

MONTANA DEPARTMENT OF LIVESTOCK

Department Salary Analysis

Prepared for

Montana Board of Livestock

By

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OVERVIEW

In 2007, the Montana Legislature passed a broadband pay plan for all state agencies. Consistent with that plan, the Montana Department of Livestock (MDOL) adopted pay plan rules in October of 2007 (Appendix 1). Those departmental rules state that all employees will be paid no less than 80% of the established market rate for their position, and new hires will be hired at no less than 80% of the market rate.

Since adopting the broadband pay plan, MDOL has fallen significantly behind the market rates for two reasons: 1. The Montana Legislature did not authorize any pay increases in both the 2009 and 2011 legislative sessions; and 2. Funds have not been available within the department to stay current with market rates.

Currently, 55% of department employees are paid below 80% of the 2014 market salary survey compiled by the Department of Administration. A breakdown by division is as follows:

Table A

Cost to increase to 2014 market salary survey				
	80%	85%	90%	Market
MDOL	\$ 561,063.56	\$ 816,350.91	\$ 1,133,902.97	\$ 1,864,993.37
CSD	\$ 5,087.56	\$ 14,936.18	\$ 32,441.42	\$ 78,024.64
Lab	\$ 89,510.46	\$ 135,196.97	\$ 193,830.60	\$ 336,148.29
Animal Health	\$ 26,917.93	\$ 44,312.94	\$ 73,156.50	\$ 161,286.59
Milk and Egg	\$ -	\$ -	\$ 1,959.06	\$ 19,606.33
Brands	\$ 382,276.15	\$ 522,036.93	\$ 680,951.00	\$ 1,004,251.40
Meat	\$ 57,271.46	\$ 99,867.89	\$ 152,130.35	\$ 266,766.04
	\$ 561,063.56	\$ 816,350.91	\$ 1,134,468.93	\$ 1,866,083.29

These amounts include base salaries plus 31% for taxes and benefits. A detailed position breakdown is included in Appendix 2.

Based on funding for each division, the breakdown in fund source to meet this figures is as follows:

Table B

General Fund	\$ 72,297.41	\$ 116,132.96	\$ 168,007.63	\$ 294,625.07
Per Capita	\$ 136,521.00	\$ 196,855.41	\$ 274,596.78	\$ 451,938.98
Brands	\$ 259,565.51	\$ 354,463.08	\$ 462,365.73	\$ 681,886.70
Lab Fees	\$ 45,650.34	\$ 68,950.45	\$ 98,853.60	\$ 171,435.63
Milk Fees	\$ 5,907.69	\$ 8,923.00	\$ 14,288.28	\$ 39,112.45
Animal Health Fees	\$ 3,021.60	\$ 5,257.95	\$ 7,494.30	\$ 11,967.00
Federal	\$ 36,804.26	\$ 63,444.38	\$ 92,711.71	\$ 157,311.42
Total	\$ 559,767.81	\$ 814,027.24	\$ 1,118,318.04	\$ 1,808,277.26

These amounts were arrived at by applying total budget funding percentages to personnel services in each division. This accounts for the variance in total amounts to Table A.

The current situation is not sustainable for a variety of reasons. Entry level pay at 80% of market is more than current employees earn in some positions. Qualified applicants are difficult to attract and applicant pools are shrinking. Although the 2015 Legislature passed a \$0.50 increase in each year of the biennium, additional steps should be taken to address internal pay issues.

Division Issues

Brands Enforcement

The Brands Enforcement Division is the largest in the department. It also has the largest amount of employees under 80% of market – 75%. Internally, livestock market supervisor base pay varies by as much as \$3.00 per hour. Entry level brand inspectors starting wage is \$10.83, or 66% of their market rate. Candidate pools for brand inspectors have been thin to no applicants over the last six months.

The division is funded with Brands Division generated fees and per capita fee.

Diagnostic Laboratory

57% of the employees in the Diagnostic Laboratory are under 80% of the 2014 market rate. Clinical technologists start as low as 58% of their market rate. Similar jobs with DPHHS are advertised \$4.00 to \$9.00 higher than MDOL technologists. The division administrator is paid at 86% of the market rate. Base pay for section supervisors varies by \$4.50 per hour

The Diagnostic Laboratory is funded with general fund, lab generated fees, milk fees, and per capita fees.

Meat & Poultry Inspection

The Meat & Poultry Inspection Bureau has 55% of its employees paid under the market rate. The three field supervisors are paid below 70% of their market rate.

The bureau is funded with federal cooperative agreement funds and state general fund.

Animal Health

The Animal Health division has 31% of its employees below 80% of market, with most of those positions in the import permit area.

The division is funded with federal funds, per capita fee and division fees.

Centralized Services

The Centralized Services Division has 14% of its employees under 80% of market. The division administrator is paid at 76% of market.

CSD also houses the department's information technology staff. Currently, the IT supervisor is paid 86% of market rate, and IT staff at below that. These positions have been especially difficult to recruit qualified individuals, leaving the entire department in need of service.

The division is funded with per capita fee.

Milk & Egg Inspection

The Milk & Egg Bureau currently has no employees under 80% of market rate. The lowest percentage employee compared to market is 87%.

The bureau is funded with fees generated from milk and egg producers.

Appendix 1
DEPARTMENT OF LIVESTOCK
PAY PLAN RULES
October 1, 2007

Purpose: Identify procedures for implementing the broadband classified system subject to 2-18-303, MCA, "Procedures for administering the broadband pay plan."

Occupational Market Pay Ranges: Current DOL employees

All current employees will be paid at no less than 80% of market for their assigned pay range.

No current employee will receive any decrease in pay as a result of placement into a pay range.

No current employee will receive any decrease in pay as a result of changes in the market rate for the occupational range.

New Hires: Effective July 07

Typically all new hires will be paid at no less than 80% of market and no more than 85% of market for their assigned pay range unless one of the following criteria are met:

Justification for Less than entry pay: written training assignment is required to allow the employee to gain the additional experience and training required for the job. Hiring authority may approve.

Justification for More than entry pay: At the discretion of the agency designee (Executive Officer) the pay may be set to reflect the new employee's job related qualifications and experience, existing salary relationships and internal equity within the job class, band and work unit, DOL's ability to pay and the competitive labor market. Hiring authority prepares memo detailing the justification, budgetary impact and related documentation for consideration by the agency designee (Executive Officer).

Supervisors:

In cases where supervisors are in the same pay band and job code as the employees they supervise; the supervisor's pay will be set at 10% higher than the highest paid employee in the work unit. (Dependent upon the agency's ability to pay).

Discretionary Pay:

Additional funds including those approved by the Legislature to be used at the discretion of the agency will be limited to those approved by the agency head (Board of Livestock) or agency designee (Executive Officer) and DOL's ability to pay. Priority will be as follows:

Situational Pay – pay based on situations atypical or pay awarded to an employee because there may be aspects of the job, which may cause an undue hardship to the employee.
Example: increase pay to employees living in “high cost” areas of Montana.

Strategic Pay – pay awarded to attract and retain an employee with competencies critical or vital to the achievement of an agency’s mission or strategic goals. Example: increase all Brands Enforcement field personnel to 90% of market to ensure trained qualified staff are ready to fill –in with anticipated retirements.

Market Adjustment – the incremental increase of an employee’s pay up to 100% of the market for that occupational pay range.

Competency Based Pay – pay that is used to reward an employee for a unique competency considered to be a benefit to the agency. Example: employees designated as a trainer or mentor to co-workers.

Results Pay – pay awarded to employees based on accomplishment/completion of measurable results such as those associated with special projects, assignments, etc.

Pay components identified in the Broadband Pay Plan not approved at this time:

Performance Pay – the incremental increase of an employee’s pay **from market to maximum based** on the employee’s performance.

These pay components may be authorized as ONE TIME ONLY or as a PERMANENT INCREASE to the employee’s base salary.

POSITION CLASSIFICATION

All positions are placed in one band using the Benchmark Factoring Method (BFM) as modified for this plan, the job function and the market pay range. This plan uses a single factor, complexity, which is applied to the **predominant** work performed in a position. The position pay is tied to the occupational pay range which falls within a corresponding pay band.

VII. NEW HIRES

Typically, new employees are hired at 80% of the market rate. However, when determining the employee’s base pay, the hiring authority shall consider criteria including but not limited to: A) the employee’s job-related qualifications and competencies, B) existing salary relationships within the job class and work unit, C) ability to pay, and D) the competitive labor market. The hiring authority may request to hire within the hiring range as defined in these rules and identified on the vacancy announcement. Questions to be considered before hiring above the entry rate include:

1. Whether the applicant’s education, training and/or work experience exceed the minimum qualifications required based on the job profile description.

2. Is there a business need to hire an employee with higher than entry-level skills and experience?
3. Are there recruitment problems associated with filling positions in this job class or location?
4. How unique is the position or applicant in terms of training and experience?
5. Are there other special circumstances such as the applicant previously worked for DOL but had a break in service?
6. What is the effect on current employees in the same job title? Do the differences in qualifications and performance justify a salary difference? (This must be addressed in every situation.)

If the hiring authority wishes to hire above the entry rate established for the position, written justification addressing the above questions must be submitted to and approved by the Division Administrator.

Appendix 2.

Brands Enforcement

Job Title	Base Pay	Total Comp Rat	Annual Salary	2014 Salary Survey	Difference	Cost to 80	Cost to 85	Cost to 90	Cost to Market
Short Term Worker	14.000000	14.000000			#DIV/0!				
Short Term Worker	14.000000	14.000000			#DIV/0!				
Administrative Support Sup	17.790675	19.124976	\$ 37,004.60	\$ 33,376	111%				
Administrative Clerk	15.750000	15.750000	\$ 32,760.00	\$ 31,056	105%				
Auditor	26.617500	27.549113	\$ 55,364.40	\$ 56,735	98%				\$ 1,370.60
Livestock Crime Investigator	22.027523	25.001239	\$ 45,817.25	\$ 53,008	86%			\$ 1,889.95	\$ 7,190.75
Livestock Crime Investigator	22.027523	25.001239	\$ 45,817.25	\$ 53,008	86%			\$ 1,889.95	\$ 7,190.75
Livestock Crime Investigator	21.605410	24.198059	\$ 44,939.25	\$ 53,008	85%			\$ 2,767.95	\$ 8,068.75
Livestock Crime Investigator	21.314207	23.552199	\$ 44,333.55	\$ 53,008	84%	\$ 723.25		\$ 3,373.65	\$ 8,674.45
Livestock Crime Investigator	21.314207	23.871912	\$ 44,333.55	\$ 53,008	84%	\$ 723.25	\$ 3,373.65		\$ 8,674.45
Program Manager	26.646552	29.844138	\$ 55,424.83	\$ 66,352	84%	\$ 974.37	\$ 4,291.97		\$ 10,927.17
Livestock Crime Investigator	20.973969	22.547017	\$ 43,625.86	\$ 53,008	82%	\$ 1,430.94	\$ 4,081.34		\$ 9,382.14
Livestock Inspector	14.154615	15.216211	\$ 29,441.60	\$ 35,982	82%	\$ 1,143.10	\$ 2,942.20		\$ 6,540.40
Livestock Crime Investigator	20.158609	21.267332	\$ 41,929.91	\$ 53,008	79%	\$ 476.49	\$ 3,126.89	\$ 5,777.29	\$ 11,078.09
Program Manager	33.231062	33.729528	\$ 69,120.61	\$ 87,700	79%	\$ 1,039.39	\$ 5,424.39	\$ 9,809.39	\$ 18,579.39
Livestock Crime Investigator	20.031839	21.534227	\$ 41,666.23	\$ 53,008	79%	\$ 740.17	\$ 3,390.57	\$ 6,040.97	\$ 11,341.77
Program Manager	24.506790	27.080003	\$ 50,974.12	\$ 66,352	77%	\$ 2,107.48	\$ 5,425.08	\$ 8,742.68	\$ 15,377.88
Administrative Clerk	11.371500	11.371500	\$ 23,652.72	\$ 31,056	76%	\$ 1,192.08	\$ 2,744.88	\$ 4,297.68	\$ 7,403.28
Livestock Inspector	13.073715	13.792769	\$ 27,193.33	\$ 35,982	76%	\$ 1,592.27	\$ 3,391.37	\$ 5,190.47	\$ 8,788.67
Livestock Crime Investigator	18.928656	19.969732	\$ 39,371.60	\$ 53,008	74%	\$ 3,034.80	\$ 5,685.20	\$ 8,335.60	\$ 13,636.40
Program Manager	22.835873	24.091846	\$ 47,498.62	\$ 66,352	72%	\$ 5,582.98	\$ 8,900.58	\$ 12,218.18	\$ 18,853.38
Livestock Crime Investigator	17.805645	18.428843	\$ 37,035.74	\$ 53,008	70%	\$ 5,370.66	\$ 8,021.06	\$ 10,671.46	\$ 15,972.26
Livestock Crime Investigator	17.805645	18.428843	\$ 37,035.74	\$ 53,008	70%	\$ 5,370.66	\$ 8,021.06	\$ 10,671.46	\$ 15,972.26
Livestock Crime Investigator	17.758230	18.024603	\$ 36,937.12	\$ 53,008	70%	\$ 5,469.28	\$ 8,119.68	\$ 10,770.08	\$ 16,070.88
Livestock Crime Investigator	17.758230	18.024603	\$ 36,937.12	\$ 53,008	70%	\$ 5,469.28	\$ 8,119.68	\$ 10,770.08	\$ 16,070.88
Livestock Crime Investigator	17.755500	17.755500	\$ 36,931.44	\$ 53,008	70%	\$ 5,474.96	\$ 8,125.36	\$ 10,775.76	\$ 16,076.56
Livestock Crime Investigator	17.755500	18.732053	\$ 36,931.44	\$ 53,008	70%	\$ 5,474.96	\$ 8,125.36	\$ 10,775.76	\$ 16,076.56
Livestock Crime Investigator	17.755500	19.886160	\$ 36,931.44	\$ 53,008	70%	\$ 5,474.96	\$ 8,125.36	\$ 10,775.76	\$ 16,076.56
Livestock Inspector	11.974909	11.974909	\$ 24,907.81	\$ 35,982	69%	\$ 3,877.79	\$ 5,676.89	\$ 7,475.99	\$ 11,074.19
Livestock Inspector	11.734403	12.145107	\$ 24,407.56	\$ 35,982	68%	\$ 4,378.04	\$ 6,177.14	\$ 7,976.24	\$ 11,574.44
Compliance Technician	16.709180	17.962369	\$ 34,755.09	\$ 51,329	68%	\$ 6,308.11	\$ 8,874.56	\$ 11,441.01	\$ 16,573.91
Livestock Inspector	11.602514	12.008602	\$ 24,133.23	\$ 35,982	67%	\$ 4,652.37	\$ 6,451.47	\$ 8,250.57	\$ 11,848.77
Livestock Inspector	11.395657	11.566592	\$ 23,702.97	\$ 35,982	66%	\$ 5,082.63	\$ 6,881.73	\$ 8,680.83	\$ 12,279.03
Livestock Inspector	11.395657	11.566592	\$ 23,702.97	\$ 35,982	66%	\$ 5,082.63	\$ 6,881.73	\$ 8,680.83	\$ 12,279.03
Livestock Inspector	11.388195	11.388195	\$ 23,687.45	\$ 35,982	66%	\$ 5,098.15	\$ 6,897.25	\$ 8,696.35	\$ 12,294.55
Livestock Inspector	11.371500	11.371500	\$ 23,652.72	\$ 35,982	66%	\$ 5,132.88	\$ 6,931.98	\$ 8,731.08	\$ 12,329.28
Livestock Inspector	11.371500	11.371500	\$ 23,652.72	\$ 35,982	66%	\$ 5,132.88	\$ 6,931.98	\$ 8,731.08	\$ 12,329.28
Livestock Inspector Sup	17.282370	17.541606	\$ 35,947.33	\$ 55,846	64%	\$ 8,729.47	\$ 11,521.77	\$ 14,314.07	\$ 19,898.67
Livestock Inspector Sup	17.248033	19.317797	\$ 35,875.91	\$ 55,846	64%	\$ 8,800.89	\$ 11,593.19	\$ 14,385.49	\$ 19,970.09
Compliance Technician	15.789900	16.342547	\$ 32,842.99	\$ 51,329	64%	\$ 8,220.21	\$ 10,786.66	\$ 13,353.11	\$ 18,486.01
Livestock Inspector Sup	16.594776	18.586149	\$ 34,517.13	\$ 55,846	62%	\$ 10,159.67	\$ 12,951.97	\$ 15,744.27	\$ 21,328.87
Livestock Inspector Sup	16.569581	18.060843	\$ 34,464.73	\$ 55,846	62%	\$ 10,212.07	\$ 13,004.37	\$ 15,796.67	\$ 21,381.27
Livestock Inspector Sup	15.595230	16.452968	\$ 32,438.08	\$ 55,846	58%	\$ 12,238.72	\$ 15,031.02	\$ 17,823.32	\$ 23,407.92
Livestock Inspector Sup	15.595230	17.232729	\$ 32,438.08	\$ 55,846	58%	\$ 12,238.72	\$ 15,031.02	\$ 17,823.32	\$ 23,407.92
Livestock Inspector Sup	15.141000	15.368115	\$ 31,493.28	\$ 55,846	56%	\$ 13,183.52	\$ 15,975.82	\$ 18,768.12	\$ 24,352.72
Compliance Technician	13.302450	13.501987	\$ 27,669.10	\$ 51,329	54%	\$ 13,394.10	\$ 15,960.55	\$ 18,527.00	\$ 23,659.90
Compliance Technician	13.302450	13.501987	\$ 27,669.10	\$ 51,329	54%	\$ 13,394.10	\$ 15,960.55	\$ 18,527.00	\$ 23,659.90
Livestock Inspector Sup	14.059500	15.324855	\$ 29,243.76	\$ 55,846	52%	\$ 15,433.04	\$ 18,225.34	\$ 21,017.64	\$ 26,602.24
Livestock Inspector Sup	14.059500	14.059500	\$ 29,243.76	\$ 55,846	52%	\$ 15,433.04	\$ 18,225.34	\$ 21,017.64	\$ 26,602.24
Livestock Inspector Sup	14.059500	14.059500	\$ 29,243.76	\$ 55,846	52%	\$ 15,433.04	\$ 18,225.34	\$ 21,017.64	\$ 26,602.24
Livestock Inspector Sup	14.059500	14.551583	\$ 29,243.76	\$ 55,846	52%	\$ 15,433.04	\$ 18,225.34	\$ 21,017.64	\$ 26,602.24
Livestock Inspector Sup	14.059500	14.059500	\$ 29,243.76	\$ 55,846	52%	\$ 15,433.04	\$ 18,225.34	\$ 21,017.64	\$ 26,602.24
						\$ 291,813.86	\$ 398,501.47	\$ 519,809.92	\$ 766,604.12
						\$ 90,462.30	\$ 123,535.46	\$ 161,141.08	\$ 237,647.28
						\$ 382,276.15	\$ 522,036.93	\$ 680,951.00	\$ 1,004,251.40

Diagnostic Laboratory

Job Title	Base Pay	Total Comp Rate	Annual Salary	2014 Salary Survey	Differenc	Cost to 80%	Cost to 85	Cost to 90	Cost to Market
Biological Lab Aide	15.141000	15.141000	\$ 31,493.28	\$ 26,281	120%				
Shipping Receiving Clerk	13.517116	14.936413	\$ 28,115.60	\$ 29,760	94%				\$ 1,644.40
Administrative Support Sup	14.718289	15.527795	\$ 30,614.04	\$ 33,376	92%				\$ 2,761.96
Veterinarian	35.235849	36.469104	\$ 73,290.57	\$ 81,914	89%			\$ 432.03	\$ 8,623.43
Veterinarian	34.983172	34.983172	\$ 72,765.00	\$ 81,914	89%			\$ 957.60	\$ 9,149.00
Veterinarian	40.951799	44.023184	\$ 85,179.74	\$ 99,557	86%			\$ 4,421.56	\$ 14,377.26
Clinical Lab Technologist	22.559137	24.251072	\$ 46,923.00	\$ 56,300	83%		\$ 932.00	\$ 3,747.00	\$ 9,377.00
Clinical Lab Technologist	19.467000	19.759005	\$ 40,491.36	\$ 48,746	83%		\$ 942.74	\$ 3,380.04	\$ 8,254.64
Clinical Lab Technologist	21.987760	23.636842	\$ 45,734.54	\$ 56,300	81%		\$ 2,120.46	\$ 4,935.46	\$ 10,565.46
Clinical Lab Technologist	20.625150	20.934527	\$ 42,900.31	\$ 56,300	76%	\$ 2,139.69	\$ 4,954.69	\$ 7,769.69	\$ 13,399.69
Clinical Lab Technologist	20.517000	21.235095	\$ 42,675.36	\$ 56,300	76%	\$ 2,364.64	\$ 5,179.64	\$ 7,994.64	\$ 13,624.64
Clinical Lab Technologist	19.988824	21.088209	\$ 41,576.75	\$ 56,300	74%	\$ 3,463.25	\$ 6,278.25	\$ 9,093.25	\$ 14,723.25
Clinical Lab Technologist	19.467000	19.467000	\$ 40,491.36	\$ 56,300	72%	\$ 4,548.64	\$ 7,363.64	\$ 10,178.64	\$ 15,808.64
Clinical Lab Technologist	19.178674	20.904755	\$ 39,891.64	\$ 56,300	71%	\$ 5,148.36	\$ 7,963.36	\$ 10,778.36	\$ 16,408.36
Administrative Assistant	11.655281	11.830110	\$ 24,242.98	\$ 34,854	70%	\$ 3,640.22	\$ 5,382.92	\$ 7,125.62	\$ 10,611.02
Clinical Lab Technologist	16.222500	16.222500	\$ 33,742.80	\$ 48,746	69%	\$ 5,254.00	\$ 7,691.30	\$ 10,128.60	\$ 15,003.20
Administrative Assistant	11.531973	11.935592	\$ 23,986.50	\$ 34,854	69%	\$ 3,896.70	\$ 5,639.40	\$ 7,382.10	\$ 10,867.50
Clinical Lab Technologist	15.750000	15.750000	\$ 32,760.00	\$ 48,746	67%	\$ 6,236.80	\$ 8,674.10	\$ 11,111.40	\$ 15,986.00
Clinical Lab Technologist	17.779272	18.045961	\$ 36,980.89	\$ 56,300	66%	\$ 8,059.11	\$ 10,874.11	\$ 13,689.11	\$ 19,319.11
Clinical Lab Technologist	16.222500	16.222500	\$ 33,742.80	\$ 56,300	60%	\$ 11,297.20	\$ 14,112.20	\$ 16,927.20	\$ 22,557.20
Clinical Lab Technologist	15.750000	15.750000	\$ 32,760.00	\$ 56,300	58%	\$ 12,280.00	\$ 15,095.00	\$ 17,910.00	\$ 23,540.00
			Subtotal			\$ 68,328.60	\$103,203.79	\$147,962.29	\$ 256,601.74
			31% taxes and benefits			\$ 21,181.87	\$ 31,993.18	\$ 45,868.31	\$ 79,546.54
			Total			\$ 89,510.46	\$135,196.97	\$193,830.60	\$ 336,148.29

Meat & Poultry Inspection

Job Title	Base Pay	Total Comp Rate	Annual Salary	2014 Salary Survey	Differenc	Cost to 80%	Cost to 85	Cost to 90	Cost to Market
Administrative Assistant	17.850000	17.850000	\$ 37,128.00	\$ 34,854	107%				
Training Development Spc	23.253788	25.346629	\$ 48,367.88	\$ 51,000	95%				\$ 2,632.12
Meat Inspector	16.269261	17.489456	\$ 33,840.06	\$ 35,982	94%				\$ 2,141.94
Livestock Crime Investigator	22.473570	24.159088	\$ 46,745.03	\$ 53,008	88%			\$ 962.17	\$ 6,262.97
Meat Inspector	14.600250	14.819254	\$ 30,368.52	\$ 35,982	84%			\$ 2,015.28	\$ 5,613.48
Regulatory Program Manager	35.417550	38.073866	\$ 73,668.50	\$ 87,700	84%	\$ 876.50	\$ 5,261.50		\$ 14,031.50
Meat Inspector	14.059500	14.059500	\$ 29,243.76	\$ 35,982	81%	\$ 1,340.94	\$ 3,140.04		\$ 6,738.24
Meat Inspector	13.912282	14.120966	\$ 28,937.55	\$ 35,982	80%	\$ 1,647.15	\$ 3,446.25		\$ 7,044.45
Meat Inspector	13.912282	14.399212	\$ 28,937.55	\$ 35,982	80%	\$ 1,647.15	\$ 3,446.25		\$ 7,044.45
Meat Inspector	13.902034	14.110565	\$ 28,916.23	\$ 35,982	80%	\$ 1,668.47	\$ 3,467.57		\$ 7,065.77
Meat Inspector	13.668105	13.873127	\$ 28,429.66	\$ 35,982	79%	\$ 355.94	\$ 2,155.04	\$ 3,954.14	\$ 7,552.34
Meat Inspector	13.270005	13.469055	\$ 27,601.61	\$ 35,982	77%	\$ 1,183.99	\$ 2,983.09	\$ 4,782.19	\$ 8,380.39
Meat Inspector	13.270005	13.469055	\$ 27,601.61	\$ 35,982	77%	\$ 1,183.99	\$ 2,983.09	\$ 4,782.19	\$ 8,380.39
Meat Inspector	13.261500	13.261500	\$ 27,583.92	\$ 35,982	77%	\$ 1,201.68	\$ 3,000.78	\$ 4,799.88	\$ 8,398.08
Meat Inspector	13.261500	13.261500	\$ 27,583.92	\$ 35,982	77%	\$ 1,201.68	\$ 3,000.78	\$ 4,799.88	\$ 8,398.08
Meat Inspector	12.630000	12.630000	\$ 26,270.40	\$ 35,982	73%	\$ 2,515.20	\$ 4,314.30	\$ 6,113.40	\$ 9,711.60
Meat Inspector	12.630000	12.630000	\$ 26,270.40	\$ 35,982	73%	\$ 2,515.20	\$ 4,314.30	\$ 6,113.40	\$ 9,711.60
Meat Inspector	12.630000	12.630000	\$ 26,270.40	\$ 35,982	73%	\$ 2,515.20	\$ 4,314.30	\$ 6,113.40	\$ 9,711.60
Livestock Inspector Sup	18.136755	18.771541	\$ 37,724.45	\$ 55,846	68%	\$ 6,952.35	\$ 9,744.65	\$ 12,536.95	\$ 18,121.55
Livestock Inspector Sup	18.133500	18.405503	\$ 37,717.68	\$ 55,846	68%	\$ 6,959.12	\$ 9,751.42	\$ 12,543.72	\$ 18,128.32
Livestock Inspector Sup	18.133500	18.133500	\$ 37,717.68	\$ 55,846	68%	\$ 6,959.12	\$ 9,751.42	\$ 12,543.72	\$ 18,128.32
Compliance Technician	14.850000	15.072750	\$ 30,888.00	\$ 51,329	60%	\$ 10,175.20	\$ 12,741.65	\$ 15,308.10	\$ 20,441.00
			Subtotal			\$ 43,718.67	\$ 76,235.03	\$ 116,130.04	\$ 203,638.20
			31% taxes and benefits			\$ 13,552.79	\$ 23,632.86	\$ 36,000.31	\$ 63,127.84
			Total			\$ 57,271.46	\$ 99,867.89	\$ 152,130.35	\$ 266,766.04

Animal Health

Job Title	Base Pay	Total Comp Rate	Annual Salary	2014 Sal	Differenc	Cost to 80%	Cost to 85	Cost to 90	Cost to Market
Veterinarian	43.260000	43.260000	\$ 89,980.80	\$ 81,914	110%				
Administrative Specialist	24.822879	27.429281	\$ 51,631.59	\$ 50,959	101%				
Veterinarian	38.559635	39.138030	\$ 80,204.04	\$ 81,914	98%				\$ 1,709.96
Livestock Inspector	16.774065	16.774065	\$ 34,890.06	\$ 35,982	97%				\$ 1,091.94
License Permit Technician	14.481285	14.988130	\$ 30,121.07	\$ 31,093	97%				\$ 971.93
Veterinarian	36.337500	36.787450	\$ 75,582.00	\$ 81,914	92%				\$ 6,332.00
Veterinarian	42.636057	43.275598	\$ 88,683.00	\$ 99,557	89%			\$ 918.30	\$ 10,874.00
Veterinarian	34.679754	36.787450	\$ 72,133.89	\$ 81,914	88%			\$ 1,588.71	\$ 9,780.11
Livestock Crime Investigator	21.482375	21.804611	\$ 44,683.34	\$ 53,008	84%	\$ 373.46	\$ 3,023.86	\$ 8,324.66	\$ 8,324.66
Program Manager	26.767520	29.578110	\$ 55,676.44	\$ 66,352	84%	\$ 722.76	\$ 4,040.36	\$ 10,675.56	\$ 10,675.56
Administrative Assistant	14.059500	14.270393	\$ 29,243.76	\$ 34,854	84%	\$ 382.14	\$ 2,124.84	\$ 5,610.24	\$ 5,610.24
Livestock Inspector	13.000000	13.000000	\$ 27,040.00	\$ 35,982	75%	\$ 1,745.60	\$ 3,544.70	\$ 5,343.80	\$ 8,942.00
Compliance Specialist	15.750000	15.986250	\$ 32,760.00	\$ 44,727	73%	\$ 3,021.60	\$ 5,257.95	\$ 7,494.30	\$ 11,967.00
Administrative Specialist	17.844750	17.844750	\$ 37,117.08	\$ 50,959	73%	\$ 3,650.51	\$ 6,198.48	\$ 8,746.45	\$ 13,842.40
Livestock Crime Investigator	18.547725	18.825941	\$ 38,579.27	\$ 53,008	73%	\$ 3,827.13	\$ 6,477.53	\$ 9,127.93	\$ 14,428.73
Compliance Technician	15.750000	15.750000	\$ 32,760.00	\$ 51,329	64%	\$ 8,303.20	\$ 10,869.65	\$ 13,436.10	\$ 18,569.00
			Subtotal			\$ 20,548.04	\$ 33,826.67	\$ 55,844.66	\$ 123,119.54
			31% taxes and benefits			\$ 6,369.89	\$ 10,486.27	\$ 17,311.84	\$ 38,167.06
			Total			\$ 26,917.93	\$ 44,312.94	\$ 73,156.50	\$ 161,286.59

Centralized Services

Job Title	Base Pay	Total Comp Rate	Annual Salary	2014 Sal	Differenc	Cost to 80	Cost to 85	Cost to 90	Cost to Market
Personal Staff/EO-Admin	39.912768	40.511460			#DIV/0!				
Accountant	28.350000	28.350000	\$ 58,968.00	\$ 51,100	115%				
Accounting Technician	17.052660	18.331610	\$ 35,469.53	\$ 33,900	105%				
Administrative Specialist	25.200000	26.586000	\$ 52,416.00	\$ 50,959	103%				
Auditing Technician	21.089250	21.827374	\$ 43,865.64	\$ 43,345	101%				
Accounting Technician	16.222500	16.465838	\$ 33,742.80	\$ 33,900	100%				
Regulatory Program Manager	31.500000	32.602500	\$ 65,520.00	\$ 66,352	99%				\$ 832.00
Statistical Assistant	21.000000	21.000000	\$ 43,680.00	\$ 44,500	98%				\$ 820.00
Accounting Technician	15.750000	15.986250	\$ 32,760.00	\$ 33,900	97%				\$ 1,140.00
Purchasing Technician	15.760267	17.178691	\$ 32,781.36	\$ 34,261	96%				\$ 1,479.64
Accountant	21.630000	21.954450	\$ 44,990.40	\$ 51,100	88%			\$ 999.60	\$ 6,109.60
Computer Systems Analyst	26.646233	27.578851	\$ 55,424.16	\$ 64,800	86%			\$ 2,895.84	\$ 9,375.84
Human Resource Specialist	21.185250	22.350439	\$ 44,065.32	\$ 52,645	84%		\$ 682.93	\$ 3,315.18	\$ 8,579.68
Administrative Assistant	16.102562	16.666152	\$ 33,493.33	\$ 42,202	79%	\$ 268.27	\$ 2,378.37	\$ 4,488.47	\$ 8,708.67
Financial Manager	34.608000	38.760960	\$ 71,984.64	\$ 94,500	76%	\$ 3,615.36	\$ 8,340.36	\$ 13,065.36	\$ 22,515.36
			Subtotal			\$ 3,883.63	\$ 11,401.66	\$ 24,764.45	\$ 59,560.79
			31% taxes and benefits			\$ 1,203.93	\$ 3,534.51	\$ 7,676.98	\$ 18,463.85
			Total			\$ 5,087.56	\$ 14,936.18	\$ 32,441.42	\$ 78,024.64

Milk & Egg Inspection

Job Title	Base Pay	Total Comp Rate	Annual Salary	2014 Sal	Differenc	Cost to 8	Cost to 85	Cost to 90	Cost to Market
Administrative Assistant	17.902500	18.171038	\$ 37,237.20	\$ 34,854	107%				
Health Sanitarian	24.811668	27.044718	\$ 51,608.27	\$ 51,466	100%				
Agriculture Inspector	16.914660	16.914660	\$ 35,182.49	\$ 35,982	98%				\$ 799.51
Agriculture Inspector	16.905000	16.905000	\$ 35,162.40	\$ 35,982	98%				\$ 819.60
Regulatory Program Manager	28.676204	31.257062	\$ 59,646.50	\$ 66,352	90%				\$ 6,705.50
Health Sanitarian	21.549969	22.735217	\$ 44,823.94	\$ 51,466	87%			\$ 1,495.46	\$ 6,642.06
			Subtotal					\$ 1,495.46	\$ 14,966.67
			31% taxes and benefits					\$ 463.59	\$ 4,639.67
			Total					\$ 1,959.06	\$ 19,606.33