	30.0	70.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	6.5	93.5
Hospital	100.0	0.0
County	10.5	89.5
Community College	9.1	90.9
Sheriff	27.3	72.7
Water Management District	0.0	100.0
School District	14.3	85.7
Private	30.0	70.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

A combination of the above

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	9.7	90.3
Hospital	0.0	100.0
County	21.1	78.9
Community College	0.0	100.0
Sheriff	18.2	81.8
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	9.7	90.3
Hospital	0.0	100.0
County	21.1	78.9
Community College	0.0	100.0
Sheriff	18.2	81.8
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

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

Do you provide lump sum leave at the time of appointment?

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	6.5	93.5
Hospital	50.0	50.0
County	16.7	83.3
Community College	9.1	90.9
Sheriff	16.7	83.3
Water Management District	33.3	66.7
School District	0.0	100.0
Private	20.0	80.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	6.5	93.5
Hospital	50.0	50.0
County	11.1	88.9
Community College	9.1	90.9
Sheriff	0.0	100.0
Water Management District	33.3	66.7
School District	0.0	100.0
Private	10.0	90.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

*If yes, do you provide lump sum leave on the annual anniversary?*

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	31.3	68.8
Hospital	0.0	100.0
County	18.2	81.8
Community College	14.3	85.7
Sheriff	12.5	87.5
Water Management District	100.0	0.0
School District	0.0	100.0
Private	16.7	83.3
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	31.3	68.8
Hospital	0.0	100.0
County	9.1	90.9
Community College	14.3	85.7
Sheriff	22.0	78.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	100.0	0.0

What is your maximum number of vacation hours earned annually?

<b>UPPER MANAGEMENT</b>	
<b>Organization</b>	<b>Mean</b>
Municipality	142.2
Hospital	263.9
County	132.7
Community College	160.9
Sheriff	172.4
Water Management District	245.3
School District	108.0
Private	116.0
Southeastern States	180.0
State of Florida	240.0

<b>MIDDLE MANAGEMENT</b>	
<b>Organization</b>	<b>Mean</b>
Municipality	138.7
Hospital	263.9
County	132.7
Community College	142.4
Sheriff	152.9
Water Management District	190.7
School District	108.0
Private	100.0
Southeastern States	120.3
State of Florida	176.0

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

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	93.1	6.9
Hospital	100.0	0.0
County	100.0	0.0
Community College	100.0	0.0
Sheriff	91.7	8.3
Water Management District	66.7	33.3
School District	100.0	0.0
Private	100.0	0.0
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	93.1	6.9
Hospital	100.0	0.0
County	100.0	0.0
Community College	100.0	0.0
Sheriff	100.0	0.0
Water Management District	66.7	33.3
School District	100.0	0.0
Private	100.0	0.0
Southeastern States	66.7	33.3
State of Florida	100.0	0.0



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

Do you provide lump sum leave at the time of appointment?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	16.7	83.3
Hospital	0.0	100.0
County	10.0	90.0
Community College	0.0	100.0
Sheriff	25.0	75.0
Water Management District	--	--
School District	25.0	75.0
Private	25.0	75.0
Southeastern States	0.0	100.0
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	16.7	83.3
Hospital	0.0	100.0
County	10.0	90.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	25.0	75.0
Private	25.0	75.0
Southeastern States	0.0	100.0
State of Florida	--	--

*If yes, do you provide lump sum leave on the annual anniversary?*

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	12.5	87.5
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	25.0	75.0
Southeastern States	0.0	100.0
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	12.5	87.5
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	25.0	75.0
Southeastern States	0.0	100.0
State of Florida	--	--

What is your maximum number of PTO hours earned annually?

UPPER MANAGEMENT	
Organization	Mean
Municipality	112.8
Hospital	276.0
County	154.4
Community College	--
Sheriff	82.4
Water Management District	--
School District	48.0
Private	258.7
Southeastern States	5.0
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	112.8
Hospital	276.0
County	154.4
Community College	--
Sheriff	62.4
Water Management District	--
School District	48.0
Private	258.7
Southeastern States	3.0
State of Florida	--

Upon termination, do managers receive pay for unused PTO?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	66.7	33.3
Hospital	100.0	0.0
County	80.0	20.0
Community College	0.0	100.0
Sheriff	75.0	25.0
Water Management District	--	--
School District	0.0	100.0
Private	100.0	0.0
Southeastern States	100.0	0.0
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	60.0	40.0
Hospital	100.0	0.0
County	80.0	20.0
Community College	0.0	100.0
Sheriff	60.0	40.0
Water Management District	--	--
School District	0.0	100.0
Private	100.0	0.0
Southeastern States	50.0	50.0
State of Florida	--	--

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

Do you provide lump sum leave at the time of appointment?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	7.4	92.6
Hospital	0.0	100.0
County	5.6	94.4
Community College	18.2	81.8
Sheriff	0.0	100.0
Water Management District	66.7	33.3
School District	42.9	57.1
Private	30.0	70.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	7.4	92.6
Hospital	0.0	100.0
County	0.0	100.0
Community College	18.2	81.8
Sheriff	0.0	100.0
Water Management District	33.3	66.7
School District	42.9	57.1
Private	30.0	70.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

*If yes, do you provide lump sum leave on the annual anniversary?*

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	27.3	72.7
Hospital	0.0	100.0
County	9.1	90.9
Community College	14.3	85.7
Sheriff	14.3	85.7
Water Management District	50.0	50.0
School District	33.3	66.7
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	27.3	72.7
Hospital	0.0	100.0
County	0.0	100.0
Community College	14.3	85.7
Sheriff	29.0	71.0
Water Management District	0.0	100.0
School District	33.3	66.7
Private	0.0	100.0
Southeastern States	50.0	50.0
State of Florida	100.0	0.0

What is your maximum number of sick leave hours earned annually?

UPPER MANAGEMENT		MIDDLE MANAGEMENT	
Organization	Mean	Organization	Mean
Municipality	98.8	Municipality	98.8
Hospital	52.0	Hospital	52.0
County	85.1	County	85.1
Community College	96.5	Community College	95.1
Sheriff	91.0	Sheriff	97.2
Water Management District	104.0	Water Management District	104.0
School District	82.3	School District	82.3
Private	57.8	Private	57.8
Southeastern States	134.0	Southeastern States	105.7
State of Florida	120.0	State of Florida	104.0

Upon termination, do managers receive pay for accumulated sick leave?

UPPER MANAGEMENT			MIDDLE MANAGEMENT		
Organization	% Yes	%No	Organization	% Yes	% No
Municipality	63.0	37.0	Municipality	63.0	37.0
Hospital	33.3	66.7	Hospital	33.3	66.7
County	87.5	12.5	County	87.5	12.5
Community College	81.8	18.2	Community College	81.8	18.2
Sheriff	75.0	25.0	Sheriff	81.8	18.2
Water Management District	100.0	0.0	Water Management District	100.0	0.0
School District	83.3	16.7	School District	83.3	16.7
Private	10.0	90.0	Private	11.1	88.9
Southeastern States	0.0	100.0	Southeastern States	0.0	100.0
State of Florida	100.0	0.0	State of Florida	100.0	0.0

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

UPPER MANAGEMENT		MIDDLE MANAGEMENT	
Organization	Mean	Organization	Mean
Municipality	1303.7	Municipality	1303.7
Hospital	--	Hospital	--
County	598.0	County	598.0
Community College	411.7	Community College	398.0
Sheriff	315.2	Sheriff	263.5
Water Management District	480.0	Water Management District	480.0
School District	697.5	School District	697.5
Private	452.5	Private	452.5
Southeastern States	--	Southeastern States	--
State of Florida	480.0	State of Florida	480.0

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

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	3.6	96.4
Hospital	0.0	100.0
County	0.0	100.0
Community College	9.1	90.9
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	3.6	96.4
Hospital	0.0	100.0
County	0.0	100.0
Community College	9.1	90.9
Sheriff	8.3	91.7
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

Is your sick leave policy incentive-based?

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	25.0	75.0
Hospital	0.0	100.0
County	22.2	77.8
Community College	18.2	81.8
Sheriff	25.0	75.0
Water Management District	66.7	33.3
School District	0.0	100.0
Private	10.0	90.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	25.0	75.0
Hospital	0.0	100.0
County	22.2	77.8
Community College	18.2	81.8
Sheriff	25.0	75.0
Water Management District	66.7	33.3
School District	0.0	100.0
Private	10.0	90.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

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

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	82.8	17.2
Hospital	33.3	66.7
County	94.4	5.6
Community College	90.9	9.1
Sheriff	83.3	16.7
Water Management District	100.0	0.0
School District	86.0	14.0
Private	70.0	30.0
Southeastern States	33.3	66.7
State of Florida	100.0	0.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	83.0	17.0
Hospital	33.3	66.7
County	94.4	5.6
Community College	90.9	9.1
Sheriff	91.7	8.3
Water Management District	100.0	0.0
School District	85.7	14.3
Private	70.0	30.0
Southeastern States	50.0	50.0
State of Florida	100.0	0.0

Can managers donate sick leave hours to other employees?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	58.6	41.4
Hospital	66.7	33.3
County	38.9	61.1
Community College	9.1	90.9
Sheriff	58.3	41.7
Water Management District	33.3	66.7
School District	28.6	71.4
Private	10.0	90.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	58.6	41.4
Hospital	66.7	33.3
County	38.9	61.1
Community College	9.1	90.9
Sheriff	50.0	50.0
Water Management District	33.3	66.7
School District	29.0	71.0
Private	10.0	90.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

Can managers use donated sick leave hours for family illness?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	38.5	61.5
Hospital	33.3	66.7
County	22.2	77.8
Community College	0.0	100.0
Sheriff	33.0	66.7
Water Management District	50.0	50.0
School District	0.0	100.0
Private	11.1	88.9
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	38.5	61.5
Hospital	66.7	33.3
County	22.2	77.8
Community College	0.0	100.0
Sheriff	41.7	58.3
Water Management District	50.0	50.0
School District	0.0	100.0
Private	11.1	88.9
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

Do you have a sick leave pool?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	17.9	82.1
Hospital	0.0	100.0
County	61.1	38.9
Community College	72.7	27.3
Sheriff	63.6	36.4
Water Management District	66.7	33.3
School District	85.7	14.3
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	17.9	82.1
Hospital	0.0	100.0
County	61.1	38.9
Community College	72.7	27.3
Sheriff	63.6	36.4
Water Management District	66.7	33.3
School District	85.7	14.3
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

Do you cap the sick leave pool?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	20.0	80.0
Hospital	0.0	100.0
County	60.0	40.0
Community College	77.8	22.2
Sheriff	63.6	36.4
Water Management District	100.0	0.0
School District	66.7	33.3
Private	0.0	100.0
Southeastern States	--	--
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	20.0	80.0
Hospital	0.0	100.0
County	60.0	40.0
Community College	77.8	22.2
Sheriff	60.0	40.0
Water Management District	100.0	0.0
School District	66.7	33.3
Private	0.0	100.0
Southeastern States	--	--
State of Florida	100.0	0.0

*If yes, what is the maximum number of hours a manager may draw from the pool?*

UPPER MANAGEMENT	
Organization	Mean
Municipality	456.7
Hospital	--
County	255.0
Community College	448.6
Sheriff	273.1
Water Management District	441.5
School District	380.0
Private	--
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	456.7
Hospital	--
County	255.0
Community College	448.6
Sheriff	242.9
Water Management District	480.0
School District	380.0
Private	--
Southeastern States	--
State of Florida	--

**State of Florida**

- Determined by each agency (for both upper and middle management)

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

## Upper Management

Organization	New Year's Day	Martin Luther King Jr. Day	Memorial Day	Independence Day	Labor Day	Veteran's Day	Thanksgiving Day	Day After Thanksgiving	Christmas Day	Other
Municipality	100.0	93.3	100.0	100.0	100.0	93.3	100.0	100.0	100.0	75.0
Hospital	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
County	100.0	100.0	100.0	100.0	100.0	94.7	100.0	100.0	100.0	63.2
Community College	100.0	100.0	100.0	100.0	100.0	81.8	100.0	90.9	90.9	44.4
Sheriff	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	90.9
Water Mgt. District	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
School District	85.7	71.4	100.0	85.7	100.0	42.9	100.0	85.7	85.7	57.1
Private	100.0	63.6	100.0	100.0	100.0	63.6	100.0	100.0	100.0	72.7
Southeastern States	100.0	100.0	66.7	100.0	100.0	100.0	100.0	33.3	100.0	33.3
State of Florida	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	0.0

## Middle Management

Organization	New Year's Day	Martin Luther King Jr. Day	Memorial Day	Independence Day	Labor Day	Veteran's Day	Thanksgiving Day	Day After Thanksgiving	Christmas Day	Other
Municipality	100.0	93.3	100.0	100.0	100.0	93.3	100.0	100.0	100.0	78.6
Hospital	66.7	100.0	66.7	66.7	66.7	100.0	66.7	100.0	66.7	100.0
County	100.0	100.0	100.0	100.0	100.0	94.7	100.0	100.0	100.0	63.2
Community College	100.0	100.0	100.0	100.0	100.0	81.8	100.0	90.9	100.0	44.4
Sheriff	90.9	90.9	90.9	90.9	90.9	90.9	90.9	90.9	90.9	81.8
Water Mgt. District	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
School District	85.7	71.4	100.0	85.7	100.0	42.9	100.0	85.7	85.7	57.1
Private	100.0	63.6	100.0	100.0	100.0	63.6	90.9	100.0	100.0	81.8
Southeastern States	100.0	100.0	66.7	100.0	100.0	100.0	100.0	33.3	100.0	100.0
State of Florida	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	0.0

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

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	76.9	23.1
Hospital	0.0	100.0
County	58.8	41.2
Community College	100.0	0.0
Sheriff	63.6	36.4
Water Management District	100.0	0.0
School District	80.0	20.0
Private	80.0	20.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	76.9	23.1
Hospital	0.0	100.0
County	58.8	41.2
Community College	100.0	0.0
Sheriff	63.6	36.4
Water Management District	100.0	0.0
School District	80.0	20.0
Private	80.0	20.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

**13. Do you provide additional paid leave for your managers to conduct the following activities?**

Mentoring

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

*If yes, how much?*

**State of Florida**

One hour per week (for both upper management and middle management)

Volunteerism

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	10.3	89.7
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	14.3	85.7
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	10.3	89.7
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	14.3	85.7
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

\*No amount of hours were indicated



Leave for family responsibilities

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	3.4	96.6
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	9.1	90.9
Water Management District	0.0	100.0
School District	0.0	100.0
Private	9.1	90.9
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	3.4	96.6
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	9.1	90.9
Water Management District	0.0	100.0
School District	0.0	100.0
Private	9.1	90.9
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

If yes, how much?

**State of Florida**

- One hour per month (for both upper management and middle management)

Fitness wellness

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	3.6	96.4
Hospital	0.0	100.0
County	5.0	95.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	20.0	80.0
Private	25.0	75.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	3.6	96.4
Hospital	0.0	100.0
County	5.0	95.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	20.0	80.0
Private	25.0	75.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

\*No amount of hours were indicated

**PART C EMPLOYEE COMPENSATION:**

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

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	10.0	90.0
Community College	0.0	100.0
Sheriff	25.0	75.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	14.3	85.7
Hospital	0.0	100.0
County	20.0	80.0
Community College	11.1	88.9
Sheriff	41.7	58.3
Water Management District	0.0	100.0
School District	0.0	100.0
Private	14.3	85.7
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

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

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	73.9	26.1
Hospital	100.0	0.0
County	50.0	50.0
Community College	62.5	37.5
Sheriff	90.0	10.0
Water Management District	0.0	100.0
School District	100.0	0.0
Private	71.4	28.6
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	78.3	21.7
Hospital	100.0	0.0
County	50.0	50.0
Community College	77.8	22.2
Sheriff	90.0	10.0
Water Management District	0.0	100.0
School District	100.0	0.0
Private	85.7	14.3
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

16. Do you provide additional compensation to managers in "acting" or temporary position status?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	57.1	42.9
Hospital	50.0	50.0
County	55.0	45.0
Community College	77.8	22.2
Sheriff	72.7	27.3
Water Management District	66.7	33.3
School District	60.0	40.0
Private	50.0	50.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	78.6	21.4
Hospital	50.0	50.0
County	70.0	30.0
Community College	77.8	22.2
Sheriff	81.8	18.2
Water Management District	66.7	33.3
School District	60.0	40.0
Private	50.0	50.0
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

17. Is there a minimum amount of time "acting" managers must serve before they receive additional compensation?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	60.9	39.1
Hospital	100.0	0.0
County	30.0	70.0
Community College	62.5	37.5
Sheriff	45.5	54.5
Water Management District	0.0	100.0
School District	50.0	50.0
Private	14.3	85.7
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	65.4	34.6
Hospital	100.0	0.0
County	35.0	65.0
Community College	62.5	37.5
Sheriff	45.5	54.5
Water Management District	0.0	100.0
School District	50.0	50.0
Private	14.3	85.7
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

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

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>Mean Hours/Day</b>	<b>Mean Hours/Week</b>
Municipality	8.4	40.0
Hospital	9.3	41.0
County	8.1	40.0
Community College	7.9	39.4
Sheriff	8.0	40.5
Water Management District	7.7	38.3
School District	7.8	32.0
Private	8.7	42.6
Southeastern States	8.0	40.0
State of Florida	8.0	40.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>Mean Hours/Day</b>	<b>Mean Hours/Week</b>
Municipality	8.4	39.5
Hospital	9.25	41.0
County	8.1	40.0
Community College	7.9	39.4
Sheriff	7.7	40.5
Water Management District	7.7	38.3
School District	7.8	32.0
Private	8.6	41.7
Southeastern States	8.0	40.0
State of Florida	8.0	40.0

**19. Are managers compensated for overtime?**

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	3.7	96.3
Hospital	0.0	100.0
County	5.0	95.0
Community College	10.0	90.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	25.0	75.0
Private	11.1	88.9
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	14.8	85.2
Hospital	0.0	100.0
County	20.0	80.0
Community College	20.0	80.0
Sheriff	9.1	90.9
Water Management District	0.0	100.0
School District	25.0	75.0
Private	22.2	77.8
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

*If yes, which of the following methods is used?*

Salary Payments

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	37.5	62.5
Hospital	--	--
County	0.0	100.0
Community College	50.0	50.0
Sheriff	33.3	66.7
Water Management District	--	--
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	--	--

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	50.0	50.0
Hospital	--	--
County	20.0	80.0
Community College	100.0	0.0
Sheriff	100.0	0.0
Water Management District	--	--
School District	0.0	100.0
Private	50.0	50.0
Southeastern States	--	--
State of Florida	--	--

Compensatory Time

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	37.5	62.5
Hospital	--	--
County	40.0	60.0
Community College	50.0	50.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	100.0	0.0
Private	100.0	0.0
Southeastern States	--	--
State of Florida	--	--

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	50.0	50.0
Hospital	--	--
County	60.0	40.0
Community College	100.0	0.0
Sheriff	100.0	0.0
Water Management District	--	--
School District	100.0	0.0
Private	50.0	50.0
Southeastern States	--	--
State of Florida	--	--

Other

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	12.5	87.5
Hospital	--	--
County	20.0	80.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	--	--

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	0.0	100.0
Hospital	--	--
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	--	--

*If managers accrue compensatory time, are there any limitations on accrual, use and/or carry over into the next pay period, month or year?*

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	50.0	50.0
Hospital	--	--
County	42.9	57.1
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	100.0	0.0
Private	66.7	33.3
Southeastern States	--	--
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	54.5	45.5
Hospital	--	--
County	37.5	62.5
Community College	33.3	66.7
Sheriff	14.3	85.7
Water Management District	--	--
School District	100.0	0.0
Private	66.7	33.3
Southeastern States	--	--
State of Florida	--	--

**20. Do you provide severance pay?**

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	21.4	78.6
Hospital	0.0	100.0
County	26.3	73.7
Community College	66.7	33.3
Sheriff	16.7	83.3
Water Management District	0.0	100.0
School District	20.0	80.0
Private	66.7	33.3
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	21.4	78.6
Hospital	0.0	100.0
County	26.3	73.7
Community College	40.0	60.0
Sheriff	18.2	81.8
Water Management District	0.0	100.0
School District	0.0	100.0
Private	55.6	44.4
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

*If yes, for what amount of time is severance pay provided?*

1 week

Organization	Mean 1 week	Mean 2 weeks	Mean 1 month	Mean Other
Municipality	--	28.6	42.9	28.6
Hospital	--	--	--	--
County	--	20.0	--	80.0
Community College	20.0	--	20.0	60.0
Sheriff	33.3	66.7	--	--
Water Management District	--	--	--	--
School District	--	--	--	100.0
Private	--	16.7	--	83.3
Southeastern States	--	--	--	--
State of Florida	--	--	--	--

**PART D INSURANCE:**

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

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	96.4	3.6
Hospital	100.0	0.0
County	85.0	15.0
Community College	100.0	0.0
Sheriff	83.3	16.7
Water Management District	66.7	33.3
School District	100.0	0.0
Private	77.8	22.2
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	96.6	3.4
Hospital	100.0	0.0
County	80.0	20.0
Community College	100.0	0.0
Sheriff	83.3	16.7
Water Management District	66.7	33.3
School District	100.0	0.0
Private	66.7	33.3
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

*Does the manager pay for a portion of their coverage?*

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	24.0	76.0
Hospital	0.0	100.0
County	55.6	44.4
Community College	22.2	77.8
Sheriff	50.0	50.0
Water Management District	50.0	50.0
School District	50.0	50.0
Private	44.4	55.6
Southeastern States	100.0	0.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	24.0	76.0
Hospital	0.0	100.0
County	55.6	44.4
Community College	30.0	70.0
Sheriff	45.5	54.5
Water Management District	50.0	50.0
School District	50.0	50.0
Private	44.4	55.6
Southeastern States	100.0	0.0
State of Florida	0.0	100.0

*Percent paid by manager:*

UPPER MANAGEMENT	
Organization	Mean
Municipality	43.0
Hospital	--
County	37.6
Community College	52.5
Sheriff	22.5
Water Management District	--
School District	13.5
Private	25.0
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	37.3
Hospital	--
County	37.6
Community College	36.7
Sheriff	20.5
Water Management District	--
School District	13.5
Private	17.5
Southeastern States	--
State of Florida	--

Does the manager pay for a portion of dependent coverage?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	92.3	7.7
Hospital	100.0	0.0
County	80.0	20.0
Community College	100.0	0.0
Sheriff	100.0	0.0
Water Management District	100.0	0.0
School District	75.0	25.0
Private	77.8	22.2
Southeastern States	100.0	0.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	92.6	7.4
Hospital	100.0	0.0
County	85.0	15.0
Community College	100.0	0.0
Sheriff	100.0	0.0
Water Management District	100.0	0.0
School District	75.0	25.0
Private	88.9	11.1
Southeastern States	100.0	0.0
State of Florida	0.0	100.0

Percent paid by manager:

UPPER MANAGEMENT	
Organization	Mean
Municipality	67.0
Hospital	5.0
County	53.2
Community College	57.0
Sheriff	90.1
Water Management District	100.0
School District	91.7
Private	61.6
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	64.2
Hospital	5.0
County	57.1
Community College	50.6
Sheriff	100.0
Water Management District	100.0
School District	91.7
Private	66.7
Southeastern States	--
State of Florida	--

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

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	93.1	6.9
Hospital	100.0	0.0
County	100.0	0.0
Community College	100.0	0.0
Sheriff	100.0	0.0
Water Management District	100.0	0.0
School District	100.0	0.0
Private	88.9	11.1
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	93.1	6.9
Hospital	100.0	0.0
County	100.0	0.0
Community College	100.0	0.0
Sheriff	91.7	8.3
Water Management District	100.0	0.0
School District	100.0	0.0
Private	88.9	11.1
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

Does the manager pay for a portion of their coverage?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	17.9	82.1
Hospital	0.0	100.0
County	22.2	77.8
Community College	0.0	100.0
Sheriff	33.3	66.7
Water Management District	33.3	66.7
School District	0.0	100.0
Private	22.2	77.8
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	17.9	82.1
Hospital	0.0	100.0
County	22.2	77.8
Community College	0.0	100.0
Sheriff	33.3	66.7
Water Management District	33.3	66.7
School District	0.0	100.0
Private	22.2	77.8
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

Percent paid by manager:

UPPER MANAGEMENT	
Organization	Mean
Municipality	36.0
Hospital	--
County	75.0
Community College	--
Sheriff	100.0
Water Management District	--
School District	--
Private	--
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	36.0
Hospital	--
County	75.0
Community College	--
Sheriff	100.0
Water Management District	--
School District	--
Private	--
Southeastern States	--
State of Florida	--



Does the manager pay for a portion of dependent coverage?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	66.7	33.3
Hospital	0.0	100.0
County	73.3	26.7
Community College	80.0	20.0
Sheriff	80.0	20.0
Water Management District	100.0	0.0
School District	66.7	33.3
Private	71.4	28.6
Southeastern States	100.0	0.0
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	66.7	33.3
Hospital	0.0	100.0
County	73.3	26.7
Community College	80.0	20.0
Sheriff	90.0	10.0
Water Management District	100.0	0.0
School District	66.7	33.3
Private	71.4	28.6
Southeastern States	100.0	0.0
State of Florida	--	--

Percent paid by manager:

UPPER MANAGEMENT	
Organization	Mean
Municipality	93.8
Hospital	--
County	100.0
Community College	100.0
Sheriff	100.0
Water Management District	100.0
School District	100.0
Private	100.0
Southeastern States	100.0
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	93.8
Hospital	--
County	100.0
Community College	100.0
Sheriff	100.0
Water Management District	100.0
School District	100.0
Private	100.0
Southeastern States	100.0
State of Florida	--

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

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	50.0	50.0
Hospital	50.0	50.0
County	57.9	42.1
Community College	66.7	33.3
Sheriff	50.0	50.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	66.7	33.3
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	50.0	50.0
Hospital	50.0	50.0
County	57.9	42.1
Community College	66.7	33.3
Sheriff	50.0	50.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	66.7	33.3
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

Does the manager pay for a portion of their coverage?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	50.0	50.0
Hospital	0.0	100.0
County	60.0	40.0
Community College	33.3	66.7
Sheriff	60.0	40.0
Water Management District	100.0	0.0
School District	100.0	0.0
Private	50.0	50.0
Southeastern States	--	--
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	52.4	47.6
Hospital	0.0	100.0
County	60.0	40.0
Community College	42.9	57.1
Sheriff	60.0	40.0
Water Management District	100.0	0.0
School District	100.0	0.0
Private	50.0	50.0
Southeastern States	--	--
State of Florida	--	--

Percent paid by manager:

UPPER MANAGEMENT	
Organization	Mean
Municipality	90.2
Hospital	--
County	62.8
Community College	75.7
Sheriff	100.0
Water Management District	100.0
School District	100.0
Private	23.5
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	80.2
Hospital	--
County	62.8
Community College	75.7
Sheriff	100.0
Water Management District	100.0
School District	100.0
Private	23.5
Southeastern States	--
State of Florida	--

Does the manager pay for a portion of dependent coverage?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	90.5	9.5
Hospital	0.0	100.0
County	73.3	26.7
Community College	88.9	11.1
Sheriff	100.0	0.0
Water Management District	100.0	0.0
School District	100.0	0.0
Private	75.0	25.0
Southeastern States	--	--
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	90.5	9.5
Hospital	0.0	100.0
County	80.0	20.0
Community College	88.9	11.1
Sheriff	100.0	0.0
Water Management District	100.0	0.0
School District	100.0	0.0
Private	87.5	12.5
Southeastern States	--	--
State of Florida	--	--

Percent paid by manager:

UPPER MANAGEMENT	
Organization	Mean
Municipality	81.5
Hospital	--
County	65.0
Community College	85.4
Sheriff	100.0
Water Management District	100.0
School District	100.0
Private	69.3
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	81.5
Hospital	--
County	68.9
Community College	85.4
Sheriff	100.0
Water Management District	100.0
School District	100.0
Private	75.4
Southeastern States	--
State of Florida	--

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

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	39.3	60.7
Hospital	50.0	50.0
County	50.0	50.0
Community College	80.0	20.0
Sheriff	66.7	33.3
Water Management District	100.0	0.0
School District	60.0	40.0
Private	55.6	44.4
Southeastern States	100.0	0.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	33.3	66.7
Hospital	50.0	50.0
County	50.0	50.0
Community College	70.0	30.0
Sheriff	66.7	33.3
Water Management District	100.0	0.0
School District	60.0	40.0
Private	55.6	44.4
Southeastern States	100.0	0.0
State of Florida	0.0	100.0

*Does the manager pay for a portion of the coverage?*

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	42.9	57.1
Hospital	0.0	100.0
County	64.3	35.7
Community College	25.0	75.0
Sheriff	50.0	50.0
Water Management District	33.3	66.7
School District	25.0	75.0
Private	83.3	16.7
Southeastern States	0.0	100.0
State of Florida	--	--

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	42.9	57.1
Hospital	0.0	100.0
County	64.3	35.7
Community College	25.0	75.0
Sheriff	50.0	50.0
Water Management District	33.3	66.7
School District	25.0	75.0
Private	83.3	16.7
Southeastern States	0.0	100.0
State of Florida	--	--

*Percent paid by manager:*

<b>UPPER MANAGEMENT</b>	
<b>Organization</b>	<b>Mean</b>
Municipality	100.0
Hospital	--
County	94.4
Community College	100.0
Sheriff	100.0
Water Management District	100.0
School District	100.0
Private	87.5
Southeastern States	--
State of Florida	--

<b>MIDDLE MANAGEMENT</b>	
<b>Organization</b>	<b>Mean</b>
Municipality	100.0
Hospital	--
County	94.4
Community College	100.0
Sheriff	100.0
Water Management District	100.0
School District	100.0
Private	87.5
Southeastern States	--
State of Florida	--

25. Do you provide any other employer paid insurance to managers such as:

Short Term Disability

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	10.3	89.7
Hospital	100.0	0.0
County	30.0	70.0
Community College	20.0	80.0
Sheriff	16.7	83.3
Water Management District	33.3	66.7
School District	20.0	80.0
Private	37.5	62.5
Southeastern States	--	--
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	10.3	89.7
Hospital	100.0	0.0
County	30.0	70.0
Community College	20.0	80.0
Sheriff	16.7	83.3
Water Management District	33.3	66.7
School District	20.0	80.0
Private	37.5	62.5
Southeastern States	--	--
State of Florida	100.0	0.0

Long Term Care

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	3.4	96.4
Hospital	0.0	100.0
County	0.0	100.0
Community College	10.0	90.0
Sheriff	8.3	91.7
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	3.4	96.6
Hospital	0.0	100.0
County	0.0	100.0
Community College	10.0	90.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

Elder Care

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	3.4	96.6
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	3.4	96.6
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

Automotive Insurance

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	3.4	96.6
Hospital	0.0	100.0
County	0.0	100.0
Community College	10.0	90.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	20.0	80.0
Private	25.0	75.0
Southeastern States	--	--
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	3.4	96.6
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	20.0	80.0
Private	12.5	87.5
Southeastern States	--	--
State of Florida	0.0	100.0

Legal Services

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	3.4	96.6
Hospital	0.0	100.0
County	5.0	95.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	33.3	66.7
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	3.4	96.6
Hospital	0.0	100.0
County	5.0	95.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	33.3	66.7
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

Domestic Partners

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	10.0	90.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	33.3	66.7
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	10.0	90.0
Community College	0.0	100.0
Sheriff	8.3	91.7
Water Management District	33.3	66.7
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

**PART E EMPLOYEE RETIREMENT:****26. Do you offer managers a retirement plan?**

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	100.0	0.0
Hospital	50.0	50.0
County	100.0	0.0
Community College	100.0	0.0
Sheriff	100.0	0.0
Water Management District	100.0	0.0
School District	100.0	0.0
Private	100.0	0.0
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	100.0	0.0
Hospital	50.0	50.0
County	100.0	0.0
Community College	100.0	0.0
Sheriff	100.0	0.0
Water Management District	100.0	0.0
School District	100.0	0.0
Private	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.)*

## Defined Benefit

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	77.8	22.2
Hospital	0.0	100.0
County	77.8	22.2
Community College	50.0	50.0
Sheriff	66.7	33.3
Water Management District	100.0	0.0
School District	60.0	40.0
Private	50.0	50.0
Southeastern States	--	--
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	77.8	22.2
Hospital	0.0	100.0
County	77.8	22.2
Community College	50.0	50.0
Sheriff	55.6	44.4
Water Management District	100.0	0.0
School District	60.0	40.0
Private	50.0	50.0
Southeastern States	--	--
State of Florida	100.0	0.0

## Defined Contribution

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	25.9	74.1
Hospital	0.0	100.0
County	44.4	55.6
Community College	50.0	50.0
Sheriff	44.4	55.6
Water Management District	0.0	100.0
School District	60.0	40.0
Private	25.0	75.0
Southeastern States	--	--
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	25.9	74.1
Hospital	0.0	100.0
County	44.4	55.6
Community College	60.0	40.0
Sheriff	44.4	55.6
Water Management District	0.0	100.0
School District	60.0	40.0
Private	37.5	62.5
Southeastern States	--	--
State of Florida	--	--

Combination Plan

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	11.1	88.9
Hospital	0.0	100.0
County	5.6	94.4
Community College	10.0	90.0
Sheriff	11.1	88.9
Water Management District	0.0	100.0
School District	0.0	100.0
Private	12.5	87.5
Southeastern States	--	--
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	11.1	88.9
Hospital	0.0	100.0
County	5.6	94.4
Community College	10.0	90.0
Sheriff	12.5	87.5
Water Management District	0.0	100.0
School District	0.0	100.0
Private	12.5	87.5
Southeastern States	--	--
State of Florida	--	--

27. If a defined contribution plan, what type is it?

Savings and Thrift

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	--	--
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	--	--
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	--	--

Deferred Profit Sharing

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	--	--
County	7.7	92.3
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	14.3	85.7
Southeastern States	--	--
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	--	--
County	7.7	92.3
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	14.3	85.7
Southeastern States	--	--
State of Florida	--	--



Employee Stock Ownership

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	--	--
County	7.7	92.3
Community College	12.5	87.5
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	14.3	85.7
Southeastern States	--	--
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	--	--
County	7.7	92.3
Community College	12.5	87.5
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	14.3	85.7
Southeastern States	--	--
State of Florida	--	--

Money Purchase Pension

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	--	--
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	--	--
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	--	--

Combination

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	--	--
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	--	--
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	--	--
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	--	--

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UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	100.0	0.0
Hospital	--	--
County	69.2	30.8
Community College	87.5	12.5
Sheriff	83.3	16.7
Water Management District	--	--
School District	100.0	0.0
Private	71.4	28.6
Southeastern States	--	--
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	100.0	0.0
Hospital	--	--
County	69.2	30.8
Community College	100.0	0.0
Sheriff	83.3	16.7
Water Management District	--	--
School District	100.0	0.0
Private	85.7	14.3
Southeastern States	--	--
State of Florida	--	--

Other

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	10.0	90.0
Hospital	--	--
County	38.5	61.5
Community College	12.5	87.5
Sheriff	16.7	83.3
Water Management District	--	--
School District	0.0	100.0
Private	14.3	85.7
Southeastern States	--	--
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	--	--
County	30.8	69.2
Community College	12.5	87.5
Sheriff	16.7	83.3
Water Management District	--	--
School District	0.0	100.0
Private	14.3	85.7
Southeastern States	--	--
State of Florida	--	--

**28. If applicable, how many years of service are required for your managers to be fully vested in the retirement plan?**

Defined Benefit

UPPER MANAGEMENT	
Organization	Mean
Municipality	8.4
Hospital	10.0
County	9.1
Community College	8.8
Sheriff	12.4
Water Management District	9.0
School District	10.0
Private	8.0
Southeastern States	--
State of Florida	7.0

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	8.8
Hospital	10.0
County	9.3
Community College	8.0
Sheriff	12.9
Water Management District	10.0
School District	10.0
Private	8.0
Southeastern States	--
State of Florida	10.0

Defined Contribution

UPPER MANAGEMENT	
Organization	Mean
Municipality	3.25
Hospital	--
County	8.5
Community College	5.6
Sheriff	2.5
Water Management District	--
School District	.5
Private	11.7
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	3.25
Hospital	--
County	8.5
Community College	5.5
Sheriff	2.5
Water Management District	--
School District	.5
Private	11.7
Southeastern States	--
State of Florida	--

Combination Plan

UPPER MANAGEMENT	
Organization	Mean
Municipality	--
Hospital	--
County	5.0
Community College	--
Sheriff	--
Water Management District	--
School District	--
Private	--
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	--
Hospital	--
County	5.0
Community College	--
Sheriff	--
Water Management District	--
School District	--
Private	--
Southeastern States	--
State of Florida	--

**PART F EMPLOYEE EVALUATIONS :**

**29. Do you use performance evaluations?**

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	85.7	14.3
Hospital	100.0	0.0
County	85.0	15.0
Community College	90.0	10.0
Sheriff	100.0	0.0
Water Management District	100.0	0.0
School District	80.0	20.0
Private	88.9	11.1
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	89.7	10.3
Hospital	100.0	0.0
County	90.0	10.0
Community College	90.0	10.0
Sheriff	100.0	0.0
Water Management District	100.0	0.0
School District	80.0	20.0
Private	88.9	11.1
Southeastern States	100.0	0.0
State of Florida	100.0	0.0

*If yes,*

*Do evaluations determine continuation of employment?*

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	65.4	34.6
Hospital	50.0	50.0
County	55.0	45.0
Community College	71.4	28.6
Sheriff	45.5	54.5
Water Management District	33.3	66.7
School District	66.7	33.3
Private	55.6	44.4
Southeastern States	100.0	0.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	68.0	32.0
Hospital	50.0	50.0
County	60.0	40.0
Community College	71.4	28.6
Sheriff	45.5	54.5
Water Management District	33.3	66.7
School District	66.7	33.3
Private	55.6	44.4
Southeastern States	100.0	0.0
State of Florida	0.0	100.0

*Do you use them as a basis for bonuses?*

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	21.1	78.9
Community College	22.2	77.8
Sheriff	16.7	83.3
Water Management District	33.3	66.7
School District	0.0	100.0
Private	44.4	55.6
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	21.1	78.9
Community College	33.3	66.7
Sheriff	16.7	83.3
Water Management District	33.3	66.7
School District	0.0	100.0
Private	44.4	55.6
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

*Do you use them as a basis for raises?*

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	70.4	29.6
Hospital	100.0	0.0
County	90.0	10.0
Community College	100.0	0.0
Sheriff	58.3	41.7
Water Management District	33.3	66.7
School District	60.0	40.0
Private	55.6	44.4
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	74.1	25.9
Hospital	100.0	0.0
County	95.0	5.0
Community College	100.0	0.0
Sheriff	58.3	41.7
Water Management District	33.3	66.7
School District	60.0	40.0
Private	55.6	44.4
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

*Are they competency based?*

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	60.0	40.0
Hospital	100.0	0.0
County	68.4	31.6
Community College	100.0	0.0
Sheriff	66.7	33.3
Water Management District	33.3	66.7
School District	25.0	75.0
Private	66.7	33.3
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	61.9	38.1
Hospital	100.0	0.0
County	70.0	30.0
Community College	100.0	0.0
Sheriff	66.7	33.3
Water Management District	33.3	66.7
School District	25.0	75.0
Private	66.7	33.3
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

*Are managers evaluated by their subordinates?*

<b>UPPER MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>%No</b>
Municipality	0.0	100.0
Hospital	0.0	100.0
County	10.0	90.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	50.0	50.0
Private	0.0	100.0
Southeastern States	100.0	0.0
State of Florida	0.0	100.0

<b>MIDDLE MANAGEMENT</b>		
<b>Organization</b>	<b>% Yes</b>	<b>% No</b>
Municipality	0.0	100.0
Hospital	0.0	100.0
County	10.0	90.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	50.0	50.0
Private	0.0	100.0
Southeastern States	100.0	0.0
State of Florida	0.0	100.0

(Please attach a copy of the performance evaluation form)

**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:**

**Upper Management**

Organization	Mean 1999 General Increase	Mean 1999 COLA	Mean 1999 Merit Increase	Mean 2000 General Increase	Mean 2000 COLA	Mean 2000 Merit Increase
Municipality	1.7	1.0	2.25	1.1	0.6	2.1
Hospital	0.0	3.5	3.0	0.0	1.5	2.0
County	1.1	1.2	2.2	1.1	0.8	2.3
Community College	2.5	1.0	4.6	1.4	1.0	4.4
Sheriff	2.4	1.2	1.1	1.6	1.2	1.1
Water Management District	2.3	0.0	0.0	0.0	0.0	0.0
School District	1.8	2.0	2.4	0.4	0.4	1.4
Private	2.0	0.7	1.4	1.7	0.7	1.2
Southeastern States	2.5	3.0	0.0	0.0	0.0	0.0
State of Florida	2.8	--	--	--	--	--

**Middle Management**

Organization	Mean 1999 General Increase	Mean 1999 COLA	Mean 1999 Merit Increase	Mean 2000 General Increase	Mean 2000 COLA	Mean 2000 Merit Increase
Municipality	1.8	1.0	2.3	1.0	0.6	2.1
Hospital	0.0	3.5	2.0	0.0	1.5	2.0
County	0.8	1.2	2.1	1.0	0.8	2.1
Community College	2.5	1.0	4.6	1.4	1.0	4.4
Sheriff	2.5	1.2	1.5	1.6	1.2	1.1
Water Management District	2.3	0.0	1.7	0.0	0.0	0.0
School District	1.8	2.0	2.4	0.4	0.4	1.4
Private	1.4	0.7	1.4	1.7	0.7	0.6
Southeastern States	2.5	3.0	0.0	0.0	0.0	0.0
State of Florida	2.8	--	--	--	--	--

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

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	13.8	86.2
Hospital	0.0	100.0
County	20.0	80.0
Community College	30.0	70.0
Sheriff	0.0	100.0
Water Management District	33.3	66.7
School District	40.0	60.0
Private	50.0	50.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	6.9	93.1
Hospital	0.0	100.0
County	20.0	80.0
Community College	30.0	70.0
Sheriff	0.0	100.0
Water Management District	33.3	66.7
School District	20.0	80.0
Private	50.0	50.0
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

If yes,

What is the average bonus given for upper management?

**Municipality**

- \$1,000

**County**

- 3% of Annual Salary

**Sheriff**

- 1-2% of Annual Salary

**Private Sector Firms**

- 3% of Annual Salary

What is the average bonus given for middle management?

**County**

- 3% of Annual Salary

**Private**

- 3% of Annual Salary

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

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	11.1	88.9
Hospital	0.0	100.0
County	26.7	73.3
Community College	42.9	57.1
Sheriff	33.3	66.7
Water Management District	100.0	0.0
School District	0.0	100.0
Private	66.7	33.3
Southeastern States	0.0	100.0
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	26.7	73.3
Community College	42.9	57.1
Sheriff	33.3	66.7
Water Management District	100.0	0.0
School District	0.0	100.0
Private	66.7	33.3
Southeastern States	0.0	100.0
State of Florida	--	--

Is a lump-sum bonus ever added to a manager's base salary?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	42.4	57.6
Hospital	33.3	66.7
County	6.7	93.3
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	100.0	0.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	--	--

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	6.7	93.3
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	100.0	0.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	0.0	100.0
State of Florida	--	--



32. Does your organization offer longevity pay?

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	48.3	51.7
Hospital	50.0	50.0
County	40.0	60.0
Community College	30.0	70.0
Sheriff	25.0	75.0
Water Management District	0.0	100.0
School District	40.0	60.0
Private	22.2	77.8
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	48.3	51.7
Hospital	50.0	50.0
County	40.0	60.0
Community College	30.0	70.0
Sheriff	25.0	75.0
Water Management District	0.0	100.0
School District	40.0	60.0
Private	22.2	77.8
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

33. Does your organization provide profit sharing to managers in which they are given:

Granting of Stock

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	22.2	77.8
Southeastern States	--	--
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	11.1	88.9
Southeastern States	--	--
State of Florida	0.0	100.0

Stock Options

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	8.3	91.7
Water Management District	0.0	100.0
School District	0.0	100.0
Private	11.1	88.9
Southeastern States	--	--
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	8.3	91.7
Water Management District	0.0	100.0
School District	0.0	100.0
Private	11.1	88.9
Southeastern States	--	--
State of Florida	0.0	100.0

Salary Payment

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

Other

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	0.0	100.0
Hospital	0.0	100.0
County	0.0	100.0
Community College	0.0	100.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	0.0	100.0
Southeastern States	--	--
State of Florida	0.0	100.0

34. What type of pay structure does your organization utilize?

- Step-Plan

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	27.6	70.4
Hospital	50.0	50.0
County	20.0	80.0
Community College	30.0	70.0
Sheriff	8.3	91.7
Water Management District	0.0	100.0
School District	0.0	100.0
Private	11.1	88.9
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	31.0	69.0
Hospital	50.0	50.0
County	40.0	60.0
Community College	30.0	70.0
Sheriff	16.7	83.3
Water Management District	33.3	66.7
School District	20.0	80.0
Private	22.2	77.8
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

If yes, percent between steps:

UPPER MANAGEMENT	
Organization	Mean
Municipality	2.9
Hospital	--
County	4.6
Community College	2.8
Sheriff	3.0
Water Management District	--
School District	--
Private	3.0
Southeastern States	--
State of Florida	--

MIDDLE MANAGEMENT	
Organization	Mean
Municipality	2.9
Hospital	--
County	4.3
Community College	2.5
Sheriff	3.0
Water Management District	--
School District	--
Private	3.0
Southeastern States	--
State of Florida	--

■ Open Range

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	44.8	55.2
Hospital	50.0	50.0
County	55.0	45.0
Community College	40.0	60.0
Sheriff	75.0	25.0
Water Management District	100.0	0.0
School District	40.0	60.0
Private	55.6	44.4
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	41.4	58.6
Hospital	50.0	50.0
County	45.0	55.0
Community College	30.0	70.0
Sheriff	66.7	33.3
Water Management District	66.7	33.3
School District	20.0	80.0
Private	55.6	44.4
Southeastern States	0.0	100.0
State of Florida	100.0	0.0

■ Broad Banding

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	3.4	96.6
Hospital	50.0	50.0
County	10.0	90.0
Community College	10.0	90.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	11.1	88.9
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	3.4	96.6
Hospital	50.0	50.0
County	10.0	90.0
Community College	10.0	90.0
Sheriff	0.0	100.0
Water Management District	0.0	100.0
School District	0.0	100.0
Private	11.1	88.9
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

■ Performance Based

UPPER MANAGEMENT		
Organization	% Yes	%No
Municipality	39.3	60.7
Hospital	50.0	50.0
County	47.4	52.6
Community College	60.0	40.0
Sheriff	33.3	66.7
Water Management District	33.3	66.7
School District	40.0	60.0
Private	44.4	55.6
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

MIDDLE MANAGEMENT		
Organization	% Yes	% No
Municipality	37.9	62.1
Hospital	50.0	50.0
County	45.0	55.0
Community College	70.0	30.0
Sheriff	33.3	66.7
Water Management District	33.3	66.7
School District	40.0	60.0
Private	44.4	55.6
Southeastern States	0.0	100.0
State of Florida	0.0	100.0

35. Please identify your organization type:

Organization	%
Municipality	31.7
Hospital	2.9
County	20.2
Community College	10.6
Sheriff	11.5
Water Management District	2.9
School District	5.8
Private	10.6
Southeastern States	2.9
State of Florida	1.0

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## **5.0 OVERALL FINDINGS**

The goal of the 1999 State of Florida Salary Survey is to determine the competitiveness of a sample of Florida's Selected Exempt and Senior Management classes vis-à-vis its in-state rivals. In addition, given the propensity for other states to hire away top managers, a comparison is made to the compensation offered by other southeastern states. Before discussing the results of the salary survey, the characteristics of the data will be explored.

### ***Characteristics of the Survey Data***

By nature, reliable and valid data for management positions is much harder to secure.

Several reasons for this include:

- Uniqueness of the positions;
- Weak distribution across the marketplace; and
- Apprehension to report executive information.

The 1999 SES/SMS Salary Survey experienced each of the difficulties listed above. These difficulties directly impacted the lower response rate and the lower level of matching classes. For example, a common difficulty in a county or municipal government is determining how to address classes in the survey with shared responsibilities or how to address the functions of multiple classes when the survey has them combined in a single class.

A total of 16 classes are not comparable with in-state competitors due to insufficient responses. A primary reason for the lack of response is the uniqueness of the classes. Those classes include:

- Assistant Secretary for Family Safety and Preservation
- Chief of Animal Disease Control
- Chief of Fisheries Resources
- Director of Alcoholic Beverages and Tobacco
- Director of Banking
- Director of Clemency
- Director of Dairy Industry

- Director of Driver Licenses
- Director of Medicaid
- Director of Medicaid Fraud
- Director of Wildlife
- Director, Office of Disability Determinations
- Mental Health Hospital Administrator I
- Parole Revocation Administration
- Property Tax Administrator Program Director
- Superintendent

The following 30 classes are the most representative:

- Attorney
- Chief Legal Counsel
- Chief of Finance and Accounting
- Chief of Fire and Arson Investigations
- Chief of General Services
- Chief of Managed Health Care
- Chief of Payrolls
- Chief of Personnel Management
- Director of Auditing and Financial Analysis
- Director of Emergency Management
- Director of Facilities Management
- Director of Human Resources Management
- Director of Information Technology and Telecommunications
- Director of Press Relations-Governor
- Director of Recreation and Parks
- Director of Retirement
- Director of Risk Management
- Director of State Group Insurance
- Director of State Purchasing
- Director of Waste Management
- Director of Water Policy
- Director of Workers Compensation
- District Public Transportation Manager
- General Counsel
- Inspector General
- Legislative Affairs Director
- Manager of Contracts (Administration Office)
- Marketing Director
- Purchasing Director
- Senior Attorney

The majority of these classes pertain to finance, legal, facilities, purchasing, and administration. This is not surprising given the duplication of these tasks across government entities.

**Findings**

Sixty-eight (68) classes possess hiring rates higher than the market average, while 11 classes are below. When considering only the usable cases and using the organization type as the unit of analysis, the finding is as follows:

- *Seventy-two (72) percent of management classes possess hiring rates above the market average.*

The differences between the market and the State of Florida hiring rate appear in Exhibit 5-1. The largest difference between State of Florida and the market average occurs with Chief Forensic Scientist (\$43,931). While the State hires at \$71,707, the average for Florida competitors is \$115,638. Conversely, the biggest difference between State of Florida and its competitors where the State pays more is the Director of Disease Control. The difference totals \$76,880.

Exhibit 5-2 demonstrates the distribution of the differences between the market hiring rate and the State of Florida hiring rate for all 95 positions. The negative dollars along the y-axis indicate those positions where Florida pays less than the market rate. The positive dollars indicate those positions where Florida pays higher than market.

Among the 30 classes that are the most representative, 23 classes exceed the market average. Thus, 71 percent of the most representative classes are above the market average. The average difference is \$12,536. The classes in which the State of Florida pays below market include:

- Purchasing Director
- Director of Press Relations-Governor
- Chief of Adult Mental Health
- Director of Detention and Commitment
- Director of Facilities Management
- Chief Legal Counsel
- Chief of Consumer Protection
- General Counsel
- Senior Attorney
- Attorney
- Chief Forensic Scientist

**EXHIBIT 5-1  
COMPARISON OF MARKET AND STATE OF FLORIDA HIRING RATE BY CLASS**

<b>TITLE</b>	<b>Market</b>	<b>State</b>	<b>Difference</b>
Director of Disease Control	\$38,200	\$115,080	\$76,880
Director of Unemployment Compensation	\$42,506	\$101,437	\$58,931
Director of Retirement	\$51,214	\$103,545	\$52,331
State Public Transportation Administrator	\$44,913	\$97,140	\$52,227
Director, Workers' Compensation	\$47,895	\$99,841	\$51,946
Director of Vocational Rehabilitation	\$46,843	\$97,186	\$50,343
Actuary	\$45,376	\$93,981	\$48,605
Director, Office of Right of Way	\$40,863	\$86,142	\$45,279
Marketing Director	\$58,405	\$103,554	\$45,149
Director of Waste Management	\$52,716	\$96,142	\$43,426
State Highway Engineer	\$54,517	\$97,140	\$42,623
Director of Jobs and Benefits	\$51,217	\$92,520	\$41,303
Chief of HIV/AIDS	\$31,959	\$70,763	\$38,804
Manager, Contracts Administration Office	\$44,996	\$81,446	\$36,450
Assistant Secretary for Developmental Services	\$56,216	\$92,520	\$36,304
Director of Air Resources Management	\$60,670	\$96,142	\$35,472
Child Support Enforcement Program Director	\$56,701	\$92,006	\$35,305
State Surveyor	\$45,638	\$80,502	\$34,864
Director of Risk Management	\$54,107	\$88,111	\$34,004
Director of Law Enforcement	\$70,124	\$103,687	\$33,563
Veterans' State Home Administrator	\$25,000	\$57,555	\$32,555
Director of State Purchasing	\$60,559	\$92,520	\$31,961
Director of Environmental Health	\$56,536	\$87,088	\$30,552
Chief of Payrolls	\$52,380	\$82,857	\$30,477
Director of Insurance Fraud	\$57,194	\$87,229	\$30,035
Chief of Fire and Arson Investigations	\$51,269	\$81,212	\$29,943
Director of Emergency Management	\$66,733	\$96,498	\$29,765
Chief of Florida Crime Information	\$44,522	\$74,124	\$29,602
Assistant Secretary for Economic Self-Sufficiency	\$60,555	\$89,863	\$29,308
Medical Executive Director	\$80,978	\$110,177	\$29,199
Director of Financial Investigations	\$43,646	\$71,054	\$27,408
Director of Regulation	\$48,500	\$75,600	\$27,100
Director of Water Policy	\$54,687	\$81,453	\$26,766
Chief of Managed Health Care	\$54,362	\$80,360	\$25,998
District Public Transportation Manager	\$48,942	\$74,776	\$25,834
Chief, Statewide Intelligence	\$59,854	\$85,060	\$25,206
Director of Florida Highway Patrol	\$75,114	\$100,102	\$24,988
Chief of Probation and Parole Field Services	\$44,894	\$68,977	\$24,083
Chief of Teacher Certification	\$47,698	\$71,601	\$23,903
Chief of Investigations	\$60,771	\$83,980	\$23,209
Director, Division of Public Schools	\$76,940	\$99,841	\$22,901
Director of Recreation and Parks	\$73,753	\$96,142	\$22,389
Chief of Archaeological Research	\$32,843	\$54,610	\$21,767
Inspector General	\$59,624	\$80,757	\$21,133
Director of Volunteer and Community Services	\$45,663	\$64,451	\$18,788
Director of Forestry	\$68,442	\$86,081	\$17,639
Chief of Inmate Classification and Management	\$51,616	\$68,977	\$17,361
Director of State Group Insurance	\$87,002	\$103,166	\$16,164

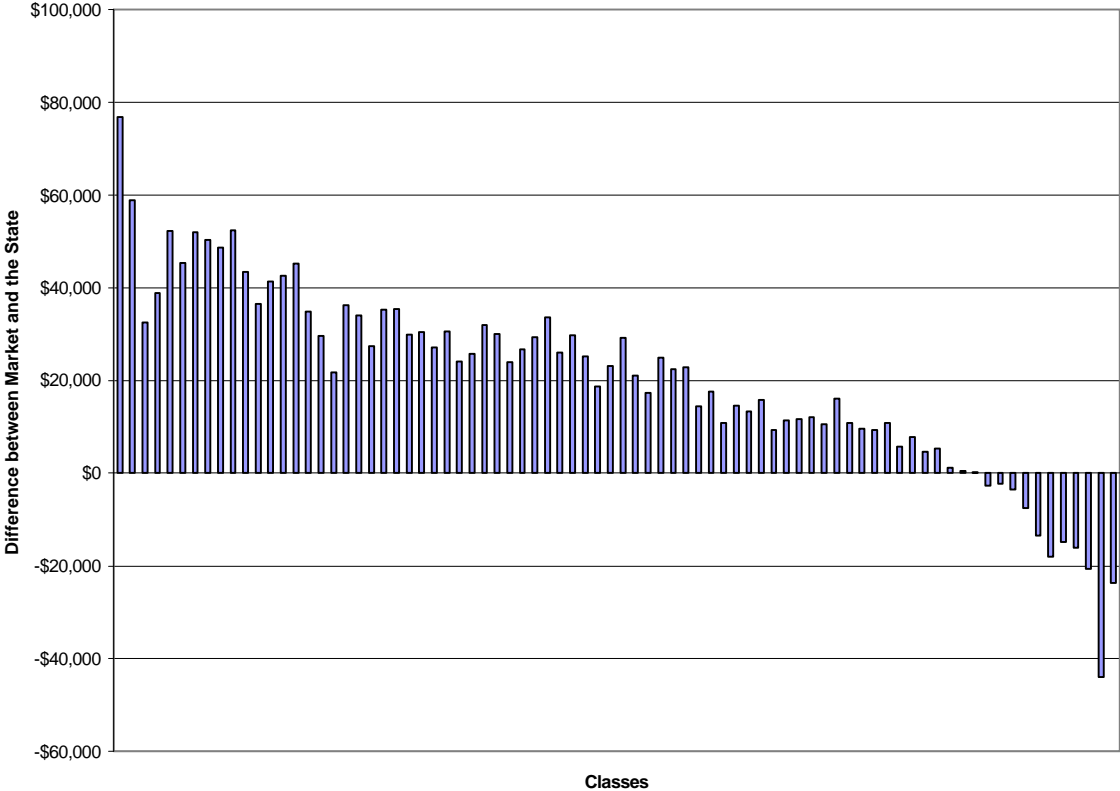


**EXHIBIT 5-1 (Continued)**  
**COMPARISON OF MARKET AND STATE OF FLORIDA HIRING RATE BY CLASS**

<b>TITLE</b>	<b>Market</b>	<b>State</b>	<b>Difference</b>
Director of Auditing and Financial Analysis	\$69,718	\$85,556	\$15,838
Director of Research and Long-Term Care	\$60,520	\$75,040	\$14,520
Chief of Investigations and Inspections	\$54,612	\$68,977	\$14,365
Chief of Personnel Management	\$58,537	\$71,836	\$13,299
Chief of Finance and Accounting	\$63,483	\$75,497	\$12,014
Chief of Environmental Epidemiology	\$59,830	\$71,573	\$11,743
Legislative Affairs Director	\$57,718	\$69,138	\$11,420
Environmental Administrator	\$44,901	\$55,774	\$10,873
Warden	\$58,621	\$69,472	\$10,851
Director of Human Resource Management	\$74,003	\$84,810	\$10,807
Chief of Health Policy	\$56,239	\$66,820	\$10,581
Chief of Child Abuse Investigations	\$57,132	\$66,717	\$9,585
Chief of Petroleum Inspection	\$41,899	\$51,249	\$9,350
Chief of Children's Mental Health Services	\$55,831	\$65,157	\$9,326
Director of Information Technology and Telecommunications	\$84,910	\$92,705	\$7,795
Detention Superintendent	\$44,301	\$50,051	\$5,750
Mental Health Hospital Administrator I	\$81,136	\$86,441	\$5,305
Chief of General Services	\$53,280	\$58,000	\$4,720
Chief of Curriculum, Instruction and Assessment	\$74,884	\$76,060	\$1,176
Director of Securities	\$45,661	\$46,160	\$499
Director of Elections	\$67,902	\$68,000	\$98
Purchasing Director	\$50,223	\$47,926	-\$2,297
Director of Press Relations-Governor	\$82,172	\$79,567	-\$2,605
Chief of Adult Mental Health	\$62,750	\$59,238	-\$3,512
Director of Detention and Commitment	\$78,031	\$70,587	-\$7,444
Director of Facilities Management	\$106,784	\$93,339	-\$13,445
Chief Legal Counsel	\$84,536	\$69,761	-\$14,775
Chief of Consumer Protection	\$69,279	\$53,263	-\$16,016
General Counsel	\$119,484	\$101,432	-\$18,052
Senior Attorney	\$71,558	\$50,891	-\$20,667
Attorney	\$56,196	\$32,461	-\$23,735
Chief Forensic Scientist	\$115,638	\$71,707	-\$43,931

NOTE: This exhibit does not include those classes that have no market comparison.

**EXHIBIT 5-2  
DIFFERENCE BETWEEN MARKET AND STATE OF FLORIDA HIRING RATE**



When comparing Florida to other states, alternative problems arise. Although there should be greater comparability with across classes, the low response rate limits the generalizability of the results. A number of states indicated that they wished to participate, but had problems assembling the necessary data. Five states were able to complete the survey.

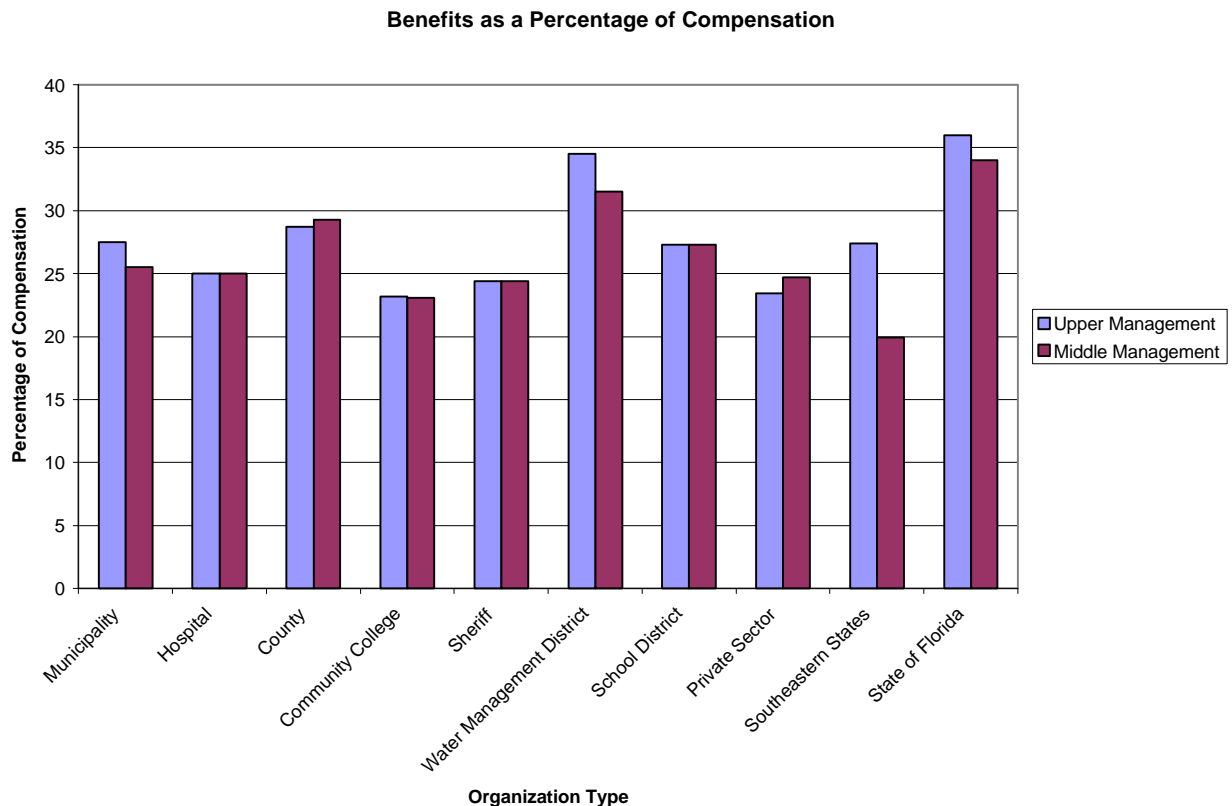
***Benefits***

**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.

The measure employed to evaluate benefits was cost of benefits as a percentage of compensation. Section B of the benefits portion of the survey solicited information on the cost of benefits for upper management and middle management 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 5-3 demonstrates the percentage of compensation made up by benefits for both upper management and middle management.

### EXHIBIT 5-3 BENEFITS AS A PERCENTAGE OF COMPENSATION, BY ORGANIZATION TYPE



As can be seen in Exhibit 5-3, the State of Florida provides greater benefits for both upper and middle management than any of the other organizational types. The State of Florida can thus be seen as a leader in benefits to employees.

Benefits that are offered by the State of Florida that are not offered as frequently by other organizations are:

- Telecommuting policy;
- Provision of lump sum vacation leave and sick leave at time of appointment;
- Provision of lump sum vacation leave and sick leave on annual anniversary; and
- Provision of additional paid leave for mentoring, volunteerism, and family responsibilities.

In addition, the State of Florida is among the leaders in the average maximum number of vacation hours earned annually. Florida offers its employees a maximum of 240 hours.

The only other organization types to offer more are hospitals (263.9 hours) and water management districts (245.3 hours). Florida is also among the leaders for the average maximum number of sick leave hours earned annually. Florida offers a maximum of 120 hours sick leave. Only the southeastern states offer more with an average of 134.0 maximum hours sick leave.

Following is a list of areas where Florida does not offer benefits, but where on average, over 50 percent of other organizational types offer them:

- Provision of vehicles for management;
- Provision of dental insurance for managers;
- Provision of long-term disability insurance for managers;
- Performance evaluations are used to determine the continuation of employment;
- Performance evaluations are used as a basis for bonuses;
- Performance evaluations are competency based; and
- Managers are evaluated by their subordinates.

Overall, the State is competitive with the benefits that it offers.

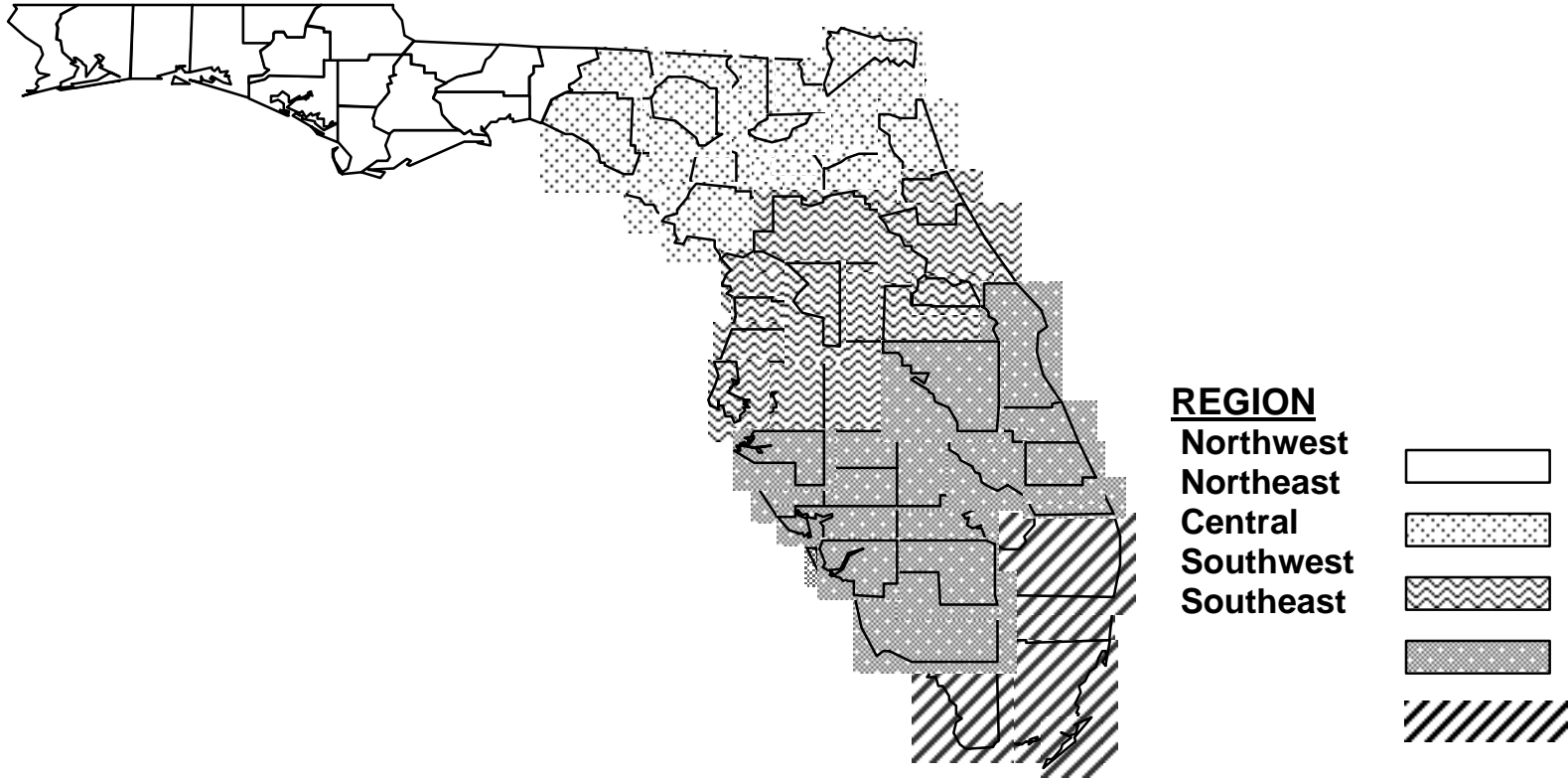
## **Conclusion**

The findings indicate that overall the State of Florida pays more than most of its in-state competitors and offers benefits that are competitive. As the first SES/SMS survey in a number of years, this document serves as a starting point for further analysis of the State's management classes. Although some limitations are present, the issues that arose would be expected given the uniqueness of the classes and the limited number of positions.

*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*

<b>ORGANIZATION</b>	<b>CITY</b>
<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

<b>ORGANIZATION</b>	<b>CITY</b>
<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

<b>ORGANIZATION</b>	<b>CITY</b>
<i>All organizations surveyed. Respondents not indicated due to confidentiality.</i>	
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

<b>ORGANIZATION</b>	<b>CITY</b>
<i>All organizations surveyed. Respondents not indicated due to confidentiality.</i>	
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

<b>ORGANIZATION</b>	<b>CITY</b>
<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

<b>ORGANIZATION</b>	<b>CITY</b>
<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

<b>ORGANIZATION</b>	<b>CITY</b>
<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:*  
*SES AND SMS SALARY SURVEY*

### State of Florida Market Survey

Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Actuary</b> (3554)	Middle management - Responsible for actuarial analysis; supervision of the collection of data and provides expert testimony.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Assistant Secretary for Developmental Services</b> (9748)	Upper management - Directs statewide administration of developmental disabilities programs; oversees the management of the State's Developmental Services Institutions; advises the agency head regarding the implications or effect of major policy decisions, legislation and funding decisions regarding programs serving adults with disabilities and persons with developmental disabilities.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Assistant Secretary for Economic Self-Sufficiency</b> (9749)	Upper management – Directs the statewide administration of the following programs: Temporary Assistance to Needy Families, Food Stamps, Individual and Family Grant, Refugee Assistance, Employment and Training Homeless Coalition, etc.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Assistant Secretary for Family Safety and Preservation</b> (9754)	Upper management - Provides oversight for major reform of departmental operations relating to Family Safety and Preservation; represents agency with Federal agencies. Directs statewide administration of Family Safety and Preservation programs. Responsible for development of accountability system.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Attorney</b> (7736)	Middle management - Performs legal work providing counsel and representation for a state agency or commission. Must become a member of the State Bar Association within 12 month of beginning employment.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

### State of Florida Market Survey

Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Chief Forensic Scientist</b> (8398)	Middle management - Manages the statewide crime laboratory quality assurance program. Responsible for researching new technical advances in crime laboratory analysis.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief Legal Counsel</b> (7741)	Middle management - Chief legal counsel or chief legal administrator for a board, commission, region, district or other comparable autonomous entity. Responsible for ensuring legal compliance with all policies, legal standards, and laws relating to rulemaking.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Adult Mental Health</b> (8839)	Middle management - Supervises the administration of the adult mental health system which includes the Mental Health Treatment Facilities, Residential and Acute Care Services, Community Support Services and Community Forensic Programs.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Animal Disease Control</b> (7829)	Middle management - Responsible for protecting the marketability of the State of Florida's livestock, poultry and poultry products through continuing efforts directed to the prevention, control and eradication of dangerous, transmissible livestock and poultry diseases.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Archaeological Research</b> (8814)	Middle management - Serves as State Archaeologist. Coordinates archaeological research and underwater salvage and exploration permit programs. Coordinates the designation of state archaeological landmarks. Assures that program activities further the implementation of Florida's Comprehensive Historic Preservation Plan.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

### State of Florida Market Survey

Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Chief of Child Abuse Investigations</b> (8723)	Middle management - Responsible for overall management of the statewide abuse hotline system and the protective investigations policy unit.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Children's Mental Health Services</b> (8835)	Middle management - Responsible for program, policy and procedure for alcohol, drug abuse and mental health services for persons under the age of 18.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Consumer Protection</b> (8829)	Middle management - Responsible for directing, planning and administering a number of regulatory programs over such entities as Dance Studios, Health Studios, Sellers of Travel, Solicitation of Contributions and Telemarketing.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Curriculum, Instruction and Assessment</b> (6262)	Middle management - Provides planning and direction for the implementation of statewide school improvement; accountability support systems including curriculum frameworks, instructional materials, school library media programs and the statewide assessment program.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Environmental Epidemiology</b> (4546)	Middle management - Responsible for directing the environmental epidemiology program and for conducting complex technical, analytical and administrative programs related to surveillance of water quality, toxic and chronic disease, and other environmentally mediated situations.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Finance and Accounting</b> (8770)	Middle management - Responsible for managing an agency's fiscal activities and accounting for funds received and disbursed in accordance with state and federal laws, rules and regulations.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

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Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Chief of Fire and Arson Investigations</b> (7962)	Middle management - Directs the activities of a bureau which is primarily a law enforcement operation engaged in the investigation of fires and suppression of arson throughout the state.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Fisheries Resources</b> (7897)	Middle management - Supervises all basic and applied fisheries research and field activities leading to the effective management and restoration of Florida's fishery resources.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Florida Crime Information</b> (1962)	Middle management - Manages the Florida Crime Information Center. Provides uniform crime data reports and computerized criminal history files to law enforcement entities throughout the state.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of General Services</b> (9941)	Middle management - Plans, organizes, directs and coordinates the provision of an agency's general services and purchasing services. Responsible for the management of all agency property and surplus property, printing and reproduction of agency forms, management of property, and efficient operation of the mail.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Health Policy</b> (9064)	Middle management - Develops and recommends solutions to a variety of complex health policy issues; directs agency health policy activities; supervises the collection and analysis of health care data. Directs variety of health care policy and research activities. Assists in serving as a spokesperson for state health policies.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of HIV/AIDS</b> (8844)	Middle management - Develops and administers programs preventing HIV disease, sexually transmitted diseases and tuberculosis.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

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Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Chief of Inmate Classification and Management (5183)</b>	Middle management - Directs the inmate classification system for the Department of Corrections to include the reception center intake process, the classification process at permanent facilities and the inmate transition and release process.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Investigations (7955)</b>	Middle management - Manages the overall operations of the Bureau of Investigations in the Department of Highway Safety and Motor Vehicles. Conducts investigations of driver license and title frauds, theft, counterfeits and criminal activities, and internal affairs of the Highway Patrol. Coordinates assistance to other federal, state and local law enforcement agencies and assists local field law enforcement personnel upon request.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Investigations and Inspections (9032)</b>	Middle management - Directs all activities in the Department of Corrections relating to inspections in facilities, intelligence gathering, contraband interdiction and jail investigations.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Managed Health Care (9074)</b>	Middle management - Directs the operation of managed health care programs and systems of health services delivery. Monitors health care providers. Monitors a statewide quality of care accreditation program for managed care organizations.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Chief of Payrolls (3610)</b>	Middle management – Has statewide responsibility for ensuring that state employees are properly and timely paid. Maintains records of salary payments and conducts audits.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

### State of Florida Market Survey

Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Chief of Personnel Management (7840)</b>	Middle management - Responsible for directing, planning and administering an agency personnel office; ensures that all personnel policies, procedures, rules, regulations, and laws are enforced.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Chief of Petroleum Inspection (7843)</b>	Middle management - Responsible for the enforcement of the Florida Gasoline Inspection Law; supervises Bureau of Petroleum Inspection; manages the petroleum inspection laboratories and the Florida Petroleum Inspection field inspection program.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Chief of Probation and Parole Field Services (5191)</b>	Middle management - Responsible for all direct services field supervision, intake and investigation programs. This is highly complex work in supervising comprehensive statewide Parole and Probation policies and procedures for department staff and offenders.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Chief of Teacher Certification (8688)</b>	Middle management - Responsible for issuing a Florida Educator's Certificate to those teacher applicants who meet minimum qualifications. In addition, the unit is responsible for ensuring that minimum qualifications are maintained through a renewal process.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Chief, Statewide Intelligence (1961)</b>	Middle management - Directs the Office of Statewide Intelligence for the State Law Enforcement agency. Works with local, state and federal criminal investigative agencies.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Child Support Enforcement Program Director (9973)</b>	Upper management - Directs the operations of the child support enforcement program to include enforcing the financial support obligations owed by parents to their children, locating absent parents, establishing paternity, and obtaining and monitoring ongoing support.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				

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Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Detention Superintendent</b> (9085)	Middle management - Responsible for the overall daily operation and administration of a juvenile detention facility and its staff including the safety, care and custody of clients. Responsible for the facility's mental health and educational programs.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Air Resources Management</b> (9663)	Upper management - Plans the work necessary to implement the Federal Clean Air Act, the Florida Air and Water Pollution Control Act, the Florida Air Tag Fee Statute, and the Florida Clean Outdoor Air Act. Plans other air resources management work needed to address any new statutory requirements, and the air resources concerns of the citizens of Florida. Implements the Department of Environmental Protection's air quality public education and air regulatory programs.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Alcoholic Beverages and Tobacco</b> (9652)	Upper management - Administers the alcoholic beverage and tobacco industries division that is responsible for supervision, enforcement, licensing, tax collection and record keeping of the alcoholic beverage and tobacco industries.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Auditing and Financial Analysis</b> (9796)	Upper management - Responsible at the division level for directing the auditing and financial analysis activities of a state agency. Such responsibilities include periodic audits of the financial, accounting, engineering and statistical data submitted by the regulated companies, issues relating to income taxes, and cost of capital and capital recovery.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Banking</b> (9643)	Upper management - Charged with the licensing, examination and supervision of all State-chartered depository financial institutions in Florida as well as the general administration of the Division, including its personnel and budget.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				



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<b>Director of Clemency Administration</b> (8160)	Upper management - Investigates factors relative to commutation of the death sentence; supervises the scheduling of Death Row interviews; supervises the assembly of case materials and transcripts of the case for the Governor, Cabinet, State Attorney and Defense Counsel.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Dairy Industry</b> (9626)	Upper management - Statewide regulation of dairy industry and milk and dairy products.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Detention and Commitment</b> (9418)	Upper management - Manages the statewide juvenile justice detention and commitment program.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Disease Control</b> (8493)	Upper management - Responsible for the overall management of bureaus related to the control and prevention of disease. Directs the overall statewide activities and programs relating to disease control to ensure quality services to decrease or eliminate occurrence of preventable diseases and to maintain surveillance, investigation, and education related to communicable and non-communicable diseases. Provides expert medical supervision, consultation, and/or technical assistance to county health departments and public and private voluntary agencies. Serves as a liaison between the Florida Department of Health and Centers for Disease Control.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

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Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Director of Driver Licenses</b> (9765)	Upper management - Directs the State of Florida's driver licensing program. Supervises standards for licensing, control of problem drivers, ensuring that drivers are financially responsible for their actions, and maintenance of adequate records for driver evaluation and administrative control.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Elections</b> (9911)	Upper management - Administers and enforces election laws. Renders official opinions to candidates, committees, and election officials throughout the State. Prescribes forms relating to elections. Approves electronic and electromechanical voting systems for use in Florida.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Emergency Management</b> (9708)	Upper management - Prepares and implements Florida's statewide comprehensive emergency management plan. Serves as the Governor's authorized representative for the purpose of coordinating post-disaster recovery activities.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Environmental Health</b> (8495)	Upper management - Directs the overall statewide programs for Environmental Health involved in the protection of public health from diseases mediated through environmental processes.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Facilities Management</b> (9137)	Upper management - Manages the State of Florida's facilities leasing, bonding and maintenance programs. Administers 50 budgets, directs the custodial and structural maintenance of 40 state owned office buildings.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Financial Investigations</b> (9873)	Upper management - Responsible for the investigation of complex economic crimes related to banking, financial institutions, securities and the constitutional duty of the Comptroller to settle and approve accounts against the State.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				

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Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Director of Florida Highway Patrol</b> (9762)	Upper management - Manages the activities of the State of Florida Highway Patrol. Supervises all law enforcement activities including investigative and public information functions.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Forestry</b> (9620)	Upper management - Serves as the State Forester. Has overall responsibility for the prevention, detection, and suppression of all forest and wildland fires; management of major state forests, other state lands and major tree seedling nurseries. Serves as spokesman and primary contact point for cooperation with numerous national, state and local associations, groups, agencies and individuals to accomplish goals and objectives.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Human Resource Management</b> (9734)	Upper management - Directs the management of the State of Florida's human resource program for all Executive Branch agencies. Programs include such elements as classification, compensation, training and labor relations. Recommends legislative changes to state statutes regarding personnel issues. Formulates and implements policies effecting approximately 120, 000 career service employees.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Information Technology and Telecommunications</b> (9725)	Upper management - Manages statewide information delivery and telecommunication network systems to include hardware, software, data center facilities, applications development and customer service.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

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Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Director of Insurance Fraud</b> (9779)	Upper management - Directs the Division of Insurance Fraud, which has responsibility for investigating criminal violations, making arrests for criminal violations. Powers include execution of search and arrest warrants, and the service of subpoenas in furtherance of criminal investigations.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>	_____	_____	_____	_____
<b>Director of Jobs and Benefits</b> (9671)	Upper management - Responsible for the State employment services in employment placement, job training, employer services, claims taking, and labor market information services for Florida's businesses and citizens.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>	_____	_____	_____	_____
<b>Director of Law Enforcement</b> (9694)	Upper management - Responsible for the enforcement of the State of Florida's laws concerning game, wildlife and freshwater and saltwater fisheries. Specific responsibilities include the registration and safety of boat use, issuance of laws relating to game, fish, ecology and the environment.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>	_____	_____	_____	_____
<b>Director of Medicaid</b> (9746)	Upper management - Directs all Medicaid planning and developmental functions, including policy and development; analysis and monitoring; third party liability; contract management and fiscal monitoring.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>	_____	_____	_____	_____
<b>Director of Medicaid Fraud</b> (6286)	Upper management - Directs the Medicaid Fraud Unit. Coordinates investigative activities of Medicaid fraud and abuse/neglect of health care patients.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>	_____	_____	_____	_____

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<b>Director of Planning and Budget</b> (6767)	Upper management - Advisor to the Governor in all matters pertaining to state planning and budgeting, including economic forecasting and revenue estimation for the State of Florida. Responsible for statewide policy development, planning, budget, intergovernmental coordination, program evaluation and systems development within the Executive Office of the Governor.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Press Relations - Governor</b> (6717)	Upper management - Reports directly to the Governor and is the principal advisor and assistant to the Governor concerning public relations matters. Responsible for directing all communications, written and verbal, that are disseminated from the Office of the Governor.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Recreation and Parks</b> (9834)	Upper management - Directs the planning and development of the state's parks, preserves, recreation areas, museums, etc. Oversees the administration of the Federal Land and Water Conservation Fund, Florida Recreation and Development Assistance and Florida Boating Improvement.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Regulation</b> (9857)	Upper management - Responsible for the division that investigates and prosecutes complaints of violations of rules, regulations, and Florida Statutes for professional regulatory programs. Complaints may be initiated by the general public, or the agency, involving persons holding professional licenses issued by the State.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director of Research and Long-Term Care</b> (8921)	Upper management - Sets policy for the assisted living facility and adult family care home programs. Responsible for oversight of aging research and development of aging plans and policies.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

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Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Director of Retirement</b> (9610)	Upper management - Directs the administration of the Florida Retirement System for public employees including local and state government. Directs the administration of special pension funds for police officers, fire fighters, university personnel, etc.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Risk Management</b> (9777)	Upper management - Manages the State's self-insurance program covering all property and casualty exposure.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Securities</b> (9646)	Upper management - Responsible for the licensing, examination and supervision of all securities and investment advisor firms in Florida and the registration of securities in the State.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of State Group Insurance</b> (7807)	Upper management - Administers a comprehensive range of employee insurance benefit programs for all current and retired state employees. Evaluates the quality of benefits offered, program enrollment, utilization, costs and alternatives to current plans.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of State Purchasing</b> (9728)	Upper management - Manages the State of Florida's purchasing program. Establishes standards and specifications for commodities. Establishes a system of coordinated, uniform procurement policies, procedures and practices to be used by all agencies in acquiring commodities and contractual services. Prescribing methods of securing competitive bids and proposals or negotiating and awarding commodity contracts, unless otherwise provided by law.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				

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Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Director of Unemployment Compensation</b> (9596)	Upper management - Supervises the activities of the Division of Unemployment Compensation which includes the payment of benefits, collection of taxes from employers and providing customers with an avenue to appeal determinations.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Vocational Rehabilitation</b> (9833)	Upper management - Plans, directs and monitors the activities of the Division of Vocational Rehabilitation. Responsible for providing for the vocational rehabilitation of persons with disabilities, and for compliance with the American with Disabilities Act, and the Social Security Administration/Vocational Rehabilitation Program.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Volunteer and Community Services</b> (9004)	Upper management - Responsible for coordinating a statewide effort to build volunteer programs for the elderly and to coordinate the significant number of programs and individual volunteers. Oversees the State Long Term Care Ombudsman Program and the Statewide Information Clearinghouse.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Waste Management</b> (9872)	Upper management - Responsible for directing the Department of Environmental Protection's statewide waste management and cleanup programs in accordance with state and federal laws. Oversees rule development and revision activities in response to legislative changes pertaining to waste management. Liaison and coordination with EPA.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Director of Water Policy</b> (9843)	Upper management - Responsible for water management coordination between the State's Water Management Districts and the agency district offices. Reviews water management district rules for consistency with the State of Florida's water policy.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				

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<b>Director of Wildlife</b> (9696)	Upper management - Manages the State of Florida's freshwater and saltwater aquatic life, wild animal life and habitats to perpetuate a diversity of species with densities and distribution that provide sustained ecological, recreational, scientific, educational, aesthetic and economic benefits.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director, Office of Disability Determinations</b> (6562)	Upper management - Plans, directs and coordinates all activities relating to the administration of Social Security disability determination programs.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director, Office of Right of Way</b> (7993)	Upper management - Responsible for development of statewide policy, procedure, standards and training in the major functional areas of Appraisal, Appraisal Review, Acquisition, Relocation, Advance Acquisition, Hazardous Waste on Rights of Way, Property Management, Corridor Protection, Rail Corridor Real Estate Management, Outdoor Advertising and Records and Funds Management. Ensures statewide review for compliance with policy and procedure in all the above areas.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Director, Workers' Compensation</b> (9665)	Upper management - Plans, directs and monitors the activities of the Division of Workers' Compensation. Ensures that all liable employers have secured workers' compensation coverage. Ensures the prompt and accurate payment of benefits and delivery of medical and rehabilitation services to injured workers through an auditing program.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				



### State of Florida Market Survey

Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>District Public Transportation Manager</b> (8668)	Middle management - Responsible for all public transportation activities in the district. Responsible for directly assisting the District Director in public transportation matters. Responsible for preparation and management of budget; formulation of transportation program policy and procedures; administration of technical funding and operational needs; and implementation of program and policy direction.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Environmental Administrator</b> (8622)	Middle management - Supervises the environmental section of a county public health unit. Administers multiple programs including: prevention of food borne illnesses, occupational related disease, permitting of water/sewage systems, public swimming pools, and mobile home and recreational vehicle parks and child care sanitation code enforcement.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>General Counsel</b> (8976)	Upper management - Responsible for supervising the Office of General Counsel for a state agency. Responsible for planning, organizing, and implementing programs in areas regarding agency policies, rules, and state statutes. Provides legal assistance to the Agency Head and the various divisions within the agency. Performs the most responsible professional legal work that can be accomplished by a lawyer for a state agency.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				
<b>Inspector General</b> (8680)	Upper management - Plans and supervises activities to promote accountability, integrity, and efficiency within a state agency, eliminates waste, bureaucracy, fraud and abuse from an agency's programs and operations. These activities include internal audits, external audits, investigations, management reviews, audit reviews, and special projects.		Good <input type="checkbox"/> Fair <input type="checkbox"/> N/A <input type="checkbox"/>				

### State of Florida Market Survey

Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Legislative Affairs Director</b> (9512)	Upper management - Directs development, analysis, and department responses to legislative and other issues impacting an agency's mission, goals and objectives. Serves as a liaison between the agency head and legislative staff and Legislators.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Manager, Contracts Administration Office</b> (9632)	Middle management - Responsible for administering several statutes and rules in order to conduct road and bridge contract work efforts in excess of 500 million dollars annually. Responsible for developing and managing procedures and methods in order to meet the State of Florida Statutes, rules and federal guidelines.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Marketing Director</b> (8348)	Middle management - Conducts a comprehensive commodity marketing program. Directs and supervises all domestic and international advertising and promotional programs.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Medical Executive Director</b> (5283)	Middle management - Medical work performed by a physician licensed by the State. Directs a program at the district institutional level which includes supervising all medical care for residents at a health care facility.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

### State of Florida Market Survey

Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Mental Health Hospital Administrator I</b> (6942)	Middle management - Directs the administration of operations and activities in a mental health hospital in conformance with applicable federal and state laws and regulations, Directs the planning, development and implementation of policies and procedures. Directs and approves the budget regulating the expenditures of approved funds.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Parole Revocation Administration</b> (8136)	Middle management - Supervises the parole revocation process including: the assignment of final parole revocation hearing dates; negotiating contracts with private attorneys for representation of parolees; providing direct support and resource in individual violation cases and warrant revocation procedural matters.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Property Tax Administrator Program Director</b> (9903)	Upper management - Supervises government activity relating to property tax, by overseeing local officials in assessing property, establishing levies, and collecting property taxes.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Purchasing Director</b> (7674)	Middle management - Administers the purchasing program for a state agency by formulating and implementing procedures to satisfy State of Florida guidelines, statutory requirements and good purchasing practices by ensuring that all purchases are processed expeditiously, economically, and within the law.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Senior Attorney</b> (7703)	Middle management - This is the most responsible professional legal work performed by an attorney for a state agency or commission. This position requires membership in the State Bar Association.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

### State of Florida Market Survey

Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>State Highway Engineer</b> (7970)	Upper management - Provides direction in the formulation of the State of Florida's policy, procedures, standards, guidelines and rules relating to the following areas: design, construction, right of way, maintenance, and safety.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>State Public Transportation Administrator</b> (9934)	Upper management - Responsible for the development and management of public transit, aviation, rail, including high speed rail transportation, intermodal development and ports programs. Major functional areas include: transportation planning, managing modal systems operations, administering financial grant programs, and major project development.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>State Surveyor</b> (9929)	Middle management - Supervises preparation of directives, specifications, standards and procedures; production of maps, resources management data and other products. Directly responsible for the operation of the State Topographic Bureau, Department of Transportation, in the provision of topographic services.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Superintendent</b> (9951)	Middle management - Responsible for planning, coordinating and directing activities and services in a mental health or developmental services facility including: patient care, personnel and administration.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				
<b>Veterans' State Home Administrator</b> (9840)	Middle management - Plans, organizes, and directs all administrative and operational functions of the Veteran's State Home Domiciliaries.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

### State of Florida Market Survey

Position Title (Florida Class Code)	Job Overview	Your Matching Class Title	Match	Annual Minimum Salary	Annual Maximum Salary	Actual Hiring Rate	Number Of FTE Positions
<b>Warden</b> (7948)	Middle management - Directs all institutional operations and programs for a correctional institution. Supervises all staff that perform duties related to the care and custody of prisoners.		<b>Good</b> <input type="checkbox"/> <b>Fair</b> <input type="checkbox"/> <b>N/A</b> <input type="checkbox"/>				

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**BENEFITS SURVEY  
STATE OF FLORIDA**

**SELECTED EXEMPT SERVICES  
SENIOR MANAGEMENT SERVICES SURVEY**

Please mail your Benefits Survey directly to MGT of America by September 27, 1999.

**DIRECTIONS:** Completing the Benefits Survey is the final step of the Market Survey. Please place a check in the box  that 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. Management benefits make up what percentage of compensation?**

Upper Management: \_\_\_\_\_ % Middle Management: \_\_\_\_\_ %

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

Upper Management

Middle Management

Yes:  No:

Yes:  No:

**3. Do you have flexible benefit programs for management?**

Upper Management

Middle Management

Yes:  No:

Yes:  No:

**4. Do you have a telecommuting policy for management?**

Upper Management

Middle Management

Yes:  No:

Yes:  No:

**5. Do you provide the following prerequisites for management?**

	<b>Upper Management</b>		<b>Middle Management</b>					
Paid Parking	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
<i>If yes, is this exclusive to management?</i>	_____		_____		_____		_____	
Automobile Allowance	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
<i>If yes, how much per year?</i>	_____		_____		_____		_____	
Vehicle	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Clothing Allowance	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
<i>If yes, how much per year?</i>	_____		_____		_____		_____	
Cellular Phone	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Pager	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Home Internet Connection	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Home Office Equipment	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Meal Allowances	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
<i>If yes, how much per year?</i>	_____		_____		_____		_____	

**6. Do you offer tuition reimbursement for managers?**

<u>Upper Management</u>	<u>Middle Management</u>
Yes: <input type="checkbox"/> No: <input type="checkbox"/>	Yes: <input type="checkbox"/> No: <input type="checkbox"/>

**PART B LEAVE POLICY:**

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

	<b>Upper Management</b>	<b>Middle Management</b>
Managers accrue and use leave by category (vacation, sick, holidays, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Managers are allotted a certain number of days under a paid time off (PTO) or generic leave category	<input type="checkbox"/>	<input type="checkbox"/>
A combination of the above	<input type="checkbox"/>	<input type="checkbox"/>

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

Do you provide lump sum leave at the time of appointment?

<u>Upper Management</u>	<u>Middle Management</u>
Yes: <input type="checkbox"/> No: <input type="checkbox"/>	Yes: <input type="checkbox"/> No: <input type="checkbox"/>

*If yes, do you provide lump sum leave on the annual anniversary?*

Upper Management

Middle Management

Yes:  No:

Yes:  No:

What is your maximum number of vacation hours earned annually?

Upper Management

Middle Management

Hours \_\_\_\_\_

Hours \_\_\_\_\_

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

Upper Management

Middle Management

Yes:  No:

Yes:  No:

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

Do you provide lump sum leave at the time of appointment?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

*If yes, do you provide lump sum leave on the annual anniversary?*

Upper Management

Middle Management

Yes:  No:

Yes:  No:

What is your maximum number of PTO hours earned annually?

Upper Management

Middle Management

Hours \_\_\_\_\_

Hours \_\_\_\_\_

Upon termination, do managers receive pay for unused PTO?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

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

Do you provide lump sum leave at the time of appointment?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

*If yes, do you provide lump sum leave on the annual anniversary?*

Upper Management

Middle Management

Yes:  No:

Yes:  No:



What is your maximum number of sick leave hours earned annually?

Upper Management

Middle Management

Hours \_\_\_\_\_

Hours \_\_\_\_\_

Upon termination, do managers receive pay for accumulated sick leave?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

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

Upper Management

Middle Management

Hours \_\_\_\_\_

Hours \_\_\_\_\_

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

Upper Management

Middle Management

Yes:  No:

Yes:  No:

Is your sick leave policy incentive-based?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

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

Upper Management

Middle Management

Yes:  No:

Yes:  No:

Can managers donate sick leave hours to other employees?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

Can managers use donated sick leave hours for family illness?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

Do you have a sick leave pool?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

Do you cap the sick leave pool?

Upper Management

Middle Management

Yes:  No:  Yes:  No:   
*If yes, what is the maximum number of hours a manager may draw from the pool?*

Upper Management

Middle Management

Hours \_\_\_\_\_

Hours \_\_\_\_\_

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

	Upper Management	Middle Management
New Years Day	<input type="checkbox"/>	<input type="checkbox"/>
Martin Luther King Jr. Day	<input type="checkbox"/>	<input type="checkbox"/>
Memorial Day	<input type="checkbox"/>	<input type="checkbox"/>
Independence Day	<input type="checkbox"/>	<input type="checkbox"/>
Labor Day	<input type="checkbox"/>	<input type="checkbox"/>
Veteran's Day	<input type="checkbox"/>	<input type="checkbox"/>
Thanksgiving Day	<input type="checkbox"/>	<input type="checkbox"/>
Day After Thanksgiving	<input type="checkbox"/>	<input type="checkbox"/>
Christmas Day	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>

**12. Do you compensate injured managers for the first seven calendar days of disability under Workman's compensation?**

Upper Management

Middle Management

Yes:  No:

Yes:  No:

**13. Do you provide additional paid leave for your managers to conduct the following activities?**

	Upper Management	Middle Management
Mentoring <i>If yes, how much?</i>	Yes: <input type="checkbox"/> No: <input type="checkbox"/> Hours _____	Yes: <input type="checkbox"/> No: <input type="checkbox"/> Hours _____
Volunteerism <i>If yes, how much?</i>	Yes: <input type="checkbox"/> No: <input type="checkbox"/> Hours _____	Yes: <input type="checkbox"/> No: <input type="checkbox"/> Hours _____
Leave for family responsibilities <i>If yes, how much?</i>	Yes: <input type="checkbox"/> No: <input type="checkbox"/> Hours _____	Yes: <input type="checkbox"/> No: <input type="checkbox"/> Hours _____
Fitness wellness <i>If yes, how much?</i>	Yes: <input type="checkbox"/> No: <input type="checkbox"/> Hours _____	Yes: <input type="checkbox"/> No: <input type="checkbox"/> Hours _____

**PART C EMPLOYEE COMPENSATION:**

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

Upper Management

Middle Management

Yes:  No:

Yes:  No:

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

Upper Management

Yes:  No:

Middle Management

Yes:  No:

16. Do you provide additional compensation to managers in "acting" or temporary position status?

Upper Management

Yes:  No:

Middle Management

Yes:  No:

17. Is there a minimum amount of time "acting" managers must serve before they receive additional compensation?

Upper Management

Yes:  No:

Middle Management

Yes:  No:

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

Upper Management

\_\_\_\_\_ Hours/day

\_\_\_\_\_ Hours/week

Middle Management

\_\_\_\_\_ Hours/day

\_\_\_\_\_ Hours/week

19. Are managers compensated for overtime?

Upper Management

Yes:  No:

Middle Management

Yes:  No:

*If yes, which of the following methods is used?*

	Upper Management	Middle Management
Salary Payments	<input type="checkbox"/>	<input type="checkbox"/>
Compensatory Time	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>

*If managers accrue compensatory time, are there any limitations on accrual, use and/or carry over into the next pay period, month or year?*

Upper Management

Yes:  No:

Middle Management

Yes:  No:

**20. Do you provide severance pay?**

Upper Management

Middle Management

Yes:  No:

Yes:  No:

*If yes, for what amount of time is severance pay provided?*

1 week  2 weeks  1 month  other

**PART D INSURANCE:**

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

Upper Management

Middle Management

Yes:  No:

Yes:  No:

*Does the manager pay for a portion of their coverage?*

Upper Management

Middle Management

Yes:  \_\_\_\_\_% No:

Yes:  \_\_\_\_\_% No:

*Does the manager pay for a portion of dependent coverage?*

Upper Management

Middle Management

Yes:  \_\_\_\_\_% No:

Yes:  \_\_\_\_\_% No:

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

Upper Management

Middle Management

Yes:  No:

Yes:  No:

*Does the manager pay for a portion of their coverage?*

Upper Management

Middle Management

Yes:  \_\_\_\_\_% No:

Yes:  \_\_\_\_\_% No:

*Does the manager pay for a portion of dependent coverage?*

Upper Management

Middle Management

Yes:  \_\_\_\_\_% No:

Yes:  \_\_\_\_\_% No:

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

Upper Management

Middle Management

Yes:  No:

Yes:  No:

Does the manager pay for a portion of their coverage?

Upper Management

Middle Management

Yes:  \_\_\_\_\_% No:

Yes:  \_\_\_\_\_% No:

Does the manager pay for a portion of dependent coverage?

Upper Management

Middle Management

Yes:  \_\_\_\_\_% No:

Yes:  \_\_\_\_\_% No:

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

Upper Management

Middle Management

Yes:  No:

Yes:  No:

Does the manager pay for a portion of the coverage?

Upper Management

Middle Management

Yes:  \_\_\_\_\_% No:

Yes:  \_\_\_\_\_% No:

**25. Do you provide any other employer paid insurance to managers such as:**

	Upper Management		Middle Management	
Short Term Disability	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Long Term Care	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Elder Care	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Automotive Insurance	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Legal Services	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Domestic Partners	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

**PART E EMPLOYEE RETIREMENT:**

**26. Do you offer managers a retirement plan?**

Upper Management

Middle Management

Yes:  No:

Yes:  No:

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

	Upper Management	Middle Management
Defined benefit	<input type="checkbox"/>	<input type="checkbox"/>
Defined contribution	<input type="checkbox"/>	<input type="checkbox"/>
Combination plan	<input type="checkbox"/>	<input type="checkbox"/>

**27. If a defined contribution plan, what type is it?**

	Upper Management	Middle Management
Savings and Thrift	<input type="checkbox"/>	<input type="checkbox"/>
Deferred Profit Sharing	<input type="checkbox"/>	<input type="checkbox"/>
Employee Stock Ownership	<input type="checkbox"/>	<input type="checkbox"/>
Money Purchase Pension	<input type="checkbox"/>	<input type="checkbox"/>
Combination	<input type="checkbox"/>	<input type="checkbox"/>
401 k, 403(b), 457, 401a	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

**28. If applicable, how many years of service are required for your managers to be fully vested in the retirement plan?**

	Upper Management	Middle Management
Defined benefit	Years _____	Years _____
Defined contribution	Years _____	Years _____
Combination plan	Years _____	Years _____

**PART F EMPLOYEE EVALUATIONS :**

**29. Do you use performance evaluations?**

<u>Upper Management</u>	<u>Middle Management</u>
Yes: <input type="checkbox"/> No: <input type="checkbox"/>	Yes: <input type="checkbox"/> No: <input type="checkbox"/>

If yes,

Do evaluations determine continuation of employment?

<u>Upper Management</u>	<u>Middle Management</u>
Yes: <input type="checkbox"/> No: <input type="checkbox"/>	Yes: <input type="checkbox"/> No: <input type="checkbox"/>

Do you use them as a basis for bonuses?

<u>Upper Management</u>	<u>Middle Management</u>
Yes: <input type="checkbox"/> No: <input type="checkbox"/>	Yes: <input type="checkbox"/> No: <input type="checkbox"/>

Do you use them as a basis for raises?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

Are they competency based?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

Are managers evaluated by their subordinates?

Upper Management

Middle Management

Yes:  No:

Yes:  No:

(Please attach a copy of the performance evaluation form)

**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:**

**Upper Management**

	<b>General Increase</b>	<b>COLA</b>	<b>Merit Increase</b>
1999	%	%	%
2000	%	%	%

**Middle Management**

	<b>General Increase</b>	<b>COLA</b>	<b>Merit Increase</b>
1999	%	%	%
2000	%	%	%

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

Upper Management

Middle Management

Yes:  No:

Yes:  No:

*If yes,*

*What is the average bonus given for upper management? \$\_\_\_\_\_*

*What is the average bonus given for middle management? \$\_\_\_\_\_*

*Can a manager receive both a merit increase to base salary and a lump-sum bonus?*

Upper Management

Middle Management

Yes:  No:

Yes:  No:

*Is a lump-sum bonus ever added to a manager's base salary?*

Upper Management

Middle Management

Yes:  No:

Yes:  No:

**32. Does your organization offer longevity pay?**

Upper Management

Middle Management

Yes:  No:

Yes:  No:

**33. Does your organization provide profit sharing to managers in which they are given:**

	<u>Upper Management</u>		<u>Middle Management</u>	
Granting of stock	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Stock options	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Salary payment	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Other _____	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>



**34. What type of pay structure does your organization utilize?**

■ *Step-Plan*

Upper Management

Yes:  No:

*If yes, percent between steps: \_\_\_\_\_%*

Middle Management

Yes:  No:

*If yes, percent between steps: \_\_\_\_\_%*

■ *Open Range*

Upper Management

Yes:  No:

Middle Management

Yes:  No:

■ *Broad Banding*

Upper Management

Yes:  No:

Middle Management

Yes:  No:

■ *Performance Based*

Upper Management

Yes:  No:

Middle Management

Yes:  No:

**35. 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 \_\_\_\_\_

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