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**REGION II**  
**UNIVERSITY TRANSPORTATION RESEARCH CENTER**

**Benefits Package Value Study**  
**Final Report**

**Research Sponsored by the**  
**New York State Department of Transportation**

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16. Abstract  <p>Recruiting entry-level civil engineers and information technology specialists has become more competitive and the New York State Department of Transportation is experiencing difficulty in attracting people to these positions. Compared to the private sector, NYSDOT's entry level salaries are lower but rise more quickly. NYSDOT believes their benefit package is better, however, this has never been quantified. If their benefit package is more valuable than that of NYSDOT's competitors, that would offset lower starting salaries and be an attractive component of a total compensation package. Competitive compensation should enhance their recruitment efforts. This study was conducted to determine if in fact the benefit's package is worth more than NYSDOT's competitors.</p> <p>The initial salary offered by NYSDOT to entry level civil engineers is below its competition. The salary after the probation period however, is quite competitive. Fringe benefits in most categories meet or exceed those offered by the competition with exceptions of life insurance and maximum tuition reimbursement per year. It is estimated that the value of NYSDOT's fringe benefit package is \$14,352.00. NYSDOT's competition spend a great deal more money on advertising in their recruitment efforts. Other State DOT's far exceeded NYSDOT's travel expenditures for recruitment. NYSDOT spent three times what the others spent on support materials.</p>					
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## **Introduction**

Recruiting entry-level civil engineers and information technology specialists has become more competitive and the New York State Department of Transportation is experiencing difficulty in attracting people to these positions. Compared to the private sector, NYSDOT's entry level salaries are lower but rise more quickly. NYSDOT believes their benefit package is better, however, this has never been quantified. If their benefit package is more valuable than that of NYSDOT's competitors, that would offset lower starting salaries and be an attractive component of a total compensation package. Competitive compensation should enhance their recruitment efforts. This study was conducted to determine if in fact the benefit's package is worth more than NYSDOT's competitors.

### Methodology

Data was collected using a printed survey mailed to six major private engineering firms with interests in transportation projects, eleven State Departments of Transportation, and fourteen information technology firms. Five out of six private firms returned fully completed surveys. All ten state Departments of Transportation returned fully completed forms. Unfortunately despite several mailings and numerous telephone calls and e-mails only one specific IT Organization returned a fully completed survey.

## **Results**

### Civil Engineers Starting Salary

The average starting salary for State DOT's was \$36,400.41, and \$42,500.00 for private firms. NYSDOT's starting salary was \$34,549.00 a little below the other states and considerably below the private firms. Salary for new entry level civil engineer after the first increase averaged \$38,952.60 for State DOT's and \$43,702.82 for private firms. NYSDOT salary after the first increase was \$45,348.00. At that level the salary offered by NYSDOT was above both averages and quite competitive. The first increase came at an average of 10.27 months for the State DOT's and 10.5 months for the private firms. NYSDOT time period was 12 months.

### Fringe Benefits As Percentage of Salary

Fringe benefits as a percentage of salary was an average of 38.84% for the State DOT's and 16.6% for the private firms. NYSDOT's fringe benefits were 41.54% of salary, significantly above the private firms and a step above most states.

## Fringe Benefits - Specific Items

Vacation days for the new hire averaged 10.6 for the State DOT's and 12 for the private firms. NYSDOT' 13 days was above both averages. Maximum possible vacation time averaged at 22.5 for the DOT's and 22.2 for the private firms. NYSDOT's maximum was 20 but it was achieved in less than half the time required by the private firm and the other states. Sick leave for new hires averaged at 13.38 days for the DOT's and 7.6 days for the privates, and NYSDOT' offered 10 days. The amount of sick days allowed to be carried forward was 200 for NYSDOT, an average of 250 for the DOT's and 65 for the privates. Personal leave for new hires averaged 3.21 days for the DOT's and 2 days for the privates NYSDOT offers 5 days. Paid holidays averaged 11.6 days for the DOT's, 7.25 days for the privates and 12 days for NYSDOT. Military leave was almost identical (22 days) for the DOT's but 3X that of the privates, 7.5 days. Professional leave of 3 days was common to all. Paid funeral leave in hours averaged 53.9 for the DOT's and 24 for the privates. NYSDOT offers 112.5 hours.

## Insurance

The average amount of medical insurance paid by the DOT's was 80.4%, the privates paid 75.39%, and NYSDOT paid 90%. Dental insurance was paid an average of 66.2% by the DOT's, 73.6% by the privates, and 100% by NYSDOT. Vision insurance was also paid 100% by NYSDOT and the average payments of the DOT's was 66.7% and 61.3% by the privates. Standard co-pay by the employee was the common prescription drug benefit. Term life insurance paid for by the employers varied tremendously for zero to twice the annual salary. NYSDOT does not provide term life insurance for a new hire.

## Education

Tuition reimbursement is provided on average by the DOT's at 84.4%, and at 62.5% by the privates. NYSDOT provides 100% reimbursement. The maximum limits of reimbursement per year were \$800 for the DOT's, \$2,834 for the privates and \$600 for NYSDOT.

## Retirement Funds

Of the contributions made to a retirement/pension fund for new hires DOT's paid an average 34.6%, the privates paid 2% and NYSDOT paid 97%.

## Work Facilities

Six out of eleven DOT's permit telecommuting. All DOT's allow alternate schedules, and four out of eleven offer day care. In the privates only two out of six allow telecommuting, four out of six offer alternate schedules and none offer day care.

## Recruitment Activities

The State DOT's hired an average of 48 new entry level civil engineers last year. The average hiring goal was 50. The privates averaged 13 new hires. NYSDOT hired 35 people and reached their goal. The costs incurred in recruiting new entry civil engineers varied a great deal. NYSDOT figured its cost per hire to be \$1,064.00. The privates averaged \$1,707.00 per hire. No other state compiled the recruitment cost per hire. However, the costs of certain activities are most interesting. NYSDOT had \$32,330.00 in salary cost for recruiting. The State DOT's averaged \$121,543.00, and the privates \$27,500.00. Travel costs for recruitment were an average of \$2,000.00 for the privates, \$5,500.00 for NYSDOT, and the State DOT's averaged 9,720.00. Privates spent an average of \$5,250.00 on support materials, the State DOT's averaged \$5,758.00, and NYSDOT spent \$16,000.00. Advertising expenses for recruitment for the privates averaged at \$62,178.00, and \$28,616.00 for the State DOT's. NYSDOT spent \$4,700.00. Funds expended on mailing to potential recruits averaged \$1,000.00 for the privates, \$1,083.00 for the State DOT's, and NYSDOT expended \$1,250.00.

## IT Professionals

Starting salaries for new entry level IT Professionals averaged at \$33,440.00 for the State DOT's and \$38,250.00 for the privates. NYSDOT offered \$40,850.00. Those salaries increased after 11.6 months for the State DOT's to \$35,143.00, and after 9 months to \$42,745.00 for the privates. NYSDOT increased to \$42,278 after 12 months. NYSDOT hired 14 IT Professionals with a hiring goal of 14. The State DOT's on average hired 4 out a goal of 8, and the privates averaged 1 hire with goals of 1.

## **Analysis**

NYSDOT's initial salary is roughly \$2,000.00 below the State DOT's average salary, and is \$8,000.00 below the average private salary. However, after the initial period NYSDOT's salary for new entry level civil engineers exceeds both the privates average by \$1,646.00 and the State DOT's average by \$6,396.00. The period to that increase is approximately two months longer on average than the State DOT's and the privates.

The fringe benefits in most cases equal or exceed the State DOT's average, and the averages for the privates. NYSDOT offers more vacation days, with a competitive maximum achieved in much less time. Sick leave exceeds the privates and is three days less than the State DOT's average. The amount of sick leave permitted to be accumulated far exceeds the privates and is 20% less than the State DOT's. Personal leave exceeds the average amount offered by the others as well as paid holidays. Military leave exceeds the privates and is competitive with the other states. Professional leave is equal to the other averages and funeral leave exceeds the others by over a 100%. The amount paid by NYSDOT for medical insurance is at least 10% above the others and also exceeds the other averages in dental and vision coverage. As NYSDOT does not provide life insurance coverage to new entry level professionals, it is not competitive in this area as the State DOT's average \$5,000.00 coverage and privates \$10,000.00. Tuition reimbursement levels for NYSDOT are higher but the maximum per year is lower than the State DOT's average and less than half of the privates average. In contributions to the retirement/pensions system, NYSDOT far exceeds the other groups. Alternate schedules are common, but offering day care is unique.

NYSDOT starting salaries for IT Professionals are \$7,000.00 above the State DOT's average and \$2,600.00 above the private average. The salary after the initial period for NYSDOT is still above the State DOT's average, but a few hundred dollars below the private averages.

## **Summary**

The initial salary offered by NYSDOT to entry level civil engineers is below its competition. The salary after the probation period however, is quite competitive. Fringe benefits in most categories meet or exceed those offered by the competition with exceptions of life insurance and maximum tuition reimbursement per year. It is estimated that the value of NYSDOT's fringe benefit package is \$14,352.00.

NYSDOT's competition spend a great deal more money on advertising in their

recruitment efforts. Other State DOT's far exceeded NYSDOT's travel expenditures for recruitment. NYSDOT spent three times what the others spent on support materials.

### **Recommendations**

1. NYSDOT review its salary structure for the first 14 months and shift a competitive amount to the initial salary.
2. Life insurance should be made available upon the start of employment.
3. Maximum reimbursement per year for tuition should be increased.
4. NYSDOT develop a more extensive plan for advertising for new hires.

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Table 1. Average Benefits

<b>Benefit</b>	<b>Avg. for State DOT</b>	<b>Avg. for Private Firm</b>	<b>Avg. both</b>
<b>Salary</b>			
Starting Salary(civil)	\$36,400.49	\$42,500.00	\$38,306.59
Increasing Rate (civil)	\$38,952.60	\$43,702.82	\$39,970.51
Increasing Period (months)	10.27272727	10.5	10.33333333
Starting Salary (IT)	\$33,440.81	\$38,250.00	\$34,814.86
Increasing Rate (IT)	\$35,143.92	\$40,496.67	\$36,482.11
Increasing Period (months)	11.625	9	10.75
Fringe benefits	38.84%	16.60%	30.90%
Fringe benefits determined by			
<b>Vacation (days)</b>			
Annual Vacation days	10.58181818	12	11.08235294
Vacation increased to	22.54545455	22.25	22.46666667
Period required for increase (years)	22.40909091	16.25	20.76666667
Sick Leave	13.38636364	7.6	11.578125
Amount of unused sick leave forwardable	250	65	157.5
Personal leave	3.227272727	2	2.794117647
Holidays	11.63636364	7.25	10.08823529
Military Leave (work days)	23.55555556	7.5	18.61538462
Military Leave (calendar days)	21.33333333	0	18.28571429
Jury Duty			
Professional leave	4	3	3.666666667
Leave for Professional Exam			
Family leave			
Paid Funeral leave (working hours)	53.9	24	45.35714286
<b>Medical</b>			
Health Insurance	80.37%	75.29%	78.58%
Dental insurance	66.20%	73.60%	68.97%
Vision Insurance	66.67%	61.25%	64.50%
Mental hlth/Sub.abuse			
Prescription Drugs			
standard co-pay in the amount of			
<b>Term life insurance</b>			
Life insurance available at the rate of _ per \$10,000 coverage	\$1.60	\$1.13	\$1.39
	\$2.61	\$0.60	\$1.81
<b>Education</b>			
Tuition reimbursement	84.44%	62.50%	77.69%
up to a max. per year	\$800.00	\$2,833.33	\$2,020.00
		3000	
<b>Retirement</b>			
Org.contr.rate	34.60%	2.00%	25.29%
Supplement Retirement	50	0.016666667	38.46538462
Flex Spending Account			
Moving reimbursement	\$266.67	0	\$200.00
<b>Work facilities</b>			
Telecommuting			
Alternate Schedules			
Day care			
<b>Recruitment Expenditures</b>			
Hired (Engineers)	48.5	13.25	38.42857143
Hiring Goal (Engineers)	50.2	7	37.85714286
Hired (IT Professionals)	3.777777778	1.2	2.857142857
Hiring Goal (IT Professionals)	7.8	0.333333333	5
Data on Recruitment costs			
Salary cost	\$121,543.33	\$27,500.00	\$83,926.00

Table 2. Benefit Data - State DOT

<b>Benefit</b>	<b>New York</b>	<b>Pennsylvania</b>	<b>New Jersey</b>
<b><u>Salary</u></b>			
Starting Salary (civil)	\$34,549	\$36,499.00	\$39,342.30
Increasing Rate (civil)	\$45,348	\$39,883	\$40,999.84
Increasing Period (months)	12	15	6
Starting Salary (IT)	\$40,850	\$37,360.00	n/a
Increasing Rate (IT)	\$42,278	\$38,201.00	n/a
Increasing Period (months)	12	15	n/a
Fringe benefits	41.54%	32%	n/a
Fringe benefits determined by	In house calculation	n/a	n/a
<b><u>Vacation (days)</u></b>			
Annual Vacation days	13	10	12
Vacation increased to	20	26	25
Period required for increase (years)	7	25	20
Sick Leave	10	13	15
Amount of unused sick leave forwardable	200	300	unlimited
Personal leave	5	4	3
Holidays	12	11	13
Military Leave (work days)	22	15	90
Military Leave (calendar days)	30	21	n/a
Jury Duty	yes	yes	yes
Professional leave	3	no set amount	no set amount
Leave for Professional Exam	yes	yes	no
Family leave	yes	yes	yes
Paid Funeral leave (working hours)	112.5	37.5	40
<b><u>Medical</u></b>			
Health Insurance	90%	100%	80%
Dental insurance	100%	100%	80%
Vision Insurance	100%	100%	20%
Mental hlth/Sub.abuse	included	included	Included
Prescription Drugs	co-pay by employees	standard co-pay	Standard co-pay
standard co-pay in the amount of		\$6.00 or 15% Max expenses is \$25.00	\$1-\$5
<b><u>Term life insurance (set amount or multiple of annual salary)</u></b>			
Life insurance available at the rate of _ per \$10,000 coverage	not provided	1	3
	n/a	n/a	n/a
<b><u>Education</u></b>			
Tuition reimbursement	100%	100%	100%
up to a max. per year	\$600		
<b><u>Retirement</u></b>			
Org.contr.rate	97%		50%
Supplement Retirement	0	0	0%
Flex Spending Account	yes	no	yes
Moving reimbursement			0
<b><u>Work facilities</u></b>			
Telecommuting	no	no	no
Alternate Schedules	yes	yes	yes
Day care	yes	no	yes
<b><u>Recruitment Expenditures</u></b>			
Hired (Engineers)	35	11	20
Hiring Goal (Engineers)	35	n/a	60
Hired (IT Professionals)	14	3	4
Hiring Goal (IT Professionals)	14	n/a	20
Data on Recruitment costs	yes	yes	no
Salary cost, recruitment staff	\$32,330	n/a	\$47,000.00
Travel costs	\$5,500	\$7,500	n/a
Support materials	\$16,000	\$4,000	n/a
Advertising	\$4,700	\$9,000	\$100.00
Mailings	\$1,250	n/a	unlimited
Recruit. cost per hire		n/a	n/a

Table 3. Benefit Data - State DOT

Massachusetts	Illinois	Maryland	Connecticut
\$35,829.04	\$37,530	\$42,307	\$39,601
\$36,777.00	\$39,969	\$43,125	\$41,964
12	8	12	12
\$34,569.86	\$32,040	\$37,255	\$30,166
\$35,696.70	n/a	\$38,691	\$33,199
12	n/a	12	12
n/a	40%	30%	70%
n/a	In house calculation	In house calculation	In house calculations
10	10	10	12
25	25	25	20
19.5	25	20	20
15	12	15	15
Unlimited	unlimited	Unlimited	unlimited
3	3	7	3
13	12	11	12
	10	15	15
17	n/a	n/a	30
yes	yes	yes	yes
no set amount	no set amount	no set amount	no set amount
no	yes	no policy	no
yes	yes	yes	yes
24	0	40	21
85%	93%	80%	90%
0%	47%	50%	100%
0%	n/a	80%	n/a
Included	Included	Included	Included
co-pay by employees	co-pay by employees	standard co-pay	standard co-pay
		\$3-\$5	\$3 generic/ \$6 brand name
in the amount of \$5000	1	not provided	not provided
n/a	n/a	\$1.84	\$2.00
75%	n/a	no policy	75%
	\$1,000		n/a
0%	4%	70%	97.50%
0	0	\$500	n/a
yes	yes	yes	yes
0	normal	0	n/a
no	no	yes	no
yes	yes	yes	yes
no	no	no	yes
10	91	9	27
15	96	n/a	n/a
0	n/a	3	4
0	n/a	2	n/a
no	yes	yes	no
n/a	decentralize	not available	n/a
n/a	\$32,000	not available	n/a
n/a	\$3,000	not available	n/a
n/a	\$1,000	50,000	n/a
n/a	\$1,000	not available	n/a
n/a	n/a	not available	n/a

Table 4. Benefit Data - State DOT

California	Texas	Vermont	Wisconsin
\$39,276	\$35,150.00	\$27,164.80	\$33,157.28
\$40,836	\$36,907.00	\$28,530.40	\$34,139.37
12	6	6	12
\$26,848	\$31,068.00	\$30,139.20	\$34,112.00
\$27,540	\$32,621.00	\$31,575.60	\$36,493.02
12	n/a	6	12
27.10%	41.60%	30%	37.30%
In house calculations	Texas State Auditor	In house calculation	In house Calculation
7	10.4	12	10
14	20	23	25
20	35	30	25
12	12	12	16.25
unlimited	unlimited	unlimited	unlimited
1	0	3	3.5
13	12	10	9
n/a	15	0	30
30	n/a	0	n/a
yes	yes	yes	yes
no set amount	no set amount	no set amount	5
yes	yes	yes	yes
yes	yes	yes	yes
24	n/a	240	0
85%	100%	80%	1.05%
85%	0%	100%	Included
100%	Included	up to \$50	Included
included	Included	included	Included
co-pay by employees	co-pay by employee	co-pay by employees	co-pay by employees
\$ 5 generic/ \$15 brand name			
not provided	in the amount of \$5000	2	1
\$4	n/a	n/a	n/a
80%	100%	55%	75%
n/a			
0	6%	8.50%	13%
0	0%	0	0
yes	yes	yes	yes
\$1,000	0		\$600
yes	yes	yes	yes
yes	yes	yes	yes
no	no	no	yes
230	45	n/a	7
n/a	45	n/a	n/a
1	3	n/a	2
n/a	3	n/a	n/a
yes	no	n/a	yes
\$285,300.00	n/a	n/a	n/a
\$1,603.00	n/a	\$2,000	n/a
\$7,353.00	n/a	\$1,000	\$3,200
\$160,256.00	n/a	\$2,000	\$1,875
not available	n/a	\$1,000	n/a
not available	n/a	n/a	not computed

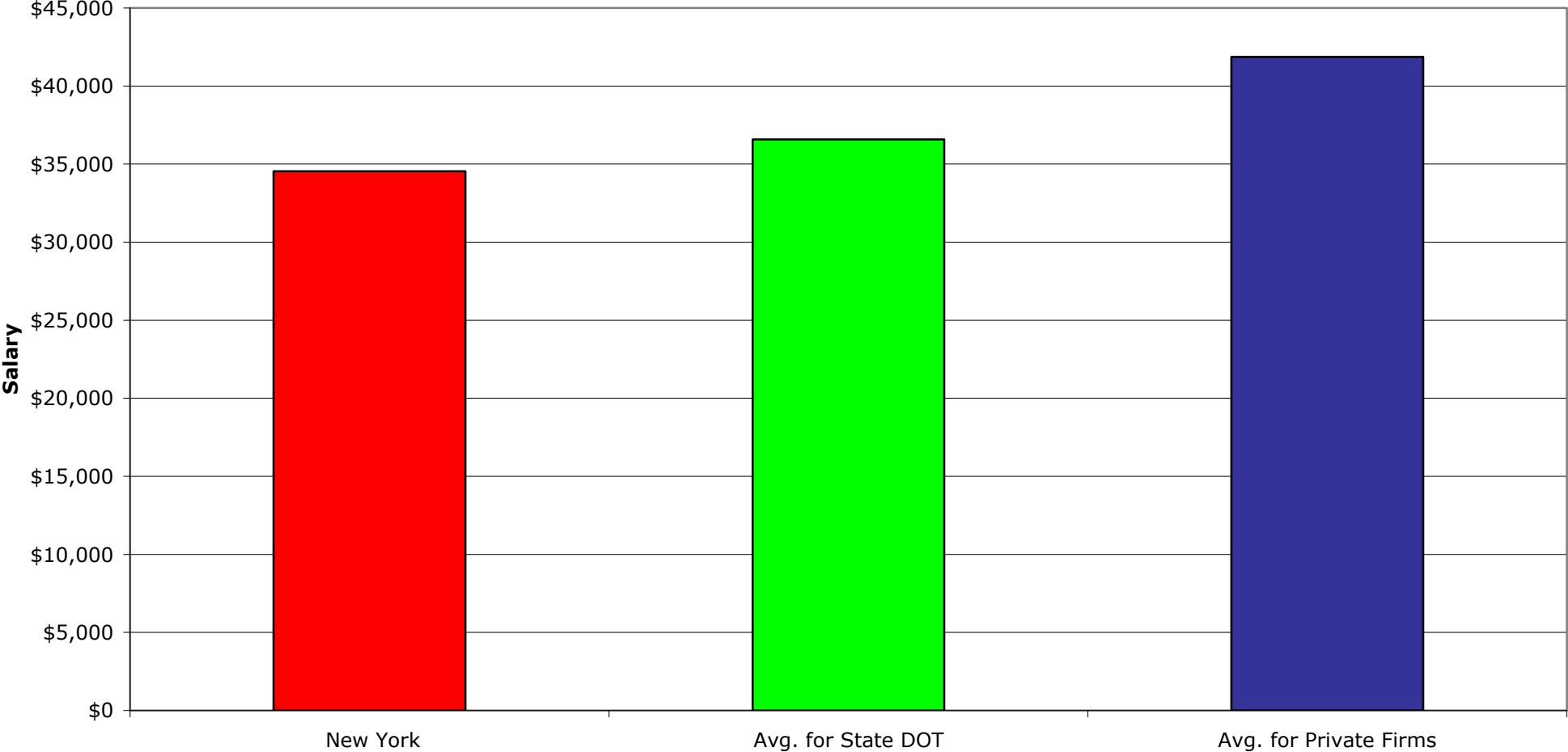
Table 5. Benefit Data - Private Firm

Firm A	Firm B	Firm C
\$45,000.00	\$37,400	\$41,600
n/a	\$38,896	\$41,624.96
n/a	12	12
n/a	\$40,000	n/a
n/a	\$41,600	n/a
n/a	12	n/a
0	30%	10%
n/a	In house calculation	In house calculation
10	10	14
n/a	20	20
n/a	15	15
n/a	10	3
n/a	130	unlimited
6	1	0
9	8	7
10	depends	0
n/a	n/a	0
yes	yes	yes
no set amount	no set amount	3
yes	yes	no
no	yes	yes
n/a	24	24
66.76%	75%	70%
65.57%	66%	70%
n/a	up to \$200/yr	70%
Included	included	included
co-pay by employee	co-pay by employee	Standard co-pay 30% \$10 min
1	1	in the amount of \$10000
n/a	n/a	\$0.70
n/a	75%	
\$3,000	3000	\$2,500
\$3,000		
4%	n/a	0%
n/a	n/a	5%
yes	yes	yes
negotiable	actual or reasonable	
no	no	no
yes	no	no
no	no	no
2	32	10
2	n/a	12
0	2	0
0	n/a	0
yes	yes	yes
n/a	n/a	\$55,000
n/a	n/a	\$1,000
n/a	n/a	\$500
\$176,525.00	n/a	\$10
n/a	n/a	0
\$2,915	n/a	\$500

Table 6. Benefit Data - Private Firm

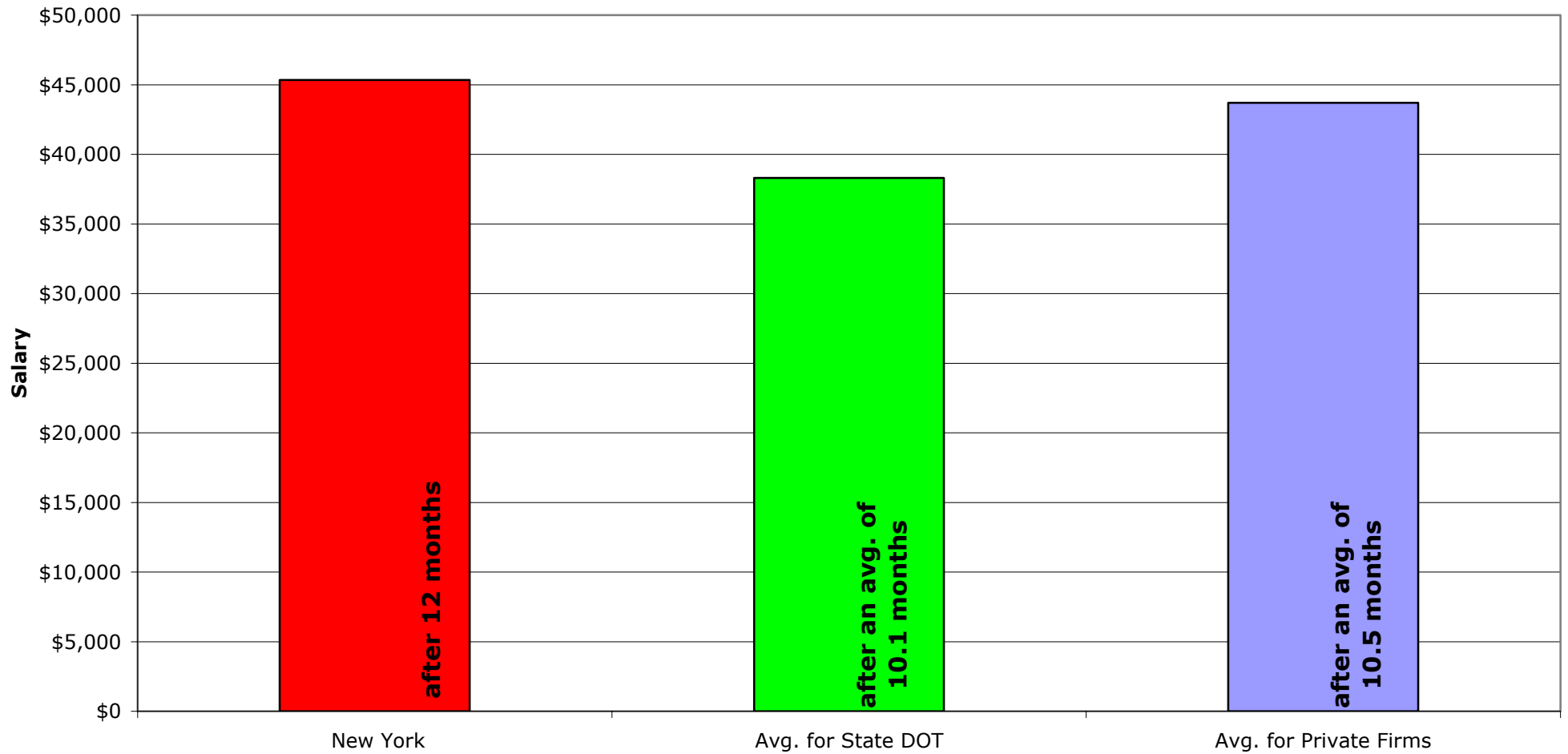
Firm D	Firm E	Firm F
\$41,000.00	\$47,500	n/a
depends	\$50,587.50	n/a
6	12	n/a
\$39,000.00	\$42,000	\$32,000.00
depends	\$43,890.00	\$36,000
6	12	6
n/a	38%	5%
n/a	In house Calculation	In house Calculation
13	15	10
24	25	n/a
25	10	n/a
5	15	5
0	unlimited	n/a
0	0	5
7.5	8	4
10	10	n/a
n/a	n/a	n/a
yes	yes	yes
no set amount	no set amount	n/a
no policy	no policy	no policy
yes	yes	no
24	24	n/a
85%	75%	80%
85%	75%	80%
100%	75%	0
included	Included	Included
co-pay by employee	co-pay by employee	standard co-pay
		\$10
1	1.5	not provided
n/a	\$0.49	n/a
75%	100%	0
2.50%	1.50%	variable
0	0	% of profit
yes	yes	no
0	varies	0
no	yes	yes
no	yes	no
no	no	no
9	n/a	n/a
n/a	n/a	n/a
3	n/a	1
n/a	n/a	1
n/a	n/a	no
n/a	n/a	0
n/a	n/a	\$3,000
n/a	n/a	\$10,000
n/a	n/a	\$10,000
n/a	n/a	\$2,000
n/a	n/a	\$1,000

# Salary for New Entry-Level Civil Engineer (New York DOT vs. other State DOTs and Private Firms)

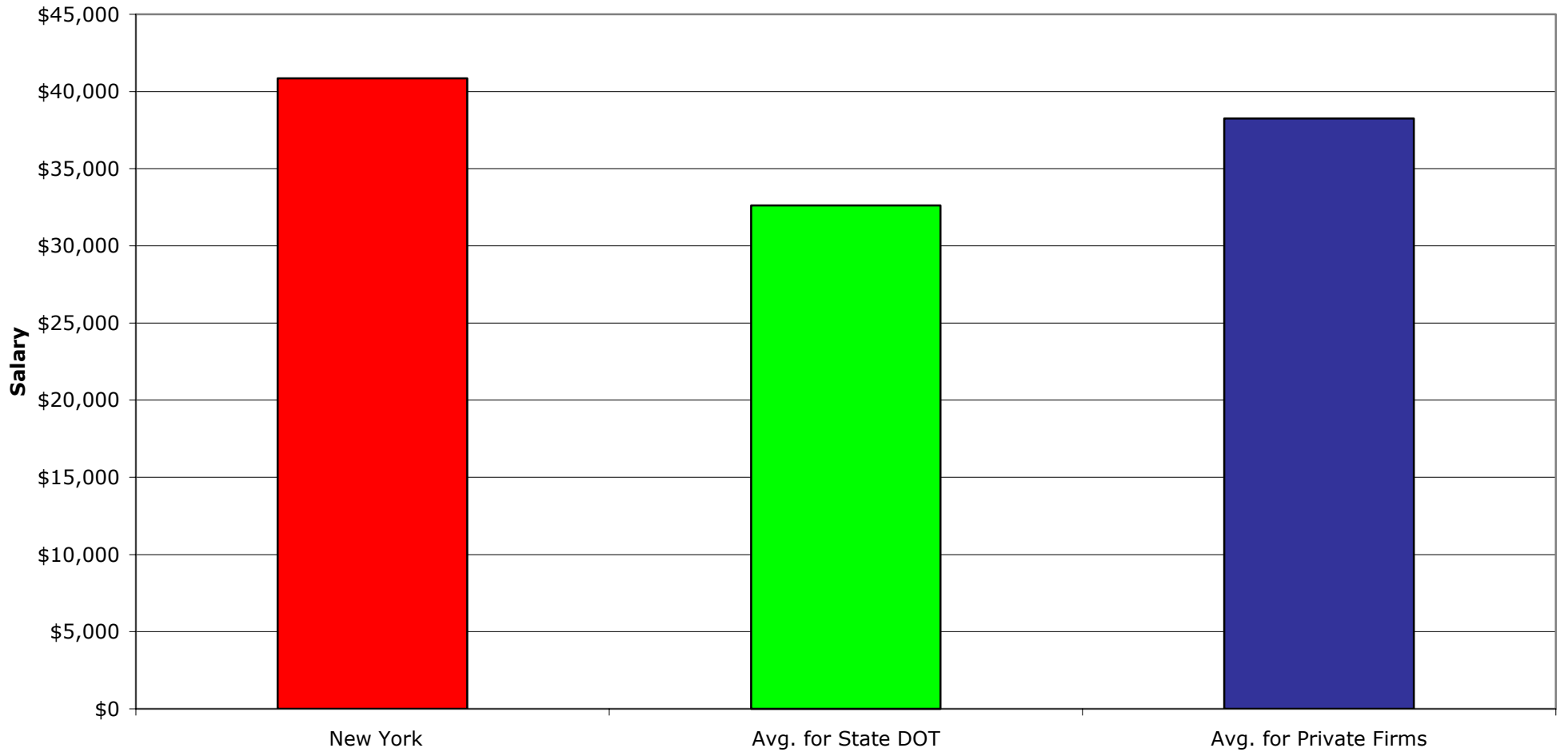




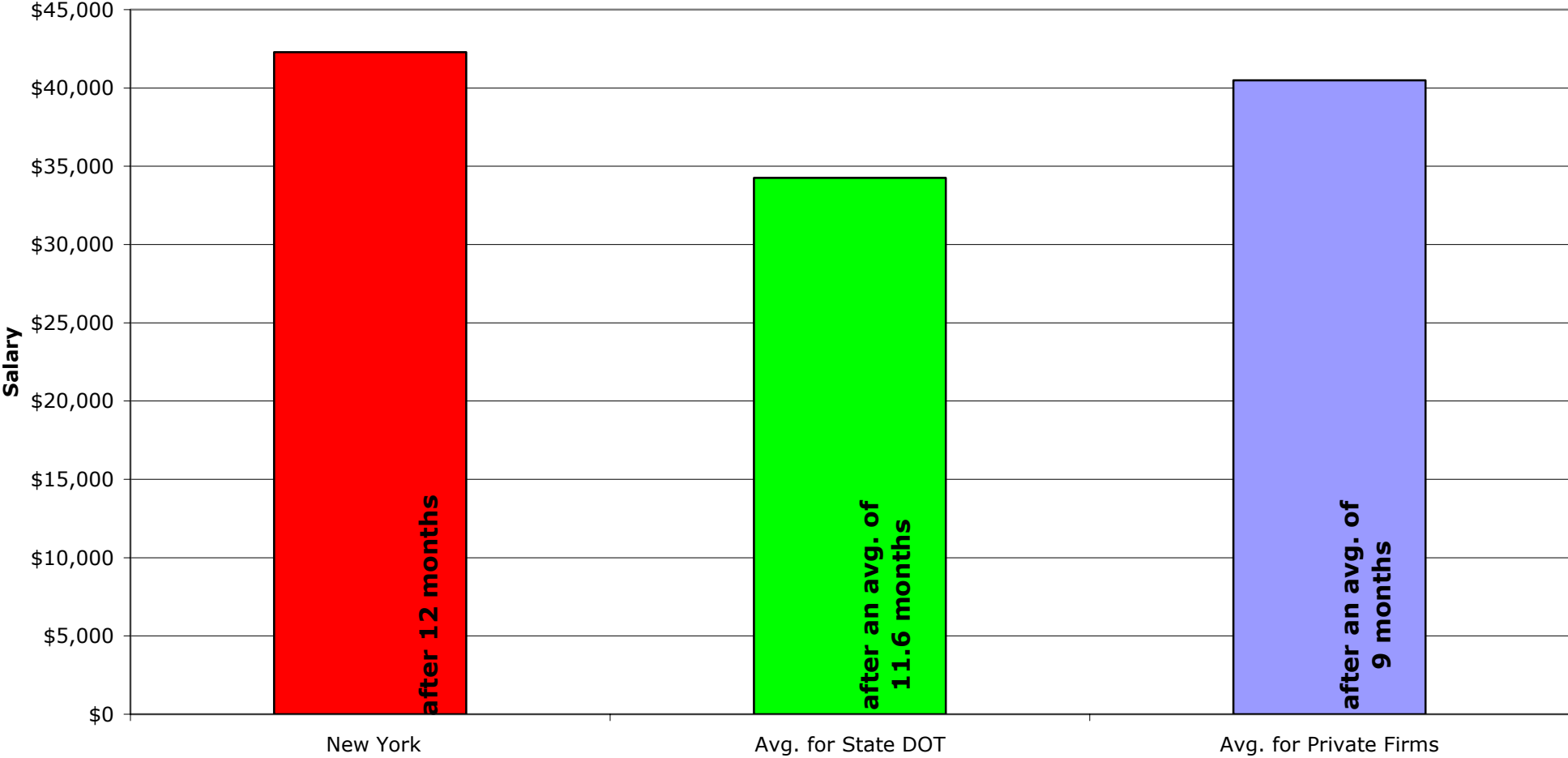
### Salary for Entry-Level Civil Engineer After the First Increase (New York DOT vs. other State DOTs and Private Firms)



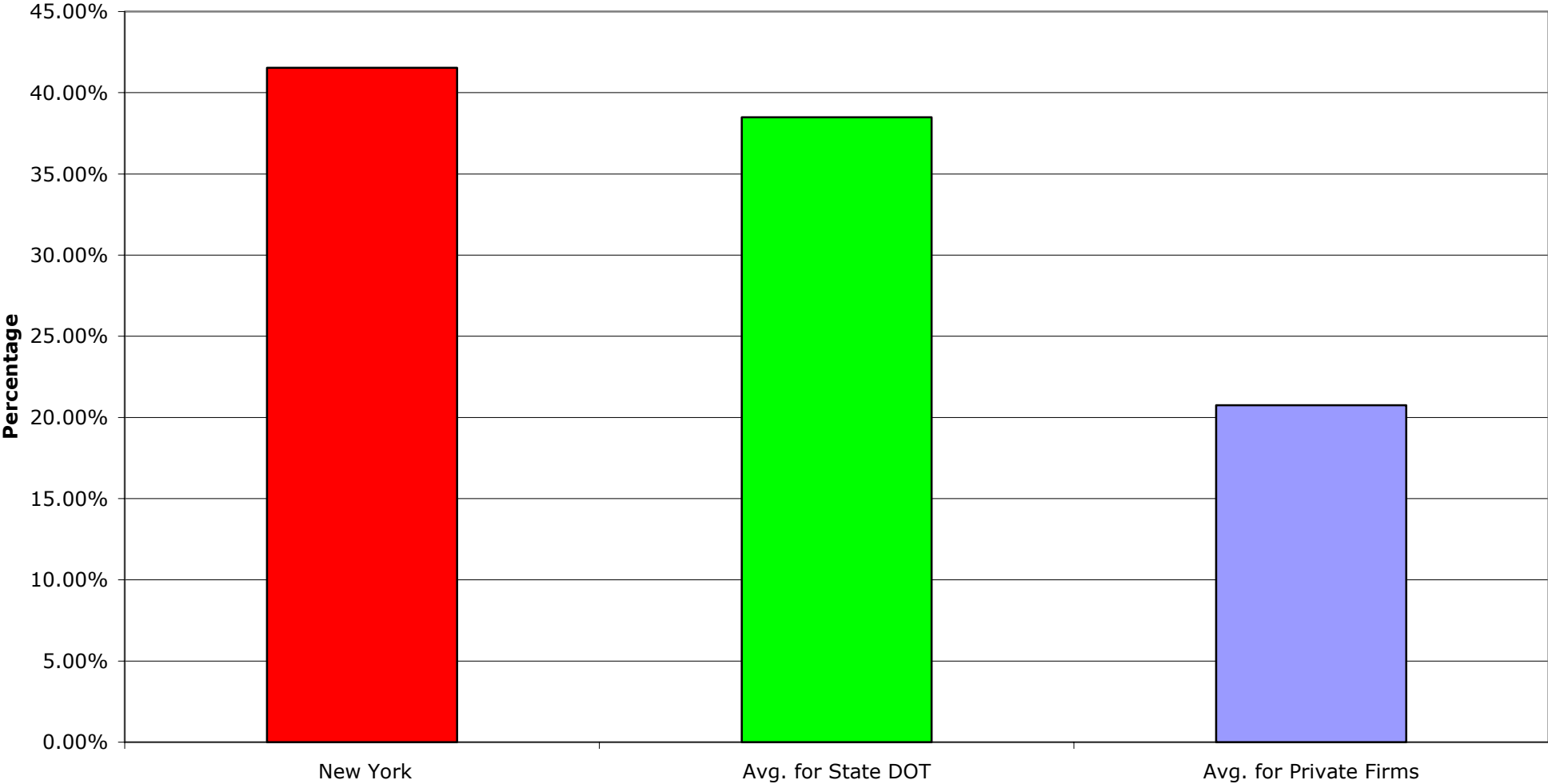
## Salary for New Entry-Level IT Professional (New York DOT vs. other State DOTs and Private Firms)



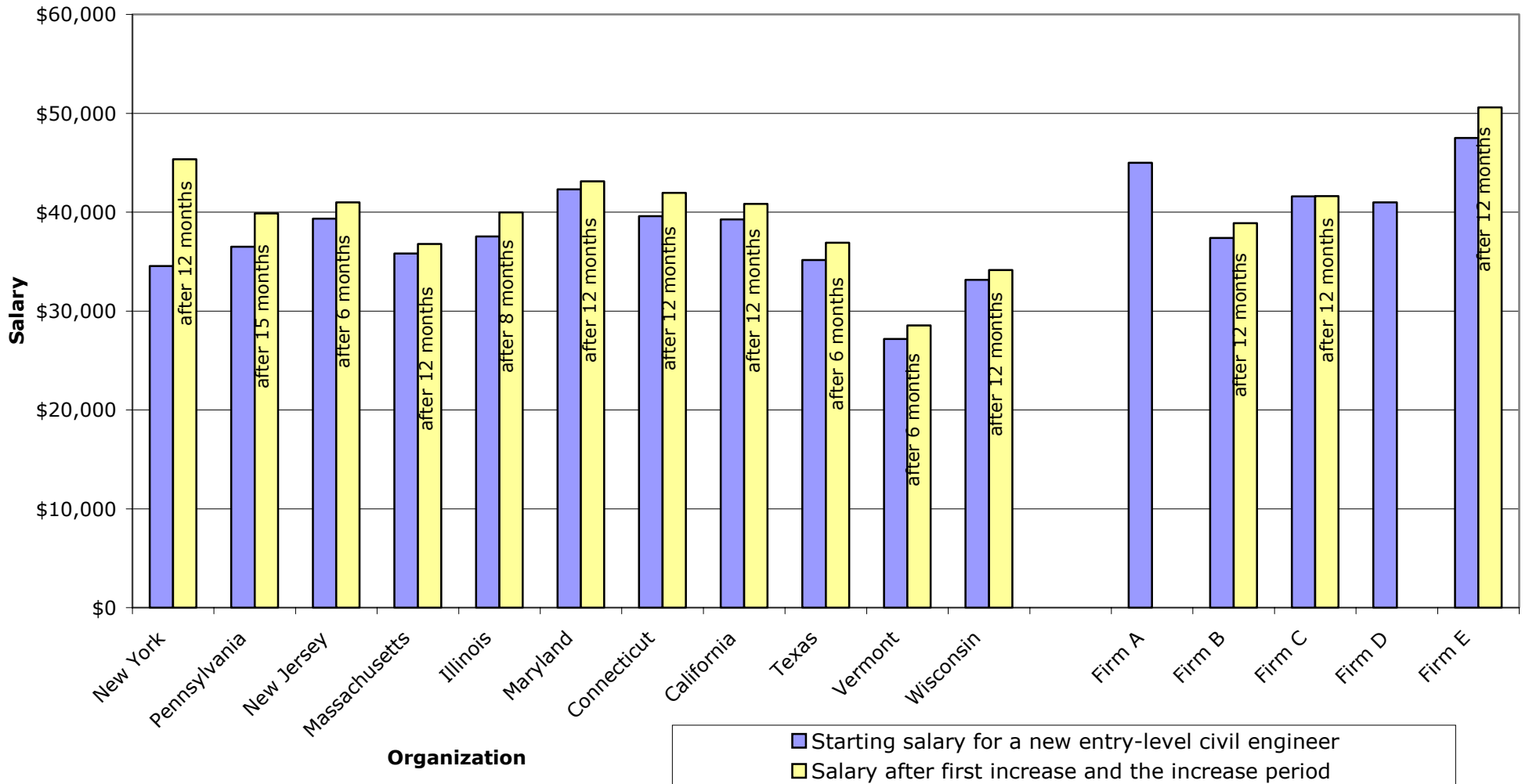
### Salary for Entry-Level IT Professional After the First Increase (New York DOT vs. other State DOTs and Private Firms)



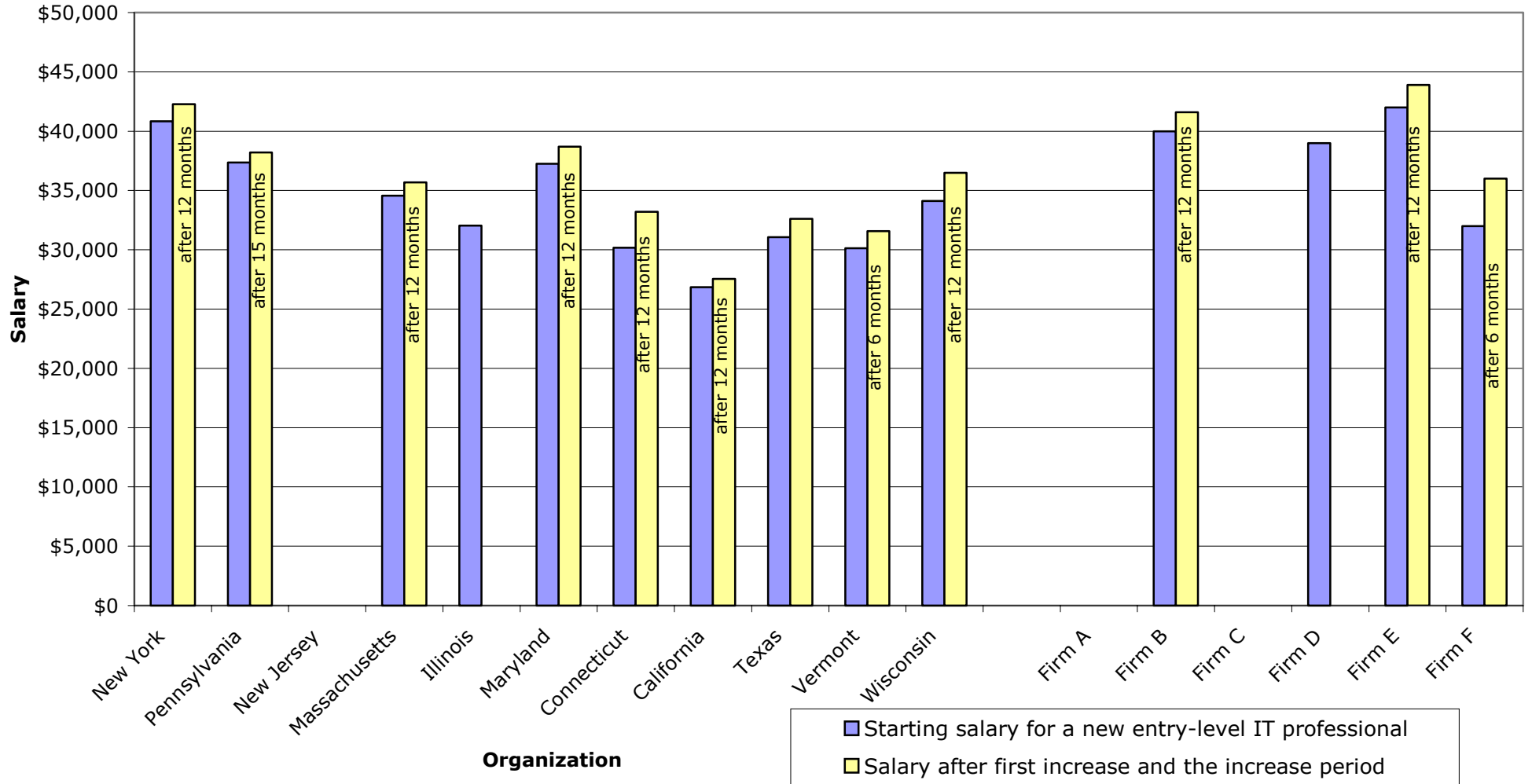
### Fringe Benefits (New York DOT vs. other State DOTs and Private Firms)



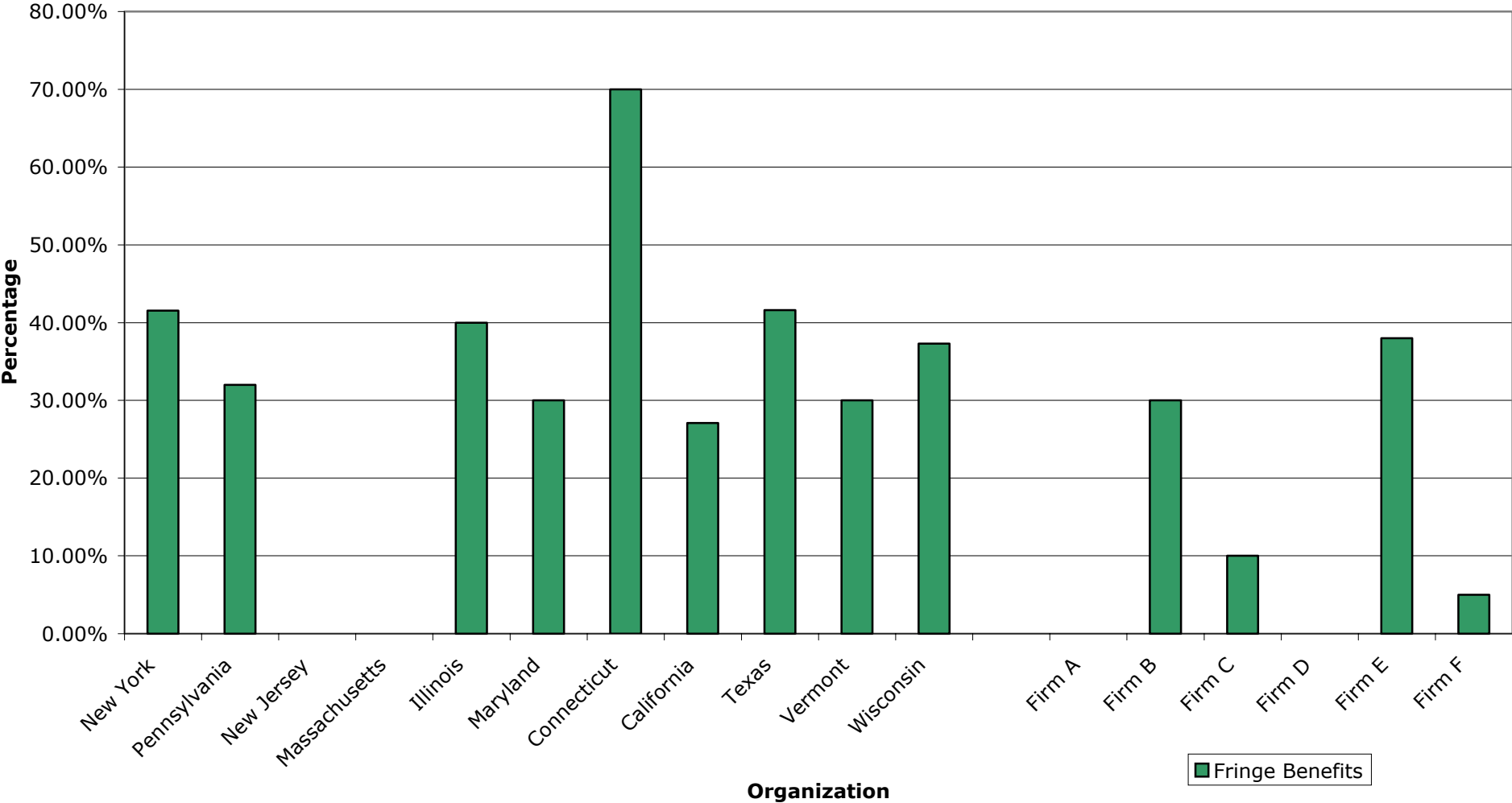
## Salary for New Entry-Level Civil Engineer (State DOT and Private Firms)



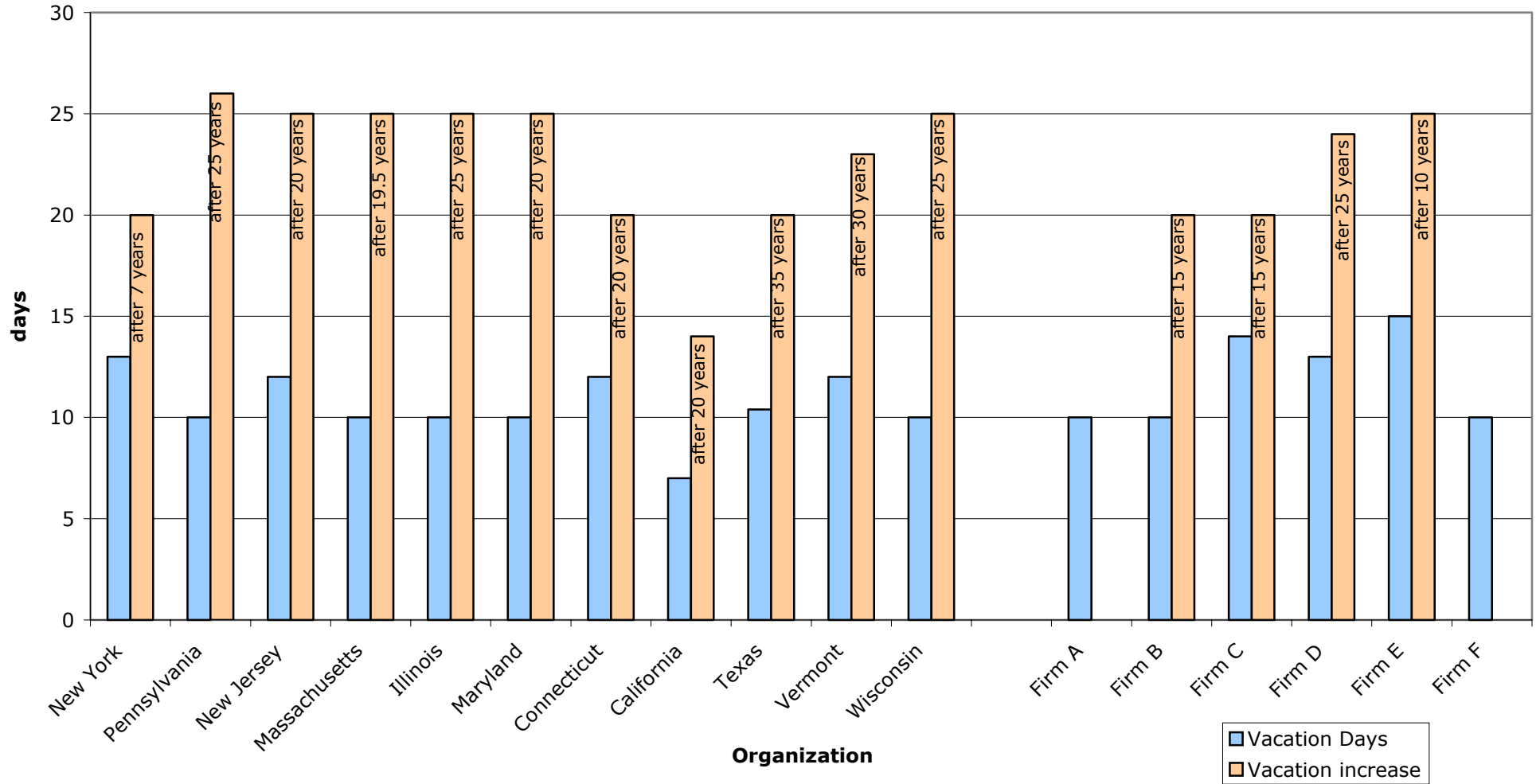
## Salary for New Entry-Level IT Professional (State DOT vs. Private Firms)



### Fringe Benefits (State DOT vs. Private Firms)

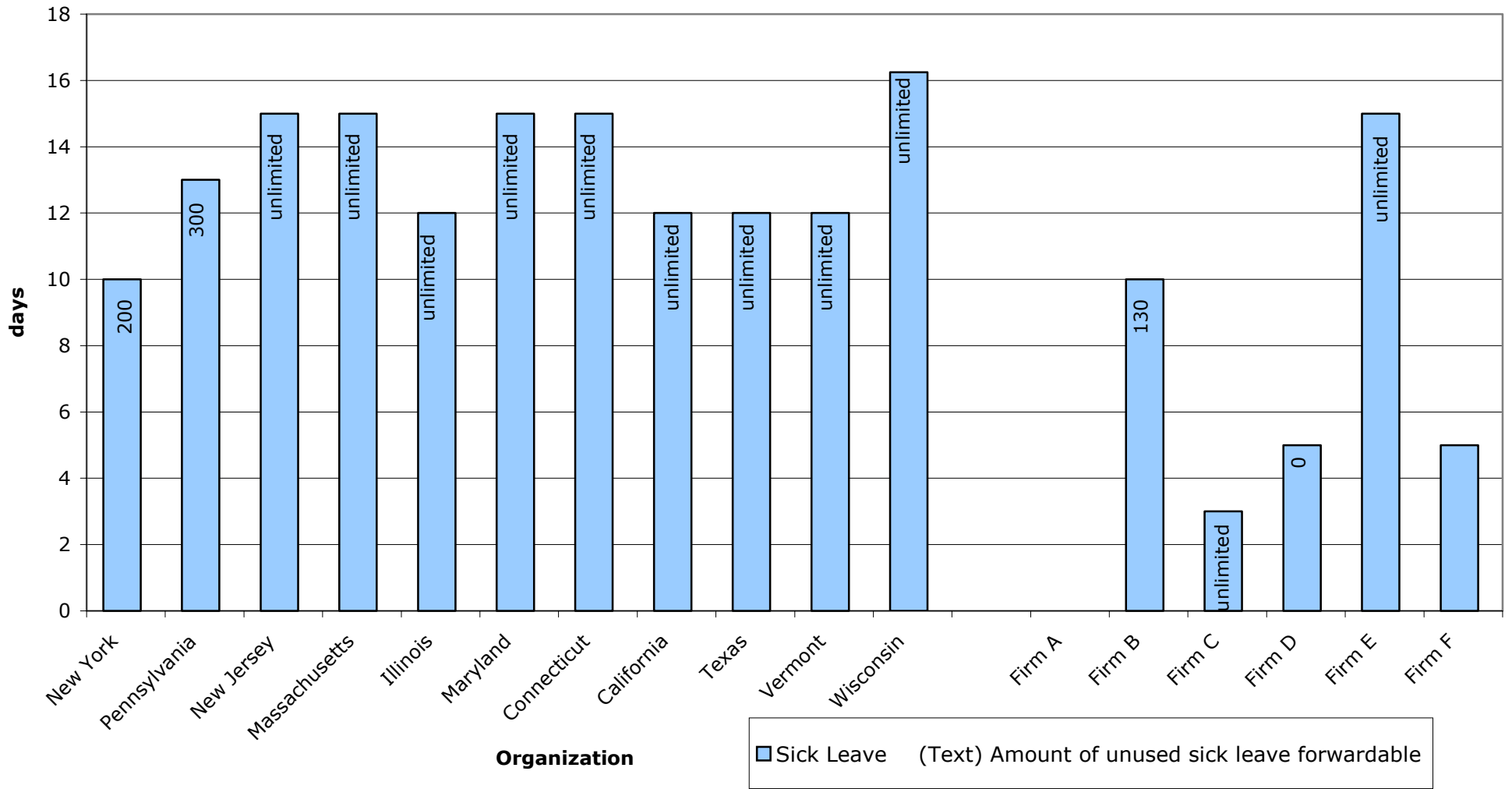


## Annual Vacation days (State DOT vs. Private Firms)

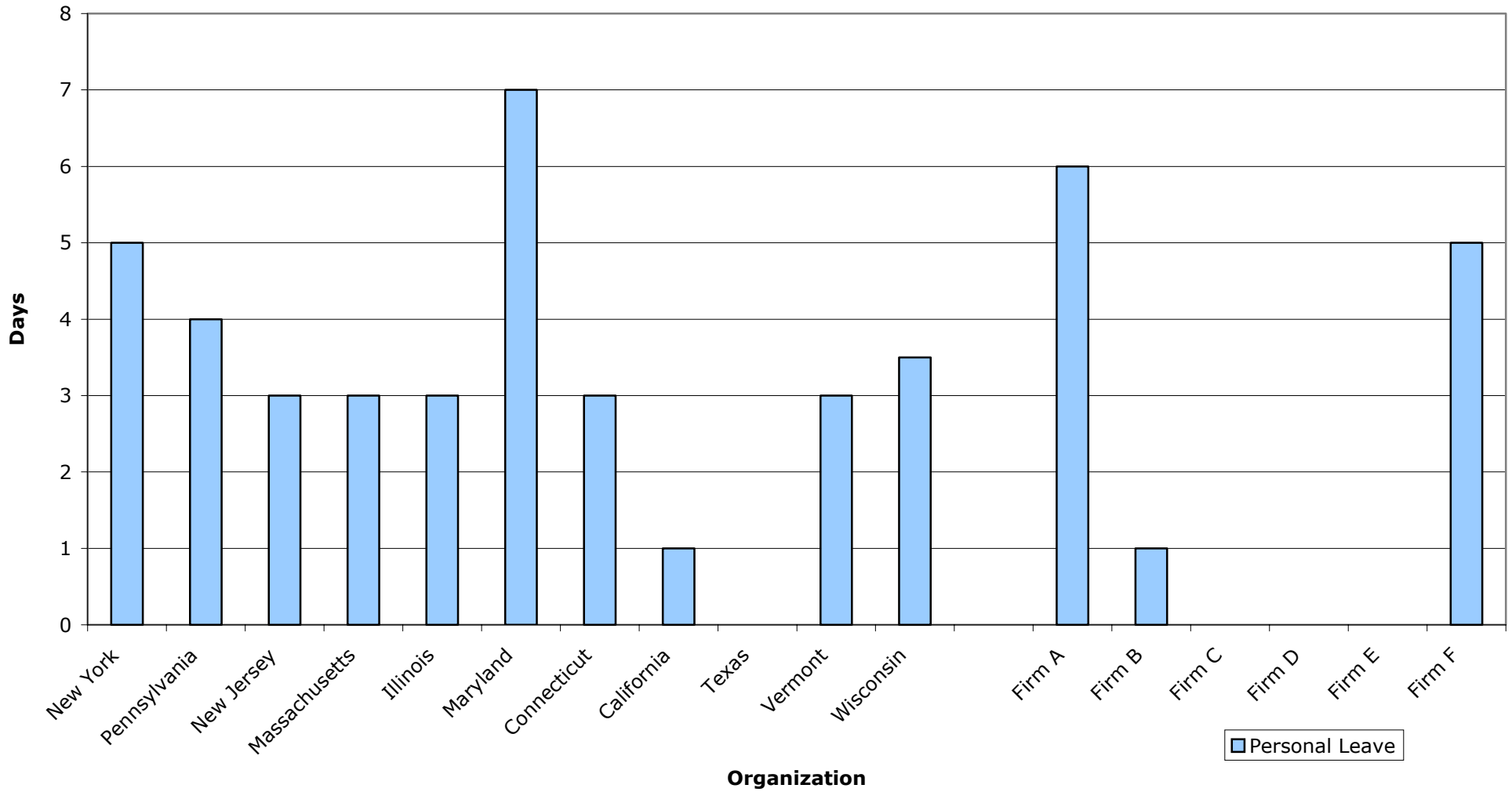




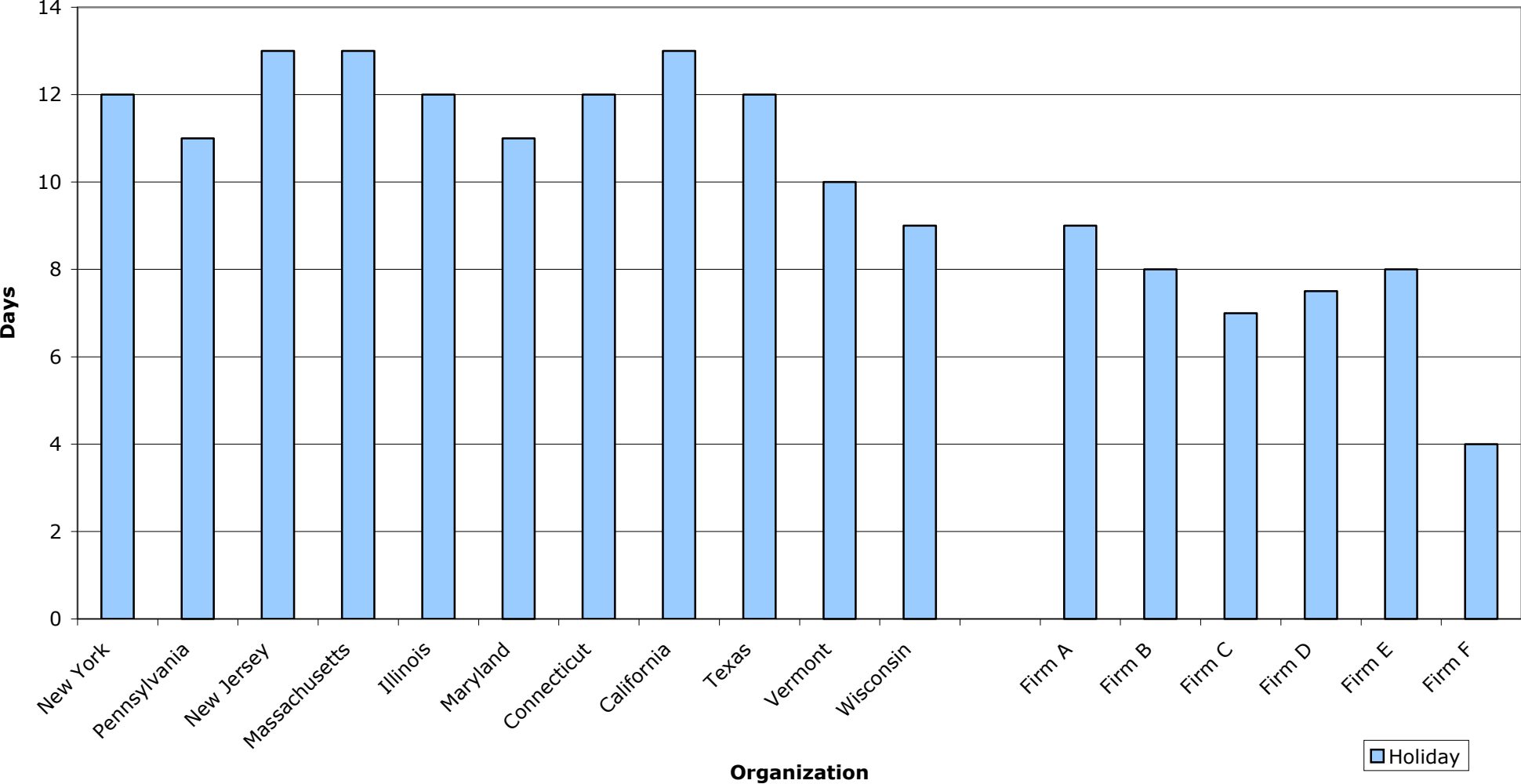
### Sick Leave (State DOT vs. Private Firms)



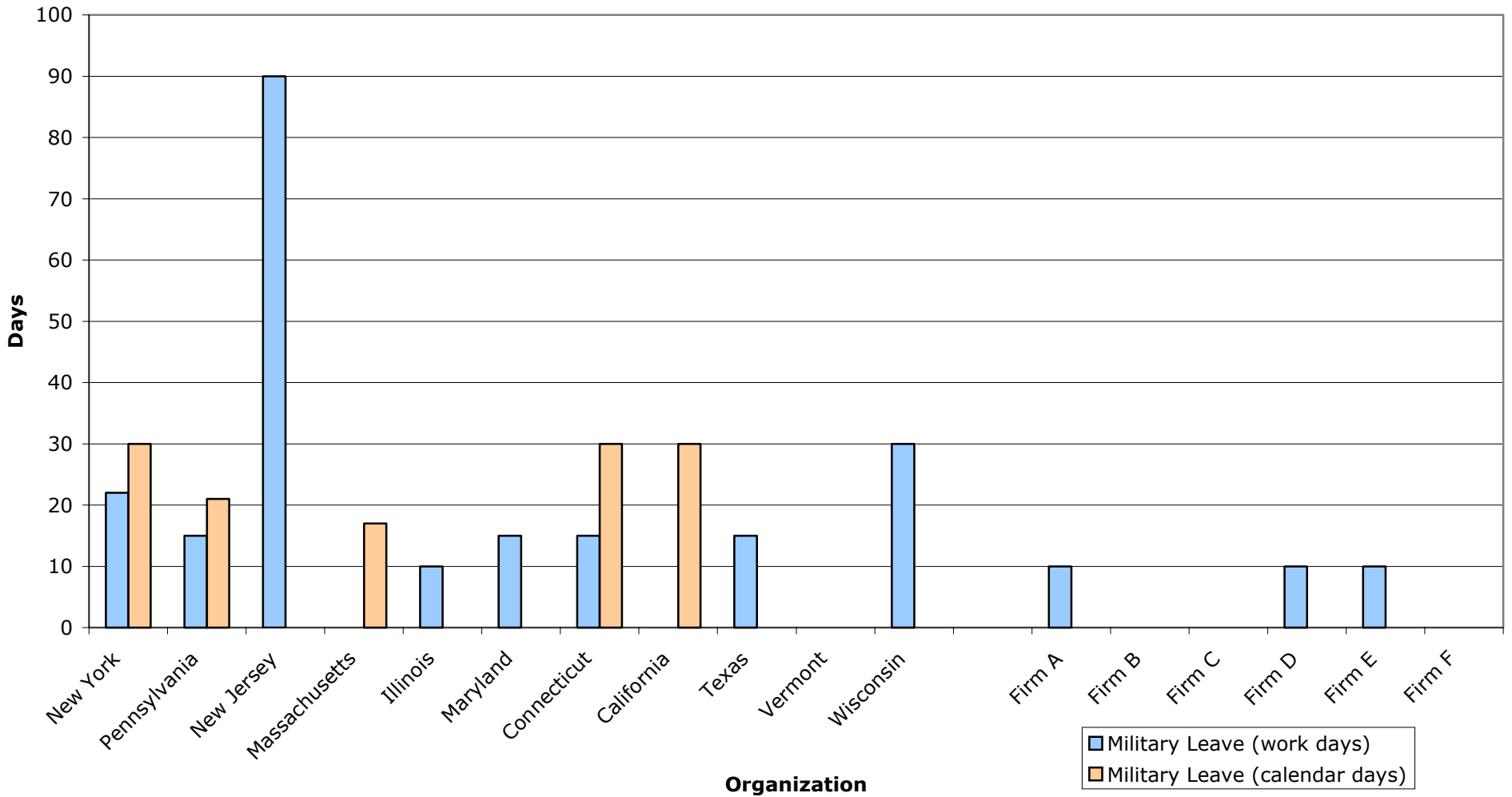
## Personal Leave (State DOT vs. Private Firms)



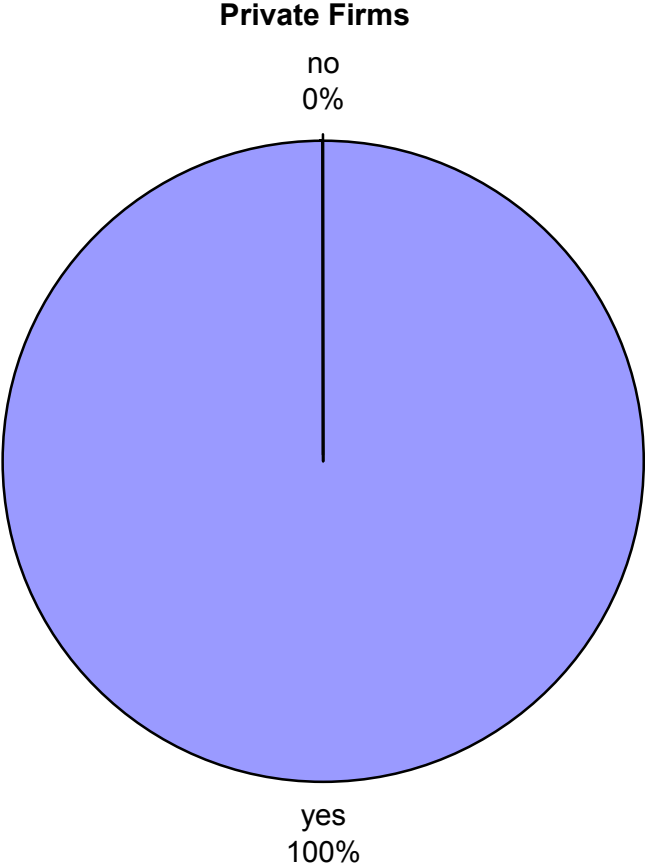
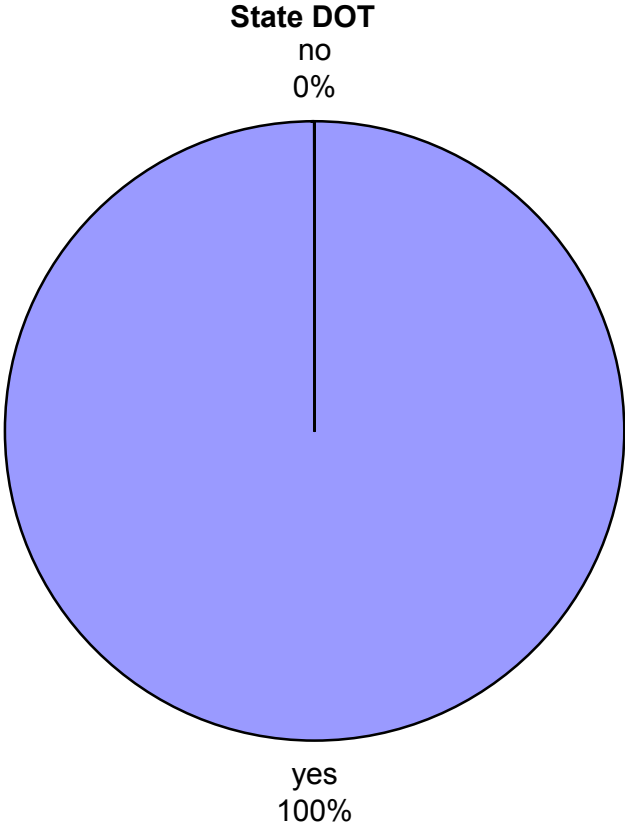
### Holiday (State DOT vs. Private Firms)



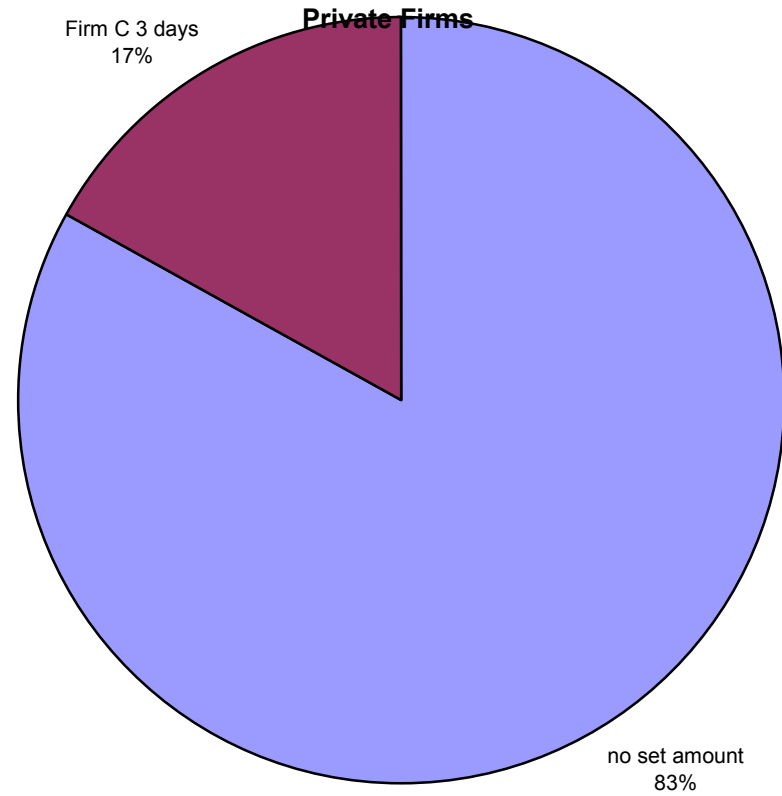
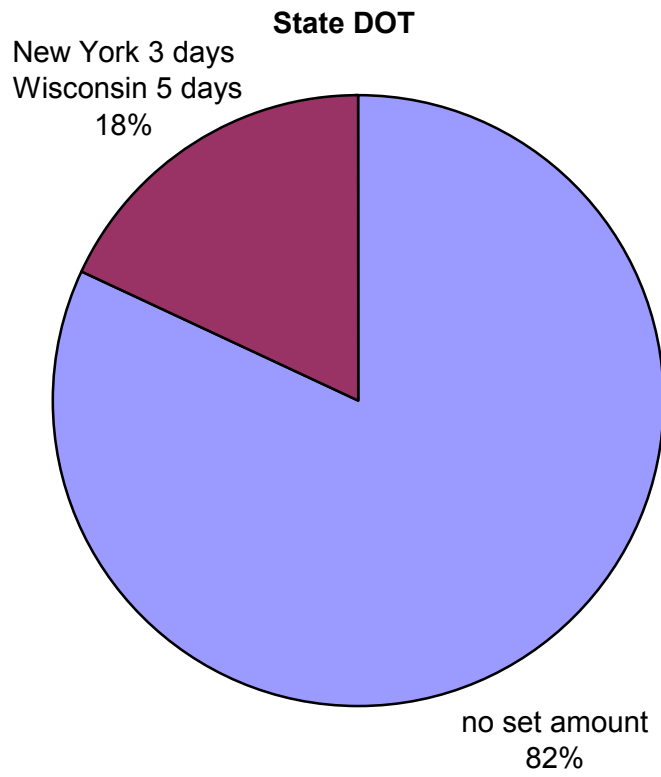
### Military Leave (State DOT vs. Private Firms)



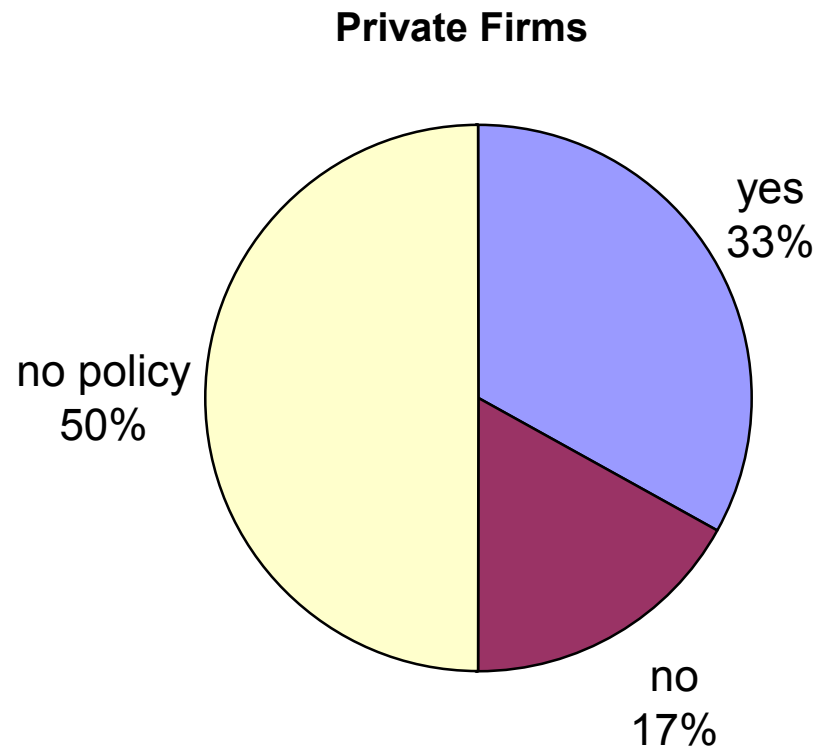
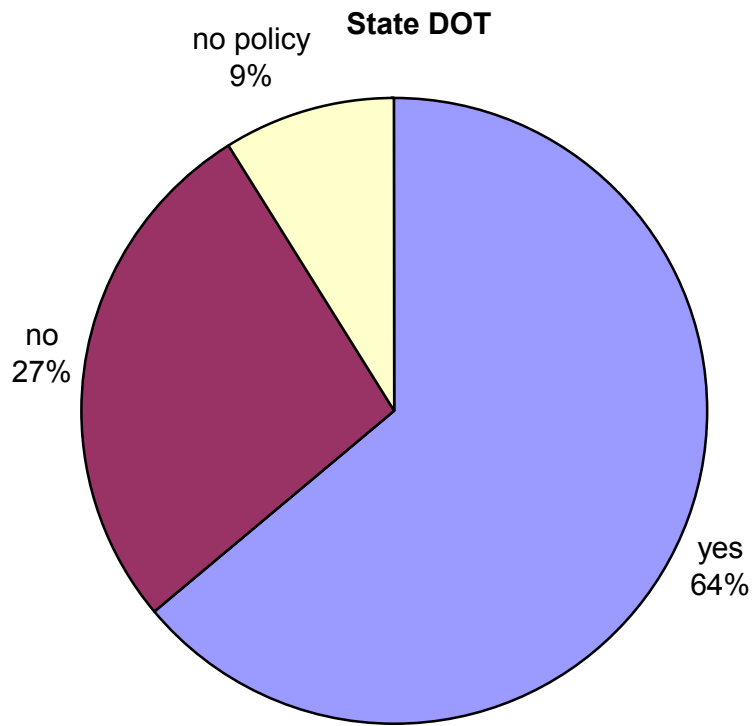
# Full Pay Jury Duty (State DOT vs Private Firms)



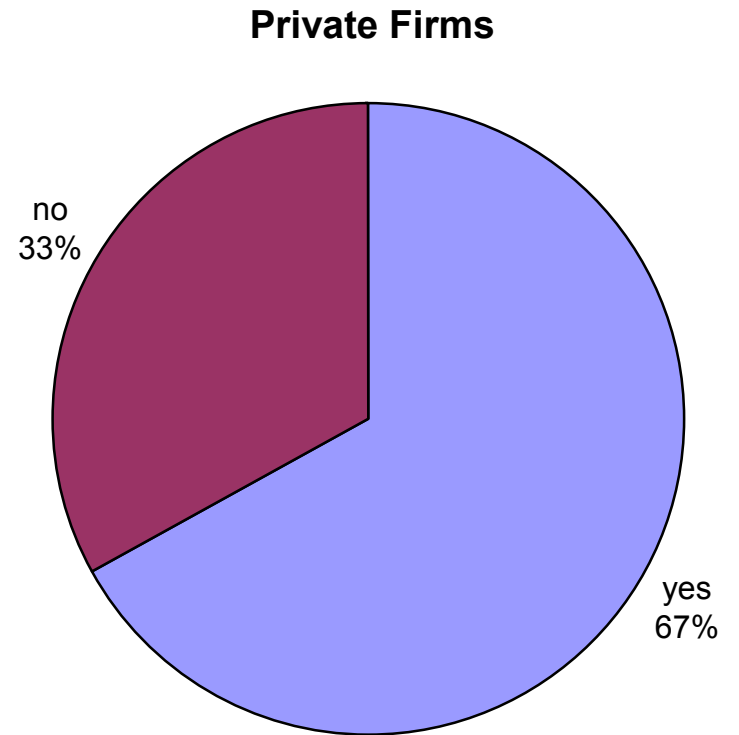
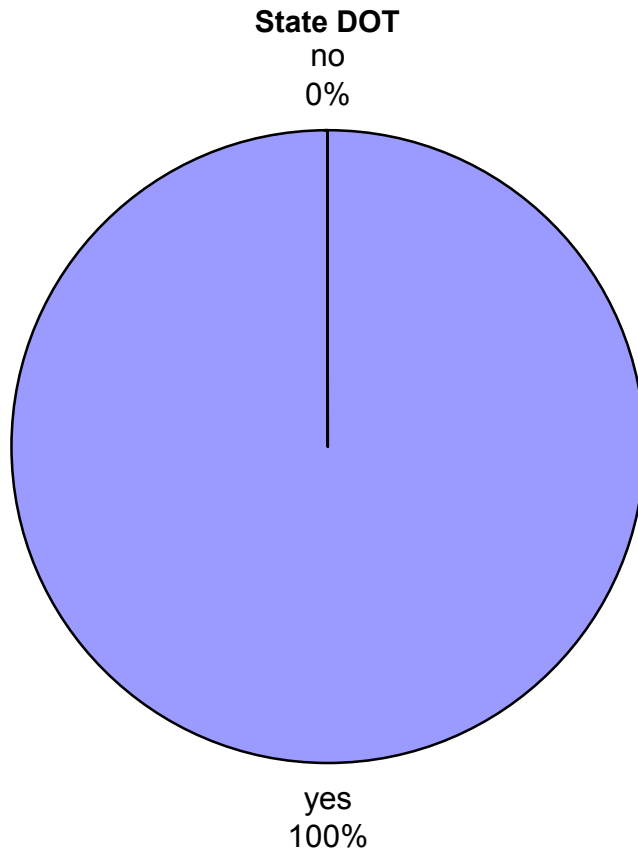
## Professional Leave Allowed (State DOT vs. Private Firms)



## Leave for Professional Examinations (State DOT vs. Private Firms)

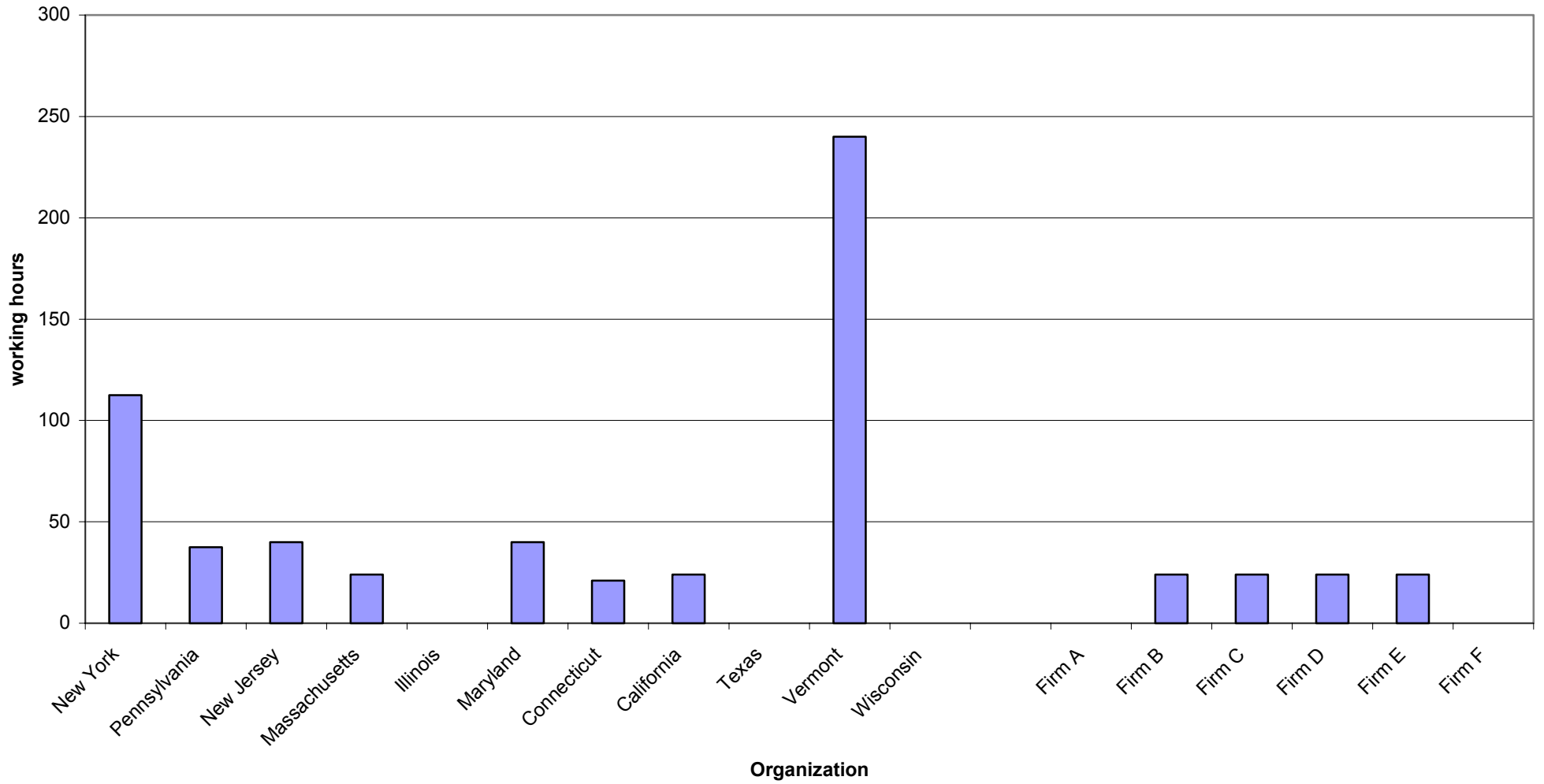


## Family Leave (State DOT vs. Private Firms)

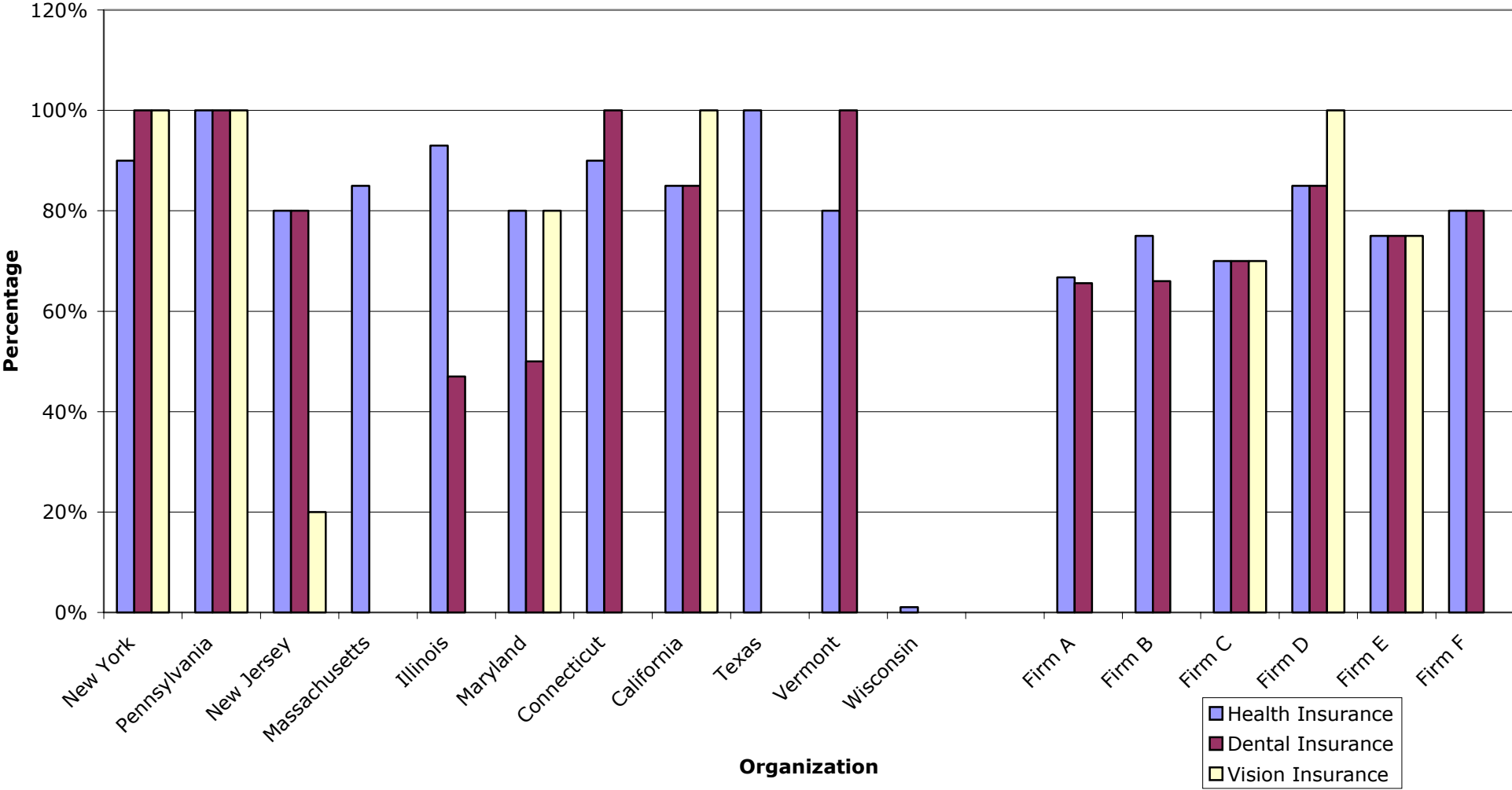




### Paid Funeral Leave (State DOT vs. Private Firms)



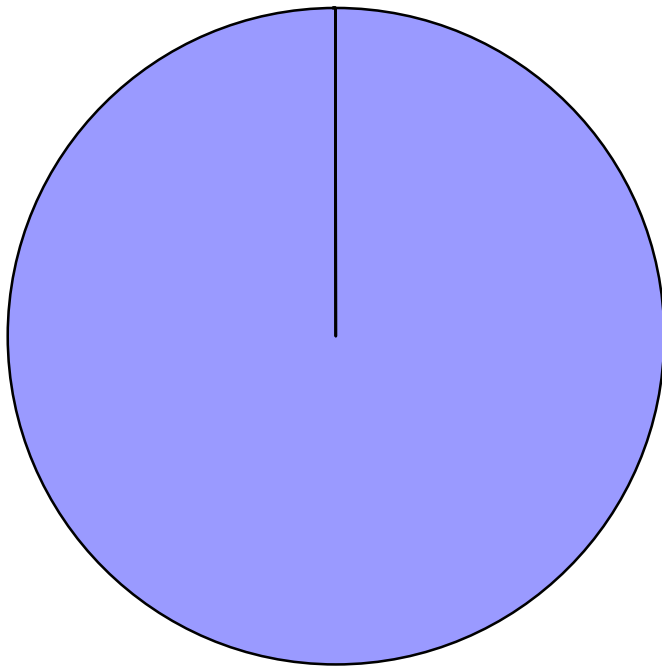
### Medical Insurance (State DOT vs. Private Firms)



# Health Insurance Coverage for Mental Health/ Substance Abuse Treatment (State DOT vs. Private Firms)

## State DOT

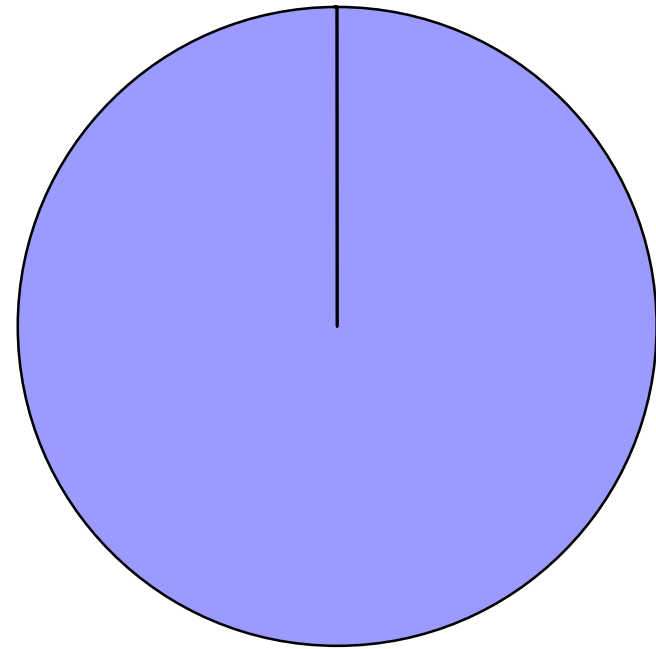
not included or optional  
0%



included  
100%

## Private Firms

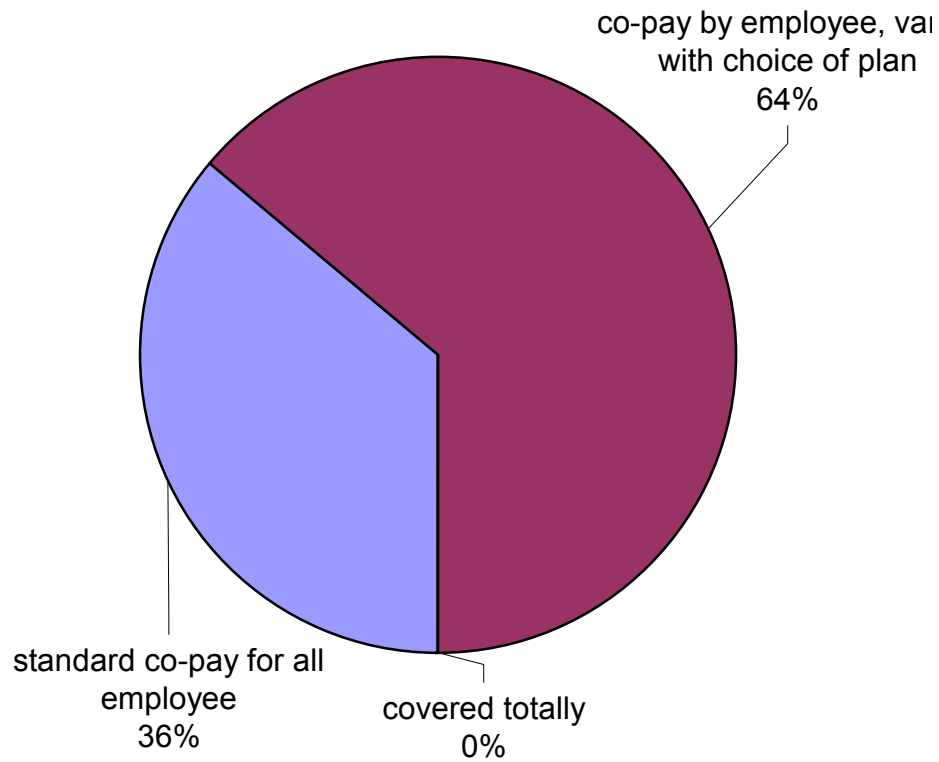
not included or optional  
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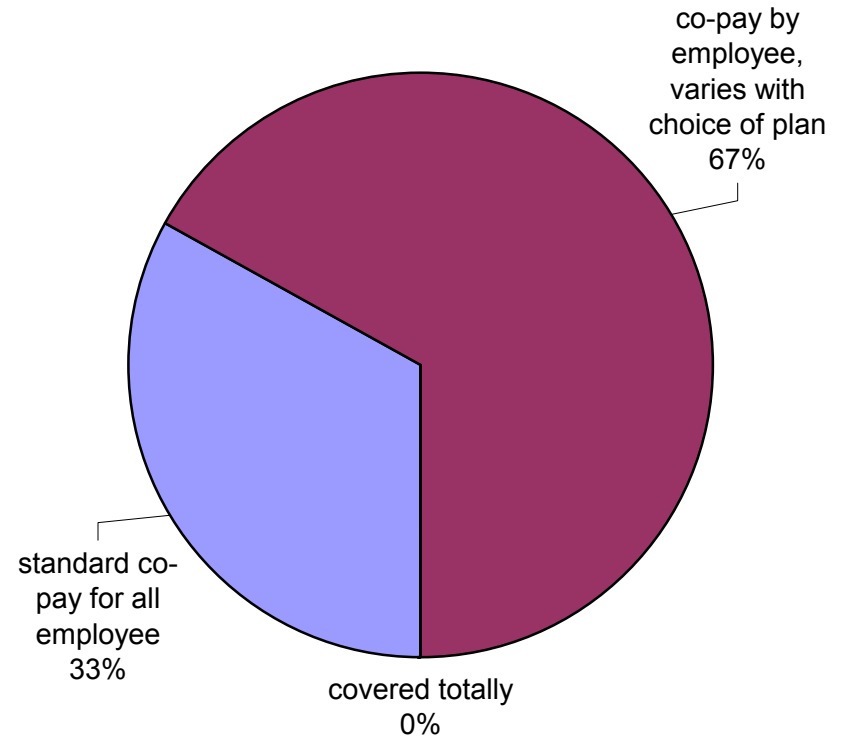
included  
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## Prescription Drugs Coverage by Health Insurance (State DOT vs. Private Firms)

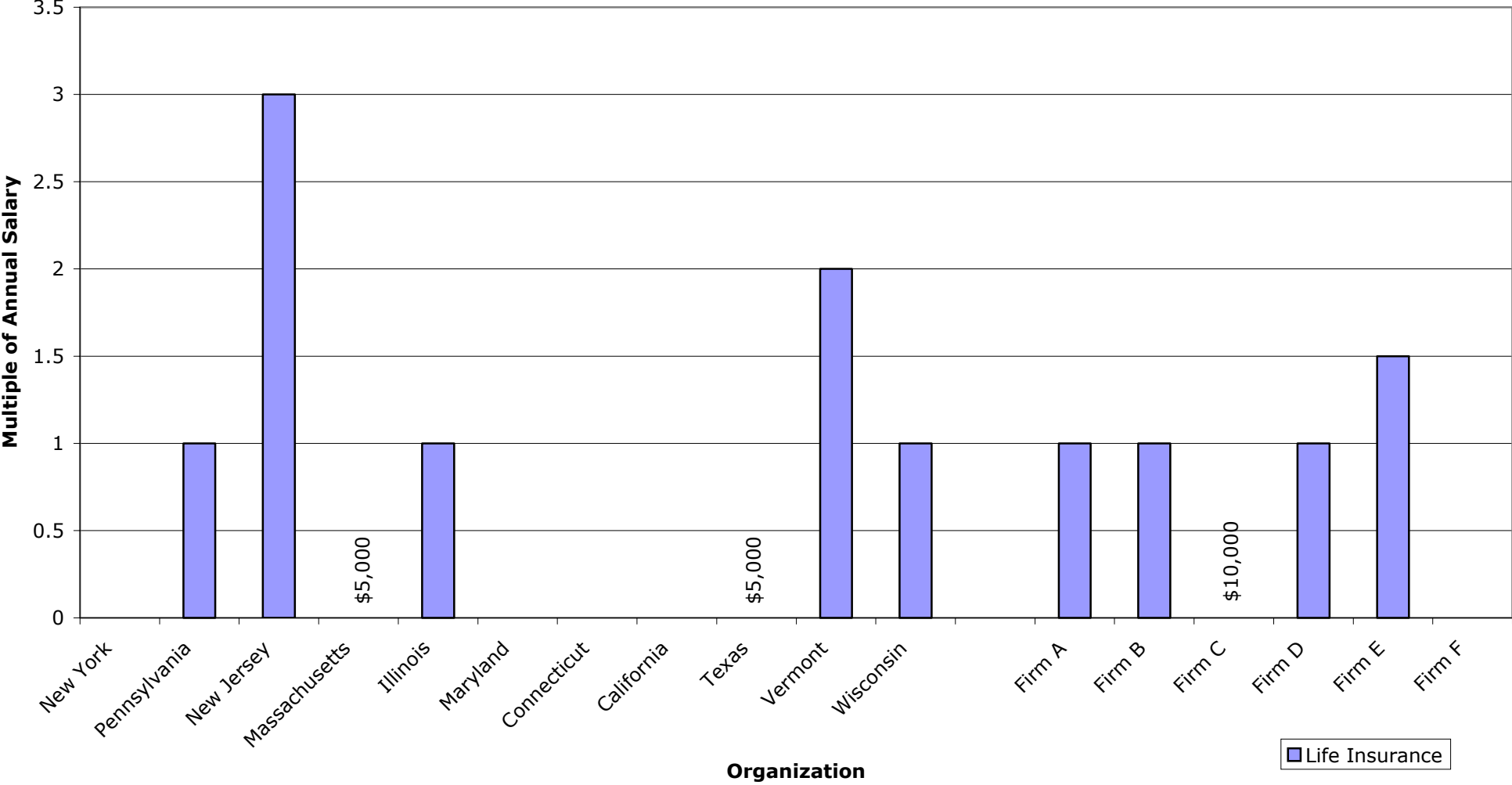
State DOT



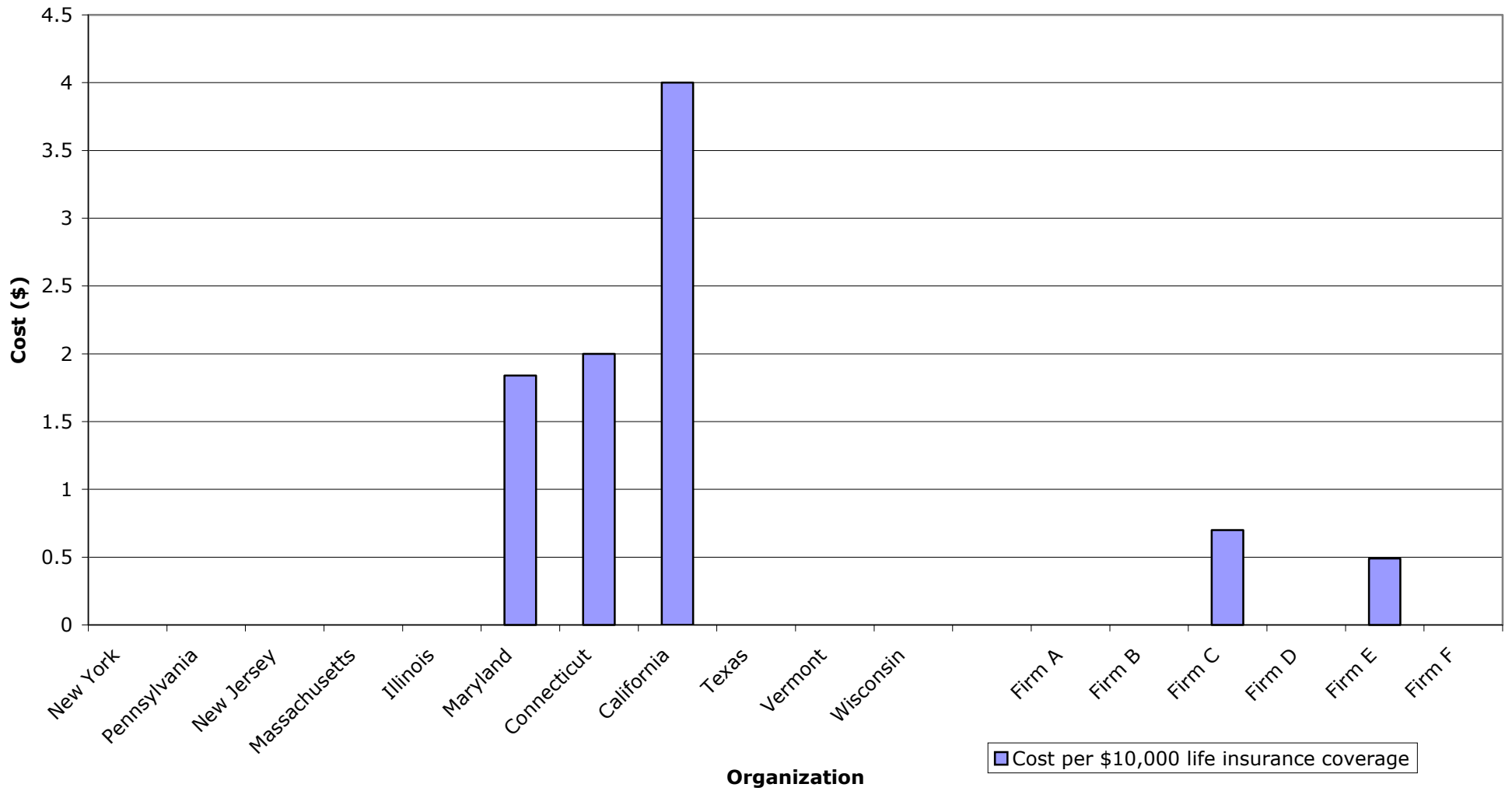
Private Firms



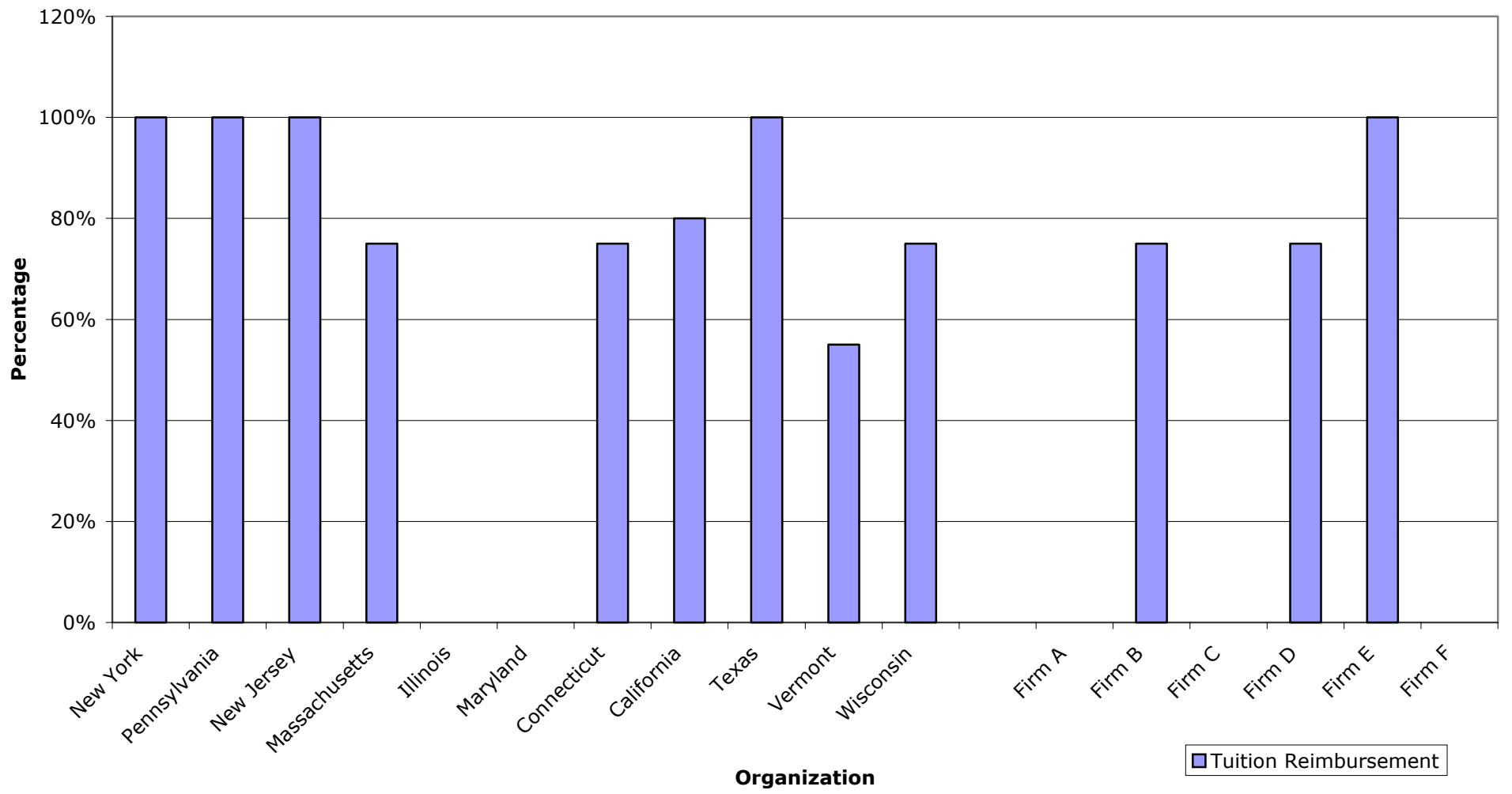
### Amount of Life Insurance (State DOT vs. Private Firms)



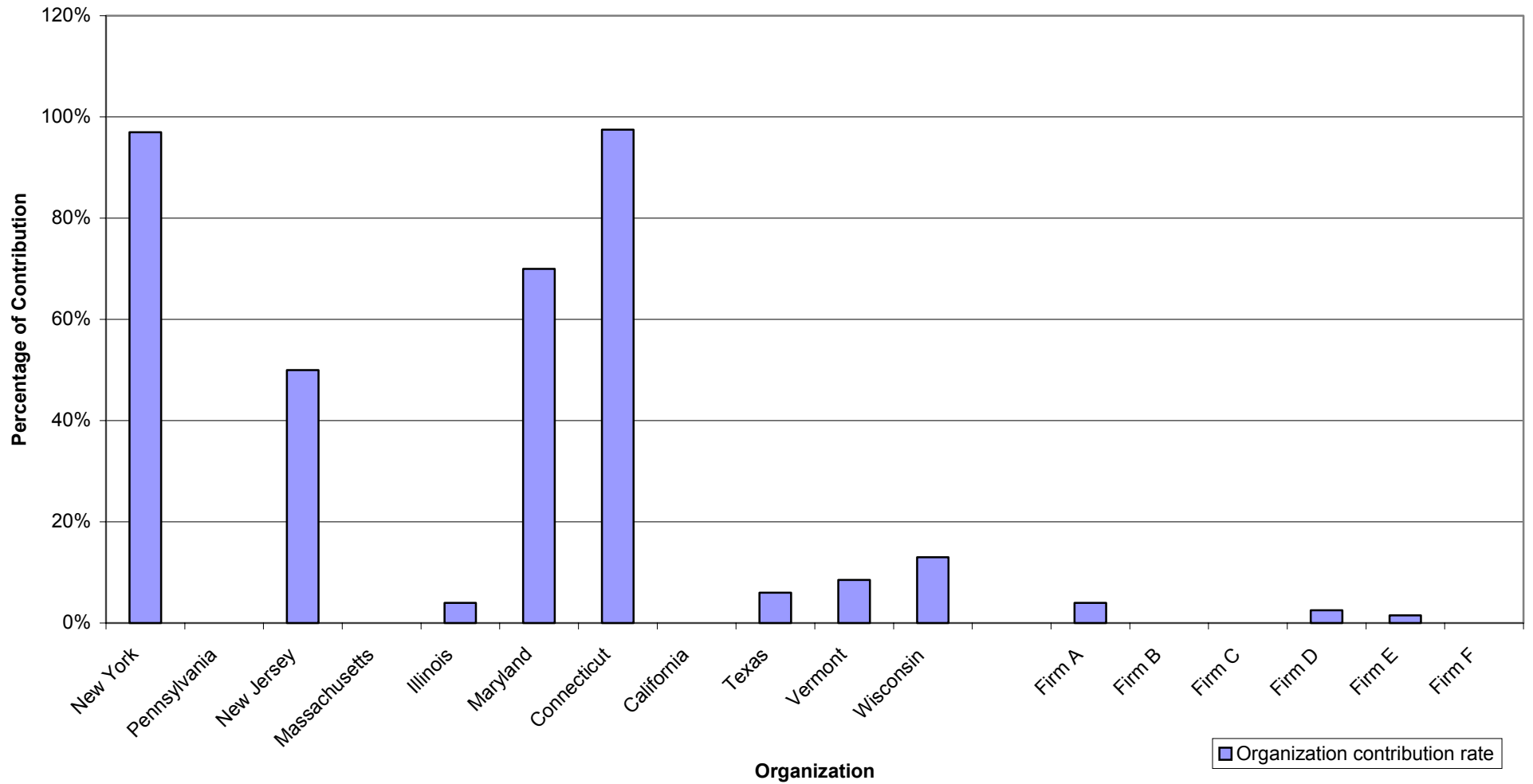
## Life Insurance Coverage for Purchase (State DOT vs. Private Firms)



## Tuition Reimbursement (State DOT vs. Private Firms)



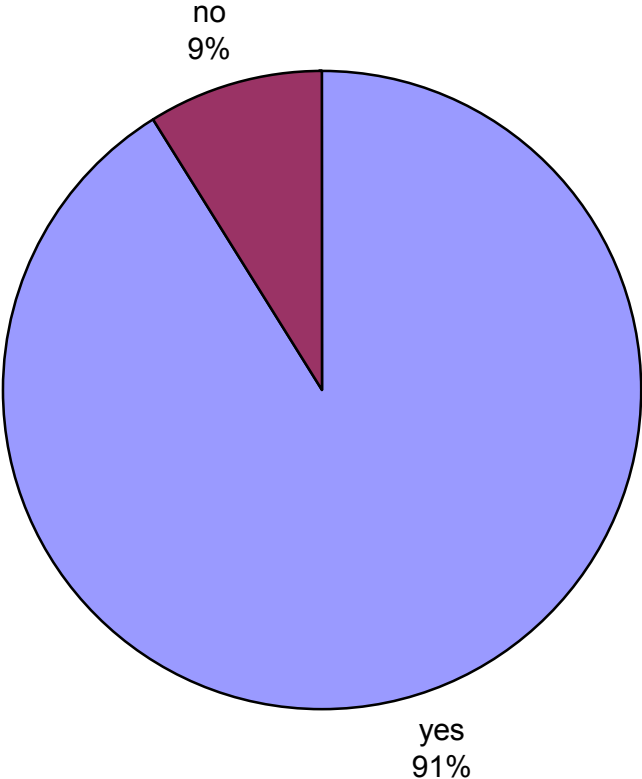
### Organization Contribution Rate to Retirement (State DOT vs. Private Firms)



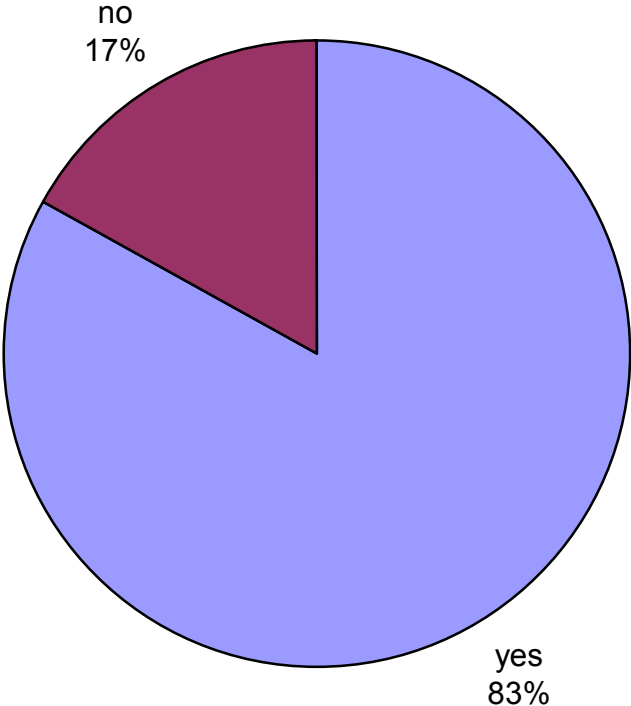


**Flex Spending Account  
(State DOT vs. Private Firms)**

**State DOT**

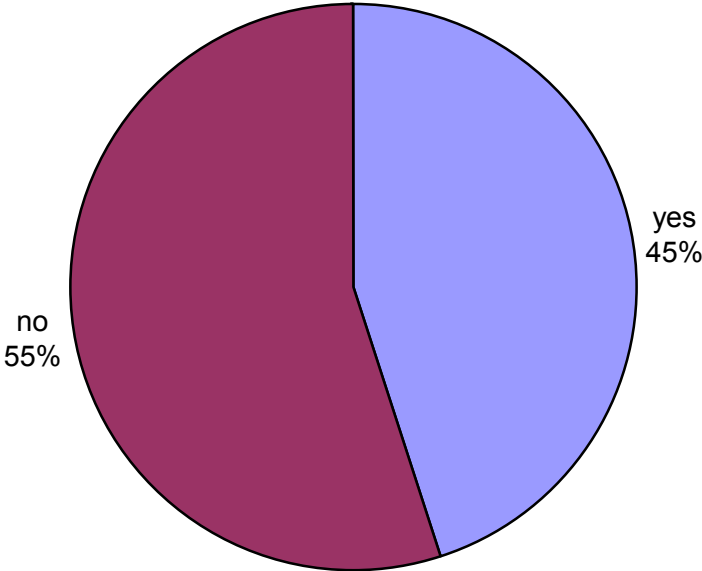


**Private Firms**

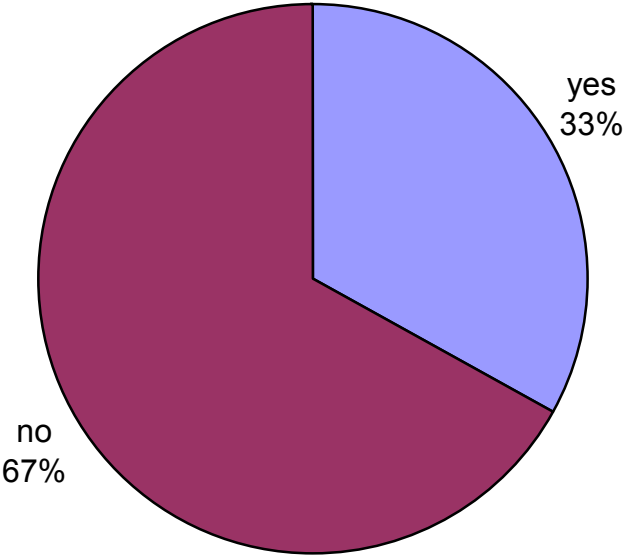


**Work Facilities- Telecommuting  
(State DOT vs. Private Firms)**

**State DOT**

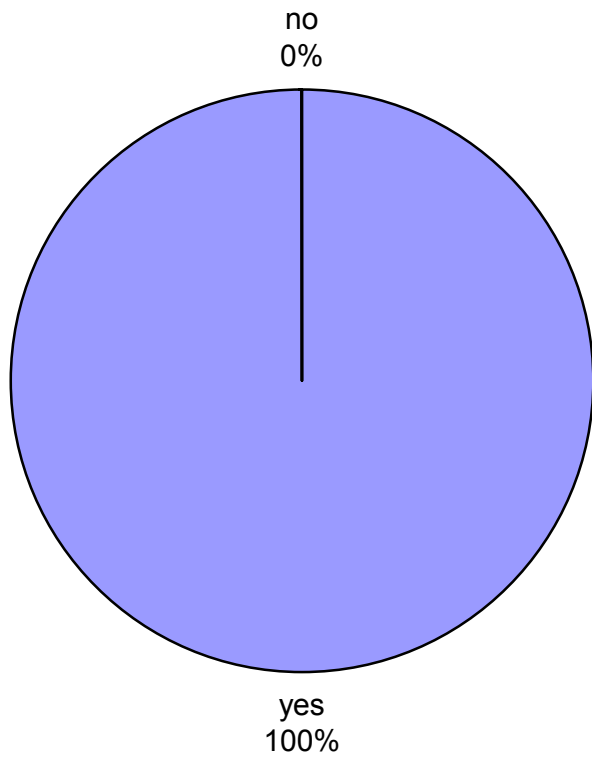


**Private Firms**

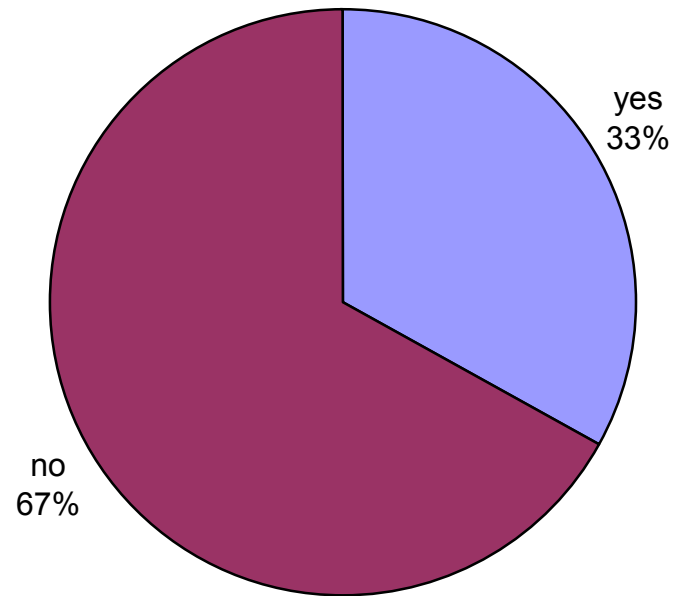


## Work Facilities- Alternate Work Schedules (State DOT vs. Private Firms)

State DOT

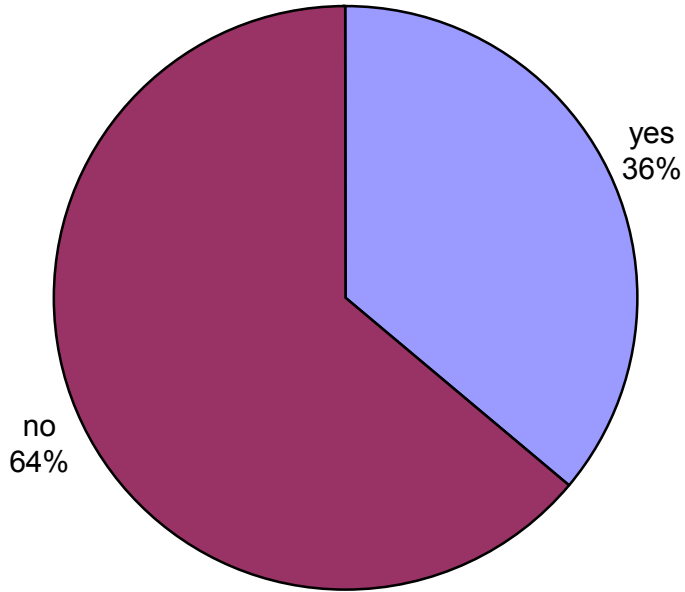


Private Firms

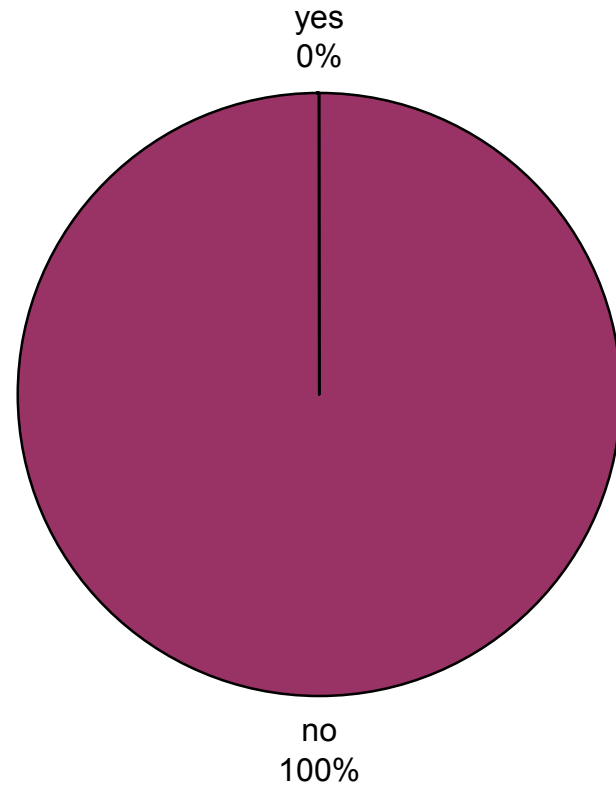


### Work Facilities- Daycare (State DOT vs. Private Firms)

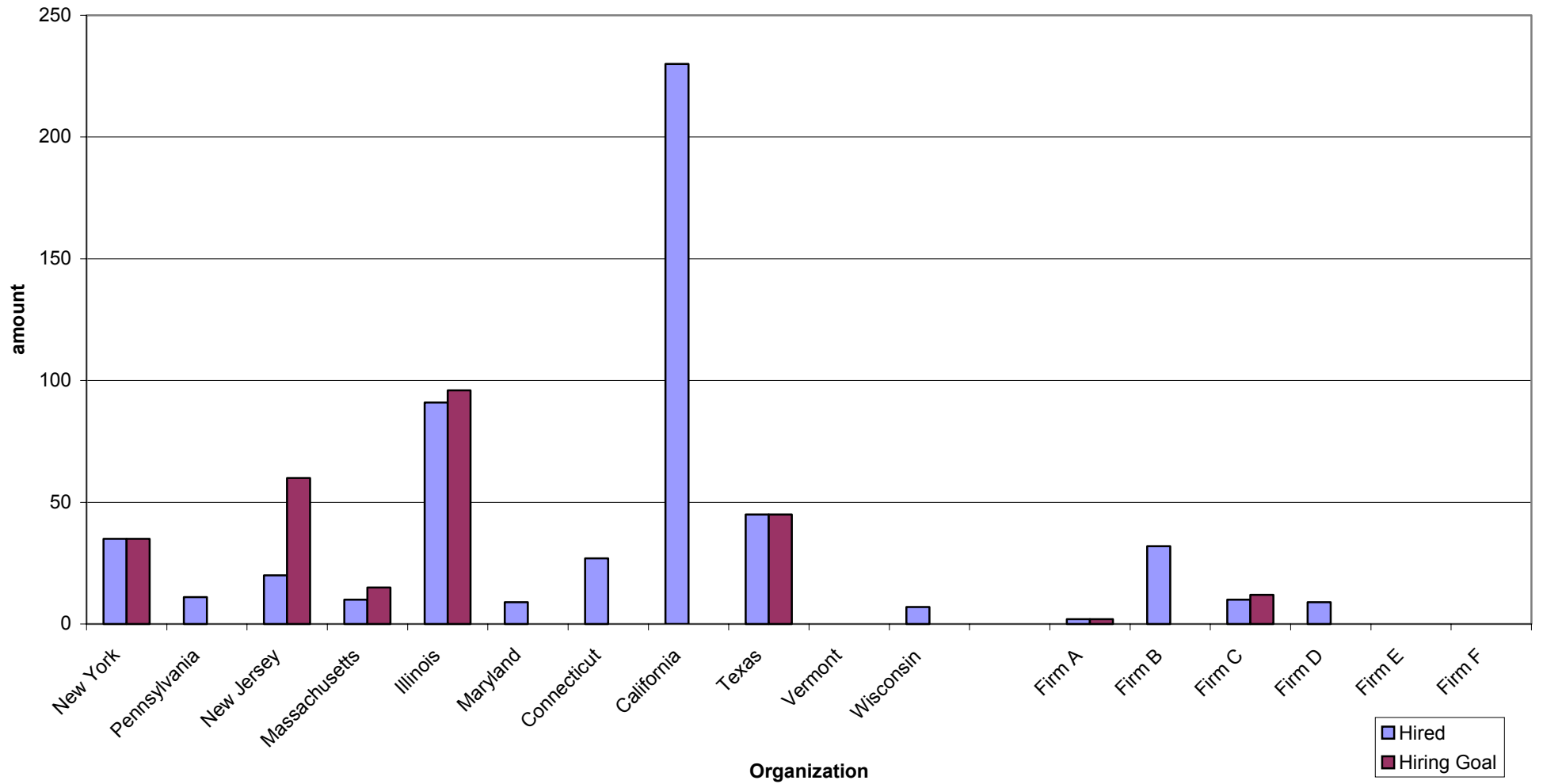
State DOT



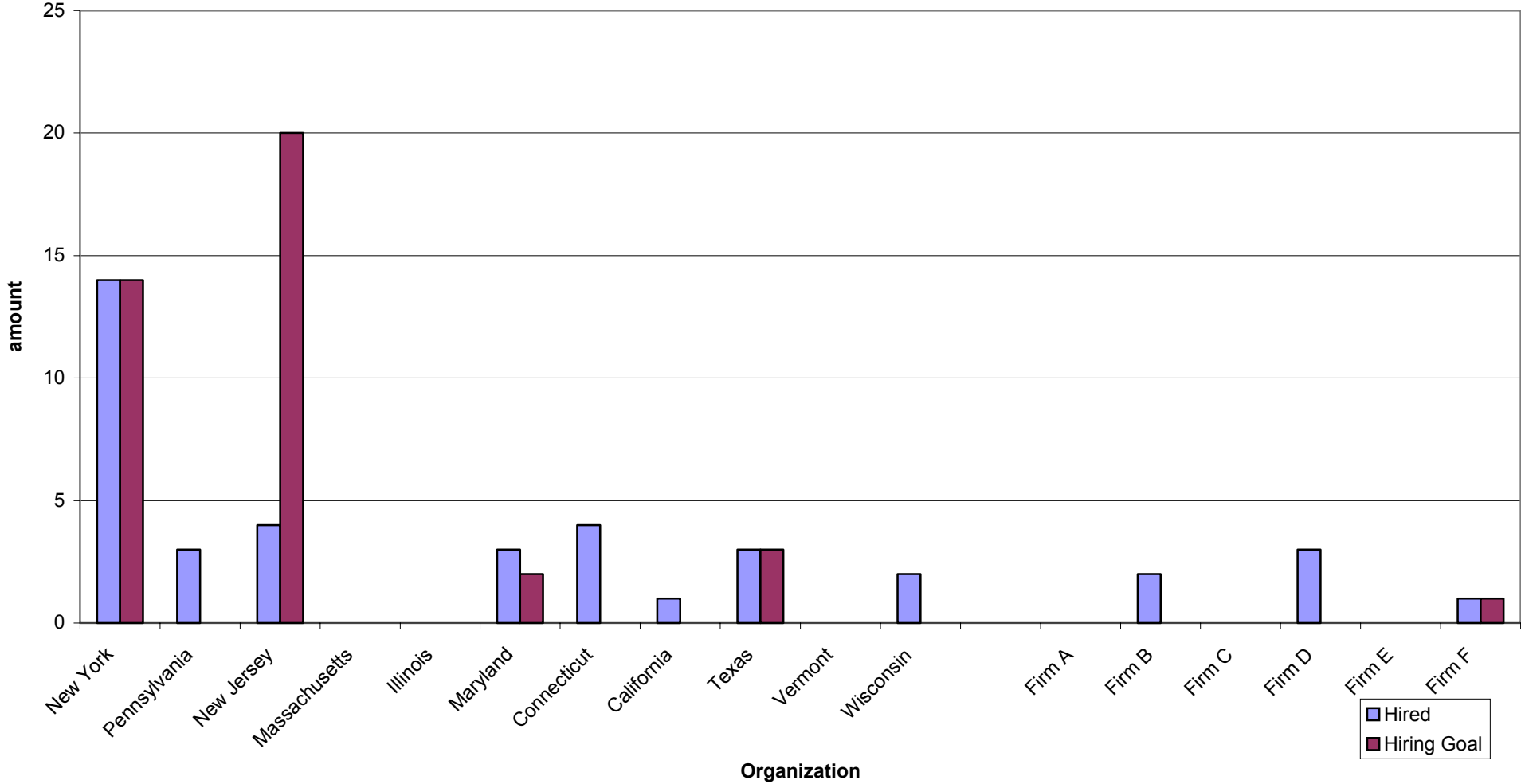
Private Firms



Amount of Hired Engineers (State DOT vs. Private Firms)

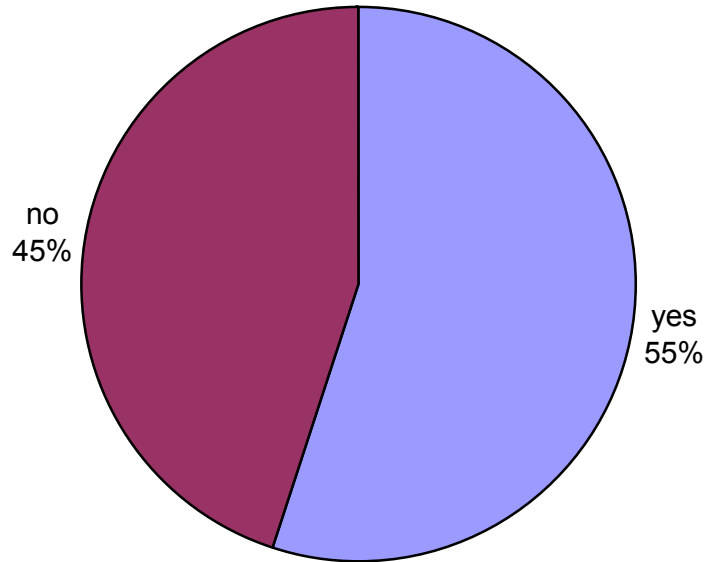


Amount of Hired IT Professionals (State DOT vs. Private Firms)

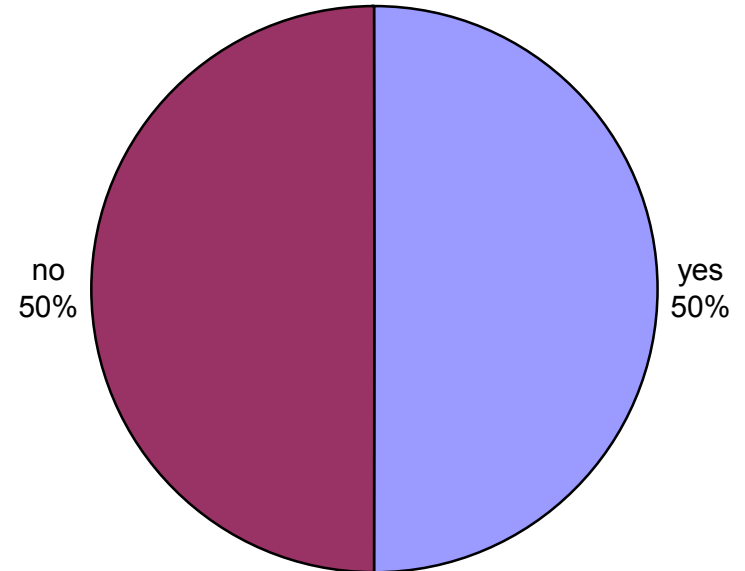


## Maintain Data on Recruitment Costs (State DOT vs. Private Firms)

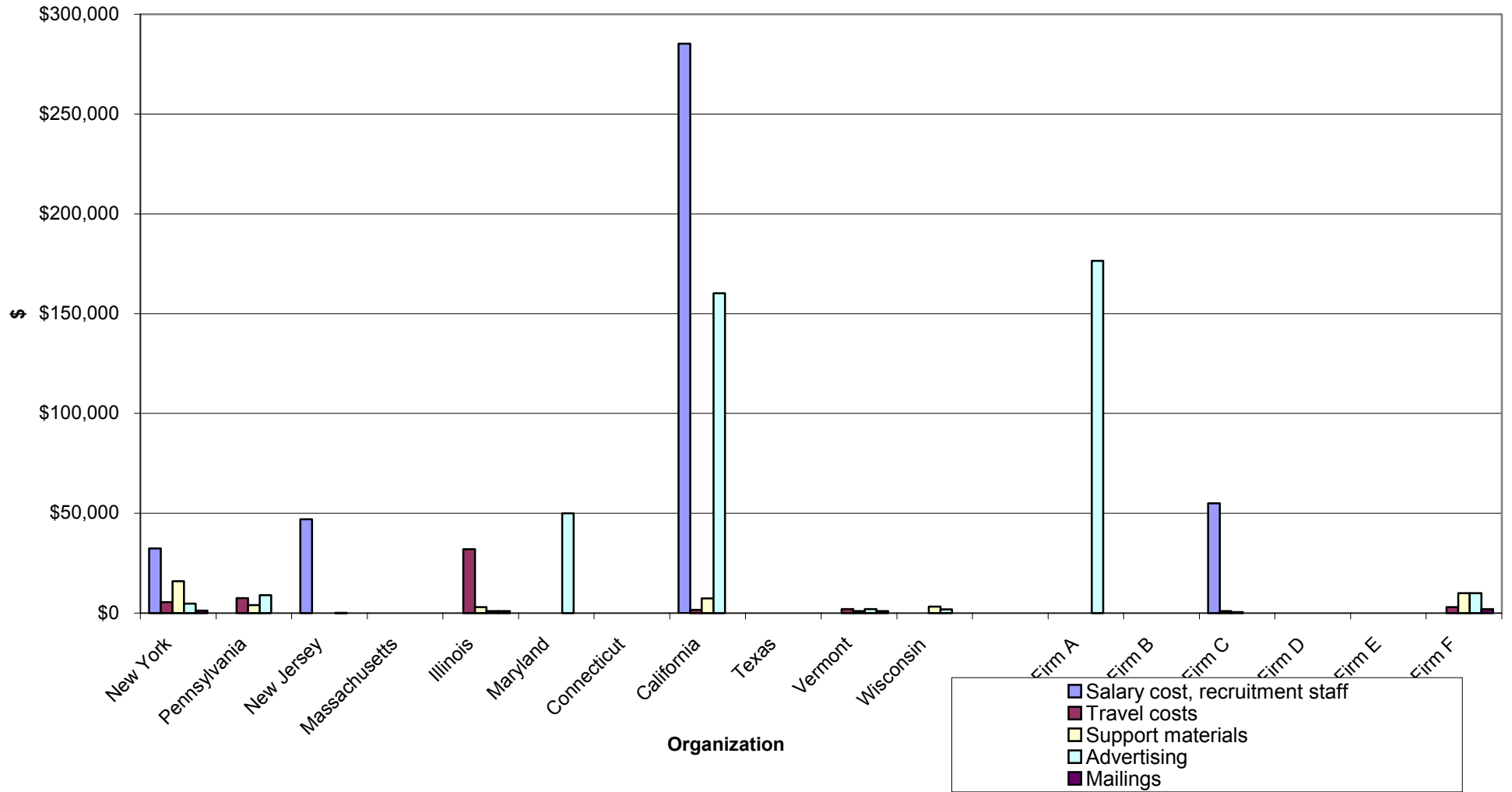
State DOT



Private Firms



**Expenditures for Recruitment (State DOT vs Private Firms)**





**Recruitment Cost Per Hire (State DOT vs Private Firms)**

