

Final Report:
A JOB CLASSIFICATION AND
COMPENSATION PLAN
FOR
WALTON COUNTY, GEORGIA

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Introduction

At the request of Walton County, Condrey and Associates, Inc. entered into a contract with the County for the development of a job classification and compensation plan.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all County employees;
2. Collecting salary data; and
3. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of job descriptions to department heads and elected officials for review. After reviewing the revised job descriptions, Condrey and Associates interviewed department heads and elected officials concerning the duties and responsibilities of each position in their department and developed a classification recommendation for each position.

The next phase in the work plan involved evaluating each classification for grade assignment. In order to provide a reliable set of ratings, all positions were rated by Condrey and Associates utilizing the Factor Evaluation System (FES). An explanation of FES follows in another section of the report.

The project also involved collecting salary survey information. Condrey and Associates conducted a salary survey of selected organizations specifically for this study. The survey respondents are listed in Table I. Appendix C displays the Salary Survey Summary.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Condrey and Associates to provide technical assistance in this process.

Table I
Salary Survey Respondents
Walton County Personnel Project

Athens-Clarke County

Barrow County

DeKalb County

Forsyth County

Gwinnett County

Hall County

Jackson County

Newton County

Oconee County

Paulding County

Rockdale County

City of Loganville

City of Monroe

City of Social Circle

The Classification Plan

The system used to classify the jobs in Walton County is an adapted version of the Factor Evaluation System (FES). FES is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was added by Condrey and Associates. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned to all County positions. The assigned grade levels reflect a combination of data generated by FES, the salary survey, and a review of organizational relationships within the government.

The Compensation Plan

The compensation plan developed for the County is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help ensure an externally equitable and competitive pay system.

The pay plan consists of twenty-six grades. Tables II displays the proposed salary scale. The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized.

In order to keep the proposed salary table current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. An excellent source to determine market conditions is the Employment Cost Index published by the United States Bureau of Labor Statistics. If the County applies approximately 75% - 100% of this index to the salary plan on an annual basis, a review and update of the County's personnel system will not be necessary for three to four years. This market adjustment should be made in addition to employee performance increases. Thus, the County may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee salary and every pay range equally when market conditions dictate, and 2) increases linked to employee performance.

Table II
Proposed Salary Scale
Walton County Personnel Project

Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	25,631.38	26,272.16	26,928.97	27,602.19	28,292.25	28,999.55	29,724.54	30,467.66	31,229.35	32,010.08	32,810.33	33,630.59	34,471.36	35,333.14	36,216.47	37,121.88	38,049.93	39,001.18
2	26,928.97	27,602.19	28,292.25	28,999.55	29,724.54	30,467.66	31,229.35	32,010.08	32,810.33	33,630.59	34,471.36	35,333.14	36,216.47	37,121.88	38,049.93	39,001.18	39,976.20	40,975.61
3	28,292.25	28,999.55	29,724.54	30,467.66	31,229.35	32,010.08	32,810.33	33,630.59	34,471.36	35,333.14	36,216.47	37,121.88	38,049.93	39,001.18	39,976.20	40,975.61	42,000.00	43,050.00
4	29,724.54	30,467.66	31,229.35	32,010.08	32,810.33	33,630.59	34,471.36	35,333.14	36,216.47	37,121.88	38,049.93	39,001.18	39,976.20	40,975.61	42,000.00	43,050.00	44,126.25	45,229.41
5	31,229.35	32,010.08	32,810.33	33,630.59	34,471.36	35,333.14	36,216.47	37,121.88	38,049.93	39,001.18	39,976.20	40,975.61	42,000.00	43,050.00	44,126.25	45,229.41	46,360.14	47,519.14
6	32,810.33	33,630.59	34,471.36	35,333.14	36,216.47	37,121.88	38,049.93	39,001.18	39,976.20	40,975.61	42,000.00	43,050.00	44,126.25	45,229.41	46,360.14	47,519.14	48,707.12	49,924.80
7	34,471.36	35,333.14	36,216.47	37,121.88	38,049.93	39,001.18	39,976.20	40,975.61	42,000.00	43,050.00	44,126.25	45,229.41	46,360.14	47,519.14	48,707.12	49,924.80	51,172.92	52,452.24
8	36,216.47	37,121.88	38,049.93	39,001.18	39,976.20	40,975.61	42,000.00	43,050.00	44,126.25	45,229.41	46,360.14	47,519.14	48,707.12	49,924.80	51,172.92	52,452.24	53,763.55	55,107.64
9	38,049.93	39,001.18	39,976.20	40,975.61	42,000.00	43,050.00	44,126.25	45,229.41	46,360.14	47,519.14	48,707.12	49,924.80	51,172.92	52,452.24	53,763.55	55,107.64	56,485.33	57,897.46
10	39,976.20	40,975.61	42,000.00	43,050.00	44,126.25	45,229.41	46,360.14	47,519.14	48,707.12	49,924.80	51,172.92	52,452.24	53,763.55	55,107.64	56,485.33	57,897.46	59,344.90	60,828.52
11	42,000.00	43,050.00	44,126.25	45,229.41	46,360.14	47,519.14	48,707.12	49,924.80	51,172.92	52,452.24	53,763.55	55,107.64	56,485.33	57,897.46	59,344.90	60,828.52	62,349.24	63,907.97
12	44,126.25	45,229.41	46,360.14	47,519.14	48,707.12	49,924.80	51,172.92	52,452.24	53,763.55	55,107.64	56,485.33	57,897.46	59,344.90	60,828.52	62,349.24	63,907.97	65,505.67	67,143.31
13	46,360.14	47,519.14	48,707.12	49,924.80	51,172.92	52,452.24	53,763.55	55,107.64	56,485.33	57,897.46	59,344.90	60,828.52	62,349.24	63,907.97	65,505.67	67,143.31	68,821.89	70,542.44
14	48,707.12	49,924.80	51,172.92	52,452.24	53,763.55	55,107.64	56,485.33	57,897.46	59,344.90	60,828.52	62,349.24	63,907.97	65,505.67	67,143.31	68,821.89	70,542.44	72,306.00	74,113.65
15	51,172.92	52,452.24	53,763.55	55,107.64	56,485.33	57,897.46	59,344.90	60,828.52	62,349.24	63,907.97	65,505.67	67,143.31	68,821.89	70,542.44	72,306.00	74,113.65	75,966.49	77,865.65
16	53,763.55	55,107.64	56,485.33	57,897.46	59,344.90	60,828.52	62,349.24	63,907.97	65,505.67	67,143.31	68,821.89	70,542.44	72,306.00	74,113.65	75,966.49	77,865.65	79,812.29	81,807.60
17	56,485.33	57,897.46	59,344.90	60,828.52	62,349.24	63,907.97	65,505.67	67,143.31	68,821.89	70,542.44	72,306.00	74,113.65	75,966.49	77,865.65	79,812.29	81,807.60	83,852.79	85,949.11
18	59,344.90	60,828.52	62,349.24	63,907.97	65,505.67	67,143.31	68,821.89	70,542.44	72,306.00	74,113.65	75,966.49	77,865.65	79,812.29	81,807.60	83,852.79	85,949.11	88,097.84	90,300.28
19	62,349.24	63,907.97	65,505.67	67,143.31	68,821.89	70,542.44	72,306.00	74,113.65	75,966.49	77,865.65	79,812.29	81,807.60	83,852.79	85,949.11	88,097.84	90,300.28	92,557.79	94,871.74
20	65,505.67	67,143.31	68,821.89	70,542.44	72,306.00	74,113.65	75,966.49	77,865.65	79,812.29	81,807.60	83,852.79	85,949.11	88,097.84	90,300.28	92,557.79	94,871.74	97,243.53	99,674.62
21	72,306.00	74,113.65	75,966.49	77,865.65	79,812.29	81,807.60	83,852.79	85,949.11	88,097.84	90,300.28	92,557.79	94,871.74	97,243.53	99,674.62	102,166.48	104,720.65	107,338.66	110,022.13
22	79,812.29	81,807.60	83,852.79	85,949.11	88,097.84	90,300.28	92,557.79	94,871.74	97,243.53	99,674.62	102,166.48	104,720.65	107,338.66	110,022.13	112,772.68	115,592.00	118,481.80	121,443.84
23	88,097.84	90,300.28	92,557.79	94,871.74	97,243.53	99,674.62	102,166.48	104,720.65	107,338.66	110,022.13	112,772.68	115,592.00	118,481.80	121,443.84	124,479.94	127,591.94	130,781.74	134,051.28
24	97,243.53	99,674.62	102,166.48	104,720.65	107,338.66	110,022.13	112,772.68	115,592.00	118,481.80	121,443.84	124,479.94	127,591.94	130,781.74	134,051.28	137,402.56	140,837.63	144,358.57	147,967.53
25	107,338.66	110,022.13	112,772.68	115,592.00	118,481.80	121,443.84	124,479.94	127,591.94	130,781.74	134,051.28	137,402.56	140,837.63	144,358.57	147,967.53	151,666.72	155,458.39	159,344.85	163,328.47
26	118,481.80	121,443.84	124,479.94	127,591.94	130,781.74	134,051.28	137,402.56	140,837.63	144,358.57	147,967.53	151,666.72	155,458.39	159,344.85	163,328.47	167,411.68	171,596.97	175,886.89	180,284.07

Cost of Implementation

The following paragraphs present an implementation plan for the County's consideration. The cost figures do not include benefit costs. Thus, the following cost figures do not represent the County's total personnel costs for these positions.

Table III depicts the cost to implement the new compensation plan. The annualized cost to implement classification changes necessitated by the new plan is \$2,964,030 or 7.28% of current payroll cost (approximately 105% of the current labor market). The new plan places the county's pay scale slightly above the mean of the labor market when compared to similar organizations and should prove to be effective in attracting and retaining a quality workforce.

Condrey and Associates will be available to assist Walton County in implementing the new pay plan. Implementing the new plan will result in further pay compression (position salaries grouped closely together regardless of length or quality of service to the organization). To help ameliorate this problem, Condrey and Associates recommends that a one-time equity adjustment be applied to employee salaries as outlined in Table III. The cost of the equity adjustment is approximately 2.85% of adjusted payroll cost.

Table III
 Cost of
 Implementation
 Walton County Personnel Project

	Classification Changes¹	Equity Adjustment²	Total Implementation Cost
The Plan	\$2,964,030 (7.28%)	\$1,243,981 (2.85%)	\$4,208,011

¹ Increases are projected based on current payroll total of \$40,714,553. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

² Figures presented are the estimated cost for equity adjustment increases. The calculations for The Plan are based on a maximum 1-step increase for employees with 1-3 year(s) of service and a 2-step increase for employees with 4 or more years of service as of June 30, 2025. Please note that some Sheriff's Office personnel received an equity adjustment that is included in the classification changes total. These same employees did not receive an additional equity adjustment.

Appendix A
Position/Grade Analysis by Department
Walton County Personnel Project

DEPT	POSITION	GRADE
AC/1	Animal Control Director	23
AC/2	Assistant Animal Control Director	20
AC/3	Animal Control Supervisor	14
AC/4	Animal Control Officer I	11 ¹
AC/5	Kennel Technician	10
BE/1	Director of Elections	22
BE/2	Assistant Director of Elections	19
BE/3	Elections Technician	12
BE/4	Elections Warehouse Technician	12
BE/5	Elections Clerk	10
BOEQ/1	Administrative Assistant	12
CM/1	County Manager	UNC
CM/2	Public Information Officer and Webmaster	21
CM/3	Executive Assistant	17
CSC/1	Chief Deputy Clerk of Superior Court	19
CSC/2	Real Estate Division Supervisor	14
CSC/3	Court Accounting Coordinator	14
CSC/4	Senior Deputy Clerk	12
CSC/4	Deputy Clerk	10
DA/1	Deputy Chief Assistant District Attorney	25
DA/2	Senior Assistant District Attorney	24
DA/3	Assistant District Attorney	23
DA/4	Chief Investigator	20
DA/5	Investigator	18 ²
DA/6	Senior Legal Assistant	14
DA/7	Legal Assistant	12
DA/8	Investigative Assistant	12
DA/9	Administrative Clerk	10
DA-VS/1	Victim Services Manager	18
DA-VS/2	Senior Victim Witness Assistant	16
DA-VS/3	Victim Witness Assistant	14

¹ May be designated Animal Control Officer II and placed at grade 12.

² May be designated Senior Investigator and placed at grade 19.

DEPT	POSITION	GRADE
EMA/1	Emergency Management Director	24
EMA/2	Emergency Management Specialist	17
EMS/1	Emergency Medical Services Director	25
EMS/2	Assistant Emergency Medical Services Director	23
EMS/3	EMS Training Supervisor	19
EMS/4	EMS Shift Supervisor	19
EMS/5	Paramedic	17
EMS/6	Advanced Emergency Medical Technician	16
EMS/7	Emergency Medical Technician - Intermediate	15
EMS/8	Administrative Assistant	12
FAC/1	Facilities and Risk Management Director	25
FAC/2	Assistant Facilities and Risk Management Director	23
FAC/3	Facilities Maintenance Manager	19
FAC/4	Information Technology Technician - Facilities	17
FAC/5	Risk and Liability Specialist	16
FAC/6	Facilities Maintenance Crew Supervisor	16
FAC/7	HVAC Technician	16
FAC/8	Administrative Coordinator	14
FAC/9	Facilities Maintenance Technician III	14
FAC/11	Facilities Maintenance Technician II	13
FAC/12	Facilities Maintenance Technician I	12
FAC/10	Building Services Supervisor	12
FAC/13	Administrative Clerk	10
FAC/14	Building Service Worker	9
FD/1	Fire Chief	25
FD/2	Deputy Fire Chief	23
FD/3	Fire Training Officer - Battalion Chief	22
FD/4	Fire Battalion Chief	22
FD/5	Fire-EMS Training Chief	22
FD/6	Fire Marshal	22
FD/7	Fire Captain	21
FD/8	Fire Captain - Training	21
FD/9	Fire Lieutenant	19
FD/10	Fire Apparatus Technician Supervisor	19
FD/11	Fire Data Information Specialist	17
FD/12	Fire Inspector - Life Safety Educator	17
FD/13	Logistics Officer	17
FD/14	Fire Training Instructor	17
FD/15	Firefighter III (Driver Engineer)	17
FD/16	Fire Apparatus Technician (Mechanic)	16
FD/17	Firefighter II	16

DEPT	POSITION	GRADE
FD/18	Firefighter I	15
FD/19	Administrative Assistant	12
FIN/1	Chief Finance Officer	25
FIN/2	Assistant Finance Director	23
FIN/3	Senior Accountant	19
FIN/4	Payroll Coordinator	17
FIN/5	Accountant – Accounts Receivable	17
FIN/6	Accountant	17
FIN/7	Accounting Technician	12 ³
HR/1	Human Resources Director	25
HR/2	Assistant Human Resources Director	23
HR/3	Benefits and Wellness Specialist	16
HR/4	Employee Leave Specialist	16
HR/5	Human Resources Specialist	16
HR/6	Human Resources Coordinator	14
HR/7	Administrative Clerk	10
IT/1	Information Technology Director	25
IT/2	Assistant Information Technology Director	23
IT/3	Senior Systems Administrator	22
IT/4	Network Administrator	21
IT/5	Systems Administrator	19
JC/1	Intake/Probation Administrator and Director of Programs	21
JC/2	Chief Deputy Clerk of Juvenile Court	19
JC/3	Intake and Probation Officer	17
JC/4	Intake and Community Service Officer	17
JC/5	Truancy Coordinator and Investigator	17
JC/6	Assistant Clerk of Juvenile Court	14
JC/8	Intake Deputy Clerk	10 ⁴
JC/7	Juvenile Court Deputy Clerk	10 ⁴
KWB/1	KWB and Recycling Director	23
KWB/2	Recycling Supervisor	12
KWB/3	Administrative Assistant	12
KWB/4	Recycling Technician	10
KWB/5	Administrative Clerk	10

³ May be designated Senior Accounting Technician and placed at grade 14.

⁴ May be designated Senior and placed at grade 12.

DEPT	POSITION	GRADE
MC/1	Chief Deputy Clerk of Magistrate Court – Civil	16
MC/2	Chief Deputy Clerk of Magistrate Court – Criminal	16
MC/3	Magistrate Court Clerk – Civil	10 ⁵
MC/4	Magistrate Court Clerk – Criminal	10 ⁵
PC/1	Staff Attorney and Associate Probate Judge	23
PC/2	Senior Probate Court Clerk	12
PC/3	Probate Court Clerk	10
P&D/1	Planning and Development Director	25
P&D/2	Assistant Planning and Development Director	23
P&D/3	Civil Engineer	21
P&D/4	Building Official	21
P&D/5	Plan Reviewer and Building Inspector	19
P&D/6	Chief Engineering Technician	18
P&D/7	GIS Analyst	17
P&D/8	Building Inspector	16 ⁶
P&D/9	Development Inspector	16
P&D/10	Chief Code Enforcement Officer	16
P&D/11	Zoning Specialist	16
P&D/12	Code Enforcement Officer	14
P&D/13	Permit Coordinator	14 ⁷
P&D/14	Permit Technician	12 ⁷
PR/1	Parks and Recreation Director	25
PR/2	Assistant Parks and Recreation Director	23
PR/3	Parks Maintenance Division Manager	19
PR/4	Leisure Services Division Manager	19
PR/5	Athletics Division Manager	19
PR/6	Senior Athletic Coordinator	17
PR/7	Community Centers Supervisor	16
PR/8	Parks Maintenance Supervisor	16
PR/9	Athletic Coordinator	16
PR/10	Administrative Coordinator	14
PR/11	Parks Maintenance Crewleader	14
PR/12	Leisure Specialist	12
PR/13	Athletic Specialist	12
PR/14	Senior Parks Maintenance Worker	12
PR/15	Community Center Specialist	10

⁵ May be designated Senior and placed at grade 12.

⁶ May be designated Senior Building Inspector and placed at grade 17 if in possession of multiple certifications.

⁷ Advance 2 steps if ICC certified.

DEPT	POSITION	GRADE
PR/16	Parks Maintenance Worker	10
PR/17	Community Center Assistant	9
PR/18	Athletic Aide	9
PR/19	Splash Park Attendant	9
PUB/1	Senior Assistant Public Defender	24
PUB/2	Assistant Public Defender	23
PUB/3	Investigator	18 ⁸
PUB/4	Administrative Coordinator	14
PUB/5	Legal Assistant	12
PUB/6	Administrative Assistant	12
PUB/7	Administrative Clerk	10
PUR/1	Purchasing Director	25
PUR/2	Assistant Purchasing Director	21
PW/1	Public Works Director	26
PW/2	Office Manager	16
PW/3	Purchasing and Inventory Specialist	14
PW/4	Inventory Technician	12
PW/5	Administrative Assistant	12
PW/6	Administrative Clerk	10
PW-FM/1	Fleet Maintenance Supervisor	20
PW-FM/2	Lead Mechanic	16
PW-FM/3	Mechanic I	13 ⁹
PW-RD/1	Assistant Public Works Director	23
PW-RD/2	Construction Supervisor	19
PW-RD/3	Crew Supervisor	16
PW-RD/4	Crew Leader	14
PW-RD/5	Heavy Equipment Operator	14
PW-RD/6	Senior Equipment Operator	13
PW-RD/7	Equipment Operator	12
PW-RD/8	Parts Inventory Worker	12
PW-RD/9	Mowing Operator	9
PW-SW/1	Solid Waste Crew Supervisor	16
PW-SW/2	Senior Equipment Operator	13

⁸ May be designated Senior Investigator and placed at grade 19.

⁹ May be designated Mechanic II and placed at grade 14 or designated Mechanic III and placed at grade 15 if ASE certified.

DEPT	POSITION	GRADE
PW-SW/3	Equipment Operator	12
PW-SW/4	Laborer	7
PW-SW/5	Site Technician	7
PW-SWM/1	Stormwater Manager	21
PW-SWM/2	Senior Stormwater Technician	18
PW-SWM/3	Stormwater Technician	16
SO/1	Chief Deputy	25
SO/2	Major	23
SO/3	Sheriff Captain	22
SO/4	Sheriff Lieutenant	21
SO/5	Sheriff Sergeant	20
SO/6	Sheriff Business Manager	18
SO/7	Sheriff Corporal	18
SO/8	Sheriff Investigator	18
SO/9	Senior Deputy Sheriff	17
SO/10	Deputy Sheriff	16
SO/11	Senior Detention Officer	15
SO/12	Maintenance Supervisor - Jail	14
SO/13	Administrative Coordinator	14
SO/14	Intelligence Analyst	14
SO/15	Crime Scene/Evidence Technician	14
SO/16	Detention Officer	14
SO/17	Records Technician Supervisor	12
SO/18	Maintenance Technician - Jail	12
SO/19	Administrative Assistant	12
SO/20	Records Technician	10
SO/21	Administrative Secretary	10
SO/22	Sheriff's Confidential Assistant	16
SO-E-911/1	E911 Director	23
SO-E-911/2	Assistant E911 Director	22
SO-E-911/3	Training/Q.A. Supervisor	19
SO-E-911/4	Communications Shift Supervisor	17
SO-E-911/5	Senior Communications Officer - Training Officer	14
SO-E-911/6	Senior Communications Officer	13
SO-E-911/7	Communications Officer	12
SO-E-911/8	Administrative Assistant	12
SO-E-911/9	Communications Call Taker	10 ¹⁰
SUP-CT/1	Law Clerk	23

¹⁰ May be designated Senior Communications Call Taker and placed at grade 11.

DEPT	POSITION	GRADE
SUP-CT/2	Superior Court Services Coordinator	14
TA/1	Chief Appraiser	25
TA/2	Assistant Chief Appraiser	23
TA/3	Real Property Appraiser Supervisor	20
TA/4	Commercial/Industrial Appraiser	20
TA/5	Personal Property Auditor	20
TA/6	GIS Coordinator/Appraiser III	17
TA/7	Conservation Use Specialist/Appraiser II	15
TA/8	Personal Property Appraiser II	15
TA/9	Real Property Appraiser I	14 ¹¹
TA/10	Appraisal Technician	14
TA/11	GIS Assistant	12
TC/1	Chief Deputy Tax Commissioner	22
TC/2	Deputy Tax Commissioner – Accountant	19
TC/3	Property Tax Supervisor	17
TC/4	Motor Vehicles Supervisor	17
TC/5	Assistant Motor Vehicles Supervisor	15
TC/6	Delinquent Tax Specialist	15
TC/7	Tag and Tax Specialist I	12 ¹²
TC/8	Tag and Tax Clerk	10
TO/1	Traffic Operations Director	19
TO/2	Traffic and Signs Technician	12 ¹³
WD/1	Water Department Director	25
WD/2	Security and Electromechanical Systems Manager	21
WD/3	Water System Distribution Coordinator	21
WD/4	Distribution and Repair Supervisor	19
WD/5	Looping and Line Supervisor	18
WD/6	Looping and Line Crew Supervisor	16
WD/7	Water Distribution Crew Supervisor	16
WD/8	Office Manager	16
WD/9	Utility Billing Technician	12
WD/10	Utility Service Worker I	12 ¹⁴
WD/11	Customer Service Representative	10

¹¹ May be designated Real Property Appraiser II and placed at grade 15; Real Property Appraiser III and placed at grade 16; Real Property Appraiser IV and placed at grade 17.

¹² May be designated Tag and Tax Specialist II and placed at grade 13.

¹³ May be designated Senior Traffic and Signs Technician and placed at grade 14.

¹⁴ May be designated Utility Service Worker II and placed at grade 13 or Utility Service Worker III and placed at grade 14.

Appendix B
Position/Grade Analysis by Grade
Walton County Personnel Project

DEPT	POSITION	GRADE
CM/1	County Manager	UNC
PW/1	Public Works Director	26
TA/1	Chief Appraiser	25
SO/1	Chief Deputy	25
FIN/1	Chief Finance Officer	25
DA/1	Deputy Chief Assistant District Attorney	25
EMS/1	Emergency Medical Services Director	25
FAC/1	Facilities and Risk Management Director	25
FD/1	Fire Chief	25
HR/1	Human Resources Director	25
IT/1	Information Technology Director	25
PR/1	Parks and Recreation Director	25
P&D/1	Planning and Development Director	25
PUR/1	Purchasing Director	25
WD/1	Water Department Director	25
EMA/1	Emergency Management Director	24
DA/2	Senior Assistant District Attorney	24
PUB/1	Senior Assistant Public Defender	24
AC/1	Animal Control Director	23
TA/2	Assistant Chief Appraiser	23
DA/3	Assistant District Attorney	23
SO-E-911/2	Assistant E911 Director	23
EMS/2	Assistant Emergency Medical Services Director	23
FAC/2	Assistant Facilities and Risk Management Director	23
FIN/2	Assistant Finance Director	23
HR/2	Assistant Human Resources Director	23
IT/2	Assistant Information Technology Director	23
PR/2	Assistant Parks and Recreation Director	23
P&D/2	Assistant Planning and Development Director	23
PUB/2	Assistant Public Defender	23
PW-RD/1	Assistant Public Works Director	23
FD/2	Deputy Fire Chief	23
SO-E-911/1	E911 Director	23
KWB/1	KWB and Recycling Director	23
SUP-CT/1	Law Clerk	23

DEPT	POSITION	GRADE
SO/2	Major	23
PC/1	Staff Attorney and Associate Probate Judge	23
SO-E-911/2	Assistant E911 Director	22
TC/1	Chief Deputy Tax Commissioner	22
BE/1	Director of Elections	22
FD/4	Fire Battalion Chief	22
FD/6	Fire Marshal	22
FD/3	Fire Training Officer - Battalion Chief	22
FD/5	Fire-EMS Training Chief	22
IT/3	Senior Systems Administrator	22
SO/3	Sheriff Captain	22
PUR/2	Assistant Purchasing Director	21
P&D/4	Building Official	21
P&D/3	Civil Engineer	21
FD/7	Fire Captain	21
FD/8	Fire Captain - Training	21
JC/1	Intake/Probation Administrator and Director of Programs	21
IT/4	Network Administrator	21
CM/2	Public Information Officer and Webmaster	21
WD/2	Security and Electromechanical Systems Manager	21
SO/4	Sheriff Lieutenant	21
PW-SWM/1	Stormwater Manager	21
WD/3	Water System Distribution Coordinator	21
DA/4	Chief Investigator	20
AC/2	Assistant Animal Control Director	20
TA/4	Commercial/Industrial Appraiser	20
PW-FM/1	Fleet Maintenance Supervisor	20
TA/5	Personal Property Auditor	20
TA/3	Real Property Appraiser Supervisor	20
SO/5	Sheriff Sergeant	20
BE/2	Assistant Director of Elections	19
PR/5	Athletics Division Manager	19
JC/2	Chief Deputy Clerk of Juvenile Court	19
CSC/1	Chief Deputy Clerk of Superior Court	19
PW-RD/2	Construction Supervisor	19
TC/2	Deputy Tax Commissioner – Accountant	19
WD/4	Distribution and Repair Supervisor	19
EMS/4	EMS Shift Supervisor	19
EMS/3	EMS Training Supervisor	19
FAC/3	Facilities Maintenance Manager	19

DEPT	POSITION	GRADE
FD/10	Fire Apparatus Technician Supervisor	19
FD/9	Fire Lieutenant	19
PR/4	Leisure Services Division Manager	19
PR/3	Parks Maintenance Division Manager	19
P&D/5	Plan Reviewer and Building Inspector	19
FIN/3	Senior Accountant	19
IT/5	Systems Administrator	19
TO/1	Traffic Operations Director	19
SO-E-911/3	Training/Q.A. Supervisor	19
P&D/6	Chief Engineering Technician	18
DA/5	Investigator	18 ²
PUB/3	Investigator	18 ⁸
WD/5	Looping and Line Supervisor	18
PW-SWM/2	Senior Stormwater Technician	18
SO/6	Sheriff Business Manager	18
SO/7	Sheriff Corporal	18
SO/8	Sheriff Investigator	18
DA-VS/1	Victim Services Manager	18
FIN/6	Accountant	17
FIN/5	Accountant – Accounts Receivable	17
SO-E-911/4	Communications Shift Supervisor	17
EMA/2	Emergency Management Specialist	17
CM/3	Executive Assistant	17
FD/11	Fire Data Information Specialist	17
FD/12	Fire Inspector - Life Safety Educator	17
FD/14	Fire Training Instructor	17
FD/15	Firefighter III (Driver Engineer)	17
P&D/7	GIS Analyst	17
TA/6	GIS Coordinator/Appraiser III	17
FAC/4	Information Technology Technician - Facilities	17
JC/4	Intake and Community Service Officer	17
JC/3	Intake and Probation Officer	17
FD/13	Logistics Officer	17
TC/4	Motor Vehicles Supervisor	17
EMS/5	Paramedic	17
FIN/4	Payroll Coordinator	17
TC/3	Property Tax Supervisor	17
PR/6	Senior Athletic Coordinator	17
SO/9	Senior Deputy Sheriff	17

² May be designated Senior Investigator and placed at grade 19.

⁸ May be designated Senior Investigator and placed at grade 19.

DEPT	POSITION	GRADE
JC/5	Truancy Coordinator and Investigator	17
EMS/6	Advanced Emergency Medical Technician	16
PR/9	Athletic Coordinator	16
HR/3	Benefits and Wellness Specialist	16
P&D/8	Building Inspector	16 ⁶
P&D/10	Chief Code Enforcement Officer	16
MC/1	Chief Deputy Clerk of Magistrate Court – Civil	16
MC/2	Chief Deputy Clerk of Magistrate Court – Criminal	16
PR/7	Community Centers Supervisor	16
PW-RD/3	Crew Supervisor	16
SO/10	Deputy Sheriff	16
P&D/9	Development Inspector	16
HR/4	Employee Leave Specialist	16
FAC/6	Facilities Maintenance Crew Supervisor	16
FD/16	Fire Apparatus Technician (Mechanic)	16
FD/17	Firefighter II	16
HR/5	Human Resources Specialist	16
FAC/7	HVAC Technician	16
PW-FM/2	Lead Mechanic	16
WD/6	Looping and Line Crew Supervisor	16
PW/2	Office Manager	16
WD/8	Office Manager	16
PR/8	Parks Maintenance Supervisor	16
FAC/5	Risk and Liability Specialist	16
DA-VS/2	Senior Victim Witness Assistant	16
SO/22	Sheriff's Confidential Assistant	16
PW-SW/1	Solid Waste Crew Supervisor	16
PW-SWM/3	Stormwater Technician	16
WD/7	Water Distribution Crew Supervisor	16
P&D/11	Zoning Specialist	16
TC/5	Assistant Motor Vehicles Supervisor	15
TA/7	Conservation Use Specialist/Appraiser II	15
TC/6	Delinquent Tax Specialist	15
EMS/7	Emergency Medical Technician - Intermediate	15
FD/18	Firefighter I	15
TA/8	Personal Property Appraiser II	15
SO/11	Senior Detention Officer	15
FAC/8	Administrative Coordinator	14

⁶ May be designated Senior Building Inspector and placed at grade 17 if in possession of multiple certifications.

DEPT	POSITION	GRADE
PR/10	Administrative Coordinator	14
PUB/4	Administrative Coordinator	14
SO/13	Administrative Coordinator	14
AC/3	Animal Control Supervisor	14
TA/10	Appraisal Technician	14
JC/6	Assistant Clerk of Juvenile Court	14
P&D/12	Code Enforcement Officer	14
CSC/3	Court Accounting Coordinator	14
PW-RD/4	Crew Leader	14
SO/15	Crime Scene/Evidence Technician	14
SO/16	Detention Officer	14
FAC/9	Facilities Maintenance Technician III	14
PW-RD/5	Heavy Equipment Operator	14
HR/6	Human Resources Coordinator	14
SO/14	Intelligence Analyst	14
SO/12	Maintenance Supervisor - Jail	14
PR/11	Parks Maintenance Crewleader	14
P&D/13	Permit Coordinator	14 ⁷
PW/3	Purchasing and Inventory Specialist	14
CSC/2	Real Estate Division Supervisor	14
TA/9	Real Property Appraiser I	14 ¹¹
SO-E-911/5	Senior Communications Officer - Training Officer	14
DA/6	Senior Legal Assistant	14
SUP-CT/2	Superior Court Services Coordinator	14
DA-VS/3	Victim Witness Assistant	14
FAC/11	Facilities Maintenance Technician II	13
PW-FM/3	Mechanic I	13 ⁹
SO-E-911/6	Senior Communications Officer	13
PW-RD/6	Senior Equipment Operator	13
PW-SW/2	Senior Equipment Operator	13
FIN/7	Accounting Technician	12 ³
BOEQ/1	Administrative Assistant	12
EMS/8	Administrative Assistant	12
FD/19	Administrative Assistant	12
KWB/3	Administrative Assistant	12

³ May be designated Senior Accounting Technician and placed at grade 14.

⁷ Advance 2 steps if ICC certified.

⁹ May be designated Mechanic II and placed at grade 14 or designated Mechanic III and placed at grade 15 if ASE certified.

¹¹ May be designated Real Property Appraiser II and placed at grade 15; Real Property Appraiser III and placed at grade 16; Real Property Appraiser IV and placed at grade 17.

DEPT	POSITION	GRADE
PUB/6	Administrative Assistant	12
PW/5	Administrative Assistant	12
SO/19	Administrative Assistant	12
SO-E-911/8	Administrative Assistant	12
PR/13	Athletic Specialist	12
FAC/10	Building Services Supervisor	12
SO-E-911/7	Communications Officer	12
BE/3	Elections Technician	12
BE/4	Elections Warehouse Technician	12
PW-RD/7	Equipment Operator	12
PW-SW/3	Equipment Operator	12
FAC/12	Facilities Maintenance Technician I	12
TA/11	GIS Assistant	12
PW/4	Inventory Technician	12
DA/8	Investigative Assistant	12
DA/7	Legal Assistant	12
PUB/5	Legal Assistant	12
PR/12	Leisure Specialist	12
SO/18	Maintenance Technician - Jail	12
PW-RD/8	Parts Inventory Worker	12
P&D/14	Permit Technician	12 ⁷
SO/17	Records Technician Supervisor	12
KWB/2	Recycling Supervisor	12
CSC/4	Senior Deputy Clerk	12
PR/14	Senior Parks Maintenance Worker	12
PC/2	Senior Probate Court Clerk	12
TC/7	Tag and Tax Specialist I	12 ¹²
TO/2	Traffic and Signs Technician	12 ¹³
WD/9	Utility Billing Technician	12
WD/10	Utility Service Worker I	12 ¹⁴
AC/4	Animal Control Officer I	11 ¹
DA/9	Administrative Clerk	10
FAC/13	Administrative Clerk	10
HR/7	Administrative Clerk	10
KWB/5	Administrative Clerk	10
PUB/7	Administrative Clerk	10

¹ May be designated Animal Control Officer II and placed at grade 12.

¹² May be designated Tag and Tax Specialist II and placed at grade 13.

¹³ May be designated Senior Traffic and Signs Technician and placed at grade 14.

¹⁴ May be designated Utility Service Worker II and placed at grade 13 or Utility Service Worker III and placed at grade 14.

DEPT	POSITION	GRADE
PW/6	Administrative Clerk	10
SO/21	Administrative Secretary	10
SO-E-911/9	Communications Call Taker	10 ¹⁰
PR/15	Community Center Specialist	10
WD/11	Customer Service Representative	10
CSC/4	Deputy Clerk	10
BE/5	Elections Clerk	10
JC/8	Intake Deputy Clerk	10 ⁴
JC/7	Juvenile Court Deputy Clerk	10 ⁴
AC/5	Kennel Technician	10
MC/3	Magistrate Court Clerk – Civil	10 ⁵
MC/4	Magistrate Court Clerk – Criminal	10 ⁵
PR/16	Parks Maintenance Worker	10
PC/3	Probate Court Clerk	10
SO/20	Records Technician	10
KWB/4	Recycling Technician	10
TC/8	Tag and Tax Clerk	10
PR/18	Athletic Aide	9
FAC/14	Building Service Worker	9
PR/17	Community Center Assistant	9
PW-RD/9	Mowing Operator	9
PR/19	Splash Park Attendant	9
PW-SW/4	Laborer	7
PW-SW/5	Site Technician	7

⁴ May be designated Senior and placed at grade 12.

⁵ May be designated Senior and placed at grade 12.

¹⁰ May be designated Senior Communications Call Taker and placed at grade 11.

Appendix C
Salary Survey Summary
Walton County Personnel Project

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Actual Annual Mean	Actual Annual Median
County Manager	N/A	N/A	N/A	N/A	\$204,784	\$208,000
Accountant	\$54,046	\$53,860	\$83,658	\$82,593		
Accounting Technician	\$41,954	\$41,932	\$65,873	\$63,946		
Administrative Assistant	\$42,088	\$42,318	\$64,883	\$64,083		
Animal Control Director	\$71,137	\$66,199	\$109,974	\$100,656		
Animal Control Officer I	\$40,386	\$38,670	\$62,086	\$60,713		
Assistant District Attorney	\$70,647	\$67,932	\$110,469	\$105,652		
Athletic Coordinator	\$50,220	\$49,292	\$77,648	\$77,717		
Benefits & Wellness Specialist	\$52,481	\$53,526	\$77,091	\$76,851		
Building Inspector	\$47,947	\$50,325	\$74,074	\$71,394		
Chief Appraiser	\$100,448	\$98,885	\$156,887	\$150,326		
Chief Deputy	\$102,403	\$100,429	\$158,491	\$143,666		
Chief Deputy Clerk of Court	\$60,898	\$56,381	\$93,729	\$85,591		
Chief Deputy Clerk of Juvenile Court	\$62,792	\$54,944	\$103,195	\$89,411		
Chief Finance Officer	\$103,647	\$103,103	\$170,036	\$164,107		
Communications Officer	\$42,699	\$42,318	\$65,885	\$65,498		
Crew Supervisor	\$53,398	\$53,164	\$80,403	\$81,754		
Deputy Clerk of Superior Court	\$38,361	\$38,154	\$58,365	\$58,056		
Deputy Sheriff	\$51,285	\$51,313	\$75,224	\$75,779		
Detention Officer	\$47,283	\$47,696	\$68,938	\$69,647		
Director of Elections	\$80,198	\$73,057	\$126,226	\$109,910		
E911 Director	\$97,390	\$95,625	\$156,361	\$144,848		
Emergency Management Director	\$86,546	\$91,608	\$137,345	\$144,848		
EMS Director	\$103,072	\$103,072	\$155,607	\$155,607		

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Actual Annual Mean	Actual Annual Median
Emergency Medical Technician - Intermediate	\$47,615	\$46,441	\$72,813	\$74,243		
EMS Shift Supervisor	\$56,415	\$56,415	\$82,269	\$82,269		
Facilities Maintenance Technician I	\$40,325	\$40,936	\$62,670	\$62,259		
Fire Battalion Chief	\$78,166	\$75,892	\$121,983	\$119,569		
Fire Captain	\$67,206	\$67,427	\$103,238	\$104,189		
Fire Chief	\$105,161	\$96,531	\$163,940	\$155,551		
Fire Lieutenant	\$59,369	\$59,243	\$89,975	\$88,814		
Firefighter I	\$47,840	\$48,844	\$70,861	\$70,944		
Fleet Maintenance Supervisor	\$62,261	\$61,183	\$96,433	\$94,318		
Heavy Equipment Operator	\$44,441	\$44,612	\$67,873	\$67,701		
Human Resources Director	\$105,993	\$102,100	\$156,576	\$155,357		
Information Technology Director	\$105,186	\$102,100	\$171,623	\$160,377		
Legal Assistant	\$43,285	\$43,024	\$66,540	\$64,806		
Magistrate Court Clerk - Criminal	\$37,946	\$37,977	\$57,255	\$58,056		
Major	\$88,095	\$89,517	\$136,821	\$136,097		
Mechanic II	\$45,414	\$45,934	\$67,250	\$64,302		
Paramedic	\$51,434	\$51,313	\$78,236	\$82,011		
Parks & Recreation Director	\$102,077	\$96,403	\$164,471	\$143,265		
Planning & Development Director	\$104,532	\$102,100	\$158,823	\$145,819		
Public Works Director	\$109,344	\$93,043	\$174,127	\$151,211		
Real Property Appraiser III	\$50,092	\$51,075	\$77,380	\$77,717		
Sheriff Captain	\$77,133	\$77,780	\$115,462	\$117,343		
Sheriff Lieutenant	\$67,956	\$68,691	\$102,321	\$103,974		
Sheriff Sergeant	\$61,263	\$62,230	\$92,321	\$93,651		
Systems Administrator	\$59,439	\$59,508	\$91,623	\$87,892		

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Actual Annual Mean	Actual Annual Median
Tag & Tax Specialist I	\$39,225	\$37,977	\$60,036	\$58,589		
Utility Service Worker I	\$38,684	\$39,451	\$60,877	\$63,121		
Victim Witness Assistant	\$46,385	\$45,406	\$71,676	\$72,882		
Water Department Director	\$99,610	\$88,908	\$158,041	\$132,112		