

21-21

ORDINANCE NO.

FILED

JUN 29 2021

LESLI PENNY

BE IT ENACTED BY THE QUORUM COURT OF CRAIGHEAD COUNTY, ARKANSAS; AN ORDINANCE TO BE ENTITLED:

An Ordinance Adopting a Craighead County Salary Administration Policy for current Craighead County employees promotion and retention as well as guidelines in determining pay for newly hired employees and adopting a range of pay for each Craighead County position, to include minimum, mid-point and maximum annual pay.

WHEREAS: The Craighead County Quorum Court desires to pay a fair wage to all Craighead County employees to attract and retain qualified employees, be consistent and fair and provide the flexibility to reward employees on the basis of individual performance and contributions to achieve the County's mission and goals.

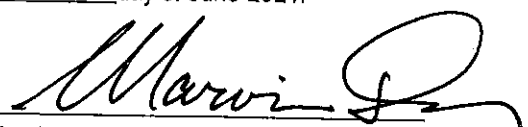
SECTION 1. There is an immediate need to adopt a salary administration policy and pay ranges for the employees of Craighead County. A copy of the Craighead County Salary Administration Policy and the range for each position is attached and shall be filed in the office of the County Clerk.

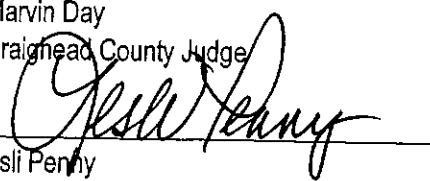
SECTION 2. The Craighead County Salary Administration Policy shall be the ultimate authority concerning all salary related matters. Any other policies or procedures concerning county salary administration that are inconsistent shall be void. That there should be an approved range of salary, depending on qualifications, education and experience to be fairly administered within all departments of Craighead County.

SECTION 3. The Craighead County Salary Administration Policy allows full time employees to be hired at minimum (80%) of the budgeted amount for their position. The County will allow an individual new hire to be paid up to (90%) of the position budget given the person has additional experience, education, etc that add value to the position. Any rates of pay exceeding the 90% of the budgeted position amount must be approved by the Job Evaluation and Salary Administration Program Committee (JESAP), then Public Service Committee.

SECTION 4. EMERGENCY CLAUSE. An emergency is hereby declared to exist and this ordinance is necessary for the smooth operation of Craighead County and shall be in full force and effect after its passage and approval.

Dated this 28th day of June 2021.

Approved: 
Marvin Day
Craighead County Judge

Attest: 
Lesli Penny
Craighead County Clerk

This publication was paid for by the Craighead County Clerk, cost of this publication \$ _____.

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CRAIGHEAD COUNTY

ESTABLISHED 1859

ARKANSAS

JOB EVALUATION AND SALARY ADMINISTRATION PROGRAM

INTRODUCTION AND PURPOSE:

The County has instituted a program of job evaluation and salary administration for all personnel included in the County's Job Evaluation and Salary Administration Program (JESAP) that will attract and retain qualified employees; reflect the relative value of jobs; be externally and internally consistent and fair; and provide the flexibility to reward employees based on individual performance and contributions to achieve the County's mission and goals.

The principal aims of the salary administration program are as follows:

1. Equitable distribution of the salary dollars based on employee contribution to the County's results, with emphasis upon attainment of the performance standards for each position.
2. County's salary levels are competitive with external salary levels.
3. Provide a sound and continuing salary administration program which will aid in eliminating salary inequities, assist in the proper management of salaries, provide means for relating performance to salaries, plus employee performance evaluations.
4. Attract, develop, retain, and reward high quality employees at all levels of responsibility.
5. To recognize and reward performance, thereby motivating employees to perform in a manner which contributes positively to the County and to their individual achievement.
6. Comply with all applicable state and federal laws and regulations.

Having formulated Craighead County's salary administration program, its ongoing success will depend upon how well it is administered by each person and entity that are accountable for effective salary administration. Equitable salary policies have been established and must be administered consistently throughout all the areas of Craighead County's operations to assure receiving the greatest return from each salary dollar. Development and maintenance of the Salary Administration Program is the responsibility of the Job Evaluation and Salary Administration Program (JESAP) Committee. The Human Resource Manager, Elected Officials and Department Heads are responsible for establishing new job titles, eliminating existing job titles when appropriate, and revising job descriptions when appropriate. The JESAP Committee is responsible for evaluating and monitoring all classification and reclassification actions initiated by the Elected Officials.

The JESAP Committee is composed of the County Judge, Sheriff, Human Resources Manager, Public Service Committee Chair, and (1) Elected Official that rotates every year. The JESAP Committee will meet monthly on the 3rd Monday of the month at 4:00 PM unless canceled by the Human Resources Manager due to the lack of items to review. The Elected Official/Department Head shall have all the information presented to the Human Resources Manager at least five (5) days prior to the scheduled JESAP Committee meeting. This will allow the JESAP Committee to review and have ample time to call a Public Service Committee meeting and have business placed on the Finance Committee agenda as required and then on to Quorum Court.

Definitions:

New Hire: an individual who is a newly hired Craighead County employee or a current Craighead County employee who is still within their ninety (90) day probationary period. (A part-time employee who has worked for the County in excess of 90 days is considered a New Hire for purposes of this policy)

Established County Employee: an individual who has been a full-time Craighead County employee for more than ninety (90) days. (A part-time employee who has worked for the County in excess of 90 days is considered a New Hire for purposes of this policy)

Promotion: when an established County employee applies for and is hired or moved into a different or new position than the one that he or she is currently in.

Rerated/Re-classified Positions: when an employee's current position receives additional duties, accountabilities, and/or the education or experience required by the position has changed since their previous review and rating to an extent that it affects the positions salary range/grade. No position will be brought up for re-analysis and re-evaluation more than once per year.

I. Administration of Job Evaluation Program:

A. Position Description:

1. The County maintains position descriptions for each classification, with the format and content establishing the job content in perceptible and intelligible terms. The job description, which is the basic instrument for evaluation, is a functional description which:
 - a. Emphasizes essential & non-essential position objectives.
 - b. Denotes areas of operation and accountabilities.
 - c. Defines organizational and working relationships.
 - d. Outlines answerability for final results.
 - e. Conveys pertinent data about the position.
 - f. Highlights physical and mental requirements.
2. The following benefits will be derived from position descriptions:
 - a. Basis for use in making organization studies.
 - b. Basis to conduct performance appraisal and counseling functions.

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- c. Selection of employees and determination of training needs.
- d. Help in formulating individual development plans.
- e. Preparation of positions' goals and objectives.
- f. Establishment of job valuation and lines of progression.
- g. Means of communicating with new or prospective employees.

B. Position Functions:

1. The list of essential and non-essential functions represents an important part of each position description and sets forth the end results to be achieved by each job. These functions set out what a job is to accomplish to influence end results.
2. Essential function information is utilized as follows:
 - a. Merit increases are based on performance or progress measured against the job's essential functions.
 - b. Formulation of goals, objectives, standards, and expected end results for each position. If there is no agreement on what the incumbent is to accomplish, how can there be agreement on whether the employee got there?
 - c. Provides a basis for performance appraisal of the employee, whereby the Elected Official/Department Head can review with an employee the critical elements, the "makes or breaks" of the employee's job.
 - d. Provides a means for focusing attention and effort on the prime purposes of the job and County operations.
 - e. Furnishes the County with the most appropriate organizational structure design.

C. Description for New Positions:

Requests for the preparation of a position description for a new position should be made by the Elected Official/Department Head to the Human Resources Manager. The Human Resources Manager or the Salary Management Consultant, in conjunction with concerned persons, will prepare the job description and place it on the agenda for the JESAP committee for evaluation. A newly created position shall not be filled until the position has been properly described and evaluated and has been reviewed by the JESAP committee, Public Service Committee, and Finance Committee and submitted to the Quorum Court, via ordinance for approval and posting.

D. Position Analysis Questionnaire:

The first step in determining the value of a position is the completion of a Position Analysis Questionnaire (PAQ). The PAQ provides a set of standard

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questions to identify the purpose of a position, the position's principal job duties and work responsibilities, the job knowledge and experience required to perform in the position and the skills, working conditions and physical demands of the position. The PAQ ensures consistency by rating each position on the same fifteen factor job rating approach, which includes:

Knowledge and Skill Requirements:

- 1) General Experience
- 2) Management Experience
- 3) Education
- 4) Initiative and Ingenuity
- 5) Mental Demand
- 6) Analytical Ability/Problem Solving

Responsibilities:

- 7) Responsibilities for Work of Others (Supervision)
- 8) Responsibilities for Funds, Equipment, Property, Etc.
- 9) Responsibilities for Accuracy
- 10) Accountabilities (End Results)

Contacts/Human Relations:

- 11) Contacts with Public
- 12) Contacts with Employees

Efforts:

- 13) Machine and Computer Operations
- 14) Working Conditions/Hazards
- 15) Physical Demands

E. When to Complete a PAQ:

One of two events indicate the appropriateness of submitting a PAQ and requesting the evaluation of a position.

1. When a position is newly created.
2. When significant change has occurred in the scope of responsibilities or accountability of an existing position.

F. Process for Submitting a PAQ:

1. The position Department Head and/or Elected Official of the position

should contact the Human Resource Manager to request to complete the PAQ.

2. After the Elected Official or Department Head has completed the PAQ, the Human Resources Manager will review for accuracy and then send a copy of the job description to the County's Compensation Consultant who will then review and rate the job.
3. The County's Compensation Consultant will present new job descriptions or significantly revised position descriptions, recommend job rating summaries with total job points and the pay ranges/grades for positions to the JESAP Committee for review, questions, edits and approval.
4. New positions and rerated/reclassified positions requiring additional budgeted compensation dollars will be presented to the JESAP Committee for approval and forwarded to the Public Service Committee and then to the Quorum Court. Pay increases for rerated/reclassified positions may begin immediately after approval by the Quorum Court. No position will be brought up for re-analysis and re-evaluation more than once a year.

G. Position Descriptions and Titles:

1. Job descriptions are the result of the PAQ process, identifying the type of work that is performed and the skills, knowledge and abilities that are required to perform the job. Official job descriptions are maintained by the Human Resource Manager. Job descriptions should be reviewed by the Elected Officials and Department Heads annually for accuracy and changes. The County's Compensation Consultant will maintain copies as a back-up for the Human Resources Manager. Positions should be referred to the Human Resources Manager if significant variances between descriptions and positions exist.
2. No position will be brought up for re-analysis and re-evaluation more than once a year and required title changes are processed through the JESAP Committee and if approved submitted to the Public Service Committee.
3. The JESAP Committee, on a County-wide basis, has formulated job titles in keeping with the following pattern: a) department name, (b) placed at the beginning of the title is the term Manager, Supervisor, Director, Coordinator, etc., c) consideration for internal and external benchmark descriptive requirements, d) titles are as short as possible and e) reflects level of accountability.

H. Salary Banding Methodology

Each County position is assigned an overall job evaluation point value and

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corresponding pay grade based on the relative value of the position compared to internal and external benchmarks. Pay grades are a means by which the County offers comparable financial compensation for jobs that are similar in value.

I. Benchmarks

To ensure internal equity and external competitiveness, Craighead County used the information collected in the Position Analysis Questionnaires/Job Descriptions to benchmark positions that are established based on internal review and/or external competitive compensation market data. The County through its contracted Compensation Consultant monitors and tracks compensation trends on a local and regional basis. The benchmarking process utilizes salary survey data from other regional counties, municipalities and private/public salary surveys which contain statistically valid and reliable pay data. Comparisons are made to organizations with similar service and workforce characteristics. Market pricing is conducted every four years to evaluate the County's competitive position. An annual report with recommendations is presented to the Public Service Committee by the County's Compensation Consultant.

II. Salary Adjustments

A. Types of Increases:

Annual merit increase, Market & equity adjustments, Promotional increase, and Re-rated/Reclassified position adjustments.

B. Payment Within the Range:

The goal of the salary administration program is to reach a point where all employees shall be paid at an equitable level within the prescribed salary range for their classification, with each position having a prescribed salary grade. No employee will receive a salary adjustment that causes the person's salary to fall above salary range. The purpose of a salary range is to fully compensate employees for proven performance as related to the performance standards and goals for a respective position. The range should be viewed as a continuum, stretching from acceptable performance at the bottom to superbly outstanding at the top, or maximum. Thus, common sense salary administration adjustments, and not some mechanistic formula, are required in administering salaries within the upper half (quartiles 3 and 4) of the range, based upon employee performance as related to standards and other aids used to assess performance.

C. Hiring Rate:

1. In most cases, all full-time employees shall be hired at minimum (80%) of the budgeted amount for their position. The County will allow an individual new hire to be paid up to (90%) of the position budget given

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the person has additional experience, education, etc. that add value to the position. In general, pay in excess of 80% will be supported by additional related experience that exceeds the minimum required experience as noted in the position description. All rates of pay exceeding the 90% of the budgeted position amount must be approved by the JESAP Committee then forwarded to the Public Service Committee, Finance Committee and Quorum Court for approval. Any exception to this policy must be approved by the Public Service Committee.

D. Salary Range Quartiles

1. The quartile principle of salary administration has proven to be an effective control in correlating performance and merit salary progression. The salary range is composed of four parts, representing levels of accomplishment.

<u>Automatic Step Adjustments</u>		<u>Performance Based Adjustment</u>	
Q1	Q2	Q3	Q4
Minimum	Mid-Point		Maximum

- a. First Quartile - for those whose performance is acceptable but not yet fully satisfactory. Usually these are new employees - new to a given job or to the County organization.
- b. Second Quartile - up to and including the mid-point, should be used for compensating those whose performance is fully satisfactory and who are doing a good, completely adequate job, including meeting the respective standards of performance for the job's goals. This is considered the Going Rate for market for full productive employees.
- c. Third Quartile - should be entered only when an individual's performance is clearly superior and significantly above that which would normally be expected; thus, the incumbent is exceeding the standards of performance for the job's goals.
- d. Fourth Quartile - should be reserved for compensating outstanding performance, unusual and exceptional achievement, which includes those persons who are ready for promotion to a higher position due to qualifications and a sustained high level of performance more than the agreed upon performance standards.

E. Merit Increase Eligibility:

1. Each year all full-time county employees will be evaluated based on their past year's performance, using the County's performance

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appraisal form. All appraisals must be completed and reviewed by the employee and his/her immediate Elected Official/Department Head. Once the meetings have taken place, all original appraisal forms will be submitted into the Human Resources Manager by September 15th of each year.

2. After receiving the appraisal forms and the elected official's request for merit raises for eligible employees, the JESAP Committee will meet to review the requests with the elected officials. The JESAP committee will then either approve or deny (due to incomplete appraisal forms or finding problems with the information on the form) the requests. Approved requests will then be submitted to the Public Service Committee for review and if approved, requests will be sent to the Finance Committee and then to Quorum Court for consideration during budget period.
3. Recognizing that the merit allocation to an employee is based on a person's performance, the performance appraisal will assist the Elected Official/Department Head in determining the percentage merit an individual will receive. Merit pay adjustments approved by the Quorum Court may be allocated annually to deserving employees who met the eligibility requirements for merit based on their performance. Established employees, who have met eligibility requirements, may receive their first merit adjustment in pay on their first anniversary of their employment hire date. Merit adjustment will not cause employee to go over the maximum of their respective range.

F. Limit of Merit Increase:

The amount of merit increase in a given twelve-month period should not be more than five percent (5%) of the employee's base salary and/or a different percentage as directed by the Quorum Court. The exact amount of merit increase should be determined by considering: (1) the organization component's salary budget, (2) the incumbent's performance position within the salary range, (3) the general pattern of merit increases throughout the various County organizations.

G. Promotional Increase Eligibility:

1. When an established county employee is hired or moved to a different or new position than the one, he or she is currently in, that employee should be hired a minimum (80%) rate for the different position's salary/grade range. The County will allow an established county employee who is hired or moved to a new or different position to be paid up to the budget amount for the position if the person has additional experience education, etc. that adds value. In general, pay in excess of 80% will be supported by additional related experience that exceeds the minimum required

experience as noted in the position description. When an established county employee is hired or moved to a new or different position and is paid above 90% of the budgeted, the Elected Official/Department Head must notify the Human Resources Manager, who in turn notifies the JESAP Committee of the promotion. All rates of pay exceeding the 90% of the budgeted position amount must be approved by the JESAP Committee then forwarded to the Public Service Committee, Finance Committee and Quorum Court for approval. Any exception to this policy must be approved by the Public Service Committee.

H. Pay Increases for Re-rated/Re-classified Positions:

An employee may be eligible for an adjustment in pay if the individual's classification/job grade has changed as a result of a position re-rating. Re-rated positions and subsequent changes in classifications/job grades are usually prompted by additional duties, accountabilities, education and/or experience required by the positions since their previous review and rating. Re-rated/re-classified positions shall be reviewed and approved by the JESAP Committee and submitted to the Public Service Committee for approval and submitted to the Finance Committee for approval and submission. Final approval is by the Quorum Court. Pay increases for rerated/reclassified positions may begin immediately after approval by the Quorum Court. No position will be brought up for re-analysis and re-evaluation more than once per year.

I. Salary Decreases:

1. Due to organizational re-adjustments or demotions caused by personal matters or inadequate performance, employees may be transferred to a position having a lesser salary range. This type of transfer may necessitate a decrease in salary due to lesser duties and accountabilities.
2. The County will recognize two types of demotions that may necessitate a decrease in salary. The following two paragraphs outline the related policies to address each of these types of demotions.
 - a. An employee demoted as a result of poor performance and/or disciplinary action where the employee is transferred to a position with a lower grade than their current position will enter the new position with a pay rate at the minimum of the new position's salary range. If the Elected Official desires that the demoted employee be paid at a rate above minimum, then the Elected Official may make the request to the JESAP Committee for review and approval and then forwarded to the Public Service Committee, Finance Committee, and Quorum Court for approval. The requested pay rate shall not exceed midpoint or budgeted amount, whichever is less. Any requests of pay in excess of the midpoint shall have supporting documentation and will be submitted to the

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JESAP Committee for review and approval and then forwarded to the Public Service Committee, Finance Committee, and Quorum Court. The employee's pay shall not exceed the grade level maximum for the position recommended.

- b. An employee demoted due to organizational re-adjustments or a voluntary demotion where the employee is transferred to a position with a lower grade than their current position, will enter the new position with a pay rate between the new position salary range minimum and its midpoint. In the instance that the employee held this position previously, then employee's pay will return to previous pay in that grade level. An Elected Official may desire to secure a pay level in excess of the midpoint based on County tenure and experience. Any request of pay in excess of the midpoint and supporting documentation will be submitted to the JESAP Committee for review and approval and then forwarded to the Public Service Committee for their approval. The employee's pay will not exceed the grade level maximum.

J. Merit Increase Procedures and Approving Authority

1. Elected Official/Department Head originates the merit increase request, including support documentation, e. g. performance appraisal data.
2. Elected Official/Department Head counsels with and reviews the merit increase documentation with the Human Resources Manager as to:
 - a. Completeness of the information.
 - b. Availability of salary budget funds.
 - c. Relationship of the merit request as to current criteria and policies.
3. The JESAP Committee reviews the merit increase requests and will send observations and recommendations to the Public Service Committee of the Quorum Court. The Public Service Committee of the Quorum Court approves, rejects, defers, or takes such actions as are in the best interest of Craighead County government.
4. The Human Resources Manager processes the merit increase request as follows:
 - a. Advises Elected Official/Department Head regarding the disposition of the request.
 - b. Assists in processing the payroll and other forms relating to the salary change.

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5. If the Quorum Court approves the payroll budget (part of the overall budget), elected Official/Department Head can advise their employees of the forthcoming increase in salary resulting from merit recognized performance.

III. Salary Administration Budgets and Reports

A. Salary Administration Controls

In order that the day-to-day administration of salaries may be effectively performed, and at the same time, attain overall county-wide salary objectives, there is a requirement for administrative controls as outlined in this policy statement. These controls will keep the County's administrators informed on the exact status of salary administration throughout the various organization components.

B. Overall Salary Budgetary Control:

The purpose of this type of budgetary control is to permit the Administrators and government bodies to determine the salary funds to be allocated for salary changes on a yearly basis. Prior to January 1 of each year, Administrators and the Quorum Court will determine the County's total personnel salary increase allocation and a breakdown of each major organization component.

C. Quarterly Salary Report:

The Quarterly Salary Report will be prepared by the Human Resources Manager, and it will reflect total salary data by major organization components, relating total actual salaries paid to employees to authorized base salary for a given year.

IV. Guidelines For Salary Range Management

The Administrators can expect that a sound job evaluation program will provide justifiable measurement of value for each position in the County's organization. This measurement, together with an examination of what other organizations pay for positions of comparable value, permits the County to set a "price tag" or salary range for each position. The salary range is established without consideration of what any individual in a position should be earning on a basis of the individual's performance as related to the standards for the job.

A performance appraisal program is an aid to salary administration and focuses its attention on the individual, and more specifically, on the individual's performance in the achievement of the primary end results expected from the job. An appraisal program can provide general guides for determining where, within that forty percent range from minimum to maximum, an individual's salary belongs and how much of an increase the person may be entitled to according to the continued performance

as compared with the standards for the person's goals and accountabilities.

The installation of sound job evaluation and performance appraisal programs can turn out to be futile gestures unless they are properly coordinated, integrated and administered, especially the administration of base salaries, as they are affected by performance.

A. The Structure of a Salary Range

1. Though job evaluation is conducted without direct regard to any individual's performance, the evaluation must be based on an absolute criterion of "acceptable" performance. (Acceptable - "capable or worthy of being accepted; satisfactory, sufficient" by meeting the prevailing standards of performance.) The job is evaluated according to an acceptable criterion of performance and the appraisal of any incumbent's performance, whether that incumbent be an inexperienced newcomer or a seasoned veteran, must relate to that same absolute criterion.
1. This criterion establishes the midpoint of the salary range within which salaries may be positioned according to the performance of the position incumbents. The normal minimum salary for the range is 80% of the midpoint; and the normal range for the maximum is 120% of the midpoint.
3. The vast majority of employees can usually be accommodated within three middle zones. Though the boundary lines between zones are somewhat fuzzy, there should be little difficulty in classifying individual performance for salary administration.

B. Anatomy of a Salary Range for County Personnel

Maximum

CONSISTENTLY EXCEEDING JOB REQUIREMENTS. This zone is normally reserved for those individuals whose outstanding performance is clearly obvious.

AT TIMES EXCEEDING JOB REQUIREMENTS. Zone for seasoned employees whose performance is noticeably better than "meeting job requirements".

MEETING JOB REQUIREMENTS. Zone for seasoned employees whose performance is "capable or worthy of being accepted; satisfactory,

Midpoint

Sufficient" and where the person is meeting the standards of performance. Midpoint is considered the current market rate.

PROCESSING TO MINIMUM REQUIREMENTS. Zone for employees whose performance is close to "meeting job requirements" but the need for further development is recognizable as to the quantitative and qualitative standards.

NEEDS IMPROVEMENT. A provisional zone for inexperienced newcomers and others whose performance is clearly below the "meeting job requirements" level. Employees should either move up in the range or out of the position in a relatively short time.

Minimum (Starting rate for new employees)

C. Salary Positioning:

1. Both the incumbent in a job and the person who will appraise the individual's performance must have a clear and common understanding of what constitutes "meeting job requirements" performance.
2. The problems of salary positioning do not begin and end with "performance." Even those who feel that it is the most important factor recognize that there are other "facts of life" which are always present, and which must always affect the outcome. The Elected Official or Department Head is obliged, by both reason and reality, to weigh all the following considerations when locating each incumbent's salary within a range:
 - a. First and foremost, performance in the recent past as related to the standards for the job;
 - b. Second, present salary and past salary treatment;
 - c. Third, years of service in a position or equivalent seasoning. (Under normal conditions, seniority relates to performance.)
 - d. Fourth, expectation of future potential must also receive consideration as such relates to the performance of the individual.

D. Salary Adjustments - "Merit Increases":

1. Management can install practical controls or guides which will indicate the acceleration rate as a function of the performance rating and the years in a job. Normally, the rate is faster in the earlier years, when service and seasoning tend to be synonymous, than in the later years when service becomes more redundant.
2. It is possible to anticipate and plot, within a close approximation, the salary growth of any job incumbent as a function of the years the person remains in the job and the person's performance ratings during those years.
3. Though each individual management group, rightfully, has its own philosophy as to what the acceleration rates should be, various control charts and tables can be developed to match that philosophy. These serve as an administrative guide to awarding increases to each

employee.

4. Money is a primary motivating force, but only when it is closely tied to performance. The best return in employee performance that management can expect from its investment in salary dollars will only be achieved when it has a competitive salary structure and an understandable and workable performance appraisal program, both of which must be based on a sound job evaluation program.

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Job Title	Pay Grade	Salary Minimum	Salary Midpoint	Salary Maximum
Sheriff Chief Deputy	121	\$53,762.00	\$67,203.00	\$80,644.00
County Administrator	120	\$51,236.00	\$64,045.00	\$76,854.00
IT - Director of Computer Services	119	\$48,710.00	\$60,887.00	\$73,064.00
Sheriff Asst. Chief Deputy/Captain	119	\$48,710.00	\$60,887.00	\$73,064.00
Detention Center Jail Administrator	119	\$48,710.00	\$60,887.00	\$73,064.00
Road Superintendent	119	\$48,710.00	\$60,887.00	\$73,064.00
Human Resources Manager	118	\$46,183.00	\$57,729.00	\$69,275.00
Sheriff CID Captain	118	\$46,183.00	\$57,729.00	\$69,275.00
Detention Center Assistant Jail Administrator	118	\$46,183.00	\$57,729.00	\$69,275.00
Purchasing Agent	117	\$43,657.00	\$54,571.00	\$65,485.00
District Court Chief Administrator	117	\$43,657.00	\$54,571.00	\$65,485.00
County Clerk-Chief Deputy Clerk	116	\$41,130.00	\$51,413.00	\$61,696.00
Assessor-Chief Deputy Assessor	116	\$41,130.00	\$51,413.00	\$61,696.00
Maintenance-Maintenance Supervisor	116	\$41,130.00	\$51,413.00	\$61,696.00
Sheriff Lieutenant - 2ND	116	\$41,130.00	\$51,413.00	\$61,696.00
Sheriff Lieutenant - 3RD	116	\$41,130.00	\$51,413.00	\$61,696.00
Sheriff Lieutenant - 1ST	116	\$41,130.00	\$51,413.00	\$61,696.00
Eastern District Deputy Sheriff	116	\$41,130.00	\$51,413.00	\$61,696.00
Juvenile Supervisor	116	\$41,130.00	\$51,413.00	\$61,696.00
Director of OEM	116	\$41,130.00	\$51,413.00	\$61,696.00
Chief Deputy Treasurer	116	\$41,130.00	\$51,413.00	\$61,696.00
Collector Chief Deputy	116	\$41,130.00	\$51,413.00	\$61,696.00
Eastern District Circuit Clerk	116	\$41,130.00	\$51,413.00	\$61,696.00
Election Coordinator	116	\$40,000.00	\$45,000.00	\$50,000.00
Detention Center Maintenance Administrator	116	\$41,130.00	\$51,413.00	\$61,696.00
IT - Systems Administrator	115	\$38,618.00	\$48,273.00	\$57,928.00
Sheriff IT Computer Administrator	115	\$38,618.00	\$48,273.00	\$57,928.00
Sheriff Sergeant - 2ND	115	\$38,618.00	\$48,273.00	\$57,928.00
Sheriff Sergeant - 1ST	115	\$38,618.00	\$48,273.00	\$57,928.00
Sheriff Sergeant - 3RD	115	\$38,618.00	\$48,273.00	\$57,928.00
Sheriff Sergeant	115	\$38,618.00	\$48,273.00	\$57,928.00
Detention Center Assistant Jail Admin. (Juvenile)	115	\$38,618.00	\$48,273.00	\$57,928.00
Road Western District Foreman	115	\$38,618.00	\$48,273.00	\$57,928.00
District Court Chief Deputy	114	\$36,092.00	\$45,115.00	\$54,138.00
Road Shop Manager	114	\$36,092.00	\$45,115.00	\$54,138.00
Road Eastern District Foreman	114	\$36,092.00	\$45,115.00	\$54,138.00
Detention Center Booking Supervisor- OIC	113	\$35,274.00	\$44,092.00	\$52,910.00
Detention Center Sergeant- OIC Day	113	\$35,274.00	\$44,092.00	\$52,910.00
Detention Center Sergeant- OIC Day	113	\$35,274.00	\$44,092.00	\$52,910.00
Detention Center Sergeant- OIC Night	113	\$35,274.00	\$44,092.00	\$52,910.00
Detention Center Sergeant- OIC Night	113	\$35,274.00	\$44,092.00	\$52,910.00
Assistant Director of OEM (Split 50% with County Judge)	113	\$17,636.80	\$22,046.00	\$26,455.20
Veteran Services Officer	113	\$35,274.00	\$44,092.00	\$52,910.00

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Job Title	Pay Grade	Salary Minimum	Salary Midpoint	Salary Maximum
Circuit Clerk-Assistant Chief Deputy	113	\$35,274.00	\$44,092.00	\$52,910.00
County Judge Secretary (Split 50% with OEM)	113	\$17,636.80	\$22,046.00	\$26,455.20
Sheriff Deputy First Class	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy First Class	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy First Class	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy First Class	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy First Class	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy First Class	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy First Class	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy First Class	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Environmental Officer	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy	111	\$34,182.00	\$42,728.00	\$51,274.00
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Sheriff Deputy	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy	111	\$34,182.00	\$42,728.00	\$51,274.00
Detention Staff Accountant	111	\$34,182.00	\$42,728.00	\$51,274.00
Detention Center Maintenance Security	111	\$34,182.00	\$42,728.00	\$51,274.00
Sheriff Deputy First Class	111	\$34,182.00	\$42,728.00	\$51,274.00
Detention Center Administrative Office Manager	110	\$33,637.00	\$42,046.00	\$50,455.00
Sheriff Chief Court Security Officer	110	\$33,637.00	\$42,046.00	\$50,455.00
DTF Fiscal Officer	110	\$33,637.00	\$42,046.00	\$50,455.00
P.A. Investigator	110	\$33,637.00	\$42,046.00	\$50,455.00
County Clerk-Accounts Payable Clerk	109	\$33,091.00	\$41,364.00	\$49,637.00
Detention Center Corporal- Day	109	\$33,091.00	\$41,364.00	\$49,637.00
Detention Center Corporal- Day	109	\$33,091.00	\$41,364.00	\$49,637.00
Detention Center Corporal -Night	109	\$33,091.00	\$41,364.00	\$49,637.00
Detention Center Corporal -Night	109	\$33,091.00	\$41,364.00	\$49,637.00
Detention Center Officer - Booking Asst OIC	109	\$33,091.00	\$41,364.00	\$49,637.00
P.A. Victim/Witness Coordinator-Financial	109	\$33,091.00	\$41,364.00	\$49,637.00
Road Mechanic	109	\$33,091.00	\$41,364.00	\$49,637.00
Road Mechanic	109	\$33,091.00	\$41,364.00	\$49,637.00
Road Mechanic	109	\$33,091.00	\$41,364.00	\$49,637.00

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Job Title	Pay Grade	Salary Minimum	Salary Midpoint	Salary Maximum
Road Mechanic	109	\$33,091.00	\$41,364.00	\$49,637.00
E911 Addressing Coordinator	109	\$33,091.00	\$41,364.00	\$49,637.00
Deputy Treasurer	109	\$33,091.00	\$41,364.00	\$49,637.00
Maintenance-Building Maintenance	108	\$32,546.00	\$40,682.00	\$48,819.00
Sheriff CID Secretary	108	\$32,546.00	\$40,682.00	\$48,819.00
District Court Liaison	108	\$32,546.00	\$40,682.00	\$48,819.00
Juvenile Intake Officer 1	108	\$32,546.00	\$40,682.00	\$48,819.00
Juvenile Intake Officer 2	108	\$32,546.00	\$40,682.00	\$48,819.00
Juvenile Intake Officer 3	108	\$32,546.00	\$40,682.00	\$48,819.00
Juvenile Intake Officer 4	108	\$32,546.00	\$40,682.00	\$48,819.00
Juvenile Probation Officer 1	108	\$32,546.00	\$40,682.00	\$48,819.00
Juvenile Probation Officer 2	108	\$32,546.00	\$40,682.00	\$48,819.00
Sheriff Court Security Officer	108	\$32,546.00	\$40,682.00	\$48,819.00
Sheriff Court Security Officer	108	\$32,546.00	\$40,682.00	\$48,819.00
Sheriff Court Security Officer	108	\$32,546.00	\$40,682.00	\$48,819.00
Sheriff Court Security Officer	108	\$32,546.00	\$40,682.00	\$48,819.00
P.A. Secretary/Coordinator 1	108	\$32,546.00	\$40,682.00	\$48,819.00
P.A. Victim/Witness Coordinator 1	108	\$32,546.00	\$40,682.00	\$48,819.00
P.A. Victim/Witness Coordinator 3	108	\$32,546.00	\$40,682.00	\$48,819.00
P.A. Victim/Witness Coordinator 2	108	\$32,546.00	\$40,682.00	\$48,819.00
Road Coordinator	108	\$32,546.00	\$40,682.00	\$48,819.00
Road Heavy Equipment Operator-Lead Asphalt	108	\$32,546.00	\$40,682.00	\$48,819.00
Road Heavy Equipment Operator-Lead Bridge	108	\$32,546.00	\$40,682.00	\$48,819.00
Road Heavy Equipment Operator-Lead Road	108	\$32,546.00	\$40,682.00	\$48,819.00
Public Defender Secretary/Legal Support Specialist	108	\$32,546.00	\$40,682.00	\$48,819.00
Assessor-Property Assessment Review	107	\$32,000.00	\$40,000.00	\$48,000.00
Juvenile Office Manager	107	\$32,000.00	\$40,000.00	\$48,000.00
DTF Legal Secretary 1	107	\$32,000.00	\$40,000.00	\$48,000.00
DTF Legal Secretary 2	107	\$32,000.00	\$40,000.00	\$48,000.00
P.A. Secretary/Coordinator 2	107	\$32,000.00	\$40,000.00	\$48,000.00
County Clerk-Head Election Clerk	106	\$31,454.00	\$39,318.00	\$47,182.00
County Clerk-Head Probate Clerk	106	\$31,454.00	\$39,318.00	\$47,182.00
Collector Customer Service Specialist/4th Deputy	106	\$31,454.00	\$39,318.00	\$47,182.00
Collector Customer Service Specialist/5th Deputy	106	\$31,454.00	\$39,318.00	\$47,182.00
Collector Customer Service Specialist/8th Deputy-LC	106	\$31,454.00	\$39,318.00	\$47,182.00
Collector Customer Service Specialist/7th Deputy	106	\$31,454.00	\$39,318.00	\$47,182.00
Assessor-Business Personal Property Administration	106	\$31,454.00	\$39,318.00	\$47,182.00
Assessor-Business Personal Property Administration	106	\$31,454.00	\$39,318.00	\$47,182.00
Assessor-Real Property Administration 1	106	\$31,454.00	\$39,318.00	\$47,182.00
Assessor-Real Property Administration 2	106	\$31,454.00	\$39,318.00	\$47,182.00
Assessor-Rural Property Administration	106	\$31,454.00	\$39,318.00	\$47,182.00
Assessor-Sub/Urban Property Administration	106	\$31,454.00	\$39,318.00	\$47,182.00
Sheriff Deputy Clerk 1	106	\$31,454.00	\$39,318.00	\$47,182.00

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Job Title	Pay Grade	Salary Minimum	Salary Midpoint	Salary Maximum
Sheriff Deputy Clerk 2	106	\$31,454.00	\$39,318.00	\$47,182.00
Sheriff Deputy Clerk 3	106	\$31,454.00	\$39,318.00	\$47,182.00
Sheriff Deputy Clerk 4	106	\$31,454.00	\$39,318.00	\$47,182.00
Sheriff Deputy Clerk -Fines and Fees	106	\$31,454.00	\$19,659.00	\$47,182.00
Sheriff Transport Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
Sheriff Transport Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 01	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 02	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 03	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 04	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 05	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 06	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 07	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 08	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 09	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 10	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 11	106	\$31,454.00	\$39,318.00	\$47,182.00
District Court Deputy Clerk 12	106	\$31,454.00	\$39,318.00	\$47,182.00
Detention Center Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
Detention Center Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
Detention Center Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
Detention Center Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
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Detention Center Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
Detention Center Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
Detention Center Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
Detention Center Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
Detention Center Officer	106	\$31,454.00	\$39,318.00	\$47,182.00

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Job Title	Pay Grade	Salary Minimum	Salary Midpoint	Salary Maximum
Road Heavy Equipment Operator	106	\$31,454.00	\$39,318.00	\$47,182.00
Road Heavy Equipment Operator	106	\$31,454.00	\$39,318.00	\$47,182.00
Road Heavy Equipment Operator	106	\$31,454.00	\$39,318.00	\$47,182.00
Road Heavy Equipment Operator	106	\$31,454.00	\$39,318.00	\$47,182.00
Road Heavy Equipment Operator	106	\$31,454.00	\$39,318.00	\$47,182.00
Road Heavy Equipment Operator	106	\$31,454.00	\$39,318.00	\$47,182.00
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Road Heavy Equipment Operator	106	\$31,454.00	\$39,318.00	\$47,182.00
Road Heavy Equipment Operator	106	\$31,454.00	\$39,318.00	\$47,182.00
Road Heavy Equipment Operator	106	\$31,454.00	\$39,318.00	\$47,182.00
Collector Customer Service Specialist/2nd Deputy	106	\$31,454.00	\$39,318.00	\$47,182.00
Collector Customer Service Specialist/1st Deputy	106	\$31,454.00	\$39,318.00	\$47,182.00
Collector Customer Service Specialist/8th Deputy	106	\$31,454.00	\$39,318.00	\$47,182.00
Collector Customer Service Specialist/3rd Deputy	106	\$31,454.00	\$39,318.00	\$47,182.00
Circuit Clerk-Deputy-Civil Clerk	106	\$31,454.00	\$39,318.00	\$47,182.00
Circuit Clerk-Deputy-Civil Clerk	106	\$31,454.00	\$39,318.00	\$47,182.00
Circuit Clerk-Deputy-Criminal Clerk 1	106	\$31,454.00	\$39,318.00	\$47,182.00
Circuit Clerk-Deputy-Criminal Clerk 2	106	\$31,454.00	\$39,318.00	\$47,182.00
Circuit Clerk-Deputy-Criminal Clerk 3	106	\$31,454.00	\$39,318.00	\$47,182.00
Circuit Clerk-Deputy-Domestic Clerk	106	\$31,454.00	\$39,318.00	\$47,182.00
Circuit Clerk-Deputy-Juvenile Clerk	106	\$31,454.00	\$39,318.00	\$47,182.00
Detention Center Officer	106	\$31,454.00	\$39,318.00	\$47,182.00
Fine Fee Clerk (50% Split with Sheriff)	106	\$15,727.20	\$19,659.00	\$23,590.80
Circuit Clerk-Deputy-Domestic Clerk	106	\$31,454.00	\$39,318.00	\$47,182.00
Circuit Clerk-Deputy-Land Records Clerk	106	\$31,454.00	\$39,318.00	\$47,182.00

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Job Title	Pay Grade	Salary Minimum	Salary Midpoint	Salary Maximum
County Clerk-Deputy Clerk	105	\$30,909.00	\$38,636.00	\$46,363.00
County Clerk-Election Clerk	105	\$30,909.00	\$38,636.00	\$46,363.00
County Clerk-Probate Clerk	105	\$30,909.00	\$38,636.00	\$46,363.00
Assessor-Personal Property Administration -LC	105	\$30,909.00	\$38,636.00	\$46,363.00
Assessor-Personal Property Administration 1	105	\$30,909.00	\$38,636.00	\$46,363.00
Assessor-Personal Property Administration 2	105	\$30,909.00	\$38,636.00	\$46,363.00
Assessor-Personal Property Administration 3	105	\$30,909.00	\$38,636.00	\$46,363.00
Assessor-Personal Property Administration 4	105	\$30,909.00	\$38,636.00	\$46,363.00
Maintenance-Maintenance Tech	105	\$30,909.00	\$38,636.00	\$46,363.00
Maintenance-Grounds Maintenance	105	\$30,909.00	\$38,636.00	\$46,363.00
Road Clerk	105	\$30,909.00	\$38,636.00	\$46,363.00
County Clerk- Payroll Clerk	105	\$30,909.00	\$38,636.00	\$46,363.00
Maintenance-Custodian Team Lead	104	\$30,363.00	\$37,954.00	\$45,545.00
P.A. Receptionist	104	\$30,363.00	\$37,954.00	\$45,545.00
Maintenance-Custodian	103	\$29,818.00	\$37,272.00	\$44,727.00
Maintenance-Custodian	103	\$29,818.00	\$37,272.00	\$44,727.00
Maintenance-Custodian	103	\$29,818.00	\$37,272.00	\$44,727.00
Maintenance-Custodian	103	\$29,818.00	\$37,272.00	\$44,727.00
Maintenance-Custodian	103	\$29,818.00	\$37,272.00	\$44,727.00