

CHATHAM COUNTY  
PHASE II  
MARKET COMPARISON REVIEW



JANUARY 8, 2025

# INCLUDED IN PHASE II STUDY

Governing Board	Register of Deeds
County Manager's Office	Facilities
HR and Risk Management	Conference Center
Finance	Building Inspections
Tax	Fire Inspections
Legal	Central Permitting
IT	Watershed Protection
GIS	Tourism
Planning	Soil and Water Conservation District
Public Health	Social Services
Aging Services	Utilities
Solid Waste & Recycling	Library
Parks & Recreation	

# INCLUDED IN PHASE II STUDY

- 166 Classifications
- Representing 461 employees

# FOCUS OF STUDY

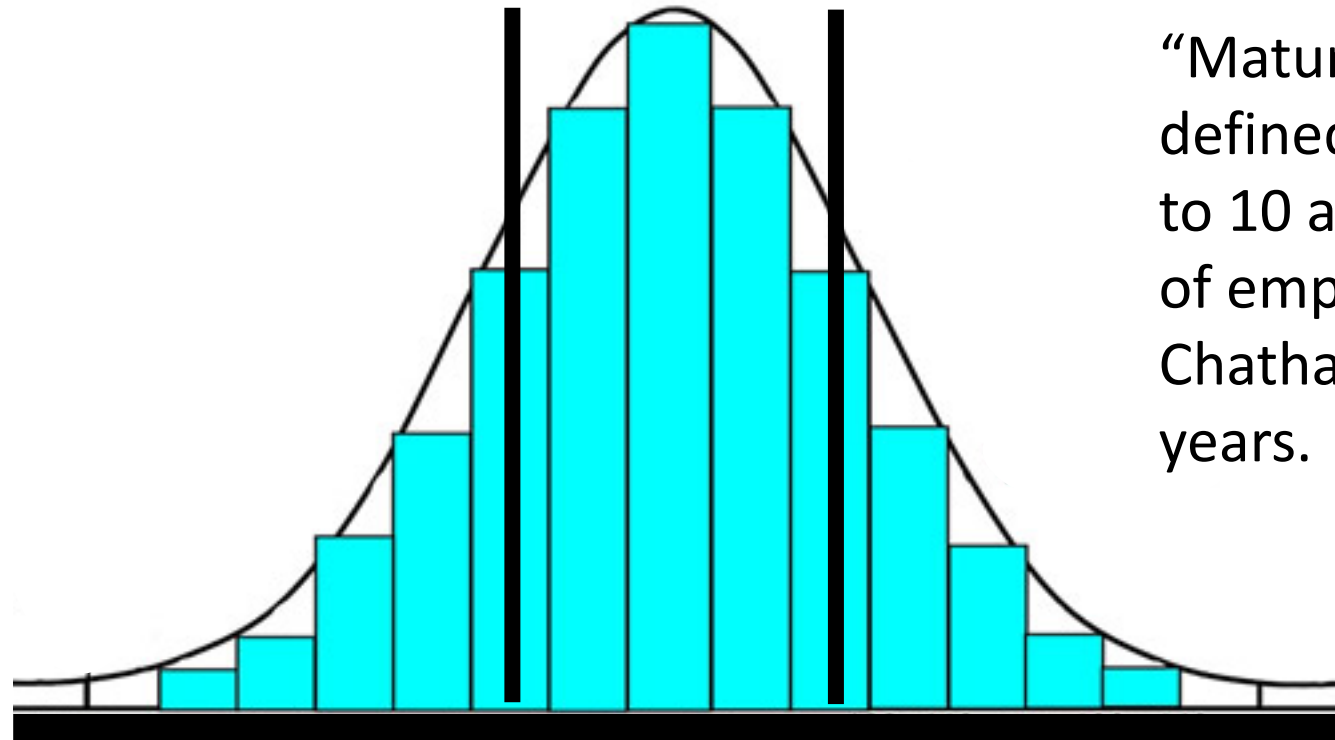
- Market Competitive Positioning
- Employee Recruitment
- Employee Retention
- Salary Compression

# WORKFORCE ANALYSIS AT BEGINNING OF STUDY

# Standard Deviation “Bell” Curve

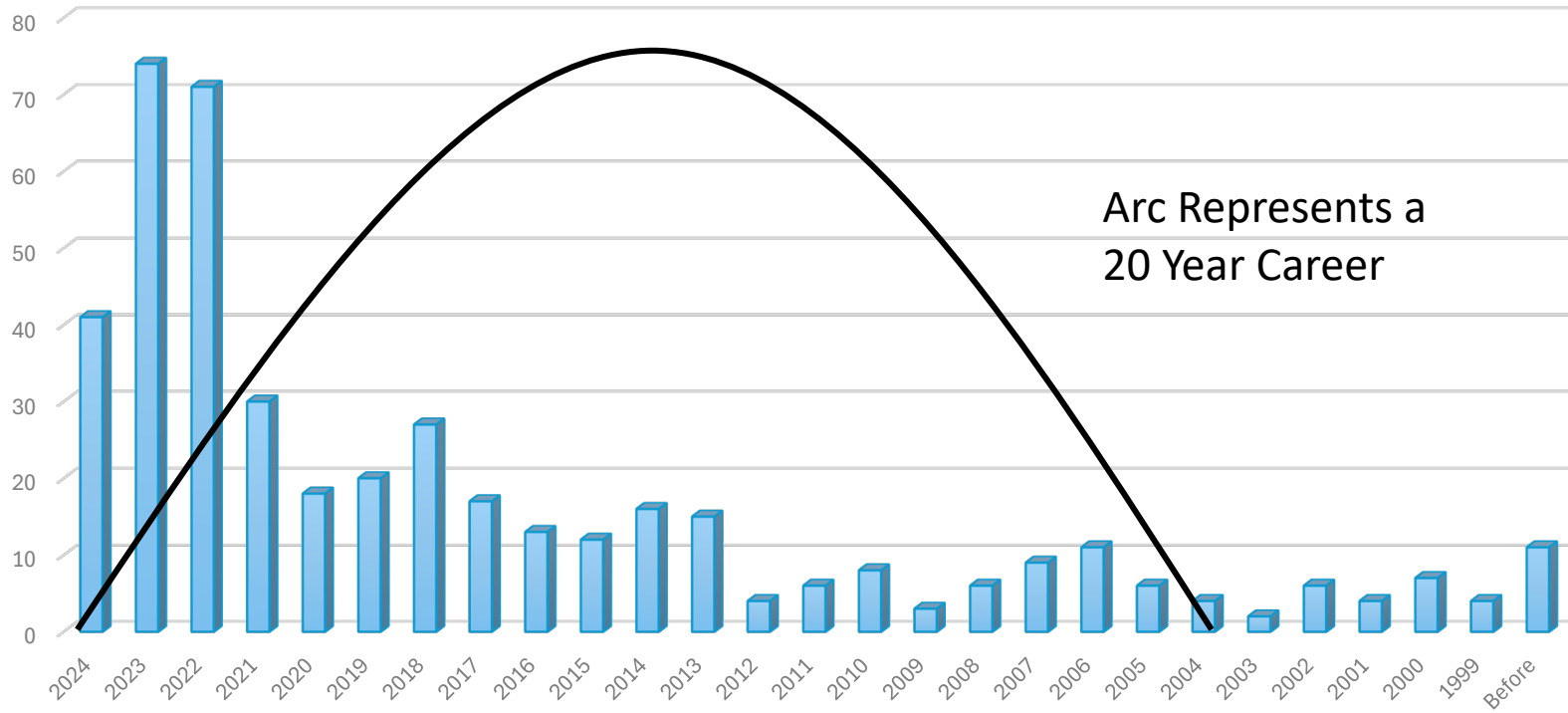
In a mature workforce, practically every element regarding employees’ pay and performance would expect to be within standard deviations and resemble the “Bell Curve”

Two-thirds of workforce, typically, should be located within the middle third of the measured metric.



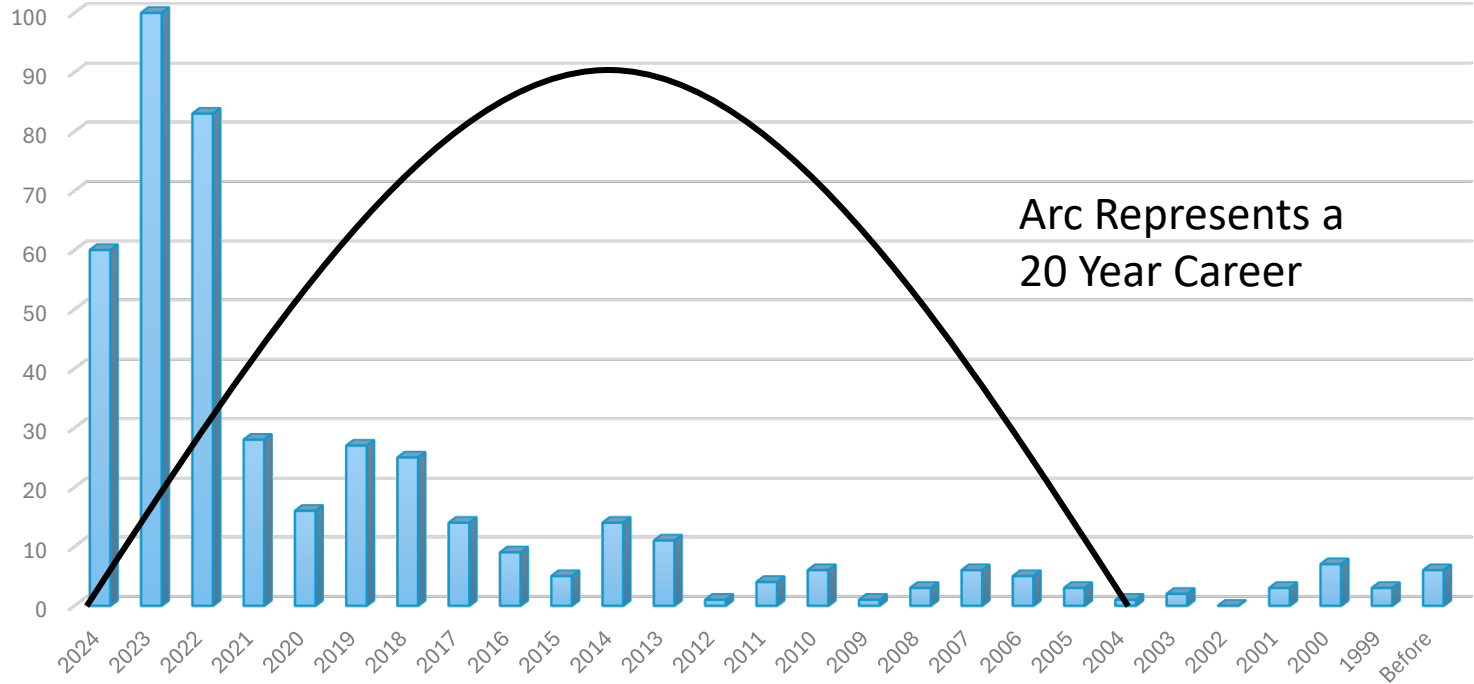
“Mature Workforce” defined as having 8 to 10 average years of employment.  
Chatham County: 6.0 years.

# EMPLOYEE DISTRIBUTION BY YEAR EMPLOYED



< 2 Yrs	113	25.39%
< 5 Yrs	234	52.58%
< 10 Yrs	321	72.13%
AVG:	7.41 Yrs	

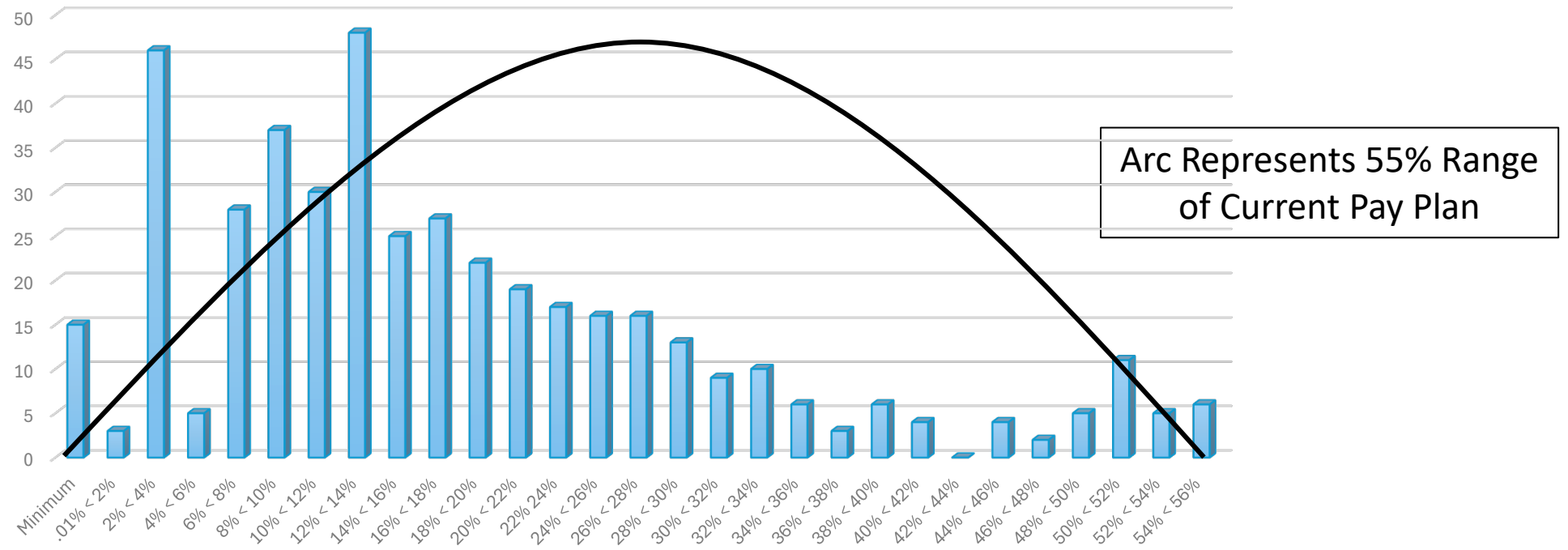
# EMPLOYEE DISTRIBUTION BY YEAR IN CURRENT POSITION



< 2 Yrs	158	35.67%
< 5 Yes	287	64.79%
< 10 Yrs	367	82.84%
AVG:	5.42 Yrs	



# EMPLOYEE SALARIES DISTRIBUTION SHOWN AS PERCENT ABOVE MINIMUM



< 2%	19	4.33%
< 5%	66	15.07%
< 10%	135	30.82%
AVG:		17.85%

# MARKET COMPARISONS

# CURRENT PAY PLAN

<b>Grade</b>	<b>Minimum</b>	<b>Midpt</b>	<b>Maximum</b>	<b><u>Range</u></b>	<b><u>Min</u> <u>Diff</u></b>	<b><u>Midpt</u> <u>Diff</u></b>	<b><u>Max</u> <u>Diff</u></b>
57	40,792	52,009	63,225	54.99%	5.00%	5.00%	5.00%
58	42,831	54,610	66,388	55.00%	5.00%	5.00%	5.00%
59	44,973	57,339	69,706	55.00%	5.00%	5.00%	5.00%
60	47,220	60,205	73,192	55.00%	5.00%	5.00%	5.00%
61	49,583	63,215	76,849	54.99%	5.00%	5.00%	5.00%
62	52,060	66,377	80,693	55.00%	5.00%	5.00%	5.00%
63	54,664	69,697	84,728	55.00%	5.00%	5.00%	5.00%
64	57,397	73,183	88,967	55.00%	5.00%	5.00%	5.00%
65	60,268	76,841	93,416	55.00%	5.00%	5.00%	5.00%
66	63,283	80,684	98,087	55.00%	5.00%	5.00%	5.00%
67	66,444	84,716	102,988	55.00%	5.00%	5.00%	5.00%
68	69,768	88,953	108,139	55.00%	5.00%	5.00%	5.00%
69	73,255	93,401	113,545	55.00%	5.00%	5.00%	5.00%
70	76,918	98,071	119,222	55.00%	5.00%	5.00%	5.00%
71	80,763	102,974	125,184	55.00%	5.00%	5.00%	5.00%
72	84,801	108,123	131,443	55.00%	5.00%	5.00%	5.00%
73	89,042	113,530	138,016	55.00%	5.00%	5.00%	5.00%

# MARKET COMPARISONS

<b>Municipal Governments</b>	<b>County Governments</b>	
Apex	Alamance	Moore
Cary	Durham	Orange
Fuquay-Varina	Guilford	Randolph
Holly Springs	Harnett	Wake
Pittsboro	Lee	
Sanford		

<b><u>Social Worker III</u></b>	<b><u>3%</u></b>	<b><u>Grd</u></b>	<b><u>Min</u></b>	<b><u>Midpt</u></b>	<b><u>Max</u></b>	<b><u>Avg</u></b>	<b><u>CR</u></b>	<b><u>Range</u></b>	<b><u>Comparison Titles</u></b>
Alamance County			56,664	70,830	84,997			50.00%	Social Worker III
Durham County			58,135	78,447	98,759	74,144	0.95	69.88%	Social Worker III
Guilford County			52,728	61,963	83,304			57.99%	Social Worker III
Harnett County			58,033	76,895	95,756	69,251	0.90	65.00%	Social Worker III
Lee County			58,313	74,349	90,385	63,312	0.85	55.00%	Social Worker III
Moore County			54,177	66,432	81,266	64,133	0.97	50.00%	Social Worker III
Orange County			54,223	81,332	108,440	71,511	0.88	99.99%	Social Worker III
Randolph County			53,999	68,268	82,995	60,302	0.88	53.70%	Social Worker III
Wake County			60,244	81,334	102,423			70.01%	Social Worker III
<b>Chatham County</b>		<b>63</b>	<b>54,661</b>	<b>69,694</b>	<b>84,727</b>	<b>65,872</b>	<b>0.95</b>	<b>55.00%</b>	
Average	57,968	<b>-2.9%</b>	56,280	73,317	92,036	67,109	0.92	63.53%	-1.8%
Median (50th pctile)	58,364	<b>-3.5%</b>	56,664	74,349	90,385	66,692	0.90	59.51%	-1.2%
<b><u>Recommendation</u></b>		<b>64</b>	<b>57,394</b>	<b>73,178</b>	<b>88,963</b>			<b>55.00%</b>	

<b><u>Child Support Agent II</u></b>	<b><u>3%</u></b>	<b><u>Grd</u></b>	<b><u>Min</u></b>	<b><u>Midpt</u></b>	<b><u>Max</u></b>	<b><u>Avg</u></b>	<b><u>CR</u></b>	<b><u>Range</u></b>	<b><u>Comparison Titles</u></b>
Alamance County			45,427	55,496	66,596		0.00	46.60%	Child Support Agent II
Durham County			43,381	58,538	73,695	50,656	0.87	69.88%	Child Support Agent
Guilford County			49,275	57,907	77,854			58.00%	Child Support Agent II
Harnett County			50,131	66,424	82,716	54,715	0.82	65.00%	Child Support Agent II
Lee County			47,973	61,166	74,360	48,854	0.80	55.00%	Child Support Agent II
Moore County			46,800	57,388	70,202	54,241	0.95	50.00%	Child Support Agent II
Orange County			47,234	64,683	82,131	60,142	0.93	73.88%	Child Support Officer
Randolph County			42,267	53,458	65,003	48,454	0.91	53.79%	Child Support Specialist
Wake County			49,020	62,986	76,952	60,145	0.95	56.98%	Child Support Serv Agent
<b>Chatham County</b>		<b>60</b>	<b>47,220</b>	<b>60,205</b>	<b>73,192</b>	<b>58,346</b>	<b>0.97</b>	<b>55.00%</b>	
Average	48,239	<b>0.8%</b>	46,834	59,783	74,390	53,886	0.90	58.84%	8.3%
Median (50th pctile)	48,651	<b>0.0%</b>	47,234	58,538	74,360	54,241	0.93	57.43%	7.6%
<b><u>Recommendation</u></b>		<b>60</b>	<b>47,220</b>	<b>60,205</b>	<b>73,192</b>			<b>55.00%</b>	

<b><u>Public Health Nurse II</u></b>	<b><u>3%</u></b>	<b><u>Grd</u></b>	<b><u>Min</u></b>	<b><u>Midpt</u></b>	<b><u>Max</u></b>	<b><u>Avg</u></b>	<b><u>CR</u></b>	<b><u>Range</u></b>	<b><u>Comparison Titles</u></b>
Alamance County			59,497	74,371	89,245			50.00%	Public Health Nurse II
Durham County			61,041	82,369	103,697	76,996	0.93	69.88%	Public Health Nurse
Guilford County			67,684	81,221	111,679			65.00%	Nurse Specialist II
Harnett County			67,182	89,015	110,849	85,120	0.96	65.00%	Public Health Nurse II
Lee County			64,290	81,970	99,649	71,363	0.87	55.00%	Public Health Nurse II
Moore County			59,731	73,241	89,596	76,233	1.04	50.00%	Public Health Nurse II
Orange County			63,523	86,991	110,459	76,819	0.88	73.89%	Public Health Nurse II
Randolph County			59,553	75,257	91,524	72,928	0.97	53.68%	Public Health Nurse II
Wake County			60,147	81,201	102,256			70.01%	Public Health Nurse II
<b>Chatham County</b>		<b>66</b>	<b>63,283</b>	<b>80,684</b>	<b>98,087</b>	<b>71,304</b>	<b>0.88</b>	<b>55.00%</b>	
Average	64,392	<b>1.2%</b>	62,516	80,626	100,995	76,576	0.95	61.55%	-6.9%
Median (50th pctile)	62,872	<b>3.7%</b>	61,041	81,221	102,256	76,526	0.94	67.52%	-6.8%
<b><u>Recommendation</u></b>		<b>66</b>	<b>63,283</b>	<b>80,684</b>	<b>98,087</b>			<b>55.00%</b>	

<u>Recreation Park Technician</u>	<u>3%</u>	<u>Grd</u>	<u>Min</u>	<u>Midpt</u>	<u>Max</u>	<u>Avg</u>	<u>CR</u>	<u>Range</u>	<u>Comparison Titles</u>
Apex			45,317	55,514	70,242	48,662	0.88	55.00%	Park Opers Worker I/II
Cary			45,906	58,510	71,115	48,048	0.82	54.92%	Park Steward Worker
Holly Springs			42,983	53,729	64,475	45,727	0.85	50.00%	Parks & Rec Maint Tech I
Sanford			42,097	55,779	69,460	46,791	0.84	65.00%	Parks Attendant
Alamance County			38,012	45,615	53,217			40.00%	Park Technician I
Harnett County			35,628	47,206	58,786	35,628	0.75	65.00%	Parks Maint Tech I
Wake County			46,023	52,891	59,759	47,443	0.90	29.85%	Parks Tech
<b>Chatham County</b>		<b>55</b>	<b>36,999</b>	<b>47,172</b>	<b>57,348</b>	<b>41,705</b>	<b>0.88</b>	<b>55.00%</b>	
Average	43,549	-12.5%	42,281	52,749	63,865	45,383	0.86	51.05%	-8.1%
Median (50th pctile)	44,272	-13.9%	42,983	53,729	64,475	47,117	0.88	50.00%	-11.5%
<b><u>Recommendation</u></b>		<b>58</b>	<b>42,831</b>	<b>54,610</b>	<b>66,388</b>			<b>55.00%</b>	



<b><u>Building Inspector II</u></b>	<b><u>3%</u></b>	<b><u>Grd</u></b>	<b><u>Min</u></b>	<b><u>Midpt</u></b>	<b><u>Max</u></b>	<b><u>Avg</u></b>	<b><u>CR</u></b>	<b><u>Range</u></b>	<b><u>Comparison Titles</u></b>
Apex			69,725	85,414	108,075	85,225	1.00	55.00%	Building Code Official II
Cary			64,563	82,316	100,069	83,748	1.02	54.99%	Bldg Codes Inspector II
Fuqua-Varina			64,336	83,637	102,937	69,030	0.83	60.00%	Building Inspector II
Holly Springs			64,624	80,785	96,946	71,480	0.88	50.02%	Bldg Codes Inspector II
Sanford			62,197	82,411	102,625			65.00%	Bldg Codes Insp II VACANT
Alamance County			53,966	67,457	80,949			50.00%	Bldg Codes Inspector II
Durham County			62,338	79,518	96,699			55.12%	City/County Code Inspect
Guilford County			59,114	70,949	97,552			65.02%	Building Inspector II
Harnett County			58,033	76,895	95,756	80,380	1.05	65.00%	Code Enforcement Officer II
Moore County			59,731	73,241	89,596	59,731	0.82	50.00%	Building Inspector II
Orange County			52,137	71,399	90,660	68,529	0.96	73.89%	Building Safety Official III
Randolph County			56,703	71,659	87,176	70,949	0.99	53.74%	Code Enforcement Officer II
Wake County			54,769	73,939	93,110	86,089	1.16	70.01%	Sr Building Inspector
<b>Chatham County</b>		<b>64</b>	<b>57,397</b>	<b>73,183</b>	<b>88,967</b>	<b>69,243</b>	<b>0.95</b>	<b>55.00%</b>	
Average	61,977	-4.6%	60,172	76,894	95,550	75,018	0.98	58.80%	-7.7%
Median (50th pctile)	61,523	-3.9%	59,731	76,895	96,699	71,480	0.93	61.89%	-3.1%
<b><u>Recommendation</u></b>		<b>65</b>	<b>60,268</b>	<b>76,841</b>	<b>93,416</b>			<b>55.00%</b>	

<b><u>Facilities Maintenance Worker I</u></b>	<b><u>3%</u></b>	<b><u>Grd</u></b>	<b><u>Min</u></b>	<b><u>Midpt</u></b>	<b><u>Max</u></b>	<b><u>Avg</u></b>	<b><u>CR</u></b>	<b><u>Range</u></b>	<b><u>Comparison Titles</u></b>
Apex			41,575	50,930	64,442	48,060	0.94	55.00%	General Maint Worker I
Cary			35,942	45,833	55,723	46,056	1.00	55.04%	Facilities Maint Wrkr I
Fuqua-Varina			39,496	51,344	63,193	46,890	0.91	60.00%	Parks Maint Worker
Durham County			41,315	55,751	70,186	47,557	0.85	69.88%	General Srvs Maint Tech
Guilford County			33,488	38,522	50,482			50.75%	Bldg Maint Assistant
Harnett County			41,243	54,648	68,051	43,372	0.79	65.00%	Facil Maint Tech I
Lee County			37,589	47,926	58,263	40,691	0.85	55.00%	Maint Worker
Moore County			38,502	49,572	60,642	49,140	0.99	57.50%	Property Maint Tech
Orange County			42,791	58,600	74,409	45,240	0.77	73.89%	Facil Maint Tech I
Randolph County			36,464	46,157	56,141	39,998	0.87	53.96%	Public Bldgs Main Tech I
<b>Chatham County</b>		<b>54</b>	<b>35,236</b>	<b>44,926</b>	<b>54,615</b>	<b>42,076</b>	<b>0.94</b>	<b>55.00%</b>	
Average	40,006	-9.3%	38,841	49,928	62,153	45,223	0.91	60.02%	-7.0%
Median (50th pctile)	40,169	-9.6%	38,999	50,251	61,918	46,056	0.92	58.77%	-8.6%
<b><u>Recommendation</u></b>		<b>56</b>	<b>38,849</b>	<b>49,533</b>	<b>60,217</b>			<b>55.00%</b>	

# RECOMMENDATIONS

# RECOMMENDATIONS

- Adopt Market Comparison Pay Grade Assignments For Each Position.
- Adopt Employee Salary Implementation Recommendation Designed to Address Salary Compression, Employee Recruitment and Retention

# RECOMMENDATIONS

Several Implementation Options were reviewed, each with the common thread of recognizing employee service time.

## Advantages:

- Creates methodology of salary establishment based on length of employment or time in current position.
- Addresses salary compression
- Aides in employee recruitment
- Aides in employee retention

THANK YOU  
I WELCOME YOUR QUESTIONS