

## 2.0: PROJECT APPROACH AND METHODOLOGY

### 2.1 OVERVIEW

The FDOT Management Compensation study included 175 managerial and executive employees within the Central Office, the seven District offices, and the Turnpike Enterprise, comprising a total of 92 job classifications for evaluation (see **Appendix C** for full classification listings). To accomplish the study objectives and complete the key deliverables described in **Chapter 1.0** of this report, the Project Team developed 10 primary work tasks to guide project activities. The primary work tasks for this study included the following:



Work Tasks	
1.0	PROJECT INITIATION: Finalize project methodology, determine data needs, and conduct initial meetings.
2.0	Finalize timeline and communication strategies.
3.0	Gather and evaluate current job, salary, and classification data; conduct interviews.
4.0	Conduct employee communications and identify recruitment markets; prepare and begin salary survey data collection.
5.0	Conduct salary and benefits surveys; research elements of total compensation system and determine monetary value.
6.0	Validate data and evaluate current classification and compensation plan and compare to peers.
7.0	Evaluate Professional Engineering Training Program - Retention and Succession Planning.
8.0	Conduct preliminary assessment reviews and develop implementation strategies.
9.0	Provide Draft Report for review; provide Final Report.
10.0	Provide ongoing assistance.



To ensure the utmost quality data for this study’s analyses, the Project Team utilized a variety of data collection approaches to gather comparative qualitative and quantitative information relative to total compensation within the transportation industry. Data collection methods used in this study included online surveys, phone interviews, in-person interviews, hard copy data gathering, and online research.

The Project Team and FTC/FDOT stakeholders held an initial meeting on June 6<sup>th</sup>, 2014, to discuss the study’s objectives, methodology, deliverables, and timeline, and to finalize the study’s approach and ensure clear goal-driven expectations for project milestones. The Project Team provided FTC/FDOT with an initial data request to gather employee data (titles, salaries, retirement option, etc.) and FDOT agency data, such as organizational charts, salary schedules, policies, employee-specific data, and other related information. Upon receipt, the Project Team conducted a thorough review of all data received in preparation for the study’s next data collection activities. The Project Team maintained regular communication with the FTC Project Director during the course of the study via conference calls, in-person meetings, and email correspondence.

## 2.2 SALARY DATA SOURCES AND SURVEYS

One of the key components of this study included a market review of selected FDOT executive and managerial classifications. Relevant recruitment markets were identified in collaboration with the Department and used to identify appropriate market data sources for benchmarking the Department’s classifications to similar classifications in their competitive market. For this study, four primary salary data sources were used:

	<p><b>Bureau of Labor Statistics (BLS)</b>  <b>Occupational Employment Statistics, May 2013</b>  <b>Occupational Outlook Handbook, May 2012</b></p> <p>The BLS Occupational Employment Statistics (OES) program produces employment and wage estimates annually for over 800 occupations. These estimates are available for the nation as a whole, for individual States, and for metropolitan and nonmetropolitan areas; national occupational estimates for specific industries are also available. The OES program is a well-known and trusted data source, garnering high participation in their salary data collection for numerous job classifications across industries each year. While OES data can be broken down from the national level to regional, state, and metropolitan areas, this data source is limited in designing a database to specific peer parameters within each market level (non-customizable).</p>
	<p><b>National Society of Professional Engineers (NSPE)</b>  <b>2013 Engineering Income Salary Survey</b></p> <p>The NSPE is an active advocate of licensed professional engineers. The 2013 Salary Survey contains the findings of their national annual compensation survey conducted online, which collects data on engineers’ current annual base salary, plus additional cash income from that employer (excluding overtime pay) for the preceding calendar year April 2012 - March 2013. A total of 1,321 responses were included in the 2013 report.</p>

	<p><b>American Association of State Highway and Transportation Officials (AASHTO) 2013 AASHTO Salary Survey</b></p> <p>AASHTO is a national nonprofit association representing highway and transportation departments that aims to foster the development, operation, and maintenance of an integrated national transportation system. The association’s annual salary survey is a result of responses received to their questionnaire, which is sent to all 50 states. For the 2013 survey, 46 states responded, resulting in a 92% response rate.</p>
	<p><b>Customized MGT/THF Salary and Benefits Survey</b></p> <p>MGT also collected compensation and benefits data through the use of a customized survey distributed to selected peers in the transportation industry identified by FDOT and FTC. The peers included 100 of the top private engineering firms in the country as well as three Florida Expressway Authority agencies. Industry peers were asked to provide compensation data for the benchmark positions selected by FDOT. MGT received 71 submitted surveys; 42 of those submitted surveys contained usable or full data (response rate of 41%). A full listing of those agencies included in this survey is included in <b>Appendix D</b>.</p>

It should be noted that, in any market comparison, there are no exact matches. Through a detailed compilation and comprehensive review of the determined competitive market, one can establish a general guide to assess market conditions.

Industry peers were asked to provide compensation data for the following 24 benchmark positions:

SELECTED BENCHMARKS FOR PEER SURVEY
<b><u>CENTRAL OFFICE CLASSIFICATIONS:</u></b>
Assistant Secretary, Engineering and Operations
Assistant Secretary for Finance and Administration
Assistant Secretary, Intermodal Systems Development
Chief of Staff
Comptroller
Director of Administration
Director of Human Resources
Director of the Office of Design
Director, Office of Information Systems
Director, Office of Maintenance
Director, Office of Materials
Director, Office of Right-of-Way
General Counsel
Inspector General
Secretary of Transportation
State Highway Engineer
State Roadway Design Engineer
State Structures Design Engineer
State Surveyor
State Traffic Operations Engineer
<b><u>DISTRICT OFFICE CLASSIFICATIONS:</u></b>
District Secretary
<b><u>TURNPIKE ENTERPRISE CLASSIFICATIONS:</u></b>
Data Center Director
Director, Toll Operations
Executive Director, Turnpike

Salary data gathered from the selected peers via the survey included the following:

- **Class Title and Job Overview:** Peers identify FDOT benchmark titles and provide an overview of the related duties and qualifications.
- **Matching Title and Match Level:** Peers indicate their corresponding class title and how well the position fits the FDOT's description in the Job Overview.
- **Number of Staff (Headcount):** Peers indicate the total number of individuals employed in each class.
- **Minimum, Midpoint, and Maximum of Salary Ranges:** Peers indicate the minimum, midpoint, and maximum values for the annual salary ranges associated with each classification.
- **Actual Median Salary:** Peers indicate the actual median annual salary of all incumbents currently occupying each classification.
- **Actual Average Salary:** Peers indicate the actual average annual salary of incumbents occupying each classification.

In addition to this salary data collection, peers were asked to identify whether or not their organization offered bonuses and/or cash incentives to their employees. If survey participants indicated offerings of bonuses and/or cash incentives, they were asked to indicate the average amount offered and how often it was distributed to employees.

For the benefits section of the survey, survey participants were asked to provide the following information:

- Identification of offered health insurance benefits, including:
  - General health insurance coverage
  - Dental
  - Vision
  - Life
  - Hospital coverage
  - Accident coverage
  - Cancer coverage
  - Short-term disability
  - Long-term disability
  - Reimbursement Accounts
- Identification of the average monthly dollar amount paid by an employee for each specific health plan and the percentage of the premium paid by the organization:
  - Employee Only
  - Employee + Child
  - Employee + Children

- Employee + Spouse
- Employee + Family
- Identification of all offered retirement plans (if any), including:
  - Defined Benefits Plan Only (i.e., pension)
  - Defined Contribution Plan Only (e.g., 457, 401(k) plan)
  - Both a Defined Benefit and Defined Contribution Plan
- Identification of any other benefits offered, such as:
  - Moving Expenses Program
  - Tuition Reimbursement/Investment Program
  - Travel Reimbursement
  - Company Vehicle
  - Other benefits
- Identification of the average benefits cost (or range) as a percentage of an employee's salary
- Provided opportunity for survey participants to submit comments related to the study or additional data that may be helpful in evaluating FDOT compensation and benefits

MGT distributed the online salary and benefits survey via email to the Department's selected industry peers on September 19th, 2014. Two survey reminders were sent to encourage participation. The survey was originally set to close on September 26th, 2014, but the survey deadline was extended to October 1st, 2014, to honor requests from participants for more time. Of the possible 103 agencies, MGT received 71 submitted surveys; 42 of those submitted surveys contained usable or full data (response rate of 41%), while many submitted surveys were blank.

The following industry firms responded to the online survey:

PEER RESPONDENTS	
Allied Engineering & Testing, Inc.	Inwood Consulting Engineers, Inc.
American Consulting Engineers of Florida, LLC	JEA Construction Engineering Services, Inc.
Arcadis	Keith and Schnars
Atkins North America	Kisinger Campo & Associates Corp.
Bureau Veritas	Madrid Engineering Group, Inc.
Cardno, Inc.	Metric Engineering, Inc.
Central Florida Expressway Authority	Miami-Dade Expressway Authority
CFX	Moffatt & Nichol
CH2M Hill	Protean Design Group, Inc.
Creative Engineering Group, Inc	RJ Behar & Company, Inc
Dewberry	Southeastern Surveying and Mapping Corp.
DRMP, Inc.	Stantec Consulting Services Inc.
EAC Consulting, Inc.	STV Incorporated
England-Thims & Miller	T.Y. Lin International
Faller, Davis & Associates, Inc.	Tampa Hillsborough County Expressway Authority
GAI Consultants, Inc.	Telvent USA, LLC.
GMB Engineers & Planners, Inc.	The Corradino Group
Greenman-Pedersen, Inc.	Tindale-Oliver & Associates, Inc.
HDR Engineering, Inc.	Universal
HNTB Corporation	Volkert, Inc
Infrastructure Engineers, Inc.	WGI

Salary data were received for all 24 selected benchmark positions. Average salary data were received for all 24 benchmark positions, and average salary range data (minimum, midpoint, and maximum salary values) were received for 22 benchmark positions. Benefits data were submitted by 33 respondents.

The private industry peer data collected provides strong, applicable, and valid data from which to compare FDOT compensation and benefits to its competitive market. The validity and strength of the data collected were reliant upon survey participation and the quality of data provided. The submitted data were sorted, incomplete and unclear data were excluded, and the remaining data were aggregated to reflect the private industry's average salaries, ranges, and benefit offerings for use in the market salary and benefits review portions of this study. The findings from the review are presented in **Chapter 3.0** of this report.

## 2.3 INTERVIEWS

The Project Team conducted a series of interviews with two groups:

- 1) Individuals employed in the transportation industry who were either former FDOT employees or could provide beneficial insight into compensation and benefits for transportation and engineering occupations.
- 2) FDOT executive staff in key leadership positions across the agency.

These interviews allowed the project team to:

- Review “as is” environment
- Identify key issues and concerns
- Review compensation philosophies
- Review competitive markets



### Transportation Industry Interviews

The Project Team conducted interviews with 15 private sector transportation executives out of a potential 28 from a list provided by FDOT. Phone interviews were held from September 15<sup>th</sup> to October 13<sup>th</sup>, 2014.

The purpose of these interviews was to gather data on interviewees’ perceptions of their current compensation and benefits with their private sector employer in comparison to FDOT’s compensation and benefits package. In addition to basic demographic questions regarding current job title, salaries, length of time with both organizations, among others, interviewees were asked to provide input on the following:

- Reasons for leaving FDOT
- Amount/Percentage of salary increase upon entering the private sector, if any
- Cost of Living increases received, and if any, how often
- Comparison of current compensation to FDOT’s compensation
- Overview of private sector benefits offered, including health coverages, leave, retirement, and other benefits
- Comparison of current benefits to FDOT’s benefits

At the close of each interview, each interviewee was invited to participate in a follow-up supplemental survey to gather additional data and specifics related to their private



sector compensation and benefits package. Of the 15 interviewees, 11 submitted a follow-up survey (response rate of 73%).

Summaries of the findings from these interviews and the follow-up survey are presented in **Chapters 3.0** and **4.0** of this report.

### **Florida Department of Transportation Interviews**

The Project Team also conducted interviews with approximately 23 FDOT executive level staff out of a potential 30 candidates selected by FDOT. The purpose of these interviews was to identify key compensation issues impacting recruitment and retention within FDOT, and other related compensation issues and concerns.

Executive staff located in Tallahassee were interviewed in person at the central office, while District Secretaries and other staff were interviewed by phone. Interviews at the central office were conducted from September 29<sup>th</sup> to October 2<sup>nd</sup>, 2014, and phone interviews were conducted from October 6<sup>th</sup> to October 22<sup>nd</sup>, 2014. FDOT interviewees were asked to provide responses on the following:

- Past experience working in the private sector
- Reason for joining or returning to FDOT
- Expectations for this external salary and benefits study
- Biggest challenges in hiring staff
- Pros and cons of FDOT employment
- Identification of specific concerns related to FDOT's compensation and benefits

These interviews also allowed the Project Team to identify issues related to specific job classifications and to ask interviewees for their own observations and recommendations. Related issues included those of recruitment, retention, salary and salary ranges assigned, classification titles, and career path and advancement.

Summaries of the findings from these interviews are presented in **Chapters 3.0** and **4.0** of this report.

# APPENDIX C: FLORIDA DEPARTMENT OF TRANSPORTATION CLASSIFICATIONS LISTINGS

# **FDOT CLASSIFICATIONS LISTINGS BY AREA**

Note: Some classifications are held in more than one area.

<b>CENTRAL OFFICE POSITIONS</b>	
1	Assistant Secretary for Finance and Administration
2	Assistant Secretary of Engineering and Operations
3	Assistant Secretary of Intermodal Systems Development
4	Attorney Supervisor
5	Audit Director
6	Budget Officer
7	Chief Legal Counsel
8	Chief of Staff
9	Comptroller
10	Deputy Comptroller, Disbursement Office
11	Deputy Comptroller, General Accounting Office
12	Deputy Comptroller, Office of Financial Administration
13	Deputy General Counsel
14	Director of Human Resources
15	Director, Office of Administration
16	Director, Office of Construction
17	Director, Office of Design
18	Director, Office of Information Systems
19	Director, Office of Maintenance
20	Director, Office of Materials
21	Director, Office of Policy Planning
22	Director, Office of Right-of-Way
23	Director, Office of Work Program & Budget
24	Executive Director, Florida Rail Enterprise
25	Federal Program Coordinator
26	General Counsel
27	Inspector General
28	Investigation Manager
29	Legislative Affairs Administrator
30	Manager, Aviation Office
31	Manager, Business Systems Support
32	Manager, Contracts Administration Office
33	Manager, Contractual Services Office
34	Manager, Engineering CADD Systems Design
35	Manager, Environmental Management Office
36	Manager, Equal Opportunity Office
37	Manager, Production Support Office
38	Manager, Rail Office
39	Manager, Right of Way Operations
40	Manager, Right of Way Production
41	Manager, Seaport Office
42	Manager, Specifications and Estimates Office
43	Manager, Statewide Scale Operations
44	Manager, Strategic Initiatives
45	Manager, Support Services Office
46	Manager, Systems Planning Office
47	Manager, Transit Office
48	Manager, Transportation Statistics Office
49	Public Information Administrator
50	Regional Manager for Information Technology
51	Secretary of Transportation
52	State Freight and Logistics Administrator
53	State Highway Engineer
54	State Roadway Design Engineer
55	State Safety Administrator
56	State Structures Design Engineer
57	State Surveyor
58	State Traffic Operations Engineer
59	State Transportation Development Administrator

## DISTRICT POSITIONS

1	Administrative Services Manager
2	District Construction Engineer
3	District Design Engineer
4	District Director of Operations
5	District Director of Production
6	District Land Surveyor
7	District Maintenance Administrator
8	District Maintenance Engineer
9	District Materials Engineer
10	District Planning and Environment Management Administration
11	District Planning Manager
12	District Program Management Administrator
13	District Public Transportation Manager
14	District Right of Way Administrator
15	District Secretary
16	District Traffic Operations Engineer
17	Manager, Urban Planning Office

## TURNPIKE POSITIONS

1	Chief Financial Officer
2	Data Center Director
3	Deputy Director, Facilities and Equipment
4	Deputy Director, Support
5	Deputy Director, Toll Operations
6	Director, Business Development and Concession Management
7	Director, Toll Operations
8	District Construction Engineer
9	District Design Engineer
10	District Director of Operations
11	District Director of Production
12	District Maintenance Engineer
13	District Materials Engineer
14	District Planning Manager
15	District Professional Services Administrator
16	District Program Management Administrator
17	District Right of Way Administrator
18	District Traffic Operations Engineer
19	Executive Director, Florida Turnpike Enterprise
20	Investigation Manager
21	Regional Toll Manager
22	Sunpass Operations Manager
23	Turnpike Administrative Services Manager

## APPENDIX D: LIST OF TRANSPORTATION INDUSTRY PRIVATE FIRMS SURVEYED

## **SURVEYED PEER FIRMS**

**N = 103**

A & P CONSULTING TRANSPORTATION ENGINEERS CORP.  
AECOM TECHNICAL SERVICES, INC.  
AIM ENGINEERING AND SURVEYING, INC.  
ALLIED ENGINEERING & TESTING, INC.  
AMEC ENVIRONMENT & INFRASTRUCTURE, INC.  
AMERICAN CONSULTING ENGINEERS OF FLORIDA, LLC  
AMERICAN ENGINEERING GROUP, INC.  
ARCADIS U.S., INC.  
ATKINS NORTH AMERICA, INC.  
AYRES ASSOCIATES INC  
BCC ENGINEERING, INC.  
BERGMANN ASSOCIATES, ARCHITECTS, ENGINEERS,  
LANDSC  
BUREAU VERITAS NORTH AMERICA, INC.  
C.H. PEREZ & ASSOCIATES CONSULTING ENGINEERS, INC.  
CAMBRIDGE SYSTEMATICS, INC.  
CARNAHAN, PROCTOR AND CROSS, INC.  
CDM SMITH INC.  
CENTRAL FLORIDA EXPRESSWAY AUTHORITY  
CH2M HILL, INC.  
CIVILSURV DESIGN GROUP, INC.  
COMPREHENSIVE ENGINEERING SERVICES, INC.  
CONNELLY & WICKER INC.  
CREATIVE ENGINEERING GROUP, INC.  
CSA CENTRAL, INC.  
CSI GEO INC.  
CUMBIE & FAIR, INC.  
DEWBERRY ENGINEERS INC.  
DRMP, INC.  
EAC CONSULTING, INC.  
EISMAN & RUSSO, INC.  
ELEMENT ENGINEERING GROUP, LLC  
ELIPSIS ENGINEERING & CONSULTING LLC  
ENGLAND, THIMS & MILLER, INC.  
ENVIRONMENTAL AND GEOTECHNICAL SPECIALISTS, INC.  
F.R. ALEMAN & ASSOCIATES, INC.  
FALLER, DAVIS & ASSOCIATES, INC.  
FLORIDA TRANSPORTATION ENGINEERING, INC.  
G-A-I CONSULTANTS, INC.  
GANNETT FLEMING, INC.  
GENESIS CE&I SERVICES, LLC  
GMB ENGINEERS & PLANNERS, INC.  
GREENMAN-PEDERSEN, INC.  
H. W. LOCHNER, INC.  
HARDESTY & HANOVER, LLC  
HATCH MOTT MACDONALD FLORIDA, LLC  
HDR CONSTRUCTION CONTROL CORPORATION  
HDR ENGINEERING, INC.  
HNTB CORPORATION  
HORIZON ENGINEERING GROUP, INC.  
I. F. ROOKS & ASSOCIATES  
ICA ENGINEERING, INC.  
ICON CONSULTANT GROUP, INC.  
INFRASTRUCTURE ENGINEERS, INC.  
INWOOD CONSULTING ENGINEERS, INC.  
JACOBS ENGINEERING GROUP, INC.  
JBS ENGINEERING TECHNICAL SERVICES, INC.  
JEA CONSTRUCTION ENGINEERING SERVICES, INC.  
JOHNSON, MIRMIRAN & THOMPSON  
KCCS, INC.  
KEITH AND SCHNARS, P.A.  
KEYSTONE CIVIL, INC.  
KIMLEY-HORN AND ASSOCIATES, INC.  
KISINGER CAMPO & ASSOCIATES, CORP.  
KITTELSON & ASSOCIATES, INC.  
KTA-TATOR, INC.  
LOCHRANE ENGINEERING INCORPORATED  
MARLIN ENGINEERING, INC.  
MCKIM & CREED, INC.  
MDX  
MEHTA & ASSOCIATES, INC.  
METRIC ENGINEERING, INC.  
MICHAEL BAKER JR., INC.  
MOFFATT & NICHOL, INC.  
NETWORK ENGINEERING SERVICES, INC.  
NEW MILLENNIUM ENGINEERING, INC.  
PARSONS BRINCKERHOFF, INC.  
PARSONS TRANSPORTATION GROUP, INC.  
PINNACLE CONSULTING ENTERPRISES, INC.  
PROFESSIONAL SERVICE INDUSTRIES, INC.  
PROTEAN DESIGN GROUP, INC.  
R. J. BEHAR AND COMPANY, INC.  
RS&H, INC.  
RUMMEL, KLEPPER & KAHL, LLP  
SOUTHEASTERN SURVEYING AND MAPPING  
CORPORATION  
STANLEY CONSULTANTS, INC.  
STANTEC CONSULTING SERVICES INC.  
STV INCORPORATED D/B/A STV/RALPH WHITEHEAD  
ASSOCIA  
T.Y. LIN INTERNATIONAL, INC.  
TAMAYO ENGINEERING, LLC  
TARGET ENGINEERING GROUP, INC.  
TBE GROUP, INC.  
TELVENT USA, LLC  
TERRACON CONSULTANTS, INC.  
THCEA  
THE CORRADINO GROUP, INC.  
TIERRA, INC.  
TINDALE-OLIVER AND ASSOCIATES, INC.  
TRANSYSTEMS CORPORATION  
UNIVERSAL ENGINEERING SCIENCES, INC.  
URS CORPORATION SOUTHERN  
VOLKERT, INC.  
WANTMAN GROUP, INC.  
WBQ DESIGN & ENGINEERING, INC.