



# Management Compensation Study of The Florida Department of Transportation

FINAL REPORT  
February 9, 2015





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February 9, 2015



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SUBMITTED TO THE  
FLORIDA TRANSPORTATION COMMISSION

MANAGEMENT COMPENSATION STUDY OF  
THE FLORIDA DEPARTMENT OF TRANSPORTATION

FINAL REPORT

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*The consultant team gratefully acknowledges the generous access, assistance, and hospitality extended to us by the leadership and staff of the Florida Transportation Commission and the Florida Department of Transportation.*

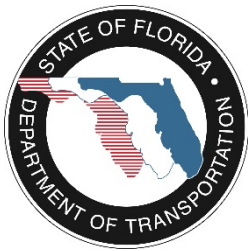
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## I.0: INTRODUCTION

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### I.1 DEPARTMENT OVERVIEW



The **Florida Department of Transportation (FDOT)** is responsible for coordinating a safe and viable statewide transportation system and assuring compatibility between all of the system's components and multimodal facilities. This 10.1 billion dollar agency serves almost 20 million citizens and over 90 million visitors annually in the third most populous state in the nation. Florida's transportation system includes state and local roads, air transport, railways, seaports, spaceports, bus transportation, and cyclist and pedestrian transportation.

As mandated, FDOT is an executive, decentralized agency that reports directly to the Florida Governor, and is supervised by the Florida Transportation Commission (FTC), a nine-member commission charged with providing leadership and policy guidance on state transportation needs, as well as oversight and accountability of FDOT operations. FDOT civil engineers are responsible for planning, designing, operating, and maintaining the Florida's transportation systems, such as bridges and highways, and are also responsible for managing larger projects, such as airports, seaports, and mass transit systems. As of June 2014, the FDOT provides infrastructure support for:

- ♦ 12,079 miles of state roadways and 6,703 bridges
- ♦ 109,750 miles of non-state roadways and 5,356 bridges
- ♦ 30 urban and three rural fixed-route public transit systems, including six fixed guide way systems
- ♦ 2,793 miles of railways
- ♦ 15 seaports and 3,475 miles of waterways with shipping and intra-coastal and inland routes
- ♦ 779 airports, including 734 general/private aviation, 26 military, 18 commercial, and one joint military/commercial facilities
- ♦ two spaceports and five active launch facilities

The FDOT Central Office is located in the Florida State Capital of Tallahassee and is led by the Transportation Secretary (see **Appendix A** for the agency's organizational chart). The agency is organized into seven districts (see **Appendix B** for a map of FDOT's

districts), each managed by a District Secretary, and has a Turnpike and a Rail Enterprise led by a Director. Major divisions in each District include Administration, Planning, Production, Operations, and Public Information.

## I.2 STATEMENT OF WORK

The FTC contracted with Thomas Howell Ferguson (THF), a certified public accounting firm, and MGT of America, Inc., to conduct an external market salary analysis of all management position classifications at the FDOT, and to provide independent recommendations and assessments of appropriate pay ranges for all positions. The FTC is a Citizen's Oversight Board of the FDOT entrusted with maintaining and exceeding the public trust in the areas of Policy Guidance and Public Accountability. It is statutorily charged with evaluating the performance, operational productivity, and fiscal management of FDOT.

MGT was commissioned in September 2002 by the FTC to determine the extent, if any, of compensation disparity existing between FDOT senior management personnel and comparable jobs in other agencies or corporations. The FTC commissioned the study (completed in 2004), in part, because of anecdotal evidence suggesting that the FDOT was losing executive level personnel to the private sector at accelerated rates.

Similar to the 2004 study, the present study aimed to investigate salary disparities, if any, between FDOT management job classifications and comparable positions at other agencies, and to offer recommendations for pay ranges in relation to the current labor market, as the recruitment and retention of qualified staff is critical to the long-term efficiency and effectiveness of FDOT operations. The current study included the following key deliverables:

- **Salary Survey.** The survey included a review of similar classifications in the transportation industry labor market and other applicable governmental entities. Salary was broadly defined to include benefits, thereby providing a picture of total compensation.
- **Determination of Monetary Value of State Benefits.** A value was ascribed to Florida's benefits packages for an average FDOT Career Service employee as well as the average Select Exempt employee.
- **Professional Engineer (P.E.) Trainees.** Appropriate levels of pay to facilitate the retention of P.E.s was identified based upon market data within the transportation industry.
- **Equity Alignment.** Recommendations for a process to achieve equity and alignment of compensation within the transportation industry were developed.

To accomplish the study objectives and complete the above key deliverables, MGT and THF developed 10 primary work tasks to guide project activities, which are discussed in **Chapter 2.0** of this report. To effectively and thoroughly address all key issues identified in this engagement, THF and MGT provide the following report, which is comprised of the following chapters detailed in **Section 1.3**.

### 1.3 OVERVIEW OF REMAINING CHAPTERS

This report is comprised of six chapters, including this introduction. The remaining chapters are:

- **Chapter 2.0 – Project Approach and Methodology.** This chapter presents a summary of the methodology used for collecting and evaluating qualitative and quantitative data as part of the market review analysis for all included classifications. A description of each component is provided along with references to appendices containing more detailed information.
- **Chapter 3.0 – Compensation Findings.** This chapter summarizes the findings from the study's comprehensive review of all collected compensation data, including related interview and survey findings.
- **Chapter 4.0 – Benefits Findings.** This chapter summarizes the findings from the study's comprehensive review of all collected benefits data, including related interview and survey findings.
- **Chapter 5.0 – Professional Engineer Training Program Findings.** This chapter summarizes the methodology, findings, and recommendations of MGT's evaluation of the Florida Department of Transportation's Professional Engineers Training Program.
- **Chapter 6.0 – Conclusions and Recommendations.** This chapter presents the conclusions and recommendations of the study, and provides strategies and guidelines for implementation and long-term maintenance.

Additional materials and information related to this study may be found in the appendices of this report, which include:

- APPENDIX A:** FLORIDA DEPARTMENT OF TRANSPORTATION ORGANIZATIONAL CHART
- APPENDIX B:** OVERVIEW OF FLORIDA DEPARTMENT OF TRANSPORTATION DISTRICTS
- APPENDIX C:** FLORIDA DEPARTMENT OF TRANSPORTATION CLASSIFICATIONS LISTINGS
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## 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><br/> <b>Occupational Employment Statistics, May 2013</b><br/> <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><br/> <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)<br/>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.

### 3.0: COMPENSATION FINDINGS

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This chapter reviews the current salary ranges established by the Department of Management Services (DMS) utilized by the FDOT. The salaries and salary ranges of FDOT SES and SMS employees are compared to various Transportation Industry markets by utilizing the following salary data sources as described in **Chapter 2.0**:

- A custom survey distributed to private sector transportation industry partners as identified by FDOT;
- Salary survey data from the American Association of State Highway and Transportation Officials (AASHTO) for selected transportation industry positions; and
- Bureau of Labor Statistics information (BLS).

#### 3.1 FDOT'S CURRENT COMPENSATION SYSTEM

As required by law, FDOT utilizes the classification and pay grade structure, a broadbanding system, developed and implemented by the Department of Management Services (DMS). As delineated on the DMS website:

*Broadbanding, as required by section 110.2035, Florida Statutes, is the official classification and compensation system of the State of Florida's State Personnel System. This system is comprised of job families, occupational groups, and occupations with up to six levels of work within each occupation, and a pay plan with 25 broad pay bands. The system was developed for the following purposes: to reduce the need to reclassify positions due to work assignment and organizational changes; to allow flexibility in organizational structure development and to reduce the number of supervisors; to emphasize pay administration and job evaluation to move employees through the pay bands; and, to provide maximum flexibility to agencies in the day-to-day administration of the classification and compensation program to facilitate the accomplishment of agency mission and goals.*

**Exhibit 3-1** presents the current FDOT Broadband Pay Ranges for those included in this study, as well as the number of FDOT classifications within each broadband. Currently, the State's broadband pay structure applies an eight percent separation between pay bands, and has a 65 percent spread within each band between the minimum and maximum salaries.

**EXHIBIT 3-1: CURRENT FDOT BROADBAND PAY RANGES**

| BAND | ANNUAL MINIMUM | ANNUAL MAXIMUM | NUMBER OF CLASSIFICATIONS |
|------|----------------|----------------|---------------------------|
| 016  | \$ 61,015.50   | \$ 168,078.79  | 1                         |
| 020  | \$ 26,445.90   | \$ 116,561.44  | 3                         |
| 021  | \$ 33,057.44   | \$ 152,985.56  | 52                        |
| 022  | \$ 41,320.76   | \$ 191,228.37  | 3                         |
| 023  | \$ 47,316.36   | \$ 218,975.22  | 20                        |
| 024  | \$ 56,779.84   | \$ 250,257.48  | 9                         |
| 025  | \$ 68,135.86   | \$ 300,309.19  | 1                         |

Source: Florida Department of Transportation, 2014. Pay ranges dated July 1<sup>st</sup>, 2013. See **Appendix E** for monthly, bi-weekly, and hourly rates. Note: The estimated annual midpoint salaries displayed in this exhibit were calculated by MGT based on the minimum and maximum salary figures provided by FDOT.

**Exhibits 3-2A and 3-2B** display the broadband grade assignments of the executive level positions included in this study. (**Exhibit 3-2B** is a continuation of the data displayed in **Exhibit 3-2A**).

**EXHIBIT 3-2A: BROADBAND GRADE ASSIGNMENTS OF CLASSIFICATIONS**

| BROADBAND | CLASSIFICATIONS IN BROADBAND  |  |
|-----------|---|--|
| 16        | ATTORNEY SUPERVISOR   |  |
| 20        | AUDIT DIRECTOR - SES<br>INVESTIGATION MANAGER - SES<br>REGIONAL TOLL MANAGER-DOT  |  |
| 21        | ADMINISTRATIVE SERVICES MANAGER<br>CHIEF LEGAL COUNSEL<br>DATA CENTER DIRECTOR-DOT<br>DEP COMPTROLLER, FINANCIAL ADMIN OFFICE<br>DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT<br>DEPUTY COMPTROLLER, GEN ACCTNG OFFICE-DOT<br>DEPUTY DIR OF FACILITIES & EQUIPT-DOT<br>DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT<br>DEPUTY DIRECTOR, SUPPORT-DOT<br>DIRECTOR OF HUMAN RESOURCES<br>DIST PLANNING & ENVIRONMENT MGT ADMIN-DOT<br>DISTRICT CONSTRUCTION ENGINEER - DOT<br>DISTRICT DESIGN ENGINEER - DOT<br>DISTRICT LAND SURVEYOR - DOT<br>DISTRICT MAINTENANCE ADMINISTRATOR - SES<br>DISTRICT MAINTENANCE ENGINEER - DOT<br>DISTRICT MATERIALS ENGINEER - DOT<br>DISTRICT PLANNING MANAGER - DOT<br>DISTRICT PROFESSIONAL SERVICES ADMIN-DOT<br>DISTRICT PROGRAM MGMT ADMIN-DOT<br>DISTRICT PUBLIC TRANSPORTATION MGR - DOT<br>DISTRICT RIGHT-OF-WAY ADMIN - DOT<br>DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT<br>FEDERAL PROGRAM COORDINATOR-DOT<br>MANAGER, AVIATION OFFICE<br>MANAGER, BUSINESS SYSTEMS SUPPORT | MANAGER, CONTRACTS ADMINISTRATION OFFICE<br>MANAGER, CONTRACTUAL SERVICES OFFICE<br>MANAGER, ENGINEERING/CADD SYSTEMS DESIGN<br>MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE<br>MANAGER, EQUAL OPPORTUNITY OFFICE<br>MANAGER, FT MYERS URBAN PLANNING OFFICE<br>MANAGER, PRODUCTION SUPPORT OFFICE<br>MANAGER, RAIL OFFICE<br>MANAGER, RIGHT-OF-WAY OPERATIONS<br>MANAGER, RIGHT-OF-WAY PRODUCTION<br>MANAGER, SEAPORT OFFICE-DOT<br>MANAGER, SPECIFICATIONS & ESTIMATES OFF<br>MANAGER, STATEWIDE SCALE OPERATIONS<br>MANAGER, STRATEGIC INITIATIVES<br>MANAGER, SUPPORT SERVICES OFFICE<br>MANAGER, SYSTEMS PLANNING OFFICE<br>MANAGER, TRANSIT OFFICE<br>MANAGER, TRANSPORTATION STATISTIC OFFICE<br>MANAGER, PENSACOLA URBAN PLANNING OFFICE<br>REGIONAL MGR FOR INFORMATION TECHNOLOGY<br>STATE ROADWAY DESIGN ENGINEER-DOT<br>STATE SAFETY ADMINISTRATOR<br>STATE STRUCTURES DESIGN ENGINEER<br>STATE SURVEYOR-DOT<br>SUNPASS OPERATIONS MANAGER-DOT<br>TURNPIKE ADMINISTRATIVE SERVICES MANAGER |

Source: Florida Department of Transportation; created by MGT of America, Inc., 2014.

## EXHIBIT 3-2B: BROADBAND ASSIGNMENTS OF CLASSIFICATIONS

| BROADBAND | CLASSIFICATIONS IN BROADBAND   |   |
|-----------|--|---|
| 22        | BUDGET OFFICER<br>DEPUTY GENERAL COUNSEL-DOT<br>PUBLIC INFORMATION ADMINISTRATOR-DOT   |   |
| 23        | CHIEF FINANCIAL OFFICER-DOT<br>COMPTROLLER-DOT<br>DIR OF THE OFF OF POLICY PLANNING-DOT<br>DIR OF THE OFFICE OF CONSTRUCTION-DOT<br>DIR OFFICE OF WORK PROGRAM & BUDGET<br>DIRECTOR OF THE OFFICE OF DESIGN-DOT<br>DIRECTOR, BUSINESS DEV & CONCESSION MGMT<br>DIRECTOR, OFFICE OF INFORMATION SYSTEMS<br>DIRECTOR, OFFICE OF MAINTENANCE<br>DIRECTOR, OFFICE OF MATERIALS | DIRECTOR, OFFICE OF RIGHT-OF-WAY<br>DIRECTOR, TOLL OPERATIONS<br>DISTRICT DIRECTOR-OPERATIONS-DOT<br>DISTRICT DIRECTOR-PRODUCTION-DOT<br>GENERAL COUNSEL-DOT<br>LEGISLATIVE AFFAIRS ADMINISTRATOR<br>STATE FREIGHT & LOGISTICS ADMINISTRATOR<br>STATE HIGHWAY ENGINEER-DOT<br>STATE TRAFFIC OPERATIONS ENGINEER<br>STATE TRANSPORTATION DEV ADMIN |
| 24        | ASSISTANT SEC, ENGINEERING & OPERATIONS<br>ASST SECRETARY FOR FINANCE AND ADMIN-DOT<br>ASST SECRETARY, INTERMODAL SYSTEMS DEV<br>CHIEF OF STAFF<br>DIRECTOR OF ADMINISTRATION  | DISTRICT SECRETARY<br>EXEC DIR, FLORIDA RAIL ENTERPRISE<br>EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE<br>INSPECTOR GENERAL-DOT   |
| 25        | SECRETARY OF TRANSPORTATION  |   |

Source: Florida Department of Transportation; created by MGT of America, Inc., 2014.

### 3.2 INTERVIEW FINDINGS

As part of this study's salary analyses, the Project Team conducted interviews with internal FDOT executive staff and Transportation Industry comparators, as described in **Chapter 2.0**, to identify key compensation issues affecting recruitment and retention within the Department. The results from these interviews are summarized in this section.

#### Department of Transportation Interview Findings

Overall, FDOT interviewees indicated that Department salaries are too low in comparison to the private sector and other competing agencies. Also, interviewees noted that entry-level salaries (hiring salaries or the minimum salaries set in FDOT's pay structure) are too low and not competitive. Several interviewees noted an issue of salary compression among top level executive positions due to a current cap on the Secretary of Transportation's salary.

The following are a representative sample of interviewee responses regarding the Department's compensation program.

- *Salaries are too low and are not keeping up with the cost of living.*
- *Recruiting and retaining is challenging.*
- *The 7-10 year mark is when people jump to the private sector for more money.*
- *There is a log jam among the top classifications (Section/Department heads, Director, Assistant Secretary, and Secretary).*
- *The State pay scale compares poorly with other state turnpike system positions.*
- *There is constant competition to retain agency expertise.*
- *We're bunching up at the top due to staff not being able to make more than the Secretary at \$140K.*

### Transportation Industry Private Sector Interview Findings

The Project Team also conducted interviews with private sector transportation executives, some of whom are former FDOT employees, to identify key compensation issues affecting recruitment and retention. A summary of the findings from these private sector interviews follows. In general, interviewees indicated that private sector employers provide higher rates of compensation. A few key interviewee observations include:

- *In the private sector, performance is rewarded more rapidly than DOT – we receive increases based on merit.*
- *There's no question that the private sector is better in terms of a total compensation package, but it is higher risk in respect to needing to deliver profits versus the risk at FDOT, which is more political.*
- *Without a doubt, it's the salary and the opportunity to increase salary that are the driving factors [for why employees leave FDOT].*
- *The consultant industry compensates employees better, 10-15 percent better at least.*
- *They [FDOT] are not competitive; folks leave all the time because the pay does not match the responsibilities.*
- *Compared to the private sector, the FDOT upper level administration is not well compensated for the level of work they perform.*
- *I can't emphasize enough that the Commission consider the District Secretary and CEO [positions] to be better compensated; their salaries are extremely low.*

In the supplemental interviewee survey, interviewees were asked questions about their current salaries and the increase they received, if any, above their previous salary at FDOT. A majority of the interviewees indicated receiving a higher salary after joining the private sector compared to their previous salary at FDOT (91%, or 10 of the 11 interviewees; the one exception declined a higher salary offer).

**Exhibit 3-3** displays the dollar amount and percentage increases interviewees reported receiving upon entering the private sector over their previous salaries in their last held position at FDOT.

**EXHIBIT 3-3: FORMER FDOT EMPLOYEES' SALARY OVER  
PAST SALARY UPON ENTERING THE PRIVATE SECTOR**

| INTERVIEWEE     | AMOUNT OVER<br>PREVIOUS SALARY | PERCENTAGE OVER<br>PREVIOUS SALARY |
|-----------------|--------------------------------|------------------------------------|
| Interviewee 1:  | \$ 24,000                      | 25%                                |
| Interviewee 2:  | \$ 81,000                      | 38%                                |
| Interviewee 3:  | \$ 85,750                      | 35%                                |
| Interviewee 4:  | \$ 12,000                      | 8%                                 |
| Interviewee 5:  | \$ 120,000                     | 40%                                |
| Interviewee 6:  | \$ 46,000                      | 26%                                |
| Interviewee 7:  | \$ 20,000                      | 10%                                |
| Interviewee 8:  | \$ 56,000                      | 35%                                |
| Interviewee 9:  | \$ 150,000                     | 120%                               |
| Interviewee 10: | \$ 50,000                      | 29%                                |
| <b>AVERAGE:</b> | <b>\$ 64,475</b>               | <b>37%</b>                         |

Source: MGT Supplemental Interviewee Survey for Private Industry Peers, 2014. Note: N = 10.

### 3.3 COMPENSATION SURVEY FINDINGS

#### Transportation Industry Custom Salary Survey Results

As described in **Chapter 2.0**, the Project Team distributed a customized survey to collect compensation and benefits data from selected agencies in the transportation industry. The organizations included 100 of the professional services consultants awarded contacts within the last five years, as well as three Florida Expressway Authority agencies. See **Appendix F** for all benchmark salary data gathered from FDOT's transportation industry peers through this customized salary survey.

#### Salary Range Comparisons

The following is a summary of the comparison analyses conducted of the benchmark salaries collected for similar positions to the Department's classification from the responding transportation industry peer organizations. These comparisons are matched against FDOT classifications' assigned grade ranges for each position included in this study.



**Exhibit 3-4** presents a comparison of FDOT's broadband salary ranges to those of its transportation industry peers for the displayed classifications. In all cases shown, the minimum pay ranges for FDOT executive positions fall well below industry standards, ranging from 39.3 percent below to 68.5 percent below industry reported minimums. FDOT midpoint salaries are also significantly below industry midpoint salaries. However, FDOT's maximum salary ranges are significantly higher than industry maximums.

**Exhibit 3-4: SALARY RANGE COMPARISON TO TRANSPORTATION INDUSTRY PEERS**

| FDOT CLASSIFICATIONS                     | % DIFFERENCE BETWEEN FDOT AND SURVEYED PEERS |                 |                |
|--|--|-----------------|----------------|
|  | SALARY RANGE                                 |                 |                |
|  | MINIMUM SALARY                               | MIDPOINT SALARY | MAXIMUM SALARY |
| <b>CENTRAL OFFICE</b>                    |  |                 |                |
| ASSISTANT SEC, ENGINEERING & OPERATIONS  | -59.8%                                       | -13.6%          | 16.7%          |
| ASST SECRETARY FOR FINANCE AND ADMIN-DOT | -66.9%                                       | -28.5%          | -3.0%          |
| ASST SECRETARY, INTERMODAL SYSTEMS DEV   | -48.6%                                       | 11.2%           | 51.0%          |
| CHIEF OF STAFF                           | -63.7%                                       | -10.4%          | 28.5%          |
| COMPTROLLER-DOT                          | -62.0%                                       | -14.4%          | 17.3%          |
| DIRECTOR OF ADMINISTRATION               | -39.3%                                       | 44.0%           | 88.3%          |
| DIRECTOR OF HUMAN RESOURCES              | -56.6%                                       | -3.1%           | 33.8%          |
| DIRECTOR OF THE OFFICE OF DESIGN-DOT     | -58.9%                                       | -0.7%           | 45.6%          |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | -56.8%                                       | 1.3%            | 37.6%          |
| DIRECTOR, OFFICE OF MAINTENANCE          | -42.3%                                       | 32.6%           | 84.3%          |
| DIRECTOR, OFFICE OF MATERIALS            | -  | -               | -              |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | -  | -               | -              |
| GENERAL COUNSEL-DOT                      | -65.5%                                       | -27.0%          | -5.8%          |
| INSPECTOR GENERAL-DOT                    | -66.8%                                       | -11.6%          | 33.8%          |
| SECRETARY OF TRANSPORTATION              | -  | -               | -              |
| STATE HIGHWAY ENGINEER-DOT               | -52.8%                                       | 3.6%            | 38.6%          |
| STATE ROADWAY DESIGN ENGINEER-DOT        | -66.2%                                       | -20.1%          | 9.2%           |
| STATE STRUCTURES DESIGN ENGINEER         | -66.8%                                       | -23.7%          | 2.1%           |
| STATE SURVEYOR-DOT                       | -59.4%                                       | -2.4%           | 24.0%          |
| STATE TRAFFIC OPERATIONS ENGINEER        | -58.1%                                       | -7.8%           | 32.2%          |
| <b>DISTRICT</b>                          |  |                 |                |
| DISTRICT SECRETARY                       | -65.8%                                       | -20.3%          | 38.2%          |
| <b>TURNPIKE</b>                          |  |                 |                |
| DIRECTOR, TOLL OPERATIONS                | -55.3%                                       | -3.8%           | 28.0%          |
| EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE  | -63.6%                                       | -20.6%          | 8.4%           |
| DATA CENTER DIRECTOR-DOT                 | -68.5%                                       | -29.4%          | -3.6%          |

Source: MGT Customized Peer Salary Survey, 2014. A table with related salary figures to this exhibit are provided in **Appendix F**. Broadband salary figures do not reflect current actual salaries of incumbent employees. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority. Note: No peer data available for the following positions: Director, Office of Right-of-Way; Director, Office of Materials; and Secretary of Transportation.

**Exhibit 3-5** presents a more detailed summary analysis of FDOT's broadband range estimated midpoints compared to the salary range midpoints reported by its transportation industry peers, organized by the percentage difference between midpoints. Overall, FDOT's midpoint range salaries fall an average 6.9 percent below the transportation industry, ranging from 29.4 percent below to 44 percent above compared to the transportation industry peers' midpoint ranges.

**Exhibit 3-5: FDOT AND INDUSTRY PEERS MIDPOINT RANGE COMPARISONS**

| FDOT CLASSIFICATIONS                     | FDOT BROADBAND<br>MIDPOINT SALARY | PEER RANGE<br>MIDPOINT SALARY | % DIFFERENCE BETWEEN<br>FDOT AND PEER<br>MIDPOINT SALARY |
|--|-----------------------------------|-------------------------------|--|
| <b>CENTRAL OFFICE</b>                    |                                   |                               |  |
| DIRECTOR, OFFICE OF MATERIALS            | \$ 133,146                        | \$ -                          | -  |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 133,146                        | \$ -                          | -  |
| SECRETARY OF TRANSPORTATION              | \$ 184,223                        | \$ -                          | -  |
| DIRECTOR OF ADMINISTRATION               | \$ 153,519                        | \$ 106,575                    | 44.0%  |
| DIRECTOR, OFFICE OF MAINTENANCE          | \$ 133,146                        | \$ 100,404                    | 32.6%  |
| ASST SECRETARY, INTERMODAL SYSTEMS DEV   | \$ 153,519                        | \$ 138,100                    | 11.2%  |
| STATE HIGHWAY ENGINEER-DOT               | \$ 133,146                        | \$ 128,482                    | 3.6%   |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 133,146                        | \$ 131,473                    | 1.3%   |
| DIRECTOR OF THE OFFICE OF DESIGN-DOT     | \$ 133,146                        | \$ 134,050                    | -0.7%  |
| STATE SURVEYOR-DOT                       | \$ 93,022                         | \$ 95,265                     | -2.4%  |
| DIRECTOR OF HUMAN RESOURCES              | \$ 93,022                         | \$ 96,025                     | -3.1%  |
| STATE TRAFFIC OPERATIONS ENGINEER        | \$ 133,146                        | \$ 144,357                    | -7.8%  |
| CHIEF OF STAFF                           | \$ 153,519                        | \$ 171,408                    | -10.4%   |
| INSPECTOR GENERAL-DOT                    | \$ 153,519                        | \$ 173,583                    | -11.6%   |
| ASSISTANT SEC, ENGINEERING & OPERATIONS  | \$ 153,519                        | \$ 177,721                    | -13.6%   |
| COMPTROLLER-DOT                          | \$ 133,146                        | \$ 155,604                    | -14.4%   |
| STATE ROADWAY DESIGN ENGINEER-DOT        | \$ 93,022                         | \$ 116,366                    | -20.1%   |
| STATE STRUCTURES DESIGN ENGINEER         | \$ 93,022                         | \$ 121,896                    | -23.7%   |
| GENERAL COUNSEL-DOT                      | \$ 133,146                        | \$ 182,313                    | -27.0%   |
| ASST SECRETARY FOR FINANCE AND ADMIN-DOT | \$ 153,519                        | \$ 214,788                    | -28.5%   |
| <b>DISTRICT</b>                          |                                   |                               |  |
| DISTRICT SECRETARY                       | \$ 153,519                        | \$ 192,630                    | -20.3%   |
| <b>TURNPIKE</b>                          |                                   |                               |  |
| DIRECTOR, TOLL OPERATIONS                | \$ 133,146                        | \$ 138,425                    | -3.8%  |
| EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE  | \$ 153,519                        | \$ 193,304                    | -20.6%   |
| DATA CENTER DIRECTOR-DOT                 | \$ 93,022                         | \$ 131,797                    | -29.4%   |

Source: MGT Customized Peer Salary Survey, 2014. A table with related salary figures to this exhibit are provided in **Appendix F**. Broadband salary figures do not reflect current actual salaries of incumbent employees. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority. Note: No peer data available for the following positions: Director, Office or Right-of-Way; Director, Office of Materials; and Secretary of Transportation.

### Average Salary Comparisons

**Exhibit 3-6** displays the actual FDOT salaries by classification for each of the selected benchmark positions. The salary data comparison indicates that the majority of FDOT benchmark positions are paid less than the industry comparable positions. The positions that fall above market standards include the Director, Office of Maintenance; State Surveyor; Director, Office of Materials, Director of Human Resources; and State Roadway Design Engineer. All other positions range from four percent below to 42.5 percent below market.

**Exhibit 3-6: FDOT AND TRANSPORTATION INDUSTRY PEERS SALARY COMPARISON**

| FDOT CLASSIFICATIONS                    | FDOT ANNUAL SALARY | SURVEYED PEER AVERAGE SALARY | % DIFFERENCE BETWEEN FDOT AND SURVEYED PEER |
|---|--------------------|------------------------------|---|
| <b>CENTRAL OFFICE</b>                   |                    |                              |   |
| DIRECTOR, OFFICE OF MAINTENANCE         | \$ 120,427         | \$ 101,077                   | 19.1%                                       |
| STATE SURVEYOR-DOT                      | \$ 106,000         | \$ 94,445                    | 12.2%                                       |
| DIRECTOR, OFFICE OF MATERIALS           | \$ 120,427         | \$ 108,659                   | 10.8%                                       |
| DIRECTOR OF HUMAN RESOURCES             | \$ 105,750         | \$ 98,856                    | 7.0%  |
| STATE ROADWAY DESIGN ENGINEER-DOT       | \$ 116,500         | \$ 114,681                   | 1.6%  |
| STATE STRUCTURES DESIGN ENGINEER        | \$ 116,500         | \$ 116,572                   | -0.1%                                       |
| STATE TRAFFIC OPERATIONS ENGINEER       | \$ 120,427         | \$ 125,431                   | -4.0%                                       |
| INSPECTOR GENERAL-DOT                   | \$ 115,500         | \$ 122,807                   | -6.0%                                       |
| STATE HIGHWAY ENGINEER-DOT              | \$ 126,915         | \$ 135,468                   | -6.3%                                       |
| DIRECTOR OF ADMINISTRATION              | \$ 106,000         | \$ 114,236                   | -7.2%                                       |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS | \$ 126,915         | \$ 151,584                   | -16.3%                                      |
| COMPTROLLER-DOT                         | \$ 120,000         | \$ 145,766                   | -17.7%                                      |
| ASST SECRETARY, INTERMODAL SYSTEMS DEV  | \$ 137,586         | \$ 186,167                   | -26.1%                                      |
| DIRECTOR OF THE OFFICE OF DESIGN-DOT    | \$ 120,427         | \$ 165,572                   | -27.3%                                      |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY        | \$ 120,427         | \$ 168,501                   | -28.5%                                      |
| SECRETARY OF TRANSPORTATION             | \$ 141,001         | \$ 208,205                   | -32.3%                                      |
| ASSISTANT SEC, ENGINEERING & OPERATIONS | \$ 137,586         | \$ 205,467                   | -33.0%                                      |
| GENERAL COUNSEL-DOT                     | \$ 131,000         | \$ 198,148                   | -33.9%                                      |
| CHIEF OF STAFF                          | \$ 111,300         | \$ 186,568                   | -40.3%                                      |
| ASST SECRETARY FOR FINANCE AND ADMIN-DO | \$ 137,586         | \$ 239,410                   | -42.5%                                      |
| <b>DISTRICT</b>                         |                    |                              |   |
| DISTRICT SECRETARY                      | \$ 137,586         | \$ 228,544                   | -39.8%                                      |
| <b>TURNPIKE</b>                         |                    |                              |   |
| DIRECTOR, TOLL OPERATIONS               | \$ 120,513         | \$ 157,179                   | -23.3%                                      |
| EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE | \$ 137,586         | \$ 207,748                   | -33.8%                                      |
| DATA CENTER DIRECTOR-DOT                | \$ 94,316          | \$ 145,370                   | -35.1%                                      |

Source: MGT Customized Peer Salary Survey, 2014. A table with related salary figures to this exhibit are provided in **Appendix F**. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority.

### 3.4 EXTERNAL DATA SOURCE FINDINGS

As described in **Chapter 2.0**, the Project Team also conducted salary analyses using a variety of external data sources, as available. This section presents a summary analysis of these comparisons, including the following external data sources:

- 2013 AASHTO Salary Survey, American Association of State Highway and Transportation Officials (AASHTO).
- 2013 Occupational Employment Statistics data, Bureau of Labor Statistics (BLS).

See **Appendices G** and **H** for additional external data salary source comparisons conducted as part of this study, as well as more detailed tables including salary figures.

#### AASHTO Salary and Salary Range Comparisons and Findings

AASHTO conducts an annual national survey of transportation industry salaries. Regional and national market level salary data were used for the following analyses.

## Regional Comparison

**Exhibit 3-7** displays the actual FDOT salaries by classification for each of the comparable AASHTO positions for the southeastern region states (see exhibit footnote for listing of states included in the southeastern region). The salary data comparison shows that almost all FDOT comparable positions are compensated above the annual salaries reported through the AASHTO survey, except for two classifications: the Secretary of Transportation and the State Highway Engineer classifications.

**EXHIBIT 3-7: REGIONAL ANNUAL SALARY COMPARISONS – AASHTO SURVEY DATA**

| FDOT CLASSIFICATIONS                     | FDOT CLASSIFICATION ANNUAL SALARY | AASHTO AVERAGE SALARY (REGIONAL*) | % DIFFERENCE |
|--|-----------------------------------|-----------------------------------|--------------|
| <b>CENTRAL OFFICE</b>                    |                                   |                                   |              |
| CHIEF OF STAFF                           | \$ 111,300                        | \$ 97,296                         | 14.4%        |
| COMPTROLLER-DOT                          | \$ 120,000                        | \$ 112,129                        | 7.0%         |
| DIRECTOR OF HUMAN RESOURCES              | \$ 105,750                        | \$ 100,772                        | 4.9%         |
| SECRETARY OF TRANSPORTATION              | \$ 141,001                        | \$ 156,879                        | -10.1%       |
| STATE HIGHWAY ENGINEER-DOT               | \$ 126,915                        | \$ 138,772                        | -8.5%        |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 126,915                        | \$ 108,167                        | 17.3%        |
| GENERAL COUNSEL-DOT                      | \$ 131,000                        | \$ 107,377                        | 22.0%        |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 120,427                        | \$ 95,110                         | 26.6%        |
| PUBLIC INFORMATION ADMINISTRATOR-DOT     | \$ 107,441                        | \$ 89,575                         | 19.9%        |
| MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE | \$ 115,711                        | \$ 89,265                         | 29.6%        |
| MANAGER, AVIATION OFFICE                 | \$ 110,669                        | \$ 79,973                         | 38.4%        |
| MANAGER, RAIL OFFICE                     | \$ 114,711                        | \$ 79,973                         | 43.4%        |
| MANAGER, SEAPORT OFFICE-DOT              | \$ 99,907                         | \$ 79,973                         | 24.9%        |
| MANAGER, TRANSIT OFFICE                  | \$ 110,669                        | \$ 79,973                         | 38.4%        |
| STATE SAFETY ADMINISTRATOR               | \$ 118,000                        | \$ 75,845                         | 55.6%        |
| MANAGER, EQUAL OPPORTUNITY OFFICE        | \$ 97,037                         | \$ 73,155                         | 32.6%        |
| MANAGER, CONTRACTUAL SERVICES OFFICE     | \$ 102,216                        | \$ 71,625                         | 42.7%        |

Source: 2013 AASHTO Salary Survey, American Association of State Highway and Transportation Officials (AASHTO). Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. See **Appendix G** for full salary details. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority. \*AASHTO Regional recruitment market excludes FL figures. The Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

## National Comparison

**Exhibit 3-8** displays the actual FDOT salaries by classification for each of the comparable AASHTO positions for a national market comparison. Similar to the regional annual salary comparison, the national annual salary comparison shows that almost all FDOT comparable positions are compensated above the annual salaries reported through the AASHTO survey, except for the two classifications of the Secretary of Transportation and State Highway Engineer.

**EXHIBIT 3-8: NATIONAL ANNUAL SALARY COMPARISONS – AASHTO SURVEY DATA**

| FDOT CLASSIFICATIONS                     | FDOT CLASSIFICATION ANNUAL SALARY | AASHTO AVERAGE SALARY (NATIONAL) | % DIFFERENCE (NATIONAL) |
|--|-----------------------------------|----------------------------------|-------------------------|
| <b>CENTRAL OFFICE</b>                    |                                   |                                  |                         |
| CHIEF OF STAFF                           | \$ 111,300                        | \$ 94,462                        | 17.8%                   |
| COMPTROLLER-DOT                          | \$ 120,000                        | \$ 111,534                       | 7.6%                    |
| DIRECTOR OF HUMAN RESOURCES              | \$ 105,750                        | \$ 100,414                       | 5.3%                    |
| SECRETARY OF TRANSPORTATION              | \$ 141,001                        | \$ 147,667                       | -4.5%                   |
| STATE HIGHWAY ENGINEER-DOT               | \$ 126,915                        | \$ 133,026                       | -4.6%                   |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 126,915                        | \$ 109,951                       | 15.4%                   |
| GENERAL COUNSEL-DOT                      | \$ 131,000                        | \$ 115,173                       | 13.7%                   |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 120,427                        | \$ 96,659                        | 24.6%                   |
| PUBLIC INFORMATION ADMINISTRATOR-DOT     | \$ 107,441                        | \$ 89,324                        | 20.3%                   |
| MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE | \$ 115,711                        | \$ 86,553                        | 33.7%                   |
| MANAGER, AVIATION OFFICE                 | \$ 110,669                        | \$ 90,019                        | 22.9%                   |
| MANAGER, RAIL OFFICE                     | \$ 114,711                        | \$ 90,019                        | 27.4%                   |
| MANAGER, SEAPORT OFFICE-DOT              | \$ 99,907                         | \$ 90,019                        | 11.0%                   |
| MANAGER, TRANSIT OFFICE                  | \$ 110,669                        | \$ 90,019                        | 22.9%                   |
| STATE SAFETY ADMINISTRATOR               | \$ 118,000                        | \$ 82,613                        | 42.8%                   |
| MANAGER, EQUAL OPPORTUNITY OFFICE        | \$ 97,037                         | \$ 77,275                        | 25.6%                   |
| MANAGER, CONTRACTUAL SERVICES OFFICE     | \$ 102,216                        | \$ 78,397                        | 30.4%                   |

Source: 2013 AASHTO Salary Survey, American Association of State Highway and Transportation Officials (AASHTO). Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. See **Appendix G** for full salary details. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority.

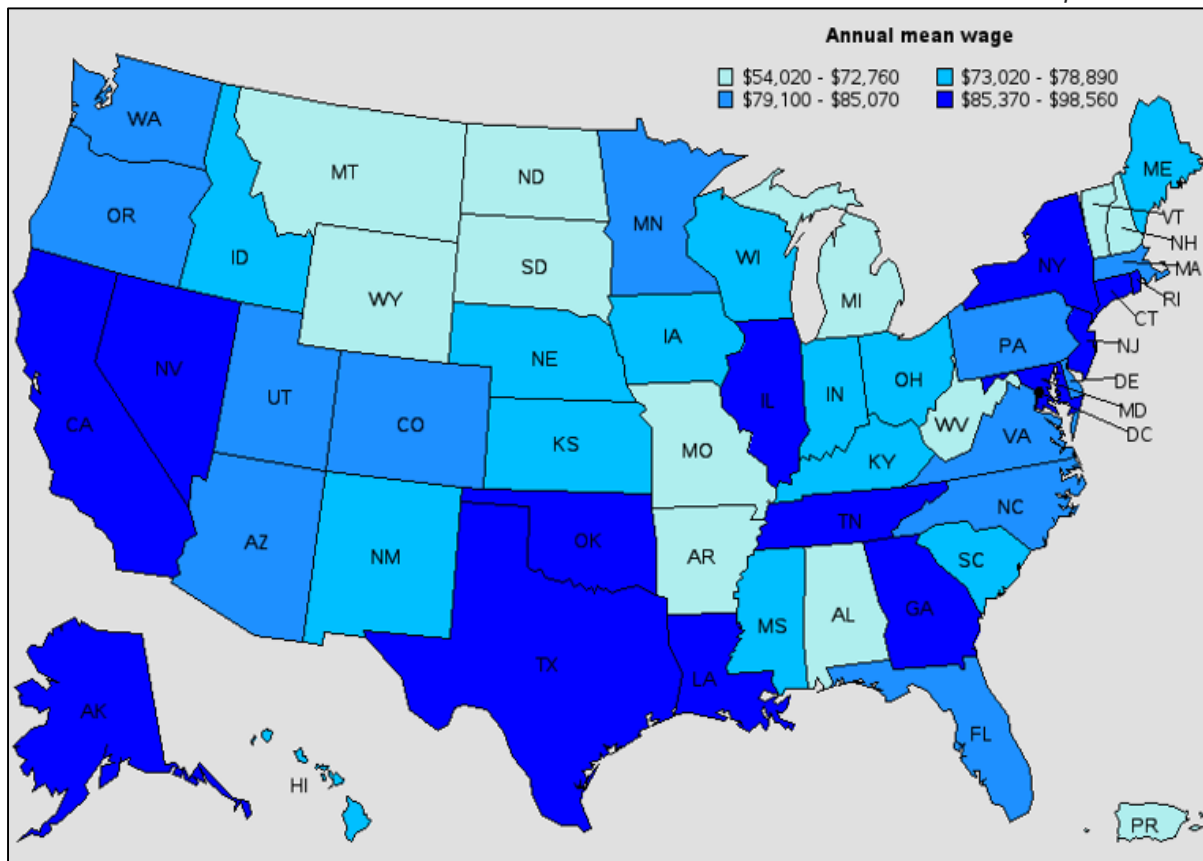
## BLS Salary and Salary Range Comparisons and Findings

Another key data source examined for FDOT salary comparisons is the Bureau of Labor Statistics (BLS). The BLS produces an annual report of Occupational Employment Statistics for over 800 job categories. State, regional, and national market level salary data are presented in this section.

### *State Salary Comparisons and Findings*

**Exhibit 3-9** provides an overview of average annual salaries for civil engineering occupations by state. As shown, Florida reported an average annual salary range of \$73,020 to \$78,890 for civil engineer occupations. Tennessee and Georgia reported the highest salaries in the southeast region, ranging from \$85,370 to \$98,560.

**EXHIBIT 3-9: AVERAGE ANNUAL SALARIES OF CIVIL ENGINEERS BY STATE, 2013**



Source: Occupational Employment Statistics, Bureau of Labor Statistics website, 2014.



**Exhibits 3-10A and 3-10B** display annual salary data comparisons for FDOT positions benchmarked against state level BLS reported data for Florida (public/private industry). For the purposes of this chapter's analysis and discussion of findings, only those FDOT positions that fall below the BLS market industry standard are shown; full data comparisons are available in **Appendix H**. As shown for those FDOT classifications falling below the BLS benchmarked annual salaries, the classifications presented in these exhibits range from 2.3 percent below to 44.3 percent below the market average. Fifty-six percent of FDOT positions included in this study fell below BLS state-level market average salaries. (**Exhibit 3-10B** is a continuation of the data displayed in **Exhibit 3-10A**).

**EXHIBIT 3-10A: FLORIDA ANNUAL SALARY COMPARISONS – BLS DATA**

| FDOT CLASSIFICATIONS                     | FDOT CLASSIFICATION ANNUAL SALARY | BLS AVERAGE SALARY (STATE) | % DIFFERENCE (BLS STATE) |
|--|-----------------------------------|----------------------------|--------------------------|
| TURNPIKE ADMINISTRATIVE SERVICES MANAGER | \$ 100,772                        | \$ 103,102                 | -2.3%                    |
| MANAGER, STRATEGIC INITIATIVES           | \$ 117,000                        | \$ 120,099                 | -2.6%                    |
| STATE FREIGHT & LOGISTICS ADMINISTRATOR  | \$ 116,000                        | \$ 119,569                 | -3.0%                    |
| MANAGER, SPECIFICATIONS & ESTIMATES OFFI | \$ 116,500                        | \$ 120,099                 | -3.0%                    |
| STATE ROADWAY DESIGN ENGINEER-DOT        | \$ 116,500                        | \$ 120,099                 | -3.0%                    |
| STATE STRUCTURES DESIGN ENGINEER         | \$ 116,500                        | \$ 120,099                 | -3.0%                    |
| DIR OFFICE OF WORK PROGRAM & BUDGET      | \$ 125,980                        | \$ 130,106                 | -3.2%                    |
| INSPECTOR GENERAL-DOT                    | \$ 115,500                        | \$ 119,569                 | -3.4%                    |
| PUBLIC INFORMATION ADMINISTRATOR-DOT     | \$ 107,441                        | \$ 111,265                 | -3.4%                    |
| DISTRICT DESIGN ENGINEER - DOT           | \$ 115,139                        | \$ 120,099                 | -4.1%                    |
| DISTRICT CONSTRUCTION ENGINEER - DOT     | \$ 115,000                        | \$ 120,099                 | -4.2%                    |
| DISTRICT DESIGN ENGINEER - DOT           | \$ 115,000                        | \$ 120,099                 | -4.2%                    |
| DISTRICT MAINTENANCE ENGINEER - DOT      | \$ 115,000                        | \$ 120,099                 | -4.2%                    |
| DISTRICT MAINTENANCE ENGINEER - DOT      | \$ 114,281                        | \$ 120,099                 | -4.8%                    |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 126,915                        | \$ 133,795                 | -5.1%                    |
| MANAGER, SUPPORT SERVICES OFFICE         | \$ 97,037                         | \$ 103,102                 | -5.9%                    |
| DISTRICT CONSTRUCTION ENGINEER - DOT     | \$ 112,847                        | \$ 120,099                 | -6.0%                    |
| DISTRICT PLANNING MANAGER - DOT          | \$ 111,938                        | \$ 119,569                 | -6.4%                    |
| DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT | \$ 111,419                        | \$ 120,099                 | -7.2%                    |
| DISTRICT MAINTENANCE ADMINISTRATOR - SES | \$ 110,908                        | \$ 119,569                 | -7.2%                    |
| MANAGER, ENGINEERING/CADD SYSTEMS DESIGN | \$ 111,275                        | \$ 120,099                 | -7.3%                    |
| DISTRICT MATERIALS ENGINEER - DOT        | \$ 110,320                        | \$ 120,099                 | -8.1%                    |
| DISTRICT PROGRAM MGMT ADMIN-DOT          | \$ 109,794                        | \$ 119,569                 | -8.2%                    |
| MANAGER, CONTRACTUAL SERVICES OFFICE     | \$ 102,216                        | \$ 112,671                 | -9.3%                    |
| DISTRICT MATERIALS ENGINEER - DOT        | \$ 107,708                        | \$ 120,099                 | -10.3%                   |
| DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT | \$ 107,708                        | \$ 120,099                 | -10.3%                   |
| DISTRICT PROGRAM MGMT ADMIN-DOT          | \$ 107,000                        | \$ 119,569                 | -10.5%                   |
| MANAGER, PRODUCTION SUPPORT OFFICE       | \$ 106,972                        | \$ 120,099                 | -10.9%                   |

Source: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data. Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. BLS 2013 data have been aged for inflation for comparison to FDOT 2014 salary figures. See **Appendix H** for full salary details and comparisons. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority.



## EXHIBIT 3-10B: FLORIDA ANNUAL SALARY COMPARISONS – BLS DATA

| FDOT CLASSIFICATIONS                      | FDOT CLASSIFICATION ANNUAL SALARY | BLS AVERAGE SALARY (STATE) | % DIFFERENCE (BLS STATE) |
|---|-----------------------------------|----------------------------|--------------------------|
| DIRECTOR, BUSINESS DEV & CONCESSION MGMT  | \$ 107,708                        | \$ 121,078                 | -11.0%                   |
| STATE SURVEYOR-DOT                        | \$ 106,000                        | \$ 120,099                 | -11.7%                   |
| DEPUTY DIR OF FACILITIES & EQUIP-DOT      | \$ 102,373                        | \$ 119,569                 | -14.4%                   |
| DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT   | \$ 102,373                        | \$ 119,569                 | -14.4%                   |
| DISTRICT PLANNING MANAGER - DOT           | \$ 102,373                        | \$ 119,569                 | -14.4%                   |
| ATTORNEY SUPERVISOR                       | \$ 102,193                        | \$ 125,378                 | -18.5%                   |
| DEP COMPTROLLER, FINANCIAL ADMIN OFFICE   | \$ 106,033                        | \$ 130,106                 | -18.5%                   |
| INVESTIGATION MANAGER - SES               | \$ 91,000                         | \$ 112,824                 | -19.3%                   |
| DISTRICT PROFESSIONAL SERVICES ADMIN-DOT  | \$ 96,000                         | \$ 119,569                 | -19.7%                   |
| DEPUTY COMPTROLLER, GEN ACCTNG OFFICE-DOT | \$ 102,905                        | \$ 130,106                 | -20.9%                   |
| DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT    | \$ 102,400                        | \$ 130,106                 | -21.3%                   |
| MANAGER, PENSACOLA URBAN PLANNING OFFICE  | \$ 87,931                         | \$ 112,824                 | -22.1%                   |
| REGIONAL TOLL MANAGER-DOT                 | \$ 92,961                         | \$ 119,569                 | -22.3%                   |
| INVESTIGATION MANAGER - SES               | \$ 87,100                         | \$ 112,824                 | -22.8%                   |
| MANAGER, BUSINESS SYSTEMS SUPPORT         | \$ 103,245                        | \$ 133,795                 | -22.8%                   |
| REGIONAL MGR FOR INFORMATION TECHNOLOGY   | \$ 103,245                        | \$ 133,795                 | -22.8%                   |
| BUDGET OFFICER                            | \$ 100,208                        | \$ 130,106                 | -23.0%                   |
| MANAGER, FT MYERS URBAN PLANNING OFFICE   | \$ 86,800                         | \$ 112,824                 | -23.1%                   |
| DISTRICT LAND SURVEYOR - DOT              | \$ 91,114                         | \$ 120,099                 | -24.1%                   |
| SUNPASS OPERATIONS MANAGER-DOT            | \$ 89,995                         | \$ 119,569                 | -24.7%                   |
| MANAGER, EQUAL OPPORTUNITY OFFICE         | \$ 97,037                         | \$ 130,106                 | -25.4%                   |
| AUDIT DIRECTOR - SES                      | \$ 94,000                         | \$ 130,106                 | -27.8%                   |
| LEGISLATIVE AFFAIRS ADMINISTRATOR         | \$ 86,000                         | \$ 119,569                 | -28.1%                   |
| SECRETARY OF TRANSPORTATION               | \$ 141,001                        | \$ 199,928                 | -29.5%                   |
| DATA CENTER DIRECTOR-DOT                  | \$ 94,316                         | \$ 133,795                 | -29.5%                   |
| MANAGER, STATEWIDE SCALE OPERATIONS       | \$ 83,950                         | \$ 119,569                 | -29.8%                   |
| CHIEF FINANCIAL OFFICER-DOT               | \$ 126,915                        | \$ 199,928                 | -36.5%                   |
| CHIEF OF STAFF                            | \$ 111,300                        | \$ 199,928                 | -44.3%                   |

Source: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data. Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. BLS 2013 data have been aged for inflation for comparison to FDOT 2014 salary figures. See **Appendix H** for full salary details and comparisons. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority.

### Regional Salary Comparisons and Findings

**Exhibits 3-11A and 3-11B** present annual salary data comparisons for FDOT positions benchmarked against regional BLS reported data for southeastern states (see exhibit footnote for listing of states included in the southeast region comparison). For the purposes of this chapter's analysis and discussion of findings, only those FDOT positions that fall below the BLS market industry standard are shown; full data comparisons are available in **Appendix H**. As shown for those FDOT classifications falling below the BLS benchmarked annual salaries, the classifications presented in these exhibits range from 3.3 percent below to 34.2 percent below the market average. Forty-three percent of FDOT positions included in this study fell below BLS regional market average salaries. (**Exhibit 3-11B** is a continuation of the data displayed in **Exhibit 3-11A**).

**EXHIBIT 3-11A: REGIONAL ANNUAL SALARY COMPARISONS – BLS DATA**

| FDOT CLASSIFICATIONS                     | FDOT CLASSIFICATION ANNUAL SALARY | BLS AVERAGE SALARY (REGIONAL*) | % DIFFERENCE (BLS REGIONAL) |
|--|-----------------------------------|--------------------------------|-----------------------------|
| DEPUTY DIR OF FACILITIES & EQUIPT-DOT    | \$ 102,373                        | \$ 105,916                     | -3.3%                       |
| DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT  | \$ 102,373                        | \$ 105,916                     | -3.3%                       |
| DISTRICT PLANNING MANAGER - DOT          | \$ 102,373                        | \$ 105,916                     | -3.3%                       |
| MANAGER, STRATEGIC INITIATIVES           | \$ 117,000                        | \$ 121,940                     | -4.1%                       |
| MANAGER, SPECIFICATIONS & ESTIMATES OFFI | \$ 116,500                        | \$ 121,940                     | -4.5%                       |
| STATE ROADWAY DESIGN ENGINEER-DOT        | \$ 116,500                        | \$ 121,940                     | -4.5%                       |
| STATE STRUCTURES DESIGN ENGINEER         | \$ 116,500                        | \$ 121,940                     | -4.5%                       |
| DEPUTY COMPTROLLER, GEN ACCTG OFFICE-DOT | \$ 102,905                        | \$ 107,891                     | -4.6%                       |
| DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT   | \$ 102,400                        | \$ 107,891                     | -5.1%                       |
| DISTRICT DESIGN ENGINEER - DOT           | \$ 115,139                        | \$ 121,940                     | -5.6%                       |
| DISTRICT CONSTRUCTION ENGINEER - DOT     | \$ 115,000                        | \$ 121,940                     | -5.7%                       |
| DISTRICT DESIGN ENGINEER - DOT           | \$ 115,000                        | \$ 121,940                     | -5.7%                       |
| DISTRICT MAINTENANCE ENGINEER - DOT      | \$ 115,000                        | \$ 121,940                     | -5.7%                       |
| DISTRICT MAINTENANCE ENGINEER - DOT      | \$ 114,281                        | \$ 121,940                     | -6.3%                       |
| DIRECTOR, BUSINESS DEV & CONCESSION MGMT | \$ 107,708                        | \$ 115,497                     | -6.7%                       |
| INVESTIGATION MANAGER - SES              | \$ 91,000                         | \$ 97,611                      | -6.8%                       |
| BUDGET OFFICER                           | \$ 100,208                        | \$ 107,891                     | -7.1%                       |
| ATTORNEY SUPERVISOR                      | \$ 102,193                        | \$ 110,322                     | -7.4%                       |
| DISTRICT CONSTRUCTION ENGINEER - DOT     | \$ 112,847                        | \$ 121,940                     | -7.5%                       |
| MANAGER, BUSINESS SYSTEMS SUPPORT        | \$ 103,245                        | \$ 111,731                     | -7.6%                       |

Source: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data. Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. BLS 2013 data have been aged for inflation for comparison to FDOT 2014 salary figures. See **Appendix H** for full salary details and comparisons. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority.

\*BLS Regional recruitment market excludes FL figures. The Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

## EXHIBIT 3-11B: REGIONAL ANNUAL SALARY COMPARISONS – BLS DATA

| FDOT CLASSIFICATIONS                     | FDOT CLASSIFICATION ANNUAL SALARY | BLS AVERAGE SALARY (REGIONAL*) | % DIFFERENCE (BLS REGIONAL) |
|--|-----------------------------------|--------------------------------|-----------------------------|
| REGIONAL MGR FOR INFORMATION TECHNOLOGY  | \$ 103,245                        | \$ 111,731                     | -7.6%                       |
| MANAGER,PENSACOLA URBAN PLANNING OFFICE  | \$ 87,931                         | \$ 95,791                      | -8.2%                       |
| DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT | \$ 111,419                        | \$ 121,940                     | -8.6%                       |
| MANAGER, ENGINEERING/CADD SYSTEMS DESIGN | \$ 111,275                        | \$ 121,940                     | -8.7%                       |
| DISTRICT PROFESSIONAL SERVICES ADMIN-DOT | \$ 96,000                         | \$ 105,916                     | -9.4%                       |
| DISTRICT MATERIALS ENGINEER - DOT        | \$ 110,320                        | \$ 121,940                     | -9.5%                       |
| MANAGER, EQUAL OPPORTUNITY OFFICE        | \$ 97,037                         | \$ 107,891                     | -10.1%                      |
| INVESTIGATION MANAGER - SES              | \$ 87,100                         | \$ 97,611                      | -10.8%                      |
| MANAGER, FT MYERS URBAN PLANNING OFFICE  | \$ 86,800                         | \$ 97,611                      | -11.1%                      |
| DISTRICT MATERIALS ENGINEER - DOT        | \$ 107,708                        | \$ 121,940                     | -11.7%                      |
| DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT | \$ 107,708                        | \$ 121,940                     | -11.7%                      |
| REGIONAL TOLL MANAGER-DOT                | \$ 92,961                         | \$ 105,916                     | -12.2%                      |
| MANAGER, PRODUCTION SUPPORT OFFICE       | \$ 106,972                        | \$ 121,940                     | -12.3%                      |
| AUDIT DIRECTOR - SES                     | \$ 94,000                         | \$ 107,891                     | -12.9%                      |
| STATE SURVEYOR-DOT                       | \$ 106,000                        | \$ 121,940                     | -13.1%                      |
| SUNPASS OPERATIONS MANAGER-DOT           | \$ 89,995                         | \$ 105,916                     | -15.0%                      |
| DATA CENTER DIRECTOR-DOT                 | \$ 94,316                         | \$ 111,731                     | -15.6%                      |
| SECRETARY OF TRANSPORTATION              | \$ 141,001                        | \$ 169,076                     | -16.6%                      |
| LEGISLATIVE AFFAIRS ADMINISTRATOR        | \$ 86,000                         | \$ 105,916                     | -18.8%                      |
| MANAGER, STATEWIDE SCALE OPERATIONS      | \$ 83,950                         | \$ 105,916                     | -20.7%                      |
| CHIEF FINANCIAL OFFICER-DOT              | \$ 126,915                        | \$ 169,076                     | -24.9%                      |
| DISTRICT LAND SURVEYOR - DOT             | \$ 91,114                         | \$ 121,940                     | -25.3%                      |
| CHIEF OF STAFF                           | \$ 111,300                        | \$ 169,076                     | -34.2%                      |

Source: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data. Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. BLS 2013 data have been aged for inflation for comparison to FDOT 2014 salary figures. See **Appendix H** for full salary details and comparisons. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority.

\*BLS Regional recruitment market excludes FL figures. The Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

### ***National Salary Comparisons and Findings***

**Exhibits 3-12A and 3-12B** show annual salary data comparisons for FDOT positions benchmarked against national BLS reported data. For the purposes of this chapter's analysis and discussion of findings, only those FDOT positions that fall below the BLS market industry standard are shown; full data comparisons are available in **Appendix H**.

As shown for those FDOT classifications falling below the BLS benchmarked annual salaries, the classifications presented in these exhibits range from 0.1 percent below to 60.3 percent below the market average. Sixty-six percent of FDOT positions included in this study fell below BLS national market average salaries. (**Exhibit 3-12B** is a continuation of the data displayed in **Exhibit 3-12A**).

## EXHIBIT 3-12A: NATIONAL ANNUAL SALARY COMPARISONS – BLS DATA

| FDOT CLASSIFICATIONS                     | FDOT CLASSIFICATION ANNUAL SALARY | BLS AVERAGE SALARY (NATIONAL) | % DIFFERENCE (BLS NATIONAL) |
|--|-----------------------------------|-------------------------------|-----------------------------|
| STATE FREIGHT & LOGISTICS ADMINISTRATOR  | \$ 116,000                        | \$ 118,296                    | -1.9%                       |
| INSPECTOR GENERAL-DOT                    | \$ 115,500                        | \$ 118,296                    | -2.4%                       |
| DIR OFFICE OF WORK PROGRAM & BUDGET      | \$ 125,980                        | \$ 129,067                    | -2.4%                       |
| PUBLIC INFORMATION ADMINISTRATOR-DOT     | \$ 107,441                        | \$ 113,374                    | -5.2%                       |
| DISTRICT PLANNING MANAGER - DOT          | \$ 111,938                        | \$ 118,296                    | -5.4%                       |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 126,915                        | \$ 135,089                    | -6.1%                       |
| DISTRICT MAINTENANCE ADMINISTRATOR - SES | \$ 110,908                        | \$ 118,296                    | -6.2%                       |
| DIRECTOR OF HUMAN RESOURCES              | \$ 105,750                        | \$ 113,292                    | -6.7%                       |
| MANAGER, CONTRACTS ADMINISTRATION OFFICE | \$ 102,906                        | \$ 110,439                    | -6.8%                       |
| DISTRICT PROGRAM MGMT ADMIN-DOT          | \$ 109,794                        | \$ 118,296                    | -7.2%                       |
| MANAGER, CONTRACTUAL SERVICES OFFICE     | \$ 102,216                        | \$ 111,723                    | -8.5%                       |
| STATE HIGHWAY ENGINEER-DOT               | \$ 126,915                        | \$ 139,134                    | -8.8%                       |
| MANAGER, SEAPORT OFFICE-DOT              | \$ 99,907                         | \$ 110,439                    | -9.5%                       |
| DISTRICT PROGRAM MGMT ADMIN-DOT          | \$ 107,000                        | \$ 118,296                    | -9.5%                       |
| CHIEF LEGAL COUNSEL                      | \$ 96,963                         | \$ 110,439                    | -12.2%                      |
| DIR OF THE OFFICE OF CONSTRUCTION-DOT    | \$ 120,427                        | \$ 139,134                    | -13.4%                      |
| DIRECTOR OF THE OFFICE OF DESIGN-DOT     | \$ 120,427                        | \$ 139,134                    | -13.4%                      |
| DIRECTOR, OFFICE OF MAINTENANCE          | \$ 120,427                        | \$ 139,134                    | -13.4%                      |
| DIRECTOR, OFFICE OF MATERIALS            | \$ 120,427                        | \$ 139,134                    | -13.4%                      |
| STATE TRAFFIC OPERATIONS ENGINEER        | \$ 120,427                        | \$ 139,134                    | -13.4%                      |
| DEPUTY DIR OF FACILITIES & EQUIP-DOT     | \$ 102,373                        | \$ 118,296                    | -13.5%                      |
| DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT  | \$ 102,373                        | \$ 118,296                    | -13.5%                      |
| DISTRICT PLANNING MANAGER - DOT          | \$ 102,373                        | \$ 118,296                    | -13.5%                      |
| MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE | \$ 115,711                        | \$ 135,374                    | -14.5%                      |
| MANAGER, TRANSPORTATION STATISTIC OFFICE | \$ 115,711                        | \$ 135,374                    | -14.5%                      |
| MANAGER, STRATEGIC INITIATIVES           | \$ 117,000                        | \$ 139,134                    | -15.9%                      |
| MANAGER, SPECIFICATIONS & ESTIMATES OFFI | \$ 116,500                        | \$ 139,134                    | -16.3%                      |
| STATE ROADWAY DESIGN ENGINEER-DOT        | \$ 116,500                        | \$ 139,134                    | -16.3%                      |
| STATE STRUCTURES DESIGN ENGINEER         | \$ 116,500                        | \$ 139,134                    | -16.3%                      |
| DISTRICT DESIGN ENGINEER - DOT           | \$ 115,139                        | \$ 139,134                    | -17.2%                      |
| DISTRICT CONSTRUCTION ENGINEER - DOT     | \$ 115,000                        | \$ 139,134                    | -17.3%                      |
| DISTRICT DESIGN ENGINEER - DOT           | \$ 115,000                        | \$ 139,134                    | -17.3%                      |

Source: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data.

Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. BLS 2013 data have been aged for inflation for comparison to FDOT 2014 salary figures. See **Appendix H** for full salary details and comparisons. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority.

## EXHIBIT 3-12B: NATIONAL ANNUAL SALARY COMPARISONS – BLS DATA

| FDOT CLASSIFICATIONS                     | FDOT CLASSIFICATION ANNUAL SALARY | BLS AVERAGE SALARY (NATIONAL) | % DIFFERENCE (BLS NATIONAL) |
|--|-----------------------------------|-------------------------------|-----------------------------|
| DISTRICT MAINTENANCE ENGINEER - DOT      | \$ 115,000                        | \$ 139,134                    | -17.3%                      |
| INVESTIGATION MANAGER - SES              | \$ 91,000                         | \$ 110,439                    | -17.6%                      |
| DEP COMPTROLLER, FINANCIAL ADMIN OFFICE  | \$ 106,033                        | \$ 129,067                    | -17.8%                      |
| DISTRICT MAINTENANCE ENGINEER - DOT      | \$ 114,281                        | \$ 139,134                    | -17.9%                      |
| DISTRICT PROFESSIONAL SERVICES ADMIN-DOT | \$ 96,000                         | \$ 118,296                    | -18.8%                      |
| DISTRICT CONSTRUCTION ENGINEER - DOT     | \$ 112,847                        | \$ 139,134                    | -18.9%                      |
| DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT | \$ 111,419                        | \$ 139,134                    | -19.9%                      |
| MANAGER, ENGINEERING/CADD SYSTEMS DESIGN | \$ 111,275                        | \$ 139,134                    | -20.0%                      |
| DEPUTY COMPTROLLER, GEN ACCTG OFFICE-DOT | \$ 102,905                        | \$ 129,067                    | -20.3%                      |
| MANAGER, PENSACOLA URBAN PLANNING OFFICE | \$ 87,931                         | \$ 110,439                    | -20.4%                      |
| DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT   | \$ 102,400                        | \$ 129,067                    | -20.7%                      |
| DISTRICT MATERIALS ENGINEER - DOT        | \$ 110,320                        | \$ 139,134                    | -20.7%                      |
| DIRECTOR, BUSINESS DEV & CONCESSION MGMT | \$ 107,708                        | \$ 136,240                    | -20.9%                      |
| INVESTIGATION MANAGER - SES              | \$ 87,100                         | \$ 110,439                    | -21.1%                      |
| MANAGER, FT MYERS URBAN PLANNING OFFICE  | \$ 86,800                         | \$ 110,439                    | -21.4%                      |
| REGIONAL TOLL MANAGER-DOT                | \$ 92,961                         | \$ 118,296                    | -21.4%                      |
| BUDGET OFFICER                           | \$ 100,208                        | \$ 129,067                    | -22.4%                      |
| SECRETARY OF TRANSPORTATION              | \$ 141,001                        | \$ 181,790                    | -22.4%                      |
| DISTRICT MATERIALS ENGINEER - DOT        | \$ 107,708                        | \$ 139,134                    | -22.6%                      |
| DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT | \$ 107,708                        | \$ 139,134                    | -22.6%                      |
| MANAGER, PRODUCTION SUPPORT OFFICE       | \$ 106,972                        | \$ 139,134                    | -23.1%                      |
| MANAGER, BUSINESS SYSTEMS SUPPORT        | \$ 103,245                        | \$ 135,089                    | -23.6%                      |
| REGIONAL MGR FOR INFORMATION TECHNOLOGY  | \$ 103,245                        | \$ 135,089                    | -23.6%                      |
| STATE SURVEYOR-DOT                       | \$ 106,000                        | \$ 139,134                    | -23.8%                      |
| SUNPASS OPERATIONS MANAGER-DOT           | \$ 89,995                         | \$ 118,296                    | -23.9%                      |
| ATTORNEY SUPERVISOR                      | \$ 102,193                        | \$ 134,498                    | -24.0%                      |
| MANAGER, EQUAL OPPORTUNITY OFFICE        | \$ 97,037                         | \$ 129,067                    | -24.8%                      |
| AUDIT DIRECTOR - SES                     | \$ 94,000                         | \$ 129,067                    | -27.2%                      |
| LEGISLATIVE AFFAIRS ADMINISTRATOR        | \$ 86,000                         | \$ 118,296                    | -27.3%                      |
| MANAGER, STATEWIDE SCALE OPERATIONS      | \$ 83,950                         | \$ 118,296                    | -29.0%                      |
| DATA CENTER DIRECTOR-DOT                 | \$ 94,316                         | \$ 135,089                    | -30.2%                      |
| CHIEF FINANCIAL OFFICER-DOT              | \$ 126,915                        | \$ 181,790                    | -30.2%                      |
| DISTRICT LAND SURVEYOR - DOT             | \$ 91,114                         | \$ 139,134                    | -34.5%                      |
| CHIEF OF STAFF                           | \$ 111,300                        | \$ 181,790                    | -38.8%                      |

Source: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data. Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. BLS 2013 data have been aged for inflation for comparison to FDOT 2014 salary figures. See **Appendix H** for full salary details and comparisons. Peer salary data do not control for single versus multiple incumbents, or for longevity or seniority.

### ***Salary and Salary Range Findings for the Secretary of Transportation Position***

**Exhibit 3-13** provides a comparison of annual average salary data for the Secretary of Transportation position across several recruitment markets (state, regional, national) using BLS data, and also provides a comparison to the private industry using data collected through MGT's customized salary survey to FDOT-identified peer agencies.

#### **EXHIBIT 3-13: ANNUAL AVERAGE SALARY COMPARISONS – TRANSPORTATION SECRETARY**

| CLASS TITLE                 | FDOT ANNUAL SALARY | AVERAGE SALARY BY DATA SOURCE   |             |                |  |
|-----------------------------|--------------------|---------------------------------|-------------|----------------|--|
|                             |                    | BLS - REGIONAL<br>(Excludes FL) | BLS - STATE | BLS - NATIONAL | PRIVATE INDUSTRY<br>CUSTOMIZED SURVEY DATA |
| Secretary of Transportation | \$ 141,001         | \$ 165,924                      | \$ 196,200  | \$ 178,400     | \$ 208,205                                 |

Sources: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data; MGT Customized Peer Salary Survey, 2014. Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. BLS 2013 data have been aged for inflation for comparison to FDOT 2014 salary figures.

### 3.5 CONCLUSIONS

- Analysis of salary data gathered from the cited external data sources, as described in **Chapter 2.0**, indicated that:
  - Overall, FDOT minimum and midpoint salary ranges fall below market standards, whereas maximum salary ranges fall high, indicating that the pay ranges are too wide and not reflective of the market.
  - For the majority of classifications, FDOT annual salaries fall below those annual salary averages reported by market sources.
  - The BLS data source provided the most comprehensive and full salary data for all positions included in this study, and is deemed the primary data source for its validity and level of specificity. Analyses of these data concluded that:
    - 1) On the southeastern regional level\* ( considered best for comparison as it is the most inclusive of wider range of both public and private positions), 43 percent of FDOT positions included in this study fell below BLS regional market average salaries, ranging from 3.3 percent below to 34.2 percent below the market average.
    - 2) On a statewide basis, 56 percent of FDOT positions included in this study fell below BLS market average salaries, range from 2.3 percent below to 44.3 percent below the market average. For the pay grade ranges developed using BLS data (See **Chapter 6.0**), the BLS Regional data set was used as the primary public/private market data source. The Regional market data were selected over the National and State data sets to provide a more representative sample of FDOT's recruitment market. The Regional data includes a broader range of comparable positions, and includes more public sector salaries, including those from other state Departments of Transportation.
    - 3) On a national level, 66 percent of FDOT positions fell below BLS market average salaries, ranging from 0.1 percent below to 60.3 percent below the market average.

*\*NOTE: BLS Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.*



- Analysis of private sector data gathered through a customized salary survey sent to FDOT identified transportation industry peers concluded that:
  - The minimum pay ranges for FDOT executive positions fall well below industry standards, ranging from 39.3% below to 68.5% below industry reported minimums. FDOT midpoint salaries are also significantly below industry midpoint salaries. However, FDOT's maximum salary ranges are significantly higher than industry maximums.
  - Relative to annual average salaries, of the 24 FDOT positions included in the Transportation Industry survey, nineteen (79 percent) fall below survey averages, ranging from 0.1 percent below market to 42.5 percent below market.

## 4.0: BENEFITS FINDINGS

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The following chapter provides an overview of Florida's state benefits offered to FDOT employees, and determines the monetary value of state benefits for FDOT employees. Internal and external interview and survey results regarding benefits are also discussed.

### 4.1 STATE BENEFITS OFFERINGS

In every U.S. state, benefits are offered to state employees to help recruit and retain a quality workforce. State benefits have been offered to employees for years, but the type and amount of coverage and related costs to the employer and employee vary from state to state and within the options available in each state benefits package.

According to Florida's Department of Management Services' 2013-2014 Annual Workforce Report, benefits are defined as:

*[...] the quantifiable amount spent by the State of Florida on annual and sick leave, paid holidays, retirement and retiree health insurance subsidy, group health and term life insurance as well as Social Security and Medicare matching paid by the State of Florida. In addition, disability insurance is provided for employees in the Selected Exempt and Senior Management Services.*

## Health Benefits

The State of Florida offers a number of health benefits to eligible state employees. **Exhibit 4-1** provides an overview of the health benefits offered to Florida state employees and the terms for eligibility.

**EXHIBIT 4-1: FLORIDA'S STATE BENEFITS PROGRAM OVERVIEW, 2015**

| Benefits                 | Options  | Who's Eligible <sup>1</sup>  |
|--------------------------|--|--|
| Health                   | 1. Standard PPO<br>2. Standard HMO<br>3. Health Investor PPO<br>4. Health Investor HMO   | Employees, Retirees, COBRA, Surviving Spouse, Laid-off Career Service Employees  |
| Life                     | 1. Basic<br>2. Optional  | Employees, Retirees (basic), Laid-off Career Service Employees (basic)   |
| Dental                   | 1. Prepaid<br>2. Dental PPO<br>3. Indemnity with PPO<br>4. Indemnity   | Employees and all others if eligible to continue through COBRA   |
| Vision                   | Exam Plus  | Employees and all others if eligible to continue through COBRA   |
| Other Supplemental Plans | 1. Accident<br>2. Cancer<br>3. Disability<br>4. Hospital Intensive Care<br>5. Hospitalization  | Employees and others may convert to an individual policy upon termination of employment.   |
| Tax-Favored Accounts     | 1. Flexible Spending Accounts:<br>• Medical Reimbursement<br>• Limited Purpose Medical Reimbursement<br>• Dependent Care Reimbursement | Employees (OPS/variable-hour employees who meet eligibility requirements are only eligible for the dependent care reimbursement account) |
|                          | 2. Health Savings Account  | Employees  |

Source: Benefits Guide for State of Florida Employees and Retirees, 2015 Plan Year, Florida Department of Management Services website.

<sup>1</sup>Benefit options vary depending on your employment status and whether you meet required eligibility criteria and pay monthly premiums on time. Some benefits are available for only for a limited time.

FDOT (the employer) pays the majority of the cost of benefits listed under *Health* and *Basic Life* (\$25,000 all pay plans), and for *Tax Favored Accounts - Health Savings Account* (employee's contribution is a \$15 monthly co-pay). Further, the employer pays 100 percent of the cost of *Disability* insurance for Senior Management Service (SMS)/Selected Exempt Service (SES) employees. The remainder of the benefits are offerings provided by the State that the employee may choose to pay for under the group coverage.

Florida's state benefits offered to eligible employees may also extend to the employee's family members. **Exhibit 4-2** shows the coverage offered for each state benefit by Florida's state benefits program.

**EXHIBIT 4-2: STATE BENEFITS PROGRAM OFFERINGS COVERAGE, 2015 YEAR PLAN**

|                         | Employee | Employee + Spouse | Employee + Children | Family |
|-------------------------|----------|-------------------|---------------------|--------|
| Health                  | ✓        |                   |                     | ✓      |
| Life                    | ✓        |                   |                     |        |
| Dental                  | ✓        | ✓                 | ✓                   | ✓      |
| Vision                  | ✓        | ✓                 | ✓                   | ✓      |
| Accident                | ✓        | ✓                 | ✓                   | ✓      |
| Disability              | ✓        |                   |                     |        |
| Cancer <sup>1</sup>     | ✓        |                   | ✓                   | ✓      |
| Hospital Intensive Care | ✓        |                   | ✓                   | ✓      |
| Hospitalization         | ✓        |                   |                     | ✓      |

Source: Benefits Guide for State of Florida Employees and Retirees, 2015 Plan Year, Florida Department of Management Services website.

<sup>1</sup>Benefit options vary depending on your employment status and whether you meet required eligibility criteria and pay monthly premiums on time. Some benefits are available for only for a limited time.

### **Retirement Benefits**

The State of Florida also offers retirement benefits to eligible state employees. The Florida Retirement System (FRS) program was created on December 1st, 1970, to offer eligible state employees retirement, disability, and survivor benefits. Social Security coverage is required for all members. In the FRS program, there are five primary retirement classes:

- **Regular Class.** This class consists of FRS members who do not qualify for membership in the Special Risk, Special Risk Administrative Support, Elected Officers', or Senior Management Service Classes.

- **Special Risk Class.** This class consists of FRS members who are employed in positions such as Law Enforcement Officers, Firefighters, Fire Prevention and Firefighter Training positions, Aerial Firefighting Surveillance Pilots for the Department of Agriculture and Consumer Services, Correctional Officers, Paramedics, and other similar positions, and meet the qualifying criteria according to Florida law and rules.
- **Special Risk Administrative Support Class.** This class consists of certain former Special Risk Class members who are transferred or reassigned to a non-special risk law enforcement, firefighting, correctional, or emergency services administrative support position at a Florida Retirement System special risk employing agency, and who meet the criteria set forth in Florida law.
- **Elected Officers' Class.** This class consists of members who hold specified elective offices in either state or local government, such as Governor, Lieutenant Governor, Cabinet Officer, Legislator, Supreme Court Justice, District Court of Appeals Judge, Circuit Judge, County Court Judge, or other similar positions.
- **Senior Management Service Class.** This class consists of, among other leadership positions, members of the Senior Management Service in the State Personnel System.

For the purposes of this study's review, FDOT employees fall into either the Regular Class (Career Service and Selected Exempt Service) or Senior Management Service Class (Senior Management Service).

The State also provides employees the option to enter a retirement program that is qualified as an "Investment Plan." It is a 401(k) – type plan and provides for vesting after only one year, compared to the FRS plan of eight years. Rather than have funds invested by the State Board of Administration as is the case with the FRS Pension Plan, the Investment Plan provides for employee choice in fund investment. The most significant difference in the two plans occurs at time of retirement. The traditional FRS Pension plan provides for a defined benefit (once vested) based upon a salary and service formula. The Investment Plan provides for a payment plan based upon individual account balance.

Effective July 1st, 2002, the Florida Legislature established a uniform contribution rate system for the FRS program, covering both the Pension Plan and Investment Plan. On July 1<sup>st</sup>, 2011, the State required both employees and employers of the FRS program to make contributions to establish service credit for work performed in a regularly established position.

**Exhibit 4-3** shows the required uniform contribution rates for Fiscal Year 2014-2015 for employees and employers in the FRS program.

**EXHIBIT 4-3: FLORIDA RETIREMENT SYSTEM CONTRIBUTION RATES BY CLASS**

| CLASS   | EMPLOYEE CONTRIBUTION RATE* | EMPLOYER CONTRIBUTION RATE* | TOTAL CONTRIBUTION RATE |
|---|-----------------------------|-----------------------------|-------------------------|
| Regular   | 3.00%                       | 7.37%                       | 10.37%                  |
| Special Risk  | 3.00%                       | 19.82%                      | 22.82%                  |
| Special Risk Administrative Support   | 3.00%                       | 42.07%                      | 45.07%                  |
| Elected Officers  |                             |                             |                         |
| Judges  | 3.00%                       | 33.17%                      | 36.17%                  |
| Governor, Lt. Governor, Cabinet, Legislators, State Attorneys, and Public Defenders | 3.00%                       | 46.26%                      | 49.26%                  |
| Elected County, City, and Special District Officials                                | 3.00%                       | 43.24%                      | 46.24%                  |
| Senior Management Service   | 3.00%                       | 21.14%                      | 24.14%                  |
| Deferred Retirement Option Program  | N/A                         | 12.28%                      | 12.28%                  |

Source: Summary Plan Description: Florida Retirement System Pension Plan, Florida Retirement System website, 2014. Note: Deferred Retirement Option Program (DROP) participants do not pay the 3 percent contribution rate.

\*These rates include the 1.26 percent contribution for the Retiree Health Insurance Subsidy, the fee of 0.04 percent for administration of the FRS Investment Plan and provision of educational tools for both plans, and unfunded actuarial liability rates.

Any FRS member who terminates employment with an FRS employer may receive a refund of any retirement contributions personally made to the system (and lose the associated retirement credit for both their FRS and Health Insurance Subsidy benefits), or may leave these personal contributions in the system and keep all creditable service earned through the date of termination.

FRS members become eligible for normal retirement or unreduced retirement based on their age and/or service when they meet one of the minimum requirements shown in **Exhibit 4-4**. Early retirement or reduced retirement may be taken after a member is vested and is within 20 years of normal retirement age; however, there is a five percent benefit reduction for each year remaining from a member’s retirement age to normal retirement age.

**EXHIBIT 4-4: RETIREMENT REQUIREMENTS BEFORE AND AFTER 2011 LEGISLATION**

| Normal Retirement Requirements for members initially enrolled before July 1, 2011      |  |
|--|--|
| Regular Class, Elected Officers’ Class, and Senior Management Service Class            | Vested with six years of service and age 62; or<br>The age after 62 that the member becomes vested; or 30 years of service, regardless of age.   |
| Normal Retirement Requirements for members initially enrolled on or after July 1, 2011 |  |
| Regular Class, Elected Officers’ Class, and Senior Management Service Class            | Vested with eight years of service and age 65; or<br>The age after 65 that the member becomes vested; or 33 years of service, regardless of age. |

Source: Summary Plan Description: Florida Retirement System Pension Plan, Florida Retirement System website, 2014.

Service retirement benefits are computed on the basis of age and/or years of service, average final compensation, and service credit. Credit for each year of service is expressed as a percentage of the average final compensation. For members initially enrolled before July 1<sup>st</sup>, 2011, the average final compensation is the average of the five highest fiscal years’ earnings; for members initially enrolled on or after July 1<sup>st</sup>, 2011, the average final compensation is the average of the eight highest fiscal years’ earnings. The total percentage value of the benefit received is determined by calculating the total value of all service, which is based on the retirement plan and/or class to which the member belonged when the service credit was earned.

## 4.2 VALUATION OF BENEFITS

There are essentially three categories of benefits that are quantified in determining the overall value of benefits to the “total compensation” received by employees. These include:

1. Leave and Holidays
2. Social Security, Medicare, and Retirement
3. Health, Life, and Disability Insurance

As part of the study, the Project Team reviewed the State of Florida’s benefits package and related values. To determine a monetary value to FDOT employees included in this study, FDOT’s Selected Exempt Service (SES) and Senior Management Service (SMS) employees’ average salaries were calculated. An average salary was calculated for Career Service (CS) employees – which includes only those employees in FDOT’s Professional Engineer (P.E.) Training Program for this study, to use for calculating benefits valuation.

The resulting FDOT calculated average salaries are:

- Senior Management Service: \$124,738.
- Selected Exempt Service: Bureau Level: \$107,029.
- Career Service (P.E. Training Program participants): \$46,940.

Using these calculated average salaries, monetary values were assigned to the following state benefits afforded FDOT staff:

- Annual Leave
- Sick Leave
- Holidays
- Social Security/Medicare (FICA)
- Florida Retirement System, Pension Plan or Investment Plan (FRS)
- Health/Life/Disability Insurance

Once the benefit value was determined, the value was added to the annual salary figures of SMS, SES, and CS (P.E. Training Program participants) employees to determine total compensation amounts. The calculations utilized by the State of Florida and those used in this study for determining the value of benefits are outlined below.

**Leave and Holidays.** The value of this benefit is calculated using the average hourly rate by pay plan. However, it should be noted that face value of this benefit is less than the value would be if the employee chose not to utilize the benefit and carry over sick and annual leave credit. For information on the



calculation of accumulation and payout caps at time of separation, see **Appendix I**.

**Social Security/Medicare (FICA) and Florida Retirement System (FRS).** The value of the FICA benefit is calculated as 7.65 percent of the average salary of the employment category (CS – P.E. Program participants only, SMS, and SES).

The value of the FRS benefit is calculated as the full employer rate, minus the funding of the health insurance subsidy that retirees get with their pension, a small administrative fee, and the employer's portion of the unfunded liability that is currently being paid down on the FRS trust fund. These values were not used for employee valuation purposes so as not to overvalue the direct benefit to an individual employee by including contributions that do not directly fund the pension benefit and the health insurance subsidy.

To reflect a more accurate *value to employee* calculation, MGT used a value of 3.53 percent for Regular Class (P.E. and SES) and 4.80 percent for SMS employees. (See **Appendix J** for FRS Contribution Rates, effective July 1<sup>st</sup>, 2014 to June 30<sup>th</sup>, 2015).

**Health/Life/Disability Insurance.** The value of this benefit is based upon the total premium costs that are covered by the state employing agency. This is reported by FDOT as a monthly expenditure of \$1,222.86 per SMS employee, \$1,196.65 per SES employee, and \$910.94 per P.E. employee.

Based on the average employee salary for each employee type listed above, the Project Team calculated the total benefits values for SMS, SES, and P.E. employees, as shown in **Exhibit 4-5**. Values for leave time are calculated by using the average hourly rate for each employee type and multiplying by the total hours of leave time offered, as noted in **Exhibit 4-5's** footnote. The FICA benefit value is calculated as the combined total employer contribution share. The Health/Life/Disability benefit value is based on the total premium costs (as of June 2014).

EXHIBIT 4-5: ANNUAL BENEFIT VALUES BY EMPLOYEE TYPE

| BENEFITS                     | BENEFIT VALUE |            |               |
|------------------------------|---------------|------------|---------------|
|                              | SMS           | SES        | P.E. Trainees |
| AVERAGE SALARY:              | \$ 124,738    | \$ 107,029 | \$ 46,940     |
| HOLIDAYS, ANNUAL/SICK LEAVE* | \$ 21,588     | \$ 18,524  | \$ 6,499      |
| FICA                         | \$ 9,542      | \$ 8,188   | \$ 3,591      |
| HEALTH/LIFE/DISABILITY       | \$ 14,647     | \$ 14,360  | \$ 10,931     |
| RETIREMENT**                 | \$ 5,987      | \$ 3,778   | \$ 1,657      |
| ANNUAL BENEFIT VALUE:        | \$ 51,765     | \$ 44,850  | \$ 22,678     |
| TOTAL COMPENSATION VALUE:    | \$ 176,503    | \$ 151,879 | \$ 69,618     |

Source: MGT of America, Inc., 2014.

\* SMS/SES Holiday Leave: 10 holidays = 80 hours; Annual Leave = 176 hours; Sick Leave = 104 hours. P.E. Trainee Holiday Leave: 10 holidays = 80 hours, Annual Leave = 104 hours, Sick Leave = 104 hours.

\*\* Percentage of compensation: SMS (4.80%), SES and P.E. (3.53%).

FDOT's total benefits for SMS, SES, and P.E. employees comprise, on average, 30.5 percent of total employee compensation (SMS: 29.3%, SES: 29.5%, and P.E.: 32.6%). In the private sector, discussed in **Section 4.4** of this chapter, employee benefits on average comprise 27.4 percent of total compensation.

### 4.3 DEPARTMENT OF TRANSPORTATION INTERVIEW FINDINGS

As described in **Chapter 2.0** of this report, the Project Team conducted interviews with executive-level staff within the FDOT in order to identify key benefits issues impacting recruitment and retention within the Department.

The following is a summary of interview responses regarding the Department's benefits.

- *The benefits package is an attraction; plus job stability.*
- *Benefits used to be a more distinguishing characteristic of state employment, but not anymore. It's more comparable with the private sector, but Florida has not provided pay raises, so [employees] lose on both counts.*
- *Insurance and pension make up for the lack of salary sometimes, but young people generally don't care about that.*
- *The benefits package will appeal to older employees (50+ years), but not 30ish types.*

- *If you mess with the retirement system and go to a defined contribution (verses defined benefit), you will lose more people who now regard it as an offset to the reduced salary.*
- *Benefits are good internally; pension and health insurance are trade-offs for lower salaries.*
- *The agency needs thinkers and leaders. Retirements will impact the ability to recruit and retain quality employees. Need to be thinking of creative ways to recruit new staff.*
- *Veterans make for a strong hiring pool because they already have pensions.*
- *Benefits were used to offset the lower salaries, but not anymore [...] there's a longer period for vesting.*
- *Retirement benefits are not that impressive. The Federal government's [retirement benefits] are better. It degrades the value of state employment somewhat compared to the Federal government.*
- *[The Department] can attract some employees to come back for work stability and benefits package.*

Overall, Department interviewees spoke positively about the benefits offered.

#### 4.4 TRANSPORTATION INDUSTRY PEERS INTERVIEW FINDINGS

As described in **Chapter 2.0** of this report, the Project Team conducted interviews with private sector transportation executives, some of whom are former FDOT employees, to identify key benefits issues impacting FDOT's recruitment and retention. A summary of the findings from these interviews follows, as well as supplemental data gathered through a follow-up survey offered at the close of each interview.

##### Overall Benefits Program

The following is a summary of interview responses regarding the interviewees' perception of which benefits program is better: the private sector's offerings or FDOT's offerings. Overall, respondents varied on which benefits program was better, while others saw both FDOT's and the private sector's offerings to be relatively comparable.

- *When the state was paying for retirement, it was better and closed the gap on the base salary; insurance benefits were better than what we have now. Benefits more important than anything.*
- *At the senior manager level at FDOT, benefits were very good; sick leave was better at FDOT, and vacation time.*

- *Benefits at DOT were very good.*
- *We don't have an equal retirement package to the one at DOT.*
- *[My] salary in the private sector more than offsets the cost of health insurance.*
- *Overall the benefits here - particularly at the executive level- are better than at DOT.*
- *[Benefits are] worse in the private sector than at DOT.*
- *DOT's benefits are better than the private sector; most of it is covered and you didn't have to pay for it.*
- *The private sector is much better overall; the salary is, of course, better – biggest difference - and more than offsets the cost of health insurance even though it's at a higher cost [than at DOT].*
- *The state might be better off due to the retirement plan. In the private sector, we have to contribute (401K) and don't have an equal retirement package.*
- *[DOT] needs to communicate the overall package to folks to emphasize the benefit; if they continue to dip and cut into pensions, it will make it worse.*
- *There hasn't been a realistic look at the [DOT] benefits program in years.*
- *You do get more in the private sector in terms of compensation and benefits.*
- *Benefits are about the same as DOT, but since you can negotiate for paid time off, a company car, signing bonus, etc., there are little things that add up to make it better on the private side.*
- *Benefits at DOT were better.*
- *Benefits are better here than at DOT; the auto and gas benefits alone is about \$7,500 a year, which is a huge benefit. The [free] maintenance benefit is great. I also have a lot of other insurance benefits, such as vision, dental, and life [coverage] at no cost.*
- *Private sector benefits are much better.*
- *As far as benefits, [DOT] has very good benefits; it's wonderful, but the salary part doesn't keep up.*

## Health Coverage

The following is a summary of interview responses regarding the peer private industry interviewees' perception of their health coverage offerings in the private sector compared to the coverage offered at FDOT. Most of the respondents indicated that health coverage in the private sector was comparable to FDOT's offerings. Several respondents noted that while they paid for a portion of their health coverage when FDOT employees are usually 100% covered, the increased salary received in the private sector compared to FDOT's salary offerings made up for the costs. Contribution costs vary, ranging from 20-25% employee contributions and 75-80% employer contributions.

- *We pay for [our own health coverage] – employees pay a significant amount. It is a few hundred dollars a month.*
- *My employer pays 100%.*
- *Health insurance plans in the private sector are better – I have a lower deductible and [the plan] covers more – it includes vision, dental, among others.*
- *I kept my state health insurance benefit since I was comfortable with the plan, and I was uncertain about what my company's plan might be. It was a considerable cost but I did it – I had a higher income so I could do it since I was making 50% more than I was [at FDOT].*
- *Executive health coverage is different from general employees; I pay \$51 every two weeks.*
- *My employer covers 75%, and employees cover 25%; it's a little worse than FDOT. It's not as good from network and reimbursable standpoint; the FDOT benefits and selection of services were better.*
- *[Health coverage is] about the same. My insurance was paid by FDOT; now it's probably 40% employee, 60% employer [contributions].*
- *I didn't pay [for my health coverage] at FDOT, but I have to pay a little now. It's about \$4,500 a year for a family plan.*
- *[My health coverage] is comparable to FDOT's package. It's 20% employee, 80% employer [contributions].*
- *Since I work on a part-time basis, they pay 60% [for health coverage] and they pay for long-term disability and life insurance.*
- *I don't have [my company's] health insurance; there's no job security on the private side, so I kept my state insurance.*

- *[My health coverage is] very similar to FDOT; the only difference is salary. [My employer] covers my entire health coverage. The average employee [at my agency] pays 35%.*
- *[My health coverage is] about the same as FDOT; 75% employer and 25% employee [contributions].*
- *FDOT had better health insurance – less you had to pay into program, but each year it seemed like you had to contribute more and more. It's hard to compete when numbers go the other way and it hurts salaries even further. (60% employer and 40% employee contributions).*

In the supplemental interviewee survey, interviewees were asked to identify all insurance benefit offerings provided by their current employer from a standard list of insurance benefits. **Exhibit 4-6** shows the percentage breakdown of benefits commonly offered in the private sector. As shown, health, dental, vision, and life insurance are benefits offered by all of the responding interviewee's private sector employers.

**EXHIBIT 4-6: INSURANCE BENEFITS OFFERED BY  
PRIVATE INDUSTRY PEERS AS REPORTED BY INTERVIEWEES**

| INSURANCE BENEFIT      | % OFFERING BENEFIT |
|------------------------|--------------------|
| Health                 | 100%               |
| Dental                 | 100%               |
| Vision                 | 100%               |
| Life                   | 100%               |
| Hospital               | 70%                |
| Accident               | 70%                |
| Cancer                 | 60%                |
| Short-term disability  | 90%                |
| Long-term disability   | 80%                |
| Reimbursement accounts | 90%                |

Source: MGT Supplemental Interviewee Survey for Private Industry Peers, 2014. Note: N = 11. Nine of the 11 respondents (80%) indicated enrollment in their employer's health coverage benefits program.

## Retirement

The following is a summary of interview responses regarding the peer private industry interviewees' perception of their retirement benefit offerings in the private sector compared to the retirement options offered at FDOT. Overall, most of the respondents indicated that they kept their FRS benefit after leaving FDOT, and that the state's retirement system program was better than the retirement benefit offerings in the private sector. In addition to FDOT's FRS benefit, many respondents also enrolled in their employer's 401k program as an additional retirement option. On average, 401k contributions were matched either 50 percent or 100 percent, and ranged from a two percent match up to a six percent match (3% match on average).

- *I have my state retirement; the private sector has 401k and contributions (\$2,500 for year match).*
- *I have a 401k and my company matches 50 percent up to three percent. The match comes in the form of Employee Stock Options; we are privately owned, so the match is 100% in stock options. Officers in the company are required to purchase stock.*
- *I have a 401k with a two percent - three percent match.*
- *We have a 401k, but I have elected not to join. I'm on the Florida Retirement System from FDOT.*
- *I have my state plan from FDOT; the private sector doesn't have anything close. I do have their [my agency's] 401k with three percent match as well.*
- *I held onto my FDOT [retirement] plan. They offer a 401k with a three percent to - four percent match.*
- *I still have FDOT's [retirement] plan; we are on the same retirement system. I have a federal plan as well.*
- *I kept the state plan; I have a 527 option – rolled it over from the state.*
- *I have the [FDOT] state pension and I have a 401k with a 50 percent match up to six percent.*
- *I rolled the state plan into my own plan, an IRA independent from my company's plan. [My company offers] ESOP stock ownership, and I also have their 401k with a match of 50 percent of what you contribute up to two percent.*
- *We have the option of a match up to 50 percent of contributions to a max of three percent in a 401k; it's less than what the state does.*

- *I still have the state plan. I have a 401k with my current organization, with up to a three percent match.*
- *I don't have an [retirement] account with FDOT anymore; I cashed out and moved it to an independent IRA. [My company] has a 401k with a 15 percent match. It's nowhere as good as FDOT's. Here you have to pay more to contribute.*
- *I am drawing from my FDOT retirement. In the private sector, we have a 401k with a six percent match up to \$15,000. If you're vested after five years, you get all of the match put into the company; if below [less than five years], you only get 20 percent per year.*
- *I am using a military retirement plan and a 401k with a three percent match. I can buy company stock.*
- *I have a 401k and stock ownership options, but it's all funded by the employee; it's another benefit more [favorable] to the FDOT side. Our 401k match is maxed at \$1,200.*

In the supplemental interviewee survey, interviewees were asked to identify the type of retirement benefit offerings provided by their current employer from a set list of retirement benefit types. **Exhibit 4-7** shows the percentage breakdown of retirement benefits offered in the private sector. As shown, 80% the responding interviewee's private sector employers offer only a defined contribution plan, such as a 457 or 401k plan.

**EXHIBIT 4-7: RETIREMENT BENEFITS OFFERED BY PRIVATE INDUSTRY PEERS**

| RETIREMENT BENEFIT                                      | PERCENTAGE OFFERED |
|---|--------------------|
| Defined Benefits Plan Only (i.e., pension)              | 10%                |
| Defined Contribution Plan Only (e.g., 457, 401(k) plan) | 80%                |
| Both a Defined Benefit and Defined Contribution Plan    | 10%                |

Source: MGT Supplemental Interviewee Survey for Private Industry Peers, 2014. Note: N = 11.

## Leave

The following is a summary of interview responses regarding the peer private industry interviewees' perception of their leave benefits in the private sector compared to the leave benefits at FDOT. Overall, leave accrued in the private sector compared to FDOT varied based on longevity and offered fewer holidays and leave time than what is offered by FDOT.



- *It varies in the private sector; on average two to four weeks. The more tenure you have it drives vacation leave.*
- *We don't have separate leave. It is longevity based, but for management it's by position. Managers get four weeks a year.*
- *Leave overall is about the same [as FDOT]; it is bi-weekly accrual. I have four weeks of total personal time off.*
- *It compares favorably; I had 6 weeks per year at FDOT, I get four weeks now. There's no cut off in the private sector like at FDOT.*
- *I receive a combination of leave time; at my level I get five weeks or 200 hours, accrued on a pay period basis (paid bi-weekly).*
- *[Leave benefits] are inferior to FDOT in that I get four weeks a year for everything. I get major holidays, but not as many as the state. FDOT would give you six weeks a year; there's no comparison.*
- *It's exactly the same – accrual as well. It's biweekly based on your years.*
- *You get more leave with FDOT. The challenge is having the time to use it [in the private sector].*
- *All leave is accrued together in the private sector, and is based on your level and years of experience. There are set levels of accrual at FDOT. I may have the same amount of time, but I have to accrue as I go in the private sector instead of getting it all at the start of the year with FDOT.*
- *My annual leave is a little less than FDOT; I get 296 hours versus FDOT's 200 hours of leave. In terms of paid holidays, we have seven [days] and FDOT has 10 [days].*
- *I get six days of sick leave, four weeks of annual. In the private sector, you don't get to use it as much – that's a definite benefit to the FDOT side. There are fewer paid holidays; we get nine [days], FDOT gets around 11 [days].*
- *We get fewer holiday leave [days] in the private sector; I get seven days with my company. It's quite a bit less than FDOT in accruing general leave as well; I get about 20 days a year.*
- *I get the same amount of days, and it's very similar in accrual. Only difference is that I can roll over time.*

- *It's about the same; on the private side they don't distinguish between sick and personal – it's all together and based on longevity. FDOT is more structured. You can negotiate coming into a private company.*

Interviewees responding to the supplemental survey indicated that, on average, the private sector offers its employees 10 days of paid/holiday leave annually, and ranged from a low of seven days up to 23 days of total annual leave time. Respondents also indicated other leave benefits offered in the private sector, including paid time off for birthdays, bereavement, and civil service (such as jury duty, voting, or as a witness with subpoena).

*NOTE: FDOT employees also have opportunities for Administrative Leave when special needs/circumstances arise. **Appendix K** provides a complete list of Administrative Leave benefits available. The value of these benefits was not calculated in **Exhibit 4-5**.*

### **Other Benefits**

The following is a summary of interview responses regarding the peer private industry interviewees' perception of additional benefits received in the private sector compared to the additional benefits offered at FDOT.

- *We receive paid training; every two years we have to renew engineering licenses and they pay for that.*
- *We get education reimbursements; it's comparable to FDOT offerings*
- *Officer Manager level and above get an auto allowance payment in their bi-weekly check. We also get paid trainings if it's associated with related skills and licensure. There's education reimbursement for degrees associated with your job. We pay for our own licensure process and upkeep.*
- *I get a car allowance because I'm an Officer (\$130 a month).*
- *We do get reimbursement for professional development school.*
- *There's car allowances for senior staff, support for performance start-ups.*
- *I get my professional engineering dues paid (\$150 per 2 years). I have a car for work purposes; I negotiated up front for the company car.*
- *I receive an account for travel, a car, etc. We get education reimbursement. I can work remotely; working from home is an excellent benefit.*
- *FDOT had a car assigned me. I don't here, but I get a car allowance.*

- *I can get educational reimbursement if it is specific to my job. Some get a car, but it's usually a work vehicle in the field.*
- *I receive \$850 a month for car allowance. I also have a credit card, phone, and computer to use. They [current company] also pay for my licenses.*
- *We have profit sharing. I get a car allowance and they pay for my phone.*
- *We get education reimbursements, our association memberships are covered, and licenses are covered. The biggest thing is the ability to purchase stock; it is a huge incentive.*
- *I have a monthly car allowance, gas card, cell phone, and an account with an auto fleet management company that provides periodic maintenance at no cost.*

#### 4.5 SURVEY FINDINGS

As described in **Chapter 2.0** of this report, the Project Team also distributed customized survey to collect compensation and benefits data from selected peers in the transportation industry. The peers included 100 of the top private engineering firms in the country as well as three Florida Expressway Authority agencies.

The following is a summary of the survey data findings collected regarding the benefits offerings of the responding peer agencies.

**Exhibit 4-8** shows the percentage breakdown of benefits offered at the responding agencies.

**EXHIBIT 4-8: INSURANCE BENEFITS OFFERED  
AS REPORTED BY SURVEYED PRIVATE INDUSTRY PEER AGENCIES**

| BENEFITS                  | % OFFERING BENEFIT |
|---------------------------|--------------------|
| Health Insurance Coverage | 100.0%             |
| Dental                    | 94.3%              |
| Vision                    | 88.6%              |
| Life                      | 97.1%              |
| Hospital                  | 28.0%              |
| Accident                  | 37.1%              |
| Cancer                    | 17.1%              |
| Short-term Disability     | 91.4%              |
| Long-term Disability      | 94.3%              |
| Reimbursement Accounts    | 60.0%              |

Source: MGT customized Peer Salary and Benefits Survey, 2014.

In addition to standard benefits, it is common for executive employees in the private sector to receive additional benefits. **Exhibit 4-9** shows the breakdown of other common benefits offerings identified by the responding agencies. Other benefits noted in the survey not shown in the exhibit include Employee Stock Ownership programs, legal insurance, and wellness programs.

**EXHIBIT 4-9: OTHER BENEFITS OFFERED BY SURVEYED PEER AGENCIES**

| OTHER BENEFITS                             | % OFFERING BENEFIT |
|--|--------------------|
| Moving Expenses Program                    | 42.9%              |
| Tuition Reimbursement / Investment Program | 85.7%              |
| Travel Reimbursement                       | 80.0%              |
| Company Vehicle                            | 51.4%              |

Source: MGT customized Peer Salary and Benefits Survey, 2014.

Survey respondents also provided health coverage data regarding the average monthly dollar amount paid by an employee and the percentage of the premium covered by the organization for different health plan levels. **Exhibit 4-10** shows the peer averages for the employee paid amount and employer paid percentage for each health plan.

**EXHIBIT 4-10: PEER AVERAGE AMOUNT/PERCENTAGE PAID FOR HEALTH CARE PLANS**

| Health Plan         | Average Monthly Dollar Amount Paid By Employee | Percentage of Premium Paid By Employer |
|---------------------|--|--|
| Employee Only       | \$ 112.23                                      | 89.6%                                  |
| Employee + Child    | \$ 263.59                                      | 76.4%                                  |
| Employee + Children | \$ 270.25                                      | 72.0%                                  |
| Employee + Spouse   | \$ 337.82                                      | 67.2%                                  |
| Employee + Family   | \$ 502.35                                      | 65.5%                                  |

Source: MGT customized Peer Salary and Benefits Survey, 2014.

The peer agencies were also asked to indicate the average cost of their benefits, or the cost range, as a percentage of an employee's salary. On average, respondents reported that benefits cost 27 percent of an employee's salary. Reported cost percentages ranged from five percent up to 40 percent of an employee's salary.

## CONCLUSIONS:

- FDOT's total benefits for SMS, SES, and P.E. employees comprise, on average, 31 percent of total employee compensation (SMS: 29.3%, SES: 29.5%, and P.E.: 32.6%). Based upon private sector survey data, employee benefits on average comprise 27 percent of total compensation.
- Benefits have been considered by many as a modifier to offset the lower state salaries when compared to salaries in the private sector. However, many interviewees believed that this benefit is eroding as employees are now being required to pay more for their benefits, and vesting rules for new executive level employees have increased to eight years the amount of seniority needed (six years for employees hired before July 1, 2011).
- Employees hired into the EMS ranks are less likely to vest under the eight-year FRS requirement. For those coming in with retirement plans already in place (military, for example), this is less of an issue. For those who do not enter EMS with vested retirement, the perceived value of the state pension benefit is eroded.
- The stability of state agency employment has been considered a plus for recruitment and retention, especially in a poor market economy. However, as the market improves, there is fear that without higher salaries, the State benefits

package will not offset the difference in salaries, especially across the engineering occupations.

- The Investment Plan provides for one-year vesting to offset the longer vesting period under the FRS Pension Plan (eight years for new hires), and is comparable to what is available in the private sector. However, the Defined Benefit Plan historically has been considered a more favorable option.

## 5.0: PROFESSIONAL ENGINEER TRAINING PROGRAM FINDINGS

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As part of the market salary survey for FDOT Executive staff, MGT was requested to review the salary schedule for the Professional Engineering Training Program (P.E.) and develop recommendations on appropriate pay for retention of P.E. trainees (market value) based on a salary survey of similar positions in the transportation industry.

### 5.1 PROGRAM OVERVIEW AND COMPENSATION

As documented by FDOT, the Department's P.E. Training Program is a four-year, two-phase training program encompassing all aspects of the Department's operations, and prepares the trainee for a role in organizational leadership. The purpose of the P.E. Training Program is to:

*[...] facilitate the recruitment and hiring of graduate civil engineers by offering an initial career path providing broad, practical experience in the field of transportation engineering, leading to licensure as a Professional Engineer in Florida; [...] the program also serves as a resource for the succession of Professional Engineers who develop into future leaders and managers within the Department.*

The P.E. Training Program is administered by the District Directors of Transportation Operations, while related administrative duties are performed by the Production Support Office in the Department's Central Office.

The first phase is the Engineer-In-Training (EIT) Program, a two-year rotational assignment encompassing all aspects of the Department's work. The second phase is the Senior Engineer Training (SET) Program, a two-year internship combining on-the-job training in the technical and managerial functions of a specific work area in the Department.

EIT is a professional designation from the National Council of Examiners for Engineering and Surveying (NCEES) used in the United States to designate a person certified by the state as having completed two requirements:

- 1) Completed a minimum of three years of post-secondary school at an Accreditation Board for Engineering and Technology (ABET)-accredited engineering program, or related science curriculum approved by the Board – Many states allow for the substitution of several years of engineering experience in place of the engineering degree requirement.
- 2) Passed the NCEES six hour Fundamentals of Engineering (FE) Examination.

Once an individual has passed the exam, the state board awards that person an Engineer in Training (EIT) or an Engineer Intern (EI) designation. EIT and EI are equivalent variations in nomenclature that vary from state to state. Receiving an EIT designation is one step along the path toward Professional Engineer (PE) licensure.

In Florida, the program is offered to candidates who have earned a Bachelor's degree in Civil Engineering or a Bachelor's degree in Science in Civil Engineering from an ABET-accredited university, or an equivalent per Chapter 471, of the Florida Statutes, and Rule 61G15, of the Florida Administrative Code. Candidates are required to have completed or be registered to take the Fundamentals of Engineering (FE) Examination administered by the Florida Board of Professional Engineers, or an equivalent examination administered by another state, prior to entering the P.E. Training Program. Applicants typically take the FE Examination during their final year of school or immediately after graduation. Candidates with more than two years of post-graduation engineering experience may qualify to start in the Program's second phase, the SET Program, instead of the EIT Program. Candidates for the P.E. Training Program must also be citizens of the United States or lawfully authorized to work in the United States, as Trainees are employed by FDOT.

**Exhibit 5-1** presents the P.E. Training Program's current pay schedule for Trainees.

**EXHIBIT 5-1: P.E. TRAINING PROGRAM PAY SCHEDULE**

| LEVEL           | INCREASE  | B/W SALARY  | ANNUAL SALARY |
|-----------------|-----------|-------------|---------------|
| Starting salary | \$ -      | \$ 1,628.35 | \$ 42,337.10  |
| 6 Months - 5%   | \$ 81.42  | \$ 1,709.77 | \$ 44,454.02  |
| 12 Months - 5%  | \$ 85.49  | \$ 1,795.26 | \$ 46,676.76  |
| 18 Months - 5%  | \$ 89.76  | \$ 1,885.02 | \$ 49,010.52  |
| 24 Months - 5%  | \$ 94.25  | \$ 1,979.27 | \$ 51,461.02  |
| 36 Months - 5%  | \$ 98.96  | \$ 2,078.23 | \$ 54,033.98  |
| 48 Months - 5%  | \$ 103.91 | \$ 2,182.14 | \$ 56,735.64  |
| Passes PE - 5%  | \$ 109.11 | \$ 2,291.25 | \$ 59,572.50  |

Source: Florida Department of Transportation, 2014.

As shown in **Exhibit 5-1**, Trainees receive a salary increase of five percent every six months during the first two years of the program (EIT Program, first phase), and then an annual salary increase of five percent during their third and fourth years (SET Program, second phase), as well as upon completion of the program.



Per FDOT policy, EIT performance evaluations and salary increases are shown in **Exhibit 5-2**.

#### **EXHIBIT 5-2: EIT PERFORMANCE EVALUATION AND INCREMENTAL INCREASE POLICY**

##### **6-Month Evaluations – Incremental Increases**

*6, 12, and 18 months from when Trainee entered the Program, the Director, as appropriate, shall conduct a performance evaluation with the Trainee. The Director shall use trainee rating as a guide to determine the overall conduct, progress, and attitude of the Trainee during the previous six months. This information shall be completed on Form No. 010-000-51, Professional Engineer Training Program Trainee Rating using the evaluation described in Section 4(A). An "unsatisfactory" six-month evaluation shall warrant specific action, as defined in Sections 9 or 14 (A). If a six-month overall trainee evaluation is "satisfactory," the Trainee is eligible for a five percent incremental salary increase. All incremental salary increases are subject to budget and rate availability. The effective date shall be within one pay period from the six-month evaluation date. Incremental salary increases shall not be granted without signature authorization from the Director as required on the Trainee Rating. Such increases will be processed as an approved pay increase, in accordance with Training Schedule. Trainees are not eligible for superior proficiency increases; however, they are entitled to any legislatively mandated salary adjustment. The six-month trainee evaluations shall become a permanent part of Trainee's personnel file.*

Source: Florida Department of Transportation, 2014.

Trainees must complete and pass four examinations administered during different phases of their training in order to complete the P.E. Training Program and qualify as a Civil Engineering Professional.

As shown in **Exhibit 5-3**, other similar civil engineer training programs offered in other southeastern states vary in length. In comparison, FDOT's P.E. Training Program is the longest at 48 months.

**EXHIBIT 5-3: ENGINEER TRAINING PROGRAMS IN SOUTHEASTERN STATES**

| STATE          | PROGRAM NAME                                  | PROGRAM LENGTH |
|----------------|---|----------------|
| Florida        | Professional Engineer Training Program        | 48 months      |
| Virginia       | Core Development Program                      | 24 months      |
| West Virginia  | Engineer-In-Training Program                  | 24 months      |
| North Carolina | Transportation Engineering Associates Program | 18-24 months   |
| Alabama        | Professional Civil Engineer Trainee Program   | 12-24 months   |
| Kentucky       | Engineer-In-Training Program                  | 12-24 months   |
| Tennessee      | Graduate Transportation Associates Program    | 12 months      |
| South Carolina | No program offered. <sup>1</sup>              | N/A            |
| Mississippi    | No program offered. <sup>2</sup>              | N/A            |
| Arkansas       | No program offered. <sup>3</sup>              | N/A            |

Sources: Florida, Virginia, West Virginia, North Carolina, Alabama, Kentucky, Tennessee, South Carolina, Mississippi, and Arkansas Departments of Transportation, 2014. Data was requested from Georgia's Department of Transportation, but no response received.

<sup>1</sup>SC had two different programs in the past; one was a six-month program offered at the central office, and the other was a six-month program offered in the field. The programs were discontinued because managers would lose their new hires for a year for training, and then the trainees would usually leave the unit once the program finished and they were promoted. An e-learning module was attempted, but did not get much traction.

<sup>2</sup>MS DOT offers courses in management and leadership, but no courses specific to engineering.

<sup>3</sup>AR DOT offers paid internships to students enrolled at local universities.

**Exhibit 5-4** provides a sample of available training pay schedules for other southeastern state transportation departments, Tennessee and North Carolina. Tennessee's Department of Transportation provides a five percent increase for trainees with a Master's level versus a Bachelor's level education. North Carolina's Department of Transportation offers two percent incremental increases during their training program.

**EXHIBIT 5-4: SAMPLE TRAINING PROGRAM PAY SCHEDULES, TN AND NC**

| <b>TENNESSEE TRAINING PAY SCHEDULE<sup>1</sup></b>          |            |
|---|------------|
| <b>LEVEL</b>  | <b>PAY</b> |
| Hired with a Bachelor's in Science                          | \$ 42,600  |
| Hired with a Bachelor's in Science and Engineer-In-Training | \$ 44,736  |
| Hired with a Master's in Science                            | \$ 44,736  |
| Hired with a Master's in Science and Engineer-In-Training   | \$ 46,968  |
| <b>NORTH CAROLINA TRAINING PAY SCHEDULE<sup>2</sup></b>     |            |
| <b>LEVEL</b>  | <b>PAY</b> |
| Starting salary   | \$ 46,510  |
| 3 months  | \$ 47,663  |
| 6 months  | \$ 48,845  |
| 9 months  | \$ 50,056  |
| 12 months   | \$ 51,151  |
| 15 months   | \$ 52,429  |
| 18 months   | \$ 53,728  |

Sources: North Carolina and Tennessee Departments of Transportation, 2014.

<sup>1</sup> TN DOT provides a five percent pay raise to trainees at the end of the program.

<sup>2</sup> In the NC DOT program, new bachelor's graduates are hired into the training program and rotate around various divisions for 18 months, at which point they are assigned to one. Salary adjustments are based on time in the program and strong evaluations.

In addition to reviewing the available trainee salary data of other southeastern states offering similar P.E. training programs, MGT also reviewed national salary data for recent Civil Engineering graduates, as this is the pool from which FDOT is most likely to draw P.E. Training program candidates. **Exhibit 5-5** presents the low, high, and average starting salaries offered to Civil Engineering graduates nationwide by degree level.

**EXHIBIT 5-5: SALARIES OFFERED TO CIVIL ENGINEERING GRADUATES**

| CIVIL ENGINEERING DEGREE LEVEL | NUMBER OF OFFERS | LOW       | HIGH      | AVERAGE   |
|--------------------------------|------------------|-----------|-----------|-----------|
| Bachelor's                     | 63               | \$ 36,240 | \$ 82,944 | \$ 58,260 |
| Master's                       | 20               | \$ 42,996 | \$ 91,200 | \$ 62,916 |
| Doctorate                      | 3                | \$ 54,000 | \$ 78,000 | \$ 68,664 |

Source: 2013-2014 Annual Salary Survey, National Association of Colleges and Employers. Note: The January 2014 Salary Survey issue contains employer-based data from approximately 400,000 employers; gathered from government and other sources, the data include actual starting salaries, not offers.

MGT also compared the salaries of FDOT P.E. Training program participants to external transportation industry salary survey data sources (as identified in **Chapter 2.0**). These data are displayed in **Exhibits 5-6** and **5-7**.

**Exhibit 5-6** presents the actual average salaries for Transportation Engineer-in-Training (1st in series) positions for Florida and the southeastern states identified in previous **Exhibit 5-3**. As defined in the American Association of State Highway and Transportation Officials (AASHTO) salary survey data source, a Transportation Engineer-in-Training (1st in series) position requires a Bachelor's Degree in Engineering, but no previous engineering experience. This position *"performs introductory engineering work assignments under the direct supervision of a licensed Professional Engineer [and] learns to apply engineering techniques, procedures, and criteria within rules, regulations, and operating procedures."* As shown, Florida falls below the average actual salary of \$45,406 of other southeastern states included in this exhibit for this position category.

**EXHIBIT 5-6: ACTUAL AVERAGE SALARIES OF  
ENGINEER-IN-TRAINING POSITIONS BY STATE, 2013**

| STATE                              | ACTUAL<br>AVERAGE |
|------------------------------------|-------------------|
| Virginia                           | \$ 53,200         |
| Alabama                            | \$ 49,861         |
| Tennessee                          | \$ 46,470         |
| Louisiana                          | \$ 46,222         |
| Florida                            | \$ 44,754         |
| West Virginia                      | \$ 44,581         |
| North Carolina                     | \$ 43,643         |
| Kentucky                           | \$ 33,865         |
| <b>Average (excludes Florida):</b> | <b>\$ 45,406</b>  |

Source: 2013 Salary Survey, American Association of State Highway and Transportation Officials (AASHTO).

**Exhibit 5-7** shows the national salary figures for Engineers-In-Training and Engineer Interns.

**EXHIBIT 5-7: SALARIES FOR ENGINEERS IN TRAINING / ENGINEER INTERNS**

| ENGINEER CATEGORY                         | NATIONAL SALARY FIGURES |                    |                    |           |                    |                    |
|---|-------------------------|--------------------|--------------------|-----------|--------------------|--------------------|
|   | AVERAGE                 | 10TH<br>PERCENTILE | 25TH<br>PERCENTILE | MEDIAN    | 75TH<br>PERCENTILE | 90TH<br>PERCENTILE |
| Engineer-In-Training /<br>Engineer Intern | \$ 68,764               | \$ 45,000          | \$ 53,000          | \$ 60,320 | \$ 74,990          | \$ 90,001          |

Source: 2013 Engineering Income Salary Survey, National Society of Professional Engineers (NSPE).

**Exhibit 5-8** shows national salary figures for civil engineers as reported by the annual National Society of Professional Engineers (NSPE) salary survey.

**EXHIBIT 5-8: NATIONAL SALARY FIGURES FOR CIVIL ENGINEERS**

| ENGINEER CATEGORY           | NATIONAL SALARY FIGURES |                 |                 |           |                 |                 |
|-----------------------------|-------------------------|-----------------|-----------------|-----------|-----------------|-----------------|
|                             | AVERAGE                 | 10TH PERCENTILE | 25TH PERCENTILE | MEDIAN    | 75TH PERCENTILE | 90TH PERCENTILE |
| Civil Engineers (all types) | \$ 93,007               | \$ 56,000       | \$ 67,200       | \$ 82,000 | \$ 106,655      | \$ 149,000      |

Source: 2013 Engineering Income Salary Survey, National Society of Professional Engineers (NSPE). N = 417.

**Exhibit 5-9** shows salary figures for engineers (all types) as reported by the annual NSPE salary survey for southeast states, categorized into two areas: middle southeast and lower southeast.

**EXHIBIT 5-9: SALARY FIGURES FOR ENGINEERS IN SOUTHEASTERN STATES**

| ENGINEER CATEGORY | NATIONAL SALARY FIGURES |                 |                 |           |                 |                 |
|-------------------|-------------------------|-----------------|-----------------|-----------|-----------------|-----------------|
|                   | AVERAGE                 | 10TH PERCENTILE | 25TH PERCENTILE | MEDIAN    | 75TH PERCENTILE | 90TH PERCENTILE |
| Middle Southeast  | \$ 101,978              | \$ 61,000       | \$ 72,000       | \$ 90,054 | \$ 112,500      | \$ 151,645      |
| Lower Southeast   | \$ 97,167               | \$ 57,900       | \$ 68,100       | \$ 90,505 | \$ 120,000      | \$ 140,000      |

Source: 2013 Engineering Income Salary Survey, National Society of Professional Engineers (NSPE). Note: Includes all engineer types. Middle southeast states include West Virginia, Kentucky, Virginia, Tennessee, North Carolina, and South Carolina; lower southeast states include Georgia, Florida, Alabama, and Mississippi. N = 417.

## 5.2 RECRUITMENT AND RETENTION

In 2013, at the request of the Transportation Secretary, an FDOT team was tasked with reviewing the P.E. Training Program and making recommendations on the need, objectives, structure, salary adjustments, number of positions, and duration of the program (see **Appendix L** for full study report). The study concluded that the P.E. Training Program's retention has been positive over the previous 10 years, with an average retention rate of 72 percent, as shown in **Exhibit 5-10**.

**EXHIBIT 5-10: P.E. TRAINING PROGRAM HIRING AND RETENTION, 2012-2003**

|                 | 2012      | 2011      | 2010      | 2009      | 2008      | 2007      | 2006      | 2005      | 2004      | 2003      | 10-YEAR<br>TOTAL | PERCENT       |
|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------------|---------------|
| D-1             | 2         | 0         | 3         | 4         | 1         | 2         | 3         | 3         | 1         | 4         | 23               | 11.9%         |
| D-2             | 2         | 0         | 2         | 4         | 4         | 2         | 4         | 6         | 3         | 5         | 32               | 16.5%         |
| D-3             | 0         | 0         | 2         | 2         | 4         | 1         | 3         | 2         | 5         | 3         | 22               | 11.3%         |
| D-4             | 3         | 4         | 4         | 4         | 7         | 3         | 8         | 3         | 6         | 6         | 48               | 24.7%         |
| D-5             | 1         | 2         | 0         | 1         | 5         | 1         | 5         | 2         | 3         | 4         | 24               | 12.4%         |
| D-6             | 0         | 4         | 0         | 2         | 3         | 3         | 2         | 2         | 2         | 6         | 24               | 12.4%         |
| D-7             | 3         | 0         | 1         | 0         | 2         | 0         | 1         | 1         | 3         | 2         | 13               | 6.7%          |
| CO/SMO          | 1         | 1         | 1         | 0         | 0         | 1         | 0         | 0         | 0         | 4         | 8                | 4.1%          |
| <b>TOTAL:</b>   | <b>12</b> | <b>11</b> | <b>13</b> | <b>17</b> | <b>26</b> | <b>13</b> | <b>26</b> | <b>19</b> | <b>23</b> | <b>34</b> | <b>194</b>       | <b>100.0%</b> |
| STILL EMPLOYED: | 12        | 10        | 12        | 15        | 22        | 11        | 20        | 12        | 12        | 13        | 139              |               |
| RETENTION:      | 100.0%    | 91.0%     | 92.0%     | 88.0%     | 85.0%     | 85.0%     | 77.0%     | 63.0%     | 52.0%     | 38.0%     | 72.0%            |               |

Source: Professional Engineer Training Program Review, April 3, 2013, Florida Department of Transportation. Note: D1-D-7 represent the seven FDOT Districts. CO represents the Central Office.

The study also found that approximately 43 percent of supervisory positions and 40 percent of leadership and management positions at FDOT are held by former P.E. Trainees, as displayed in **Exhibit 5-11**. The team's conclusions were that the P.E. Training Program was effective as a way to recruit, retain, and advance engineers at FDOT and to facilitate succession planning.

**EXHIBIT 5-11: FORMER P.E. TRAINING PROGRAM PARTICIPANTS IN P.E./LEADERSHIP POSITIONS**

|               | 2012 PE POSITIONS | PE POSITIONS FILLED BY FORMER PET | PERCENT OF PE POSITIONS FILLED BY FORMER PETS | LEADERSHIP POSITIONS | LEADERSHIP POSITIONS FILLED BY FORMER PETS | PERCENT OF LEADERSHIP POSITIONS FILLED BY FORMER PETS | 2012 PE SUPERVISOR POSITIONS CLASS CODES 4669 4672 4673 | SUPERVISOR POSITIONS FILLED BY FORMER PETS | PERCENT OF SUPERVISOR POSITIONS FILLED BY FORMER PETS |
|---------------|-------------------|-----------------------------------|---|----------------------|--|---|---|--|---|
| D-1           | 52                | 17                                | 32.7%   | 24                   | 13   | 54.2%   | 17  | 6  | 35.3%   |
| D-2           | 101               | 46                                | 45.5%   | 30                   | 14   | 46.7%   | 32  | 19   | 59.4%   |
| D-3           | 61                | 36                                | 59.0%   | 29                   | 17   | 58.6%   | 22  | 13   | 59.1%   |
| D-4           | 119               | 36                                | 30.3%   | 31                   | 10   | 32.3%   | 36  | 14   | 38.9%   |
| D-5           | 84                | 23                                | 27.4%   | 36                   | 14   | 38.9%   | 27  | 9  | 33.3%   |
| D-6           | 73                | 27                                | 37.0%   | 23                   | 11   | 47.8%   | 18  | 6  | 33.3%   |
| D-7           | 48                | 9                                 | 18.8%   | 34                   | 9  | 26.5%   | 13  | 3  | 23.1%   |
| CO/SMO        | 116               | 30                                | 25.9%   | 40                   | 14   | 35.0%   | 10  | 6  | 60.0%   |
| <b>TOTAL:</b> | <b>654</b>        | <b>224</b>                        | <b>34.3%</b>                                  | <b>247</b>           | <b>102</b>                                 | <b>41.3%</b>  | <b>175</b>  | <b>76</b>                                  | <b>43.4%</b>  |

Source: Professional Engineer Training Program Review, April 3, 2013, Florida Department of Transportation. Note: 12/2012 data. Note: D1-D-7 represent the seven FDOT Districts. CO represents the Central Office.

Relative to the issue of Trainee compensation, the review concluded that the pay incentives, as outlined in **Exhibit 5.1**, should be continued, as it was believed that these pay increases were helpful in retaining trainees.

### 5.3 OCCUPATION AND EMPLOYMENT OUTLOOK

According to the Bureau of Labor Statistics, the civil engineering profession is expected to flourish from 2012 to 2022, growing 20 percent, faster than the average for all other occupations. Therefore, civil engineer training programs can expect a growing number of candidates applying and entering these programs as graduates enter the field. Similarly, the demand for civil engineers will grow in demand as states' infrastructures age and require inspection, maintenance, repair, development and expansion. The population in Florida is also projected to grow steadily, as depicted in **Exhibit 5-12**.



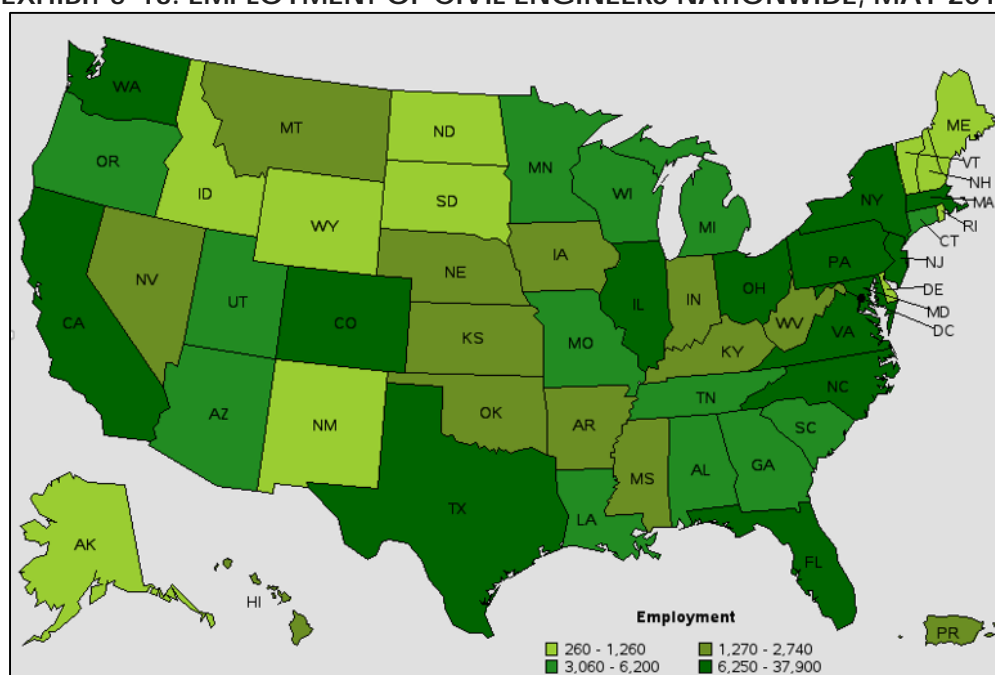
**EXHIBIT 5-12: FLORIDA POPULATION GROWTH ESTIMATES, 2015-2025**

|                                      | 2015       | 2020       | 2025       | 2030       |
|--------------------------------------|------------|------------|------------|------------|
| <b>Florida Population Estimates:</b> | 21,204,132 | 23,406,525 | 25,912,458 | 28,685,769 |
| <b>Estimated Percent Change:</b>     |            |            |            | 35.3%      |

Sources: Population Division, U.S. Census Bureau website, 2014.

In consideration of the state's continuous need for transportation maintenance, repairs, and construction, and the growing population and prominent tourism industry, transportation officials can expect an increasing need to attract and retain quality civil engineers to maintain the state's infrastructure.

**Exhibit 5-13** presents the number of civil engineers employed in each state as of May 2013. As shown, Florida is one of the 14 states employing the most engineers nationwide.

**EXHIBIT 5-13: EMPLOYMENT OF CIVIL ENGINEERS NATIONWIDE, MAY 2013**

Source: Occupational Employment Statistics, Bureau of Labor Statistics website, 2014.

As shown in **Exhibit 5-14**, all other southeastern states, with the exception of West Virginia, project to experience population growth from 2015 to 2030. The states projected to have the greatest growth include North Carolina (22.1%), Georgia (17.5%), and Virginia (16.0%).

**EXHIBIT 5-14: SOUTHEASTERN STATES POPULATION GROWTH ESTIMATES, 2015-2030**

| STATE          | 2015       | 2020       | 2025       | 2030       | ESTIMATED % CHANGE |
|----------------|------------|------------|------------|------------|--------------------|
| North Carolina | 10,010,770 | 10,709,289 | 11,449,153 | 12,227,739 | 22.1%              |
| Georgia        | 10,230,578 | 10,843,753 | 11,438,622 | 12,017,838 | 17.5%              |
| Virginia       | 8,466,864  | 8,917,395  | 9,364,304  | 9,825,019  | 16.0%              |
| Tennessee      | 6,502,017  | 6,780,670  | 7,073,125  | 7,380,634  | 13.5%              |
| South Carolina | 4,642,137  | 4,822,577  | 4,989,550  | 5,148,569  | 10.9%              |
| Arkansas       | 2,968,913  | 3,060,219  | 3,151,005  | 3,240,208  | 9.1%               |
| Kentucky       | 4,351,188  | 4,424,431  | 4,489,662  | 4,554,998  | 4.7%               |
| Alabama        | 4,663,111  | 4,728,915  | 4,800,092  | 4,874,243  | 4.5%               |
| Louisiana      | 4,673,721  | 4,719,160  | 4,762,398  | 4,802,633  | 2.8%               |
| Mississippi    | 3,014,409  | 3,044,812  | 3,069,420  | 3,092,410  | 2.6%               |
| West Virginia  | 1,822,758  | 1,801,112  | 1,766,435  | 1,719,959  | -5.6%              |

Source: Population Division, U.S. Census Bureau website, 2014.

The projected growth in Georgia indicates the potential for increased state-to-state travel, transportation demands, and civil engineering recruiting as it is a neighboring and competing state of Florida.

**CONCLUSIONS:**

- Turnover of P.E. Training participants has been relatively low over the 10-year period (2003-2012) based upon data collected by FDOT. However, there were significant economic issues during that period that may have influenced this low turnover.
- Florida provides a very comprehensive program compared to other southeastern states, offering a 48-month EIT program as compared to other states whose programs run from 12 to 24 months
- Florida salaries are, on average, below that of other southeastern states. Florida average DOT salaries rank fifth among the peers analyzed in this study and fall slightly below the overall peer average.
- FDOT may consider an increase to the starting salary of P.E. Trainees to at least equal the average paid by other southeastern states (average: \$45,406), an increase of \$652.
- Overall, FDOT's P.E. Training Program's pay raise system is relatively competitive in comparison to other southeastern states, and is specifically comparable to the pay raise system reported by North Carolina. As such, it should maintain this system of rewards to facilitate retention.
- Demand for engineers will continue to increase with projected population growth. Florida's population is projected to grow at a higher rate than any other southeastern state. This expansion likely will result in the need for more infrastructure enhancements requiring a strong workforce of civil engineers.
- National average salaries of Engineer-In-Trainees and Engineer Interns are very competitive compared to FDOT salary averages.

## 6.0: CONCLUSIONS AND RECOMMENDATIONS

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This chapter presents the study's findings and conclusions for FDOT's compensation and benefits program, and the Department's Professional Engineer (P.E.) Training Program. The following sections also provide recommendations related to FDOT's compensation system and P.E. Training Program.

### 6.1 SALARY RANGES

A detailed analysis was conducted of FDOT Management salaries and salary ranges utilizing a variety of data sources as detailed in **Chapters 2.0** and **3.0**. Key points from this analysis are summarized below.

- Overall, FDOT minimum and midpoint salary ranges fall below market standards, whereas maximum salary ranges fall high, indicating that the pay ranges are too wide and not reflective of the market in which FDOT operates.
- Relative to non-custom survey data reviewed for this study (excluding MGT's customized salary survey and AASHTO salary survey), for the majority of classifications, FDOT annual salaries fall below those annual salary averages reported by market sources.
- The Bureau of Labor Statistics (BLS) data source provided the most full and comprehensive salary data for the majority of positions included in this study, thereby providing a high degree of validity and specificity. Analyses of this data source concluded that, in the southeast regional recruitment market, 43 percent of FDOT positions fell below BLS regional market\* average salaries, ranging from 3.3 percent below to 34.2 percent below the market average. On a national level, 66 percent of FDOT positions fell below BLS national market average salaries, ranging from 0.1 percent below to 60.3 percent below the market average.

*\*NOTE: BLS Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.*

- Analysis of customized private transportation industry data collected from FDOT identified transportation industry peers, concluded that:
  - Relative to pay ranges, the minimum pay ranges for FDOT management positions fall well below transportation industry standards, ranging from 39.3 percent below to 68.5 percent below industry reported minimums.

FDOT midpoint salaries are also significantly below industry midpoint salaries. However, FDOT maximum salary ranges are significantly higher than industry maximums.

- Relative to annual average salaries, of the 24 FDOT positions included in the Transportation industry survey, nineteen (79.0%) fall below survey averages, ranging from .1 percent below market to 42.5 percent below market.

To provide competitive salary ranges into which executive level transportation staff can be recruited and retained, the following recommendations are offered in **Exhibits 6-1a** and **6-1b**.

**RECOMMENDATION 1(A)**

*Utilize a more customized salary range template (Exhibit 6-1) as a guide in hiring and promoting staff to more closely align to the transportation industry sector salaries Note: regional BLS data were used to develop midpoints and ranges where custom survey data were not available.*

*(See **Appendix M** for a direct comparison of FDOT's current broadband ranges to the proposed ranges presented below. **Appendix N** provides a grade assignment listing of FDOT positions and their placement within the proposed below pay schedule.*

***Appendix O** provides details on the data sources and benchmarked positions used for the pay scale and broadbands.)*

# EXHIBIT 6-1a: SALARY RANGES BASED ON PRIVATE INDUSTRY MARKET

| BROADBAND | MINIMUM       | MIDPOINT      | MAXIMUM       | ASSIGNED CLASSIFICATIONS  |
|-----------|---------------|---------------|---------------|---|
| 16        | \$ 81,199.09  | \$ 108,265.45 | \$ 135,331.82 | ATTORNEY SUPERVISOR   |
| 20a       | \$ 71,843.18  | \$ 95,790.91  | \$ 119,738.64 | INVESTIGATION MANAGER - SES   |
| 20b       | \$ 77,955.68  | \$ 103,940.91 | \$ 129,926.14 | AUDIT DIRECTOR - SES; REGIONAL TOLL MANAGER-DOT   |
| 21a       | \$ 50,606.25  | \$ 67,475.00  | \$ 84,343.75  | ADMINISTRATIVE SERVICES MANAGER; DEPUTY DIRECTOR, SUPPORT-DOT; DISTRICT RIGHT-OF-WAY ADMIN - DOT; MANAGER, RIGHT-OF-WAY OPERATIONS; MANAGER, RIGHT-OF-WAY PRODUCTION; MANAGER, SUPPORT SERVICES OFFICE; TURNPIKE ADMINISTRATIVE SERVICES MANAGER  |
| 21b       | \$ 72,487.79  | \$ 96,650.39  | \$ 120,812.98 | CHIEF LEGAL COUNSEL; DEP COMPTROLLER, FINANCIAL ADMIN OFFICE; DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT; DEPUTY COMPTROLLER, GEN ACCTNG OFFICE-DOT; DEPUTY DIR OF FACILITIES & EQUIP-DOT; DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT; DIRECTOR OF HUMAN RESOURCES; DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT; DISTRICT MAINTENANCE ADMINISTRATOR - SES; DISTRICT PLANNING MANAGER - DOT; DISTRICT PROFESSIONAL SERVICES ADMIN-DOT; DISTRICT PROGRAM MGMT ADMIN-DOT; DISTRICT PUBLIC TRANSPORTATION MGR - DOT; FEDERAL PROGRAM COORDINATOR-DOT; MANAGER, AVIATION OFFICE; MANAGER, CONTRACTS ADMINISTRATION OFFICE; MANAGER, CONTRACTUAL SERVICES OFFICE; MANAGER, EQUAL OPPORTUNITY OFFICE; MANAGER, FT MYERS URBAN PLANNING OFFICE; MANAGER, RAIL OFFICE; MANAGER, SEAPORT OFFICE-DOT; MANAGER, STATEWIDE SCALE OPERATIONS; MANAGER, SYSTEMS PLANNING OFFICE; MANAGER, TRANSIT OFFICE; MANAGER, PENSACOLA URBAN PLANNING OFFICE; STATE SAFETY ADMINISTRATOR; STATE SURVEYOR-DOT; SUNPASS OPERATIONS MANAGER-DOT |
| 21c       | \$ 86,719.71  | \$ 115,626.28 | \$ 144,532.85 | DATA CENTER DIRECTOR-DOT; DISTRICT CONSTRUCTION ENGINEER - DOT; DISTRICT DESIGN ENGINEER - DOT; DISTRICT LAND SURVEYOR - DOT; DISTRICT MAINTENANCE ENGINEER - DOT; DISTRICT MATERIALS ENGINEER - DOT; DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT; MANAGER, BUSINESS SYSTEMS SUPPORT; MANAGER, ENGINEERING/CADD SYSTEMS DESIGN; MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE; MANAGER, PRODUCTION SUPPORT OFFICE; MANAGER, SPECIFICATIONS & ESTIMATES OFFI; MANAGER, STRATEGIC INITIATIVES; MANAGER, TRANSPORTATION STATISTIC OFFICE; REGIONAL MGR FOR INFORMATION TECHNOLOGY; STATE ROADWAY DESIGN ENGINEER-DOT; STATE STRUCTURES DESIGN ENGINEER   |
| 22        | \$ 73,086.75  | \$ 97,449.00  | \$ 121,811.25 | BUDGET OFFICER; DEPUTY GENERAL COUNSEL-DOT; PUBLIC INFORMATION ADMINISTRATOR-DOT  |
| 23a       | \$ 78,651.20  | \$ 104,868.27 | \$ 131,085.33 | DIRECTOR, BUSINESS DEV & CONCESSION MGMT; DIRECTOR, OFFICE OF MAINTENANCE; DIRECTOR, OFFICE OF MATERIALS; LEGISLATIVE AFFAIRS ADMINISTRATOR   |
| 23b       | \$ 94,073.50  | \$ 125,431.33 | \$ 156,789.17 | DIR OF THE OFFICE OF CONSTRUCTION-DOT; DIR OFFICE OF WORK PROGRAM & BUDGET; STATE FREIGHT & LOGISTICS ADMINISTRATOR; STATE TRAFFIC OPERATIONS ENGINEER; STATE TRANSPORTATION DEV ADMIN  |
| 23c       | \$ 101,601.16 | \$ 135,468.22 | \$ 169,335.27 | STATE HIGHWAY ENGINEER-DOT  |
| 23d       | \$ 109,324.50 | \$ 145,766.00 | \$ 182,207.50 | COMPTROLLER-DOT   |
| 23e       | \$ 115,786.02 | \$ 154,381.36 | \$ 192,976.70 | DIRECTOR, OFFICE OF INFORMATION SYSTEMS; DIRECTOR, TOLL OPERATIONS; DISTRICT DIRECTOR-OPERATIONS-DOT; DISTRICT DIRECTOR-PRODUCTION-DOT  |
| 23f       | \$ 125,277.38 | \$ 167,036.50 | \$ 208,795.63 | CHIEF FINANCIAL OFFICER-DOT; DIR OF THE OFF OF POLICY PLANNING-DOT; DIRECTOR OF THE OFFICE OF DESIGN-DOT; DIRECTOR, OFFICE OF RIGHT-OF-WAY  |
| 23g       | \$ 148,611.10 | \$ 198,148.13 | \$ 247,685.16 | GENERAL COUNSEL-DOT   |
| 24a       | \$ 92,105.40  | \$ 122,807.20 | \$ 153,509.00 | CHIEF OF STAFF; DIRECTOR OF ADMINISTRATION; INSPECTOR GENERAL-DOT   |
| 24b       | \$ 139,926.00 | \$ 186,368.00 | \$ 233,210.00 | ASSISTANT SEC, ENGINEERING & OPERATIONS; ASST SECRETARY FOR FINANCE AND ADMIN-DOT; ASST SECRETARY, INTERMODAL SYSTEMS DEV   |
| 24c*      | \$ 155,810.81 | \$ 207,747.75 | \$ 259,684.69 | EXEC DIR, FLORIDA RAIL ENTERPRISE; EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE  |
| 24d*      | \$ 171,408.28 | \$ 228,544.38 | \$ 285,680.47 | DISTRICT SECRETARY  |
| 25        | \$ 156,154.02 | \$ 208,205.36 | \$ 260,256.70 | SECRETARY OF TRANSPORTATION   |

Source: MGT of America, Inc., 2014. Note: Benchmarks for BLS data for FDOT positions provided by the Florida Department of Management Services 50% spread within ranges (25% above and below the midpoint). In some cases, the formula used to calculate the pay grade ranges resulted in maximum salaries that exceed the state's mandated maximum salaries (includes broadbands 20a, 20b, 23g, 24c, and 24d).

## RECOMMENDATION 1(B)

*As an alternative to the ranges outlined in Exhibit 6-1a, utilize the salary range template (Exhibit 6-1b) developed through the use of regional BLS data only. While BLS data includes both public and private industry sources, these data reflect a wider range of data sources and higher number of position comparisons.*

*(See **Appendix M** for a direct comparison of FDOT's current broadband ranges to the proposed ranges presented below. **Appendix N** provides a grade order listing of FDOT positions and their placement within the proposed below pay schedule. **Appendix O** provides details on the data sources and benchmarked positions used for the pay scale and broadbands.)*



### EXHIBIT 6-1b: SALARY RANGES BASED ON REGIONAL MARKET

| BROADBAND | MINIMUM       | MIDPOINT      | MAXIMUM       | ASSIGNED CLASSIFICATIONS   |
|-----------|---------------|---------------|---------------|--|
| 16        | \$ 81,199.09  | \$ 108,265.45 | \$ 135,331.82 | ATTORNEY SUPERVISOR  |
| 20a       | \$ 71,843.18  | \$ 95,790.91  | \$ 119,738.64 | INVESTIGATION MANAGER - SES  |
| 20b       | \$ 77,955.68  | \$ 103,940.91 | \$ 129,926.14 | AUDIT DIRECTOR - SES; REGIONAL TOLL MANAGER-DOT  |
| 21a       | \$ 50,606.25  | \$ 67,475.00  | \$ 84,343.75  | ADMINISTRATIVE SERVICES MANAGER; DEPUTY DIRECTOR, SUPPORT-DOT; DISTRICT RIGHT-OF-WAY ADMIN - DOT; MANAGER, RIGHT-OF-WAY OPERATIONS; MANAGER, RIGHT-OF-WAY PRODUCTION; MANAGER, SUPPORT SERVICES OFFICE; TURNPIKE ADMINISTRATIVE SERVICES MANAGER   |
| 21b       | \$ 72,095.23  | \$ 96,126.97  | \$ 120,158.71 | CHIEF LEGAL COUNSEL; DIRECTOR OF HUMAN RESOURCES; DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT; DISTRICT PUBLIC TRANSPORTATION MGR - DOT; FEDERAL PROGRAM COORDINATOR-DOT; MANAGER, AVIATION OFFICE; MANAGER, CONTRACTS ADMINISTRATION OFFICE; MANAGER, CONTRACTUAL SERVICES OFFICE; MANAGER, FT MYERS URBAN PLANNING OFFICE; MANAGER, RAIL OFFICE; MANAGER, SEAPORT OFFICE-DOT; MANAGER, SYSTEMS PLANNING OFFICE; MANAGER, TRANSIT OFFICE; MANAGER, PENSACOLA URBAN PLANNING OFFICE; STATE SAFETY ADMINISTRATOR   |
| 21c       | \$ 80,293.93  | \$ 107,058.57 | \$ 133,823.21 | DATA CENTER DIRECTOR-DOT; DEP COMPTROLLER, FINANCIAL ADMIN OFFICE; DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT; DEPUTY COMPTROLLER, GEN ACCTNG OFFICE-DOT; DEPUTY DIR OF FACILITIES & EQUIPT-DOT; DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT; DISTRICT MAINTENANCE ADMINISTRATOR - SES; DISTRICT PLANNING MANAGER - DOT; DISTRICT PROFESSIONAL SERVICES ADMIN-DOT; DISTRICT PROGRAM MGMT ADMIN-DOT; MANAGER, BUSINESS SYSTEMS SUPPORT; MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE; MANAGER, EQUAL OPPORTUNITY OFFICE; MANAGER, STATEWIDE SCALE OPERATIONS; MANAGER, TRANSPORTATION STATISTIC OFFICE; REGIONAL MGR FOR INFORMATION TECHNOLOGY; SUNPASS OPERATIONS MANAGER-DOT |
| 21d       | \$ 89,749.77  | \$ 119,666.36 | \$ 149,582.95 | DISTRICT CONSTRUCTION ENGINEER - DOT; DISTRICT DESIGN ENGINEER - DOT; DISTRICT LAND SURVEYOR - DOT; DISTRICT MAINTENANCE ENGINEER - DOT; DISTRICT MATERIALS ENGINEER - DOT; DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT; MANAGER, ENGINEERING/CADD SYSTEMS DESIGN; MANAGER, PRODUCTION SUPPORT OFFICE; MANAGER, SPECIFICATIONS & ESTIMATES OFFI; MANAGER, STRATEGIC INITIATIVES; STATE ROADWAY DESIGN ENGINEER-DOT; STATE STRUCTURES DESIGN ENGINEER; STATE SURVEYOR-DOT  |
| 22        | \$ 73,086.75  | \$ 97,449.00  | \$ 121,811.25 | BUDGET OFFICER; DEPUTY GENERAL COUNSEL-DOT; PUBLIC INFORMATION ADMINISTRATOR-DOT   |
| 23a       | \$ 79,866.82  | \$ 106,489.09 | \$ 133,111.36 | COMPTROLLER-DOT; DIR OF THE OFF OF POLICY PLANNING-DOT; DIR OFFICE OF WORK PROGRAM & BUDGET; DIRECTOR, OFFICE OF INFORMATION SYSTEMS; DIRECTOR, OFFICE OF RIGHT-OF-WAY; DIRECTOR, TOLL OPERATIONS; DISTRICT DIRECTOR-OPERATIONS-DOT; DISTRICT DIRECTOR-PRODUCTION-DOT; GENERAL COUNSEL-DOT; LEGISLATIVE AFFAIRS ADMINISTRATOR; STATE FREIGHT & LOGISTICS ADMINISTRATOR; STATE TRANSPORTATION DEV ADMIN   |
| 23b       | \$ 87,378.51  | \$ 116,504.68 | \$ 145,630.85 | DIR OF THE OFFICE OF CONSTRUCTION-DOT; DIRECTOR OF THE OFFICE OF DESIGN-DOT; DIRECTOR, BUSINESS DEV & CONCESSION MGMT; DIRECTOR, OFFICE OF MAINTENANCE; DIRECTOR, OFFICE OF MATERIALS; STATE HIGHWAY ENGINEER-DOT; STATE TRAFFIC OPERATIONS ENGINEER   |
| 23c       | \$ 124,442.73 | \$ 165,923.64 | \$ 207,404.55 | CHIEF FINANCIAL OFFICER-DOT  |
| 24a       | \$ 59,269.77  | \$ 79,026.36  | \$ 98,782.95  | DIRECTOR OF ADMINISTRATION   |
| 24b       | \$ 77,955.68  | \$ 103,940.91 | \$ 129,926.14 | ASSISTANT SEC, ENGINEERING & OPERATIONS; ASST SECRETARY FOR FINANCE AND ADMIN-DOT; ASST SECRETARY, INTERMODAL SYSTEMS DEV; DISTRICT SECRETARY; EXEC DIR, FLORIDA RAIL ENTERPRISE; EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE; INSPECTOR GENERAL-DOT   |
| 24c*      | \$ 124,442.73 | \$ 165,923.64 | \$ 207,404.55 | CHIEF OF STAFF   |
| 25        | \$ 138,131.43 | \$ 184,175.24 | \$ 230,219.05 | SECRETARY OF TRANSPORTATION  |

Source: MGT of America, Inc., 2014. Note: Benchmarks for BLS data for FDOT positions provided by the Florida Department of Management Services. 50% spread within ranges (25% above and below the midpoint). In some cases, the formula used to calculate the pay grade ranges resulted in maximum salaries that exceed the state's mandated maximum salaries (includes broadband 20a and 20b). Broadband 25 adjusted upward by 11% for hierarchy and to adjust to state range. \*This includes only one position, the Chief of Staff.

The revised broadbands were based on average actual salaries of benchmarked positions, and some of the positions with comparable average salaries were collapsed into the same broadband and the broadband was based on the benchmarks' average salary (See **Appendix O**). Some of the benchmarks were excluded from the creation of the broadbands due to having outlier salaries. Given the nature of the market data used, and because many of the positions included in this study are held by a single incumbent, it can be assumed that some of the average salaries fall above or below the median due to seniority and longevity, which were not controlled variables in the available data sets.

For the pay grade ranges developed using BLS data, the BLS Regional data set was used as the primary public/private market data source. The Regional market data were selected over the National and State data sets to provide a more representative sample of FDOT's recruitment market. The Regional data includes a broader range of comparable positions, and includes more public sector salaries, including those from other state Departments of Transportation.

In reviewing average salaries relevant to the FDOT Secretary of Transportation position (**Exhibit 6-2**), the current salary of the Transportation Secretary (\$141,001) falls below all reported average salaries across markets.

#### **EXHIBIT 6-2: ANNUAL AVERAGE SALARY COMPARISONS – TRANSPORTATION SECRETARY**

| CLASS TITLE                 | FDOT ANNUAL SALARY | AVERAGE SALARY BY DATA SOURCE |             |                |   |
|-----------------------------|--------------------|-------------------------------|-------------|----------------|---|
|                             |                    | BLS - REGIONAL (Excludes FL)  | BLS - STATE | BLS - NATIONAL | PRIVATE INDUSTRY CUSTOMIZED SURVEY DATA |
| Secretary of Transportation | \$ 141,001         | \$ 165,924                    | \$ 196,200  | \$ 178,400     | \$ 208,205                              |

Sources: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data; MGT Customized Peer Salary Survey, 2014. Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. BLS 2013 data have been aged for inflation for comparison to FDOT 2014 salary figures. BLS Regional salary figure reflects original benchmarked salary and not the adjusted figure \$184,175 as shown in **Exhibit 6-2**.

#### **RECOMMENDATION 2**

*Consider providing a significant salary increase to the Secretary of Transportation position. The FDOT Secretary's salary is significantly below BLS and private industry reported salaries.*

- **OPTION 1:** A salary increase of 48 percent would bring the Secretary's salary to the private industry reported average salary of \$208,205 (an increase of \$67,204).
- **OPTION 2:** A salary increase of 31 percent would bring the Secretary's salary to the regional reported average salary of \$184,175 (an increase of \$43,174).

## 6.2 MONETARY VALUE OF STATE BENEFITS

As discussed in **Chapter 4.0**, there are essentially three categories of benefits that are clearly quantifiable in determining the overall value of benefits to the total compensation received by FDOT employees. These include:

- 1) Leave and Holidays
- 2) Social Security, Medicare, and Retirement
- 3) Health, Life, and Disability Insurance

Using the calculated average salaries for Selected Exempt Service (SES - \$124,738), Senior Management Service (SMS - \$107,029), and Career Service employees (employees in FDOT's Professional Engineer (CS - \$46,940) Training Program only), monetary values were assigned to the following state benefits afforded FDOT staff:

- Annual Leave
- Sick Leave
- Holidays
- Social Security/Medicare (FICA)
- Florida Retirement System, Pension Plan or Investment Plan (FRS),
- Health/Life/Disability Insurance

Once the benefit value was determined, the value was added to the annual salary figures of SMS, SES, and CS (P.E. Training Program participants) employees to determine total compensation amounts. The calculations utilized by the State of Florida and those used in this study for determining the value of benefits are outlined in **Chapter 4.0**.

The total benefits values for SMS, SES, and P.E. employees were calculated based on the average employee salary for each employee type (**Exhibit 6-3**).

**EXHIBIT 6-3: ANNUAL BENEFIT VALUES BY EMPLOYEE TYPE**

| BENEFITS                            | BENEFIT VALUE |            |               |
|-------------------------------------|---------------|------------|---------------|
|                                     | SMS           | SES        | P.E. Trainees |
| <b>AVERAGE SALARY:</b>              | \$ 124,738    | \$ 107,029 | \$ 46,940     |
| <b>HOLIDAYS, ANNUAL/SICK LEAVE*</b> | \$ 21,588     | \$ 18,524  | \$ 6,499      |
| <b>FICA</b>                         | \$ 9,542      | \$ 8,188   | \$ 3,591      |
| <b>HEALTH/LIFE/DISABILITY</b>       | \$ 14,647     | \$ 14,360  | \$ 10,931     |
| <b>RETIREMENT**</b>                 | \$ 5,987      | \$ 3,778   | \$ 1,657      |
| <b>ANNUAL BENEFIT VALUE:</b>        | \$ 51,765     | \$ 44,850  | \$ 22,678     |
| <b>TOTAL COMPENSATION VALUE:</b>    | \$ 176,503    | \$ 151,879 | \$ 69,618     |

Source: MGT of America, Inc., 2014.

\* SMS/SES Holiday Leave: 10 holidays = 80 hours; Annual Leave = 176 hours; Sick Leave = 104 hours. P.E. Trainee Holiday Leave: 10 holidays = 80 hours, Annual Leave = 104 hours, Sick Leave = 104 hours.

\*\* Percentage of compensation: SMS (4.80%), SES and P.E. (3.53%).

- FDOT's total benefits for SMS, SES, and P.E. employees comprise, on average, 31 percent of total employee compensation (SMS: 29.3%, SES: 29.5%, and P.E.: 32.6%). Based upon private sector survey data, employee benefits on average comprise 27 percent of total compensation.
- Benefits have been considered by many as a modifier to offset the lower state salaries when compared to salaries in the private sector. However, many interviewees believed that this benefit is eroding as employees are now being required to pay more for their benefits, and vesting rules for new executive level employees who select the FRS defined benefit model have increased to 8 years the amount of seniority needed (6 years for employees hired before July 1, 2011).
- Employees hired into the executive management ranks are presumably less likely to vest under the 8-year FRS requirement. For those coming in with retirement plans already in place (military, for example), this is less of an issue. For those who do not enter executive management with vested retirement, the perceived value of the state pension benefit is eroded.

- The stability of state agency employment has been considered a plus for recruitment and retention, especially in a poor market economy. However, as the market improves, there is fear that without higher salaries, the State benefits package will not offset the difference in salaries, especially across the engineering occupations.
- The Investment Plan provides for 1-year vesting to offset the longer vesting period under the FRS Pension Plan (8 years for new hires), and is more comparable to what is available in the private sector. However, the Defined Benefit Plan has historically been considered a more favorable option.

### 6.3 PROFESSIONAL ENGINEER TRAINING PROGRAM

As discussed in **Chapter 5.0**, the FDOT's P.E. Training Program is a four-year, two-phase training program encompassing all aspects of the Department's operations, and prepares the trainee for a role in organizational leadership. The purpose of the P.E. Training Program is to:

*[...] facilitate the recruitment and hiring of graduate civil engineers by offering an initial career path providing broad, practical experience in the field of transportation engineering, leading to licensure as a Professional Engineer in Florida; [...] the program also serves as a resource for the succession of Professional Engineers who develop into future leaders and managers within the Department.*

Evaluation of relevant P.E. Trainee pay and retention data indicate that:

- Turnover of P.E. Training participants has been relatively low over the 10-year period (2003-2012) based upon data collected by FDOT. However, there were significant economic issues during that period that may have influenced this low turnover.
- Florida provides a very comprehensive program compared to other southeastern states, offering a 48-month EIT program as compared to other states whose programs run from 12 to 24 months.
- Florida average DOT salaries rank fifth among the peers analyzed in this study and fall slightly below the overall peer average.
- Florida average DOT salaries rank fifth among the peers analyzed in this study and fall slightly below the overall peer average.
- Overall, FDOT's P.E. Training Program's pay raise system is relatively competitive in comparison to other southeastern states, and is specifically comparable to the

pay raise system reported by North Carolina. As such, it should maintain this system of rewards to facilitate retention.

- Florida's population is projected to grow at a higher rate than any other southeastern state. This expansion likely will result in the need for more infrastructure enhancements requiring a strong workforce of civil engineers.

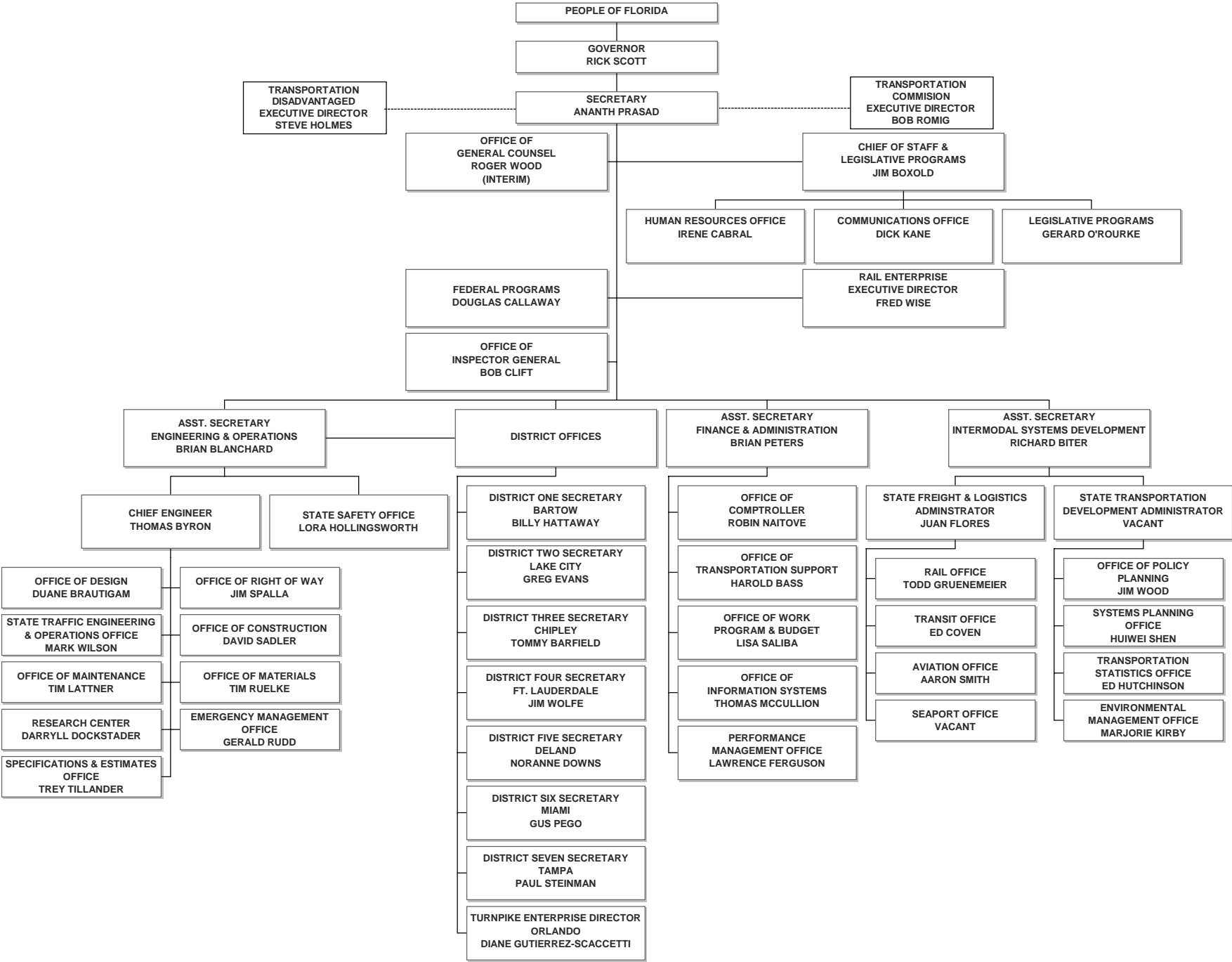
### **RECOMMENDATION 3**

***FDOT should consider increasing the starting salary of the P.E. Trainees to at least the value equal to the average paid by other southeastern states. This increase would increase P.E. Trainee salary by approximately \$652 to \$45,406.***

## **APPENDIX A: FLORIDA DEPARTMENT OF TRANSPORTATION ORGANIZATIONAL CHART**

FLORIDA DEPARTMENT OF TRANSPORTATION  
ORGANIZATION CHART

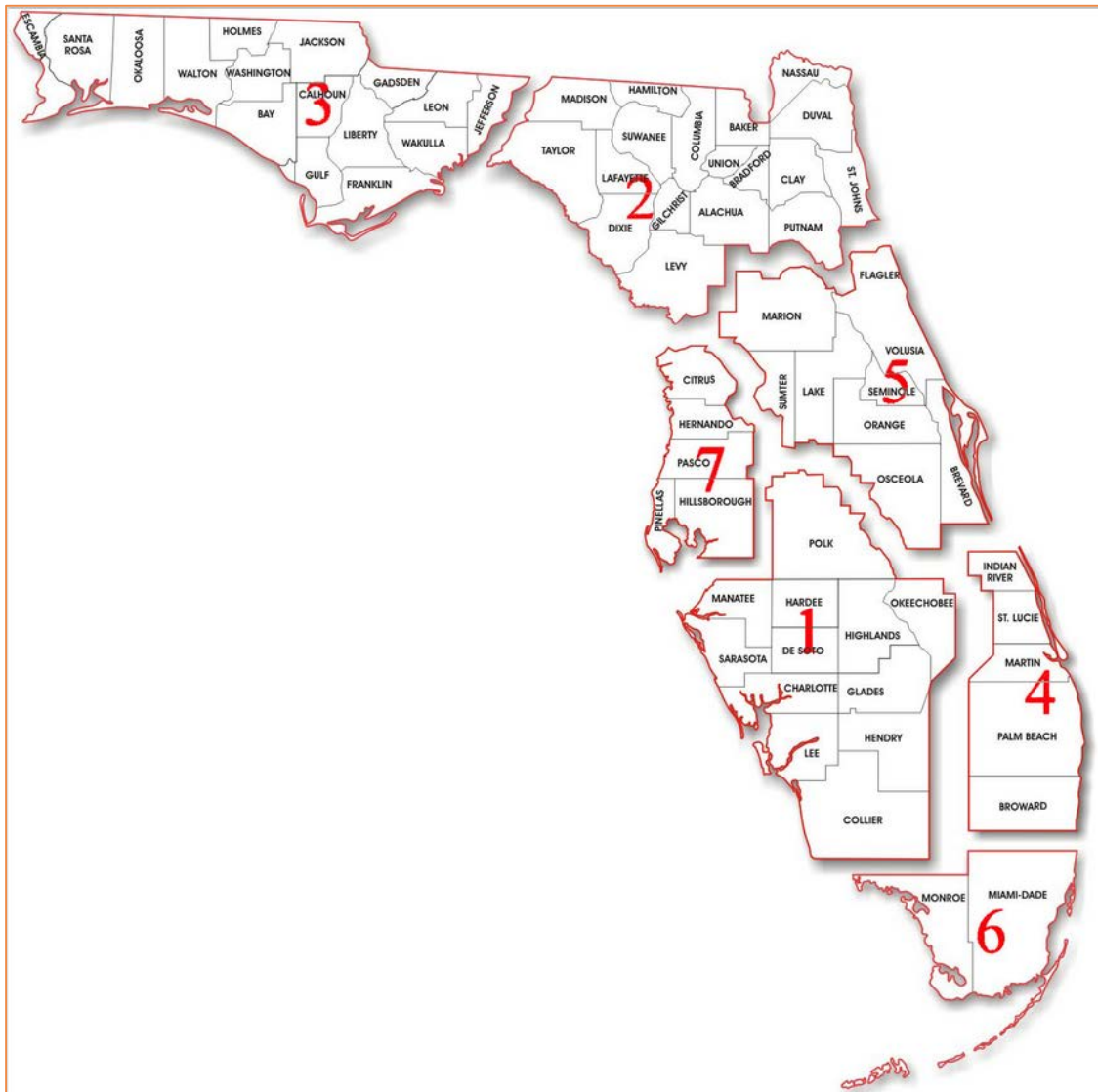
SEPTEMBER, 2014





## **APPENDIX B: OVERVIEW OF FLORIDA DEPARTMENT OF TRANSPORTATION DISTRICTS**

## OVERVIEW OF FDOT DISTRICTS



Source: Florida Department of Transportation website, 2014.

## **APPENDIX C: FLORIDA DEPARTMENT OF TRANSPORTATION CLASSIFICATIONS LISTINGS**

# FDOT CLASSIFICATIONS LISTINGS BY AREA

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

| CENTRAL OFFICE POSITIONS |  |
|--------------------------|--|
| 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.  
CUMBEY & 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.

## **APPENDIX E: FLORIDA DEPARTMENT OF TRANSPORTATION BROADBAND RANGES**



**CURRENT FDOT BROADBAND PAY RANGES**

| BAND | ANNUAL<br>MINIMUM | MONTHLY<br>MINIMUM | BIWEEKLY<br>MINIMUM | HOURLY<br>MINIMUM | ANNUAL<br>MAXIMUM | MONTHLY<br>MAXIMUM | BIWEEKLY<br>MAXIMUM | HOURLY<br>MAXIMUM |
|------|-------------------|--------------------|---------------------|-------------------|-------------------|--------------------|---------------------|-------------------|
| 001  | \$ 16,751.28      | \$ 1,395.93        | \$ 644.28           | \$ 8.05           | \$ 46,144.53      | \$ 3,845.35        | \$ 1,774.79         | \$ 22.19          |
| 002  | \$ 18,259.02      | \$ 1,521.56        | \$ 702.27           | \$ 8.78           | \$ 50,297.28      | \$ 4,191.43        | \$ 1,934.51         | \$ 24.18          |
| 003  | \$ 19,902.48      | \$ 1,658.53        | \$ 765.48           | \$ 9.57           | \$ 54,824.83      | \$ 4,568.73        | \$ 2,108.65         | \$ 26.36          |
| 004  | \$ 21,692.58      | \$ 1,807.73        | \$ 834.33           | \$ 10.43          | \$ 59,756.69      | \$ 4,979.72        | \$ 2,298.33         | \$ 28.73          |
| 005  | \$ 23,645.18      | \$ 1,970.45        | \$ 909.43           | \$ 11.37          | \$ 65,135.58      | \$ 5,427.94        | \$ 2,505.21         | \$ 31.31          |
| 006  | \$ 25,774.06      | \$ 2,147.83        | \$ 991.31           | \$ 12.39          | \$ 70,998.97      | \$ 5,916.59        | \$ 2,730.73         | \$ 34.13          |
| 007  | \$ 28,093.00      | \$ 2,341.08        | \$ 1,080.50         | \$ 13.51          | \$ 77,387.65      | \$ 6,448.94        | \$ 2,976.45         | \$ 37.21          |
| 008  | \$ 30,622.02      | \$ 2,551.83        | \$ 1,177.77         | \$ 14.72          | \$ 88,571.78      | \$ 7,380.97        | \$ 3,406.61         | \$ 42.58          |
| 009  | \$ 33,377.24      | \$ 2,781.44        | \$ 1,283.74         | \$ 16.05          | \$ 96,541.03      | \$ 8,045.08        | \$ 3,713.12         | \$ 46.42          |
| 010  | \$ 36,381.54      | \$ 3,031.80        | \$ 1,399.29         | \$ 17.49          | \$ 105,230.97     | \$ 8,769.24        | \$ 4,047.35         | \$ 50.59          |
| 011  | \$ 39,655.98      | \$ 3,304.65        | \$ 1,525.23         | \$ 19.07          | \$ 109,239.02     | \$ 9,103.24        | \$ 4,201.50         | \$ 52.52          |
| 012  | \$ 43,225.52      | \$ 3,602.14        | \$ 1,662.52         | \$ 20.78          | \$ 125,026.77     | \$ 10,418.88       | \$ 4,808.72         | \$ 60.11          |
| 013  | \$ 47,115.38      | \$ 3,926.29        | \$ 1,812.13         | \$ 22.65          | \$ 136,277.31     | \$ 11,356.46       | \$ 5,241.44         | \$ 65.52          |
| 014  | \$ 51,355.46      | \$ 4,279.62        | \$ 1,975.21         | \$ 24.69          | \$ 141,467.68     | \$ 11,788.99       | \$ 5,441.06         | \$ 68.01          |
| 015  | \$ 55,978.52      | \$ 4,664.86        | \$ 2,153.02         | \$ 26.91          | \$ 154,203.16     | \$ 12,850.26       | \$ 5,930.89         | \$ 74.14          |
| 016  | \$ 61,015.50      | \$ 5,084.63        | \$ 2,346.75         | \$ 29.33          | \$ 168,078.79     | \$ 14,006.58       | \$ 6,464.57         | \$ 80.80          |
| 017  | \$ 66,507.74      | \$ 5,542.29        | \$ 2,557.99         | \$ 31.97          | \$ 183,207.86     | \$ 15,267.34       | \$ 7,046.46         | \$ 88.09          |
| 018  | \$ 72,493.46      | \$ 6,041.11        | \$ 2,788.21         | \$ 34.85          | \$ 199,696.73     | \$ 16,641.37       | \$ 7,680.64         | \$ 96.00          |
| 019  | \$ 21,156.72      | \$ 1,763.04        | \$ 813.72           | \$ 10.17          | \$ 93,247.33      | \$ 7,770.62        | \$ 3,586.44         | \$ 44.83          |
| 020  | \$ 26,445.90      | \$ 2,203.85        | \$ 1,017.15         | \$ 12.71          | \$ 116,561.44     | \$ 9,713.45        | \$ 4,483.13         | \$ 56.04          |
| 021  | \$ 33,057.44      | \$ 2,754.80        | \$ 1,271.44         | \$ 15.89          | \$ 152,985.56     | \$ 12,748.79       | \$ 5,884.06         | \$ 73.55          |
| 022  | \$ 41,320.76      | \$ 3,443.42        | \$ 1,589.26         | \$ 19.87          | \$ 191,228.37     | \$ 15,935.68       | \$ 7,354.94         | \$ 91.93          |
| 023  | \$ 47,316.36      | \$ 3,943.05        | \$ 1,819.86         | \$ 22.75          | \$ 218,975.22     | \$ 18,247.93       | \$ 8,422.12         | \$ 105.28         |
| 024  | \$ 56,779.84      | \$ 4,731.67        | \$ 2,183.84         | \$ 27.30          | \$ 250,257.48     | \$ 20,854.79       | \$ 9,625.29         | \$ 120.32         |
| 025  | \$ 68,135.86      | \$ 5,677.99        | \$ 2,620.61         | \$ 32.76          | \$ 300,309.19     | \$ 25,025.74       | \$ 11,550.35        | \$ 144.38         |

Source: Florida Department of Transportation, 2014. Pay ranges dated July 1<sup>st</sup>, 2013.

## **APPENDIX F: TRANSPORTATION INDUSTRY SALARY SURVEY RESULTS**

## **BENCHMARK SALARY RESULTS FROM SURVEY OF CONSULTING FIRMS**

| SELECTED BENCHMARKS FOR PEER SURVEY                 | # PEERS | AVERAGE ANNUAL MIN | AVERAGE ANNUAL MID | AVERAGE ANNUAL MAX | AVERAGE SALARY |
|---|---------|--------------------|--------------------|--------------------|----------------|
| <b><u>CENTRAL OFFICE CLASSIFICATIONS:</u></b>       |         |                    |                    |                    |                |
| Assistant Secretary, Engineering and Operations     | 9       | \$ 141,189.25      | \$ 177,720.67      | \$ 214,378.92      | \$ 208,205.36  |
| Assistant Secretary for Finance and Administration  | 6       | \$ 171,597.88      | \$ 214,788.38      | \$ 257,978.75      | \$ 239,410.14  |
| Assistant Secretary, Intermodal Systems Development | 1       | \$ 110,480.00      | \$ 138,100.00      | \$ 165,720.00      | \$ 186,167.00  |
| Chief of Staff                                      | 5       | \$ 156,513.20      | \$ 171,408.00      | \$ 194,798.80      | \$ 186,568.00  |
| Comptroller   | 13      | \$ 124,488.00      | \$ 155,604.00      | \$ 186,742.00      | \$ 145,766.00  |
| Director of Administration                          | 7       | \$ 93,600.00       | \$ 106,574.65      | \$ 132,906.00      | \$ 114,236.48  |
| Director of Human Resources                         | 15      | \$ 76,156.56       | \$ 96,024.81       | \$ 114,348.72      | \$ 98,855.80   |
| Director of the Office of Design                    | 3       | \$ 115,240.00      | \$ 134,050.00      | \$ 150,360.00      | \$ 165,572.20  |
| Director, Office of Information Systems             | 9       | \$ 109,624.67      | \$ 131,472.57      | \$ 159,136.33      | \$ 151,583.74  |
| Director, Office of Maintenance                     | 3       | \$ 81,993.00       | \$ 100,404.33      | \$ 118,816.00      | \$ 101,077.33  |
| Director, Office of Materials                       | 1       | \$ -               | \$ -               | \$ -               | \$ 108,659.20  |
| Director, Office of Right-of-Way                    | 1       | \$ -               | \$ -               | \$ -               | \$ 168,500.80  |
| General Counsel                                     | 11      | \$ 136,976.58      | \$ 182,312.75      | \$ 232,573.92      | \$ 198,148.13  |
| Inspector General                                   | 2       | \$ 170,875.00      | \$ 173,583.00      | \$ 187,092.00      | \$ 122,807.20  |
| Secretary of Transportation                         | 4       | \$ -               | \$ -               | \$ -               | \$ 296,250.00  |
| State Highway Engineer                              | 8       | \$ 100,192.88      | \$ 128,482.25      | \$ 158,021.38      | \$ 135,468.22  |
| State Roadway Design Engineer                       | 11      | \$ 97,774.29       | \$ 116,365.66      | \$ 140,140.00      | \$ 114,681.01  |
| State Structures Design Engineer                    | 12      | \$ 99,693.75       | \$ 121,896.25      | \$ 149,866.13      | \$ 116,571.55  |
| State Surveyor                                      | 8       | \$ 81,426.50       | \$ 95,264.50       | \$ 123,352.50      | \$ 94,444.97   |
| State Traffic Operations Engineer                   | 6       | \$ 113,030.00      | \$ 144,356.67      | \$ 165,610.00      | \$ 125,431.33  |
| <b><u>DISTRICT OFFICE CLASSIFICATIONS:</u></b>      |         |                    |                    |                    |                |
| District Secretary                                  | 7       | \$ 166,050.00      | \$ 192,630.00      | \$ 181,113.75      | \$ 228,544.38  |
| <b><u>TURNPIKE ENTERPRISE CLASSIFICATIONS:</u></b>  |         |                    |                    |                    |                |
| Data Center Director                                | 4       | \$ 105,092.67      | \$ 131,797.33      | \$ 158,682.67      | \$ 145,370.20  |
| Director, Toll Operations                           | 3       | \$ 105,770.00      | \$ 138,425.00      | \$ 171,087.50      | \$ 157,178.99  |
| Executive Director, Turnpike                        | 5       | \$ 155,790.25      | \$ 193,304.00      | \$ 230,817.75      | \$ 207,747.75  |

## PEER TRANSPORTATION INDUSTRY FINDINGS – SALARY RANGES AND AVERAGE SALARIES

| FDOT CLASSIFICATIONS                     | \$ DIFFERENCE BETWEEN FDOT AND SURVEYED PEERS |             |                 |            |                |            |                       |             |
|--|---|-------------|-----------------|------------|----------------|------------|-----------------------|-------------|
|  | SALARY RANGE                                  |             |                 |            |                |            | AVERAGE ANNUAL SALARY |             |
|  | MINIMUM SALARY                                |             | MIDPOINT SALARY |            | MAXIMUM SALARY |            |                       |             |
| CENTRAL OFFICE                           |   |             |                 |            |                |            |                       |             |
| ASSISTANT SEC, ENGINEERING & OPERATIONS  |   | \$(84,409)  |                 | \$(24,202) |                | \$35,879   |                       | \$(67,881)  |
| ASST SECRETARY FOR FINANCE AND ADMIN-DOT |   | \$(114,818) |                 | \$(61,270) |                | \$(7,721)  |                       | \$(101,824) |
| ASST SECRETARY, INTERMODAL SYSTEMS DEV   |   | \$(53,700)  |                 | \$15,419   |                | \$84,537   |                       | \$(48,581)  |
| CHIEF OF STAFF                           |   | \$(99,733)  |                 | \$(17,889) |                | \$55,459   |                       | \$(75,268)  |
| COMPTROLLER-DOT                          |   | \$(77,172)  |                 | \$(22,458) |                | \$32,233   |                       | \$(25,766)  |
| DIRECTOR OF ADMINISTRATION               |   | \$(36,820)  |                 | \$46,944   |                | \$117,351  |                       | \$(8,236)   |
| DIRECTOR OF HUMAN RESOURCES              |   | \$(43,099)  |                 | \$(3,003)  |                | \$38,637   |                       | \$6,894     |
| DIRECTOR OF THE OFFICE OF DESIGN-DOT     |   | \$(67,924)  |                 | \$(904)    |                | \$68,615   |                       | \$(45,145)  |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  |   | \$(62,308)  |                 | \$1,673    |                | \$59,839   |                       | \$(24,668)  |
| DIRECTOR, OFFICE OF MAINTENANCE          |   | \$(34,677)  |                 | \$32,741   |                | \$100,159  |                       | \$19,350    |
| DIRECTOR, OFFICE OF MATERIALS            |   | -           |                 | -          |                | -          |                       | \$11,768    |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         |   | -           |                 | -          |                | -          |                       | \$(48,073)  |
| GENERAL COUNSEL-DOT                      |   | \$(89,660)  |                 | \$(49,167) |                | \$(13,599) |                       | \$(67,148)  |
| INSPECTOR GENERAL-DOT                    |   | \$(114,095) |                 | \$(20,064) |                | \$63,165   |                       | \$(7,307)   |
| SECRETARY OF TRANSPORTATION              |   | -           |                 | -          |                | -          |                       | \$(67,205)  |
| STATE HIGHWAY ENGINEER-DOT               |   | \$(52,877)  |                 | \$4,664    |                | \$60,954   |                       | \$(8,553)   |
| STATE ROADWAY DESIGN ENGINEER-DOT        |   | \$(64,717)  |                 | \$(23,344) |                | \$12,846   |                       | \$1,819     |
| STATE STRUCTURES DESIGN ENGINEER         |   | \$(66,636)  |                 | \$(28,875) |                | \$3,119    |                       | \$(72)      |
| STATE SURVEYOR-DOT                       |   | \$(48,369)  |                 | \$(2,243)  |                | \$29,633   |                       | \$11,555    |
| STATE TRAFFIC OPERATIONS ENGINEER        |   | \$(65,714)  |                 | \$(11,211) |                | \$53,365   |                       | \$(5,004)   |
| DISTRICT                                 |   |             |                 |            |                |            |                       |             |
| DISTRICT SECRETARY                       |   | \$(109,270) |                 | \$(39,111) |                | \$69,144   |                       | \$(90,958)  |
| TURNPIKE                                 |   |             |                 |            |                |            |                       |             |
| DIRECTOR, TOLL OPERATIONS                |   | \$(58,454)  |                 | \$(5,279)  |                | \$47,888   |                       | \$(36,666)  |
| EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE  |   | \$(99,010)  |                 | \$(39,785) |                | \$19,440   |                       | \$(70,161)  |
| DATA CENTER DIRECTOR-DOT                 |   | \$(72,035)  |                 | \$(38,776) |                | \$(5,697)  |                       | \$(51,054)  |

| FDOT CLASSIFICATIONS                     | FDOT BROADBAND MINIMUM SALARY | PEER MINIMUM SALARY | DIFFERENCE BETWEEN FDOT AND PEER MINIMUM SALARY | FDOT BROADBAND MIDPOINT SALARY | PEER MIDPOINT SALARY | DIFFERENCE BETWEEN FDOT AND PEER MIDPOINT SALARY | FDOT BROADBAND MAXIMUM SALARY | PEER MAXIMUM SALARY | DIFFERENCE BETWEEN FDOT AND PEER MAXIMUM SALARY |
|--|-------------------------------|---------------------|---|--------------------------------|----------------------|--|-------------------------------|---------------------|---|
| <b>CENTRAL OFFICE</b>                    |                               |                     |   |                                |                      |  |                               |                     |   |
| ASST SECRETARY FOR FINANCE AND ADMIN-DOT | \$ 56,780                     | \$ 171,598          | \$ (114,818)                                    | \$ 153,519                     | \$ 214,788           | \$ (61,270)                                      | \$ 250,257                    | \$ 257,979          | \$ (7,721)                                      |
| INSPECTOR GENERAL-DOT                    | \$ 56,780                     | \$ 170,875          | \$ (114,095)                                    | \$ 153,519                     | \$ 173,583           | \$ (20,064)                                      | \$ 250,257                    | \$ 187,092          | \$ 63,165                                       |
| ASSISTANT SEC, ENGINEERING & OPERATIONS  | \$ 56,780                     | \$ 141,189          | \$ (84,409)                                     | \$ 153,519                     | \$ 177,721           | \$ (24,202)                                      | \$ 250,257                    | \$ 214,379          | \$ 35,879                                       |
| CHIEF OF STAFF                           | \$ 56,780                     | \$ 156,513          | \$ (99,733)                                     | \$ 153,519                     | \$ 171,408           | \$ (17,889)                                      | \$ 250,257                    | \$ 194,799          | \$ 55,459                                       |
| GENERAL COUNSEL-DOT                      | \$ 47,316                     | \$ 136,977          | \$ (89,660)                                     | \$ 133,146                     | \$ 182,313           | \$ (49,167)                                      | \$ 218,975                    | \$ 232,574          | \$ (13,599)                                     |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 47,316                     | \$ 109,625          | \$ (62,308)                                     | \$ 133,146                     | \$ 131,473           | \$ 1,673   | \$ 218,975                    | \$ 159,136          | \$ 59,839                                       |
| COMPTROLLER-DOT                          | \$ 47,316                     | \$ 124,488          | \$ (77,172)                                     | \$ 133,146                     | \$ 155,604           | \$ (22,458)                                      | \$ 218,975                    | \$ 186,742          | \$ 32,233                                       |
| DIRECTOR OF THE OFFICE OF DESIGN-DOT     | \$ 47,316                     | \$ 115,240          | \$ (67,924)                                     | \$ 133,146                     | \$ 134,050           | \$ (904)   | \$ 218,975                    | \$ 150,360          | \$ 68,615                                       |
| STATE TRAFFIC OPERATIONS ENGINEER        | \$ 47,316                     | \$ 113,030          | \$ (65,714)                                     | \$ 133,146                     | \$ 144,357           | \$ (11,211)                                      | \$ 218,975                    | \$ 165,610          | \$ 53,365                                       |
| ASST SECRETARY, INTERMODAL SYSTEMS DEV   | \$ 56,780                     | \$ 110,480          | \$ (53,700)                                     | \$ 153,519                     | \$ 138,100           | \$ 15,419  | \$ 250,257                    | \$ 165,720          | \$ 84,537                                       |
| STATE STRUCTURES DESIGN ENGINEER         | \$ 33,057                     | \$ 99,694           | \$ (66,636)                                     | \$ 93,022                      | \$ 121,896           | \$ (28,875)                                      | \$ 152,986                    | \$ 149,866          | \$ 3,119  |
| STATE ROADWAY DESIGN ENGINEER-DOT        | \$ 33,057                     | \$ 97,774           | \$ (64,717)                                     | \$ 93,022                      | \$ 116,366           | \$ (23,344)                                      | \$ 152,986                    | \$ 140,140          | \$ 12,846                                       |
| STATE HIGHWAY ENGINEER-DOT               | \$ 47,316                     | \$ 100,193          | \$ (52,877)                                     | \$ 133,146                     | \$ 128,482           | \$ 4,664   | \$ 218,975                    | \$ 158,021          | \$ 60,954                                       |
| DIRECTOR OF ADMINISTRATION               | \$ 56,780                     | \$ 93,600           | \$ (36,820)                                     | \$ 153,519                     | \$ 106,575           | \$ 46,944  | \$ 250,257                    | \$ 132,906          | \$ 117,351                                      |
| DIRECTOR OF HUMAN RESOURCES              | \$ 33,057                     | \$ 76,157           | \$ (43,099)                                     | \$ 93,022                      | \$ 96,025            | \$ (3,003)                                       | \$ 152,986                    | \$ 114,349          | \$ 38,637                                       |
| DIRECTOR, OFFICE OF MAINTENANCE          | \$ 47,316                     | \$ 81,993           | \$ (34,677)                                     | \$ 133,146                     | \$ 100,404           | \$ 32,741  | \$ 218,975                    | \$ 118,816          | \$ 100,159                                      |
| STATE SURVEYOR-DOT                       | \$ 33,057                     | \$ 81,427           | \$ (48,369)                                     | \$ 93,022                      | \$ 95,265            | \$ (2,243)                                       | \$ 152,986                    | \$ 123,353          | \$ 29,633                                       |
| DIRECTOR, OFFICE OF MATERIALS            | \$ 47,316                     | \$ -                | \$ -  | \$ 133,146                     | \$ -                 | \$ -   | \$ 218,975                    | \$ -                | \$ -  |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 47,316                     | \$ -                | \$ -  | \$ 133,146                     | \$ -                 | \$ -   | \$ 218,975                    | \$ -                | \$ -  |
| SECRETARY OF TRANSPORTATION              | \$ 68,136                     | \$ -                | \$ -  | \$ 184,223                     | \$ -                 | \$ -   | \$ 300,309                    | \$ -                | \$ -  |
| <b>DISTRICT</b>                          |                               |                     |   |                                |                      |  |                               |                     |   |
| DISTRICT SECRETARY                       | \$ 56,780                     | \$ 166,050          | \$ (109,270)                                    | \$ 153,519                     | \$ 192,630           | \$ (39,111)                                      | \$ 250,257                    | \$ 181,114          | \$ 69,144                                       |
| <b>TURNPIKE</b>                          |                               |                     |   |                                |                      |  |                               |                     |   |
| DATA CENTER DIRECTOR-DOT                 | \$ 33,057                     | \$ 105,093          | \$ (72,035)                                     | \$ 93,022                      | \$ 131,797           | \$ (38,776)                                      | \$ 152,986                    | \$ 158,683          | \$ (5,697)                                      |
| DIRECTOR, TOLL OPERATIONS                | \$ 47,316                     | \$ 105,770          | \$ (58,454)                                     | \$ 133,146                     | \$ 138,425           | \$ (5,279)                                       | \$ 218,975                    | \$ 171,088          | \$ 47,888                                       |
| EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE  | \$ 56,780                     | \$ 155,790          | \$ (99,010)                                     | \$ 153,519                     | \$ 193,304           | \$ (39,785)                                      | \$ 250,257                    | \$ 230,818          | \$ 19,440                                       |

| FDOT CLASSIFICATIONS                     | FDOT BROADBAND MINIMUM SALARY | PEER RANGE MINIMUM SALARY | % DIFFERENCE BETWEEN FDOT AND PEER MINIMUM SALARY | FDOT BROADBAND MIDPOINT SALARY | PEER RANGE MIDPOINT SALARY | % DIFFERENCE BETWEEN FDOT AND PEER MIDPOINT SALARY | FDOT BROADBAND MAXIMUM SALARY | PEER RANGE MAXIMUM SALARY | % DIFFERENCE BETWEEN FDOT AND PEER MAXIMUM SALARY |
|--|-------------------------------|---------------------------|---|--------------------------------|----------------------------|--|-------------------------------|---------------------------|---|
| <b>CENTRAL OFFICE</b>                    |                               |                           |   |                                |                            |  |                               |                           |   |
| ASST SECRETARY FOR FINANCE AND ADMIN-DOT | \$ 56,780                     | \$ 171,598                | -66.9%  | \$ 153,519                     | \$ 214,788                 | -28.5%   | \$ 250,257                    | \$ 257,979                | -3.0%   |
| INSPECTOR GENERAL-DOT                    | \$ 56,780                     | \$ 170,875                | -66.8%  | \$ 153,519                     | \$ 173,583                 | -11.6%   | \$ 250,257                    | \$ 187,092                | 33.8%   |
| ASSISTANT SEC, ENGINEERING & OPERATIONS  | \$ 56,780                     | \$ 141,189                | -59.8%  | \$ 153,519                     | \$ 177,721                 | -13.6%   | \$ 250,257                    | \$ 214,379                | 16.7%   |
| CHIEF OF STAFF                           | \$ 56,780                     | \$ 156,513                | -63.7%  | \$ 153,519                     | \$ 171,408                 | -10.4%   | \$ 250,257                    | \$ 194,799                | 28.5%   |
| GENERAL COUNSEL-DOT                      | \$ 47,316                     | \$ 136,977                | -65.5%  | \$ 133,146                     | \$ 182,313                 | -27.0%   | \$ 218,975                    | \$ 232,574                | -5.8%   |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 47,316                     | \$ 109,625                | -56.8%  | \$ 133,146                     | \$ 131,473                 | 1.3%   | \$ 218,975                    | \$ 159,136                | 37.6%   |
| COMPTROLLER-DOT                          | \$ 47,316                     | \$ 124,488                | -62.0%  | \$ 133,146                     | \$ 155,604                 | -14.4%   | \$ 218,975                    | \$ 186,742                | 17.3%   |
| DIRECTOR OF THE OFFICE OF DESIGN-DOT     | \$ 47,316                     | \$ 115,240                | -58.9%  | \$ 133,146                     | \$ 134,050                 | -0.7%  | \$ 218,975                    | \$ 150,360                | 45.6%   |
| STATE TRAFFIC OPERATIONS ENGINEER        | \$ 47,316                     | \$ 113,030                | -58.1%  | \$ 133,146                     | \$ 144,357                 | -7.8%  | \$ 218,975                    | \$ 165,610                | 32.2%   |
| ASST SECRETARY, INTERMODAL SYSTEMS DEV   | \$ 56,780                     | \$ 110,480                | -48.6%  | \$ 153,519                     | \$ 138,100                 | 11.2%  | \$ 250,257                    | \$ 165,720                | 51.0%   |
| STATE STRUCTURES DESIGN ENGINEER         | \$ 33,057                     | \$ 99,694                 | -66.8%  | \$ 93,022                      | \$ 121,896                 | -23.7%   | \$ 152,986                    | \$ 149,866                | 2.1%  |
| STATE ROADWAY DESIGN ENGINEER-DOT        | \$ 33,057                     | \$ 97,774                 | -66.2%  | \$ 93,022                      | \$ 116,366                 | -20.1%   | \$ 152,986                    | \$ 140,140                | 9.2%  |
| STATE HIGHWAY ENGINEER-DOT               | \$ 47,316                     | \$ 100,193                | -52.8%  | \$ 133,146                     | \$ 128,482                 | 3.6%   | \$ 218,975                    | \$ 158,021                | 38.6%   |
| DIRECTOR OF ADMINISTRATION               | \$ 56,780                     | \$ 93,600                 | -39.3%  | \$ 153,519                     | \$ 106,575                 | 44.0%  | \$ 250,257                    | \$ 132,906                | 88.3%   |
| DIRECTOR OF HUMAN RESOURCES              | \$ 33,057                     | \$ 76,157                 | -56.6%  | \$ 93,022                      | \$ 96,025                  | -3.1%  | \$ 152,986                    | \$ 114,349                | 33.8%   |
| DIRECTOR, OFFICE OF MAINTENANCE          | \$ 47,316                     | \$ 81,993                 | -42.3%  | \$ 133,146                     | \$ 100,404                 | 32.6%  | \$ 218,975                    | \$ 118,816                | 84.3%   |
| STATE SURVEYOR-DOT                       | \$ 33,057                     | \$ 81,427                 | -59.4%  | \$ 93,022                      | \$ 95,265                  | -2.4%  | \$ 152,986                    | \$ 123,353                | 24.0%   |
| DIRECTOR, OFFICE OF MATERIALS            | \$ 47,316                     | \$ -                      | -   | \$ 133,146                     | \$ -                       | -  | \$ 218,975                    | \$ -                      | -   |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 47,316                     | \$ -                      | -   | \$ 133,146                     | \$ -                       | -  | \$ 218,975                    | \$ -                      | -   |
| SECRETARY OF TRANSPORTATION              | \$ 68,136                     | \$ -                      | -   | \$ 184,223                     | \$ -                       | -  | \$ 300,309                    | \$ -                      | -   |
| <b>DISTRICT</b>                          |                               |                           |   |                                |                            |  |                               |                           |   |
| DISTRICT SECRETARY                       | \$ 56,780                     | \$ 166,050                | -65.8%  | \$ 153,519                     | \$ 192,630                 | -20.3%   | \$ 250,257                    | \$ 181,114                | 38.2%   |
| <b>TURNPIKE</b>                          |                               |                           |   |                                |                            |  |                               |                           |   |
| DATA CENTER DIRECTOR-DOT                 | \$ 33,057                     | \$ 105,093                | -68.5%  | \$ 93,022                      | \$ 131,797                 | -29.4%   | \$ 152,986                    | \$ 158,683                | -3.6%   |
| DIRECTOR, TOLL OPERATIONS                | \$ 47,316                     | \$ 105,770                | -55.3%  | \$ 133,146                     | \$ 138,425                 | -3.8%  | \$ 218,975                    | \$ 171,088                | 28.0%   |
| EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE  | \$ 56,780                     | \$ 155,790                | -63.6%  | \$ 153,519                     | \$ 193,304                 | -20.6%   | \$ 250,257                    | \$ 230,818                | 8.4%  |

| FDOT CLASSIFICATIONS                    | FDOT<br>CLASSIFICATION<br>ANNUAL SALARY | SURVEYED PEER<br>AVERAGE SALARY | DIFFERENCE BETWEEN<br>FDOT AND SURVEYED<br>PEER | % DIFFERENCE BETWEEN FDOT<br>AND SURVEYED PEER |
|---|---|---------------------------------|---|--|
| <b>CENTRAL OFFICE</b>                   |   |                                 |   |  |
| DIRECTOR, OFFICE OF MAINTENANCE         | \$ 120,427                              | \$ 101,077                      | \$ 19,350                                       | 19.1%  |
| STATE SURVEYOR-DOT                      | \$ 106,000                              | \$ 94,445                       | \$ 11,555                                       | 12.2%  |
| DIRECTOR, OFFICE OF MATERIALS           | \$ 120,427                              | \$ 108,659                      | \$ 11,768                                       | 10.8%  |
| DIRECTOR OF HUMAN RESOURCES             | \$ 105,750                              | \$ 98,856                       | \$ 6,894  | 7.0%   |
| STATE ROADWAY DESIGN ENGINEER-DOT       | \$ 116,500                              | \$ 114,681                      | \$ 1,819  | 1.6%   |
| STATE STRUCTURES DESIGN ENGINEER        | \$ 116,500                              | \$ 116,572                      | \$ (72)   | -0.1%  |
| STATE TRAFFIC OPERATIONS ENGINEER       | \$ 120,427                              | \$ 125,431                      | \$ (5,004)                                      | -4.0%  |
| INSPECTOR GENERAL-DOT                   | \$ 115,500                              | \$ 122,807                      | \$ (7,307)                                      | -6.0%  |
| STATE HIGHWAY ENGINEER-DOT              | \$ 126,915                              | \$ 135,468                      | \$ (8,553)                                      | -6.3%  |
| DIRECTOR OF ADMINISTRATION              | \$ 106,000                              | \$ 114,236                      | \$ (8,236)                                      | -7.2%  |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS | \$ 126,915                              | \$ 151,584                      | \$ (24,668)                                     | -16.3%   |
| COMPTROLLER-DOT                         | \$ 120,000                              | \$ 145,766                      | \$ (25,766)                                     | -17.7%   |
| ASST SECRETARY, INTERMODAL SYSTEMS DEV  | \$ 137,586                              | \$ 186,167                      | \$ (48,581)                                     | -26.1%   |
| DIRECTOR OF THE OFFICE OF DESIGN-DOT    | \$ 120,427                              | \$ 165,572                      | \$ (45,145)                                     | -27.3%   |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY        | \$ 120,427                              | \$ 168,501                      | \$ (48,073)                                     | -28.5%   |
| SECRETARY OF TRANSPORTATION             | \$ 141,001                              | \$ 208,205                      | \$ (67,205)                                     | -32.3%   |
| ASSISTANT SEC, ENGINEERING & OPERATIONS | \$ 137,586                              | \$ 205,467                      | \$ (67,881)                                     | -33.0%   |
| GENERAL COUNSEL-DOT                     | \$ 131,000                              | \$ 198,148                      | \$ (67,148)                                     | -33.9%   |
| CHIEF OF STAFF                          | \$ 111,300                              | \$ 186,568                      | \$ (75,268)                                     | -40.3%   |
| ASST SECRETARY FOR FINANCE AND ADMIN-DO | \$ 137,586                              | \$ 239,410                      | \$ (101,824)                                    | -42.5%   |
| <b>DISTRICT</b>                         |   |                                 |   |  |
| DISTRICT SECRETARY                      | \$ 137,586                              | \$ 228,544                      | \$ (90,958)                                     | -39.8%   |
| <b>TURNPIKE</b>                         |   |                                 |   |  |
| DIRECTOR, TOLL OPERATIONS               | \$ 120,513                              | \$ 157,179                      | \$ (36,666)                                     | -23.3%   |
| EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE | \$ 137,586                              | \$ 207,748                      | \$ (70,161)                                     | -33.8%   |
| DATA CENTER DIRECTOR-DOT                | \$ 94,316                               | \$ 145,370                      | \$ (51,054)                                     | -35.1%   |

## APPENDIX G: AASHTO SALARY COMPARISONS

## 2013 AASHTO Salary Survey

### AMOUNT DIFFERENCE

| FDOT CLASSIFICATIONS                     | FDOT CLASSIFICATION ANNUAL SALARY | AASHTO AVERAGE SALARY (REGIONAL*) | DIFFERENCE BETWEEN FDOT AND REGIONAL MARKET | AASHTO AVERAGE SALARY (NATIONAL) | DIFFERENCE BETWEEN FDOT AND NATIONAL MARKET | AASHTO AVERAGE SALARY (NATIONAL - WEIGHTED) | DIFFERENCE BETWEEN FDOT AND NATIONAL MARKET (WEIGHTED) |
|--|-----------------------------------|-----------------------------------|---|----------------------------------|---|---|--|
| <b>CENTRAL OFFICE</b>                    |                                   |                                   |   |                                  |   |   |  |
| CHIEF OF STAFF                           | \$ 111,300                        | \$ 97,296                         | \$ 14,004                                   | \$ 94,462                        | \$ 16,838                                   | \$ 95,018                                   | \$ 16,282  |
| COMPTROLLER-DOT                          | \$ 120,000                        | \$ 112,129                        | \$ 7,871                                    | \$ 111,534                       | \$ 8,466                                    | \$ 93,078                                   | \$ 26,922  |
| DIRECTOR OF HUMAN RESOURCES              | \$ 105,750                        | \$ 100,772                        | \$ 4,978                                    | \$ 100,414                       | \$ 5,336                                    | \$ 103,794                                  | \$ 1,956   |
| SECRETARY OF TRANSPORTATION              | \$ 141,001                        | \$ 156,879                        | \$ (15,878)                                 | \$ 147,667                       | \$ (6,666)                                  | \$ 79,698                                   | \$ 61,303  |
| STATE HIGHWAY ENGINEER-DOT               | \$ 126,915                        | \$ 138,772                        | \$ (11,856)                                 | \$ 133,026                       | \$ (6,111)                                  | \$ -  | \$ -   |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 126,915                        | \$ 108,167                        | \$ 18,748                                   | \$ 109,951                       | \$ 16,964                                   | \$ 100,140                                  | \$ 26,775  |
| GENERAL COUNSEL-DOT                      | \$ 131,000                        | \$ 107,377                        | \$ 23,623                                   | \$ 115,173                       | \$ 15,827                                   | \$ 200,000                                  | \$ (69,000)  |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 120,427                        | \$ 95,110                         | \$ 25,317                                   | \$ 96,659                        | \$ 23,768                                   | \$ 96,232                                   | \$ 24,195  |
| PUBLIC INFORMATION ADMINISTRATOR-DOT     | \$ 107,441                        | \$ 89,575                         | \$ 17,866                                   | \$ 89,324                        | \$ 18,117                                   | \$ 97,162                                   | \$ 10,279  |
| MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE | \$ 115,711                        | \$ 89,265                         | \$ 26,447                                   | \$ 86,553                        | \$ 29,158                                   | \$ 127,860                                  | \$ (12,149)  |
| MANAGER, AVIATION OFFICE                 | \$ 110,669                        | \$ 79,973                         | \$ 30,696                                   | \$ 90,019                        | \$ 20,650                                   | \$ 131,000                                  | \$ (20,331)  |
| MANAGER, RAIL OFFICE                     | \$ 114,711                        | \$ 79,973                         | \$ 34,738                                   | \$ 90,019                        | \$ 24,692                                   | \$ 115,202                                  | \$ (491)   |
| MANAGER, SEAPORT OFFICE-DOT              | \$ 99,907                         | \$ 79,973                         | \$ 19,933                                   | \$ 90,019                        | \$ 9,888                                    | \$ 109,207                                  | \$ (9,300)   |
| MANAGER, TRANSIT OFFICE                  | \$ 110,669                        | \$ 79,973                         | \$ 30,696                                   | \$ 90,019                        | \$ 20,650                                   | \$ 100,000                                  | \$ 10,669  |
| STATE SAFETY ADMINISTRATOR               | \$ 118,000                        | \$ 75,845                         | \$ 42,155                                   | \$ 82,613                        | \$ 35,387                                   | \$ -  | \$ -   |
| MANAGER, EQUAL OPPORTUNITY OFFICE        | \$ 97,037                         | \$ 73,155                         | \$ 23,882                                   | \$ 77,275                        | \$ 19,762                                   | \$ 124,046                                  | \$ (27,009)  |
| MANAGER, CONTRACTUAL SERVICES OFFICE     | \$ 102,216                        | \$ 71,625                         | \$ 30,591                                   | \$ 78,397                        | \$ 23,819                                   | \$ 129,741                                  | \$ (27,525)  |

Source: 2013 AASHTO Salary Survey, American Association of State Highway and Transportation Officials (AASHTO).

\*AASHTO Regional recruitment market excludes FL figures. The Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications.



## PERCENT DIFFERENCE

| FDOT CLASSIFICATIONS                     | FDOT CLASSIFICATION ANNUAL SALARY | AASHTO AVERAGE SALARY (REGIONAL*) | % DIFFERENCE (AASHTO REGIONAL) | AASHTO AVERAGE SALARY (NATIONAL) | % DIFFERENCE (AASHTO NATIONAL) | AASHTO AVERAGE SALARY (NATIONAL - WEIGHTED) | % DIFFERENCE (AASHTO NATIONAL - WEIGHTED) |
|--|-----------------------------------|-----------------------------------|--------------------------------|----------------------------------|--------------------------------|---|---|
| <b>CENTRAL OFFICE</b>                    |                                   |                                   |                                |                                  |                                |   |   |
| CHIEF OF STAFF                           | \$ 111,300                        | \$ 97,296                         | 14.4%                          | \$ 94,462                        | 17.8%                          | \$ 95,018                                   | 17.1%                                     |
| COMPTROLLER-DOT                          | \$ 120,000                        | \$ 112,129                        | 7.0%                           | \$ 111,534                       | 7.6%                           | \$ 93,078                                   | 28.9%                                     |
| DIRECTOR OF HUMAN RESOURCES              | \$ 105,750                        | \$ 100,772                        | 4.9%                           | \$ 100,414                       | 5.3%                           | \$ 103,794                                  | 1.9%                                      |
| SECRETARY OF TRANSPORTATION              | \$ 141,001                        | \$ 156,879                        | -10.1%                         | \$ 147,667                       | -4.5%                          | \$ 79,698                                   | 76.9%                                     |
| STATE HIGHWAY ENGINEER-DOT               | \$ 126,915                        | \$ 138,772                        | -8.5%                          | \$ 133,026                       | -4.6%                          | \$ -  | -   |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 126,915                        | \$ 108,167                        | 17.3%                          | \$ 109,951                       | 15.4%                          | \$ 100,140                                  | 26.7%                                     |
| GENERAL COUNSEL-DOT                      | \$ 131,000                        | \$ 107,377                        | 22.0%                          | \$ 115,173                       | 13.7%                          | \$ 200,000                                  | -34.5%                                    |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 120,427                        | \$ 95,110                         | 26.6%                          | \$ 96,659                        | 24.6%                          | \$ 96,232                                   | 25.1%                                     |
| PUBLIC INFORMATION ADMINISTRATOR-DOT     | \$ 107,441                        | \$ 89,575                         | 19.9%                          | \$ 89,324                        | 20.3%                          | \$ 97,162                                   | 10.6%                                     |
| MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE | \$ 115,711                        | \$ 89,265                         | 29.6%                          | \$ 86,553                        | 33.7%                          | \$ 127,860                                  | -9.5%                                     |
| MANAGER, AVIATION OFFICE                 | \$ 110,669                        | \$ 79,973                         | 38.4%                          | \$ 90,019                        | 22.9%                          | \$ 131,000                                  | -15.5%                                    |
| MANAGER, RAIL OFFICE                     | \$ 114,711                        | \$ 79,973                         | 43.4%                          | \$ 90,019                        | 27.4%                          | \$ 115,202                                  | -0.4%                                     |
| MANAGER, SEAPORT OFFICE-DOT              | \$ 99,907                         | \$ 79,973                         | 24.9%                          | \$ 90,019                        | 11.0%                          | \$ 109,207                                  | -8.5%                                     |
| MANAGER, TRANSIT OFFICE                  | \$ 110,669                        | \$ 79,973                         | 38.4%                          | \$ 90,019                        | 22.9%                          | \$ 100,000                                  | 10.7%                                     |
| STATE SAFETY ADMINISTRATOR               | \$ 118,000                        | \$ 75,845                         | 55.6%                          | \$ 82,613                        | 42.8%                          | \$ -  | -   |
| MANAGER, EQUAL OPPORTUNITY OFFICE        | \$ 97,037                         | \$ 73,155                         | 32.6%                          | \$ 77,275                        | 25.6%                          | \$ 124,046                                  | -21.8%                                    |
| MANAGER, CONTRACTUAL SERVICES OFFICE     | \$ 102,216                        | \$ 71,625                         | 42.7%                          | \$ 78,397                        | 30.4%                          | \$ 129,741                                  | -21.2%                                    |

Source: 2013 AASHTO Salary Survey, American Association of State Highway and Transportation Officials (AASHTO).

\*AASHTO Regional recruitment market excludes FL figures. The Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications.

## SOUTHEAST REGION - AASHTO SALARY RANGES COMPARISON

### AMOUNT

| FDOT CLASSIFICATIONS                     | FDOT<br>BROADBAND<br>MINIMUM<br>SALARY | AASHTO<br>MINIMUM<br>SALARY | DIFFERENCE<br>BETWEEN<br>FDOT AND<br>AASHTO<br>MINIMUM<br>SALARY | FDOT<br>BROADBAND<br>MIDPOINT<br>SALARY | AASHTO<br>MIDPOINT<br>SALARY | DIFFERENCE<br>BETWEEN<br>FDOT AND<br>AASHTO<br>MIDPOINT<br>SALARY | FDOT<br>BROADBAND<br>MAXIMUM<br>SALARY | AASHTO<br>MAXIMUM<br>SALARY | DIFFERENCE<br>BETWEEN<br>FDOT AND<br>AASHTO<br>MAXIMUM<br>SALARY |
|--|--|-----------------------------|--|---|------------------------------|---|--|-----------------------------|--|
| <b>CENTRAL OFFICE</b>                    |  |                             |  |   |                              |   |  |                             |  |
| SECRETARY OF TRANSPORTATION              | \$ 68,136                              | \$ 102,749                  | \$ (34,614)  | \$ 184,223                              | \$ 141,694                   | \$ 42,528   | \$ 300,309                             | \$ 178,526                  | \$ 121,783   |
| STATE HIGHWAY ENGINEER-DOT               | \$ 47,316                              | \$ 93,497                   | \$ (46,181)  | \$ 133,146                              | \$ 131,790                   | \$ 1,356  | \$ 218,975                             | \$ 167,364                  | \$ 51,611  |
| GENERAL COUNSEL-DOT                      | \$ 47,316                              | \$ 75,658                   | \$ (28,342)  | \$ 133,146                              | \$ 110,487                   | \$ 22,659   | \$ 218,975                             | \$ 142,476                  | \$ 76,499  |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 47,316                              | \$ 72,969                   | \$ (25,653)  | \$ 133,146                              | \$ 111,433                   | \$ 21,713   | \$ 218,975                             | \$ 145,084                  | \$ 73,891  |
| COMPTROLLER-DOT                          | \$ 47,316                              | \$ 69,525                   | \$ (22,208)  | \$ 133,146                              | \$ 107,625                   | \$ 25,521   | \$ 218,975                             | \$ 137,724                  | \$ 81,251  |
| DIRECTOR OF HUMAN RESOURCES              | \$ 33,057                              | \$ 67,982                   | \$ (34,924)  | \$ 93,022                               | \$ 94,976                    | \$ (1,955)  | \$ 152,986                             | \$ 126,542                  | \$ 26,444  |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 47,316                              | \$ 66,927                   | \$ (19,610)  | \$ 133,146                              | \$ 91,076                    | \$ 42,070   | \$ 218,975                             | \$ 115,331                  | \$ 103,644   |
| MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE | \$ 33,057                              | \$ 60,558                   | \$ (27,501)  | \$ 93,022                               | \$ 82,242                    | \$ 10,780   | \$ 152,986                             | \$ 104,521                  | \$ 48,464  |
| CHIEF OF STAFF                           | \$ 56,780                              | \$ 58,600                   | \$ (1,820)   | \$ 153,519                              | \$ 84,312                    | \$ 69,206   | \$ 250,257                             | \$ 104,724                  | \$ 145,534   |
| MANAGER, AVIATION OFFICE                 | \$ 33,057                              | \$ 57,668                   | \$ (24,611)  | \$ 93,022                               | \$ 76,659                    | \$ 16,362   | \$ 152,986                             | \$ 97,590                   | \$ 55,395  |
| MANAGER, RAIL OFFICE                     | \$ 33,057                              | \$ 57,668                   | \$ (24,611)  | \$ 93,022                               | \$ 76,659                    | \$ 16,362   | \$ 152,986                             | \$ 97,590                   | \$ 55,395  |
| MANAGER, SEAPORT OFFICE-DOT              | \$ 33,057                              | \$ 57,668                   | \$ (24,611)  | \$ 93,022                               | \$ 76,659                    | \$ 16,362   | \$ 152,986                             | \$ 97,590                   | \$ 55,395  |
| MANAGER, TRANSIT OFFICE                  | \$ 33,057                              | \$ 57,668                   | \$ (24,611)  | \$ 93,022                               | \$ 76,659                    | \$ 16,362   | \$ 152,986                             | \$ 97,590                   | \$ 55,395  |
| STATE SAFETY ADMINISTRATOR               | \$ 33,057                              | \$ 55,403                   | \$ (22,346)  | \$ 93,022                               | \$ 76,676                    | \$ 16,346   | \$ 152,986                             | \$ 99,048                   | \$ 53,937  |
| PUBLIC INFORMATION ADMINISTRATOR-DOT     | \$ 41,321                              | \$ 54,536                   | \$ (13,215)  | \$ 116,275                              | \$ 93,552                    | \$ 22,723   | \$ 191,228                             | \$ 137,244                  | \$ 53,985  |
| MANAGER, EQUAL OPPORTUNITY OFFICE        | \$ 33,057                              | \$ 50,923                   | \$ (17,866)  | \$ 93,022                               | \$ 73,330                    | \$ 19,691   | \$ 152,986                             | \$ 89,798                   | \$ 63,188  |
| MANAGER, CONTRACTUAL SERVICES OFFICE     | \$ 33,057                              | \$ 49,589                   | \$ (16,531)  | \$ 93,022                               | \$ 67,880                    | \$ 25,141   | \$ 152,986                             | \$ 87,907                   | \$ 65,079  |

Source: 2013 AASHTO Salary Survey, American Association of State Highway and Transportation Officials (AASHTO).

\*AASHTO Regional recruitment market excludes FL figures. The Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

## PERCENT

| FDOT CLASSIFICATIONS                     | FDOT<br>BROADBAND<br>MINIMUM<br>SALARY | AASHTO<br>MINIMUM<br>SALARY | %<br>DIFFERENCE<br>BETWEEN<br>FDOT AND<br>AASHTO<br>MINIMUM<br>SALARY | FDOT<br>BROADBAND<br>MIDPOINT<br>SALARY | AASHTO<br>MIDPOINT<br>SALARY | %<br>DIFFERENCE<br>BETWEEN<br>FDOT AND<br>AASHTO<br>MIDPOINT<br>SALARY | FDOT<br>BROADBAND<br>MAXIMUM<br>SALARY | AASHTO<br>MAXIMUM<br>SALARY | %<br>DIFFERENCE<br>BETWEEN<br>FDOT AND<br>AASHTO<br>MAXIMUM<br>SALARY |
|--|--|-----------------------------|---|---|------------------------------|--|--|-----------------------------|---|
| <b>CENTRAL OFFICE</b>                    |  |                             |   |   |                              |  |  |                             |   |
| SECRETARY OF TRANSPORTATION              | \$ 68,136                              | \$ 102,749                  | -33.7%  | \$ 184,223                              | \$ 141,694                   | 30.0%  | \$ 300,309                             | \$ 178,526                  | 68.2%   |
| STATE HIGHWAY ENGINEER-DOT               | \$ 47,316                              | \$ 93,497                   | -49.4%  | \$ 133,146                              | \$ 131,790                   | 1.0%   | \$ 218,975                             | \$ 167,364                  | 30.8%   |
| GENERAL COUNSEL-DOT                      | \$ 47,316                              | \$ 75,658                   | -37.5%  | \$ 133,146                              | \$ 110,487                   | 20.5%  | \$ 218,975                             | \$ 142,476                  | 53.7%   |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 47,316                              | \$ 72,969                   | -35.2%  | \$ 133,146                              | \$ 111,433                   | 19.5%  | \$ 218,975                             | \$ 145,084                  | 50.9%   |
| COMPTROLLER-DOT                          | \$ 47,316                              | \$ 69,525                   | -31.9%  | \$ 133,146                              | \$ 107,625                   | 23.7%  | \$ 218,975                             | \$ 137,724                  | 59.0%   |
| DIRECTOR OF HUMAN RESOURCES              | \$ 33,057                              | \$ 67,982                   | -51.4%  | \$ 93,022                               | \$ 94,976                    | -2.1%  | \$ 152,986                             | \$ 126,542                  | 20.9%   |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 47,316                              | \$ 66,927                   | -29.3%  | \$ 133,146                              | \$ 91,076                    | 46.2%  | \$ 218,975                             | \$ 115,331                  | 89.9%   |
| MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE | \$ 33,057                              | \$ 60,558                   | -45.4%  | \$ 93,022                               | \$ 82,242                    | 13.1%  | \$ 152,986                             | \$ 104,521                  | 46.4%   |
| CHIEF OF STAFF                           | \$ 56,780                              | \$ 58,600                   | -3.1%   | \$ 153,519                              | \$ 84,312                    | 82.1%  | \$ 250,257                             | \$ 104,724                  | 139.0%  |
| MANAGER, AVIATION OFFICE                 | \$ 33,057                              | \$ 57,668                   | -42.7%  | \$ 93,022                               | \$ 76,659                    | 21.3%  | \$ 152,986                             | \$ 97,590                   | 56.8%   |
| MANAGER, RAIL OFFICE                     | \$ 33,057                              | \$ 57,668                   | -42.7%  | \$ 93,022                               | \$ 76,659                    | 21.3%  | \$ 152,986                             | \$ 97,590                   | 56.8%   |
| MANAGER, SEAPORT OFFICE-DOT              | \$ 33,057                              | \$ 57,668                   | -42.7%  | \$ 93,022                               | \$ 76,659                    | 21.3%  | \$ 152,986                             | \$ 97,590                   | 56.8%   |
| MANAGER, TRANSIT OFFICE                  | \$ 33,057                              | \$ 57,668                   | -42.7%  | \$ 93,022                               | \$ 76,659                    | 21.3%  | \$ 152,986                             | \$ 97,590                   | 56.8%   |
| STATE SAFETY ADMINISTRATOR               | \$ 33,057                              | \$ 55,403                   | -40.3%  | \$ 93,022                               | \$ 76,676                    | 21.3%  | \$ 152,986                             | \$ 99,048                   | 54.5%   |
| PUBLIC INFORMATION ADMINISTRATOR-DOT     | \$ 41,321                              | \$ 54,536                   | -24.2%  | \$ 116,275                              | \$ 93,552                    | 24.3%  | \$ 191,228                             | \$ 137,244                  | 39.3%   |
| MANAGER, EQUAL OPPORTUNITY OFFICE        | \$ 33,057                              | \$ 50,923                   | -35.1%  | \$ 93,022                               | \$ 73,330                    | 26.9%  | \$ 152,986                             | \$ 89,798                   | 70.4%   |
| MANAGER, CONTRACTUAL SERVICES OFFICE     | \$ 33,057                              | \$ 49,589                   | -33.3%  | \$ 93,022                               | \$ 67,880                    | 37.0%  | \$ 152,986                             | \$ 87,907                   | 74.0%   |

Source: 2013 AASHTO Salary Survey, American Association of State Highway and Transportation Officials (AASHTO).

\*AASHTO Regional recruitment market excludes FL figures. The Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

## APPENDIX H: BLS SALARY COMPARISONS

## FDOT CLASSIFICATION COMPARISON TO BLS DATA SOURCE MATCHED POSITIONS - REGIONAL, STATE, AND NATIONAL

| FDOT CLASSIFICATIONS                     | FDOT<br>CLASSIFICATION<br>ANNUAL SALARY | BLS AVERAGE<br>SALARY<br>(REGIONAL*) | DIFFERENCE<br>BETWEEN FDOT<br>AND REGIONAL<br>MARKET | BLS AVERAGE<br>SALARY<br>(STATE) | DIFFERENCE<br>BETWEEN FDOT<br>AND STATE<br>MARKET | BLS AVERAGE<br>SALARY<br>(NATIONAL) | DIFFERENCE<br>BETWEEN FDOT<br>AND NATIONAL<br>MARKET |
|--|---|--------------------------------------|--|----------------------------------|---|-------------------------------------|--|
| <b><u>CENTRAL OFFICE</u></b>             |   |                                      |  |                                  |   |                                     |  |
| ASSISTANT SEC, ENGINEERING & OPERATIONS  | \$ 137,586                              | \$ 103,941                           | \$ 33,645  | \$ 117,340                       | \$ 20,246   | \$ 116,090                          | \$ 21,496  |
| ASST SECRETARY FOR FINANCE AND ADMIN-DOT | \$ 137,586                              | \$ 103,941                           | \$ 33,645  | \$ 117,340                       | \$ 20,246   | \$ 116,090                          | \$ 21,496  |
| ASST SECRETARY, INTERMODAL SYSTEMS DEV   | \$ 137,586                              | \$ 103,941                           | \$ 33,645  | \$ 117,340                       | \$ 20,246   | \$ 116,090                          | \$ 21,496  |
| ATTORNEY SUPERVISOR                      | \$ 102,193                              | \$ 108,265                           | \$ (6,072)   | \$ 123,040                       | \$ (20,847)                                       | \$ 131,990                          | \$ (29,797)  |
| AUDIT DIRECTOR - SES                     | \$ 94,000                               | \$ 105,879                           | \$ (11,879)  | \$ 127,680                       | \$ (33,680)                                       | \$ 126,660                          | \$ (32,660)  |
| BUDGET OFFICER                           | \$ 100,208                              | \$ 105,879                           | \$ (5,671)   | \$ 127,680                       | \$ (27,472)                                       | \$ 126,660                          | \$ (26,452)  |
| CHIEF LEGAL COUNSEL                      | \$ 96,963                               | \$ 95,791                            | \$ 1,172   | \$ 94,810                        | \$ 2,153  | \$ 108,380                          | \$ (11,417)  |
| CHIEF OF STAFF                           | \$ 111,300                              | \$ 165,924                           | \$ (54,624)  | \$ 196,200                       | \$ (84,900)                                       | \$ 178,400                          | \$ (67,100)  |
| COMPTROLLER-DOT                          | \$ 120,000                              | \$ 103,941                           | \$ 16,059  | \$ 117,340                       | \$ 2,660  | \$ 116,090                          | \$ 3,910   |
| DEP COMPTROLLER, FINANCIAL ADMIN OFFICE  | \$ 106,033                              | \$ 105,879                           | \$ 154   | \$ 127,680                       | \$ (21,647)                                       | \$ 126,660                          | \$ (20,627)  |
| DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT   | \$ 102,400                              | \$ 105,879                           | \$ (3,479)   | \$ 127,680                       | \$ (25,280)                                       | \$ 126,660                          | \$ (24,260)  |
| DEPUTY COMPTROLER, GEN ACCTNG OFFICE-DOT | \$ 102,905                              | \$ 105,879                           | \$ (2,974)   | \$ 127,680                       | \$ (24,775)                                       | \$ 126,660                          | \$ (23,755)  |
| DEPUTY GENERAL COUNSEL-DOT               | \$ 114,091                              | \$ 95,791                            | \$ 18,300  | \$ 94,810                        | \$ 19,281   | \$ 108,380                          | \$ 5,711   |
| DIR OF THE OFF OF POLICY PLANNING-DOT    | \$ 118,379                              | \$ 103,941                           | \$ 14,438  | \$ 117,340                       | \$ 1,039  | \$ 116,090                          | \$ 2,289   |
| DIR OF THE OFFICE OF CONSTRUCTION-DOT    | \$ 120,427                              | \$ 119,666                           | \$ 761   | \$ 117,860                       | \$ 2,567  | \$ 136,540                          | \$ (16,113)  |
| DIR OFFICE OF WORK PROGRAM & BUDGET      | \$ 125,980                              | \$ 105,879                           | \$ 20,101  | \$ 127,680                       | \$ (1,700)  | \$ 126,660                          | \$ (680)   |
| DIRECTOR OF ADMINISTRATION               | \$ 106,000                              | \$ 79,026                            | \$ 26,974  | \$ 101,180                       | \$ 4,820  | \$ 90,190                           | \$ 15,810  |
| DIRECTOR OF HUMAN RESOURCES              | \$ 105,750                              | \$ 94,055                            | \$ 11,696  | \$ 108,100                       | \$ (2,350)  | \$ 111,180                          | \$ (5,430)   |
| DIRECTOR OF THE OFFICE OF DESIGN-DOT     | \$ 120,427                              | \$ 119,666                           | \$ 761   | \$ 117,860                       | \$ 2,567  | \$ 136,540                          | \$ (16,113)  |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 126,915                              | \$ 109,647                           | \$ 17,268  | \$ 131,300                       | \$ (4,385)  | \$ 132,570                          | \$ (5,655)   |
| DIRECTOR, OFFICE OF MAINTENANCE          | \$ 120,427                              | \$ 119,666                           | \$ 761   | \$ 117,860                       | \$ 2,567  | \$ 136,540                          | \$ (16,113)  |
| DIRECTOR, OFFICE OF MATERIALS            | \$ 120,427                              | \$ 119,666                           | \$ 761   | \$ 117,860                       | \$ 2,567  | \$ 136,540                          | \$ (16,113)  |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 120,427                              | \$ 55,924                            | \$ 64,504  | \$ 55,080                        | \$ 65,347   | \$ 64,270                           | \$ 56,157  |
| EXEC DIR, FLORIDA RAIL ENTERPRISE        | \$ 126,915                              | \$ 103,941                           | \$ 22,974  | \$ 117,340                       | \$ 9,575  | \$ 116,090                          | \$ 10,825  |
| FEDERAL PROGRAM COORDINATOR-DOT          | \$ 136,000                              | \$ 95,791                            | \$ 40,209  | \$ 94,810                        | \$ 41,190   | \$ 108,380                          | \$ 27,620  |
| GENERAL COUNSEL-DOT                      | \$ 131,000                              | \$ 95,791                            | \$ 35,209  | \$ 94,810                        | \$ 36,190   | \$ 108,380                          | \$ 22,620  |
| INSPECTOR GENERAL-DOT                    | \$ 115,500                              | \$ 103,941                           | \$ 11,559  | \$ 117,340                       | \$ (1,840)  | \$ 116,090                          | \$ (590)   |
| INVESTIGATION MANAGER - SES              | \$ 91,000                               | \$ 95,791                            | \$ (4,791)   | \$ 94,810                        | \$ (3,810)  | \$ 108,380                          | \$ (17,380)  |
| FDOT CLASSIFICATIONS                     | FDOT<br>CLASSIFICATION<br>ANNUAL SALARY | BLS AVERAGE<br>SALARY<br>(REGIONAL*) | DIFFERENCE<br>BETWEEN FDOT<br>AND REGIONAL<br>MARKET | BLS AVERAGE<br>SALARY<br>(STATE) | DIFFERENCE<br>BETWEEN FDOT<br>AND STATE<br>MARKET | BLS AVERAGE<br>SALARY<br>(NATIONAL) | DIFFERENCE<br>BETWEEN FDOT<br>AND NATIONAL<br>MARKET |
| <b><u>CENTRAL OFFICE, Continued.</u></b> |   |                                      |  |                                  |   |                                     |  |
| LEGISLATIVE AFFAIRS ADMINISTRATOR        | \$ 86,000                               | \$ 103,941                           | \$ (17,941)  | \$ 117,340                       | \$ (31,340)                                       | \$ 116,090                          | \$ (30,090)  |
| MANAGER, AVIATION OFFICE                 | \$ 110,669                              | \$ 95,791                            | \$ 14,878  | \$ 94,810                        | \$ 15,859   | \$ 108,380                          | \$ 2,289   |
| MANAGER, BUSINESS SYSTEMS SUPPORT        | \$ 103,245                              | \$ 109,647                           | \$ (6,403)   | \$ 131,300                       | \$ (28,055)                                       | \$ 132,570                          | \$ (29,325)  |
| MANAGER, CONTRACTS ADMINISTRATION OFFICE | \$ 102,906                              | \$ 95,791                            | \$ 7,115   | \$ 94,810                        | \$ 8,096  | \$ 108,380                          | \$ (5,474)   |
| MANAGER, CONTRACTUAL SERVICES OFFICE     | \$ 102,216                              | \$ 98,535                            | \$ 3,680   | \$ 110,570                       | \$ (8,354)  | \$ 109,640                          | \$ (7,424)   |

| MANAGER, ENGINEERING/CADD SYSTEMS DESIGN | \$ 111,275                              | \$ 119,666                           | \$ (8,392)   | \$ 117,860                       | \$ (6,585)  | \$ 136,540                          | \$ (25,265)  |
|--|---|--------------------------------------|--|----------------------------------|---|-------------------------------------|--|
| MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE | \$ 115,711                              | \$ 108,767                           | \$ 6,944   | \$ 105,130                       | \$ 10,581   | \$ 132,850                          | \$ (17,139)  |
| MANAGER, EQUAL OPPORTUNITY OFFICE        | \$ 97,037                               | \$ 105,879                           | \$ (8,842)   | \$ 127,680                       | \$ (30,643)                                       | \$ 126,660                          | \$ (29,623)  |
| MANAGER, PRODUCTION SUPPORT OFFICE       | \$ 106,972                              | \$ 119,666                           | \$ (12,694)  | \$ 117,860                       | \$ (10,888)                                       | \$ 136,540                          | \$ (29,568)  |
| MANAGER, RAIL OFFICE                     | \$ 114,711                              | \$ 95,791                            | \$ 18,920  | \$ 94,810                        | \$ 19,901   | \$ 108,380                          | \$ 6,331   |
| MANAGER, RIGHT-OF-WAY OPERATIONS         | \$ 102,400                              | \$ 55,924                            | \$ 46,476  | \$ 55,080                        | \$ 47,320   | \$ 64,270                           | \$ 38,130  |
| MANAGER, RIGHT-OF-WAY PRODUCTION         | \$ 87,241                               | \$ 55,924                            | \$ 31,317  | \$ 55,080                        | \$ 32,161   | \$ 64,270                           | \$ 22,971  |
| MANAGER, SEAPORT OFFICE-DOT              | \$ 99,907                               | \$ 95,791                            | \$ 4,116   | \$ 94,810                        | \$ 5,097  | \$ 108,380                          | \$ (8,473)   |
| MANAGER, SPECIFICATIONS & ESTIMATES OFFI | \$ 116,500                              | \$ 119,666                           | \$ (3,166)   | \$ 117,860                       | \$ (1,360)  | \$ 136,540                          | \$ (20,040)  |
| MANAGER, STATEWIDE SCALE OPERATONS       | \$ 83,950                               | \$ 103,941                           | \$ (19,991)  | \$ 117,340                       | \$ (33,390)                                       | \$ 116,090                          | \$ (32,140)  |
| MANAGER, STRATEGIC INITIATIVES           | \$ 117,000                              | \$ 119,666                           | \$ (2,666)   | \$ 117,860                       | \$ (860)  | \$ 136,540                          | \$ (19,540)  |
| MANAGER, SUPPORT SERVICES OFFICE         | \$ 97,037                               | \$ 79,026                            | \$ 18,011  | \$ 101,180                       | \$ (4,143)  | \$ 90,190                           | \$ 6,847   |
| MANAGER, SYSTEMS PLANNING OFFICE         | \$ 115,711                              | \$ 95,791                            | \$ 19,920  | \$ 94,810                        | \$ 20,901   | \$ 108,380                          | \$ 7,331   |
| MANAGER, TRANSIT OFFICE                  | \$ 110,669                              | \$ 95,791                            | \$ 14,878  | \$ 94,810                        | \$ 15,859   | \$ 108,380                          | \$ 2,289   |
| MANAGER, TRANSPORTATION STATISTIC OFFICE | \$ 115,711                              | \$ 108,767                           | \$ 6,944   | \$ 105,130                       | \$ 10,581   | \$ 132,850                          | \$ (17,139)  |
| PUBLIC INFORMATION ADMINISTRATOR-DOT     | \$ 107,441                              | \$ 90,677                            | \$ 16,764  | \$ 109,190                       | \$ (1,749)  | \$ 111,260                          | \$ (3,819)   |
| REGIONAL MGR FOR INFORMATION TECHNOLOGY  | \$ 103,245                              | \$ 109,647                           | \$ (6,403)   | \$ 131,300                       | \$ (28,055)                                       | \$ 132,570                          | \$ (29,325)  |
| SECRETARY OF TRANSPORTATION              | \$ 141,001                              | \$ 165,924                           | \$ (24,923)  | \$ 196,200                       | \$ (55,199)                                       | \$ 178,400                          | \$ (37,399)  |
| STATE FREIGHT & LOGISTICS ADMINISTRATOR  | \$ 116,000                              | \$ 103,941                           | \$ 12,059  | \$ 117,340                       | \$ (1,340)  | \$ 116,090                          | \$ (90)  |
| STATE HIGHWAY ENGINEER-DOT               | \$ 126,915                              | \$ 119,666                           | \$ 7,249   | \$ 117,860                       | \$ 9,055  | \$ 136,540                          | \$ (9,625)   |
| STATE ROADWAY DESIGN ENGINEER-DOT        | \$ 116,500                              | \$ 119,666                           | \$ (3,166)   | \$ 117,860                       | \$ (1,360)  | \$ 136,540                          | \$ (20,040)  |
| STATE SAFETY ADMINISTRATOR               | \$ 118,000                              | \$ 95,791                            | \$ 22,209  | \$ 94,810                        | \$ 23,190   | \$ 108,380                          | \$ 9,620   |
| STATE STRUCTURES DESIGN ENGINEER         | \$ 116,500                              | \$ 119,666                           | \$ (3,166)   | \$ 117,860                       | \$ (1,360)  | \$ 136,540                          | \$ (20,040)  |
| STATE SURVEYOR-DOT                       | \$ 106,000                              | \$ 119,666                           | \$ (13,666)  | \$ 117,860                       | \$ (11,860)                                       | \$ 136,540                          | \$ (30,540)  |
| STATE TRAFFIC OPERATIONS ENGINEER        | \$ 120,427                              | \$ 119,666                           | \$ 761   | \$ 117,860                       | \$ 2,567  | \$ 136,540                          | \$ (16,113)  |
| STATE TRANSPORTATION DEV ADMIN           | \$ 126,915                              | \$ 103,941                           | \$ 22,974  | \$ 117,340                       | \$ 9,575  | \$ 116,090                          | \$ 10,825  |
| FDOT CLASSIFICATIONS                     | FDOT<br>CLASSIFICATION<br>ANNUAL SALARY | BLS AVERAGE<br>SALARY<br>(REGIONAL*) | DIFFERENCE<br>BETWEEN FDOT<br>AND REGIONAL<br>MARKET | BLS AVERAGE<br>SALARY<br>(STATE) | DIFFERENCE<br>BETWEEN FDOT<br>AND STATE<br>MARKET | BLS AVERAGE<br>SALARY<br>(NATIONAL) | DIFFERENCE<br>BETWEEN FDOT<br>AND NATIONAL<br>MARKET |
| <b><u>DISTRICT</u></b>                   |   |                                      |  |                                  |   |                                     |  |
| ADMINISTRATIVE SERVICES MANAGER          | \$ 106,766                              | \$ 79,026                            | \$ 27,739  | \$ 101,180                       | \$ 5,586  | \$ 90,190                           | \$ 16,576  |
| DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT | \$ 111,459                              | \$ 95,791                            | \$ 15,668  | \$ 94,810                        | \$ 16,649   | \$ 108,380                          | \$ 3,079   |
| DISTRICT CONSTRUCTION ENGINEER - DOT     | \$ 112,847                              | \$ 119,666                           | \$ (6,819)   | \$ 117,860                       | \$ (5,013)  | \$ 136,540                          | \$ (23,693)  |
| DISTRICT DESIGN ENGINEER - DOT           | \$ 115,139                              | \$ 119,666                           | \$ (4,528)   | \$ 117,860                       | \$ (2,721)  | \$ 136,540                          | \$ (21,401)  |
| DISTRICT DIRECTOR-OPERATIONS-DOT         | \$ 120,513                              | \$ 103,941                           | \$ 16,572  | \$ 117,340                       | \$ 3,173  | \$ 116,090                          | \$ 4,423   |
| DISTRICT DIRECTOR-PRODUCTION-DOT         | \$ 120,513                              | \$ 103,941                           | \$ 16,572  | \$ 117,340                       | \$ 3,173  | \$ 116,090                          | \$ 4,423   |
| DISTRICT LAND SURVEYOR - DOT             | \$ 91,114                               | \$ 119,666                           | \$ (28,552)  | \$ 117,860                       | \$ (26,746)                                       | \$ 136,540                          | \$ (45,426)  |
| DISTRICT MAINTENANCE ADMINISTRATOR - SES | \$ 110,908                              | \$ 103,941                           | \$ 6,968   | \$ 117,340                       | \$ (6,432)  | \$ 116,090                          | \$ (5,182)   |
| DISTRICT MAINTENANCE ENGINEER - DOT      | \$ 114,281                              | \$ 119,666                           | \$ (5,385)   | \$ 117,860                       | \$ (3,579)  | \$ 136,540                          | \$ (22,259)  |
| DISTRICT MATERIALS ENGINEER - DOT        | \$ 110,320                              | \$ 119,666                           | \$ (9,346)   | \$ 117,860                       | \$ (7,540)  | \$ 136,540                          | \$ (26,220)  |
| DISTRICT PLANNING MANAGER - DOT          | \$ 111,938                              | \$ 103,941                           | \$ 7,997   | \$ 117,340                       | \$ (5,402)  | \$ 116,090                          | \$ (4,152)   |
| DISTRICT PROGRAM MGMT ADMIN-DOT          | \$ 109,794                              | \$ 103,941                           | \$ 5,853   | \$ 117,340                       | \$ (7,546)  | \$ 116,090                          | \$ (6,296)   |
| DISTRICT PUBLIC TRANSPORTATION MGR - DOT | \$ 116,567                              | \$ 95,791                            | \$ 20,776  | \$ 94,810                        | \$ 21,757   | \$ 108,380                          | \$ 8,187   |
| DISTRICT RIGHT-OF-WAY ADMIN - DOT        | \$ 107,624                              | \$ 55,924                            | \$ 51,700  | \$ 55,080                        | \$ 52,544   | \$ 64,270                           | \$ 43,354  |
| DISTRICT SECRETARY                       | \$ 137,586                              | \$ 103,941                           | \$ 33,645  | \$ 117,340                       | \$ 20,246   | \$ 116,090                          | \$ 21,496  |



| DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT | \$ 111,419                              | \$ 119,666                           | \$ (8,247)   | \$ 117,860                       | \$ (6,441)  | \$ 136,540                          | \$ (25,121)  |
|--|---|--------------------------------------|--|----------------------------------|---|-------------------------------------|--|
| MANAGER, FT MYERS URBAN PLANNING OFFICE  | \$ 86,800                               | \$ 95,791                            | \$ (8,991)   | \$ 94,810                        | \$ (8,010)  | \$ 108,380                          | \$ (21,580)  |
| MANAGER,PENSACOLA URBAN PLANNING OFFICE  | \$ 87,931                               | \$ 95,791                            | \$ (7,859)   | \$ 94,810                        | \$ (6,879)  | \$ 108,380                          | \$ (20,449)  |
| FDOT CLASSIFICATIONS                     | FDOT<br>CLASSIFICATION<br>ANNUAL SALARY | BLS AVERAGE<br>SALARY<br>(REGIONAL*) | DIFFERENCE<br>BETWEEN FDOT<br>AND REGIONAL<br>MARKET | BLS AVERAGE<br>SALARY<br>(STATE) | DIFFERENCE<br>BETWEEN FDOT<br>AND STATE<br>MARKET | BLS AVERAGE<br>SALARY<br>(NATIONAL) | DIFFERENCE<br>BETWEEN FDOT<br>AND NATIONAL<br>MARKET |
| <b>TURNPIKE</b>                          |   |                                      |  |                                  |   |                                     |  |
| CHIEF FINANCIAL OFFICER-DOT              | \$ 126,915                              | \$ 165,924                           | \$ (39,008)  | \$ 196,200                       | \$ (69,285)                                       | \$ 178,400                          | \$ (51,485)  |
| DATA CENTER DIRECTOR-DOT                 | \$ 94,316                               | \$ 109,647                           | \$ (15,331)  | \$ 131,300                       | \$ (36,984)                                       | \$ 132,570                          | \$ (38,254)  |
| DEPUTY DIR OF FACILITIES & EQUIPT-DOT    | \$ 102,373                              | \$ 103,941                           | \$ (1,568)   | \$ 117,340                       | \$ (14,967)                                       | \$ 116,090                          | \$ (13,717)  |
| DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT  | \$ 102,373                              | \$ 103,941                           | \$ (1,568)   | \$ 117,340                       | \$ (14,967)                                       | \$ 116,090                          | \$ (13,717)  |
| DEPUTY DIRECTOR, SUPPORT-DOT             | \$ 101,373                              | \$ 79,026                            | \$ 22,346  | \$ 101,180                       | \$ 193  | \$ 90,190                           | \$ 11,183  |
| DIRECTOR, BUSINESS DEV & CONCESSION MGMT | \$ 107,708                              | \$ 113,343                           | \$ (5,635)   | \$ 118,820                       | \$ (11,112)                                       | \$ 133,700                          | \$ (25,992)  |
| DIRECTOR, TOLL OPERATIONS                | \$ 120,513                              | \$ 103,941                           | \$ 16,572  | \$ 117,340                       | \$ 3,173  | \$ 116,090                          | \$ 4,423   |
| DISTRICT CONSTRUCTION ENGINEER - DOT     | \$ 115,000                              | \$ 119,666                           | \$ (4,666)   | \$ 117,860                       | \$ (2,860)  | \$ 136,540                          | \$ (21,540)  |
| DISTRICT DESIGN ENGINEER - DOT           | \$ 115,000                              | \$ 119,666                           | \$ (4,666)   | \$ 117,860                       | \$ (2,860)  | \$ 136,540                          | \$ (21,540)  |
| DISTRICT DIRECTOR-OPERATIONS-DOT         | \$ 120,513                              | \$ 103,941                           | \$ 16,572  | \$ 117,340                       | \$ 3,173  | \$ 116,090                          | \$ 4,423   |
| DISTRICT DIRECTOR-PRODUCTION-DOT         | \$ 120,513                              | \$ 103,941                           | \$ 16,572  | \$ 117,340                       | \$ 3,173  | \$ 116,090                          | \$ 4,423   |
| DISTRICT MAINTENANCE ENGINEER - DOT      | \$ 115,000                              | \$ 119,666                           | \$ (4,666)   | \$ 117,860                       | \$ (2,860)  | \$ 136,540                          | \$ (21,540)  |
| DISTRICT MATERIALS ENGINEER - DOT        | \$ 107,708                              | \$ 119,666                           | \$ (11,959)  | \$ 117,860                       | \$ (10,152)                                       | \$ 136,540                          | \$ (28,832)  |
| DISTRICT PLANNING MANAGER - DOT          | \$ 102,373                              | \$ 103,941                           | \$ (1,568)   | \$ 117,340                       | \$ (14,967)                                       | \$ 116,090                          | \$ (13,717)  |
| DISTRICT PROFESSIONAL SERVICES ADMIN-DOT | \$ 96,000                               | \$ 103,941                           | \$ (7,941)   | \$ 117,340                       | \$ (21,340)                                       | \$ 116,090                          | \$ (20,090)  |
| DISTRICT PROGRAM MGMT ADMIN-DOT          | \$ 107,000                              | \$ 103,941                           | \$ 3,059   | \$ 117,340                       | \$ (10,340)                                       | \$ 116,090                          | \$ (9,090)   |
| DISTRICT RIGHT-OF-WAY ADMIN - DOT        | \$ 109,500                              | \$ 55,924                            | \$ 53,576  | \$ 55,080                        | \$ 54,420   | \$ 64,270                           | \$ 45,230  |
| DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT | \$ 107,708                              | \$ 119,666                           | \$ (11,959)  | \$ 117,860                       | \$ (10,152)                                       | \$ 136,540                          | \$ (28,832)  |
| EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE  | \$ 137,586                              | \$ 103,941                           | \$ 33,645  | \$ 117,340                       | \$ 20,246   | \$ 116,090                          | \$ 21,496  |
| INVESTIGATION MANAGER - SES              | \$ 87,100                               | \$ 95,791                            | \$ (8,691)   | \$ 94,810                        | \$ (7,710)  | \$ 108,380                          | \$ (21,280)  |
| REGIONAL TOLL MANAGER-DOT                | \$ 92,961                               | \$ 103,941                           | \$ (10,980)  | \$ 117,340                       | \$ (24,379)                                       | \$ 116,090                          | \$ (23,129)  |
| SUNPASS OPERATIONS MANAGER-DOT           | \$ 89,995                               | \$ 103,941                           | \$ (13,946)  | \$ 117,340                       | \$ (27,345)                                       | \$ 116,090                          | \$ (26,095)  |
| TURNPIKE ADMINISTRATIVE SERVICES MANAGER | \$ 100,772                              | \$ 79,026                            | \$ 21,746  | \$ 101,180                       | \$ (408)  | \$ 90,190                           | \$ 10,582  |

Source: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data.

\*BLS Regional recruitment market excludes FL figures. The Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications.

## BLS - % above and below mkt

| FDOT CLASSIFICATIONS                     | FDOT<br>CLASSIFICATION<br>ANNUAL SALARY | BLS AVERAGE<br>SALARY<br>(REGIONAL*) | % DIFFERENCE<br>(BLS REGIONAL) | BLS AVERAGE<br>SALARY<br>(STATE) | % DIFFERENCE<br>(BLS STATE) | BLS AVERAGE<br>SALARY<br>(NATIONAL) | % DIFFERENCE<br>(BLS NATIONAL) |
|--|---|--------------------------------------|--------------------------------|----------------------------------|-----------------------------|-------------------------------------|--------------------------------|
| <b>CENTRAL OFFICE</b>                    |   |                                      |                                |                                  |                             |                                     |                                |
| ASSISTANT SEC, ENGINEERING & OPERATIONS  | \$ 137,586                              | \$ 103,941                           | 32.4%                          | \$ 117,340                       | 14.7%                       | \$ 116,090                          | 15.6%                          |
| ASST SECRETARY FOR FINANCE AND ADMIN-DOT | \$ 137,586                              | \$ 103,941                           | 32.4%                          | \$ 117,340                       | 14.7%                       | \$ 116,090                          | 15.6%                          |
| ASST SECRETARY, INTERMODAL SYSTEMS DEV   | \$ 137,586                              | \$ 103,941                           | 32.4%                          | \$ 117,340                       | 14.7%                       | \$ 116,090                          | 15.6%                          |
| ATTORNEY SUPERVISOR                      | \$ 102,193                              | \$ 108,265                           | -5.6%                          | \$ 123,040                       | -20.4%                      | \$ 131,990                          | -29.2%                         |
| AUDIT DIRECTOR - SES                     | \$ 94,000                               | \$ 105,879                           | -11.2%                         | \$ 127,680                       | -35.8%                      | \$ 126,660                          | -34.7%                         |
| BUDGET OFFICER                           | \$ 100,208                              | \$ 105,879                           | -5.4%                          | \$ 127,680                       | -27.4%                      | \$ 126,660                          | -26.4%                         |
| CHIEF LEGAL COUNSEL                      | \$ 96,963                               | \$ 95,791                            | 1.2%                           | \$ 94,810                        | 2.2%                        | \$ 108,380                          | -11.8%                         |
| CHIEF OF STAFF                           | \$ 111,300                              | \$ 165,924                           | -32.9%                         | \$ 196,200                       | -76.3%                      | \$ 178,400                          | -60.3%                         |
| COMPTROLLER-DOT                          | \$ 120,000                              | \$ 103,941                           | 15.5%                          | \$ 117,340                       | 2.2%                        | \$ 116,090                          | 3.3%                           |
| DEP COMPTROLLER, FINANCIAL ADMIN OFFICE  | \$ 106,033                              | \$ 105,879                           | 0.1%                           | \$ 127,680                       | -20.4%                      | \$ 126,660                          | -19.5%                         |
| DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT   | \$ 102,400                              | \$ 105,879                           | -3.3%                          | \$ 127,680                       | -24.7%                      | \$ 126,660                          | -23.7%                         |
| DEPUTY COMPTROLER, GEN ACCTNG OFFICE-DOT | \$ 102,905                              | \$ 105,879                           | -2.8%                          | \$ 127,680                       | -24.1%                      | \$ 126,660                          | -23.1%                         |
| DEPUTY GENERAL COUNSEL-DOT               | \$ 114,091                              | \$ 95,791                            | 19.1%                          | \$ 94,810                        | 16.9%                       | \$ 108,380                          | 5.0%                           |
| DIR OF THE OFF OF POLICY PLANNING-DOT    | \$ 118,379                              | \$ 103,941                           | 13.9%                          | \$ 117,340                       | 0.9%                        | \$ 116,090                          | 1.9%                           |
| DIR OF THE OFFICE OF CONSTRUCTION-DOT    | \$ 120,427                              | \$ 119,666                           | 0.6%                           | \$ 117,860                       | 2.1%                        | \$ 136,540                          | -13.4%                         |
| DIR OFFICE OF WORK PROGRAM & BUDGET      | \$ 125,980                              | \$ 105,879                           | 19.0%                          | \$ 127,680                       | -1.3%                       | \$ 126,660                          | -0.5%                          |
| DIRECTOR OF ADMINISTRATION               | \$ 106,000                              | \$ 79,026                            | 34.1%                          | \$ 101,180                       | 4.5%                        | \$ 90,190                           | 14.9%                          |
| DIRECTOR OF HUMAN RESOURCES              | \$ 105,750                              | \$ 94,055                            | 12.4%                          | \$ 108,100                       | -2.2%                       | \$ 111,180                          | -5.1%                          |
| DIRECTOR OF THE OFFICE OF DESIGN-DOT     | \$ 120,427                              | \$ 119,666                           | 0.6%                           | \$ 117,860                       | 2.1%                        | \$ 136,540                          | -13.4%                         |
| DIRECTOR, OFFICE OF INFORMATION SYSTEMS  | \$ 126,915                              | \$ 109,647                           | 15.7%                          | \$ 131,300                       | -3.5%                       | \$ 132,570                          | -4.5%                          |
| DIRECTOR, OFFICE OF MAINTENANCE          | \$ 120,427                              | \$ 119,666                           | 0.6%                           | \$ 117,860                       | 2.1%                        | \$ 136,540                          | -13.4%                         |
| DIRECTOR, OFFICE OF MATERIALS            | \$ 120,427                              | \$ 119,666                           | 0.6%                           | \$ 117,860                       | 2.1%                        | \$ 136,540                          | -13.4%                         |
| DIRECTOR, OFFICE OF RIGHT-OF-WAY         | \$ 120,427                              | \$ 55,924                            | 115.3%                         | \$ 55,080                        | 54.3%                       | \$ 64,270                           | 46.6%                          |
| EXEC DIR, FLORIDA RAIL ENTERPRISE        | \$ 126,915                              | \$ 103,941                           | 22.1%                          | \$ 117,340                       | 7.5%                        | \$ 116,090                          | 8.5%                           |
| FEDERAL PROGRAM COORDINATOR-DOT          | \$ 136,000                              | \$ 95,791                            | 42.0%                          | \$ 94,810                        | 30.3%                       | \$ 108,380                          | 20.3%                          |
| GENERAL COUNSEL-DOT                      | \$ 131,000                              | \$ 95,791                            | 36.8%                          | \$ 94,810                        | 27.6%                       | \$ 108,380                          | 17.3%                          |
| INSPECTOR GENERAL-DOT                    | \$ 115,500                              | \$ 103,941                           | 11.1%                          | \$ 117,340                       | -1.6%                       | \$ 116,090                          | -0.5%                          |
| INVESTIGATION MANAGER - SES              | \$ 91,000                               | \$ 95,791                            | -5.0%                          | \$ 94,810                        | -4.2%                       | \$ 108,380                          | -19.1%                         |
| LEGISLATIVE AFFAIRS ADMINISTRATOR        | \$ 86,000                               | \$ 103,941                           | -17.3%                         | \$ 117,340                       | -36.4%                      | \$ 116,090                          | -35.0%                         |
| MANAGER, AVIATION OFFICE                 | \$ 110,669                              | \$ 95,791                            | 15.5%                          | \$ 94,810                        | 14.3%                       | \$ 108,380                          | 2.1%                           |
| MANAGER, BUSINESS SYSTEMS SUPPORT        | \$ 103,245                              | \$ 109,647                           | -5.8%                          | \$ 131,300                       | -27.2%                      | \$ 132,570                          | -28.4%                         |
| MANAGER, CONTRACTS ADMINISTRATION OFFICE | \$ 102,906                              | \$ 95,791                            | 7.4%                           | \$ 94,810                        | 7.9%                        | \$ 108,380                          | -5.3%                          |
| MANAGER, CONTRACTUAL SERVICES OFFICE     | \$ 102,216                              | \$ 98,535                            | 3.7%                           | \$ 110,570                       | -8.2%                       | \$ 109,640                          | -7.3%                          |
| MANAGER, ENGINEERING/CADD SYSTEMS DESIGN | \$ 111,275                              | \$ 119,666                           | -7.0%                          | \$ 117,860                       | -5.9%                       | \$ 136,540                          | -22.7%                         |
| MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE | \$ 115,711                              | \$ 108,767                           | 6.4%                           | \$ 105,130                       | 9.1%                        | \$ 132,850                          | -14.8%                         |
| MANAGER, EQUAL OPPORTUNITY OFFICE        | \$ 97,037                               | \$ 105,879                           | -8.4%                          | \$ 127,680                       | -31.6%                      | \$ 126,660                          | -30.5%                         |
| MANAGER, PRODUCTION SUPPORT OFFICE       | \$ 106,972                              | \$ 119,666                           | -10.6%                         | \$ 117,860                       | -10.2%                      | \$ 136,540                          | -27.6%                         |
| MANAGER, RAIL OFFICE                     | \$ 114,711                              | \$ 95,791                            | 19.8%                          | \$ 94,810                        | 17.3%                       | \$ 108,380                          | 5.5%                           |
| MANAGER, RIGHT-OF-WAY OPERATIONS         | \$ 102,400                              | \$ 55,924                            | 83.1%                          | \$ 55,080                        | 46.2%                       | \$ 64,270                           | 37.2%                          |
| MANAGER, RIGHT-OF-WAY PRODUCTION         | \$ 87,241                               | \$ 55,924                            | 56.0%                          | \$ 55,080                        | 36.9%                       | \$ 64,270                           | 26.3%                          |



| MANAGER, SEAPORT OFFICE-DOT              | \$ 99,907                               | \$ 95,791                            | 4.3%                       | \$ 94,810                        | 5.1%                    | \$ 108,380                          | -8.5%                      |
|--|---|--------------------------------------|----------------------------|----------------------------------|-------------------------|-------------------------------------|----------------------------|
| MANAGER, SPECIFICATIONS & ESTIMATES OFFI | \$ 116,500                              | \$ 119,666                           | -2.6%                      | \$ 117,860                       | -1.2%                   | \$ 136,540                          | -17.2%                     |
| MANAGER, STATEWIDE SCALE OPERATONS       | \$ 83,950                               | \$ 103,941                           | -19.2%                     | \$ 117,340                       | -39.8%                  | \$ 116,090                          | -38.3%                     |
| MANAGER, STRATEGIC INITIATIVES           | \$ 117,000                              | \$ 119,666                           | -2.2%                      | \$ 117,860                       | -0.7%                   | \$ 136,540                          | -16.7%                     |
| MANAGER, SUPPORT SERVICES OFFICE         | \$ 97,037                               | \$ 79,026                            | 22.8%                      | \$ 101,180                       | -4.3%                   | \$ 90,190                           | 7.1%                       |
| MANAGER, SYSTEMS PLANNING OFFICE         | \$ 115,711                              | \$ 95,791                            | 20.8%                      | \$ 94,810                        | 18.1%                   | \$ 108,380                          | 6.3%                       |
| MANAGER, TRANSIT OFFICE                  | \$ 110,669                              | \$ 95,791                            | 15.5%                      | \$ 94,810                        | 14.3%                   | \$ 108,380                          | 2.1%                       |
| MANAGER, TRANSPORTATION STATISTIC OFFICE | \$ 115,711                              | \$ 108,767                           | 6.4%                       | \$ 105,130                       | 9.1%                    | \$ 132,850                          | -14.8%                     |
| PUBLIC INFORMATION ADMINISTRATOR-DOT     | \$ 107,441                              | \$ 90,677                            | 18.5%                      | \$ 109,190                       | -1.6%                   | \$ 111,260                          | -3.6%                      |
| REGIONAL MGR FOR INFORMATION TECHNOLOGY  | \$ 103,245                              | \$ 109,647                           | -5.8%                      | \$ 131,300                       | -27.2%                  | \$ 132,570                          | -28.4%                     |
| SECRETARY OF TRANSPORTATION              | \$ 141,001                              | \$ 165,924                           | -15.0%                     | \$ 196,200                       | -39.1%                  | \$ 178,400                          | -26.5%                     |
| STATE FREIGHT & LOGISTICS ADMINISTRATOR  | \$ 116,000                              | \$ 103,941                           | 11.6%                      | \$ 117,340                       | -1.2%                   | \$ 116,090                          | -0.1%                      |
| STATE HIGHWAY ENGINEER-DOT               | \$ 126,915                              | \$ 119,666                           | 6.1%                       | \$ 117,860                       | 7.1%                    | \$ 136,540                          | -7.6%                      |
| STATE ROADWAY DESIGN ENGINEER-DOT        | \$ 116,500                              | \$ 119,666                           | -2.6%                      | \$ 117,860                       | -1.2%                   | \$ 136,540                          | -17.2%                     |
| STATE SAFETY ADMINISTRATOR               | \$ 118,000                              | \$ 95,791                            | 23.2%                      | \$ 94,810                        | 19.7%                   | \$ 108,380                          | 8.2%                       |
| STATE STRUCTURES DESIGN ENGINEER         | \$ 116,500                              | \$ 119,666                           | -2.6%                      | \$ 117,860                       | -1.2%                   | \$ 136,540                          | -17.2%                     |
| STATE SURVEYOR-DOT                       | \$ 106,000                              | \$ 119,666                           | -11.4%                     | \$ 117,860                       | -11.2%                  | \$ 136,540                          | -28.8%                     |
| STATE TRAFFIC OPERATIONS ENGINEER        | \$ 120,427                              | \$ 119,666                           | 0.6%                       | \$ 117,860                       | 2.1%                    | \$ 136,540                          | -13.4%                     |
| STATE TRANSPORTATION DEV ADMIN           | \$ 126,915                              | \$ 103,941                           | 22.1%                      | \$ 117,340                       | 7.5%                    | \$ 116,090                          | 8.5%                       |
| FDOT CLASSIFICATIONS                     | FDOT<br>CLASSIFICATION<br>ANNUAL SALARY | BLS AVERAGE<br>SALARY<br>(REGIONAL*) | % DIFFERENCE<br>(REGIONAL) | BLS AVERAGE<br>SALARY<br>(STATE) | % DIFFERENCE<br>(STATE) | BLS AVERAGE<br>SALARY<br>(NATIONAL) | % DIFFERENCE<br>(NATIONAL) |
| <b>DISTRICT</b>                          |   |                                      |                            |                                  |                         |                                     |                            |
| ADMINISTRATIVE SERVICES MANAGER          | \$ 106,766                              | \$ 79,026                            | 35.1%                      | \$ 101,180                       | 5.2%                    | \$ 90,190                           | 15.5%                      |
| DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT | \$ 111,459                              | \$ 95,791                            | 16.4%                      | \$ 94,810                        | 14.9%                   | \$ 108,380                          | 2.8%                       |
| DISTRICT CONSTRUCTION ENGINEER - DOT     | \$ 112,847                              | \$ 119,666                           | -5.7%                      | \$ 117,860                       | -4.4%                   | \$ 136,540                          | -21.0%                     |
| DISTRICT DESIGN ENGINEER - DOT           | \$ 115,139                              | \$ 119,666                           | -3.8%                      | \$ 117,860                       | -2.4%                   | \$ 136,540                          | -18.6%                     |
| DISTRICT DIRECTOR-OPERATIONS-DOT         | \$ 120,513                              | \$ 103,941                           | 15.9%                      | \$ 117,340                       | 2.6%                    | \$ 116,090                          | 3.7%                       |
| DISTRICT DIRECTOR-PRODUCTION-DOT         | \$ 120,513                              | \$ 103,941                           | 15.9%                      | \$ 117,340                       | 2.6%                    | \$ 116,090                          | 3.7%                       |
| DISTRICT LAND SURVEYOR - DOT             | \$ 91,114                               | \$ 119,666                           | -23.9%                     | \$ 117,860                       | -29.4%                  | \$ 136,540                          | -49.9%                     |
| DISTRICT MAINTENANCE ADMINISTRATOR - SES | \$ 110,908                              | \$ 103,941                           | 6.7%                       | \$ 117,340                       | -5.8%                   | \$ 116,090                          | -4.7%                      |
| DISTRICT MAINTENANCE ENGINEER - DOT      | \$ 114,281                              | \$ 119,666                           | -4.5%                      | \$ 117,860                       | -3.1%                   | \$ 136,540                          | -19.5%                     |
| DISTRICT MATERIALS ENGINEER - DOT        | \$ 110,320                              | \$ 119,666                           | -7.8%                      | \$ 117,860                       | -6.8%                   | \$ 136,540                          | -23.8%                     |
| DISTRICT PLANNING MANAGER - DOT          | \$ 111,938                              | \$ 103,941                           | 7.7%                       | \$ 117,340                       | -4.8%                   | \$ 116,090                          | -3.7%                      |
| DISTRICT PROGRAM MGMT ADMIN-DOT          | \$ 109,794                              | \$ 103,941                           | 5.6%                       | \$ 117,340                       | -6.9%                   | \$ 116,090                          | -5.7%                      |
| DISTRICT PUBLIC TRANSPORTATION MGR - DOT | \$ 116,567                              | \$ 95,791                            | 21.7%                      | \$ 94,810                        | 18.7%                   | \$ 108,380                          | 7.0%                       |
| DISTRICT RIGHT-OF-WAY ADMIN - DOT        | \$ 107,624                              | \$ 55,924                            | 92.4%                      | \$ 55,080                        | 48.8%                   | \$ 64,270                           | 40.3%                      |
| DISTRICT SECRETARY                       | \$ 137,586                              | \$ 103,941                           | 32.4%                      | \$ 117,340                       | 14.7%                   | \$ 116,090                          | 15.6%                      |
| DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT | \$ 111,419                              | \$ 119,666                           | -6.9%                      | \$ 117,860                       | -5.8%                   | \$ 136,540                          | -22.5%                     |
| MANAGER, FT MYERS URBAN PLANNING OFFICE  | \$ 86,800                               | \$ 95,791                            | -9.4%                      | \$ 94,810                        | -9.2%                   | \$ 108,380                          | -24.9%                     |
| MANAGER,PENSACOLA URBAN PLANNING OFFICE  | \$ 87,931                               | \$ 95,791                            | -8.2%                      | \$ 94,810                        | -7.8%                   | \$ 108,380                          | -23.3%                     |
| FDOT CLASSIFICATIONS                     | FDOT<br>CLASSIFICATION<br>ANNUAL SALARY | BLS AVERAGE<br>SALARY<br>(REGIONAL*) | % DIFFERENCE<br>(REGIONAL) | BLS AVERAGE<br>SALARY<br>(STATE) | % DIFFERENCE<br>(STATE) | BLS AVERAGE<br>SALARY<br>(NATIONAL) | % DIFFERENCE<br>(NATIONAL) |
| <b>TURNPIKE</b>                          |   |                                      |                            |                                  |                         |                                     |                            |
| CHIEF FINANCIAL OFFICER-DOT              | \$ 126,915                              | \$ 165,924                           | -23.5%                     | \$ 196,200                       | -54.6%                  | \$ 178,400                          | -40.6%                     |

|  |            |            |        |            |        |            |        |
|--|------------|------------|--------|------------|--------|------------|--------|
| DATA CENTER DIRECTOR-DOT                 | \$ 94,316  | \$ 109,647 | -14.0% | \$ 131,300 | -39.2% | \$ 132,570 | -40.6% |
| DEPUTY DIR OF FACILITIES & EQUIPT-DOT    | \$ 102,373 | \$ 103,941 | -1.5%  | \$ 117,340 | -14.6% | \$ 116,090 | -13.4% |
| DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT  | \$ 102,373 | \$ 103,941 | -1.5%  | \$ 117,340 | -14.6% | \$ 116,090 | -13.4% |
| DEPUTY DIRECTOR, SUPPORT-DOT             | \$ 101,373 | \$ 79,026  | 28.3%  | \$ 101,180 | 0.2%   | \$ 90,190  | 11.0%  |
| DIRECTOR, BUSINESS DEV & CONCESSION MGMT | \$ 107,708 | \$ 113,343 | -5.0%  | \$ 118,820 | -10.3% | \$ 133,700 | -24.1% |
| DIRECTOR, TOLL OPERATIONS                | \$ 120,513 | \$ 103,941 | 15.9%  | \$ 117,340 | 2.6%   | \$ 116,090 | 3.7%   |
| DISTRICT CONSTRUCTION ENGINEER - DOT     | \$ 115,000 | \$ 119,666 | -3.9%  | \$ 117,860 | -2.5%  | \$ 136,540 | -18.7% |
| DISTRICT DESIGN ENGINEER - DOT           | \$ 115,000 | \$ 119,666 | -3.9%  | \$ 117,860 | -2.5%  | \$ 136,540 | -18.7% |
| DISTRICT DIRECTOR-OPERATIONS-DOT         | \$ 120,513 | \$ 103,941 | 15.9%  | \$ 117,340 | 2.6%   | \$ 116,090 | 3.7%   |
| DISTRICT DIRECTOR-PRODUCTION-DOT         | \$ 120,513 | \$ 103,941 | 15.9%  | \$ 117,340 | 2.6%   | \$ 116,090 | 3.7%   |
| DISTRICT MAINTENANCE ENGINEER - DOT      | \$ 115,000 | \$ 119,666 | -3.9%  | \$ 117,860 | -2.5%  | \$ 136,540 | -18.7% |
| DISTRICT MATERIALS ENGINEER - DOT        | \$ 107,708 | \$ 119,666 | -10.0% | \$ 117,860 | -9.4%  | \$ 136,540 | -26.8% |
| DISTRICT PLANNING MANAGER - DOT          | \$ 102,373 | \$ 103,941 | -1.5%  | \$ 117,340 | -14.6% | \$ 116,090 | -13.4% |
| DISTRICT PROFESSIONAL SERVICES ADMIN-DOT | \$ 96,000  | \$ 103,941 | -7.6%  | \$ 117,340 | -22.2% | \$ 116,090 | -20.9% |
| DISTRICT PROGRAM MGMT ADMIN-DOT          | \$ 107,000 | \$ 103,941 | 2.9%   | \$ 117,340 | -9.7%  | \$ 116,090 | -8.5%  |
| DISTRICT RIGHT-OF-WAY ADMIN - DOT        | \$ 109,500 | \$ 55,924  | 95.8%  | \$ 55,080  | 49.7%  | \$ 64,270  | 41.3%  |
| DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT | \$ 107,708 | \$ 119,666 | -10.0% | \$ 117,860 | -9.4%  | \$ 136,540 | -26.8% |
| EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE  | \$ 137,586 | \$ 103,941 | 32.4%  | \$ 117,340 | 14.7%  | \$ 116,090 | 15.6%  |
| INVESTIGATION MANAGER - SES              | \$ 87,100  | \$ 95,791  | -9.1%  | \$ 94,810  | -8.9%  | \$ 108,380 | -24.4% |
| REGIONAL TOLL MANAGER-DOT                | \$ 92,961  | \$ 103,941 | -10.6% | \$ 117,340 | -26.2% | \$ 116,090 | -24.9% |
| SUNPASS OPERATIONS MANAGER-DOT           | \$ 89,995  | \$ 103,941 | -13.4% | \$ 117,340 | -30.4% | \$ 116,090 | -29.0% |
| TURNPIKE ADMINISTRATIVE SERVICES MANAGER | \$ 100,772 | \$ 79,026  | 27.5%  | \$ 101,180 | -0.4%  | \$ 90,190  | 10.5%  |

Source: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data.

\*BLS Regional recruitment market excludes FL figures. The Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications.

## **APPENDIX I: SMS/SES GUIDELINES FOR PRO-RATION/PAYMENT OF ANNUAL LEAVE**



# PROGRAM GUIDELINES

|  |   |
|--|---|
| <b>SUBJECT:</b><br><i>Senior Management Service (SMS) &amp; Selected Exempt Service (SES)<br/>Pro-ration/Payment Instructions for Annual Leave</i>   |   |
| <b>STATUTORY/RULE REFERENCE:</b><br><i>Section 110.122(3), Florida Statutes<br/>Section 121.091(13)(c)2., Florida Statutes<br/>Rule 60L-34, Florida Administrative Code (various sections)<br/>Annual General Appropriations Act (GAA)</i> | <b>EFFECTIVE DATE:</b> <i>May 2, 2007</i><br><br><i>Revised:</i><br><br><i>September 12, 2007<br/>December 6, 2007</i>                                |
| <b>FORMS:</b><br><br>N/A   | <b>ADDITIONAL REFERENCE MATERIAL:</b><br><i>Sample Calculation Work Sheet<br/>People First Alert No. SE 17, SES/SMS<br/>Proration of Annual Leave</i> |

## I. SCOPE AND PURPOSE

This document clarifies and documents how annual leave for Selected Exempt Service (SES) and Senior Management Service (SMS) employees is to be prorated, as required by the Annual General Appropriations Act. As outlined below, the most recent accrual of annual leave shall be prorated when SES and SMS employees separate/terminate from State Government, move to a Career Service position, move to a non State Personnel System (SPS) position, enter the Deferred Retirement Optional Program (DROP), separate/terminate from State Government at the end of DROP (assuming a second payment is applicable), or experience a reduction in full-time equivalency (FTE).

## II. DEFINITIONS

For the purposes of this document, the following definitions apply:

**Non State Personnel System Position** - A position that has been allocated to any state-administered pay plan, other than Career Service, SES, and SMS, and for which the employee will continue to be paid regular salary appropriations through the State Payroll System. This includes positions with the Florida Lottery, the Legislature, the Justice Administration Commission, and the State Court System. In no case does it include employment in any of the Other Personal Services (OPS) employment categories or any position at a state university.

**Prior Leave Balance** - The balance (up to 480 hours) that the employee carried over on the SES/SMS Anniversary Date.

**Separation or Termination from State Government** - Severing employment with all positions that have been allocated to any state-administered pay plan for which the employee was paid regular salary appropriations through the State Payroll System. This includes exiting DROP, retiring, entering into an exclusively OPS employment status with the state, or becoming employed with a state university.

**SES/SMS Anniversary Date** - The annual recurrence of the SES/SMS Leave Accrual Month/Day.

**SES/SMS Leave Accrual Month/Day** - The actual calendar month and day on which the employee was first appointed to either an SES or SMS position and was first credited 176 hours of annual leave, pursuant to Rule 60L-34.0041(1), F.A.C. Provided, however, that the employee has remained in either the SES or SMS pay plan continuously since then.

### **III. APPLICABLE STATUTORY AND RULE PROVISIONS**

#### **A. Statutory Provisions**

**Section 110.122(3), F.S.:** The payments authorized by this section shall be determined by using the rate of pay received by the employee at the time of retirement, termination, or death, applied to the sick leave time for which the employee is qualified to receive terminal "incentive" pay under the rules adopted by the department pursuant to the provisions of this section. Rules and policies adopted pursuant to this section shall permit terminal pay for sick leave equal to one-eighth of all unused sick leave credit accumulated prior to October 1, 1973, plus one-fourth of all unused sick leave accumulated on or after October 1, 1973. However, terminal pay allowable for unused sick leave accumulated on or after October 1, 1973, shall not exceed a maximum of 480 hours of actual payment. Employees shall be required to use all sick leave accumulated prior to October 1, 1973, before using sick leave accumulated on or after October 1, 1973.

**Section 121.091(13)(c)2., F.S.:** Each employee who elects to participate in the DROP shall be allowed to elect to receive a lump-sum payment for accrued annual leave earned in accordance with agency policy upon beginning participation in the DROP. Such accumulated leave payment certified to the division upon commencement of DROP shall be included in the calculation of the member's average final compensation. The employee electing such lump-sum payment upon beginning participation in DROP will not be eligible to receive a second lump-sum payment upon termination, except to the extent the employee has earned additional annual leave which combined with the original payment does not exceed the maximum lump-sum payment allowed by the employing agency's policy or rules. Such early lump-sum payment shall be based on the hourly wage of the employee at the time he or she begins participation in the DROP. If the member elects to wait and receive such lump-sum payment upon termination of DROP and termination of employment with the employer, any accumulated leave payment made at that time cannot be included in the member's retirement benefit, which was determined and fixed by law when the employee elected to participate in the DROP.

#### **General Appropriations Act (annual proviso language):**

All state branches, departments, and agencies which have established or approved personnel policies for employees relating to the payment of accumulated and unused annual leave shall not provide payment which exceeds a maximum of 480 hours of actual payment to each employee for accumulated and unused annual leave.

Upon termination of employees in the Senior Management Service, Selected Exempt Service, or positions with comparable benefits, payment for unused annual leave credits accrued on the member's last anniversary date shall be prorated at the rate of one-twelfth (1/12) of the last annual amount credited for each month, or portion thereof, worked subsequent to the member's last anniversary date.

**B. Rule Provisions**

**Rule 60L-29.002, Definitions, F.A.C.:**

- (5) "State Personnel System" means the employment system comprised of positions within the Career Service, Selected Exempt Service, or Senior Management Service, and within all agencies except those in the State University System, the Florida Lottery, the Legislature, the Justice Administration System, or the State Court System.

**Rule 60L-34.004, General Requirements for Leaving Earning, Approval, and Use, F.A.C.:**

- (6) For career service employees, leave shall be credited to the employee at the close of business on the last day of the pay period, or, in the case of separation, on the last day the employee is on the payroll. For senior management service and selected exempt service employees, leave shall be credited upon the first appointment to either of the pay plans and upon the annual anniversary date of that first appointment.

**Rule 60L-34.0041, Annual Leave F.A.C.:**

- (1) Employees in senior management service and selected exempt service positions shall be credited with 176 hours of annual leave.
- (4)(a) At the close of business on December 31 of each calendar year, a career service employee's annual leave balance in excess of 240 hours shall be transferred to sick leave on an hour-for-hour basis. In accordance with an agency-wide plan, the employee may carry over up to 360 hours of annual leave credits past December 31. For senior management service and selected exempt service employees, at the close of business on the day before the member's anniversary date, all annual leave credits in excess of 480 hours shall be converted to sick leave on an hour-for-hours basis.
- (5)(b) If an employee moves from one position in the State Personnel System to another position in the State Personnel System in a different agency within thirty-one days, the receiving agency shall credit the employee's unused annual leave.
- (5)(c) If an employee moves from a position in the State Personnel System to a position outside the State Personnel System, the agency shall either transfer unused annual leave credits to the system into which the employee is transferring, or, if the new system will not accept the credits, pay for the credits subject to subsection 60L-34.0041(6), F.A.C. For either transfer or payment, current year credits shall be prorated.
- (6)(b) A senior management service or selected exempt service employee who separates from state government shall be paid for unused annual leave up to a maximum of 480 hours, with the current year's accrual prorated. In case of death of an employee, the 480-hour limit shall not apply and all unused leave at the time of death shall be paid to the employee's beneficiary, estate, or as provided by law.
- (6)(d) An employee electing to participate in DROP may request payment for accrued annual leave at the time of entry into DROP; alternatively, the employee may elect to

defer payment until separation from service. If an employee elects immediate payment, then upon separation from service the employee shall be eligible for accrued annual leave payment only to the extent the employee has earned additional annual leave, which combined with the original payment does not exceed the applicable maximum amount specified in paragraphs (a) or (b) of this subsection 60L-34.0041(6), F.A.C.

#### **IV. POLICY**

- A. Pursuant to long standing State practice, when an SMS or SES employee is credited with annual leave on the anniversary date, that entire leave balance is immediately available for use. Consequently, annual leave for SMS and SES employees is managed on a “last in, first out” basis.
- B. There is no rule or statutory limit on the number of times an SES or SMS employee may receive a terminal annual leave payment. Consequently, the 480-hour limit in the GAA applies per payment and is not a lifetime cap.
- C. Annual leave is not prorated when an employee moves between the SES and SMS pay plans (pursuant to Rule 60L-34.004(6), F.A.C.) nor when an SES or SMS employee dies (pursuant to Rule 60L-34.0041(6)(b), F.A.C.). Furthermore, when such movement is between agencies, the entire balance of unused annual leave transfers to the new agency. In this case, the transferred amount may exceed 480 hours. (However, on the next anniversary date the employee is subject to the applicable provisions of Rule 60L-34.0041(4)(a), F.A.C.)
- D. There is no rule or statutory requirement that sick leave credited to SES and SMS employees on their last anniversary date shall be prorated in the same manner as annual leave. Consequently, terminal sick leave is to be prorated and capped only to the extent stipulated in s. 110.122(3), F.S.

#### **V. PROCEDURE**

##### **A. Separating/Terminating from State Government**

- 1. Multiply 14.67 (176/12) by the number of calendar months for which the employee was employed for at least one day in the SES or SMS since the last anniversary date. The result is the portion of the last 176 hours that are potentially payable. This result is called “Earned Prorated Annual Leave Hours”.
- 2. Subtract all the annual leave hours used (if any) since the last anniversary date and through the last day of employment in the SES or SMS from the total number of “Earned Prorated Annual Leave Hours”. This result is called “Earned and Unused Prorated Annual Leave Hours”.
  - a. If “Earned and Unused Prorated Annual Leave Hours” is a positive number:

Add this amount to the employee’s prior annual leave balance. The result will be the “Total Hours Payable”. However, only the first 480 hours are payable and any excess shall be forfeited.

- b. If “Earned and Unused Prorated Annual Leave Hours” is a negative number:
  - i. If the number of annual leave hours that the employee has used since the last anniversary date did not exceed 176 hours, treat the negative number as a “zero”. In which case the “Total Hours Payable” will be the employee’s entire prior annual leave balance.
  - ii. If the number of annual leave hours that the employee has used since the last anniversary date exceeded 176 hours, reduce the employee’s prior annual leave balance by the amount of hours used in excess of 176. In which case the “Total Hours Payable” will be the left over amount of hours in the prior annual leave balance.

**B. *Moving to a Career Service Position***

Perform the calculation the same as if the employee were terminating from State government. However, the resulting total balance (“Total Hours Payable”) shall not be paid; rather, this balance shall transfer into the Career Service. In this case, the amount transferred may exceed 480 hours. (However, once in the Career Service, the employee is subject to the applicable provisions of Rule 60L-34.0041(4)(a), F.A.C.).

**C. *Upon Moving to a non SPS Position (i.e., Outside the State Personnel System)***

Perform the calculation the same as if the employee were terminating from State government, to derive the total transferrable balance which, just like the total payable balance upon separation from State government, cannot exceed 480 hours.

- 1. If the total balance is acceptable to the receiving agency, the employee shall transfer this total amount.
- 2. If the total balance is more than the number of hours that the receiving agency will accept, transfer the full amount that the receiving agency will accept and pay the employee for the remaining hours. However, the combination of hours transferred and hours paid shall not exceed 480 hours.

**D. *Entering DROP***

- 1. Perform the calculation the same as if the employee were terminating from State government, to derive the “Total Hours Payable” upon DROP entry (up to 480 hours).
- 2. Determine the number of hours (out of the total balance available for payment) for which the employee desires to be paid and pay this amount (up to 480 hours).
- 3. The hours after payment will become the employee’s new annual leave balance for use as a DROP employee. This includes all the hours that, had the employee actually separated from State government, would have been forfeited.



**E. Exiting DROP**

1. Determine whether the employee was paid annual leave upon entering DROP. If the employee was paid 480 hours, no additional payment is due and the employee's entire unused annual leave balance is forfeited.
2. If not paid or paid less than 480 hours, perform the calculation the same as if the employee were terminating from State government, to derive the "Total Hours Payable" (up to 480 hours).
3. Adjust the "Total Hours Payable" amount by subtracting the amount previously paid. The remainder is the amount of the second payment. (All other annual leave hours not used are forfeited).

**F. Reduction in FTE**

1. Multiply 14.67 (176/12) by the number of calendar months for which the employee was employed at 1.00 FTE for at least one day since the last anniversary date. This is the portion of the 176 hours which was vested at 1.0 FTE.
2. Subtract all the annual leave hours used (if any) since the last anniversary date through the last day at 1.0 FTE from the total number of leave hours vested at 1.0 FTE.
  - a. If the above calculation yields a positive number, subtract that number from 176 hours and multiply the remaining hours by the new FTE. This is the pro-rated portion of the 176 hours that the employee will retain.
    - i. Add together the portion of the 176 hours vested at 1.0 FTE and unused and the pro-rated portion to be retained based on the new FTE.
    - ii. Add this sum to the balance carried forward on the last anniversary date. This results in the new (adjusted) leave balance available until the next anniversary date.
  - b. If the above calculation yields a negative number, but the number of annual leave hours that the employee used subsequent to the last anniversary date did not exceed 176 hours, treat the negative number as a zero and the amount of hours that the employee will retain will be the employee's prior annual leave balance (i.e., the total balance carried forward on the last anniversary date).
  - c. If the above calculation yields a negative number, but the number of annual leave hours that the employee used subsequent to the last anniversary date exceeded 176 hours, reduce the employee's prior annual leave balance by the amount of hours used in excess of 176, and the amount of hours that the employee will retain upon reduction in FTE will be the employee's remaining prior annual leave balance.

## **APPENDIX J: FLORIDA RETIREMENT SYSTEM CONTRIBUTION RATES**

## FRS CONTRIBUTION RATES, EFFECTIVE JULY 1, 2014 TO JUNE 30, 2015

Based upon HB 5005

|   | Regular Class (%) | Special Risk Class (%) |               | Elected Officers' Class (%) |              |              | SMSC (%)     | DROP (%) <sup>1</sup> |
|---|-------------------|------------------------|---------------|-----------------------------|--------------|--------------|--------------|-----------------------|
|   |                   | SR Regular             | SR Admin Supp | Judicial                    | L/A/C        | County       |              |                       |
| FRS Defined Benefit Program (FRS Pension Plan) Cost - Employer Contribution Rates Before Blending |                   |                        |               |                             |              |              |              |                       |
| Normal Cost Rate Valuation Based used in Blended Rates in HB 5005                                 | 3.53              | 10.76                  | 3.68          | 10.02                       | 6.14         | 8.21         | 4.76         | 4.30                  |
| UAL Cost  | 3.01              | 8.95                   | 51.44         | 23.69                       | 50.85        | 46.01        | 20.03        | 6.72                  |
| Normal Cost   | <b>6.54</b>       | <b>19.71</b>           | <b>55.12</b>  | <b>33.71</b>                | <b>56.99</b> | <b>54.22</b> | <b>24.79</b> | <b>11.02</b>          |

### FRS Investment Plan Rates - Employer Contribution Rates Before Blending

|                                      |             |              |             |              |             |             |             |            |
|--------------------------------------|-------------|--------------|-------------|--------------|-------------|-------------|-------------|------------|
| Amount to PEORP Annuity <sup>2</sup> | 3.30        | 11.00        | 4.95        | 10.23        | 6.38        | 8.34        | 4.67        | N/A        |
| Disability Program to FRS Trust Fund | 0.25        | 1.33         | 0.45        | 0.73         | 0.41        | 0.41        | 0.26        | N/A        |
| Total PEORP Rates                    | <b>3.55</b> | <b>12.33</b> | <b>5.40</b> | <b>10.96</b> | <b>6.79</b> | <b>8.75</b> | <b>4.93</b> | <b>N/A</b> |

### Blended Employer Contribution Rate Covering FRS Pension Plan and FRS Investment Plan Members Before Employee Contributions 2014-15

|                                   |             |              |              |              |              |              |              |              |
|-----------------------------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Blended Rates as Enacted          | 3.53        | 11.01        | 4.18         | 10.10        | 6.30         | 8.36         | 4.80         | 4.30         |
| Uniform UAL on all payroll bases* | 2.54        | 7.51         | 36.59        | 21.77        | 38.66        | 33.58        | 15.04        | 6.72         |
| PEORP Administration              | 0.04        | 0.04         | 0.04         | 0.04         | 0.04         | 0.04         | 0.04         | N/A          |
| HIS Contribution                  | 1.26        | 1.26         | 1.26         | 1.26         | 1.26         | 1.26         | 1.26         | 1.26         |
| Total Employer Contribution Rate  | <b>7.37</b> | <b>19.82</b> | <b>42.07</b> | <b>33.17</b> | <b>46.26</b> | <b>43.24</b> | <b>21.14</b> | <b>12.28</b> |

\*(Payroll base includes SMSOAP, SUSORP, and SCCORP)

### Employee Contribution Rates for FRS Pension Plan and FRS Investment Plan Members, effective July 1, 2014

|                            |             |             |             |             |             |             |             |             |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Employee Contribution Rate | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>0.00</b> |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|

### Total Contributions Submitted by Employer for Each Payroll Effective July 1, 2014

|                               |              |              |              |              |              |              |              |              |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Total Contributions Submitted | <b>10.37</b> | <b>22.82</b> | <b>45.07</b> | <b>36.17</b> | <b>49.26</b> | <b>46.24</b> | <b>24.14</b> | <b>12.28</b> |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

### Employee Contribution Rates for Reemployed Retirees without Renewed Membership, effective July 1, 2014

|                                  |             |             |             |              |              |              |              |             |
|----------------------------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|-------------|
| UAL                              | 2.54        | 7.51        | 0.00        | 21.77        | 38.66        | 33.58        | 15.04        | 0.00        |
| HIS Contribution                 | 1.26        | 1.26        | 0.00        | 1.26         | 1.26         | 1.26         | 1.26         | 0.00        |
| Total Employer Contribution Rate | <b>3.80</b> | <b>8.77</b> | <b>0.00</b> | <b>23.03</b> | <b>39.92</b> | <b>34.84</b> | <b>16.30</b> | <b>0.00</b> |

### Non-Integrated Defined Contribution Plans

|                                       | SUSORP (%)   | SMSOAP (%)   | CCORP (%)    |
|---------------------------------------|--------------|--------------|--------------|
| Required Employee Contribution Rate   | 3.00         | 3.00         | 3.00         |
| Employer Contribution Rate            | 5.14         | 6.27         | 5.15         |
| Amount to DC Investment Account       | 8.14         | 9.27         | 8.15         |
| Employer UAL Contribution - to FRS TF | 2.54         | 15.04        | 2.54         |
| PEORP Administration                  | 0.00         | 0.00         | 0.00         |
| Non-Integrated DC Plan Administration | 0.01         | 0.00         | 0.00         |
| Total Contribution Rate               | <b>10.69</b> | <b>24.31</b> | <b>10.69</b> |

Voluntary employee contributions to SUSORP and SMSOAP are limited to ER rate on this line.

<sup>1</sup> DROP rates are special charges to cover the assumed cost of DROP participants; they are not Normal Cost or UAL Cost in the traditional sense.

<sup>2</sup> Amount deposited into Investment Plan account is based upon Investment Plan account rate in law, not the blended rate that is paid by the employer.

## APPENDIX K: ADMINISTRATIVE LEAVE

## **ADMINISTRATIVE LEAVE**

| <b>Hours Type</b> | <b>Description</b>         | <b>Authorized Use/Authority</b>   | <b>Limit</b>   |
|-------------------|----------------------------|---|--|
| 0031              | ADMIN - Jury Duty          | Employee is serving as a member of a jury panel, as per Rule. 60L-34.0071(3)(a), F.A.C.   | No set cap   |
| 0032              | ADMIN - Witness            | Employee is subpoenaed as a witness or to give a deposition in a court or an administrative hearing that does not involve personal litigation or services as a paid expert, nor representation of the state or an agency in the line of duty, as per Rule 60L- 34.0071(3)(b), F.A.C.          | No set cap   |
| 0033              | ADMIN - Military Exam      | Employee is ordered to appear for an examination required for entrance into military service, as per Rule 60L-34.0071(3)(c), F.A.C.   | No set cap   |
| 0034              | ADMIN - Death in Family    | Due to the death of the current spouse, parent, grandparent, brother, sister, child, or grandchild of either the employee or employee's spouse, per Rule 60L-34.0071(3)(d), F.A.C.  | Up to 16 hours per eligible family member death.   |
| 0035              | ADMIN - Voting             | Employee is voting during normal working hours, as per Rule 60L- 34.0071(3)(g), F.A.C.  | Up to one hour per election.   |
| 0036              | ADMIN - Interview/ Exam    | Employee is taking an examination pertinent to state employment before a state agency or interviewing for positions within the State Personnel System, as per Rule 60L-34.0071(3)(h), F.A.C.  | Up to two hours per occurrence.  |
| 0037              | ADMIN - Certain Athletes   | Employee is preparing for and engaging in athletic competition as a member of the United States team at the world, Pan American, or Olympic level, as per section 110.118, F.S.   | The lessor of 30 calendar days a year, or the combined period of the official training camp and competition event. |
| 0038              | ADMIN - Red Cross Disaster | Employee is participating in specialized disaster relief services within Florida as a certified disaster service volunteer of the American Red Cross; or for services occurring within the boundaries of the United States if approved by the Governor and Cabinet, per section 110.120, F.S. | Up to 15 work days in any 12- month period.  |
| 0044              | ADMIN - Mentor/ Volunteer  | Employee is participating in school or community voluntary activities. (Rule 60L-34.0071(3) (i), F.A.C.)  | One hour per week, up to four hours at one time, not to exceed five hours per calendar month.                      |

## **ADMINISTRATIVE LEAVE**

| <b>Hours Type</b> | <b>Description</b>           | <b>Authorized Use/Authority</b>  | <b>Limit</b>  |
|-------------------|------------------------------|--|---|
| 0045              | ADMIN - Office Closure       | Employee is relieved from duty due to emergency conditions necessitating the closure of state offices or facilities, on order of the appropriate authority, as per Rule 60L-34.0071(3)(e), F.A.C.  | For the hours of work missed as a result of the closure. No set cap                   |
| 0046              | ADMIN - Formal Investigation | Employee is under formal investigation by an agency for violation of a rule or statute for which dismissal is a penalty, if the employee's absence from the work location is essential to the investigation, per Rule 60L- 34.0071(3)(f), F.A.C.   | No set cap; however, agencies should carefully assess the need to use beyond 90 days. |
| 0056              | ADMIN- Authorized Other      | Employee use must be authorized by the Department of Management Services (DMS).  | No set cap  |
| 0057              | ADMIN- Reserve/NG Training   | Employee is participating in recurring training as a service member in a reserve component of the Armed Forces of the United States or in the National Guard, when ordered under the provisions of the United States military or naval training regulations and when assigned to active or inactive duty, per section 115.07, F.S. | Up to 240 hours per military annual period (October 1 through September 30).          |
| 0061              | ADMIN-FL National Guard      | Employee is called into active state service by the governor as a service member of the Florida National Guard, per section 250.48, F.S.   | Limited to the first 30 missed calendar days.   |
| 0062              | ADMIN- Educational Leave     | Employee is attending a college, university, or training academy for one or more full academic periods under an authorized agency program, per Rule 60L-34.0072, F.A.C.  | No set cap. Agency authorizes per academic period.                                    |
| 0065              | ADMIN- Workers' Comp Leave   | Employee, who has sustained a job-connected disability that is compensable under Chapter 440, F. S., is unable to work or has additional appointments with health care providers, physical therapists, etc., directly related to the workers' compensation injury, per Rule 60L-34.0061, F.A.C.                                    | Limited for up to 40 hours with an additional 48 hours to cover medical appointments. |

## **ADMINISTRATIVE LEAVE**

| <b>Hours Type</b> | <b>Description</b>         | <b>Authorized Use/Authority</b>  | <b>Limit</b>                                  |
|-------------------|----------------------------|--|---|
| 069               | ADMIN- Active Military     | Employee has volunteered or has been called into active Federal military service as a service member in the National Guard or a reserve component of the Armed Forces of the United States, as per sections 115.09, F.S. and 115.14, F.S., and Rule 60L-34.0062(1), F.A.C. | Limited to the first 30 missed calendar days. |
| 075               | ADMIN- Veterans Disability | Employee is being examined or treated for a service connected disability, as scheduled by the United States Department of Veterans Affairs, per section 110.119(1), F.S.   | Up to 48 hours per calendar year.             |
| 0080              | ADMIN- Child's Activities  | Employee is participating in the activities of a child for whom he/she has parental or loco parentis authority, at local schools and/or child care centers, per Rule 60L- 34.0051(7), F.A.C.   | Up to one hour per calendar month.            |

## **APPENDIX L: PROFESSIONAL ENGINEER TRAINING PROGRAM REVIEW FULL REPORT**





## *Florida Department of Transportation*

**RICK SCOTT**  
GOVERNOR

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Tallahassee, FL 32399-0450

**ANANTH PRASAD, P.E.**  
SECRETARY

DATE: April 3, 2013

### **Professional Engineer Training Program Review**

#### **BACKGROUND**

The Secretary charged District Secretary Wolfe to form a team to review and make recommendations on the Professional Engineer Training (PET) Program. Sec. Wolfe appointed Bob Crim to lead the team while Sec. Wolfe served in the role of Senior Manager Champion. The additional team members are Tom Byron, Chief Engineer; Irene Cabral, Personnel Resource Management Officer; Chris Smith, Director of Development, D-1; Nick Tsengas, Director of Operations, D-2; Phillip Gainer, Director of Operations, D-3; Courtney Drummond, Director of Operations, D-4; Frank O'Dea, Director of Development, D-5; Debora Rivera, Director of Operations, D-6 and Debbie Hunt, Director of Development, D-7.

The team was charged with reviewing the PET Program and making recommendations on the need and objectives of a PET program, and make recommendation on the structure and duration of the program. The team had a clean slate for evaluating the PET program: there were no expectations to continue or eliminate the program and no expectations to change the program should it be continued. The team was free to make any recommendations regarding the need for the program, its structure and duration, salary adjustments, and number of positions.

The team undertook a two step approach to evaluating the program. First- address the issue of whether the PET program is worthwhile and needed. Second- evaluate the structure, duration and other issues related to a PET program if there is agreement to continue some form of program.

#### **RECOMMENDATION ON THE CONTINUATION OF A PET PROGRAM**

**The recommendation of the team is to continue the PET program for graduate engineers.** This recommendation is based on an evaluation of information regarding the past performance of the current program in meeting the objective of providing a career path and broad, practical experience in the field of transportation engineering for engineering graduates to obtain licensure as a Professional Engineer and advance into management and leadership roles in the agency.

An evaluation of the current program revealed the following.

Some form of a training program for engineers has been in place since the mid to late 1970's. The program in its current form as a four year Professional Engineer Training Program has been in place more than 20 years. The program has been one of, if not the primary, source for hiring graduate engineers into the department to begin a career in transportation engineering. Many of those hires obtain their PE licenses and continue their careers with the department.

A review of data on past PET hiring and the current positions held by former PET program participants resulted in these findings.

- The department fills about 65 to 75 vacant PE positions each year and hires about 15 to 20 PET each year based on PET average hiring rates over the past 10 years. PET hires completing the program provide potential candidates to fill approximately 25% of the department's PE vacancies on an annual basis (see tables 1 and 2).
- The PET average hiring rate over the past ten years is about 3% of the PE positions (see table 2).
- Approximately one third of the department's PE positions are currently occupied by participants of the PET program (see table 3).
- Former PET program participants occupy just over 40% of the management and leadership positions in the department. These positions are defined as the managers of the engineering related offices under the Director's of Operations and Transportation Development and their first level direct reports (see tables 3 and 4).
- Former PET program participants occupy approximately 45% of the positions classified as a PE supervisor position (see table 3).

The preponderance of former PET's in PE positions may be expected given the long established existence of the program. However, the findings support the effectiveness of a PET program as a way to recruit engineers into the agency, retain and advance them in their careers. Obviously, the program is not the only way to bring PE's, managers and leaders into the agency, but the statistics support the value and contribution of the program in facilitating succession planning and the development of future leaders and managers in the Department.

Many state DOT's and engineering organizations have some form of training program to recruit and develop an engineering staff. The FDOT program has clearly been effective over the years and there is nothing to indicate the program should not continue as a tool to bring engineers into the agency. The continuation of a training program for transportation engineers does not imply that the program is the only way to recruit and develop engineering and leadership staff for the agency. Furthermore, a PET program may provide some early career advantages, much like any other training opportunities afforded employees on a limited basis. The solution is not to eliminate the training program because it is not available to everyone, rather to evaluate how to restructure the training program and target it to the right personnel.

Table 1:

|                | <b>PET Program Hiring and Retention 2012 to 2003</b> |           |           |           |           |           |           |           |           |           |              |               |
|----------------|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------|---------------|
|                | 2012   | 2011      | 2010      | 2009      | 2008      | 2007      | 2006      | 2005      | 2004      | 2003      | 10 Yr. Total | Percent       |
| D-1            | 2  | 0         | 3         | 4         | 1         | 2         | 3         | 3         | 1         | 4         | 23           | 11.9%         |
| D-2            | 2  | 0         | 2         | 4         | 4         | 2         | 4         | 6         | 3         | 5         | 32           | 16.5%         |
| D-3            | 0  | 0         | 2         | 2         | 4         | 1         | 3         | 2         | 5         | 3         | 22           | 11.3%         |
| D-4            | 3  | 4         | 4         | 4         | 7         | 3         | 8         | 3         | 6         | 6         | 48           | 24.7%         |
| D-5            | 1  | 2         | 0         | 1         | 5         | 1         | 5         | 2         | 3         | 4         | 24           | 12.4%         |
| D-6            | 0  | 4         | 0         | 2         | 3         | 3         | 2         | 2         | 2         | 6         | 24           | 12.4%         |
| D-7            | 3  | 0         | 1         | 0         | 2         | 0         | 1         | 1         | 3         | 2         | 13           | 6.7%          |
| CO/SMO         | 1  | 1         | 1         | 0         | 0         | 1         | 0         | 0         | 0         | 4         | 8            | 4.1%          |
| <b>Total</b>   | <b>12</b>  | <b>11</b> | <b>13</b> | <b>17</b> | <b>26</b> | <b>13</b> | <b>26</b> | <b>19</b> | <b>23</b> | <b>34</b> | <b>194</b>   | <b>100.0%</b> |
| Still Employed | 12   | 10        | 12        | 15        | 22        | 11        | 20        | 12        | 12        | 13        | 139          |               |
| Retention      | 100%   | 91%       | 92%       | 88%       | 85%       | 85%       | 77%       | 63%       | 52%       | 38%       | 72%          |               |

Table 2: FDOT PE Positions and PET Hiring History (12/2012 data)

|              | 2012 PE Positions | Vacant PE Positions | % Vacant PE Positions | 10 Year Total PET's Hired | Avg. No. PET's Hired per Year | PET's Hired Each Year as Percent of PE Positions | Percent of PET's Available to fill Positions Each Year |
|--------------|-------------------|---------------------|-----------------------|---------------------------|-------------------------------|--|--|
| D-1          | 52                | 11                  | 21.2%                 | 23                        | 2.3                           | 4.4%   | 20.9%  |
| D-2          | 101               | 10                  | 9.9%                  | 32                        | 3.2                           | 3.2%   | 32.0%  |
| D-3          | 61                | 9                   | 14.8%                 | 22                        | 2.2                           | 3.6%   | 24.4%  |
| D-4          | 119               | 15                  | 12.6%                 | 48                        | 4.8                           | 4.0%   | 32.0%  |
| D-5          | 84                | 11                  | 13.1%                 | 24                        | 2.4                           | 2.9%   | 21.8%  |
| D-6          | 73                | 4                   | 5.5%                  | 24                        | 2.4                           | 3.3%   | 60.0%  |
| D-7          | 48                | 4                   | 8.3%                  | 13                        | 1.3                           | 2.7%   | 32.5%  |
| CO/SMO       | 116               | 9                   | 7.8%                  | 8                         | 0.8                           | 0.7%   | 8.9%   |
| <b>Total</b> | <b>654</b>        | <b>73</b>           | <b>11.2%</b>          | <b>194</b>                | <b>19.4</b>                   | <b>3.0%</b>                                      | <b>26.6%</b>   |

Table 3: Former PET Program Participants in PE and Leadership Positions (12/2012 data)

|              | 2012 PE Positions | PE Positions filled by Former PET's | Percent of PE Positions filled by Former PET's | Leadership Positions | Leadership Positions filled by Former PET's | Percent of Leadership Positions filled by Former PET's | 2012 PE Supervisor Positions Class codes 4669 4672 4673 | Supervisor Positions filled by Former PET's | Percent of Supervisor Positions filled by Former PET's |
|--------------|-------------------|-------------------------------------|--|----------------------|---|--|---|---|--|
| D-1          | 52                | 17                                  | 32.7%  | 24                   | 13  | 54.2%  | 17  | 6   | 35.3%  |
| D-2          | 101               | 46                                  | 45.5%  | 30                   | 14  | 46.7%  | 32  | 19  | 59.4%  |
| D-3          | 61                | 36                                  | 59.0%  | 29                   | 17  | 58.6%  | 22  | 13  | 59.1%  |
| D-4          | 119               | 36                                  | 30.3%  | 31                   | 10  | 32.3%  | 36  | 14  | 38.9%  |
| D-5          | 84                | 23                                  | 27.4%  | 36                   | 14  | 38.9%  | 27  | 9   | 33.3%  |
| D-6          | 73                | 27                                  | 37.0%  | 23                   | 11  | 47.8%  | 18  | 6   | 33.3%  |
| D-7          | 48                | 9                                   | 18.8%  | 34                   | 9   | 26.5%  | 13  | 3   | 23.1%  |
| CO/SMO       | 116               | 30                                  | 25.9%  | 40                   | 14  | 35.0%  | 10  | 6   | 60.0%  |
| <b>Total</b> | <b>654</b>        | <b>224</b>                          | <b>34.3%</b>                                   | <b>247</b>           | <b>102</b>                                  | <b>41.3%</b>   | <b>175</b>  | <b>76</b>                                   | <b>43.4%</b>   |

Table 4: Breakdown of Leadership Positions (12/2012 data)

|  | District 1 | Total # | Former PET |  |  | District 2 | Total # | Former PET |
|--|------------|---------|------------|--|--|------------|---------|------------|
| District Secretary                     |            | 1       | 0          |  | District Secretary                     |            | 1       | 0          |
| Director of Transportation Development |            | 1       | 0          |  | Director of Transportation Development |            | 1       | 1          |
| District Design Engineer               |            | 1       | 1          |  | District Design Engineer               |            | 1       | 1          |
| PE Direct reports to DDE               |            | 4       | 4          |  | PE Direct reports to DDE               |            | 4       | 1          |
| District ISD Manager                   |            | 1       | 0          |  | District ISD Manager                   |            | 1       | 0          |
| PE Direct reports to ISD Mng           |            | 2       | 2          |  | PE Direct reports to ISD Mng           |            | 1       | 0          |
| District Program Manager               |            | 1       | 0          |  | District Program Manager               |            | 1       | 0          |
| PE Direct reports to Prog Mng          |            | 1       | 0          |  | Urban Transp. Develop. Manager         |            | 1       | 1          |
|  |            |         |            |  | PE Direct reports to UTDM              |            | 1       | 1          |
| Director of Transportation Operations  | Vacant     | Vacant  |            |  | Director of Transportation Operations  |            | 1       | 1          |
| District Construction Engineer         |            | 1       | 1          |  | District Construction Engineer         |            | 1       | 1          |
| PE Direct reports to DCE               |            | 3       | 1          |  | PE Direct reports to DCE               |            | 5       | 2          |
| District Maintenance Engineer          |            | 1       | 0          |  | District Maintenance Engineer          |            | 1       | 0          |
| PE Direct reports to DME               |            | 2       | 2          |  | PE Direct reports to DME               |            | 4       | 2          |
| District Traffic Operations Engineer   |            | 1       | 0          |  | District Traffic Operations Engineer   |            | 1       | 0          |
| PE Direct reports to DTOE              |            | 1       | 0          |  | PE Direct reports to DTOE              |            | 2       | 1          |
| District Materials Engineers           |            | 1       | 1          |  | District Materials Engineers           |            | 1       | 1          |
| PE Direct reports to DMRE              |            | 2       | 1          |  | PE Direct reports to DMRE              |            | 2       | 1          |
|  |            | 24      | 13         |  |  | 30         | 14      |            |
|  |            |         |            |  |  |            |         |            |
|  | District 3 | Total # | Former PET |  |  | District 4 | Total # | Former PET |
| District Secretary                     |            | 1       | 1          |  | District Secretary                     |            | 1       | 0          |
| Director of Transportation Development |            | 1       | 1          |  | Director of Transportation Development |            | 1       | 0          |
| District Design Engineer               |            | 1       | 1          |  | District Design Engineer               |            | 1       | 0          |
| PE Direct reports to DDE               |            | 4       | 1          |  | PE Direct reports to DDE               |            | 5       | 2          |
| District ISD Manager                   |            | 1       | 1          |  | District ISD Manager                   |            | 1       | 0          |
| PE Direct reports to ISD Mng           |            | 3       | 0          |  | PE Direct reports to ISD Mng           |            | 2       | 2          |
| District Program Manager               |            | 1       | 1          |  | District Program Manager               |            | 1       | 1          |
| PE Direct reports to Prog Mng          |            | 1       | 0          |  | PE Direct reports to Prog Mng          |            | 3       | 2          |
| Director of Transportation Operations  |            | 1       | 1          |  | Director of Transportation Operations  |            | 1       | 0          |
| District Construction Engineer         |            | 1       | 0          |  | District Construction Engineer         |            | 1       | 0          |
| PE Direct reports to DCE               |            | 7       | 4          |  | PE Direct reports to DCE               |            | 5       | 1          |
| District Maintenance Engineer          |            | 1       | 1          |  | District Maintenance Engineer          |            | 1       | 0          |
| PE Direct reports to DME               |            | 1       | 1          |  | PE Direct reports to DME               |            | 3       | 1          |
| District Traffic Operations Engineer   |            | 1       | 1          |  | District Traffic Operations Engineer   |            | 1       | 0          |
| PE Direct reports to DTOE              |            | 2       | 1          |  | PE Direct reports to DTOE              |            | 3       | 1          |
| District Materials Engineers           |            | 1       | 1          |  | District Materials Engineers           |            | 1       | 0          |
| PE Direct reports to DMRE              |            | 1       | 1          |  | PE Direct reports to DMRE              |            |         |            |
|  |            | 29      | 17         |  |  | 31         | 10      |            |

Table 4 continued: Breakdown of Leadership Positions

|  |  | District 5                             | Total # | Former<br>PET |  |  |  | District 6                             | Total # | Former<br>PET |
|--|--|--|---------|---------------|--|--|--|--|---------|---------------|
|  |  | District Secretary                     | 1       | 0             |  |  |  | District Secretary                     | 1       | 1             |
|  |  | Director of Transportation Development | 1       | 1             |  |  |  | Director of Transportation Development | 1       | 1             |
|  |  | District Design Engineer               | 1       | 0             |  |  |  | District Design Engineer               | 1       | 1             |
|  |  | PE Direct reports to DDE               | 4       | 2             |  |  |  | PE Direct reports to DDE               | 5       | 2             |
|  |  | District ISD Manager                   | 1       | 0             |  |  |  | District PLEMO Manager                 | 1       | 0             |
|  |  | PE Direct reports to ISD Mng           | 3       | 1             |  |  |  | PE Direct reports to ISD Mng           |         |               |
|  |  | District Program Manager               | 1       | 1             |  |  |  | District Program Manager               | 1       | 0             |
|  |  | PE Direct reports to Prog Mng          | 3       | 1             |  |  |  | PE Direct reports to Prog Mng          |         |               |
|  |  | Director of Transportation Operations  | 1       | 0             |  |  |  | Director of Transportation Operations  | 1       | 0             |
|  |  | District Construction Engineer         | 1       | 0             |  |  |  | District Construction Engineer         | 1       | 0             |
|  |  | PE Direct reports to DCE               | 6       | 3             |  |  |  | PE Direct reports to DCE               | 4       | 2             |
|  |  | District Maintenance Engineer          | 1       | 1             |  |  |  | District Maintenance Engineer          | 1       | 1             |
|  |  | PE Direct reports to DME               | 6       | 3             |  |  |  | PE Direct reports to DME               | 5       | 2             |
|  |  | District Traffic Operations Engineer   | 1       | 0             |  |  |  | District Traffic Operations Engineer   | 1       | 1             |
|  |  | PE Direct reports to DTOE              | 3       | 1             |  |  |  | PE Direct reports to DTOE              |         |               |
|  |  | District Materials Engineers           | Vacant  | 0             |  |  |  | District Materials Engineers           |         |               |
|  |  | PE Direct reports to DMRE              | 2       | 0             |  |  |  | PE Direct reports to DMRE              |         |               |
|  |  |  | 36      | 14            |  |  |  |  | 23      | 11            |
|  |  |  |         |               |  |  |  |  |         |               |
|  |  | District 7                             | Total # | Former<br>PET |  |  |  | Central Office                         | Total # | Former<br>PET |
|  |  | District Secretary                     | 1       | 0             |  |  |  | Chief Engineer                         | 1       | 0             |
|  |  | Director of Transportation Development | 1       | 0             |  |  |  | Office of Design                       | 1       | 0             |
|  |  | District Design Engineer               | 1       | 0             |  |  |  | Engineering/CADD Systems Office        | 2       | 1             |
|  |  | PE Direct reports to DDE               | 7       | 3             |  |  |  | Structures Design Office               | 4       | 1             |
|  |  | District ISD Manager                   | 1       | 1             |  |  |  | Roadway Design Office                  | 6       | 3             |
|  |  | PE Direct reports to ISD Mng           | 6       | 0             |  |  |  | Production Support Office              | 2       | 1             |
|  |  | District Program Manager               | 1       | 0             |  |  |  | Specifications and Estimates Office    | 5       | 1             |
|  |  | PE Direct reports to Prog Mng          |         |               |  |  |  | Office of Construction                 | 4       | 2             |
|  |  | Director of Transportation Operations  | 1       | 1             |  |  |  | Office of Maintenance                  | 4       | 2             |
|  |  | District Construction Engineer         | 1       | 1             |  |  |  | Traffic Operations Office              | 4       | 0             |
|  |  | PE Direct reports to DCE               | 4       | 2             |  |  |  | State Materials Office                 | 5       | 3             |
|  |  | District Maintenance Engineer          | 1       | 0             |  |  |  | Safety Office                          | 2       | 0             |
|  |  | PE Direct reports to DME               | 6       | 1             |  |  |  |  | 40      | 14            |
|  |  | District Traffic Operations Engineer   | 1       | 0             |  |  |  |  |         |               |
|  |  | PE Direct reports to DTOE              | 2       | 0             |  |  |  |  |         |               |
|  |  |  | 34      | 9             |  |  |  |  |         |               |

Note: Numbers in red are "estimates" based on a review of available information to complete some of the lower leadership levels.

## **RECOMMENDATION ON PET PROGRAM CHANGES OR UPDATES**

A sub-team was established to make recommendations on changes to the current program. The team was comprised of both current PET's and recent participants of the program currently in supervisory or management positions to make recommendations on the expectations of the training program by graduating engineers and the content and duration of a program to meet department needs for training and retaining engineers for the agency.

This sub-team was charged with evaluating and providing recommendations on any restructuring of the program, changes in phase durations- both the Engineer-in-Training phase (first 2 years) and the Senior Engineer phase (second 2 years). This team reviewed the current program described in PET program procedure (Topic No. 010-000-050-h) and provided recommendations regarding trainee evaluations, phase examinations, salary increases, and mentoring benefits.

### **Summary of major recommendations on changes to the current PET Program**

- Reduce rotational portion of Engineer in Training (EIT) phase from 18 months to 12-15 months.
- Have two specialty phases instead of one.
- Discontinue phase exams.

### **Major Recommendations**

- **Reduce rotational portion of Engineer In Training (EIT) phase from 18 months to 12-15 months.**

Currently the PET program consists of two separate components. The EIT component is made up of an 18 month rotational phase throughout the various departments within the Department, followed by a six month specialty phase in one of the departments. The second component is the 2 year senior phase, where the trainee continues to gain more experience in a particular area before becoming eligible to sit for the P.E. exam.

The PET Program procedure has a recommended time frame for each phase; however each district has modified this schedule based on organizational and situational differences. The experience of each trainee in each department varies greatly depending on many different factors, including the length of the rotation, the type of work assignments given, and the trainee's interest in the area. Due to the nature and short duration of some of the phases, there may not be an opportunity for the trainee to produce meaningful work.

One of the items the task team asked the sub-team to evaluate was the addition of contractual obligation or employment commitment for future trainees. It was inferred that upper management was concerned about losing the training cost associated with a trainee that may leave during or soon after completion of the program. In analyzing the training cost associated with the program, the real cost is not tuition or formal training, but lost productivity of the position while the trainee rotates through their EIT phase. In an effort to minimize this risk to the Department, the team discussed

reducing the length of the rotational phase or reducing the number of phases to just the core functions of the Department (Construction, Maintenance, Design and Traffic Operations). This would allow the trainee to begin to participate in more responsible and meaningful work sooner and reduce the Department's training cost.

Overwhelmingly the group valued the rotational time spent in the program. The rotational phase allows the trainee to establish how the Department works. Most importantly it also teaches the trainee who to go to, when issues arise with other departments. The relationships built during the EIT phase are an invaluable asset to a former trainee when they begin to manage projects. They have a distinct advantage to non-PET managers as they have a better understanding of the organization. With this in mind, the four phase suggestion was not supported by the group. What was agreed upon was that some of the minor phases may have too much time allotted and can lead to unproductive use of the trainee's and Department's time.

While the majority of the group supported some reduction in phase length, the difficulty lies in determining the duration of the rotational phase. There was not a clear consensus regarding how to reduce and reschedule the rotational phase. Some were in favor of a 12 month rotational length, while others supported a longer, 15 month schedule. It also must be noted that some districts were also in favor of a no change or a continuation of the 18 month schedule. The team recommends further study to determine the optimal rotational phase length. We further recommend that any change in the rotational phase should be done via pilot project where a select few trainees are slotted in a 12 and 15 month phase. This will allow the program coordinators to evaluate the effectiveness of the different rotational durations.

- **Add an additional six month specialty phase to EIT phase.**

The current PET program includes a six month specialty phase that follows the completion of the rotational phase. This phase is generally selected by the trainee, but in some cases district needs may limit the choice of the trainee. The purpose of the specialty phase is to introduce the trainee to more responsible engineering work. This allows the trainee to evaluate their interest in their chosen phase and gives them the opportunity to change their senior phase, if desired.

The group discussed adding an optional additional specialty phase to make up the 3-6 month reduction of the rotational phase. This would allow the trainee to choose two different specialties that could aid in their professional development and assist in making a more informed decision on what senior phase to choose. This would allow a trainee to be a well-rounded engineer and gain new perspectives outside their chosen specialty. The Department's cost to implement this change is negligible, since typically specialty phases are project driven and include more productive work assignments. The recommendation of the group is to utilize the following amended schedules:

- EIT Phase 12-15 months
- Specialty phase I 6 month
- Specialty phase II 6 months
- Senior phase 24-21 months

- **Discontinuation of Phase Exams**

The group was in support of discontinuing the phase exams. The majority felt that the material covered on the exam often was not pertinent to the material covered during the phase rotations. In addition the tests were not helpful in the preparation for the P.E. exam. In polling the group, no examples of any trainee failing an exam more than once could be cited. Since the exams do not effectively measure trainee performance, and offer no P.E. exam preparation, we recommend eliminating all phase exams from the program.

**Other Recommendations:**

- **Utilize the EPS system to rate trainees.**

The group discussed utilizing the EPS system to complete some of the ratings that are done on hard copy forms. In the spirit of CPR<sup>2</sup>, the group supported having the trainees utilize the current EPS system or the new system slated to replace EPS. Since all other employees outside of the PET program are subject to the EPS system, familiarizing the trainee to the rating system will aid in their progression into management. The group felt that each phase supervisor should continue to use the phase review forms and existing procedure for phase ratings. The PET program coordinator would collect the various phase ratings for the review period and incorporate them into an EPS rating for the trainee, in lieu of the Professional Engineer Training Program Trainee Rating form for the 6, 12, and 18 month evaluations.

- **Compilation of trainee material statewide via SharePoint site.**

The group felt it would be helpful to compile a database of different trainee material being used throughout the state. D7 was tasked with compiling phase projects, materials, and other trainee related material being used in each district and placing it all on a SharePoint site. The site has been set up at:

<http://fdotsharepoint.dot.state.fl.us/sites/Officeofdesign/ProSup/PETTraining/Shared%20Documents/P E%20Trainee%20Mock%20Projects> All PET program coordinators should be granted access to add new sample projects and share ideas and lessons learned. The information should be open to view by all Department personnel.

- **Statewide PET Program coordinators to meet periodically**

One benefit to our statewide group's meeting was the sharing of ideas and experience across district lines. Since our Tallahassee phase most of us haven't had the opportunity to meet as a group of trainees. We enjoyed the discussion and learned that each district has some different approaches on how to implement the program. We feel the Program Coordinators statewide should meet at least annually. It may be beneficial to include the program directors as their schedules allow. This sharing of ideas will allow the program to become more effective and help achieve our CPR<sup>2</sup> goals.

- **Assistance with P.E. exam preparation.**

The group was also in favor of the Department providing assistance with P.E. exam preparation since the primary goal of the program is to develop professional engineers. This assistance can take many forms including compiling departmental training material or reimbursement of P.E. preparatory class



tuition after successfully completing the exam. Reimbursement may be 100% or partial and could be funded through the training budget. The group felt this would help further develop the current trainees and enhance the effectiveness of the program. It also could be used as an additional recruitment tool for prospective trainees.

- **Continue the mentoring program.**

A majority of the districts use the mentoring program and feels it is beneficial to trainee development. We recommend continuing the program and encourage the districts underutilizing the program to move forward with its implementation. We feel the current mentoring procedures are adequate and further formalization of the program may lead to loss of the program's effectiveness as mentors would be bogged down with forms and other requirements.

- **Continue pay incentives.**

The group briefly discussed the program's pay incentive component. There was no support for eliminating the pay incentives, because most felt that not having the ability to grant pay increases would place the Department at a hiring disadvantage if the economy improves.

- **Update phase checklists.**

The central office PET program procedure contains a checklist for each major phase that identifies which topics are to be covered. The procedure outlines that these checklists should be signed by the trainee and phase supervisor. However, each district does not use the checklists consistently. Many of the checklists are outdated and do not conform to current organizational structure or group functionality. The team recommended that these checklists be updated.

- **Other Hiring Practices.**

In an effort to reduce the Department's risk associated with the training duration, the team discussed requiring trainees to make commitments to remain with the Department for a specified term. Aside from the perceived difficulty in enforcing a commitment of this type, the group also felt that this would potentially deter prospective hires, and place the Department at a hiring disadvantage when the economy improves.

The group discussed several recruitment alternatives. The first was requiring trainees to obtain their EIT prior to their hire date as a condition of eligibility for the program. The group consensus was that requiring the EIT would not be the best solution, but each district should have the flexibility to utilize it as a secondary screening tool. In addition, the group also discussed hiring trainees for a specific position in lieu of the trainee choosing their specialty phase. Many districts have found this approach useful in certain situations, and the group felt that each district should continue to be able to utilize this approach, where appropriate.

## **RECOMMENDATION ON NUMBER OF HIRES IN PET PROGRAM**

There are currently 72 PET positions in the Department. These positions are divided between Engineer in Training positions (4654) and Senior Engineer Trainee (4655). See the following table for the distribution between Districts.

| Comparison of PET Positions to PE Positions |                   |                                 |                                   |                                   |   |  |  |  |
|---|-------------------|---------------------------------|-----------------------------------|-----------------------------------|---|--|--|--|
|   | 2012 PE Positions | Vacant PE Positions at 10% rate | Current No. of EIT Positions 4654 | Current No. of SET Positions 4655 | Avg. No. PET's per Year Available to fill PE Position | Percent of PET's Available to fill Positions Each Year | No. of PET Graduates needed per year to fill 25% Vacancies | No. of PET Graduates needed per year to fill 50% Vacancies |
| D-1   | 52                | 5.2                             | 4                                 | 4                                 | 2   | 38.5%  | 1.3  | 2.6  |
| D-2   | 101               | 10.1                            | 2                                 | 7                                 | 2.25  | 22.3%  | 2.525  | 5.05   |
| D-3   | 61                | 6.1                             | 2                                 | 6                                 | 2   | 32.8%  | 1.525  | 3.05   |
| D-4   | 119               | 11.9                            | 9                                 | 10                                | 4.75  | 39.9%  | 2.975  | 5.95   |
| D-5   | 84                | 8.4                             | 3                                 | 5                                 | 2   | 23.8%  | 2.1  | 4.2  |
| D-6   | 73                | 7.3                             | 6                                 | 4                                 | 2.5   | 34.2%  | 1.825  | 3.65   |
| D-7   | 48                | 4.8                             | 3                                 | 4                                 | 1.75  | 36.5%  | 1.2  | 2.4  |
| CO/SMO                                      | 116               | 11.6                            | 3                                 | 0                                 | 0.75  | 6.5%   | 2.9  | 5.8  |
| <b>Total</b>                                | <b>654</b>        | <b>65.4</b>                     | <b>32</b>                         | <b>40</b>                         | <b>18</b>   | <b>27.5%</b>   | <b>16.35</b>   | <b>32.7</b>  |

There is some reclassification between these positions as trainees move from an EIT to a SET. With this level, the current position classification allows hiring of 16 to 18 PET's each year. This is fairly close to the ten year average of 19.4 PET's per year. This hiring rate, or program size, will supply PET graduates for about 25% of the average PE vacancies expected each year. This is based on full retention of PET's through the program.

The size of the program should be related to the number of PE positions and the turnover rate. If the PE turnover rate is 10% and the desire is to have PET graduates available to fill 25% of those vacancies, then the PET program would have to produce graduates at a rate of 2.5% of the PE positions. If the desire is to have PET graduates available to fill 50% of those vacancies, then the PET program would have to produce graduates at a rate of 5% of the PE positions. These percentages would slide up or down in relationship to the turnover rate.

If the upper range for the number of PET's available to fill vacant PE positions is 50%, then there would need to be about 33 program graduates each year. This would double the size of the program with 132 positions: 66 EIT's (33 hires/year for two year phase) and 66 SET's.

The recommendation is the PET program should not be any smaller than the current level in terms of total positions allocated to the program. To continue hiring 16 PET's each year the minimum size of the program is 64 positions: 32 EIT's (16 hires/year for two year phase) and 32 SET's. The hiring for the past few years has been below this level. If PE turnover increases, there may be a need to increase PET hiring.

The recommended statewide hiring level for the PET program ranges from 16 to 33 PET hires per year. This is a wide range; with the hiring level based on PE turnover rates and the expected level of PET's available to fill PE management and leadership positions. This is further complicated by the varying number of PE positions in each District and the Central Office and the fact the Central Office does not traditionally hire PET's. The below table show the recommended hiring levels for the program to recruit, retain and advance engineers into management and leadership roles in the Department.

| PET Hiring Recommendations |                   |  |  |   |
|----------------------------|-------------------|--|--|---|
|                            | 2012 PE Positions | Average No. PET's Hires per Year (minimum) | Average No. PET's Hires per Year (maximum) | Average No. PET's Hires for Past 10 Years |
| D-1                        | 52                | 2  | 4  | 2.3                                       |
| D-2                        | 101               | 3  | 6  | 3.2                                       |
| D-3                        | 61                | 2  | 4  | 2.2                                       |
| D-4                        | 119               | 3  | 6  | 4.8                                       |
| D-5                        | 84                | 2  | 4  | 2.4                                       |
| D-6                        | 73                | 2  | 4  | 2.4                                       |
| D-7                        | 48                | 2  | 4  | 1.3                                       |
| CO/SMO                     | 116               | 0  | 1  | 0.8                                       |
| <b>Total</b>               | <b>654</b>        | <b>16</b>                                  | <b>33</b>                                  | <b>19.4</b>                               |

## **APPENDIX M: PROPOSED OPTIONS FOR RANGES BASED ON (1) PRIVATE INDUSTRY AND (2) BLS**

**BLS REGIONAL DATA SOURCE - PUBLIC/PRIVATE SECTOR**

| BAND         | MINIMUM |            | MIDPOINT |            | MAXIMUM       |
|--------------|---------|------------|----------|------------|---------------|
| Current 16   | \$      | 61,015.50  | \$       | 114,547.15 | \$ 168,078.79 |
| Proposed 16  | \$      | 81,199.09  | \$       | 108,265.45 | \$ 135,331.82 |
| Current 20   | \$      | 26,445.90  | \$       | 71,503.67  | \$ 116,561.44 |
| Proposed 20a | \$      | 71,843.18  | \$       | 95,790.91  | \$ 119,738.64 |
| Proposed 20b | \$      | 77,955.68  | \$       | 103,940.91 | \$ 129,926.14 |
| Current 21   | \$      | 33,057.44  | \$       | 93,021.50  | \$ 152,985.56 |
| Proposed 21a | \$      | 50,606.25  | \$       | 67,475.00  | \$ 84,343.75  |
| Proposed 21b | \$      | 72,095.23  | \$       | 96,126.97  | \$ 120,158.71 |
| Proposed 21c | \$      | 80,293.93  | \$       | 107,058.57 | \$ 133,823.21 |
| Proposed 21d | \$      | 89,749.77  | \$       | 119,666.36 | \$ 149,582.95 |
| Current 22   | \$      | 41,320.76  | \$       | 116,274.56 | \$ 191,228.37 |
| Proposed 22  | \$      | 73,086.75  | \$       | 97,449.00  | \$ 121,811.25 |
| Current 23   | \$      | 47,316.36  | \$       | 133,145.79 | \$ 218,975.22 |
| Proposed 23a | \$      | 79,866.82  | \$       | 106,489.09 | \$ 133,111.36 |
| Proposed 23b | \$      | 87,378.51  | \$       | 116,504.68 | \$ 145,630.85 |
| Proposed 23c | \$      | 124,442.73 | \$       | 165,923.64 | \$ 207,404.55 |
| Current 24   | \$      | 56,779.84  | \$       | 153,518.66 | \$ 250,257.48 |
| Proposed 24a | \$      | 59,269.77  | \$       | 79,026.36  | \$ 98,782.95  |
| Proposed 24b | \$      | 77,955.68  | \$       | 103,940.91 | \$ 129,926.14 |
| Proposed 24c | \$      | 124,442.73 | \$       | 165,923.64 | \$ 207,404.55 |
| Current 25   | \$      | 68,135.86  | \$       | 184,222.53 | \$ 300,309.19 |
| Proposed 25  | \$      | 138,131.43 | \$       | 184,175.24 | \$ 230,219.05 |

**PRIVATE TRANSPORTATION INDUSTRY CUSTOM SURVEY DATA (BLS WHERE DATA UNAVAILABLE)**

| BAND         | MINIMUM |            | MIDPOINT |            | MAXIMUM |            |
|--------------|---------|------------|----------|------------|---------|------------|
| Current 16   | \$      | 61,015.50  | \$       | 114,547.15 | \$      | 168,078.79 |
| Proposed 16  | \$      | 81,199.09  | \$       | 108,265.45 | \$      | 135,331.82 |
| Current 20   | \$      | 26,445.90  | \$       | 71,503.67  | \$      | 116,561.44 |
| Proposed 20a | \$      | 71,843.18  | \$       | 95,790.91  | \$      | 119,738.64 |
| Proposed 20b | \$      | 77,955.68  | \$       | 103,940.91 | \$      | 129,926.14 |
| Current 21   | \$      | 33,057.44  | \$       | 93,021.50  | \$      | 152,985.56 |
| Proposed 21a | \$      | 50,606.25  | \$       | 67,475.00  | \$      | 84,343.75  |
| Proposed 21b | \$      | 72,095.23  | \$       | 96,126.97  | \$      | 120,158.71 |
| Proposed 21c | \$      | 86,719.71  | \$       | 115,626.28 | \$      | 144,532.85 |
| Current 22   | \$      | 41,320.76  | \$       | 116,274.56 | \$      | 191,228.37 |
| Proposed 22  | \$      | 73,086.75  | \$       | 97,449.00  | \$      | 121,811.25 |
| Current 23   | \$      | 47,316.36  | \$       | 133,145.79 | \$      | 218,975.22 |
| Proposed 23a | \$      | 78,651.20  | \$       | 104,868.27 | \$      | 131,085.33 |
| Proposed 23b | \$      | 94,073.50  | \$       | 125,431.33 | \$      | 156,789.17 |
| Proposed 23c | \$      | 101,601.16 | \$       | 135,468.22 | \$      | 169,335.27 |
| Proposed 23d | \$      | 109,324.50 | \$       | 145,766.00 | \$      | 182,207.50 |
| Proposed 23e | \$      | 115,786.02 | \$       | 154,381.36 | \$      | 192,976.70 |
| Proposed 23f | \$      | 125,277.38 | \$       | 167,036.50 | \$      | 208,795.63 |
| Proposed 23g | \$      | 148,611.10 | \$       | 198,148.13 | \$      | 247,685.16 |
| Current 24   | \$      | 56,779.84  | \$       | 153,518.66 | \$      | 250,257.48 |
| Proposed 24a | \$      | 92,105.40  | \$       | 122,807.20 | \$      | 153,509.00 |
| Proposed 24b | \$      | 139,926.00 | \$       | 186,368.00 | \$      | 233,210.00 |
| Proposed 24c | \$      | 155,810.81 | \$       | 207,747.75 | \$      | 259,684.69 |
| Proposed 24d | \$      | 171,408.28 | \$       | 228,544.38 | \$      | 285,680.47 |
| Current 25   | \$      | 68,135.86  | \$       | 184,222.53 | \$      | 300,309.19 |
| Proposed 25  | \$      | 156,154.02 | \$       | 208,205.36 | \$      | 260,256.70 |

## **APPENDIX N: GRADE ASSIGNMENT LISTINGS FOR PROPOSED RANGE OPTIONS: PRIVATE AND BLS**

**PRIVATE TRANSPORTATION INDUSTRY**  
**(BLS WHERE PRIVATE DATA UNAVAILABLE)**

| <b>16</b>                                |         |
|--|---------|
| \$                                       | 81,199  |
| \$                                       | 108,265 |
| \$                                       | 135,332 |
| ATTORNEY SUPERVISOR                      |         |
| <b>20a</b>                               |         |
| \$                                       | 71,843  |
| \$                                       | 95,791  |
| \$                                       | 119,739 |
| INVESTIGATION MANAGER - SES              |         |
| <b>20b</b>                               |         |
| \$                                       | 77,956  |
| \$                                       | 103,941 |
| \$                                       | 129,926 |
| AUDIT DIRECTOR - SES                     |         |
| REGIONAL TOLL MANAGER-DOT                |         |
| <b>21a</b>                               |         |
| \$                                       | 50,606  |
| \$                                       | 67,475  |
| \$                                       | 84,344  |
| ADMINISTRATIVE SERVICES MANAGER          |         |
| DEPUTY DIRECTOR, SUPPORT-DOT             |         |
| DISTRICT RIGHT-OF-WAY ADMIN - DOT        |         |
| MANAGER, RIGHT-OF-WAY OPERATIONS         |         |
| MANAGER, RIGHT-OF-WAY PRODUCTION         |         |
| MANAGER, SUPPORT SERVICES OFFICE         |         |
| TURNPIKE ADMINISTRATIVE SERVICES MANAGER |         |
| <b>21b</b>                               |         |
| \$                                       | 72,488  |
| \$                                       | 96,650  |
| \$                                       | 120,813 |
| CHIEF LEGAL COUNSEL                      |         |
| DEP COMPTROLLER, FINANCIAL ADMIN OFFICE  |         |
| DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT   |         |
| DEPUTY COMPTROLER, GEN ACCTNG OFFICE-DOT |         |
| DEPUTY DIR OF FACILITIES & EQUPT-DOT     |         |
| DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT  |         |
| DIRECTOR OF HUMAN RESOURCES              |         |
| DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT |         |
| DISTRICT MAINTENANCE ADMINISTRATOR - SES |         |
| DISTRICT PLANNING MANAGER - DOT          |         |
| DISTRICT PROFESSIONAL SERVICES ADMIN-DOT |         |
| DISTRICT PROGRAM MGMT ADMIN-DOT          |         |
| DISTRICT PUBLIC TRANSPORTATION MGR - DOT |         |
| FEDERAL PROGRAM COORDINATOR-DOT          |         |
| MANAGER, AVIATION OFFICE                 |         |
| MANAGER, CONTRACTS ADMINISTRATION OFFICE |         |



MANAGER, CONTRACTUAL SERVICES OFFICE  
 MANAGER, EQUAL OPPORTUNITY OFFICE  
 MANAGER, FT MYERS URBAN PLANNING OFFICE  
 MANAGER, RAIL OFFICE  
 MANAGER, SEAPORT OFFICE-DOT  
 MANAGER, STATEWIDE SCALE OPERATONS  
 MANAGER, SYSTEMS PLANNING OFFICE  
 MANAGER, TRANSIT OFFICE  
 MANAGER,PENSACOLA URBAN PLANNING OFFICE  
 STATE SAFETY ADMINISTRATOR  
 STATE SURVEYOR-DOT  
 SUNPASS OPERATIONS MANAGER-DOT

**21c**

|    |         |
|----|---------|
| \$ | 86,720  |
| \$ | 115,626 |
| \$ | 144,533 |

DATA CENTER DIRECTOR-DOT  
 DISTRICT CONSTRUCTION ENGINEER - DOT  
 DISTRICT DESIGN ENGINEER - DOT  
 DISTRICT LAND SURVEYOR - DOT  
 DISTRICT MAINTENANCE ENGINEER - DOT  
 DISTRICT MATERIALS ENGINEER - DOT  
 DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT  
 MANAGER, BUSINESS SYSTEMS SUPPORT  
 MANAGER, ENGINEERING/CADD SYSTEMS DESIGN  
 MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE  
 MANAGER, PRODUCTION SUPPORT OFFICE  
 MANAGER, SPECIFICATIONS & ESTIMATES OFFI  
 MANAGER, STRATEGIC INITIATIVES  
 MANAGER, TRANSPORTATION STATISTIC OFFICE  
 REGIONAL MGR FOR INFORMATION TECHNOLOGY  
 STATE ROADWAY DESIGN ENGINEER-DOT  
 STATE STRUCTURES DESIGN ENGINEER

**22**

|    |         |
|----|---------|
| \$ | 73,087  |
| \$ | 97,449  |
| \$ | 121,811 |

BUDGET OFFICER  
 DEPUTY GENERAL COUNSEL-DOT  
 PUBLIC INFORMATION ADMINISTRATOR-DOT

**23a**

|    |         |
|----|---------|
| \$ | 78,651  |
| \$ | 104,868 |
| \$ | 131,085 |

DIRECTOR, BUSINESS DEV & CONCESSION MGMT  
 DIRECTOR, OFFICE OF MAINTENANCE  
 DIRECTOR, OFFICE OF MATERIALS  
 LEGISLATIVE AFFAIRS ADMINISTRATOR

**23b**

|    |         |
|----|---------|
| \$ | 94,074  |
| \$ | 125,431 |
| \$ | 156,789 |

DIR OF THE OFFICE OF CONSTRUCTION-DOT  
DIR OFFICE OF WORK PROGRAM & BUDGET  
STATE FREIGHT & LOGISTICS ADMINISTRATOR  
STATE TRAFFIC OPERATIONS ENGINEER  
STATE TRANSPORTATION DEV ADMIN

**23c**

|    |         |
|----|---------|
| \$ | 101,601 |
| \$ | 135,468 |
| \$ | 169,335 |

STATE HIGHWAY ENGINEER-DOT

**23d**

|    |         |
|----|---------|
| \$ | 109,325 |
| \$ | 145,766 |
| \$ | 182,208 |

COMPTROLLER-DOT

**23e**

|    |         |
|----|---------|
| \$ | 115,786 |
| \$ | 154,381 |
| \$ | 192,977 |

DIRECTOR, OFFICE OF INFORMATION SYSTEMS  
DIRECTOR, TOLL OPERATIONS  
DISTRICT DIRECTOR-OPERATIONS-DOT  
DISTRICT DIRECTOR-PRODUCTION-DOT

**23f**

|    |         |
|----|---------|
| \$ | 125,277 |
| \$ | 167,037 |
| \$ | 208,796 |

CHIEF FINANCIAL OFFICER-DOT  
DIR OF THE OFF OF POLICY PLANNING-DOT  
DIRECTOR OF THE OFFICE OF DESIGN-DOT  
DIRECTOR, OFFICE OF RIGHT-OF-WAY

**23g**

|    |         |
|----|---------|
| \$ | 148,611 |
| \$ | 198,148 |
| \$ | 247,685 |

GENERAL COUNSEL-DOT

**24a**

|    |         |
|----|---------|
| \$ | 92,105  |
| \$ | 122,807 |
| \$ | 153,509 |

CHIEF OF STAFF  
DIRECTOR OF ADMINISTRATION  
INSPECTOR GENERAL-DOT

**24c**

|    |         |
|----|---------|
| \$ | 155,811 |
| \$ | 207,748 |
| \$ | 259,685 |

EXEC DIR, FLORIDA RAIL ENTERPRISE  
EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE

**24d**

|    |         |
|----|---------|
| \$ | 171,408 |
| \$ | 228,544 |

|    |         |
|----|---------|
| \$ | 285,680 |
|----|---------|

DISTRICT SECRETARY

24b

|    |         |
|----|---------|
| \$ | 139,926 |
|----|---------|

|    |         |
|----|---------|
| \$ | 186,368 |
|----|---------|

|    |         |
|----|---------|
| \$ | 233,210 |
|----|---------|

ASSISTANT SEC, ENGINEERING & OPERATIONS

ASST SECRETARY FOR FINANCE AND ADMIN-DOT

ASST SECRETARY, INTERMODAL SYSTEMS DEV

25

|    |         |
|----|---------|
| \$ | 156,154 |
|----|---------|

|    |         |
|----|---------|
| \$ | 208,205 |
|----|---------|

|    |         |
|----|---------|
| \$ | 260,257 |
|----|---------|

SECRETARY OF TRANSPORTATION

**BLS REGIONAL DATA - PUBLIC/PRIVATE**

| <b>16</b>                                |         |
|--|---------|
| \$                                       | 81,199  |
| \$                                       | 108,265 |
| \$                                       | 135,332 |
| ATTORNEY SUPERVISOR                      |         |
| <b>20a</b>                               |         |
| \$                                       | 71,843  |
| \$                                       | 95,791  |
| \$                                       | 119,739 |
| INVESTIGATION MANAGER - SES              |         |
| <b>20b</b>                               |         |
| \$                                       | 77,956  |
| \$                                       | 103,941 |
| \$                                       | 129,926 |
| AUDIT DIRECTOR - SES                     |         |
| REGIONAL TOLL MANAGER-DOT                |         |
| <b>21a</b>                               |         |
| \$                                       | 50,606  |
| \$                                       | 67,475  |
| \$                                       | 84,344  |
| ADMINISTRATIVE SERVICES MANAGER          |         |
| DEPUTY DIRECTOR, SUPPORT-DOT             |         |
| DISTRICT RIGHT-OF-WAY ADMIN - DOT        |         |
| MANAGER, RIGHT-OF-WAY OPERATIONS         |         |
| MANAGER, RIGHT-OF-WAY PRODUCTION         |         |
| MANAGER, SUPPORT SERVICES OFFICE         |         |
| TURNPIKE ADMINISTRATIVE SERVICES MANAGER |         |
| <b>21b</b>                               |         |
| \$                                       | 72,095  |
| \$                                       | 96,127  |
| \$                                       | 120,159 |
| CHIEF LEGAL COUNSEL                      |         |
| DIRECTOR OF HUMAN RESOURCES              |         |
| DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT |         |
| DISTRICT PUBLIC TRANSPORTATION MGR - DOT |         |
| FEDERAL PROGRAM COORDINATOR-DOT          |         |
| MANAGER, AVIATION OFFICE                 |         |
| MANAGER, CONTRACTS ADMINISTRATION OFFICE |         |
| MANAGER, CONTRACTUAL SERVICES OFFICE     |         |
| MANAGER, FT MYERS URBAN PLANNING OFFICE  |         |
| MANAGER, RAIL OFFICE                     |         |
| MANAGER, SEAPORT OFFICE-DOT              |         |
| MANAGER, SYSTEMS PLANNING OFFICE         |         |
| MANAGER, TRANSIT OFFICE                  |         |
| MANAGER,PENSACOLA URBAN PLANNING OFFICE  |         |
| STATE SAFETY ADMINISTRATOR               |         |
| <b>21c</b>                               |         |
| \$                                       | 80,294  |
| \$                                       | 107,059 |

\$ 133,823

DATA CENTER DIRECTOR-DOT  
DEP COMPTROLLER, FINANCIAL ADMIN OFFICE  
DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT  
DEPUTY COMPTROLLER, GEN ACCTNG OFFICE-DOT  
DEPUTY DIR OF FACILITIES & EQUIPT-DOT  
DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT  
DISTRICT MAINTENANCE ADMINISTRATOR - SES  
DISTRICT PLANNING MANAGER - DOT  
DISTRICT PROFESSIONAL SERVICES ADMIN-DOT  
DISTRICT PROGRAM MGMT ADMIN-DOT  
MANAGER, BUSINESS SYSTEMS SUPPORT  
MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE  
MANAGER, EQUAL OPPORTUNITY OFFICE  
MANAGER, STATEWIDE SCALE OPERATIONS  
MANAGER, TRANSPORTATION STATISTIC OFFICE  
REGIONAL MGR FOR INFORMATION TECHNOLOGY  
SUNPASS OPERATIONS MANAGER-DOT

**21d**

\$ 89,750  
\$ 119,666  
\$ 149,583

DISTRICT CONSTRUCTION ENGINEER - DOT  
DISTRICT DESIGN ENGINEER - DOT  
DISTRICT LAND SURVEYOR - DOT  
DISTRICT MAINTENANCE ENGINEER - DOT  
DISTRICT MATERIALS ENGINEER - DOT  
DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT  
MANAGER, ENGINEERING/CADD SYSTEMS DESIGN  
MANAGER, PRODUCTION SUPPORT OFFICE  
MANAGER, SPECIFICATIONS & ESTIMATES OFFICE  
MANAGER, STRATEGIC INITIATIVES  
STATE ROADWAY DESIGN ENGINEER-DOT  
STATE STRUCTURES DESIGN ENGINEER  
STATE SURVEYOR-DOT

**22**

\$ 73,087  
\$ 97,449  
\$ 121,811

BUDGET OFFICER  
DEPUTY GENERAL COUNSEL-DOT  
PUBLIC INFORMATION ADMINISTRATOR-DOT

**23a**

\$ 79,867  
\$ 106,489  
\$ 133,111

COMPTROLLER-DOT  
DIR OF THE OFFICE OF POLICY PLANNING-DOT  
DIR OFFICE OF WORK PROGRAM & BUDGET  
DIRECTOR, OFFICE OF INFORMATION SYSTEMS  
DIRECTOR, OFFICE OF RIGHT-OF-WAY  
DIRECTOR, TOLL OPERATIONS

DISTRICT DIRECTOR-OPERATIONS-DOT  
DISTRICT DIRECTOR-PRODUCTION-DOT  
GENERAL COUNSEL-DOT  
LEGISLATIVE AFFAIRS ADMINISTRATOR  
STATE FREIGHT & LOGISTICS ADMINISTRATOR  
STATE TRANSPORTATION DEV ADMIN

**23b**

|    |         |
|----|---------|
| \$ | 87,379  |
| \$ | 116,505 |
| \$ | 145,631 |

DIR OF THE OFFICE OF CONSTRUCTION-DOT  
DIRECTOR OF THE OFFICE OF DESIGN-DOT  
DIRECTOR, BUSINESS DEV & CONCESSION MGMT  
DIRECTOR, OFFICE OF MAINTENANCE  
DIRECTOR, OFFICE OF MATERIALS  
STATE HIGHWAY ENGINEER-DOT  
STATE TRAFFIC OPERATIONS ENGINEER

**23c**

|    |         |
|----|---------|
| \$ | 124,443 |
| \$ | 165,924 |
| \$ | 207,405 |

CHIEF FINANCIAL OFFICER-DOT

**24a**

|    |        |
|----|--------|
| \$ | 59,270 |
| \$ | 79,026 |
| \$ | 98,783 |

DIRECTOR OF ADMINISTRATION

**24b**

|    |         |
|----|---------|
| \$ | 77,956  |
| \$ | 103,941 |
| \$ | 129,926 |

ASSISTANT SEC, ENGINEERING & OPERATIONS  
ASST SECRETARY FOR FINANCE AND ADMIN-DOT  
ASST SECRETARY, INTERMODAL SYSTEMS DEV  
DISTRICT SECRETARY  
EXEC DIR, FLORIDA RAIL ENTERPRISE  
EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE  
INSPECTOR GENERAL-DOT

**24c**

|    |         |
|----|---------|
| \$ | 124,443 |
| \$ | 165,924 |
| \$ | 207,405 |

CHIEF OF STAFF

**25**

|    |         |
|----|---------|
| \$ | 138,131 |
| \$ | 184,175 |
| \$ | 230,219 |

SECRETARY OF TRANSPORTATION

## **APPENDIX O: BENCHMARKED SOURCES FOR PROPOSED RANGE OPTIONS**

## BLS REGIONAL DATA SOURCE - PUBLIC/PRIVATE SECTOR

| BROADBAND | DATA SOURCE             | BENCHMARKS*  |
|-----------|-------------------------|--|
| 16        | BLS-REGIONAL AVG SALARY | Average of ATTORNEY SUPERVISOR benchmarked to BLS 23-1011 - Lawyers  |
| 20a       | BLS-REGIONAL AVG SALARY | Average of INVESTIGATION MANAGER - SES benchmarked to BLS 11-9199 - Managers, All Other  |
| 20b       | BLS-REGIONAL AVG SALARY | Average of REGIONAL TOLL MANAGER-DOT and AUDIT DIRECTOR - SES benchmarked to 11-3031 Financial Managers and 11-1021 General and Operations Managers, respectively  |
| 21a       | BLS-REGIONAL AVG SALARY | Average of DISTRICT RIGHT-OF-WAY ADMIN - DOT, MANAGER, RIGHT-OF-WAY PRODUCTION, and MANAGER, RIGHT-OF-WAY OPERATIONS benchmarked to 11-9141 Property, Real Estate, and Community Association Managers; and DEPUTY DIRECTOR, SUPPORT-DOT, ADMINISTRATIVE SERVICES MANAGER, TURNPIKE ADMINISTRATIVE SERVICES MANAGER benchmarked to 11-3011 Administrative Service Managers  |
| 21b       | BLS-REGIONAL AVG SALARY | Average of DIRECTOR OF HUMAN RESOURCES, CHIEF LEGAL COUNSEL, DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT, DISTRICT PUBLIC TRANSPORTATION MGR - DOT, FEDERAL PROGRAM COORDINATOR-DOT, MANAGER, AVIATION OFFICE, MANAGER, CONTRACTS ADMINISTRATION OFFICE, MANAGER, FT MYERS URBAN PLANNING OFFICE, MANAGER, RAIL OFFICE, MANAGER, SEAPORT OFFICE-DOT, MANAGER, SYSTEMS PLANNING OFFICE, MANAGER, TRANSIT OFFICE, MANAGER,PENSACOLA URBAN PLANNING OFFICE, STATE SAFETY ADMINISTRATOR, and MANAGER, CONTRACTUAL SERVICES OFFICE benchmarked to 11-3121 Human Resources Managers, 11-9199 Managers, All Other, and 11-3061 Purchasing Managers   |
| 21c       | BLS-REGIONAL AVG SALARY | Average of DEPUTY DIR OF FACILITIES & EQUPT-DOT, DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT, DISTRICT MAINTENANCE ADMINISTRATOR - SES, DISTRICT PLANNING MANAGER - DOT, DISTRICT PROFESSIONAL SERVICES ADMIN-DOT,DISTRICT PROGRAM MGMT ADMIN-DOT, MANAGER, STATEWIDE SCALE OPERATONS, SUNPASS OPERATIONS MANAGER-DOT, DEP COMPTROLLER, FINANCIAL ADMIN OFFICE, DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT, DEPUTY COMPTROLER, GEN ACCTNG OFFICE-DOT, MANAGER, EQUAL OPPORTUNITY OFFICE, MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE, MANAGER, TRANSPORTATION STATISTIC OFFICE, DATA CENTER DIRECTOR-DOT, MANAGER, BUSINESS SYSTEMS SUPPORT, REGIONAL MGR FOR INFORMATION TECHNOLOGY benchmarked to 11-1021 General Operations and Managers, 11-3031 Financial Managers, 11-9121 Natural Science Managers, and 11-3021 Computer and Information Systems Managers. |
| 21d       | BLS-REGIONAL AVG SALARY | Average of DISTRICT CONSTRUCTION ENGINEER - DOT, DISTRICT DESIGN ENGINEER - DOT,DISTRICT LAND SURVEYOR - DOT, DISTRICT MAINTENANCE ENGINEER - DOT, DISTRICT MATERIALS ENGINEER - DOT, DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT, MANAGER, ENGINEERING/CADD SYSTEMS DESIGN<br>MANAGER, PRODUCTION SUPPORT OFFICE, MANAGER, SPECIFICATIONS & ESTIMATES OFFICER, MANAGER, STRATEGIC INITIATIVES, STATE ROADWAY DESIGN ENGINEER-DOT, STATE STRUCTURES DESIGN ENGINEER, and STATE SURVEYOR-DOT benchmarked to 11-9041 Architectural and Engineering Managers.  |
| 22        | BLS-REGIONAL AVG SALARY | Average of BUDGET OFFICER, DEPUTY GENERAL COUNSEL-DOT, and PUBLIC INFORMATION ADMINISTRATOR-DOT benchmarked to 11-3031 Financial Managers, 11-9199 Managers, All Other, and 11-2031 Public Relations and Fundraising Managers, respectively.   |
| 23a       | BLS-REGIONAL AVG SALARY | Average of COMPTROLLER-DOT, DIR OF THE OFF OF POLICY PLANNING-DOT, DIRECTOR, TOLL OPERATIONS, DISTRICT DIRECTOR- OPERATIONS-DOT, DISTRICT DIRECTOR-PRODUCTION-DOT, LEGISLATIVE AFFAIRS ADMINISTRATOR, STATE FREIGHT & LOGISTICS ADMINISTRATOR, STATE TRANSPORTATION DEV ADMIN, DIR OFFICE OF WORK PROGRAM & BUDGET, DIRECTOR, OFFICE OF INFORMATION SYSTEMS benchmarked to 11-1021 General Operations Managers, 11-3031 Financial Managers, and 11-3021 Computer and Information Systems Managers.   |



|            |                         |   |
|------------|-------------------------|---|
| <b>23b</b> | BLS-REGIONAL AVG SALARY | Average of DIRECTOR, BUSINESS DEV & CONCESSION MGMT, DIR OF THE OFFICE OF CONSTRUCTION-DOT, DIRECTOR OF THE OFFICE OF DESIGN-DOT, DIRECTOR, OFFICE OF MAINTENANCE, DIRECTOR, OFFICE OF MATERIALS, STATE HIGHWAY ENGINEER-DOT, STATE TRAFFIC OPERATIONS ENGINEER benchmarked to 11-9041 Architectural and Engineering Managers and 11-2021 Marketing Managers. |
| <b>23c</b> | BLS-REGIONAL AVG SALARY | Average of CHIEF FINANCIAL OFFICER-DOT benchmarked to 11-1011 Chief Executives.   |
| <b>24a</b> | BLS-REGIONAL AVG SALARY | Average of DIRECTOR OF ADMINISTRATION benchmarked to 11-3011 Administrative Services Manager.   |
| <b>24b</b> | BLS-REGIONAL AVG SALARY | Average of ASSISTANT SEC, ENGINEERING & OPERATIONS, ASST SECRETARY FOR FINANCE AND ADMIN-DOT, ASST SECRETARY, INTERMODAL SYSTEMS DEV, DISTRICT SECRETARY, EXEC DIR, FLORIDA RAIL ENTERPRISE, EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE, INSPECTOR GENERAL-DOT benchmarked to 11-1021 General and Operations Managers.   |
| <b>24c</b> | BLS-REGIONAL AVG SALARY | Average of CHIEF OF STAFF benchmarked to 11-1011 Chief Executives.  |
| <b>25</b>  | BLS-REGIONAL AVG SALARY | Average of SECRETARY OF TRANSPORTATION benchmarked to 11-1011 Chief Executives. Adjusted 11% per hierarchy and in relation to current set midpoint.   |

### **PRIVATE TRANSPORTATION INDUSTRY CUSTOM SURVEY DATA (BLS WHERE PRIVATE DATA UNAVAILABLE)**

| <b>BROADBAND</b> | <b>DATA SOURCE</b>      | <b>BENCHMARKS*</b>  |
|------------------|-------------------------|---|
| <b>16</b>        | BLS-REGIONAL AVG SALARY | Average of ATTORNEY SUPERVISOR benchmarked to BLS 23-1011 - Lawyers   |
| <b>20a</b>       | BLS-REGIONAL AVG SALARY | Average of INVESTIGATION MANAGER - SES benchmarked to BLS 11-9199 - Managers, All Other   |
| <b>20b</b>       | BLS-REGIONAL AVG SALARY | Average of REGIONAL TOLL MANAGER-DOT and AUDIT DIRECTOR - SES benchmarked to 11-3031 Financial Managers and 11-1021 General and Operations Managers, respectively   |
| <b>21a</b>       | BLS-REGIONAL AVG SALARY | Average of DISTRICT RIGHT-OF-WAY ADMIN - DOT, MANAGER, RIGHT-OF-WAY PRODUCTION, and MANAGER, RIGHT-OF-WAY OPERATIONS benchmarked to 11-9141 Property, Real Estate, and Community Association Managers; and DEPUTY DIRECTOR, SUPPORT-DOT, ADMINISTRATIVE SERVICES MANAGER, TURNPIKE ADMINISTRATIVE SERVICES MANAGER benchmarked to 11-3011 Administrative Service Managers |
| <b>21b</b>       | SVY-PVT AVG SALARY      | Average of peer benchmarked STATE SURVEYOR-DOT and DIRECTOR OF HUMAN RESOURCES.   |
| <b>21c</b>       | SVY-PVT AVG SALARY      | Average of peer benchmarked STATE STRUCTURES DESIGN ENGINEER and DATA CENTER DIRECTOR-DOT.  |
| <b>22</b>        | BLS-REGIONAL AVG SALARY | Average of BUDGET OFFICER, DEPUTY GENERAL COUNSEL-DOT, and PUBLIC INFORMATION ADMINISTRATOR-DOT benchmarked to 11-3031 Financial Managers, 11-9199 Managers, All Other, and 11-2031 Public Relations and Fundraising Managers, respectively.  |
| <b>23a</b>       | SVY-PVT AVG SALARY      | Average of peer benchmarked DIRECTOR, OFFICE OF MAINTENANCE and DIRECTOR, OFFICE OF MATERIALS.  |
| <b>23b</b>       | SVY-PVT AVG SALARY      | Average of peer benchmarked STATE TRAFFIC OPERATIONS ENGINEER.  |
| <b>23c</b>       | SVY-PVT AVG SALARY      | Average of peer benchmarked STATE HIGHWAY ENGINEER-DOT.   |
| <b>23d</b>       | SVY-PVT AVG SALARY      | Average of peer benchmarked COMPTROLLER-DOT.  |
| <b>23e</b>       | SVY-PVT AVG SALARY      | Average of peer benchmarked DIRECTOR, OFFICE OF INFORMATION SYSTEMS and DIRECTOR, TOLL OPERATIONS.  |

|            |                    |  |
|------------|--------------------|--|
| <b>23f</b> | SVY-PVT AVG SALARY | Average of peer benchmarked DIRECTOR OF THE OFFICE OF DESIGN-DOT and DIRECTOR, OFFICE OF RIGHT-OF-WAY. |
| <b>23g</b> | SVY-PVT AVG SALARY | Average of peer benchmarked GENERAL COUNSEL-DOT.   |
| <b>24a</b> | SVY-PVT AVG SALARY | Average of peer benchmarked INSPECTOR GENERAL-DOT.   |
| <b>24b</b> | SVY-PVT AVG SALARY | Average of peer benchmarked ASST SECRETARY, INTERMODAL SYSTEMS DEV and CHIEF OF STAFF.                 |
| <b>24c</b> | SVY-PVT AVG SALARY | Average of peer benchmarked EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE.                                   |
| <b>24d</b> | SVY-PVT AVG SALARY | Average of peer benchmarked DISTRICT SECRETARY.  |
| <b>25</b>  | SVY-PVT AVG SALARY | Average of peer benchmarked SECRETARY OF TRANSPORTATION.   |