





## 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.