

February 17, 2026 Administrative Services Committee

Department: Engineering & Environmental Services

Caption: Approve Augusta Engineering Workforce Hiring & Retention-Updated Workforce “Upward Mobility Plan” (Exhibit A) to provide more efficient & productive structure, and enhance the Department specialized skilled experience workforce hiring & retention ability. Also approve “Upward Mobility Plan” Implementation Initiation effective date January 1, 2027.

Background On January 22, 2009, Augusta Commission approved Augusta Engineering Department (AE) Career Ladder Plan (Plan) to create more efficient structure and increase productivity (EXHIBIT B). Since then AE went through operational restructuring & workforce optimization for increase efficiency & productivity. Hence, Augusta Commission approved 2009 career ladder became outdated and warrants update per AE current operational structure.

Analysis: AE workforce upward mobility is critical to sustain and enhance improvement/optimization of AE operations efficiency, conflict avoidance, and productivity and work environment stability. Great employees are valuable and the cost of turnover compared to retention is enormous. It is critical to encourage an employee to stay at the Organization. AE updated workforce upward mobility plan is designed to help hire & retain valuable employees during periods of uncertainty and transition.

Financial Impact: No Impact to Augusta Engineering FY2026 budgets.

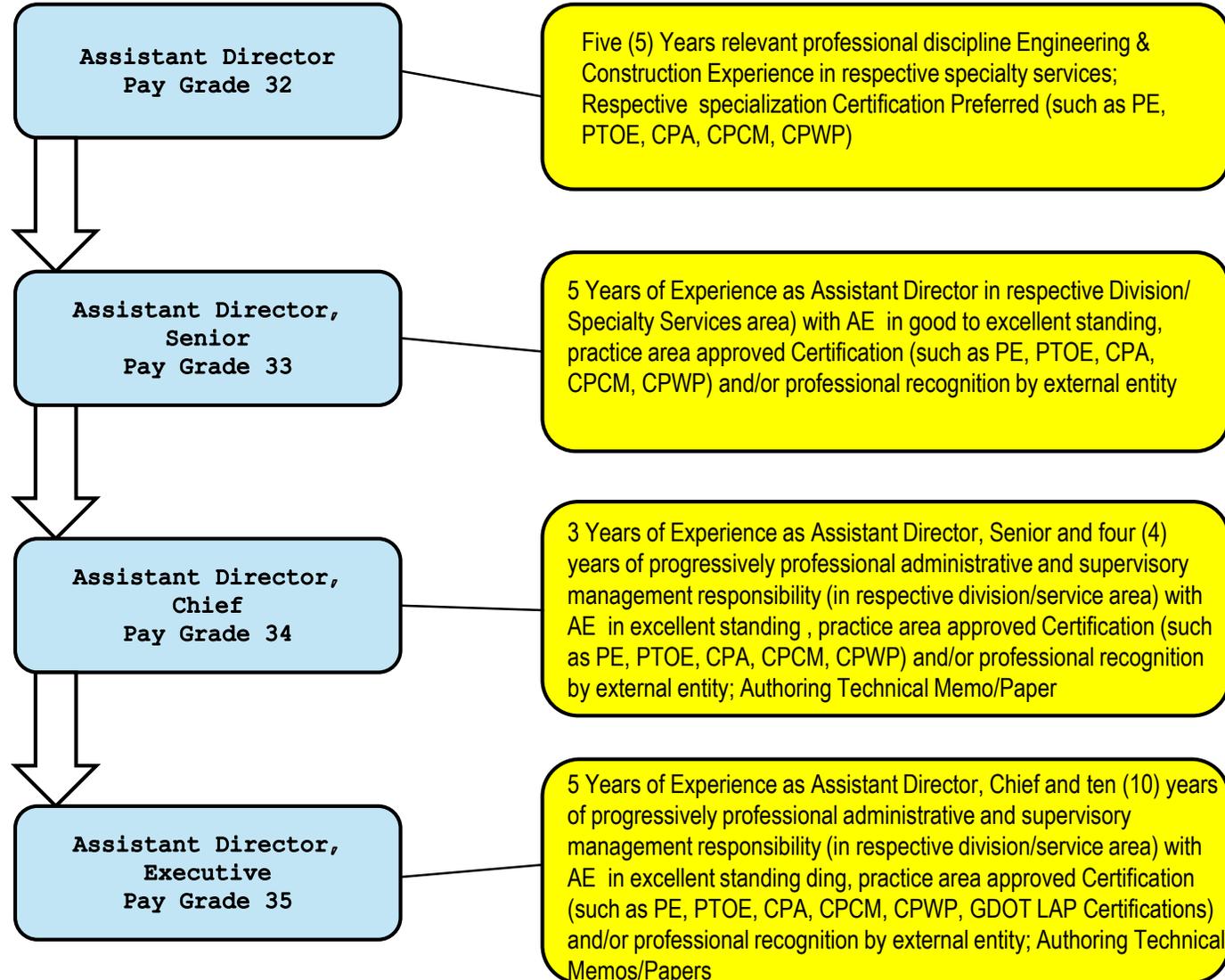
Alternative: Not proposed

Recommendations: Approve Augusta Engineering Workforce Hiring & Retention-Updated Workforce “Upward Mobility Plan” (Exhibit A) to provide more efficient & productive structure, and enhance the Department specialized skilled experience workforce hiring & retention ability. Also approve “Upward Mobility Plan” Implementation effective date January 1, 2027.

EXHIBIT A
Augusta Engineering Workforce Upward Mobility Plan
2025

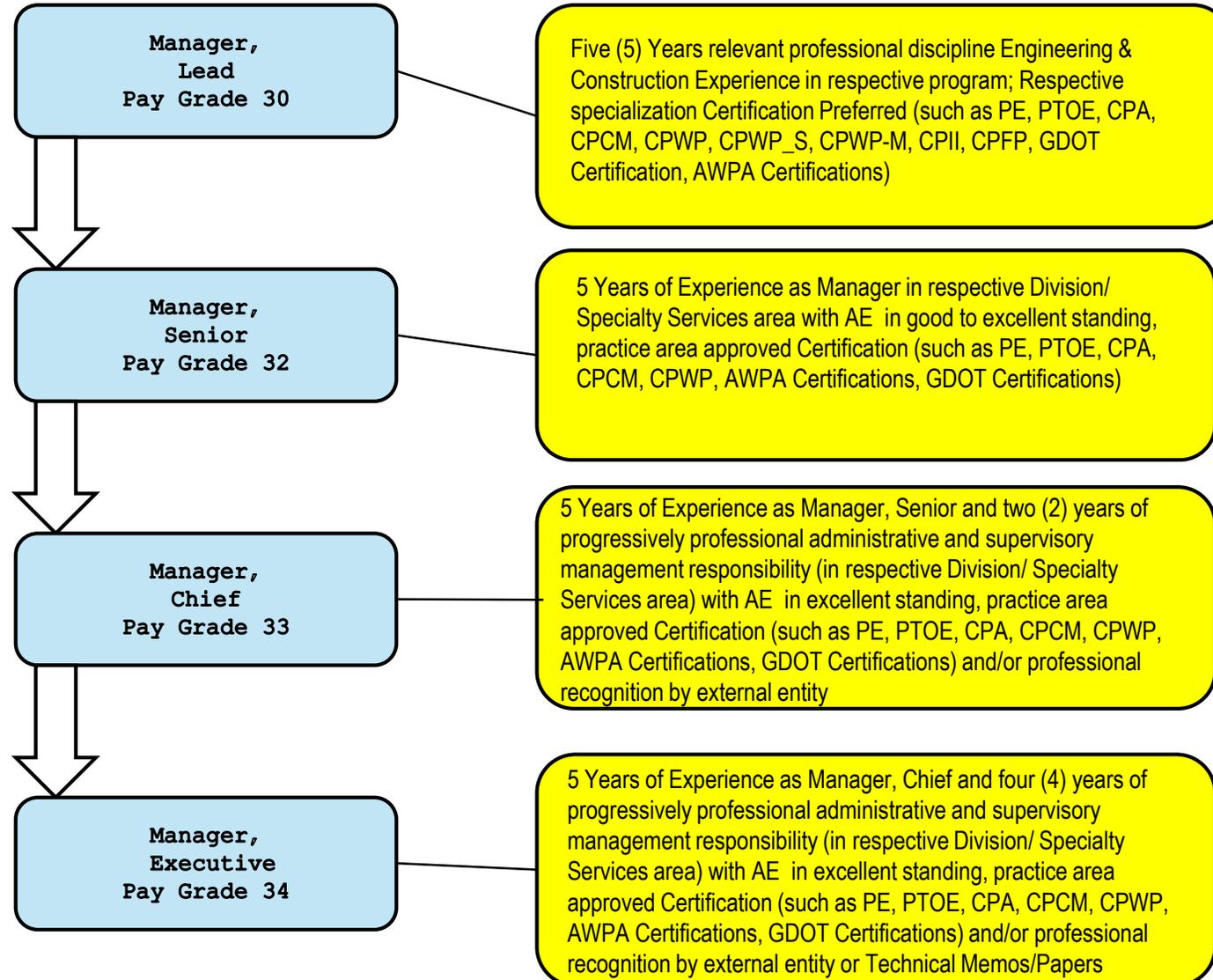
**Augusta Engineering (AE) Assistant Director Group
CAREER LADDER (Position Upward Mobility)**

Engineering Assistant Directors Group



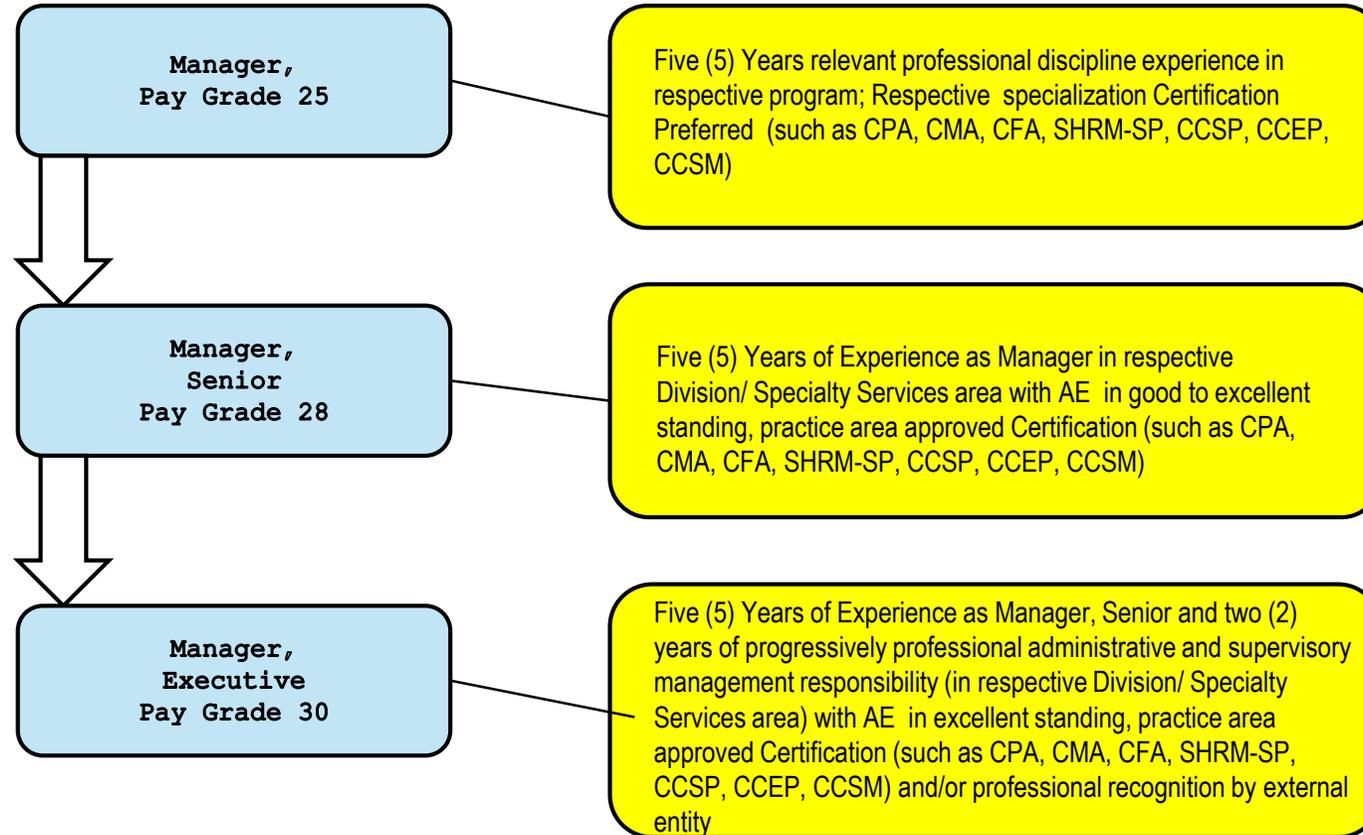
**Augusta Engineering (AE) Engineering Manager Group
CAREER LADDER (Position Upward Mobility)**

Engineering Lead Managers Group



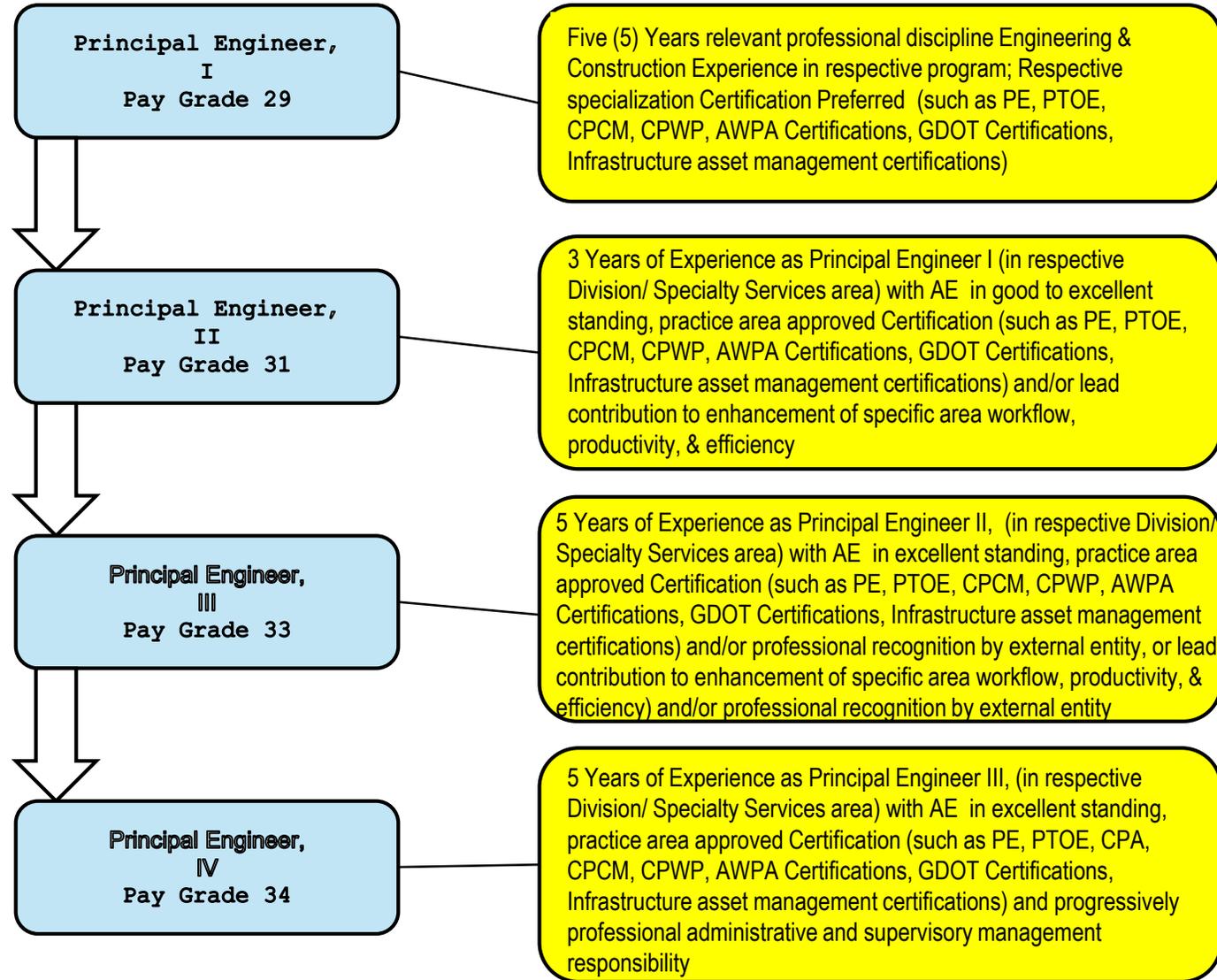
**Augusta Engineering (AE) Engineering Manager Group
CAREER LADDER (Position Upward Mobility)**

Engineering Managers Group



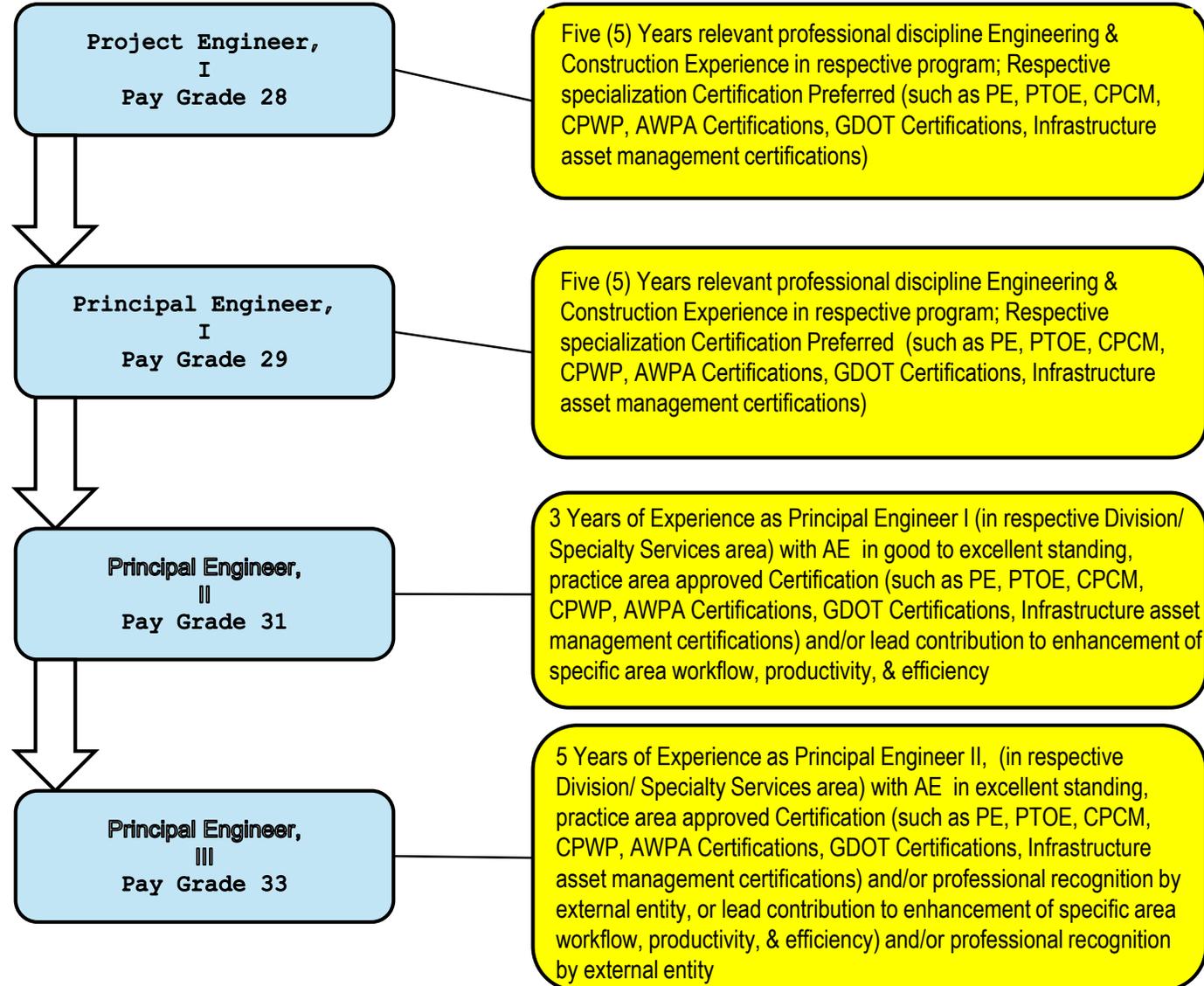
**Augusta Engineering (AE) Engineering Principal Engineer & Surveyor Group
CAREER LADDER (Position Upward Mobility)**

Engineering Principal Engineers Group



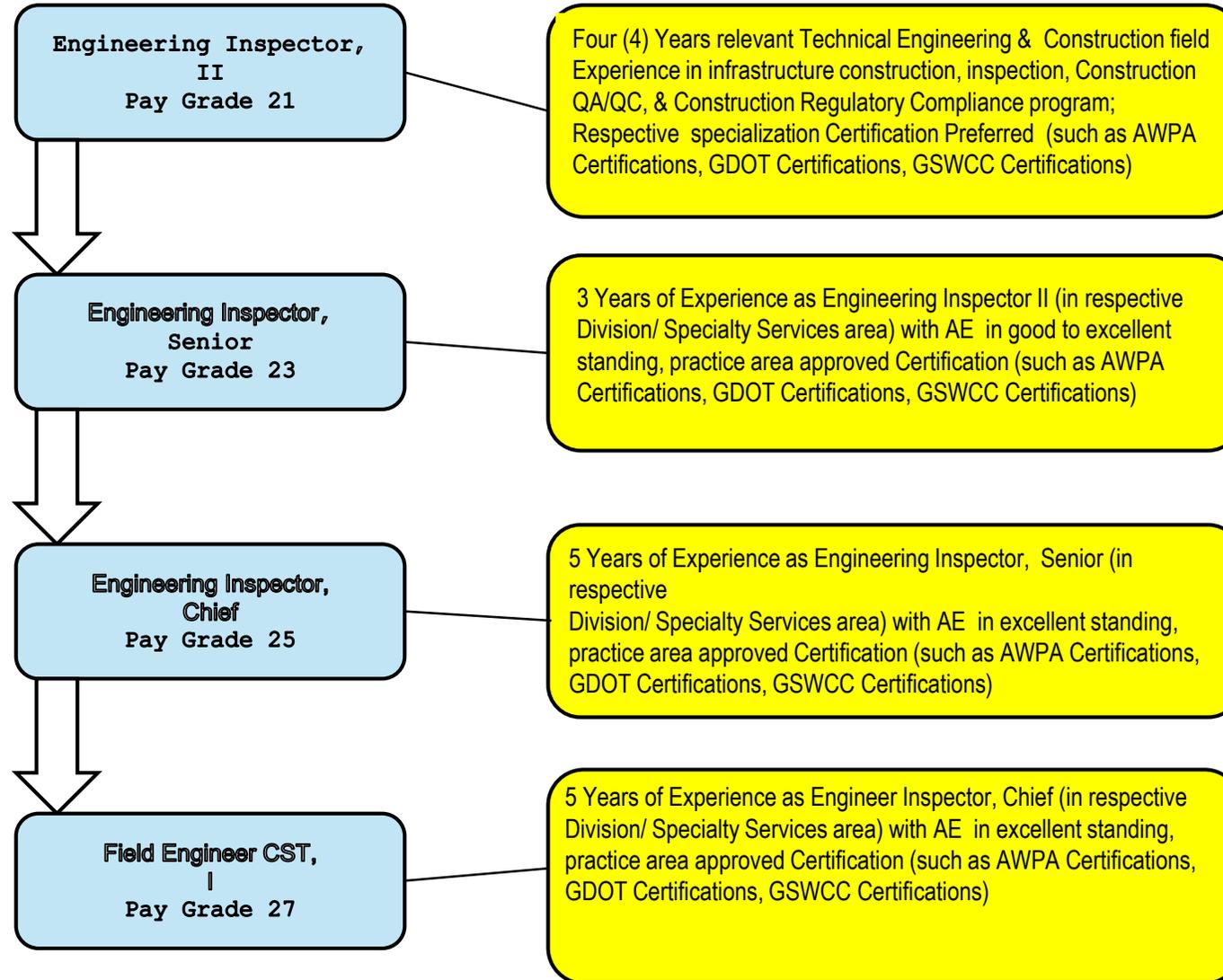
**Augusta Engineering (AE) Engineering Project Engineer Group
CAREER LADDER (Position Upward Mobility)**

Engineering Project Engineers Group



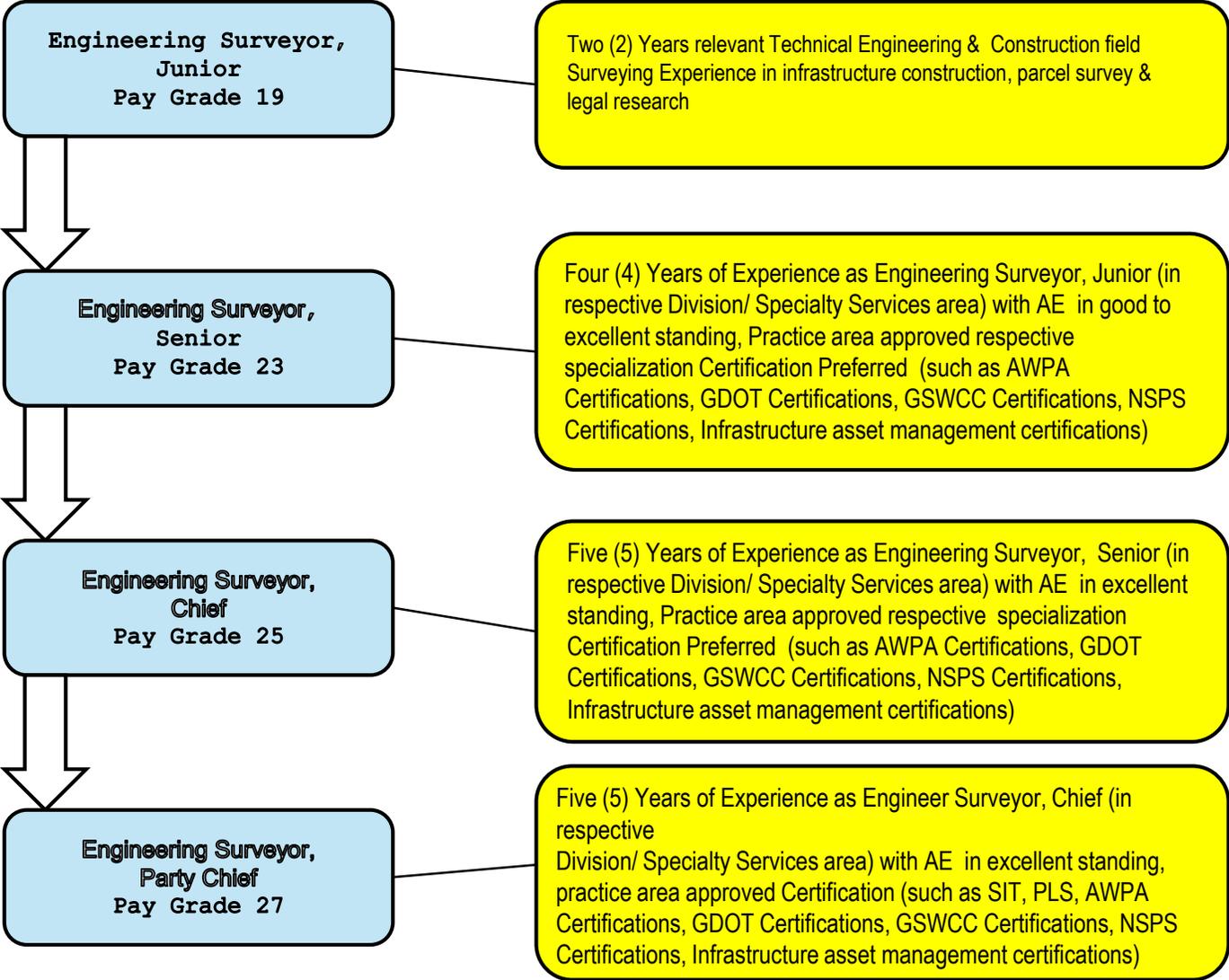
**Augusta Engineering (AE) Engineering Infrastructure Inspection Group
CAREER LADDER (Position Upward Mobility)**

Engineering Infrastructure Construction Inspection & QC Group



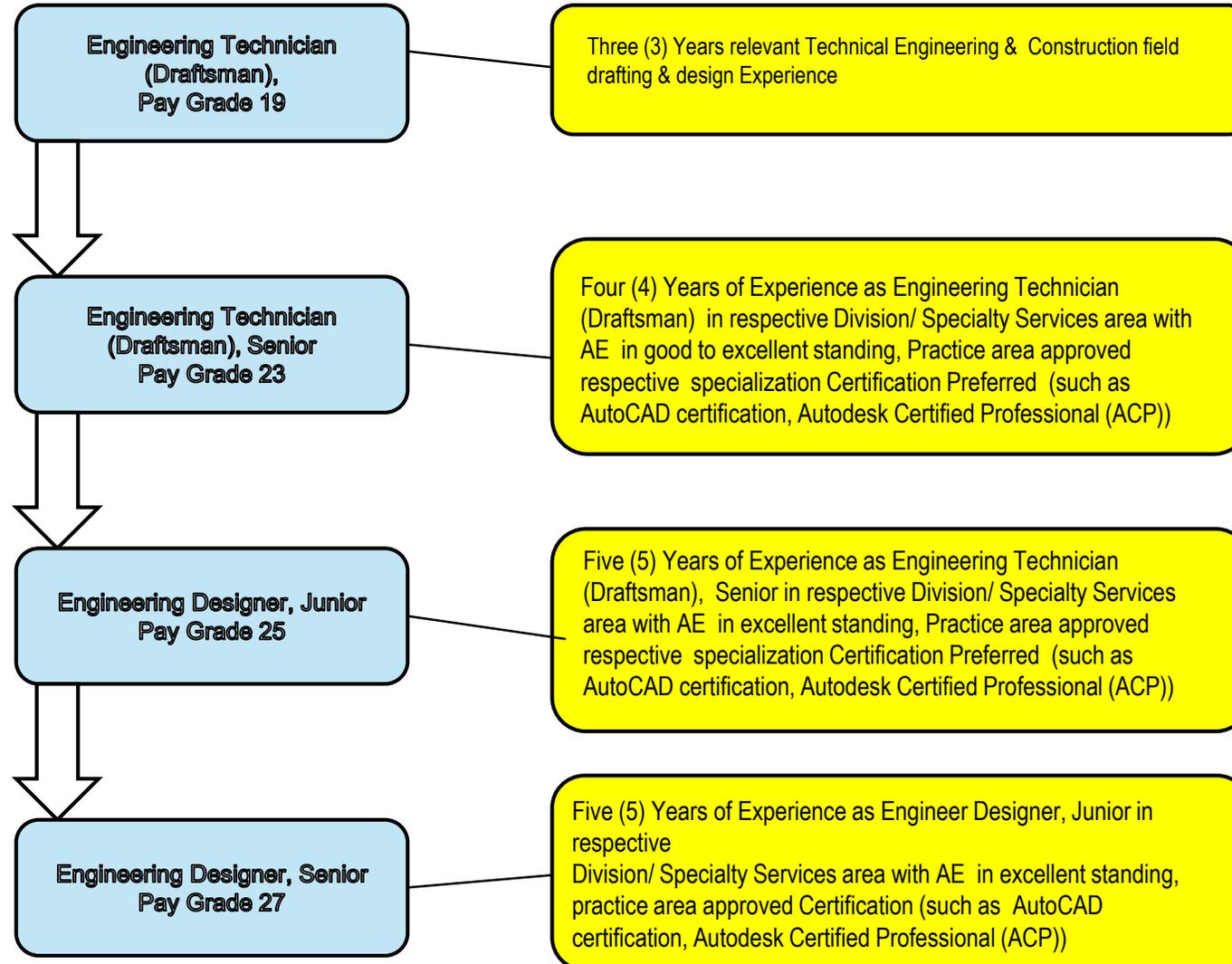
**Augusta Engineering (AE) Engineering Surveying Group
CAREER LADDER (Position Upward Mobility)**

Engineering Surveyors Group



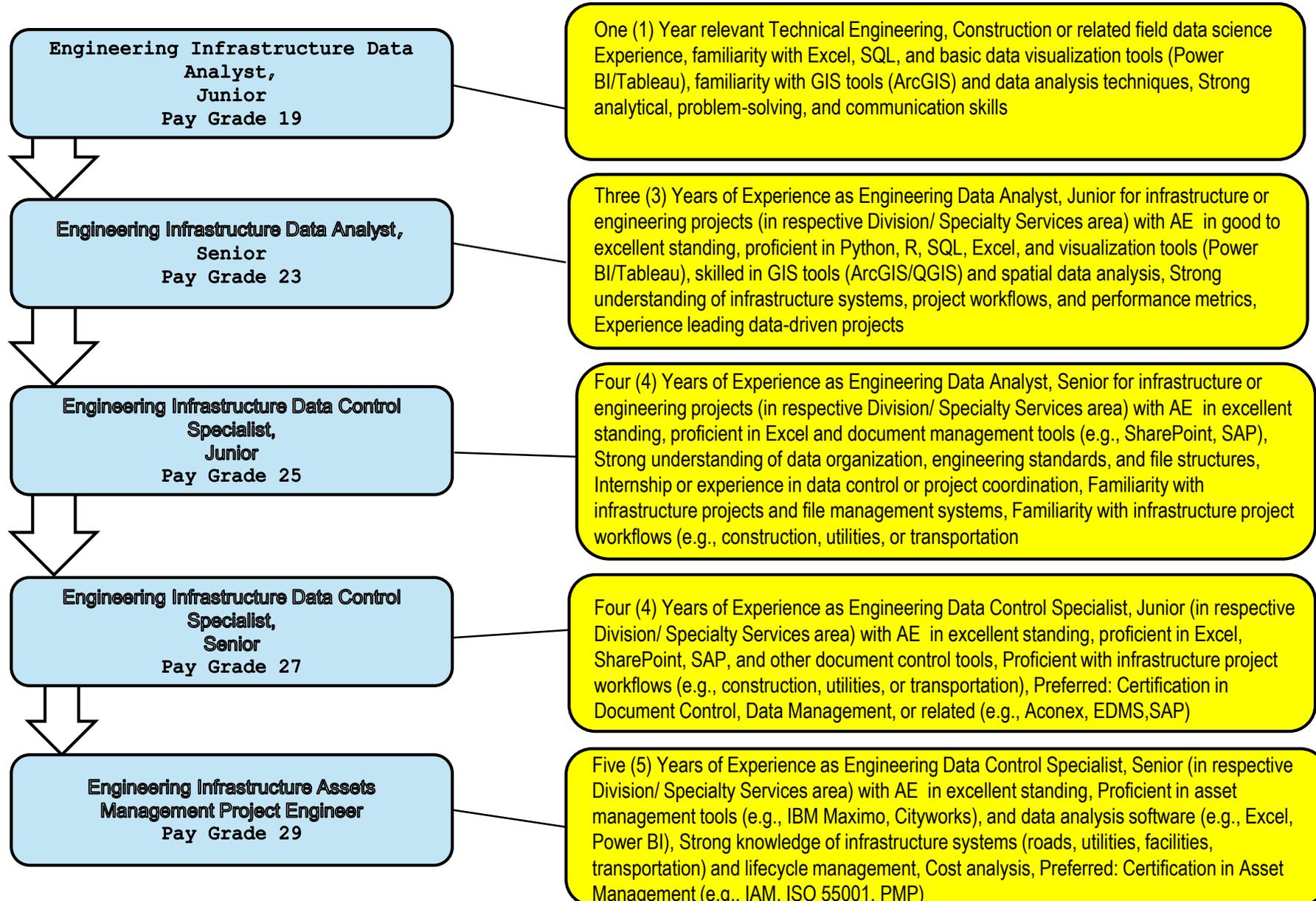
**Augusta Engineering (AE) Engineering Surveying Group
CAREER LADDER (Position Upward Mobility)**

Engineering Drafting Group



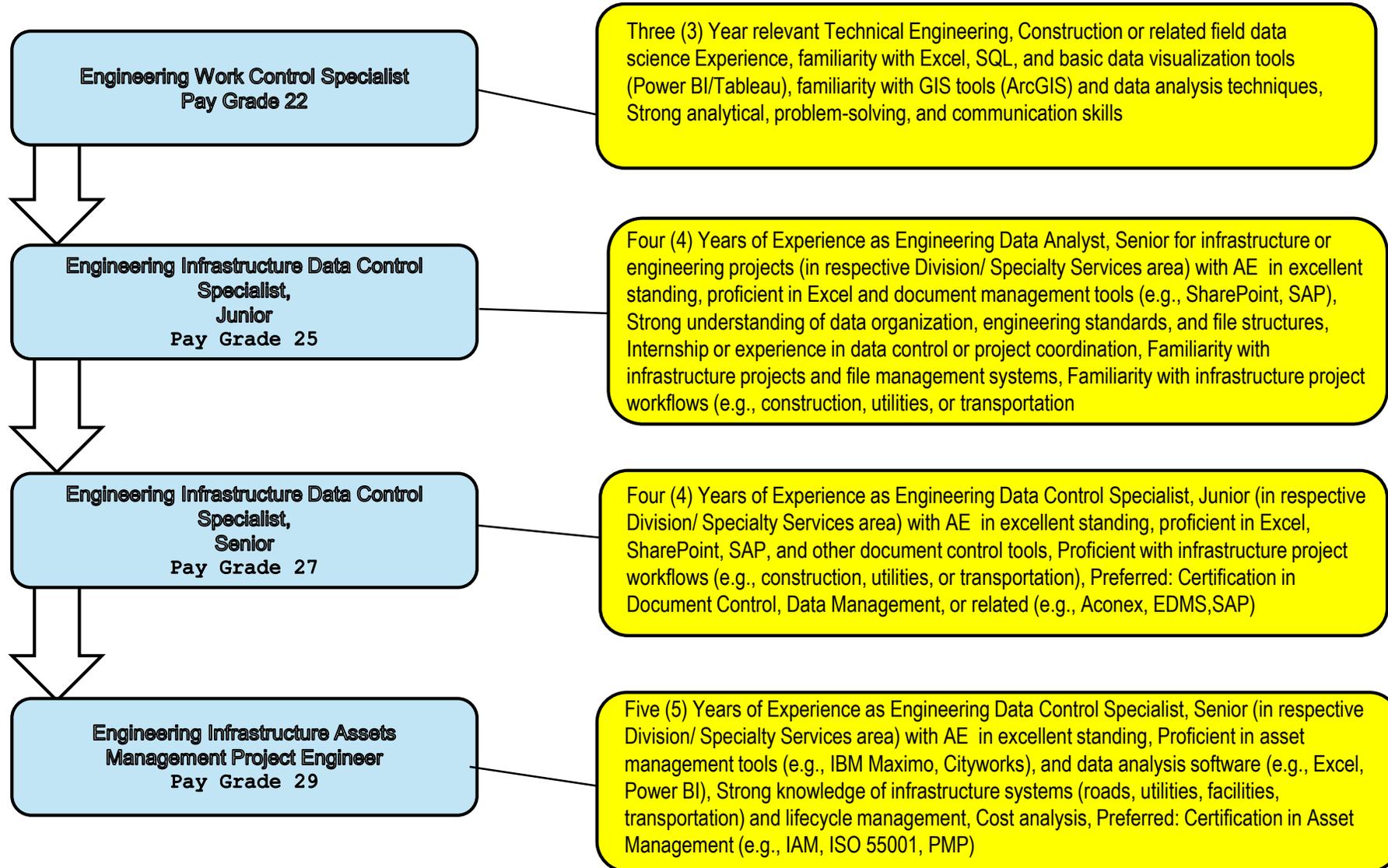
Augusta Engineering (AE) Engineering Infrastructure Assets Management Group CAREER LADDER (Position Upward Mobility)

Engineering Assets & MS4 Data Management Group



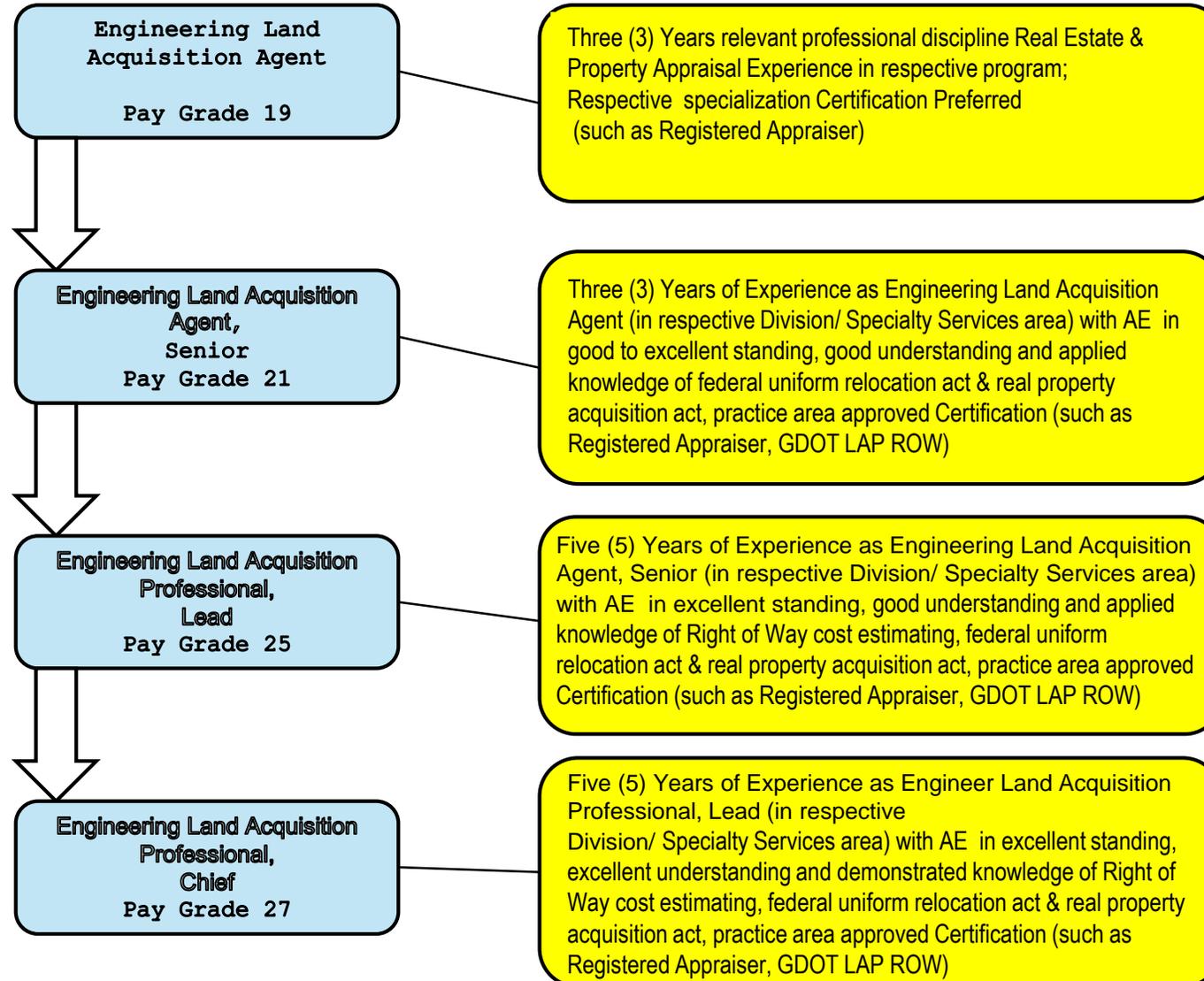
**Augusta Engineering (AE) Engineering Infrastructure Assets Management Group
CAREER LADDER (Position Upward Mobility)**

Engineering Assets & MS4 Data Management Group



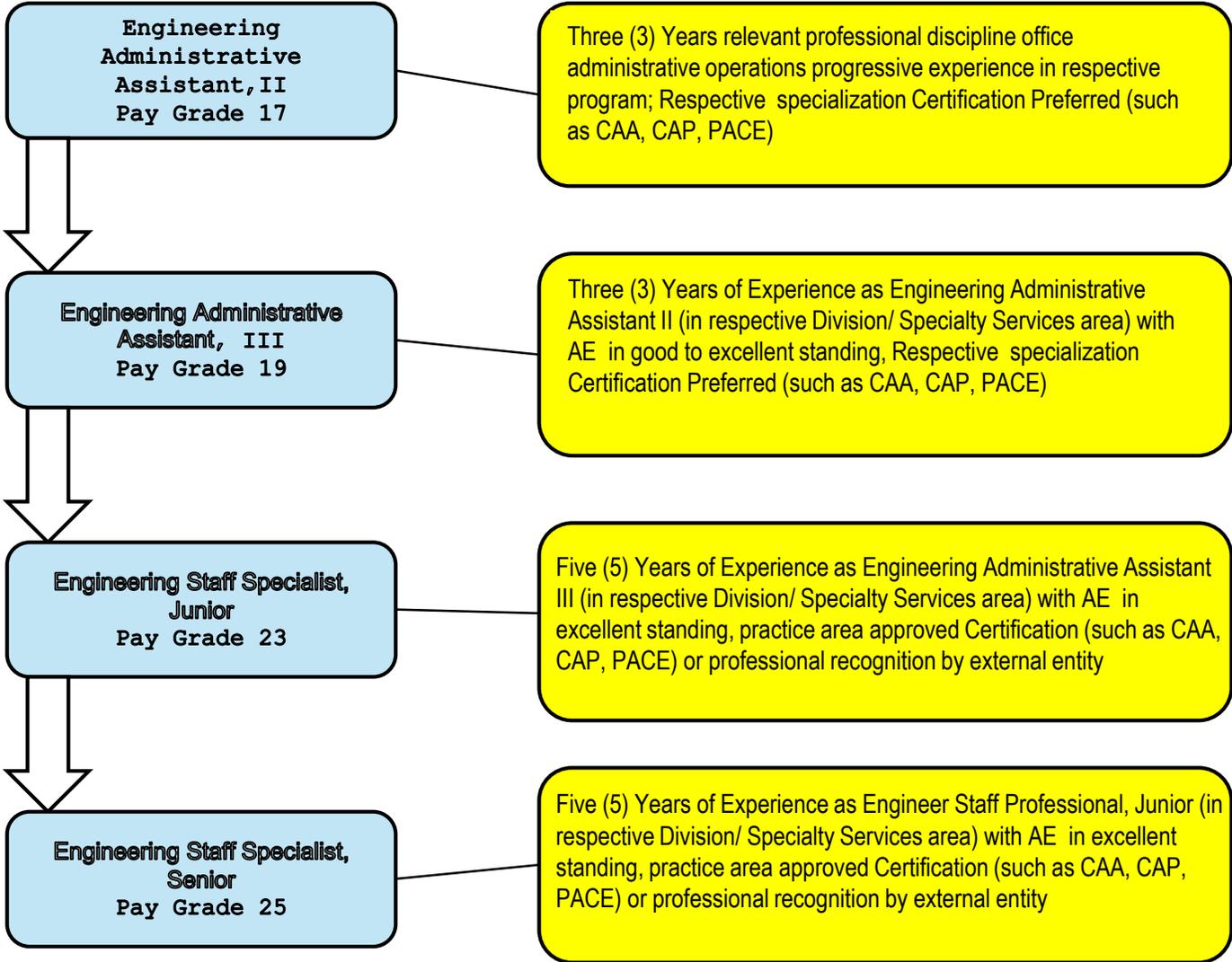
Augusta Engineering (AE) Engineering Land Acquisition & Right of Way Group CAREER LADDER (Position Upward Mobility)

Engineering Land Acquisition Group



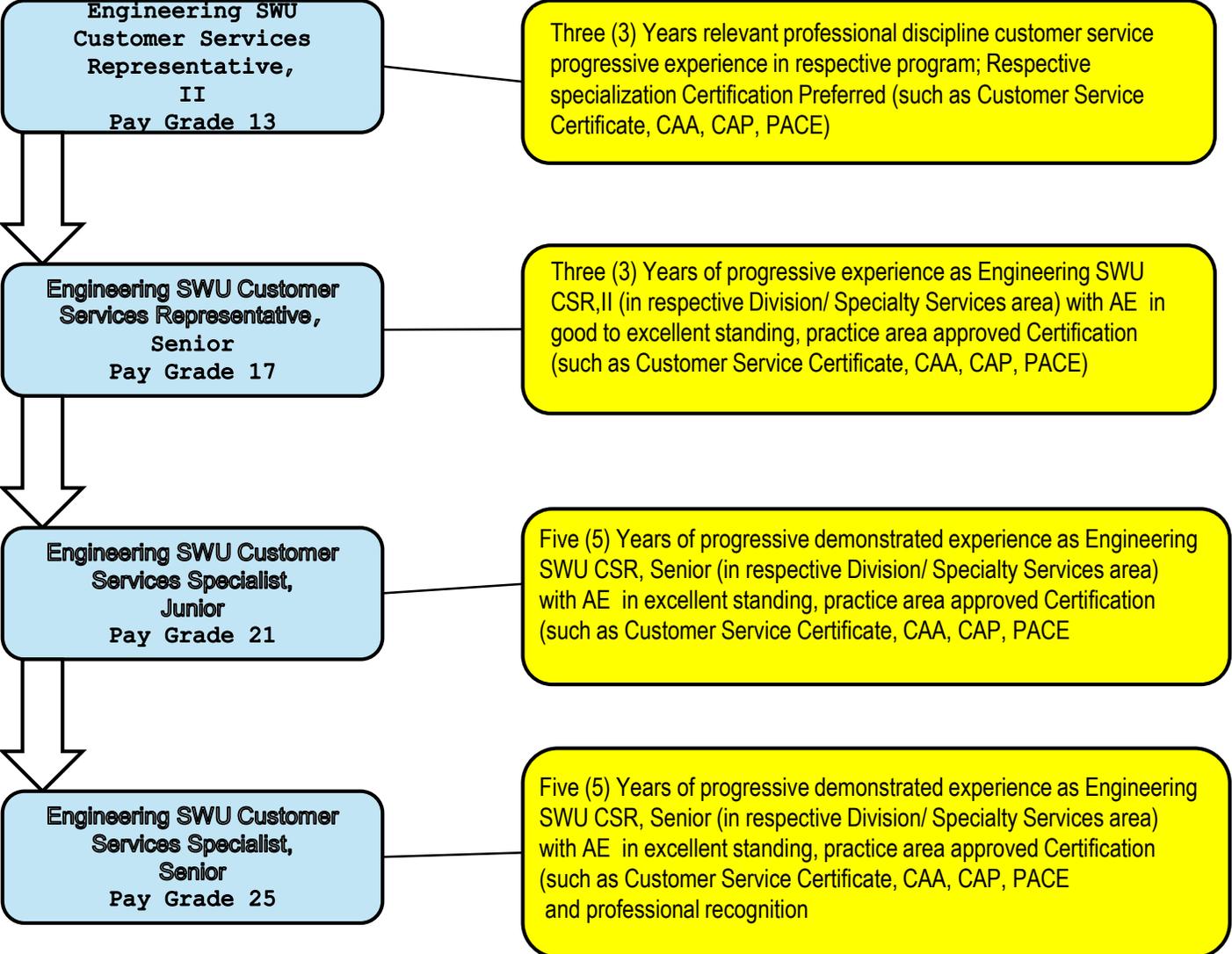
**Augusta Engineering (AE) Engineering Office Administrative Group
CAREER LADDER (Position Upward Mobility)**

Engineering Administrative Assistant Group



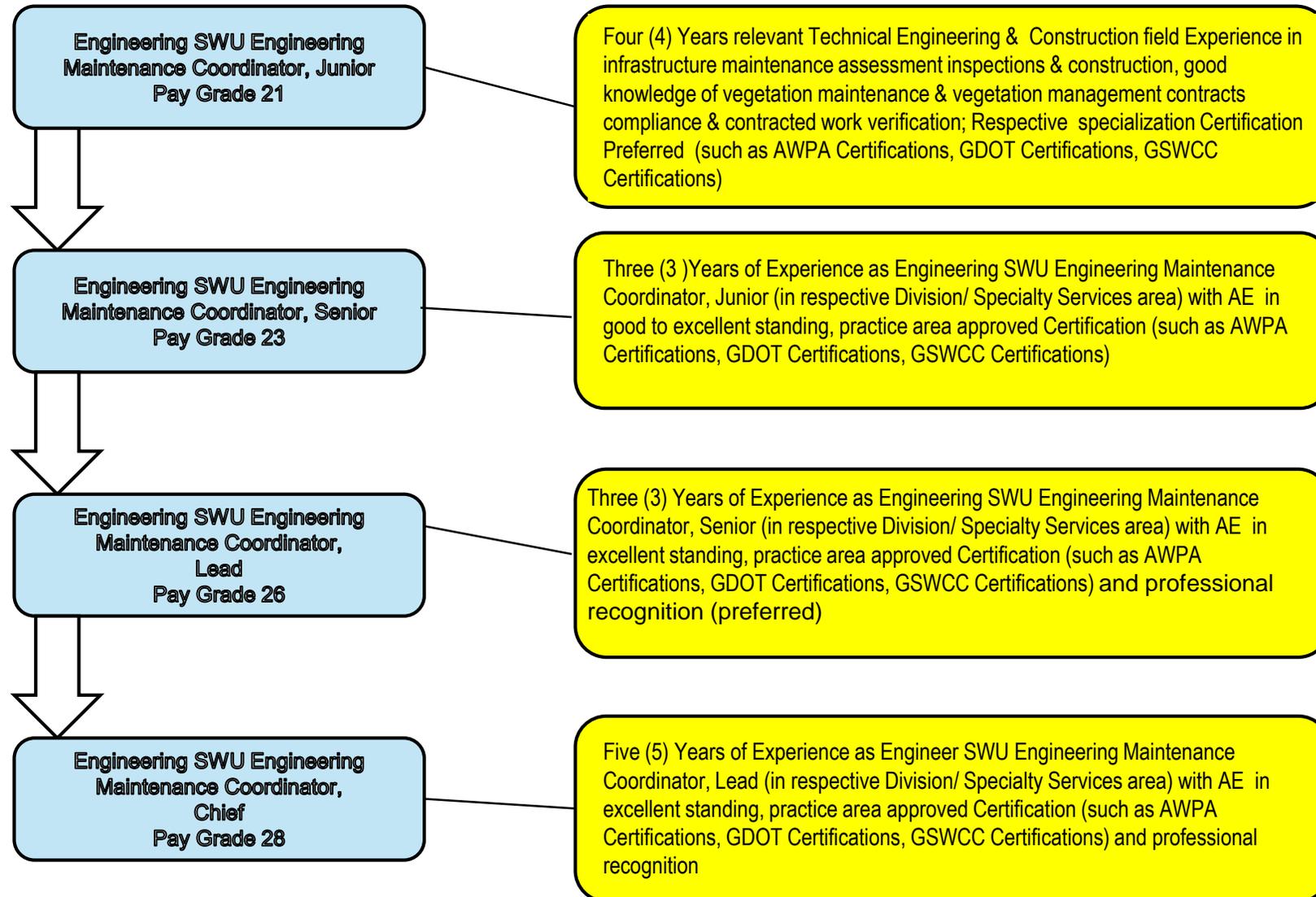
**Augusta Engineering (AE) Engineering Stormwater Utility Group
CAREER LADDER (Position Upward Mobility)**

Engineering SWU CSRs Group



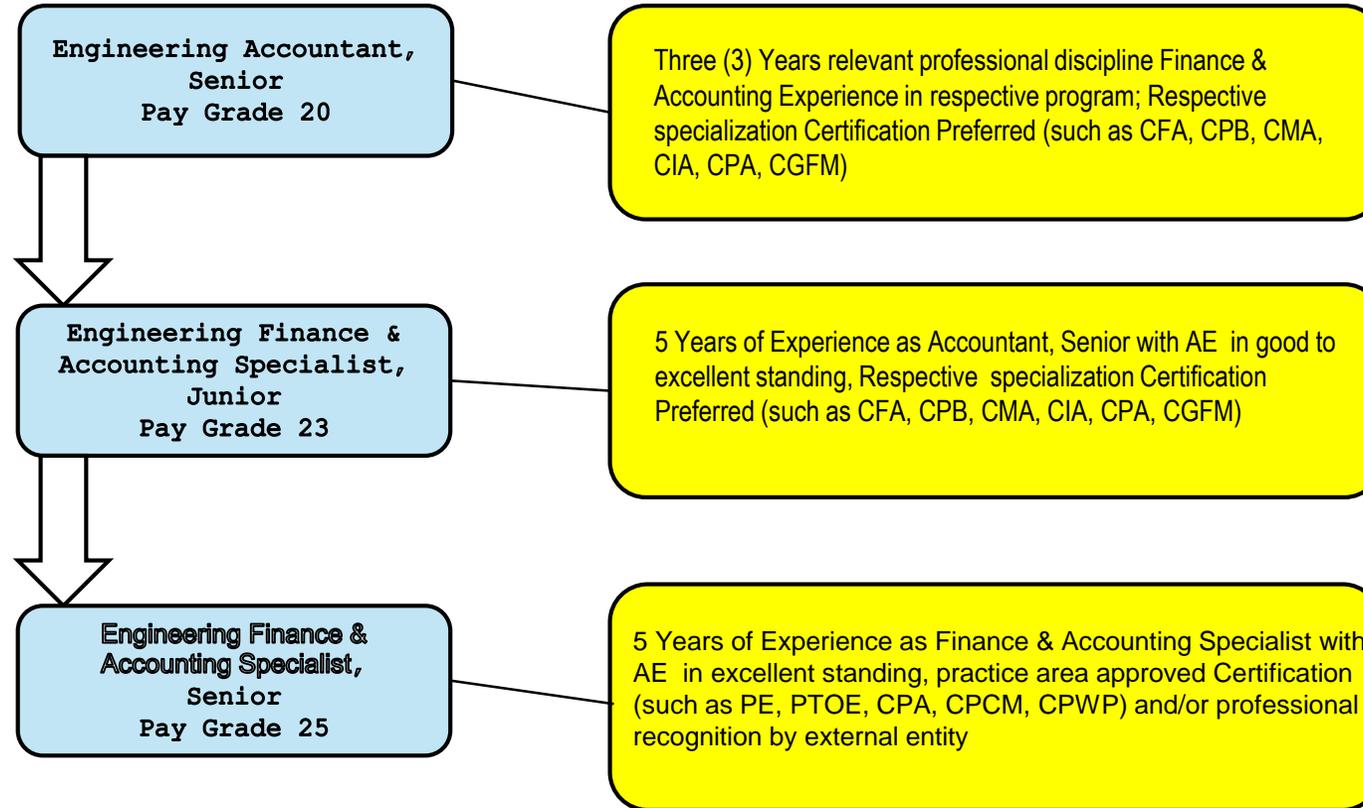
**Augusta Engineering (AE) Engineering Stormwater Utility Group
CAREER LADDER (Position Upward Mobility)**

Engineering SWU Coordinator Group



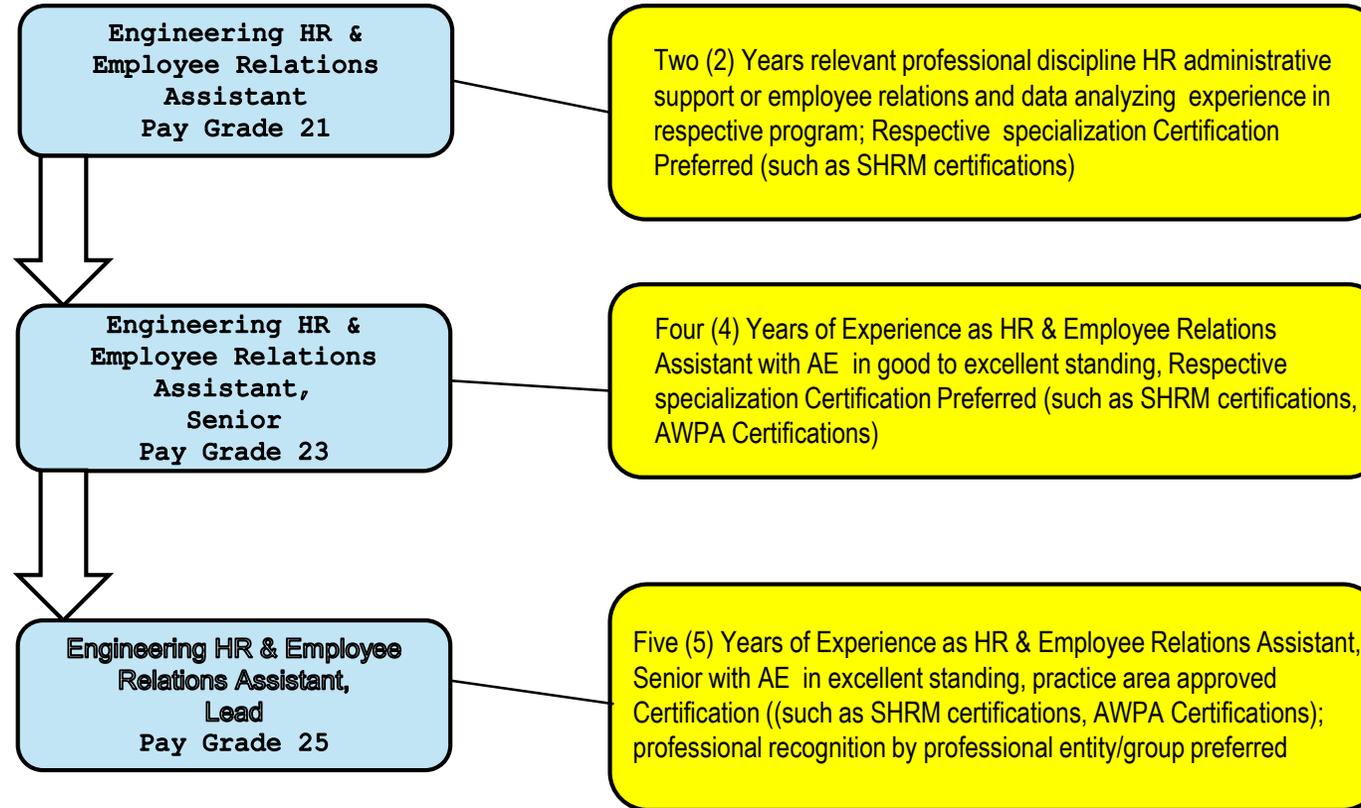
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Engineering Finance & Accounting Group



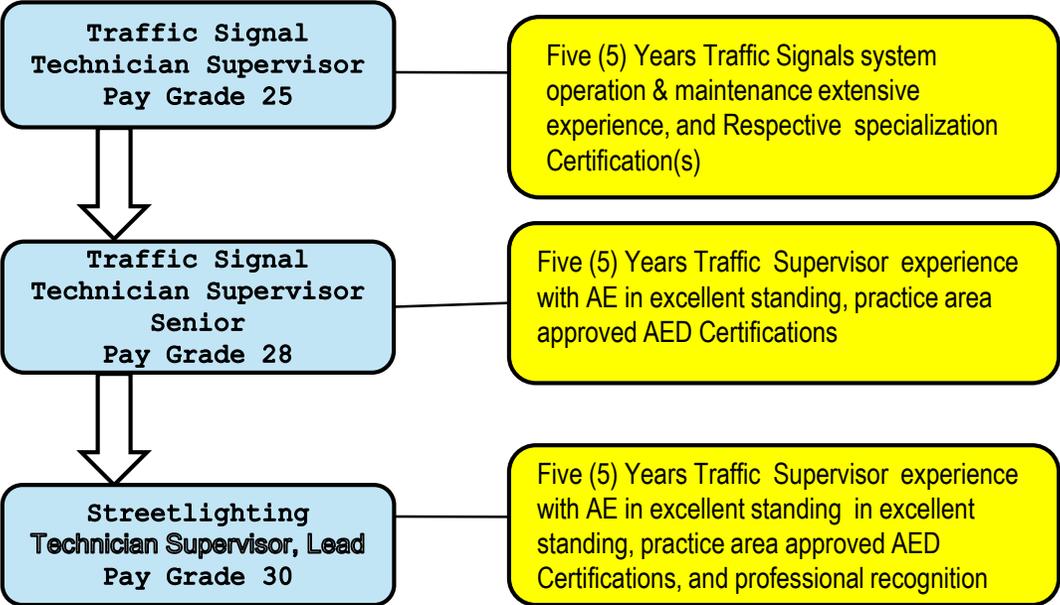
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Engineering HR & Employees Relations Group



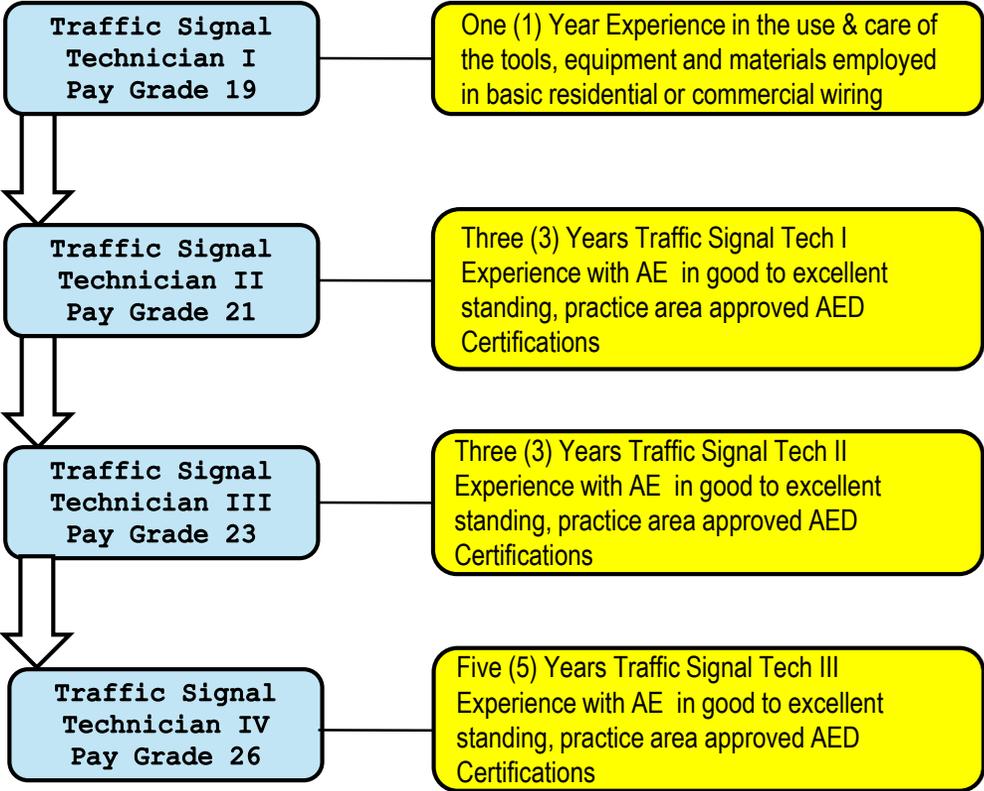
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Traffic Engineering Streetlighting Operation Group



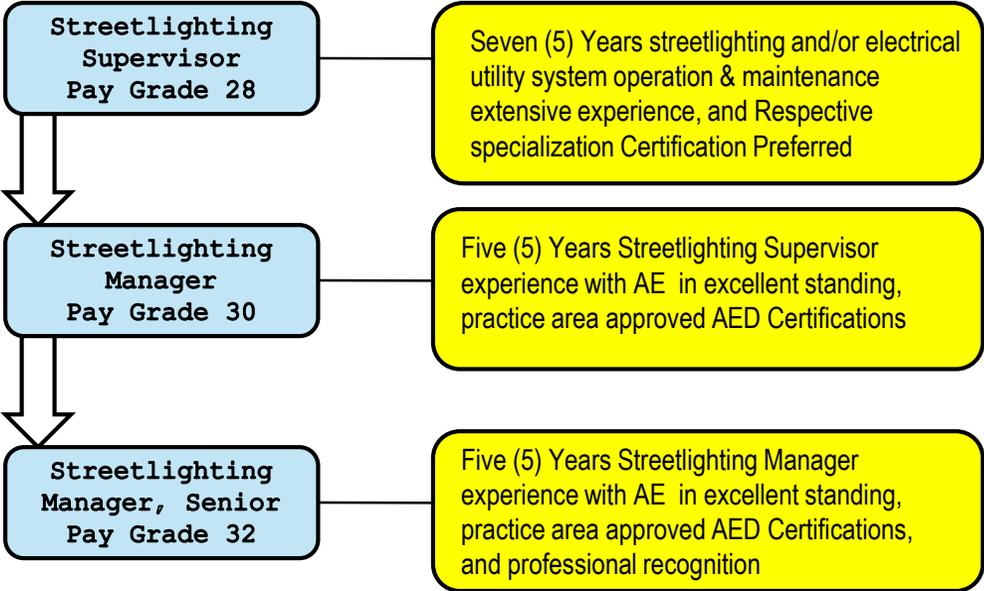
**Augusta Engineering (AE) Engineering Finance & Accounting Group
CAREER LADDER (Position Upward Mobility)**

Traffic Engineering Traffic Signal Operation Group



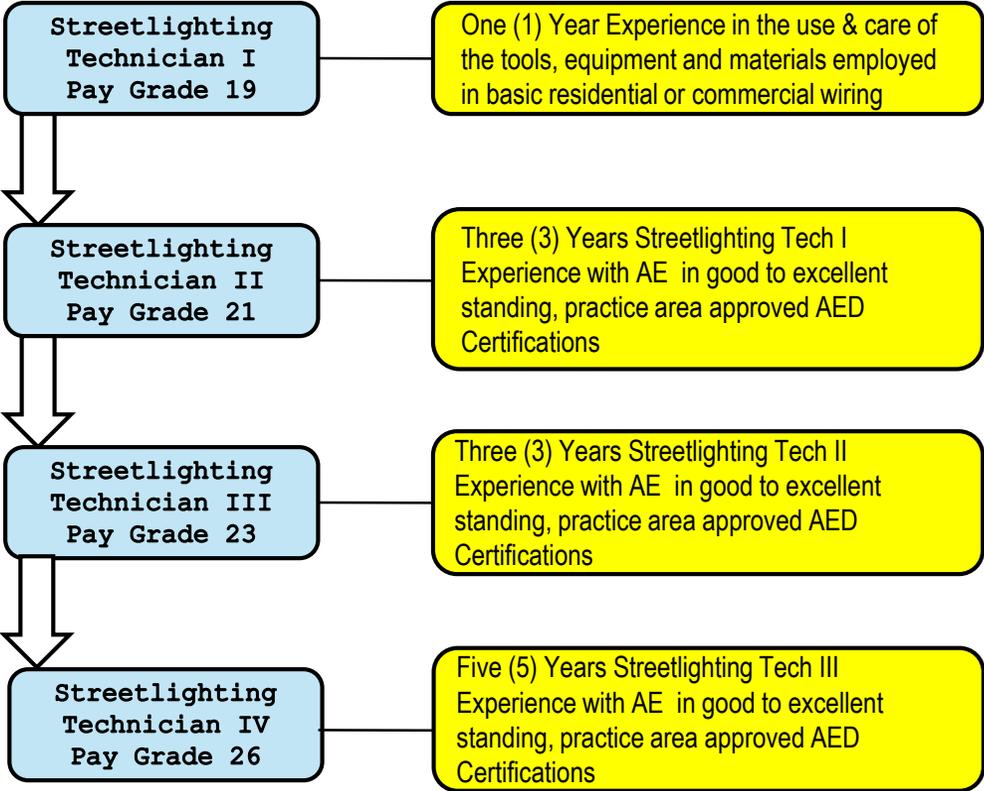
**Augusta Engineering (AE) Engineering Finance & Accounting Group
CAREER LADDER (Position Upward Mobility)**

Traffic Engineering Streetlighting Operation Group



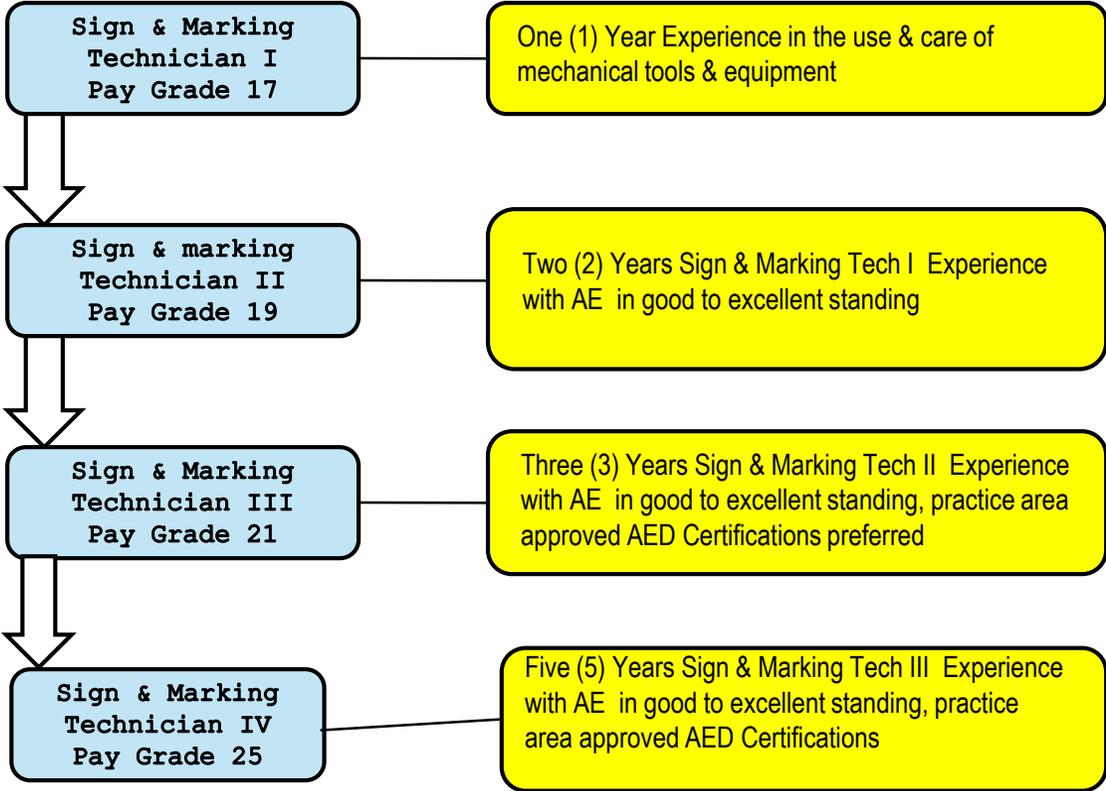
**Augusta Engineering (AE) Engineering Finance & Accounting Group
CAREER LADDER (Position Upward Mobility)**

Traffic Engineering Streetlighting Operation Group



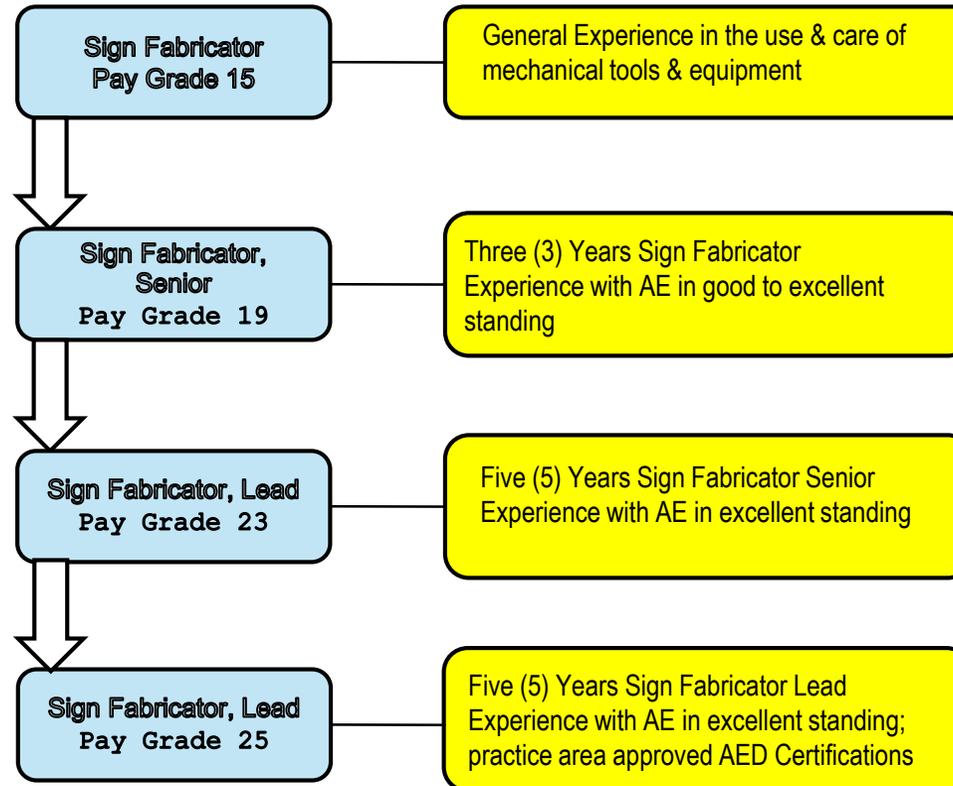
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Traffic Engineering Roadway Signs & Marking Operation Group



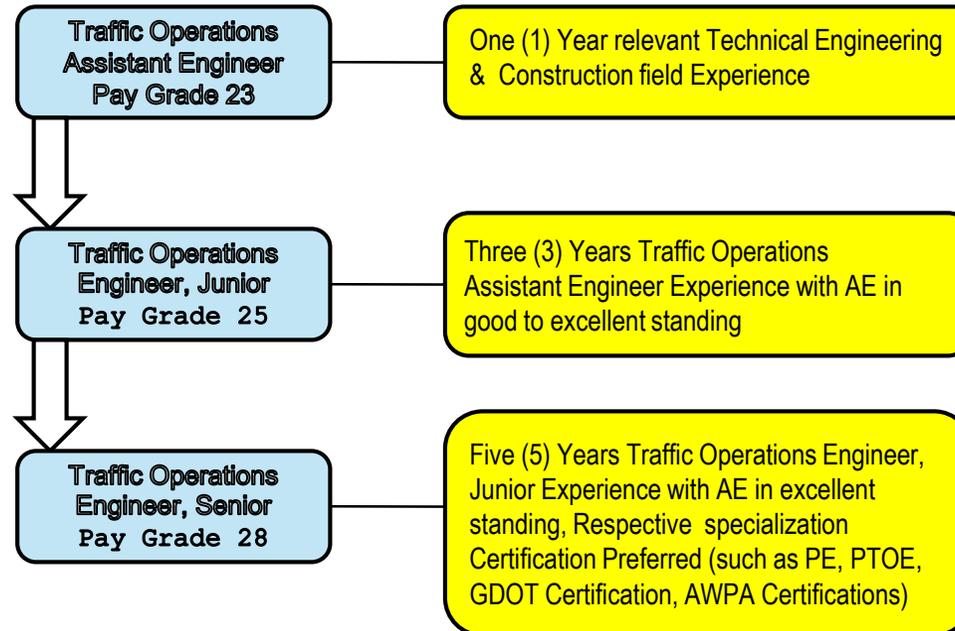
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Traffic Engineering Roadway Sign & Marking Operation Group



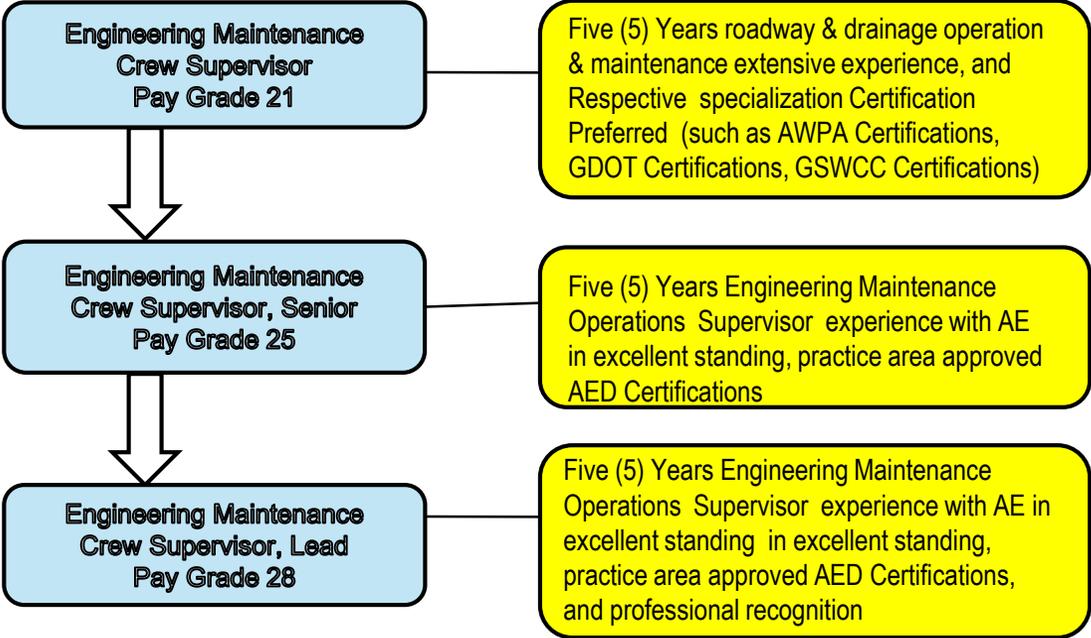
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Traffic Engineering Studies & Design Group



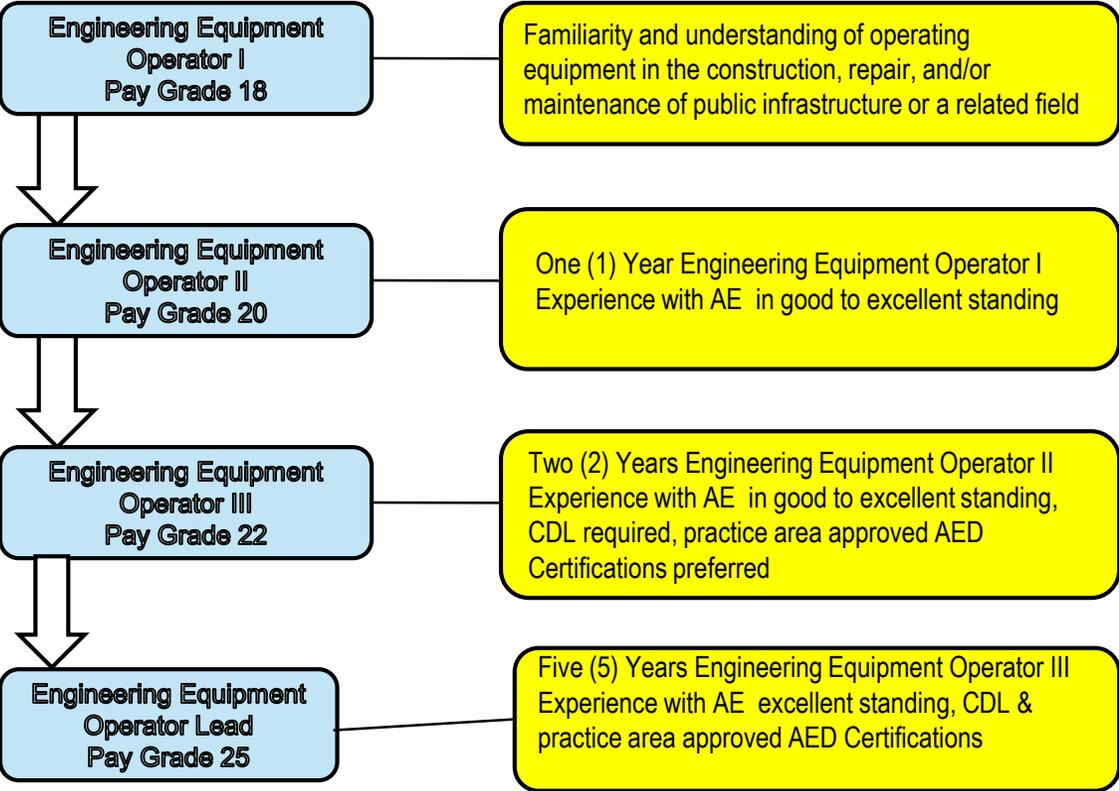
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Engineering Maintenance Operations Group



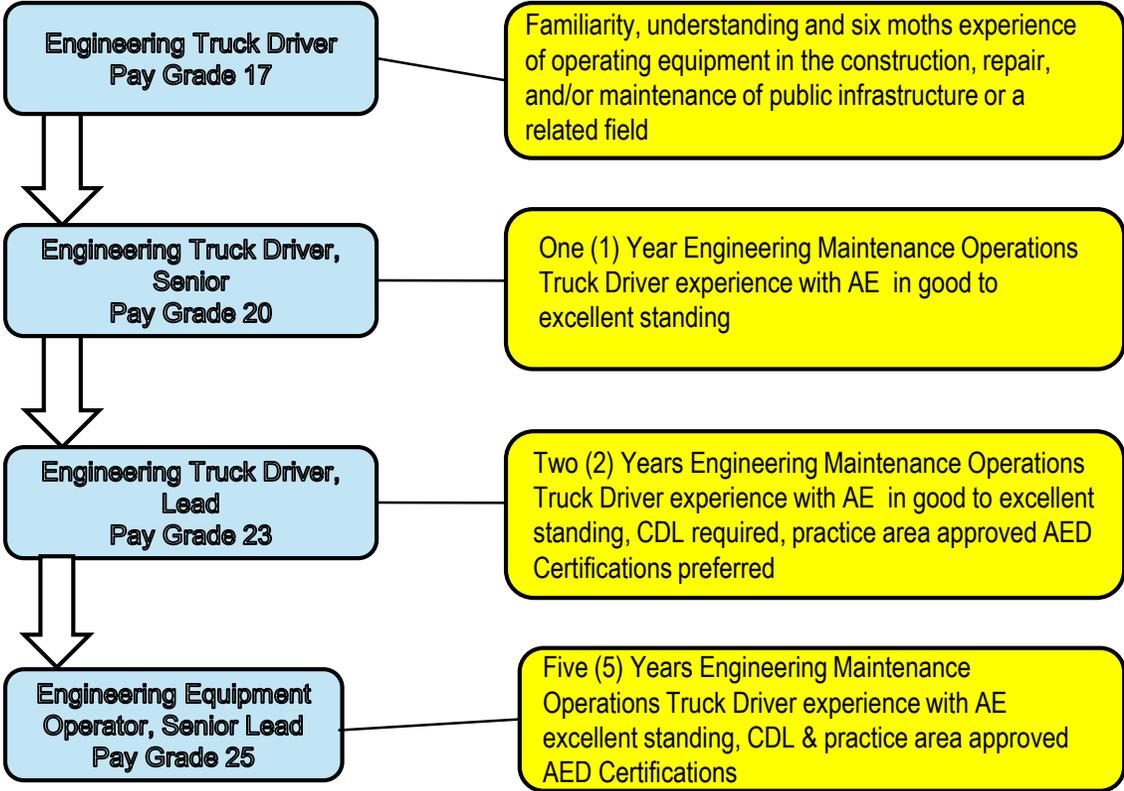
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Engineering Maintenance Operations Group



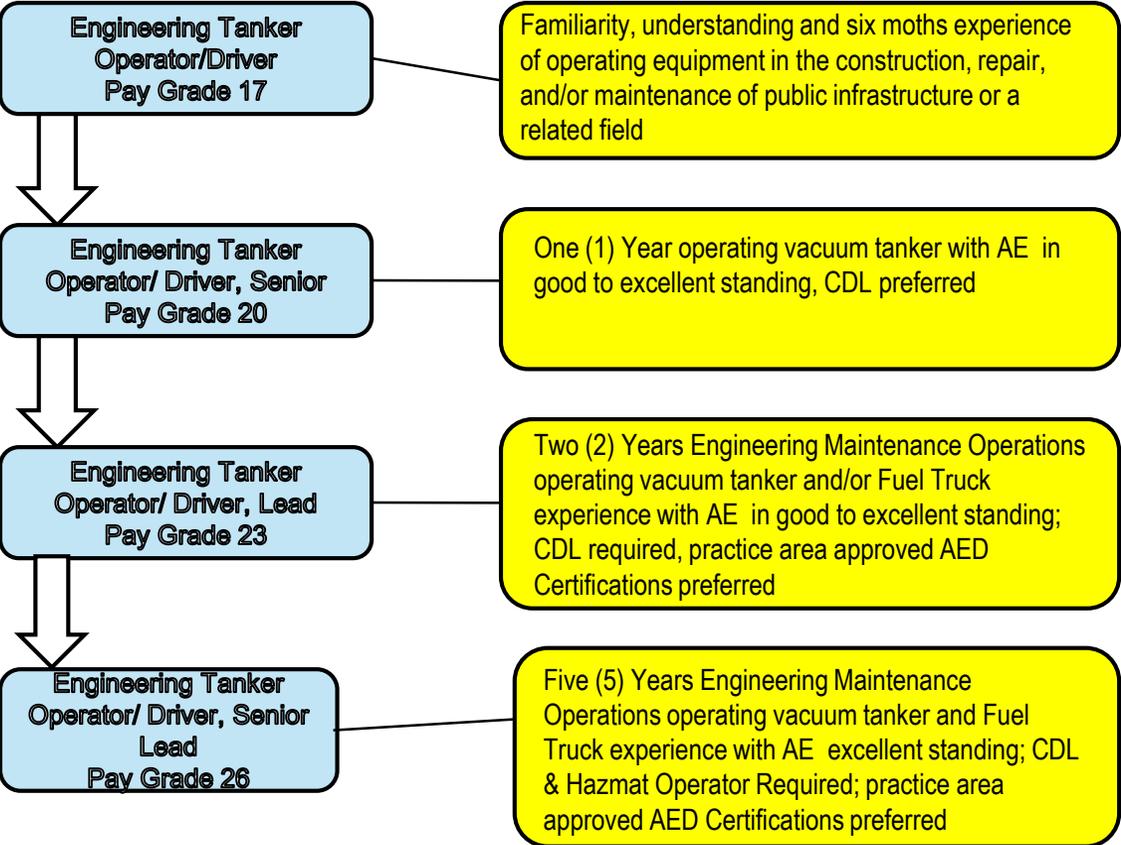
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Engineering Maintenance Operations Group



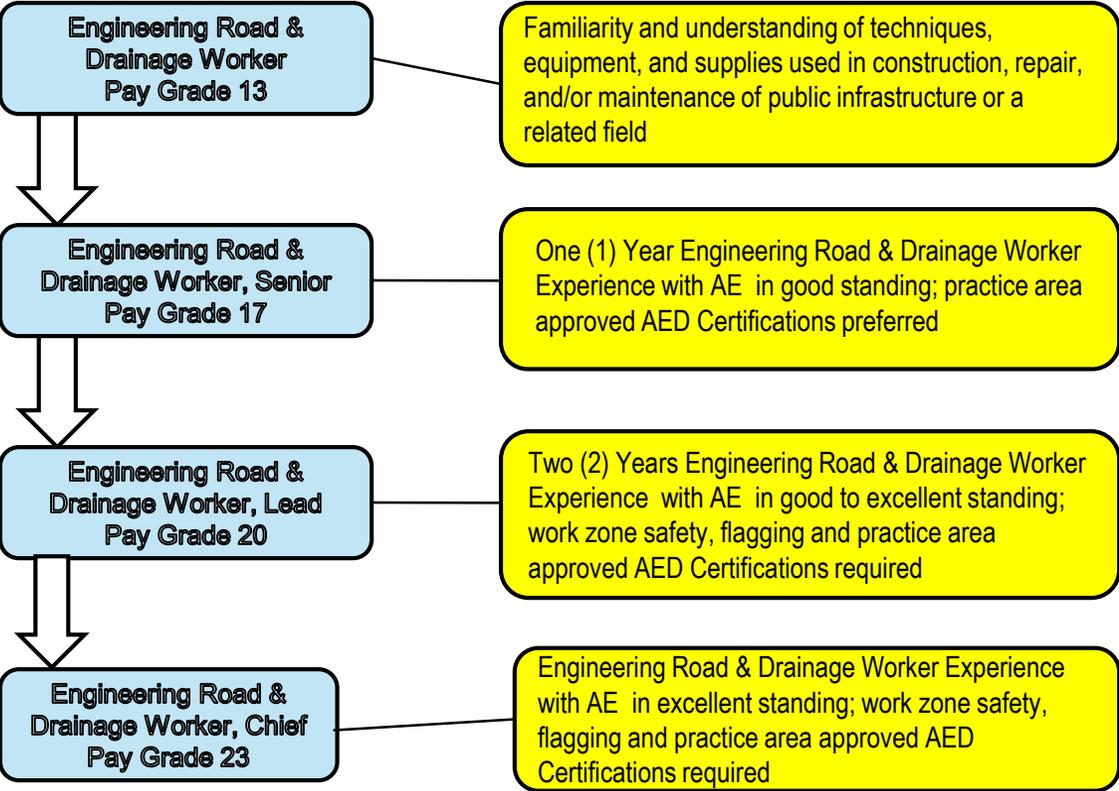
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Engineering Maintenance Operations Group



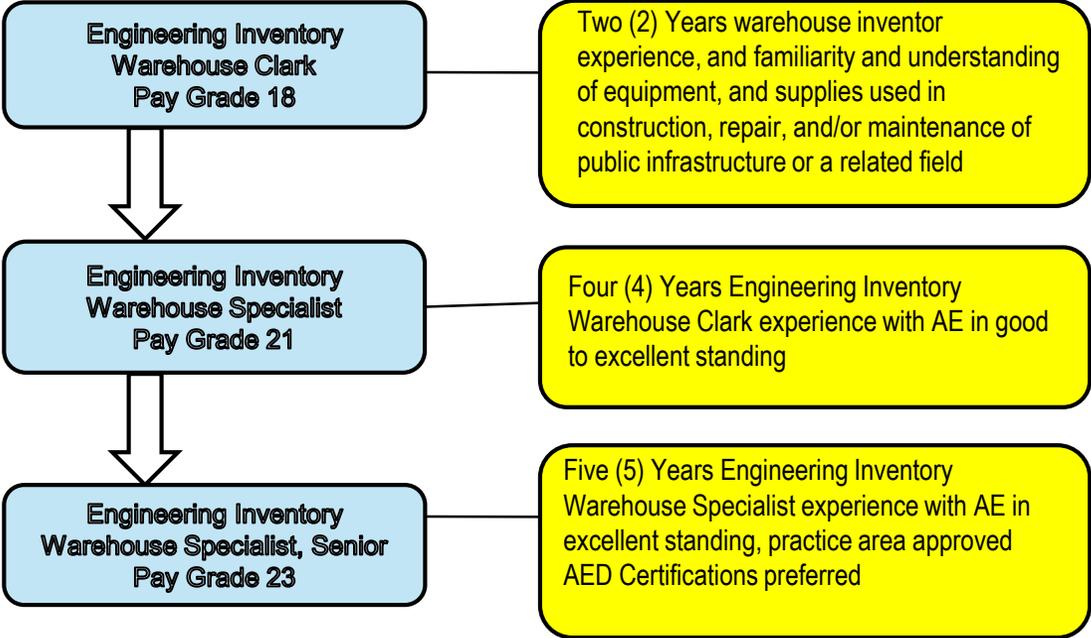
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Engineering Maintenance Operations Group



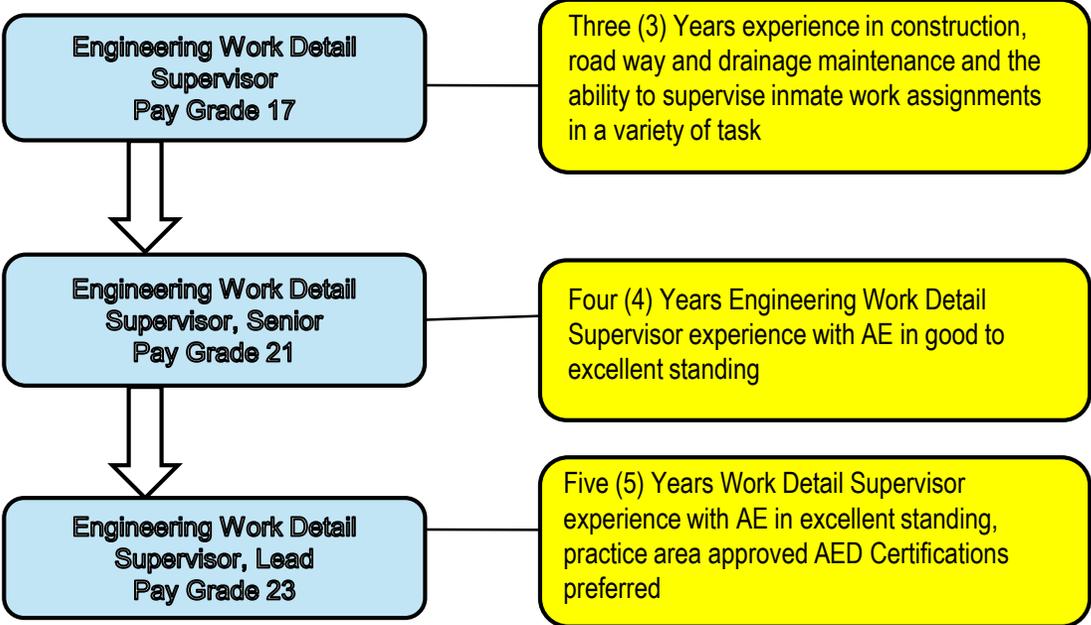
Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Engineering Maintenance Operations Group



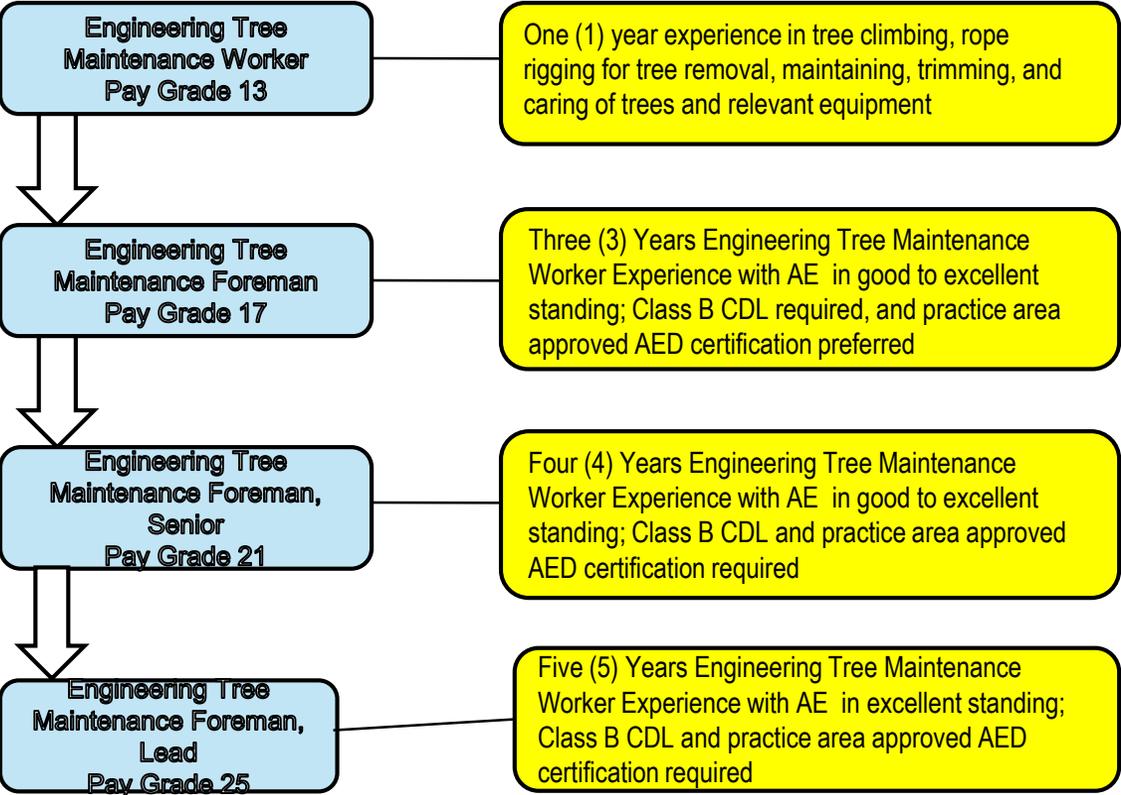
**Augusta Engineering (AE) Engineering Finance & Accounting Group
CAREER LADDER (Position Upward Mobility)**

Engineering Maintenance Operations Group



Augusta Engineering (AE) Engineering Finance & Accounting Group CAREER LADDER (Position Upward Mobility)

Engineering Maintenance Operations Group



AUGUSTA ENGINEERING
Engineering Operations Workforce Professional Development, Career Ladder & Positions
Upward Mobility PROGRAM
2025

COMPENSATION FOR DEGREES, LICENSES, AND CERTIFICATIONS

A. DEGREES:

Proposed pay increases for degrees are as follow:

- | | |
|--------------------------|----------------|
| 1. Associate Degree: | \$3,000 |
| 2. Bachelors Degree: | \$3,000 |
| 3. Masters Degree: | \$3,000 |
| 4. Doctor of Philosophy: | \$3,000 |

Degrees must be directly related to an employee specific role & responsibilities, and must be approved by the employee Assistant Director(s), and Director of the Engineering Department. Degrees will have to be earned during employment with Augusta-Richmond County Engineering Department. An employee highest degree will be the base for pay increases (*e.g., an employee will not receive a pay increase if he or she has a Bachelors Degree and goes back to obtain an Associate degree*). Special and/or rare situations will be determined by the Engineering Department Director.

B. LICENSES:

Proposed pay increases for each Professional Licenses (such as PE, POTE, CPA, PLS, CCM, CPM, etc) will be **Ten Percent (10%)** added to the employee's current salary. Licenses must be directly related to an employee specific role & responsibilities, and must be approved by the employee Assistant Director(s), and Director of the Engineering Department. Prior professional licenses before employment with Augusta-Richmond County will not be acceptable for a pay increase. License must be obtained while employed with Augusta-Richmond County Engineering Department.

LIMITATION: A maximum of one License every 2 years. Total maximum compensation \$4,000.00.

C. CERTIFICATIONS:

Proposed pay increases for each Professional Certifications will be **Five Percent (5%)** added to the employee's current salary. Certifications must be directly related to an employee specific role & responsibilities, and must be approved by Assistant Director(s), and Director of the Engineering Department. Prior Certifications before employment with Augusta-Richmond County will not be acceptable for a pay increase. Certifications must be obtained while employed with Augusta-Richmond County Engineering Department. Certifications are considered proof of a level of knowledge in one's field and not training. Therefore, it is essential that the employee has the knowledge to pass the certification test prior to being allowed to take any certification examination. For this reason, the County will pay for fee and travel expenses to cover one attempt at each certification. All subsequent attempts will be at the employee's own expense. Applied aspect of knowledge demonstrated through a certification is critical. It is expected that the certification will enhance an employee work efficiency and technical know-how. Therefore, the employee has to demonstrate improvement in his/her work productivity and work quality.

LIMITATION: A maximum of one Certification every 2 years. Total maximum compensation \$3,000.00.

(NOTE: Individuals that received Degrees, Licenses, Certifications post December 2024 that is directly related to their job description/duties, will be grandfathered into the program and receive the proposed pay increases.)

D. PROFESSIONAL DEVELOPMENT/ CAREER ENHANCEMENT:

Augusta Engineering strongly encourage and support its workforce continuous professional development & at work career enhancement. With emerging technologies & products, advancement in problem solving approaches, and applied critical thinking & Artificial Intelligence, Augusta Engineering workforce simultaneous professional skills advancement is equally critical for provided services optimization and delivery in a timely and cost effective manner. Transitioning services delivery build on quantitative data driven strategy is pressing need. Such approach should be dynamic, adoptive to emerging technology changes. Hence Augusta Engineering supports and strongly encourage its workforce pursuing degree or certification in their area of work/specialization. Augusta Engineering will cover such professional advancement associated cost cover. Such Professional Development Degree or Certification must be directly related to an employee specific role & responsibilities, and must be approved by the Director of the Engineering Department prior to registering courses for such degree and/or certification programs. The employee must continue to work within Augusta Engineering for at least four (4) years (Stay Term) after completing aforementioned degree or certificate, or courses (program).The employee will be required to reimburse the Augusta, Georgia/Engineering if employee decided to leave Augusta Engineering prior to completing Stay Term.

**ENGINEERING DEPARTMENT APPROVED DEGREES, LICENSES, AND
CERTIFICATIONS**

DEGREES

1. Associate, Bachelor, Master, and Doctor of Philosophy Degrees:
 - Civil Engineering or Civil Engineering Technology
 - Environmental Engineering or Environmental Technology
 - Engineering Graphics (CAD)/GIS
 - Geology
 - Hydrology
 - Chemistry
 - Biology
 - Business (Finance, Accounting, etc.)
 - Soil Science
 - Secretarial Science
 - Land Surveying
 - Job Function related Degree as approved by the Engineering Department Director

LICENSES

1. Licensed Professional Geologist (PG)
2. Licensed Professional Land Surveyor (PLS)
3. Licensed Professional Engineer (PE)
4. Professional Traffic Operation Engineer (PTOE)
5. Real Estate License
6. Certified Public Accountant
7. Any other Professional License issued by a Professional Board/Organization and related to area of work

CERTIFICATIONS

1. Engineer-In-Training (EIT) Certification
2. Land Surveyor-In-Training (LSIT) Certification
3. Registered Appraiser
4. Relocation Specialist
5. Certified Professional in Erosion and Sediment Control (CPESC)
6. Certified Professional in Storm Water Quality (CPSWQ)
7. Certified Erosion, Sediment and Storm Water Inspector (CESSWI)
8. Certified Floodplain Manager (CFM)
9. Public Works Certification (Augusta Technical College)
10. Public Works Certification (American Public Works Association)
11. Autodesk Certification Program
12. GIS Certification Institute (GISCI)
13. National Institute for Certifications in Engineering Technology (NICET)
 - Construction Materials Testing
 - Asphalt
 - Concrete
 - Soils
 - Geotechnical
 - Generalist
 - Construction
 - Exploration
 - Laboratory
 - Land Management and Water Control
 - Erosion and Sediment Control
 - Transportation
 - Bridge Safety Inspection
 - Highway Construction
 - Highway Design
 - Highway Maintenance
 - Highway Materials
 - Highway Surveys
 - Highway Traffic Operations
 - Highway System Maintenance and Preservation
 - Underground Utilities Construction
 - Stormwater and Wastewater System Inspection
14. Certified IMSA Work Zone Safety
15. IMSA Traffic Signal Level I
16. IMSA Traffic Signal Level II
17. IMSA Traffic Signal Level III
18. IMSA Traffic Preventative Maintenance
19. IMSA Traffic Signal Inspections

20. IMSA Signing and Marking Level I
21. IMSA Signing and Marking Level II
22. IMSA Signing and Marking Level III
23. IMSA Roadway Lighting Level I
24. ISMA Roadway Lighting Level II
25. Traffic Engineering Fundamentals
26. Traffic Signal at Local Intersections
27. Improving Operational Safety on Local Roads and Streets
28. Traffic Operations Practitioner Specialist (TOPS)
29. Traffic Signal Operations Specialist (TSOS)
30. Certified Public Works Professional-Supervision (CPWP-S)
31. Certified Public Works Professional-Management (CPWP-M)
32. Certified Public Fleet Professional (CPFP)
33. Certified Public Infrastructure Inspector (CPII)
34. Certified Stormwater Manager (CSM)
35. GDOT Material Technician Certifications
36. GDOT Local Administered Projects (LAP) Certification
37. Certified Construction Manager (CCM)
38. Project Management Profession (PMP)
39. Certified Safety Manager Construction (CSMC)
40. Certified Professional Constructor (CPC)
41. OSHA Certificates
42. LEED Certification
43. Certified Government Financial Manager (CGFM)

GDOT Certifications

- Aggregates Technician
- Asphalt Quality Control Technician: Level 1
- Asphalt Quality Control Technician: Level 2
- Concrete Batcher
- Concrete Technician
- Cutback Asphalt Technician
- Emulsified Asphalt Technician: Level 1
- Emulsified Asphalt Technician: Level 2
- Field Concrete Technician
- Field Welder
- Precast Technician
- Prestress Technician
- Profilograph Operator
- Roadway Testing Technician
- Sand & Gravel Technician
- Soil Test Technician
- Superpave Binder Technician: Level 1
- Superpave Binder Technician: Level 1A
- Superpave Binder Technician: Level 1B
- Superpave Binder Technician: Level 2

APWA Certifications

- Public Infrastructure Inspector (CPII)
- Certified Public Fleet Professional (CPFP)
- Other APWA certification as approved by the Engineering Department Director

Human Resource and Customer Services Certifications

- Job functions related certifications as approved by the Engineering Department Director

Engineering Department Approved Certifications

It cover all certifications related to job functions of Engineering Department respective workforces Team/group and as approved by the Engineering Department Director

ENGINEERING 2009 Augusta Commission
Approved Career Ladder



**Engineering Services Committee Meeting
1/12/2009 1:30 PM
Engineering ReOrg Chart Phase II**

Department: Abie L. Ladson, PE, Director

Caption: Receive Engineering Department Update Presentation and approve Phase II of the Engineering Department Reorganization to provide a more efficient structure and increase productivity.

Background: The financial impact associated with the revised organization of the Engineering Department will result in a savings of \$87,463.15 a year.

Analysis: n/a

Financial Impact: n/a

Alternatives: 1) Officially approve the Reorganization. 2) Do not approve Reorganization.

Recommendation: Approve Department Reorganization.

Funds are Available in the Following Accounts: No additional funds are required.

REVIEWED AND APPROVED BY:

**Finance.
Human Resources.
Law.
Administrator.
Clerk of Commission**



**Commission Meeting Agenda
1/22/2009 1:00 PM
Engineering ReOrg Chart Phase II**

Department: Abie L. Ladson, PE, Director

Caption: Motion to **approve** Phase II of the Engineering Department Reorganization to provide a more efficient structure and increase productivity. (**Approved by Engineering Services Committee January 12, 2009**)

Background: The financial impact associated with the revised organization of the Engineering Department will result in a savings of \$87,463.15 a year.

Analysis: n/a

Financial Impact: n/a

Alternatives: 1) Officially approve the Reorganization. 2) Do not approve Reorganization.

Recommendation: Approve Department Reorganization.

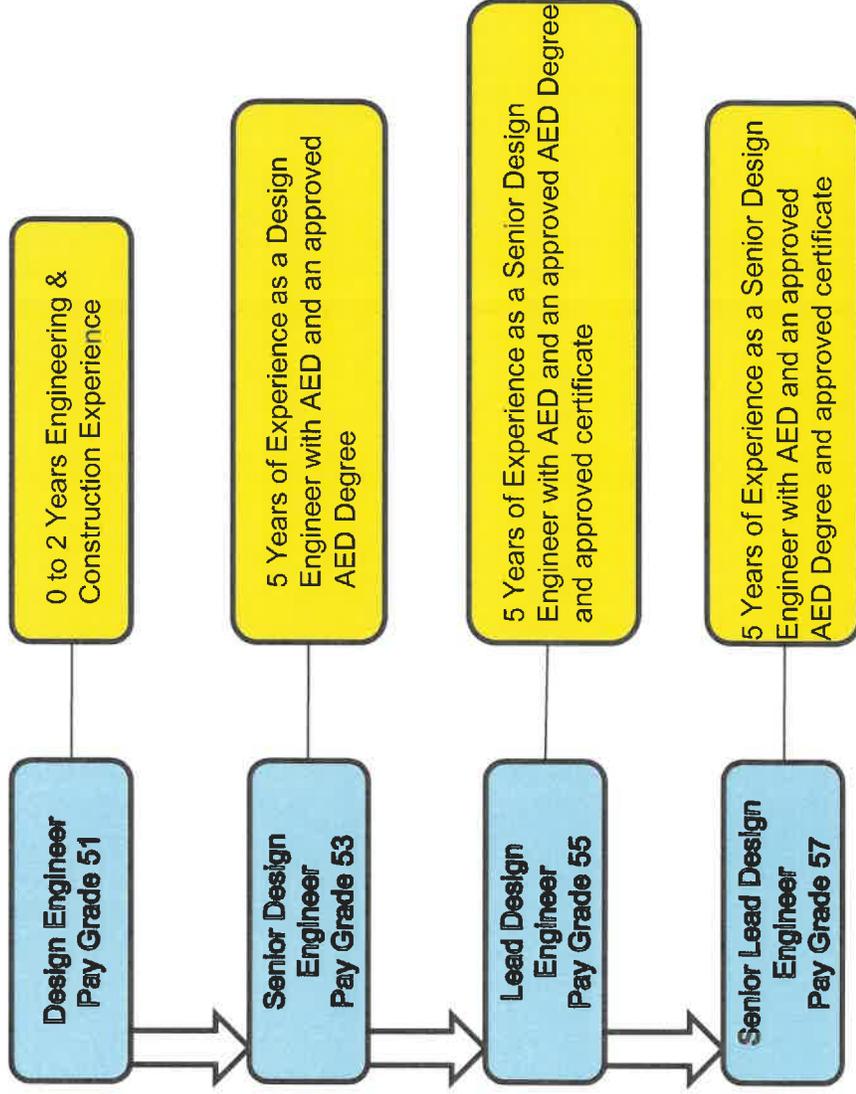
Funds are Available in the Following Accounts: No additional funds are required.

REVIEWED AND APPROVED BY:

Finance.
Human Resources.
Law.
Administrator.
Clerk of Commission

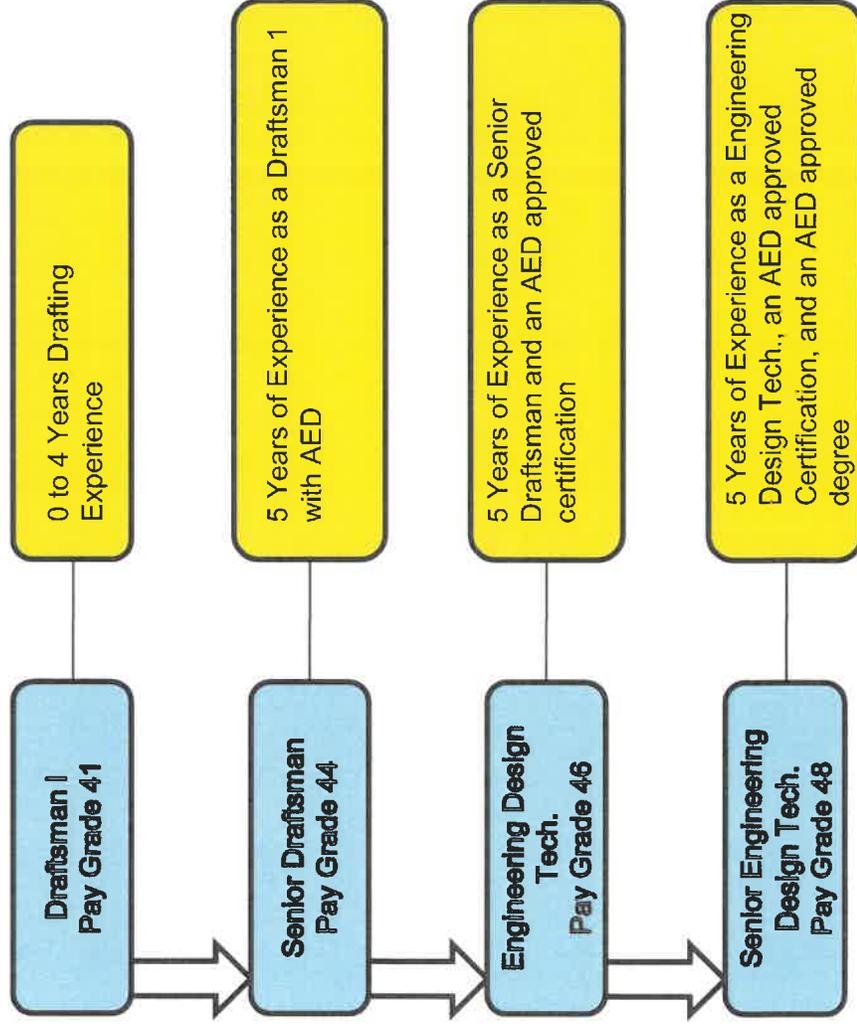
DESIGN SECTION CAREER LADDER

Design Engineering Group



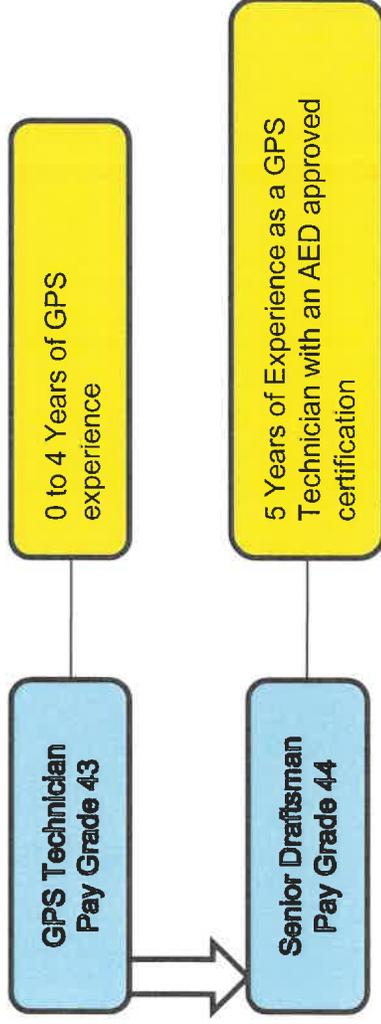
DESIGN SECTION CAREER LADDER

Drafting Group



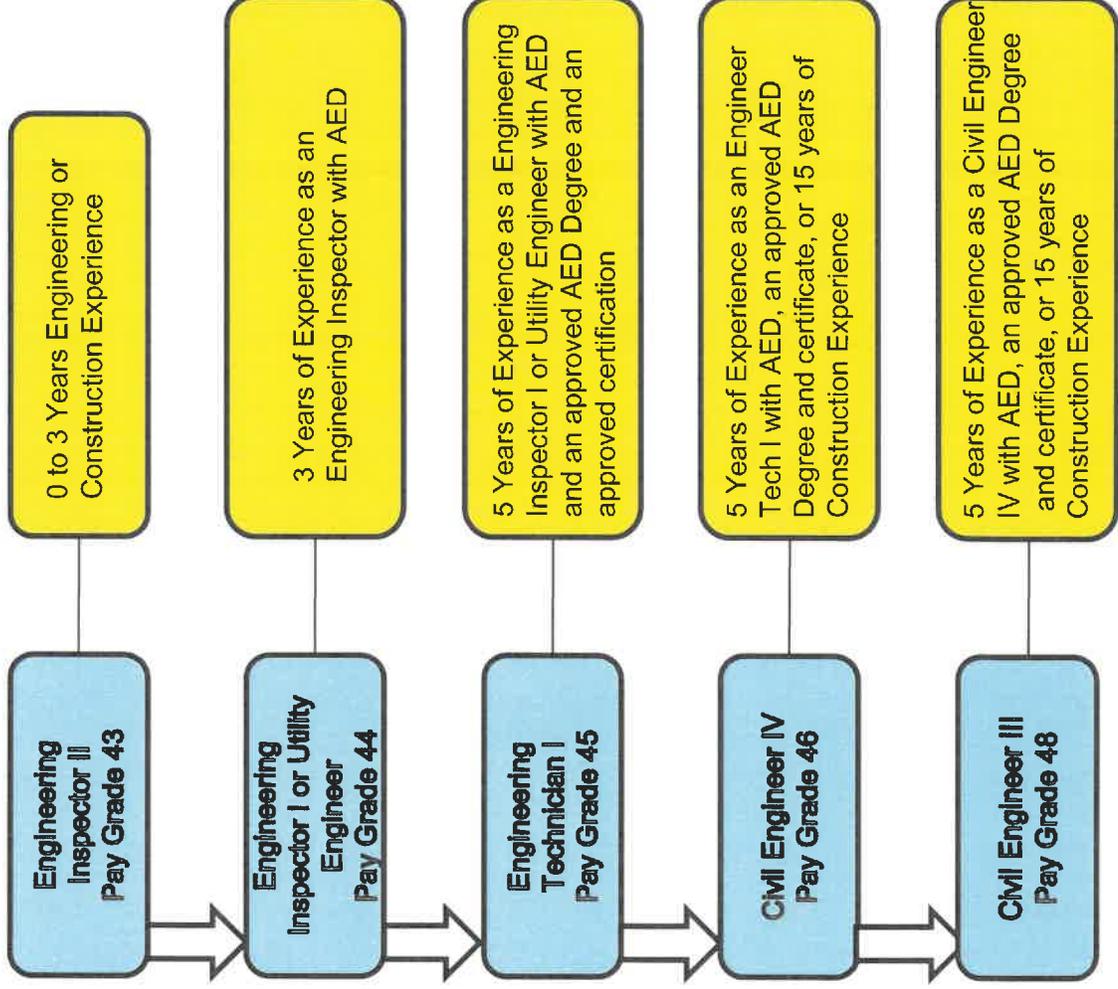
DESIGN SECTION CAREER LADDER

GPS Group



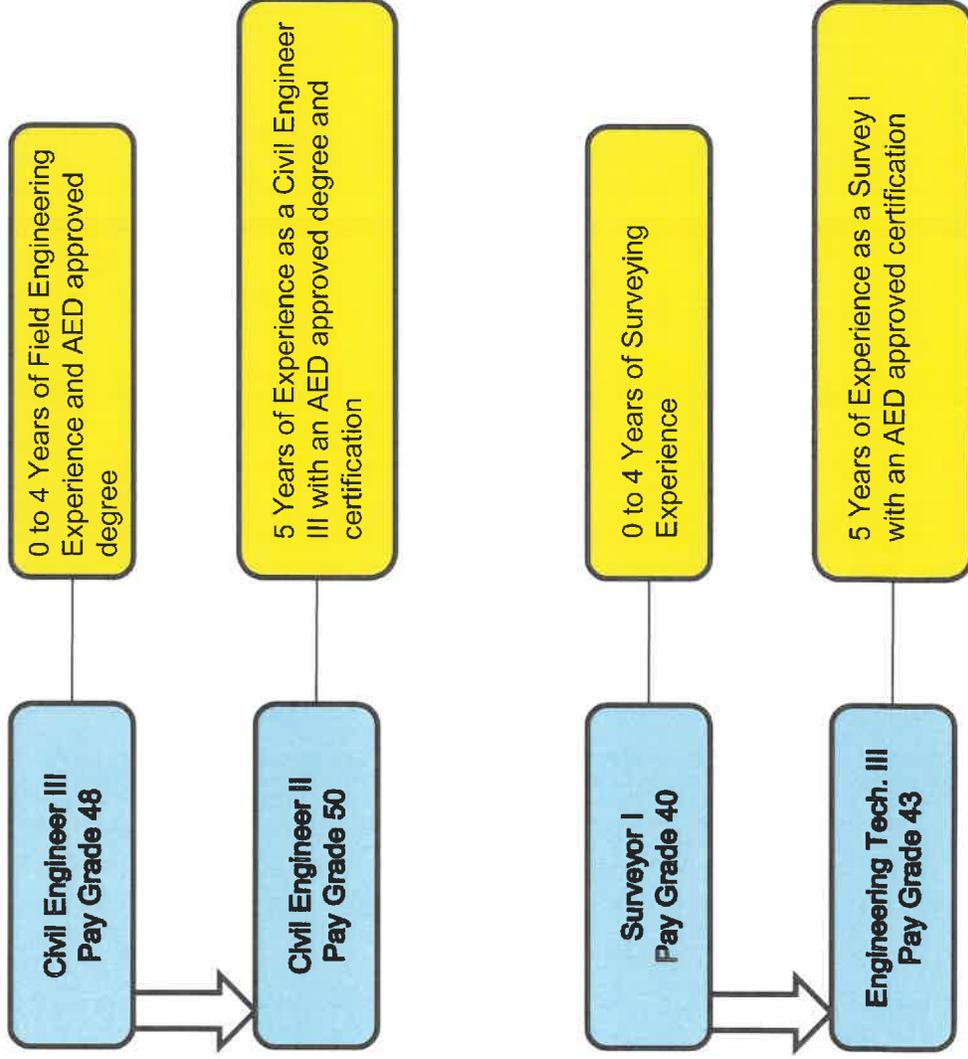
CONSTRUCTION SECTION CAREER LADDER

Construction and Utility Group



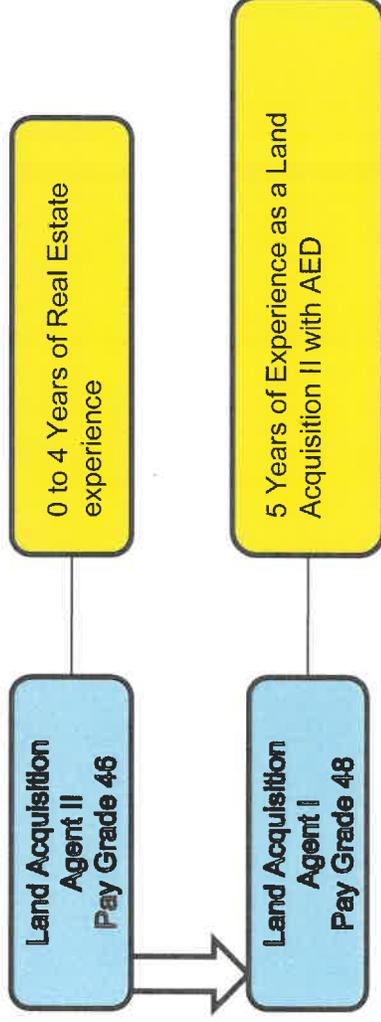
CONSTRUCTION SECTION CAREER LADDER

Surveying Group



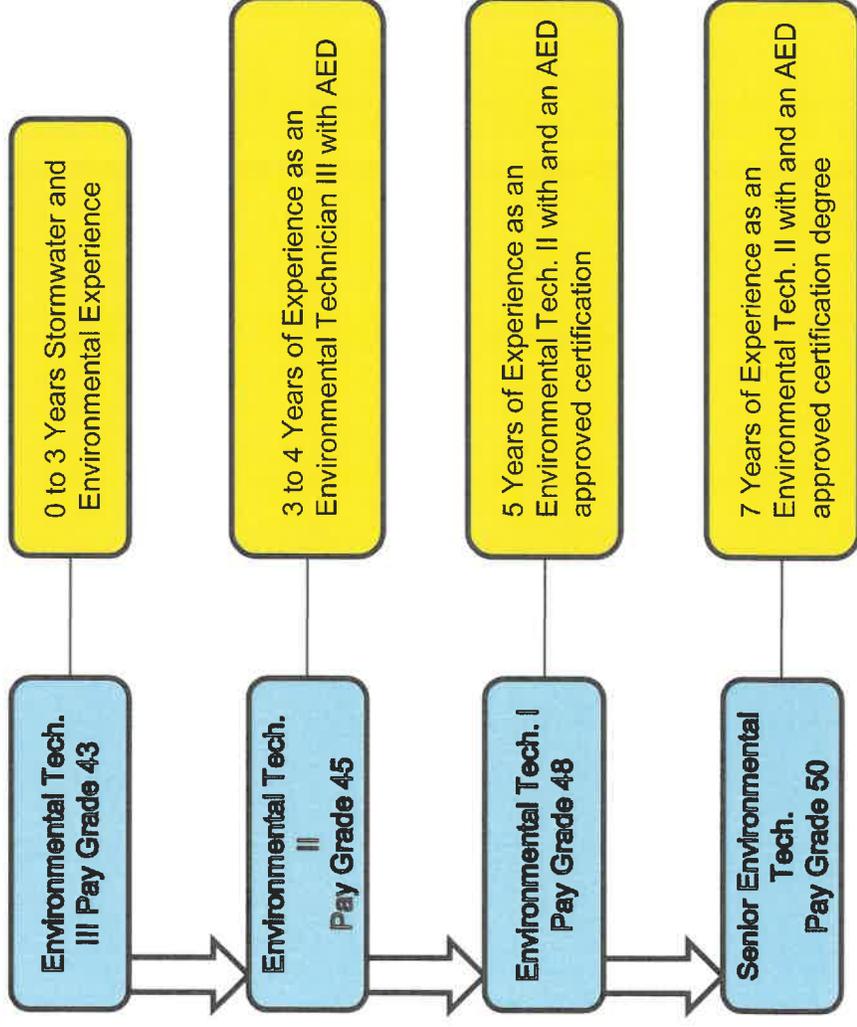
LAND ACQUISITION SECTION CAREER LADDER

Land Acquisition Group



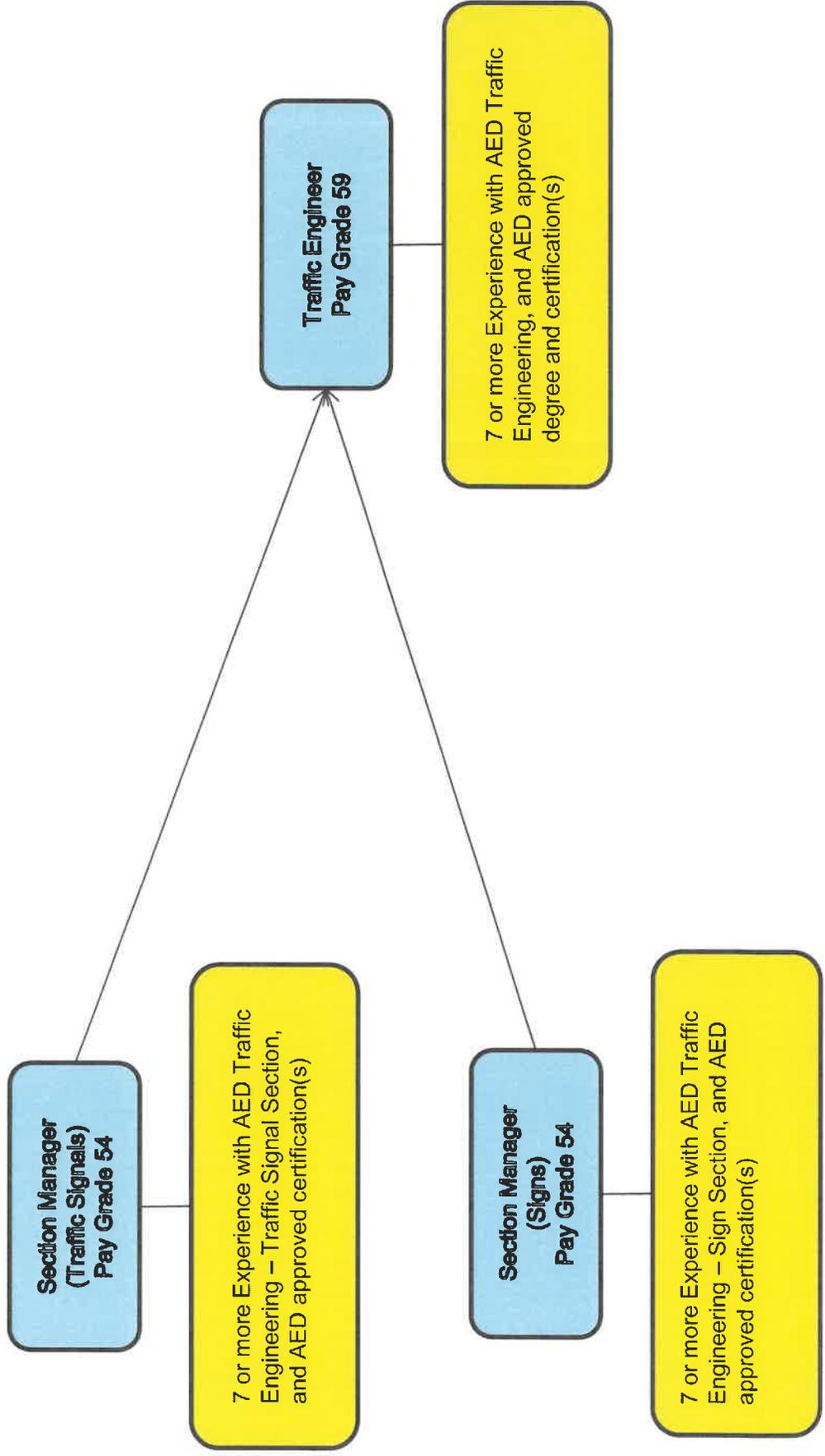
STORMWATER/ENVIRONMENTAL SECTION CAREER LADDER

Environmental Technician Group



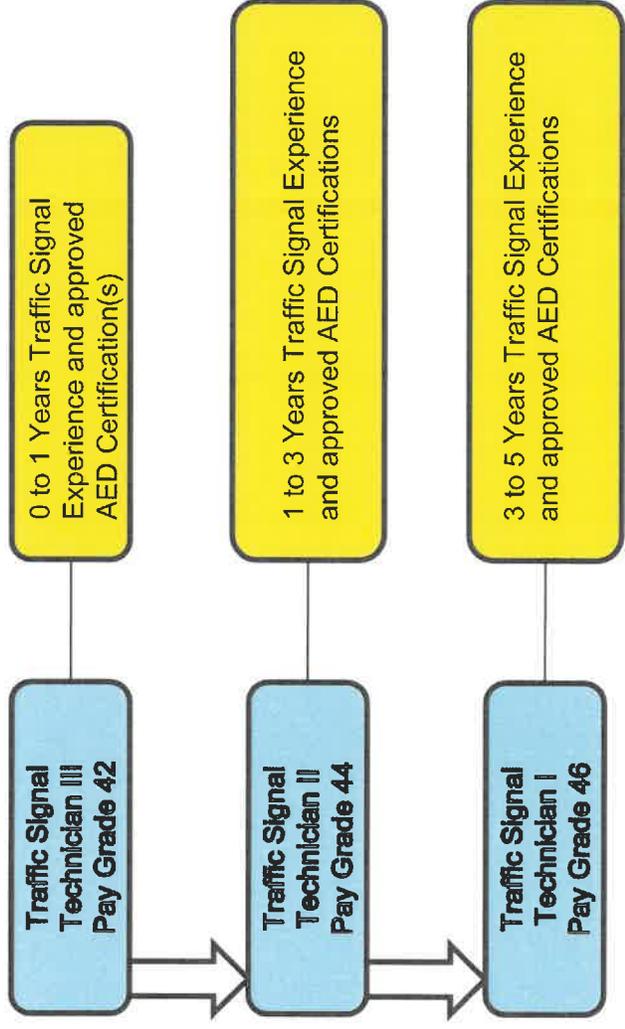
TRAFFIC ENGINEERING DIVISION CAREER LADDER

Operation Managers



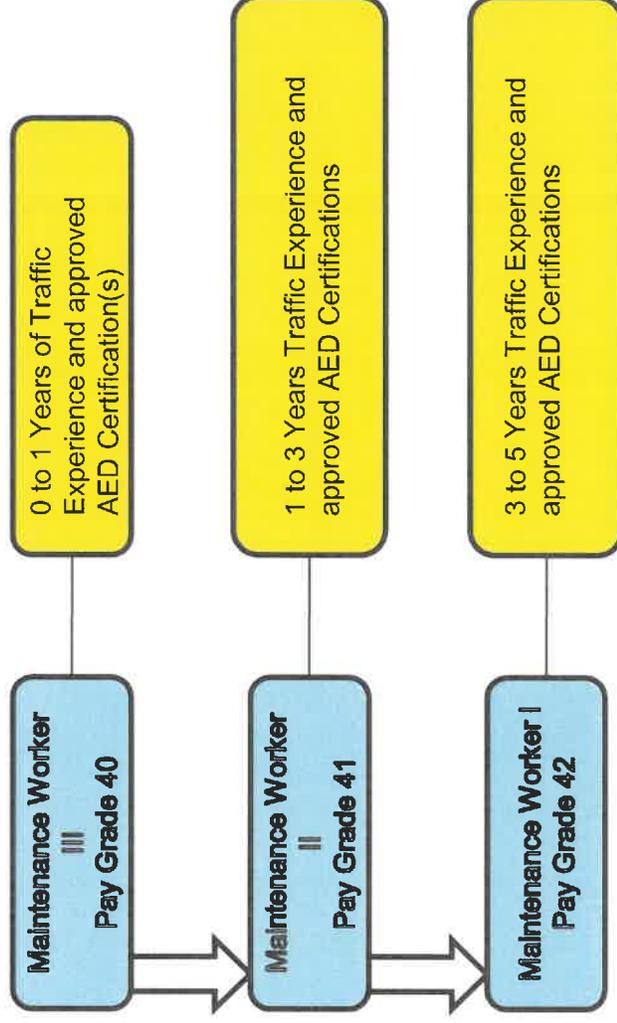
TRAFFIC CONTROL AND OPERATIONS

Signal Technician Group



SIGNS, MARKINGS, AND LIGHTING

Maintenance Workers Group



AUGUSTA ENGINEERING DEPARTMENT

COMPENSATION FOR DEGREES, LICENSES, AND CERTIFICATIONS

A. DEGREES:

Proposed pay increases for degrees are as follow:

1. Associate Degree: **\$3,000**
2. Bachelors Degree: **\$3,000**
3. Masters Degree: **\$3,000**
4. Doctor of Philosophy: **\$3,000**

Degrees must be directly related to an employee specific job description/duty, and must be approved by the employee Supervisor, Assistant Director(s), and Director of the Engineering Department. Degrees will have to be earned during employment with Augusta-Richmond County Engineering Department. An employee highest degree will be the base for pay increases (*e.g., an employee will not receive a pay increase if he or she has a Bachelors Degree and goes back to obtain an Associate degree*). Special and/or rare situations will be determined by the Engineering Department Director.

B. LICENSES:

Proposed pay increases for each Professional Licenses will be **\$2,000** added to the employee's current salary. Licenses must be directly related to an employee specific job description/duty, and must be approved by the employee Supervisor, Assistant Director(s), and Director of the Engineering Department. Prior professional licenses before employment with Augusta-Richmond County will not be acceptable for a pay increase. License must be obtained while employed with Augusta-Richmond County Engineering Department.

LIMITATION: A maximum of one License every 2 years. Total maximum compensation \$4,000.00.

C. CERTIFICATIONS:

Proposed pay increases for each Professional Certifications will be **\$1,000** added to the employee's current salary. Certifications must be directly related to an employee specific job description/duty, and must be approved by the employee Supervisor, Assistant Director(s), and Director of the Engineering Department. Prior Certifications before employment with Augusta-Richmond County will not be acceptable for a pay increase. Certifications must be obtained while employed with Augusta-Richmond County Engineering Department. Certifications are considered proof of a level of knowledge in one's field and not training. Therefore, it is essential that the employee has the knowledge to pass the certification test prior to being allowed to take any certification examination. For this reason, the County will pay for fee and travel expenses to cover one attempt at each certification. All subsequent attempts will be at the employee's own expense. Applied

aspect of knowledge demonstrated through a certification is critical. It is expected that the certification will enhance an employee work efficiency and technical know-how. Therefore, the employee has to demonstrate improvement in his/her work productivity and work quality.

LIMITATION: A maximum of one Certification every 2 years. Total maximum compensation \$3,000.00.

(NOTE: Individuals that received Degrees, Licenses, Certifications post December 2005 that is directly related to their job description/duties, will be grandfathered into the program and receive the proposed pay increases.)

**ENGINEERING DEPARTMENT APPROVED DEGREES, LICENSES, AND
CERTIFICATIONS**

DEGREES

1. Associate, Bachelor, Master, and Doctor of Philosophy Degrees:
 - Civil Engineering or Civil Engineering Technology
 - Environmental Engineering or Environmental Technology
 - Engineering Graphics (CAD)/GIS
 - Geology
 - Hydrology
 - Chemistry
 - Biology
 - Business (Finance, Accounting, etc.)
 - Soil Science
 - Secretarial Science
 - Land Surveying

LICENSES

1. Licensed Professional Geologist (PG)
2. Licensed Professional Land Surveyor (PLS)
3. Licensed Professional Engineer (PE)
4. Professional Traffic Operation Engineer (PTOE)
5. Real Estate License
6. Certified Public Accountant

CERTIFICATIONS

1. Engineer-In-Training (EIT) Certification
2. Land Surveyor-In-Training (LSIT) Certification
3. Registered Appraiser
4. Relocation Specialist
5. Certified Professional in Erosion and Sediment Control (CPESC)
6. Certified Professional in Storm Water Quality (CPSWQ)
7. Certified Erosion, Sediment and Storm Water Inspector (CESSWI)
8. Certified Floodplain Manager (CFM)
9. Public Works Certification (Augusta Technical College)
10. Public Works Certification (American Public Works Association)
11. Autodesk Certification Program
12. GIS Certification Institute (GISCI)
13. National Institute for Certifications in Engineering Technology (NICET)
 - Construction Materials Testing
 - Asphalt
 - Concrete
 - Soils
 - Geotechnical
 - Generalist
 - Construction
 - Exploration
 - Laboratory
 - Land Management and Water Control
 - Erosion and Sediment Control
 - Transportation
 - Bridge Safety Inspection
 - Highway Construction
 - Highway Design
 - Highway Maintenance
 - Highway Materials
 - Highway Surveys
 - Highway Traffic Operations
 - Highway System Maintenance and Preservation
 - Underground Utilities Construction
 - Stormwater and Wastewater System Inspection

14. Certified Government Financial Manager (CGFM)
15. Certified IMSA Work Zone Safety
16. IMSA Traffic Signal Level I
17. IMSA Traffic Signal Level II
18. IMSA Traffic Signal Level III
19. IMSA Traffic Preventative Maintenance
20. IMSA Traffic Signal Inspections
21. IMSA Signing and Marking Level I
22. IMSA Signing and Marking Level II
23. IMSA Signing and Marking Level III
24. IMSA Roadway Lighting Level I
25. ISMA Roadway Lighting Level II
26. Traffic Engineering Fundamentals
27. Traffic Signal at Local Intersections
28. Improving Operational Safety on Local Roads and Streets
29. Traffic Operations Practitioner Specialist (TOPS)
30. Traffic Signal Operations Specialist (TSOS)