

COUNTY OF BROWN, INDIANA

JOB CLASSIFICATION AND COMPENSATION STUDY

October 3, 2025

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**BROWN COUNTY
JOB CLASSIFICATION AND COMPENSATION STUDY
SUMMARY REPORT
October 3, 2025**

INTRODUCTION

This report is the culmination of a job classification and compensation study undertaken by Waggoner, Irwin, Scheele and Associates, Inc. (WIS), on behalf of the County of Brown (County). The project objectives were as follows:

1. to review the history and administration of the existing pay structure and gather relevant organizational information including pay policies, procedures, and related documents;
2. to prepare job descriptions using job questionnaires and existing job descriptions;
3. to classify the County's positions according to the Factor Evaluation System (FES), using the guide charts of the system that assign points to the major dimensions of each job;
4. to conduct an internal salary analysis, pairing classification factor points to current pay schedules;
5. to conduct an external salary analysis and make salary recommendations for the purpose of placing the various positions into close correspondence with the external labor markets;
6. to conduct a Fair Labor Standards Act Analysis (FLSA) of each County position to designate as Excluded, Exempt, or Non-exempt under federal and state regulations; and
7. to conduct a snapshot benefits survey with other public employers to show comparable paid leave time, health insurance and (INPRS) retirement contributions made by the County and the employees.

BACKGROUND

For the past several years Brown County has used an unnamed pay schedule to set salaries for County employees. From interviews with County officials, it was reported that the original schedule was contrived by simply listing each annual salary paid to every employee from the lowest salary to the highest salary and then rank order numbering (1-2-3-.....35). The number assigned to each salary became a "pay grade." There were no criteria for or definition of the "pay grade" other than the salary paid to the employee.

Over the years additional “pay grades” were slotted into the pay schedule to establish exact salaries for certain positions e.g. (“5H” Highway, 10LEC Law Enforcement Civilian). Again these carve-outs, like the original grades, were established solely to create a salary for a specific job or jobs. We could not identify any standard and customary methodology used as the basis for creating these carve-out pay grades.

Currently, the County has a pay schedule consisting of thirty - five (35) pay grades, with an additional twelve (12) carve-out pay levels for positions noted as Highway and Law Enforcement Civilians.

Because of the absence of established job classification definitions to determine pay grades it is nearly impossible to justify or defend the compensation of positions. Elected official and department head pay grade reclassification proposals devolve into endless arguments over the “pay” of other “individual employees” and conjecture over the job being performed for the employee’s salary, which is typically in a higher pay grade.

Additionally, the creation and use of pay “stipends” has become another way to provide some employees with extra compensation. The standard definition of a “stipend” is “a fixed sum of money given at regular intervals to provide financial support for specific work or training related expenses such as housing, food, or travel. Unlike a salary, a stipend is not tied to hours worked.” The use of “stipends” in Brown County has been extended far beyond the standard definition, and now represents a significant amount of “add-on” pay. Again, we could not identify any standard and customary methodology being used as a basis for creating these employee stipends.

The lack of a standardized and defined pay system was the primary reason that the County Council initiated this independent third-party job classification and compensation study.

The study is grounded in the U.S. Department of Labor (DOL) Factor Evaluation System (FES). Brown County job descriptions were point-factored using (FES) guide charts by job category.

This point-factoring process provides a reliable methodology for grouping jobs that are point-factored very close in total points into “classification levels” to ensure that all jobs within that cluster have the same base salary or hourly wage.

The positions in the County are now grouped into classification levels within each (FES) job category, excluding the SO job category, and form the foundation of the salary analysis.

We established **internal base salaries** for the COMOT, LTC, Civilian POLE, and PAT job categories. We developed **external salary ranges** for each classification level and each EXE, SO, and Elected Official positions. This new pay structure will establish pay equity within the classification pay ranges.

DESIGNING A NEW PAY PLAN

Under I.C. 36-2-5-3 the County Council is granted the power for:

- [1] fixing the number of officers, deputies, and employees;
- [2] describing and classifying positions and services;
- [3] adopting schedules of compensation; and
- [4] hiring or contracting with persons to assist in the development of schedules of compensation.

The Council is responsible for defining the elements that establish the overall pay plan of the County. Apart from the various legal requirements pertaining to compensation [e.g. overtime compensation, minimum wage, and equal pay for equal work], other elements of the pay structure need to be defined.

THE FACTOR EVALUATION SYSTEM

The Factor Evaluation System (FES) was developed by the United States Department of Labor in the early 1970's and has been implemented by state and local governments throughout the United States, including the State of Indiana and numerous Indiana counties and cities.

FES sorts an organization's positions into job categories and uses guide charts to assign *factor evaluation points* to various elements of the positions. This system separates positions into categories so that similar positions are compared only to each other (for example, a heavy equipment operator and an administrative assistant have different job description factors and are categorized in different job categories based on the vastly different nature of their respective duties). The guide charts for each job category are customized to reflect the uniqueness of the positions in the category.

Installing the FES

The basic procedures for installing and maintaining the system include:

- Collecting Job Information;
- Writing Position Descriptions;
- Classifying Positions;
- Determining Factor Evaluations; and
- Conducting Wage/Salary Analysis.

FES Job Descriptions

WIS consultants prepared FES structured job descriptions for all County positions except for elected officials. All job descriptions contain the same basic elements. The

format of the factors contained in the job descriptions vary from one job category to another but are *standardized within individual job categories*. Customizing factors to specific job categories ensures that the nature of those positions will be evaluated accurately and fairly. The elements, or factors, that each description will contain include:

- **Job Requirements** describes the nature, extent, and level of knowledge and abilities needed to perform acceptable work;
- **Skills and Knowledge** describes the nature and level of ability and knowledge needed to perform at a proficient level;
- **Difficulty of Work** describes the complexity or intricacy of work, mental demands, e.g., judgment and originality, and the quality, nature, and relevance of available guidelines;
- **Responsibility** describes the extent of supervisory control over the position and the impact of work on accomplishing the mission of the organization;
- **Personal Work Relationships** describes the required skill, purpose, and importance of work relationships to the success of the work;
- **Physical Effort** describes the frequency, duration, nature, and degree of physical effort involved; and
- **Working Conditions/Work Environment** describes the nature and hazards of the working environment.

Uses of the FES Job Descriptions

FES position descriptions are useful to Brown County for other important purposes, including:

- Identifying essential functions under provisions of the Americans with Disabilities Act (ADA).
- Establishing and documenting requirements and minimum qualifications in recruiting and selecting new employees.
- Establishing, implementing, and documenting standards for training, promotion, and other conditions of employment.
- Verifying and documenting compliance with various government regulations, including the Equal Pay Act, Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), and the Occupational Safety and Health Administration (OSHA).

- Establishing a standard set of factors on which job performance can be fairly and objectively measured.

Job Categories

Each Brown County position is assigned to a job category according to established criteria and is compared only to other positions *within the same job category*. This ensures equitable and reliable treatment of each position in the system.

■ COMOT (Computer, Office Machine Operation, Technician):

COMOT positions usually require on-the-job training and knowledge of basic office skills and procedures. COMOT positions usually require a minimum of a high school diploma or its equivalent and may require two years of education beyond high school at a university or vocational school. COMOT positions are trained to provide administrative support to other job categories or elected officials. COMOT duties usually involve standardized operations, but can also have limited supervisory responsibilities, high skill levels in certain fields or processes, or operation of highly technical equipment, such as in laboratories. These positions are usually recruited from the local labor market and compensated according to local labor market trends.

Sample COMOT job titles in Brown County include: Deputy Clerk, Executive Administrator, Probation Officer Assistant, Victim Advocate, and Court Reporter.

■ LTC (Labor, Trades, and Crafts):

LTC positions usually involve skills and knowledge that can be learned on-the-job or through prior experience, although some require special certifications, training, or vocational school. These positions include both the skilled and the unskilled labor and trade positions. LTC duties are often manual, requiring varying amounts of physical strain and effort, and involving varying amounts of responsibilities during work projects. Recruitment is generally done within the local labor market and compensated according to prevailing local wages.

Sample LTC job titles in Brown County include: Equipment Operator, Laborer, Maintenance Technician, Mechanic, and Truck Driver.

■ POLE (Protective Occupations, Law Enforcement):

POLE positions require specialized training and may require two or more years of college education. Positions in this category are involved in protecting life and property, maintaining order, responding to emergencies, policing and enforcing laws, or supervising such operations. POLE positions may be required to complete the Indiana Law Enforcement Academy training for law enforcement

officers or corrections officers. POLE positions are generally recruited from and compensated according to regional labor market trends.

For this project, the POLE positions have been divided into the following two (2) groups: Merit POLE and Civilian POLE.

Sample POLE job titles in Brown County include: Captain, Deputy, Detective Sergeant, Lieutenant, Sergeant, Animal Control Officer, Jailer, Dispatcher, Assistant 911 Director, and Assistant Jail Commander.

■ PAT (Professional, Administrative, Technological):

PAT positions usually require a baccalaureate degree or equivalent training and experience. Duties performed by PAT employees often involve direct application of professional principles, development of policies and procedures, or administration of an assigned area of responsibility. Recruitment and compensation of PAT positions is usually determined by state, regional, and/or national trends.

Sample PAT job titles in Brown County include: Emergency Preparedness Coordinator, Geographic Information Officer, IT Support Technician, Nursing Supervisor-Health Educator, and Zoning Inspector.

■ EXE (Executive):

EXE positions are held by employees who usually plan, direct and implement major programs. Incumbents in these positions often recommend, develop, or approve policies to manage their departments or program areas.

Executives are concerned with defining program objectives, staffing a department, coordinating the efforts of organizational components, and directing and evaluating subordinates who manage various units under his/her control. Executives are usually recruited from and compensated according to regional market patterns.

Sample EXE job titles in Brown County include: Health Administrator, Parks and Recreation Director, Soil and Water District Manager, Highway Superintendent, Veterans Service Officer, Court Services Director, and Emergency Preparedness Director.

■ SO (Special Occupations):

SO positions are separated from the classification system for various reasons, usually for special terms and conditions of employment, rules, or laws governing compensation. Compensation and recruitment for SO positions are determined by the unique circumstances for each position.

Sample SO job titles in Brown County include: Attorney, Chief Deputy, Health Officer, Probation Officer-Adult, Jail Commander, and Matron.

Determining Factor Evaluations

After job descriptions were written, each description was evaluated and "factored" by a factor team. FES guide charts have been developed for each particular factor found within job categories, with points value ranges that reflect the varying degrees to which a position can be evaluated by that factor. The FES guide charts are designed to give evaluators a quantitative value for determining the *relative worth of jobs to each other*. The guide charts are validated through analysis of the internal alignment resulting from their use. Consistent application of the guide charts results in an internal alignment of all jobs.

The guide chart factors for LTC, COMOT, PAT, and POLE are:

1. Job Requirements: Measures the level of knowledge and skills required to perform the duties in the job. This can be either manual or mental and includes amount of knowledge, type(s) of knowledge, and the degree of comprehension.
2. Difficulty of Work: Measures the complexity or intricacy and the mental demands, i.e., judgment, originality, and other mental effort required or affected by the quality and relevance of the available guidelines.
3. Responsibility: Measures the assistance and control provided by the supervisor and impact of work on accomplishment of department and/or organization mission. This includes extent of freedom in decision-making or ability to act independently.
4. Personal Relationships: Measures the skill required in work relationships with others and the importance of such relationships to the success of the work. This includes the nature and purpose of the contacts.
5. The Environment: Measures the physical demands, hazards, and working conditions that are a significant part of the job.

The guide chart factors for EXE positions are:

1. Knowledge and Skills: Measures the level of knowledge and skills required to perform the activities of the job. Knowledge is viewed as the range of information or understanding of a subject or a variety of subjects necessary to the function. Examples of skills to be measured include: analytical skills; creativity; initiative; judgment; leadership; persuasiveness; planning skills; and implementation.

2. Impact: Measures the impact of the results of decisions and actions and the extent to which the position can influence or affect results. Consideration should be given to: the significance of results; the magnitude of the job's impact or influence on results; the type of impact – direct or indirect; and the extent of decision-making latitude or authority to act independently.
3. Complexity and Difficulty: Measures the complexity and difficulty of assigned activities. Consideration should be given to the breadth of responsibilities and number of different types of programs; types and frequency of problems encountered and decisions necessary to resolve them; intensity of demands on the job; extent to which the position is responsible for planning and policy formation; and magnitude of assigned activities measured in terms of financial and manpower responsibilities.
4. Relationships: Measures the need for the ability to meet and deal effectively with people. This includes the scope of the relationships; the extent of controversy involved; and the purpose and frequency of the relationships.

CLASSIFICATION LEVELS

Jobs that are very close in total points are viewed as being in a “classification level” that will ensure that all jobs within that cluster have the same base salary or wage. For purposes of analysis, the positions in Brown County have been grouped into classification levels within the various job categories. Merit POLE positions are classified into levels by rank.

COMOT (Computer, Office Machine Operation, Technician)

COMOT A	(395 points and below)
COMOT B	(400 – 495 points)
COMOT C	(500 points and above)

LTC (Labor, Trades, Crafts)

LTC A	(295 points and below)
LTC B	(300 – 345 points)
LTC C	(350 – 395 points)
LTC D	(400 points and above)

Civilian POLE (Protective Occupations Law Enforcement)

Civilian POLE A	(395 points and below)
Civilian POLE B	(400 – 495 points)
Civilian POLE C	(500 points and above)

PAT (Professional Administrative Technological)

PAT A	(400 points and below)
PAT B	(405 – 500 points)
PAT C	(505 points and above)

EXE (Executive)

EXE A	(29 points and below)
EXE B	(30 points and above)

Merit POLE (Protective Occupations, Law Enforcement)

Merit POLE A	(Deputy/SRO)
Merit POLE B	(Sergeant/Detective Sergeant)
Merit POLE C	(Lieutenant)
Merit POLE D	(Captain)

INTERNAL FINDINGS AND RECOMMENDATIONS

1. Indiana Timekeeping Requirements

It was reported that some positions that are paid a salary are not required to track hours worked each pay period.

Indiana Code 5-11-9-4 (Indiana Timekeeping Requirements) requires that ***all*** public sector employees (except Elected Officials) maintain records showing which hours were worked each day by officers and employees (both full and part time). These records are subject to audit by the State Board of Accounts.

2. Merit Deputy Matrix

During the department head interview it was reported that the Sheriff would like to establish a matrix for all Merit Deputy positions.

We have provided a pay matrix system option for the Merit positions utilizing the external midpoint base salary. The proposed pay matrix is based on rank and longevity and establishes pay equity within the Merit POLE classifications.

3. Longevity Pay

The payroll information provided by the County shows inconsistencies in the longevity pay policy. According to the 2025 Brown County Salary Ordinance:

The County Council has authorized additional compensation in the form of a longevity bonus to certain employees and elected officials in accordance with a Resolution Amending and Clarifying the Employee Longevity Bonus adopted on December 19, 2016, and amended as Resolution #2021-11-15-0002 on November 15, 2021.

Resolution #2021-11-15-0002 states

1. Each full-time and permanent part-time employee except the Sheriff, Chief Deputy Sheriff, Captain, Detective/Sergeant, Lieutenant, Sergeant, Deputies, and Matron shall receive longevity for each year of completed uninterrupted employment with Brown County Government.
2. Elected Officials, except County Council and County Commissioners, shall receive longevity as awarded to full-time employees.
3. For each year of full-time employment employees shall receive longevity in the amount of \$100, which will be added to their base salary on January 1 of each calendar year.
4. Effective January 1, 2017, permanent part-time employees shall receive longevity as follows:
 - a. Permanent part-time employees will receive a percentage of the \$100 awarded to full-time employees equal to their percentage of anticipated time to be worked as indicated on the Salary Ordinance adopted by the County Council.
5. The amount of longevity that any employee has accumulated shall not be reduced due to any change in work hours.
6. Beginning January 1, 2022 the purpose of calculating completed years of service:
 - a. Employees with a start date during the year, are eligible for longevity based on the month of their start date. The longevity will be pro-rated with a percentage of the \$100 per year.
7. Longevity is added to the annual salary of the employee and distributed throughout the year.

Inconsistencies between the Longevity policy and the payroll include:

- Public Defender Attorney hire date 4/13/2022 with \$33.32 longevity pay.
- Public Defender Attorney hire date 7/29/2022 with \$49.98 longevity pay.
- Assistant Veterans' Officer hire date 5/16/2022 with \$206.30 longevity pay.

The following are possible examples of an employee inheriting the longevity pay of the individual that previously held the position:

- IT Director hire date 7/2025 with \$928.00 longevity.
- 911 Communications Dispatcher hire date 1/10/2025 with \$900 longevity.

It is recommended that the Longevity pay be adjusted to follow the pay policy.

4. Stipends

Information provided by Department Head interviews and payroll information obtained by the Auditor's Office shows additional stipends authorized by the Council. Stipend amounts range between \$923.04 - \$13,054. **Out of the (121) employees included in the compensation study, (66) employees are receiving annual stipends.**

During one Department Head interview it was stated that Council has had a past practice of "rolling" the previous years stipends into the next years base amount and then embedding the stipends in the salary when calculating next year's pay raise. In other words, an employee with a 2025 base salary of \$45,000 with \$2,500 in additional stipends would receive the annual 2026 increase based on \$47,500 and the \$2,500 stipend would again be reapplied to the salary.

During our interviews the Department Heads were asked to define what constitutes the need to receive a stipend. The following responses were reported:

- Serving on call
- Department of Corrections additional stipend
- Data entry
- Meeting attendance
- Health Families Incentive

When we point-factored Brown County job descriptions the positions' job duties such as data entry, attending meetings, plus educational requirements including secondary education, instructor certifications, were all included in the job descriptions. The total salary includes these stipend add-ons in the salary analysis. Additional compensation for performing slices of the job is not warranted.

The standard definition of a "stipend" is a fixed nominal sum of money given at regular intervals to provide financial support for specific work or training related expenses such as housing food, or travel.

In some public sector organizations the use of stipends has been narrowly extended to include nominal additional compensation for performance of unrelated additional duties. For example, a teacher may receive a stipend for serving as a basketball coach, tutoring, or leading a school play. Law enforcement jobs are the most common to have small stipends for specialized roles such as canine handling, SWAT, firearms instructor, or forensic science.

Because stipends are already embedded in annual salaries it is our recommendation that stipends be discontinued for all positions except those in the Merit POLE positions. It is further recommended that pay stipends be strictly a defined “add-on” and not included in the base pay. Removing non-Merit stipends will provide for a more accurate means of comparing total base salaries both internally and externally, which could result in a decrease in County budgets of roughly (\$193,674), monies that could be optionally used to make salary adjustments cited in the salary analysis.

Currently, Brown County provides stipends to Merit POLE positions for the performance of the following duties or attainment of the following certifications:

- Instructor certification
- College credits
- Military experience
- Additional certification pay (limited to six)

5. Benefits Snapshot

As requested a benefits survey showing a snapshot of comparable paid leave time, health insurance and retirement pension contributions was conducted. Fourteen (14) counties are included in this comparative survey data. For the detailed paid leave and insurance/retirement contribution comparison please refer to the spreadsheet at the end of this report.

FAIR LABOR STANDARDS ACT (FLSA) REVIEW

An FLSA analysis was conducted of all County job descriptions. Each County position is designated either as excluded, exempt, or non-exempt from federal and state wage and hour laws (such as the Fair Labor Standards Act [FLSA]); and employees holding such positions should be treated accordingly:

Employees holding **EXCLUDED** positions include elected officials, their policymaking appointees, and their personal staff and legal advisors. These employees are not covered by the FLSA and are not eligible for or entitled to receive overtime compensation or compensatory time off.

Employees holding **EXEMPT** positions meet at least one of the tests for exemption under the FLSA, are excluded from specific provisions of federal and state wage and hour laws and are not entitled to and are not required to receive FLSA overtime compensation or FLSA compensatory time off.

Employees holding **NON-EXEMPT** positions, whether hourly or salaried, are entitled to overtime pay or compensatory time off under the specific provisions of federal and state laws.

The recommended FLSA status is listed for each County position on the compensation analysis spreadsheets and job descriptions.

EXTERNAL SALARY ANALYSIS

WIS conducted an external salary survey using select benchmark positions for each job category. The survey data represents the pay relationship with like jobs in the external market. Salaries and wages paid in the external job markets for each job category were obtained from the following (5) cities/towns, (14) counties, and compensation sources that are included in the external salary data:

Bartholomew County	Parke County
Fountain County	Perry County
Jackson County	Rush County
Johnson County	Shelby County
Monroe County	Spencer County
Morgan County	Tipton County
Orange County	Vermillion County
City of Bloomington	Town of Nashville
City of Columbus	
City of Franklin	
City of Martinsville	

- Association of Indiana Counties
- Association of Indiana Municipalities
- Bureau of Labor Statistics
- BLR Compensation Survey
- Indiana Workforce Development
- WIS Compensation Database

An external salary line was developed for each job category. The external salary line is a regression of all salary data collected representing employee salaries from all entities surveyed and survey data maintained in the WIS compensation database. This salary analysis methodology reflects the use of the middle 80% of data collected by eliminating the highest salaries (10%) and lowest salaries (10%).

A salary analysis was conducted by comparing the external salary line to the current salaries. Elected Officials and positions classified in the SO job category were direct job matched to the market.

COMPARISONS TO EXTERNAL MARKET

The term “external midpoint salary” as used in this report refers to the mean or average pay rate for jobs surveyed in the external market. An external salary range was established for each classification level.

WIS consultants prepared a salary analysis for each job category. For a listing of individual job titles and comparison between current compensation and the external market compensation, please refer to the attached spreadsheets at the end of this report. Below is an overview of the external salary analysis:

1. LTC Job Category: Overall, the LTC positions are compensated 7.89% below the external midpoint. We found all of the (20) LTC positions to be compensated below the external midpoint salary. However, only (5) of the (20) LTC positions are compensated below the external low salary. The total cost to move all LTC positions to the external midpoint is \$74,228.27.
2. COMOT Job Category: Overall, the COMOT positions are compensated 14.42% below the external midpoint. We found all but (2) of the (30) COMOT positions to be compensated below the external midpoint salary; and (20) of the (30) positions are compensated below the external low salary. The total cost to move all COMOT positions to the external midpoint is \$171,196.67.
3. PAT Job Category: Overall, the PAT positions are compensated 14.84% below the external midpoint. We found (10) of the (13) PAT positions to be compensated below the external midpoint, and (8) of the (13) PAT positions to be compensated below the external low salary. The total cost to move all PAT positions to the external midpoint is \$91,939.88.
4. EXE Job Category: Overall, the EXE positions are compensated 28.01% below the external midpoint salary. We found all (10) of the EXE positions to be compensated below the external midpoint salary, and (8) of the (10) EXE positions to be compensated below the external low salary. The total cost to move all EXE positions to the external midpoint is \$145,877.73.
5. Civilian POLE Job Category: Overall, the Civilian POLE positions are compensated 17.41% below the external midpoint. We found (25) of the (31) Civilian POLE positions to be compensated below the external midpoint salary, with (21) of the (31) Civilian POLE positions to be compensated below the external low salary. The total cost to move all Civilian POLE positions to the external midpoint is \$193,428.
6. Merit POLE Job Category: Overall, the Merit POLE positions are compensated 10.21% below the external midpoint salary. We found all of the (14) Merit positions are paid below the external midpoint and external low salary. The total cost to move all Merit POLE positions to the external midpoint is \$88,958.24.

7. SO Chief Deputy Job Category: The Chief Deputy positions Option 1 were calculated at 80% of the Elected Official's External Average Salary. Overall, the Chief Deputy positions are compensated at 14.81% below this option. The cost to move all Chief Deputy positions to Option 1 is \$24,096.59.

Option 2 shows the external midpoint salary for Chief Deputy positions. Overall, the Chief Deputy positions are compensated at 20.78% below this option. Total cost to move all Chief Deputy positions to Option 2 is \$33,808.52.

8. SO Job Category: Overall, the SO positions are compensated at 11.17% below the external midpoint. We found (3) of the (5) SO positions to be compensated below the external midpoint salary, and (2) of the (5) SO positions to be compensated below the external low salary. The total cost to move all SO positions to the external midpoint is \$24,814.90.
9. SO Attorney Job Category: Overall, the Prosecutor and Public Defender Attorney positions are compensated at 6.05% below the external midpoint. We found all (4) of the Attorney positions to be compensated below the external midpoint salary. The total cost to move all (4) positions to the external midpoint is \$11,806.97.
10. SO Probation Job Category: Probation Officer minimum salaries are set by the Indiana Judicial Conference. The State has approved no salary increases for 2026. Therefore, the attached spreadsheet shows (1) position receiving a salary increase based on the longevity steps established by Probation Officer schedule. It should be noted that the Judicial conference does not allow for salaries to be lowered if they are compensated above the Judicial conference recommendation until the position is vacated.

ELEMENTS OF A PAY STRUCTURE

Following are common elements on which a pay structure is constructed. The relative importance of each must be weighed with respect to the compensation objectives of the County.

1. **Internal Pay Equity**: This is the pay relationship among like-classified jobs in the County.
2. **External Pay Equity**: This is the pay relationship with like jobs in the external market. Where do we want our employees to be paid in relation to the external labor market? What do we need to pay to attract and retain quality employees?
3. **Longevity Pay**: Longevity pay rewards employees for their tenure with an organization. Longevity pay is readily understood by managers and

employees alike, and has been a part of public sector pay structures for a long time. Longevity pay does ensure that new hires are not paid an equal amount of compensation as senior employees who train them in their new job.

4. **Technical Pay:** Technical pay is a supplemental stipend linked to a technical specialty in addition to normal job requirements.
5. **Performance Pay:** Pay linked to employee performance. The objective is to align pay and results. A performance-based pay system allows department heads and supervisors to award merit-based pay adjustments to recognize superior employee performance.

MAINTAINING THE JOB CLASSIFICATION AND COMPENSATION SYSTEM

To maintain and keep this job classification and compensation system updated, a wage and salary analysis should be conducted annually (or every 2-3 years at minimum) that includes all positions in the County classification system. This analysis should be conducted for the County to use to set salaries and budgets.

As new jobs are added, and as reorganizations occur and jobs change, there must be a way to write and update job descriptions, evaluate them, and insert them into the appropriate classification level. A maintenance plan will be designed and provided to the County Council.

CONCLUSION

Setting pay policies in relation to the external labor market is advantageous to Brown County in order to recruit and retain quality employees to serve the citizens. The external salary analysis is intended to be used as a guideline in determining wage increases for the following year. It is a measure to compare the competitiveness of compensation for Brown County employees to the external market.

The salary analysis outlines options for the County Council to establish a structured foundation for addressing internal pay equity within the job categories, and to systematically adjust employee salaries to be more in line with the external market.

Annual raises in county government are always subject to available revenue and the pay policies of the County Council. Regardless of how the Council chooses to proceed, the information contained on the attached compensation analysis spreadsheets will be valuable information for Council to use in recognizing the differences between current compensation levels and the external market and developing a compensation strategy going forward.

CONSULTANT ASSISTANCE

Consultant assistance is available for:

1. Implementing the new classification and compensation system.
2. Developing forms, policies, and procedures.
3. Assisting with job classification and compensation maintenance.
4. Reviewing and updating job descriptions.
5. Factoring of positions.
6. Conducting an annual independent salary analysis.
7. Providing consultation as requested.