

*Report to the Governor,
Judiciary, and Legislature
of the United States Virgin
Islands*

***Public Officials
Compensation
Study***

*Virgin Islands Public
Officials Compensation
Commission
August 2024*

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Introduction

The Virgin Islands Public Officials Compensation Commission (VIPOCC) was established in the Act. No. 7878 and amended in Act. No. 8384 to study the compensation of Virgin Islands public officials, compare their compensation with public officers in other national and regional jurisdictions and the private sector, and make recommendations for adjustments, where applicable, and propose a model to address compensation of public officials in the future.

As a Territory of the United States of America, the United States Virgin Islands (USVI) is governed by the Revised Organic Act of the Virgin Islands, a United States federal law that repealed and replaced the previous Organic Act of the Virgin Islands. It was passed on July 22, 1954, by the U.S. Congress to act as the basis for law in the United States Virgin Islands and functions as a constitution for the Territory. Due to its size, the duties and responsibilities of public officials are more significant in scope as the various layers of government on the mainland are not present in the Territory.

The following release from Government House was made upon the Commission's appointment in November 2021. After several delays regarding funding and contracting processes, the Commission hereby tenders its Report.

Appointment to the Commission

Governor Bryan Appoints Nine Members to Serve On Virgin Islands Public Officials Compensation Commission

Commission Will Conduct Reviews of Salaries, Emoluments for Public Officials

U. S. VIRGIN ISLANDS – Governor Albert Bryan Jr. has appointed nine people to serve as members of the Virgin Islands Public Officials Compensation Commission (VIPOCC) in accordance with Title 3, Chapter 25, Section 542 of the Virgin Islands Code.

Act. No. 7878 amended in Act. No. 8384 stipulates that the Governor shall convene a Commission to conduct a review of the salaries, expenses, allowances, and other emoluments of the Governor, Lieutenant Governor,

members of the Governor's Cabinet, including the Attorney General, and all Commissioners and Directors of Government agencies; Judicial Officers; Senators of the Legislature; and the Inspector General of the Virgin Islands to determine and provide pay levels appropriate for the duties and responsibilities of the respective offices and positions.

"In a globally competitive economy, it is imperative that we regularly assess our compensation offerings to keep our best and brightest in public service," Governor Bryan said. The formation of this commission is a meaningful step toward resolving this longstanding issue."

Three people were nominated by the President of the Legislature, three by the Chief Justice of the Supreme Court of the Virgin Islands, and three by the Governor for a four-year term each.

Commission Members are:

- Dr. Haldane Davies, Chairman
- Ms. Melanie Gomez, Vice Chairwoman
- Ms. Asiah Clendinen Gumbs, Secretary
- Attorney Joel Holt
- Attorney Henry Smock
- Mr. Kenneth Hermon
- Dr. Valdemar Hill Jr.
- Mr. Edward Thomas
- Mr. Frank Abednego

The Commission will conduct a compensation review and study for the specified positions, engage in research relevant to the exercise, conduct interviews with position holders, and convene public hearings. A final report with recommended pay levels was due to the Governor, Chief Justice, Senate President, and the public on or before May 31, 2022. However, the Senate approved the Commission's funding under the Division of Personnel, and the Governor signed it into law on September 14, 2022 (Act No. 8612). The compensation consultant's contract was executed in July of 2023.

Commission Process

The Virgin Islands Public Officials Compensation Commission (VIPOCC) was appointed in November 2021. The Commission commenced its work upon appointment and developed a process and timetable for completing the assignment. Commission planning meetings were initially held every other week and then adjusted accordingly. Guidelines were established to allow for a smooth and timely completion of assignments, as follows:

- Work Program
- Guiding Principles/Philosophy
- Research (recent studies, existing compensation levels, national review, etc.)
- Request for Proposal (independent compensation study by HR firm)
- Recommendations
- Report

Interviews were conducted with officers from all three branches of government, and an RFP was issued for proposals from reputable human resources forms to conduct an independent compensation study on public officials' compensation nationally and regionally. The extensive procurement process significantly extended the time to deliver the compensation study report from the consultant – Gallagher. The VIPOCC report is informed by the results of the compensation study, research conducted by the Commission, and the prevailing circumstances of the Territory's finances.

Guiding Principles/Philosophy

The following factors should be considered in setting compensation/salaries for VIPOCC officials within the scope of the Commission:

1. Ability to attract and retain a diverse and quality cadre of professionals in determining and executing public policy and services.
2. Skills and qualifications required and level of responsibility associated with the position.

3. Comparison of salaries of similar positions across the territories, states, and the Caribbean region.
4. Compensation shall be higher than a living wage and no lower than 25% above the recommended minimum salary for positions within the scope of the study and adjusted to the mid to upper range, as appropriate to rank duties.
5. Comparability of public officials' compensation with similar employment in semi-autonomous agencies and the private sector, including for-profit and not-for-profit businesses.
6. Impact on the current, future, direct, and indirect cost of salary decisions on the finances of the USVI

The principles/philosophy was further informed by responses to eight consistent questions asked to the legislative, judicial, and executive branches of government. The questions were:

1. Should there be a significant difference in compensation for Governor, Senate President, and Chief Justice?
2. The base salary for legislators in the USVI is \$85K. would you say that legislators/senators are adequately compensated based on existing job descriptions?
3. Are current salaries sufficient to attract and retain highly qualified individuals broadly representative of the general public to these positions?
4. Should consideration be given to restrictions on outside income for full-time public officials?
5. How do current salaries of commissioners and directors compare with compensation for private sector positions with similar responsibilities?
6. If you had an opportunity to make recommendations to the Commission (VIPOCC), what would you say?

7. Should salaries for public officials be adjusted without adjustments to the rank-and-file employees with the public sector?
8. Is there anything else that you would like to share?

Custom Survey Data Sources

In collaboration with VIPOCC, Gallagher identified thirty-five (35) organizations (Figure 1) as comparable peer organizations. Gallagher sent a custom survey to the identified peer organizations, inviting them to participate and respond to pay-related and specific job queries. Gallagher followed up with the respective contacts regularly to encourage participation. One comparable organization finished the requested survey. The Gallagher team conducted data mining on the thirty-four (34) peers who did not respond. That data was utilized to make market comparisons for similar jobs at GVI.

Figure 1: Peer Organizations

Peer Organizations	
Allegheny County, PA	Bahamas
Cuyahoga County, OH	Saint Lucia
Franklin County, OH	Barbados
Fulton County, GA	Cayman Islands
Hennepin County, MN	Republic of the Philippines
Mecklenburg County, NC	Fairfax County, Virginia
Milwaukee County, WI	Virginia Beach, VA
Orange County, FL	*District of Columbia
Shelby County, TN	Prince George's County, MD
Travis County, TX	Arlington County, VA
Wake County, NC	City of Alexandria, VA
Guam	Montgomery County, MD
Puerto Rico	Missouri
American Samoa	City of Austin, TX
Federated States of Micronesia	City of Baltimore
Northern Mariana Islands	City of Rockville, Maryland
Republic of Palau	
Republic of the Marshall Islands	
Jamaica	

**Indicates the organization participated in the custom survey.*

Published Survey Data Source

Data sources for this project include the most recently published salary survey from the following sources:

- CompData
- Mercer
- Economic Research Institute (ERI); and
- Willis Towers Watson

Survey Methodology: Data Collection

Various data cuts were collected from the published survey sources based on the type of organization, size, geographic location, and services provided. Gallagher consultants matched only those jobs that reflected at least 80 percent of the duties outlined in the job summaries identified through the job descriptions provided by VIPOCC. Once peer data was collected, if there were any questions about job matching, Gallagher referenced job descriptions, organizational charts, and other information to verify that the match was valid. Gallagher conducted quality assurance on the data collected for additional position matches for all peer organizations. Data leveraged was the most recently available information through published survey sources. Gallagher follows the U.S. Department of Justice and Federal Trade Commission guidelines that state five job matches should exist per job to conduct statistical analyses or draw conclusions.

Survey Methodology: Quality Assurance

Gallagher reviewed the data to identify any outlier data and ensure its validity and reliability. Statistical analysis excluded any salary figures considered extreme relative to all other salary figures. Various statistics (including 25th, 50th, & 75th percentiles) were calculated in analyzing the data. Once the analysis and report were completed, it was submitted internally through Gallagher's quality control process for review.

Survey Methodology: Aging

All data were trended forward to be more effective for a current point in time. All data were aged to May 1, 2024, using salary budget and salary structure trending factors from the *WorldatWork* salary trend survey:

- **5 percent** actual salary increase
- **3 percent** salary structure adjustment

Survey Methodology: Geographic Differentials

Applying geographic differentials is a sound compensation practice to normalize data obtained from various locations. This results in more precise figures for use in analyzing and setting pay. Just as data are trended forward to be more effective for a current point in time, data should be adjusted to reflect labor cost differences between geographic areas. Gallagher used geographic differential data from the Economic Research Institute to normalize salary data to the equivalent labor cost for the Virgin Islands Territory.

Survey results are shown in Tables 1, 2, and 3.

Table 1: Custom Survey

	Benchmark Position	VIPOCC Job Title	VIPOCC Current Incumbents	Market Comparison Note	# of Custom Survey Responses	# of Published Survey Responses	VIPOCC Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
1	ADJUTANT GENERAL	ADJUTANT GENERAL	1	C	5	3	\$135,000	\$126,141	7%	\$158,286	-15%	\$158,432	-15%
2	COMMISSIONER, AGRICULTURE	COMMISSIONER, AGRICULTURE	1	C	5	0	\$110,000						
3	DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	1	C	1	2	\$125,000	\$127,556	-2%	\$127,556	-2%	\$127,556	-2%
4	CASINO COMMISSIONER	CASINO COMMISSIONER	1	C	2	0	\$105,000						
5	DIRECTOR, CORRECTIONS	DIRECTOR, CORRECTIONS	1	C	2	1	\$135,000	\$128,051	5%	\$128,545	5%	\$129,040	5%
6	COMMISSIONER, EDUCATION	COMMISSIONER, EDUCATION	1	C	3	2	\$135,000	\$121,007	12%	\$127,556	6%	\$178,067	-24%
7	ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	1	C	1	2	\$85,000						
8	SUPERVISOR OF ELECTIONS	SUPERVISOR OF ELECTIONS	1	C	1	0	\$110,000	\$127,556	-14%	\$127,556	-14%	\$127,556	-14%
9	DIRECTOR, ENERGY OFFICE	DIRECTOR, ENERGY OFFICE	1	C	1	5	\$115,000						
10	COMMISSIONER, FINANCE	COMMISSIONER, FINANCE	1	C	1	6	\$135,000	\$142,694	-5%	\$142,694	-5%	\$142,694	-5%
11	DIRECTOR, FIRE SERVICES	DIRECTOR, FIRE SERVICES	1	C	1	4	\$125,000						
12	GOVERNOR	GOVERNOR	1	C	9	0	\$150,000	\$141,171	6%	\$143,601	4%	\$152,120	-1%
13	COMMISSIONER, HEALTH	COMMISSIONER, HEALTH	1	C	2	1	\$135,000	\$163,969	-18%	\$198,403	-32%	\$232,838	-42%
14	COMMISSIONER, HUMAN SERVICES	COMMISSIONER, HUMAN SERVICES	1	C	1	5	\$135,000	\$201,012	-33%	\$201,012	-33%	\$201,012	-33%
15	DIRECTOR, INTERNAL REVENUE	DIRECTOR, INTERNAL REVENUE	1	C	1	7	\$125,000	\$112,574	11%	\$112,574	11%	\$112,574	11%
16	ASSOCIATE JUSTICE	ASSOCIATE JUSTICE	1	C	1	1	\$226,564						
17	ATTORNEY GENERAL	ATTORNEY GENERAL	1	C	1	8	\$145,000	\$203,826	-29%	\$203,826	-29%	\$203,826	-29%
18	COMMISSIONER, LABOR	COMMISSIONER, LABOR	1	C	2	5	\$125,000	\$147,885	-15%	\$149,829	-17%	\$151,773	-18%
19	SENATOR	SENATOR	1	C	3	0	\$95,000	\$38,518	147%	\$51,291	85%	\$58,628	62%
20	DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	1	C	2	3	\$115,000	\$129,379	-11%	\$141,085	-18%	\$152,790	-25%
21	LIEUTENANT GOVERNOR	LIEUTENANT GOVERNOR	1	C	4	0	\$125,000	\$107,996	16%	\$134,304	-7%	\$147,261	-15%
22	COMMISSIONER, LICENSING & CONSUMER	COMMISSIONER, LICENSING & CONSUMER	1	C	2	1	\$125,000	\$138,593	-10%	\$147,428	-15%	\$156,262	-20%
23	DIRECTOR, BUREAU OF MOTOR VEHICLES	DIRECTOR, BUREAU OF MOTOR VEHICLES	1	C	2	2	\$125,000	\$122,932	2%	\$135,263	-8%	\$147,593	-15%
24	CHIEF NEGOTIATOR	CHIEF NEGOTIATOR	1	C	1	6	\$135,000	\$81,001	67%	\$81,001	67%	\$81,001	67%
25	DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	1	C	1	5	\$135,000	\$106,333	27%	\$106,333	27%	\$106,333	27%
26	COMMISSIONER, PROPERTY & PROCUREMENT	COMMISSIONER, PROPERTY & PROCUREMENT	1	C	2	3	\$130,000	\$103,377	26%	\$111,436	17%	\$119,496	9%
27	PUBLIC EMPLOYEES RELATIONS BOARD EXECUTIVE DIRECTOR	PUBLIC EMPLOYEES RELATIONS BOARD EXECUTIVE DIRECTOR	1	C	1	4	\$95,000	\$81,001	17%	\$81,001	17%	\$81,001	17%
28	DIRECTOR OF PERSONNEL	DIRECTOR OF PERSONNEL	1	C	1	6	\$130,000	\$127,557	2%	\$127,557	2%	\$127,557	2%
29	COMMISSIONER, PLANNING & NATURAL RESOURCES	COMMISSIONER, PLANNING & NATURAL RESOURCES	1	C	13	3	\$125,000	\$151,339	-17%	\$151,339	-17%	\$151,339	-17%
30	POLICE COMMISSIONER	POLICE COMMISSIONER	1	C	8	5	\$135,000						
31	DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	1	C	1	3	\$147,500	\$127,556	16%	\$127,556	16%	\$127,556	16%
32	CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	1	C	2	2	\$140,000	\$123,969	13%	\$130,296	7%	\$136,623	2%
33	COMMISSIONER, PUBLIC WORKS	COMMISSIONER, PUBLIC WORKS	1	C	2	4	\$135,000	\$128,051	5%	\$128,546	5%	\$129,040	5%
34	COMMISSIONER, SPORTS PARKS & RECREATION	COMMISSIONER, SPORTS PARKS & RECREATION	1	C	1	5	\$115,000	\$127,557	-10%	\$127,557	-10%	\$127,557	-10%
35	PRESIDING JUDGE, SUPERIOR COURT	PRESIDING JUDGE, SUPERIOR COURT	1	C	3	0	\$201,360	\$118,969	69%	\$156,595	29%	\$174,386	15%
36	EXECUTIVE DIRECTOR, TAXICAB COMMISSION	EXECUTIVE DIRECTOR, TAXICAB COMMISSION	1	C	5	5	\$80,000	\$105,228	-24%	\$126,053	-37%	\$146,877	-46%
37	EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOARD	EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOARD	1	C	2	3	\$85,000	\$105,935	-20%	\$109,123	-22%	\$112,312	-24%
38	COMMISSIONER, TOURISM	COMMISSIONER, TOURISM	1	C	2	2	\$135,000	\$97,504	38%	\$103,222	31%	\$108,940	24%
39	DIRECTOR, VETERANS' AFFAIRS	DIRECTOR, VETERANS' AFFAIRS	1	C	1	3	\$115,000	\$127,556	-10%	\$127,556	-10%	\$127,556	-10%
40	VIRGIN ISLANDS INSPECTOR GENERAL	VIRGIN ISLANDS INSPECTOR GENERAL	1	C	2	3	\$125,000	\$142,869	-13%	\$162,922	-23%	\$182,975	-32%
41	DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAGEMENT	DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAGEMENT	1	C	9	5	\$125,000	\$92,129	36%	\$94,578	32%	\$97,028	29%

Table 2: Published Data

	Benchmark Position	VIPOCC Job Title	VIPOCC Current Incumbents	Market Comparison Note	# of Custom Survey Responses	# of Published Survey Responses	VIPOCC Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
1	ADJUTANT GENERAL	ADJUTANT GENERAL	1	P	5	3	\$135,000	\$81,412	66%	\$110,872	22%	\$130,579	3%
2	COMMISSIONER, AGRICULTURE	COMMISSIONER, AGRICULTURE	1	P	5	0	\$110,000	No Data		No Data		No Data	
3	DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	1	P	1	2	\$125,000	\$114,758	9%	\$132,584	-6%	\$151,889	-18%
4	CASINO COMMISSIONER	CASINO COMMISSIONER	1	P	2	0	\$105,000	No Data		No Data		No Data	
5	DIRECTOR, CORRECTIONS	DIRECTOR, CORRECTIONS	1	P	2	1	\$135,000	\$98,738	37%	\$121,502	11%	\$152,443	-11%
6	COMMISSIONER, EDUCATION	COMMISSIONER, EDUCATION	1	P	3	2	\$135,000	\$106,895	26%	\$131,778	2%	\$145,848	-7%
7	ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	1	P	1	2	\$85,000	\$77,719	9%	\$89,122	-5%	\$104,293	-18%
8	SUPERVISOR OF ELECTIONS	SUPERVISOR OF ELECTIONS	1	P	1	0	\$110,000	No Data		No Data		No Data	
9	DIRECTOR, ENERGY OFFICE	DIRECTOR, ENERGY OFFICE	1	P	1	5	\$115,000	\$105,776	9%	\$125,795	-9%	\$144,566	-20%
10	COMMISSIONER, FINANCE	COMMISSIONER, FINANCE	1	P	1	6	\$135,000	\$117,040	15%	\$139,755	-3%	\$163,051	-17%
11	DIRECTOR, FIRE SERVICES	DIRECTOR, FIRE SERVICES	1	P	1	4	\$125,000	\$110,291	13%	\$120,657	4%	\$133,130	-6%
12	GOVERNOR	GOVERNOR	1	P	9	0	\$150,000	No Data		No Data		No Data	
13	COMMISSIONER, HEALTH	COMMISSIONER, HEALTH	1	P	2	1	\$135,000	\$75,965	78%	\$83,391	62%	\$93,315	45%
14	COMMISSIONER, HUMAN SERVICES	COMMISSIONER, HUMAN SERVICES	1	P	1	5	\$135,000	\$75,168	80%	\$83,367	62%	\$91,625	47%
15	DIRECTOR, INTERNAL REVENUE	DIRECTOR, INTERNAL REVENUE	1	P	1	7	\$125,000	\$136,039	-8%	\$155,123	-19%	\$182,164	-31%
16	ASSOCIATE JUSTICE	ASSOCIATE JUSTICE	1	P	1	1	\$226,564	\$145,241	56%	\$200,101	13%	\$271,729	-17%
17	ATTORNEY GENERAL	ATTORNEY GENERAL	1	P	1	8	\$145,000	\$132,636	9%	\$153,249	-5%	\$191,750	-24%
18	COMMISSIONER, LABOR	COMMISSIONER, LABOR	1	P	2	5	\$125,000	\$124,557	0%	\$145,513	-14%	\$176,113	-29%
19	SENATOR	SENATOR	1	P	3	0	\$95,000	No Data		No Data		No Data	
20	DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	1	P	2	3	\$115,000	\$82,029	40%	\$96,973	19%	\$116,074	-1%
21	LIEUTENANT GOVERNOR	LIEUTENANT GOVERNOR	1	P	4	0	\$125,000	No Data		No Data		No Data	
22	COMMISSIONER, LICENSING & CONSUMER	COMMISSIONER, LICENSING & CONSUMER	1	P	2	1	\$125,000	\$130,105	-4%	\$163,309	-23%	\$206,714	-40%
23	DIRECTOR, BUREAU OF MOTOR VEHICLES	DIRECTOR, BUREAU OF MOTOR VEHICLES	1	P	2	2	\$125,000	\$89,503	40%	\$108,336	15%	\$126,894	-1%
24	CHIEF NEGOTIATOR	CHIEF NEGOTIATOR	1	P	1	6	\$135,000	\$137,286	-2%	\$161,399	-16%	\$182,131	-26%
25	DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	1	P	1	5	\$135,000	\$125,065	8%	\$143,792	-6%	\$166,685	-19%
26	COMMISSIONER, PROPERTY & PROCUREMENT	COMMISSIONER, PROPERTY & PROCUREMENT	1	P	2	3	\$130,000	\$102,798	26%	\$123,689	5%	\$140,352	-7%
27	PUBLIC EMPLOYEES RELATIONS BOAR EXECUTIVE DIRECTOR	PUBLIC EMPLOYEES RELATIONS BOAR EXECUTIVE DIRECTOR	1	P	1	4	\$95,000	\$121,791	-22%	\$138,991	-32%	\$165,592	-43%
28	DIRECTOR OF PERSONNEL	DIRECTOR OF PERSONNEL	1	P	1	6	\$130,000	\$125,522	4%	\$145,103	-10%	\$166,899	-22%
29	COMMISSIONER, PLANNING & NATURAL RESOURCES	COMMISSIONER, PLANNING & NATURAL RESOURCES	1	P	13	3	\$125,000	\$129,674	-4%	\$156,226	-20%	\$187,513	-33%
30	POLICE COMMISSIONER	POLICE COMMISSIONER	1	P	8	5	\$135,000	\$112,927	20%	\$129,293	4%	\$146,847	-8%
31	DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	1	P	1	3	\$147,500	\$118,652	24%	\$131,487	12%	\$148,471	-1%
32	CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	1	P	2	2	\$140,000	\$83,635	67%	\$98,186	43%	\$114,169	23%
33	COMMISSIONER, PUBLIC WORKS	COMMISSIONER, PUBLIC WORKS	1	P	2	4	\$135,000	\$101,532	33%	\$116,325	16%	\$135,355	0%
34	COMMISSIONER, SPORTS PARKS & RECREATION	COMMISSIONER, SPORTS PARKS & RECREATION	1	P	1	5	\$115,000	\$71,926	60%	\$83,503	38%	\$97,585	18%
35	PRESIDING JUDGE, SUPERIOR COURT	PRESIDING JUDGE, SUPERIOR COURT	1	P	3	0	\$201,360	No Data		No Data		No Data	
36	EXECUTIVE DIRECTOR, TAXICAB COMMISSION	EXECUTIVE DIRECTOR, TAXICAB COMMISSION	1	P	5	5	\$80,000	\$83,574	-4%	\$98,524	-19%	\$115,908	-31%
37	EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOA	EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOARD	1	P	2	3	\$85,000	\$81,027	5%	\$88,991	-4%	\$99,574	-15%
38	COMMISSIONER, TOURISM	COMMISSIONER, TOURISM	1	P	2	2	\$135,000	\$120,316	12%	\$144,112	-6%	\$170,180	-21%
39	DIRECTOR, VETERANS' AFFAIRS	DIRECTOR, VETERANS' AFFAIRS	1	P	1	3	\$115,000	\$57,661	99%	\$62,588	84%	\$69,243	66%
40	VIRGIN ISLANDS INSPECTOR GENERAL	VIRGIN ISLANDS INSPECTOR GENERAL	1	P	2	3	\$125,000	\$116,040	8%	\$131,697	-5%	\$150,461	-17%
41	DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAG	DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAGEMENT	1	P	9	5	\$125,000	\$105,943	18%	\$117,575	6%	\$130,587	-4%

Table 3: Total Market

	Benchmark Position	VIPOCC Job Title	VIPOCC Current Incumbents	Market Comparison Note	# of Custom Survey Responses	# of Published Survey Responses	VIPOCC Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
1	ADJUTANT GENERAL	ADJUTANT GENERAL	1	A	5	3	\$135,000	\$103,776	30%	\$134,579	0%	\$144,506	-7%
2	COMMISSIONER, AGRICULTURE	COMMISSIONER, AGRICULTURE	1	U	5	0	\$110,000	No Data		No Data		No Data	
3	DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	1	A	1	2	\$125,000	\$121,157	3%	\$130,070	-4%	\$139,723	-11%
4	CASINO COMMISSIONER	CASINO COMMISSIONER	1	U	2	0	\$105,000	No Data		No Data		No Data	
5	DIRECTOR, CORRECTIONS	DIRECTOR, CORRECTIONS	1	A	2	1	\$135,000	\$113,394	19%	\$125,024	8%	\$140,741	-4%
6	COMMISSIONER, EDUCATION	COMMISSIONER, EDUCATION	1	A	3	2	\$135,000	\$113,951	18%	\$129,667	4%	\$161,958	-17%
7	ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	1	A	1	2	\$85,000	\$77,719	9%	\$89,122	-5%	\$104,293	-18%
8	SUPERVISOR OF ELECTIONS	SUPERVISOR OF ELECTIONS	1	A	1	0	\$110,000	\$127,556	-14%	\$127,556	-14%	\$127,556	-14%
9	DIRECTOR, ENERGY OFFICE	DIRECTOR, ENERGY OFFICE	1	A	1	5	\$115,000	\$105,776	9%	\$125,795	-9%	\$144,566	-20%
10	COMMISSIONER, FINANCE	COMMISSIONER, FINANCE	1	A	1	6	\$135,000	\$129,867	4%	\$141,225	-4%	\$152,873	-12%
11	DIRECTOR, FIRE SERVICES	DIRECTOR, FIRE SERVICES	1	A	1	4	\$125,000	\$110,291	13%	\$120,657	4%	\$133,130	-6%
12	GOVERNOR	GOVERNOR	1	A	9	0	\$150,000	\$141,171	6%	\$143,601	4%	\$152,120	-1%
13	COMMISSIONER, HEALTH	COMMISSIONER, HEALTH	1	A	2	1	\$135,000	\$119,967	13%	\$140,897	-4%	\$163,076	-17%
14	COMMISSIONER, HUMAN SERVICES	COMMISSIONER, HUMAN SERVICES	1	A	1	5	\$135,000	\$138,090	-2%	\$142,190	-5%	\$146,318	-8%
15	DIRECTOR, INTERNAL REVENUE	DIRECTOR, INTERNAL REVENUE	1	A	1	7	\$125,000	\$124,306	1%	\$133,849	-7%	\$147,369	-15%
16	ASSOCIATE JUSTICE	ASSOCIATE JUSTICE	1	A	1	1	\$226,564	\$145,241	56%	\$200,101	13%	\$271,729	-17%
17	ATTORNEY GENERAL	ATTORNEY GENERAL	1	A	1	8	\$145,000	\$168,231	-14%	\$178,537	-19%	\$197,788	-27%
18	COMMISSIONER, LABOR	COMMISSIONER, LABOR	1	A	2	5	\$125,000	\$136,221	-8%	\$147,671	-15%	\$163,943	-24%
19	SENATOR	SENATOR	1	A	3	0	\$95,000	\$38,518	147%	\$51,291	85%	\$58,628	62%
20	DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	1	A	2	3	\$115,000	\$105,704	9%	\$119,029	-3%	\$134,432	-14%
21	LIEUTENANT GOVERNOR	LIEUTENANT GOVERNOR	1	A	4	0	\$125,000	\$107,996	16%	\$134,304	-7%	\$147,261	-15%
22	COMMISSIONER, LICENSING & CONSUMER	COMMISSIONER, LICENSING & CONSUMER	1	A	2	1	\$125,000	\$134,349	-7%	\$155,368	-20%	\$181,488	-31%
23	DIRECTOR, BUREAU OF MOTOR VEHICLES	DIRECTOR, BUREAU OF MOTOR VEHICLES	1	A	2	2	\$125,000	\$106,217	18%	\$121,799	3%	\$137,244	-9%
24	CHIEF NEGOTIATOR	CHIEF NEGOTIATOR	1	A	1	6	\$135,000	\$109,143	24%	\$121,200	11%	\$131,566	3%
25	DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	1	A	1	5	\$135,000	\$115,699	17%	\$125,063	8%	\$136,509	-1%
26	COMMISSIONER, PROPERTY & PROCUREMENT	COMMISSIONER, PROPERTY & PROCUREMENT	1	A	2	3	\$130,000	\$103,087	26%	\$117,563	11%	\$129,924	0%
27	PUBLIC EMPLOYEES RELATIONS BOAR EXECUTIVE DIRECTOR	PUBLIC EMPLOYEES RELATIONS BOAR EXECUTIVE DIRECTOR	1	A	1	4	\$95,000	\$101,396	-6%	\$109,996	-14%	\$123,296	-23%
28	DIRECTOR OF PERSONNEL	DIRECTOR OF PERSONNEL	1	A	1	6	\$130,000	\$126,539	3%	\$136,330	-5%	\$147,228	-12%
29	COMMISSIONER, PLANNING & NATURAL RESOURCES	COMMISSIONER, PLANNING & NATURAL RESOURCES	1	A	13	3	\$125,000	\$140,506	-11%	\$153,782	-19%	\$169,426	-26%
30	POLICE COMMISSIONER	POLICE COMMISSIONER	1	A	8	5	\$135,000	\$112,927	20%	\$129,293	4%	\$146,847	-8%
31	DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	1	A	1	3	\$147,500	\$123,104	20%	\$129,521	14%	\$138,014	7%
32	CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	1	A	2	2	\$140,000	\$103,802	35%	\$114,241	23%	\$125,396	12%
33	COMMISSIONER, PUBLIC WORKS	COMMISSIONER, PUBLIC WORKS	1	A	2	4	\$135,000	\$114,792	18%	\$122,435	10%	\$132,198	2%
34	COMMISSIONER, SPORTS PARKS & RECREATION	COMMISSIONER, SPORTS PARKS & RECREATION	1	A	1	5	\$115,000	\$99,741	15%	\$105,530	9%	\$112,571	2%
35	PRESIDING JUDGE, SUPERIOR COURT	PRESIDING JUDGE, SUPERIOR COURT	1	A	3	0	\$201,360	\$118,969	69%	\$156,595	29%	\$174,386	15%
36	EXECUTIVE DIRECTOR, TAXICAB COMMISSION	EXECUTIVE DIRECTOR, TAXICAB COMMISSION	1	A	5	5	\$80,000	\$94,401	-15%	\$112,289	-29%	\$131,392	-39%
37	EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOA	EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOARD	1	A	2	3	\$85,000	\$93,481	-9%	\$99,057	-14%	\$105,943	-20%
38	COMMISSIONER, TOURISM	COMMISSIONER, TOURISM	1	A	2	2	\$135,000	\$108,910	24%	\$123,667	9%	\$139,560	-3%
39	DIRECTOR, VETERANS' AFFAIRS	DIRECTOR, VETERANS' AFFAIRS	1	A	1	3	\$115,000	\$92,609	24%	\$95,072	21%	\$98,400	17%
40	VIRGIN ISLANDS INSPECTOR GENERAL	VIRGIN ISLANDS INSPECTOR GENERAL	1	A	2	3	\$125,000	\$129,455	-3%	\$147,309	-15%	\$166,718	-25%
41	DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAG	DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAGEMENT	1	A	9	5	\$125,000	\$99,036	26%	\$106,077	18%	\$113,808	10%

Analysis

The full compensation study report prepared by the consultant is attached in Appendix A. Below are results from the forty-one benchmark positions identified for the study. Table 1 shows the custom survey market comparisons for the positions at the 25th, 50th, and 75th percentile of the market median. Table 2 shows the published survey data comparisons for the positions at the 25th, 50th, and 75th percentile of the market median, and Table 3 shows full market comparisons for the positions at the 25th, 50th, and 75th percentile of the market median. All three comparisons noted that the salary for USVI Legislators is higher than the median. It should be noted that legislators in the study vary from full-time to part-time, with the overwhelming majority being part-time. The jurisdictions with full-time legislatures and base salaries per 2023 are shown in Table 4.

Table 4: Full-Time Legislatures and Base Salaries

State Legislatures (full time)	Base Salary
Alaska State Legislature	\$50,400
California State Legislature	\$122,694
Hawaii State Legislature	\$72,348
Illinois State Legislature	\$85,000
Massachusetts State Legislature	\$73,655
Michigan State Legislature	\$71,685
New York State Legislature	\$142,000
Ohio State Legislature	\$69,876
Pennsylvania General assembly	\$102,844
Wisconsin State Legislature	\$57,408

Territory Legislatures	Base Salary
District of Columbia	\$154,438
Guam	\$54,080
Northern Mariana	\$32,000
Puerto Rico	
U.S. Virgin Islands	\$85,000

(Source: National Conference of State Legislatures)

The consultant found that “Compared to the custom survey peers, average incumbent pay at GVI is 9 percent above the market 25th percentile, 1 percent above the market median, and 3 percent below the market 75th percentile.

Compared to the published market data, the average incumbent pay at GVI is 18 percent above the 25th percentile, 6 percent above the market median, and 8 percent below the market's 75th percentile. When all market data collected is combined, the average incumbent pay at GVI is 15 percent above the market 25th percentile, 2 percent above the market median, and 8 percent below the market 75th percentile. These findings indicate that pay at the GVI is highly competitive in the market. However, when evaluating individual jobs and variance to the market, ^{some outliers need} to be addressed." It should be noted that the current adjusted salaries of public officials were used in the study, and they were found to be generally consistent with total market comparisons across the nation and the region.

Table 5: Actual Pay Summary Comparison (USVI)

Actual Pay Summary Comparison			
GVI	Market 25 th % Difference	Market 50 th % Difference	Market 75 th % Difference
Custom Market (28 Peers)	+9%	+1%	-3%
Published Market	+24%	+6%	-8%
Full Market (Custom + Published Data)	+15%	+2%	-8%

Job Titles >= -15% Behind Market	Comparison to Market Median (25 th %ile)
ATTORNEY GENERAL	-14%
COMMISSIONER, HUMAN SERVICES	-2%
COMMISSIONER, LABOR	-8%
COMMISSIONER, LICENSING & CONSUMER	-7%
COMMISSIONER, PLANNING & NATURAL RESOURCES	-11%
EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOARD	-9%
EXECUTIVE DIRECTOR, TAXICAB COMMISSION	-15%
PUBLIC EMPLOYEES' RELATIONS BOARD EXECUTIVE DIRECTOR	-6%
SUPERVISOR OF ELECTIONS	-14%
VIRGIN ISLANDS INSPECTOR GENERAL	-15%

The two proposed pay structure options (Tables 6 and 7) are shown as Lowest Market 50th (Option I) and Lowest Average Market 50th (Option II). VIPOCC supports the implementation of Option II in tandem with the Proposed Pay Grade and Job Title outlined in Figure 2. Of the two cost projection options for implementation in Tables 8 and 9, VIPOCC has selected Option 2.

Table 6: Proposed Pay Structure Option I

Option I						
Option I Lowest Market 50th						
Proposed Pay Structure						
Pay Grade	Exempt or Nonexempt	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Midpoint Progression	Range Spread
E1		\$71,552.00	\$89,440.00	\$107,328.00	-	50.0%
E2		\$82,284.80	\$102,856.00	\$123,427.20	15.0%	50.0%
E3		\$94,640.00	\$118,289.60	\$141,939.20	15.0%	50.0%
E4		\$113,547.20	\$141,939.20	\$170,331.20	20.0%	50.0%
E5		\$136,260.80	\$170,331.20	\$204,401.60	20.0%	50.0%
E6		\$163,529.60	\$204,401.60	\$245,273.60	20.0%	50.0%

Table 7: Proposed Pay Structure Option II

Option II						
Option II lowest average market 50th						
Proposed Pay Structure						
Pay Grade	Exempt or Nonexempt	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Midpoint Progression	Range Spread
E1		\$73,216.00	\$91,520.00	\$109,824.00	-	50.0%
E2		\$84,198.40	\$105,248.00	\$126,297.60	15.0%	50.0%
E3		\$96,824.00	\$121,035.20	\$145,246.40	15.0%	50.0%
E4		\$111,363.20	\$139,193.60	\$167,024.00	15.0%	50.0%
E5		\$120,057.60	\$160,076.80	\$200,096.00	15.0%	67.0%
E6		\$144,060.80	\$192,088.00	\$240,115.20	20.0%	67.0%

Figure 2: Proposed Pay Grade and Job Title

Proposed Pay Grade and Job Title

E1

Associate Executive Director, Board of Education
Supervisor of Elections

E2

Casino Commissioner
Chief Executive Officer, Public Television System
Director, Law Enforcement Planning Commission
Director, Bureau of Motor Vehicles

Executive Director, Career & Technical Education Board
Executive Director, Taxicab Commission
Director, Veterans Affairs
Public Employees Relations Board Executive Director
Director, Energy Office
Senator

E3

Adjutant General
Director, Corrections
Director, Fire Services
Director, Virgin Islands Territorial Emergency Management Agency
Commissioner, Licensing & Consumer
Commissioner, Property & Procurement
Commissioner, Planning & Natural Resources
Deputy Territory Chief Public Defender
Commissioner, Public Works
Commissioner, Sports, Parks, & Recreation
Commissioner, Tourism
Commissioner of Agriculture
Virgin Islands Inspector General

E4

Director, Bureau of Information Technology
Commissioner, Finance
Commissioner of Education
Commissioner, Health
Commissioner, Human Services
Commissioner of Police
Director, Internal Revenue
Commissioner, Labor
Director, Office of Management and Budget
Director of Personnel

E5

Governor
Lieutenant Governor
Attorney General

E6

Presiding Judge, Superior Court
Associate Justice
Chief Justice, Supreme Court

Table 8 - Report Implementation Recommendation – Option 1 Cost Projections

Employees	Count of Employees	Cost Projection	% of Current Payroll
To New Minimum	2	\$5,832	0.11%
To Time in Position (2% per year)	10	\$20,498	0.39%
Total Increase to Implement	10	\$26,330	0.50%

Table 9 - Report Implementation Recommendation – Option 2 Cost Projections

Employees	Count of Employees	Cost Projection	% of Current Payroll
To New Minimum	2	\$5,562	0.11%
To Time in Position (3% per year)	12	\$88,512	1.69%
Total Increase to Implement	12	\$94,074	1.80%

Administrative Recommendations

- Implement compensation administration guidelines and policies for placing and moving employees through the salary structure.
- Review annually the internal alignment and classifications of jobs to ensure proper leveling between jobs.
- Utilize performance evaluations for any base pay increases or individual salary advancements to compensate for competent performance in the job class/level.
- Adjust the salary structure by a structure movement trend factor using the WorldatWork prevailing market trends on a yearly basis to remain competitive. The salary structure adjustments should move at a slower rate than employee pay. General best practice is to move the salary structure by half of the employee base pay movement.
- Conduct a comprehensive compensation study at least every five (5) years in addition to adjusting the salary structure to keep aligned with the market trends.

Proposed Salaries for Executive, Judicial, and Legislative Officers of the Territory of the United States Virgin Islands

The VIPOCC proposed salary/pay recommendations (Table 10) is based on the Compensation Guideline/Philosophy #4, which states "Compensation shall be higher than a living wage and no lower than 25% above the recommended minimum salary for positions within the scope of the study, and adjusted to the mid to upper range, as appropriate to rank duties." The proposed salary/pay recommendations utilize Table 3 with total market comparisons and adjustments, where applicable, to address compression.

In addition to the salaries currently listed, this group also receives non-wage fringe benefits that account for up to 45% of their total compensation, with equivalents ranging from \$36,000 to \$110,000. Fringe benefits are forms of non-wage compensation provided to employees, distinct from their salaries. Examples of these benefits include health insurance, workers' compensation, retirement plans, and family and medical leave.

RETIREMENT – 23.5%

FICA – 6.2%

MEDICARE – 1.45%

FAMILY (Medical & Dental) – \$15,275

FAMILY (Medical only) - \$14,975.28

SINGLE (Medical & Dental) – \$8,633

WORKER COMPENSATION – Varies Per Department

BASIC LIFE INSURANCE - \$21.8

Table 10 - Proposed Salaries of Judicial, Executive, and Legislative Officers

Position	Proposed Salary	Current Salary	Adjustment	Percentage Difference
Chief Justice, Supreme Court	\$246,091	\$246,091		0.0%
Associate Justice	\$226,564	\$226,564		0.0%
Presiding Judge, Superior Court	\$201,360	\$201,360		0.0%
Governor	\$192,088	\$150,000	\$42,088	21.9%
Lieutenant Governor	\$168,231	\$125,000	\$43,231	25.7%
Attorney General	\$168,231	\$145,000	\$23,231	13.8%

Position	Proposed Salary	Current Salary	Adjustment	Percentage Difference
Commissioner, Finance	\$135,000	\$135,000		0.0%
Commissioner, Education	\$135,000	\$135,000		0.0%
Commissioner, Public Works	\$135,000	\$135,000		0.0%
Commissioner, Health	\$135,000	\$135,000		0.0%
Commissioner, Police	\$135,000	\$135,000		0.0%
Commissioner, Labor	\$136,221	\$125,000	11,221	8.2%
Director, Office of Management and Budget	\$135,000	\$135,000		0.0%
Director, Bureau of Information Technology	\$125,000	\$125,000		0.0%
Director, Internal Revenue	\$125,000	\$125,000		0.0%
Director, Personnel	\$130,000	\$130,000		0.0%
Chief Negotiator	\$135,000	\$135,000		0.0%
Executive Director, Career and Technical Education Board	\$93,481	\$85,000	\$8,481	9.1%
Adjutant General	\$135,000	\$135,000		0.0%
Director, Corrections	\$135,000	\$135,000		0.0%
Director, Fire Services	\$125,000	\$125,000		0.0%
Commissioner, Licensing and Consumer Affairs	\$134,349	\$125,000	\$9,349	7.0%
Commissioner, Planning and Natural Resources	\$140,506	\$125,000	\$15,506	11.0%

Position	Proposed Salary	Current Salary	Adjustment	Percentage Difference
Commissioner, Property and Procurement	\$130,000	\$130,000		0.0%
Commissioner, Human Services	\$138,090	\$135,000	\$3,090	2.2%
Commissioner, Tourism	\$135,000	\$135,000		0.0%
Commissioner, Agriculture	\$110,000	\$110,000		0.0%
Commissioner, Sports, Parks, and Recreation	\$115,000	\$115,000		0.0%
Executive Director, Public Employees Relations Board	\$101,396	\$95,000	\$6,396	6.3%
Deputy Territory Chief Public Defender	\$147,500	\$147,500		0.0%
Chief Executive Officer, Public Television System	\$140,000	\$140,000		0.0%
Virgin Islands Inspector General	\$129,455	\$125,000	\$4,455	3.4%
Casino Commissioner	\$105,000	\$105,000		0.0%
Supervisor of Elections	\$127,556	\$110,000	\$17,556	13.8%
Director, Energy Office	\$115,000	\$115,000		0.0%
Senator	\$95,000	\$95,000		0.0%
Director, Law Enforcement Planning Commission	\$115,000	\$115,000		0.0%
Director, Bureau of Motor Vehicles	\$125,000	\$125,000		0.0%

Position	Proposed Salary	Current Salary	Adjustment	Percentage Difference
Executive Director, Taxicab Commission	\$94,401	\$80,000	\$14,401	15.3%
Director, Virgin Islands Territorial Emergency Management Agency	\$125,000	\$125,000		0.0%
Director, Veterans Affairs	\$115,000	\$115,000		0.0%
Associate Executive Director, Board of Education	\$85,000	\$85,000		0.0%

Policy Recommendations

Further to the implementation of the proposed adjusted salaries for public officials, VIPOCC strongly recommends the following:

1. Budgetary adjustments shall be made for annual or bi-annual adjustments of 2%-3% based on favorable and objective performance evaluations of each officer as a cost-of-living adjustment.
2. New hires in need of additional skills and expertise shall be onboarded at the minimum range and with a plan to progress to the midpoint within one to two years.
3. Mechanisms shall be instituted to ensure that officers meeting the full requirements of the position for further compensation for applicable experience, certifications, size of budget, and size of the department or agency at no more than 5% of the base salary.
4. The salary of the Governor and Lt. Governor shall be increased every 8 years in line with the average social security cola adjustment for the period but no more than 5%.
5. Senators serving for four or more terms shall be granted a longevity payment of 5% annually on the prevailing base salary at the time.
6. Salary levels for the judiciary shall continue to follow the normal standards set by the Center for State Courts but not exceeding annual or biannual adjustments of more than 5%.

7. Officers not performing at an effective level as per the job criteria and general fulfillment of goals shall be first given a warning and time-bound improvement plan, and released if no marked improvements are demonstrated.
8. Serious consideration must be given to implementing these VIPOCC recommendations in line with recommendations made for rank-and-file staff and noted in the GVI Compensation Study of 2021/2022.
9. Compensation studies/reviews shall be conducted every four to five years to ensure consistency with the market and employee retention.
10. No employee shall be paid below the new pay structure minimum while taking years of experience into consideration.
11. No employee shall be paid above the maximum of the new pay structure, barring any anomalies which must be justifiably proven and sanctioned by the Governor.
12. A mechanism shall be developed to guide the application of locality pay for public officers within the context of the Territory's financial position, as applicable.
13. A structure shall be developed to guide the setting of salaries for exempt staff to ensure an objective and balanced approach to compensation for such staff.
14. A salary determination and salary progression model shall be adopted and used as an objective guide for salary decisions regarding public officials/officers.

Proposed Salary Determination and Salary Progression Model

The Commission further recommends that the Salary Determination and Progression Model (Tables 11, 12, 13, and 14) shall be adopted as a guide for salary adjustments for public officials/officers. Objectivity and transparency in the way public officers are compensated would create a stable platform upon which the Division of Personnel shall rely in determining the appropriate levels of compensation across pay grades and job titles. Consideration shall also be given to the application of locality pay in accordance with the established guidelines set by the U. S. Office of Personnel Management. Locality pay is not a cost-of-living allowance. It is a salary comparability benefit to attract workers to the public sector versus the private sector.

Table 11: Elected Positions

Elected Positions of the US Virgin Islands					
Position	Salary	Term length	Max Term	Comp Progress*	Future Range and Base Adjustment
Governor	\$150,000	4	2	If reelected for a 2 nd term; base compensation will increase by 5%	To ensure compensation ranges stay aligned to market; every 8 years the range and base pay will increase by the previous eight-year average of the social security.
Lt. Governor	\$125,000	4	2		
Senator	\$85,000	2	N/A	For each term a Senator is reelected, they will be entitled to an increase of 1.25% for each term completed. The maximum longevity increase is 11.25% for Senator's who have completed at least nine or more terms	

*Comp progression is modeled after GA Commissioner's longevity provisions contained in the GA ACCG Salary guide.

**To remove the potential for politics playing a part in the salary determination, its recommended that a model be developed to address how the base compensation will be adjusted in the future

*** Since the Court's have an established process for adjusting their compensation based on the National Association of State Courts, we recommend that that process be independent from our recommendation.

Table 12: Executive Branch Department Heads/Commissioners

Executive Branch Department Head Comp Structure				
Base pay	Higher than Base	Locality Pay	Comp Progression***	Performance Payment
All department heads will be paid a minimum of the 25 th percentile of their respective range.	The Governor can request Personnel to perform a higher than Base (HTB) analysis if he desires to pay the candidate above the minimum. Personnel review the candidate's education and experience*, beyond the minimum qualifications that are directly related to the job as determined their adjusted base pay	Three-year average of Federal locality pay for the Virgin Islands **	Department head will be entitled to a 3.25% base pay increase every two years.	Pre-approved strategic Key performance initiatives that objectively measure the effectiveness of a Department Head

*This would require each department head to have an official job specification

** Locality pay is only calculated on the minimum base pay. Locality percentage is updated every four years

*** Comp progression only impacts base pay.

Table 13: Salary Matrix Calculator

SALARY MATRIX CALCULATOR

				meets min	more than 3yrs	more than 6yrs	more than 9yrs
Grade	MIN	MID	MAX	1st Quartile up to salary	2nd Quartile up to salary	3rd Quartile up to salary	4th Quartile Max Salary
E1	\$73,216	\$91,520	\$109,824	\$82,368	\$91,520	\$100,672	\$109,824
E2	\$84,198	\$105,248	\$126,297	\$94,723	\$105,248	\$115,772	\$126,297
E3	\$96,824	\$121,035	\$145,246	\$108,930	\$121,035	\$133,141	\$145,246
E4	\$111,363	\$139,193	\$167,024	\$125,278	\$139,194	\$153,109	\$167,024
E5	\$120,057	\$160,076	\$200,096	\$140,067	\$160,077	\$180,086	\$200,096
E6	\$144,060	\$192,088	\$240,115	\$168,074	\$192,088	\$216,101	\$240,115

Table 14: Sample

Sample 1

E4: Personnel Director

Min Qual: BA Degree in HR with 10 years of HR exp

Candidate 1: John Doe

Candidate Exp: BA Degree in HR with 13 years of HR exp.

Base pay	Higher than Base	Locality Pay	Total Annual Comp	Comp Progression	Performance Payment
\$140,067	\$0	\$22,410	\$162,477		

Sample 2

E4: Personnel Director

Min Qual: BA Degree in HR with 10 years of HR exp

Candidate 1: John Doe

Candidate Exp: BA Degree in HR with 20 years of HR exp.

Base pay	Higher than Base	Locality Pay	Total Annual Comp	Comp Progression	Performance Payment
\$0	\$167,024	\$22,410	\$189,434		

END

See *Appendix A*

Compensation study conducted by Gallagher

Appendix B

Commission Members:

- Dr. Haldane Davies, Chairman
- Ms. Melanie Gomez, Vice Chairwoman
- Mrs. Asiah Clendinen Gumbs, Secretary
- Attorney Joel Holt
- Attorney Henry Smock
- Mr. Kenneth Hermon
- Dr. Valdemar Hill Jr.
- Dr. Edward Thomas
- Mr. Frank Abednego

Virgin Islands Public Officials Compensation Commission (VIPOCC)

Compensation & Classification Study July 2024



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Introduction

Virgin Islands Public Officials Compensation Committee contracted with Gallagher Benefit Services, Inc. to conduct a comprehensive compensation and classification study to evaluate the relative competitiveness, compensation, and classification structures for jobs and positions in the Government of the Virgin Islands.

The primary objectives of the study were to:

- Conduct a comprehensive evaluation of VIPOCC classifications to ensure fair and equitable compensation relationships within the organization.
- Establish pay ranges and benchmarking standards utilizing appropriate salary surveys to ensure market competitiveness.
- Implement a comprehensive compensation model to assist with recruitment and retention.
- Maintain pay equity compliance
- Enable easy, ongoing program maintenance by VIPOCC staff.



Classification Review and Methodology

Purpose of Review

A job classification study is an assessment process to evaluate and categorize the various positions within the organization's workforce based on factors such as job duties, responsibilities, required skills, and level of authority. The primary goal is to establish a systematic and consistent method for organizing jobs into categories or classes, which helps in determining appropriate salary levels, benefits, career paths, and organizational structure.

Project Activities

- **Job Analysis**

The first step involves gathering detailed information about each position within the organization. This may include conducting interviews, surveys, and observations to understand the tasks performed, skills required, qualifications needed, and reporting relationships.

- Position summaries were utilized to collect job content and confirm all job duties were considered when evaluating each position at VIPOCC.

- **Job Classification, Evaluation, and Grading**

Jobs are then grouped or categorized into classes or levels based on similarities in their job duties, required skills, and responsibilities. Common classification systems may include levels such as entry-level, intermediate, and senior, or classifications based on specialized skills or functional areas.

Overall, a job classification study or review helps organizations maintain a fair and transparent system for defining roles, setting compensation levels, and managing the workforce effectively.



Pay Review and Methodology

Purpose of Review

This study was conducted to objectively examine the competitive job market and make recommendations for internally fair and externally competitive pay practices. The project included the following processes:

- Conduct a compensation salary study using data from a variety of published salary survey sources, based on type of organization, size, geographic location, and services provided.
- Develop a methodology for administering and maintaining the salary structure,
- Assist in administering and adjusting compensation of employees in the identified positions, and
- Provide guidance to VIPOCC with regard to an implementation plan of the recommended changes as financial resources allow.

Project Activities

The following tasks were completed during the study.

- **Initial planning and data collection**
Consultants conferred with VIPOCC to ensure a clear understanding of the concerns and objectives for the study. Pay data collected on personnel employed at the start of the project was used for modeling proposed pay plans and costs.
- **Assess competitive pay levels for common jobs**
The competitive job market group was approved by VIPOCC. Consultants analyzed market data to determine where VIPOCC is at risk and identified jobs that may need to be adjusted in order to stay competitive with the external market.
- **Build or align pay range structures**
Pay structures were built or adjusted based on market benchmark rates and budgets. Pay structures were designed to provide competitive pay ranges and internal pay system controls.
- **Design implementation plan with recommended pay adjustments**
The implementation plan was designed to achieve the following:
 - Employees will be brought to the minimum of the assigned pay range.
 - For each year of service in their position, employees receive a 3 percent increment.
- **Review a draft of findings and recommendations and deliver a final report**
Consultants met with VIPOCC leaders to review the initial draft of findings and recommendations.

Published Survey Data Sources

Data sources for this project include the most recently published salary survey from the following sources:

- CompData;
- Mercer;
- Economic Research Institute (ERI); and
- Willis Towers Watson

Custom Survey Data Sources

Thirty-five (35) organizations were identified by Gallagher in collaboration with VIPOCC as comparable peer organizations. Gallagher sent a custom survey to the identified peer organizations inviting them to participate and respond to pay-related questions and specific job queries. Gallagher followed up with the respective contacts regularly to encourage participation. In total, only 1 comparable organizations finished the requested survey. The Gallagher team conducted data mining on the 34 peers that did not respond. That data was utilized to make market comparisons for similar jobs at VIPOCC.

Peer Organizations	
Allegheny County, PA	Bahamas
Cuyahoga County, OH	Saint Lucia
Franklin County, OH	Barbados
Fulton County, GA	Cayman Islands
Hennepin County, MN	Republic of the Philippines
Mecklenburg County, NC	Fairfax County, Virginia
Milwaukee County, WI	Virginia Beach, VA
Orange County, FL	*District of Columbia
Shelby County, TN	Prince George's County, MD
Travis County, TX	Arlington County, VA
Wake County, NC	City of Alexandria, VA
Guam	Montgomery County, MD
Puerto Rico	Missouri
American Samoa	City of Austin, TX
Federated States of Micronesia	City of Baltimore
Northern Mariana Islands	City of Rockville, Maryland
Republic of Palau	
Republic of the Marshall Islands	
Jamaica	

**Indicates the organization participated in the custom survey.*



Survey Methodology: Data Collection

Various data cuts were collected from the published survey sources based on type of organization, size, geographic location, and services provided. Gallagher consultants matched only those jobs that reflected at least 80 percent of the duties as outlined in the job summaries identified through the job descriptions provided by VIPOCC. Once peer data was collected, if there were any questions about job matching, Gallagher referenced job descriptions, organizational charts and other information to verify that the match was valid. Gallagher conducted quality assurance on the data collected for additional position matches for all peer organizations. Data leveraged was the most recently available information through published survey sources. Gallagher follows the U.S. Department of Justice and Federal Trade Commission guidelines that state five job matches should exist per job to conduct statistical analyses or draw conclusions.

Survey Methodology: Quality Assurance

Gallagher performed several reviews of the data to identify any outlier data and to ensure validity and reliability of the data. Through a statistical analysis, any salary figures that were considered extreme in relation to all other salary figures were excluded. Various statistics (including 25th, 50th, & 75th percentiles) were calculated in analyzing the data. Once the analysis and report was completed, it was submitted internally through our firm's quality control process for review before it was submitted to VIPOCC.

Survey Methodology: Aging

All data were trended forward to be more effective for a current point in time. All data were aged to May 1, 2024, using salary budget and salary structure trending factors from the *WorldatWork* salary trend survey:

- **5 percent** actual salary increase
- **3 percent** salary structure adjustment

Survey Methodology: Geographic Differentials

Applying geographic differentials is a sound compensation practice to normalize data obtained from various locations. This results in more precise figures for use in analyzing and setting pay. Just as data are trended forward to be more effective for a current point in time, data should be adjusted to reflect cost of labor differences between geographic areas. Gallagher used geographic differential data, obtained from the Economic Research Institute, to normalize salary data to the equivalent cost of labor for the Virgin Islands Territory.

Summary of Findings

Pay Review

The following guidelines are used to determine the competitive nature of current compensation.



When compared to the custom survey peers, average incumbent pay at VIPOCC is 9 percent above the market 25th percentile, 1 percent above the market median, and 3 percent below the market 75th percentile. When compared to the published market data collected, average incumbent pay at VIPOCC is 18 percent above the 25th percentile, 6 percent above the market median, and 8 percent below the market 75th percentile. When all market data collected is combined, average incumbent pay at VIPOCC is 15 percent above the market 25th percentile, 2 percent above the market median, and 8 percent below the market 75th percentile. These findings indicate that overall, pay at VIPOCC is highly competitive in the market. However, when evaluating individual jobs and variance to the market, there are some outliers that need to be addressed.

Actual Pay Summary Comparison			
VIPOCC	Market 25 th % Difference	Market 50 th % Difference	Market 75 th % Difference
Custom Market (28 Peers)	+9%	+1%	-3%
Published Market	+24%	+6%	-8%
Full Market (Custom + Published Data)	+15%	+2%	-8%

Job Titles >/- -15% Behind Market	Comparison to Market Median (50th %ile)
ATTORNEY GENERAL	-19%
COMMISSIONER, LABOR	-15%
COMMISSIONER, LICENSING & CONSUMER	-20%
COMMISSIONER, PLANNING & NATURAL RESOURCES	-19%
EXECUTIVE DIRECTOR, TAXICAB COMMISSION	-29%
VIRGIN ISLANDS INSPECTOR GENERAL	-15%

Proposed Recommendations

The primary objectives of the proposed salary structure are to:

- Comply with VIPOCC's strategy to be competitive to market
 - Proposed pay structures were aligned to market using the lowest 50th percentile of market for the benchmark positions as an anchor.
- Maintain appropriate pay grade differentials to avoid cross-grade compression
 - A 6 pay grade midpoint-based pay structure is proposed.
 - The midpoint-based pay structure groups jobs of similar market value, skill, effort, and responsibility into proposed pay grades with minimum, midpoint, and maximum values.
 - Midpoint differentials of 15 to 20 percent create differentials that avoid significant cross-grade compression and align pay range midpoint at market, on average.

Proposed Pay Structure

Option II						
Option II lowest average market 50th						
Proposed Pay Structure						
Pay Grade	Exempt or Nonexempt	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Midpoint Progression	Range Spread
E1		\$73,216.00	\$91,520.00	\$109,824.00	-	50.0%
E2		\$84,198.40	\$105,248.00	\$126,297.60	15.0%	50.0%
E3		\$96,824.00	\$121,035.20	\$145,246.40	15.0%	50.0%
E4		\$111,363.20	\$139,193.60	\$167,024.00	15.0%	50.0%
E5		\$120,057.60	\$160,076.80	\$200,096.00	15.0%	67.0%
E6		\$144,060.80	\$192,088.00	\$240,115.20	20.0%	67.0%

Proposed Pay Grade and Job TITLE

E1

Associate Executive Director, Board of Education
Supervisor of Elections

E2

Casino Commissioner
Chief Executive Officer, Public Television System
Director, Bureau of Motor Vehicles
Director, Energy Office
Director, Law Enforcement Planning Commission
Director, Veterans Affairs
Executive Director, Career & Technical Education Board
Executive Director, Taxicab Commission

Public Employees Relations Board Executive Director

Senator

E3

Adjutant General

Commissioner of Agriculture

Commissioner, Licensing & Consumer

Commissioner, Planning & Natural Resources

Commissioner, Property & Procurement

Commissioner, Public Works

Commissioner, Sports, Parks, & Recreation

Commissioner, Tourism

Deputy Territory Chief Public Defender

Director, Corrections

Director, Fire Services

Director, Virgin Islands Territorial Emergency Management Agency

Virgin Islands Inspector General

E4

Chief Negotiator

Commissioner of Education

Commissioner of Police

Commissioner, Finance

Commissioner, Health

Commissioner, Human Services

Commissioner, Labor

Director of Personnel

Director, Bureau of Information Technology

Director, Internal Revenue

Director, Office of Management and Budget

E5

Attorney General

Governor

Lieutenant Governor

E6

Associate Justice

Chief Justice

Presiding Judge, Superior Court

Implementation Recommendations

- Implement the proposed salary structure adjustments through a consistent pay implementation process.
- Individual increases
 - Bring to Minimum – All employees should be brought to at least the minimum of their proposed pay grade.
 - Increase Using Time-in-Position Rate – For each year of service in position, the employee gets a 3% increment up to the new range maximum.

The implementation strategy is based on the following aspects:

- No pay cuts will occur.
- Employees will be paid at a rate based on time in role, meaning no employees will be paid below the minimum of the new salary structure.
- Salaries do not fall above the new pay range maximum.
- Cost projections are an estimate based on current employment at the time of data collection.

Option 2 Cost Projections

Employees	Count of Employees	Cost Projection	% of Current Payroll
To New Minimum	1	\$4,198	0.08%
To Time in Position (3% per year)	9	\$69,881	1.34%
Total Increase to Implement	9	\$74,079	1.42%

Ongoing Administration Recommendations

In addition to the salary structure recommendations, Gallagher recommends the following compensation administration guidelines:

- Implement compensation administration guidelines and policies for placing and moving employees through the salary structure.
- Review annually the internal alignment and classifications of jobs to ensure proper leveling between jobs.
- Utilize performance evaluations for any base pay increases or individual salary advancements to compensate for competent performance in the job class/level.
- Adjust the salary structure by a structure movement trend factor using the WorldatWork prevailing market trends on a yearly basis to remain competitive. The salary structure adjustments should move

at a slower rate than employee pay. General best practice is to move the salary structure by half of the employee base pay movement.

- Conduct a comprehensive compensation study at least every five (5) years in addition to adjusting the salary structure to keep aligned with the market trends.

Appendix A

Understanding Pay Systems

Objectives of Pay Systems

All organizations have everyday management needs and employee expectations that must be translated into pay practices. An effective pay system should address the organization's needs and its employees' expectations.



Issues that must be weighed and balanced in the design of pay structures include:

- positioning the organization competitively,
- impact on current pay practices,
- adequate pay differentials for higher levels of job responsibility,
- internal consistency and rationality, and
- controlled variance within each pay range.

Basic Pay System Elements

Job Families

A job family includes jobs that share common characteristics and are grouped into a common pay structure. These characteristics include the type of work performed, the competitive job market, potential career paths for employees, and state and federal laws regulating wages and salaries.

Pay Grades

Compensable job factors such as skill, effort, and responsibility serve as the basis for assigning jobs to different pay levels to achieve internal pay equity among employees. The greater the degree of skill, effort, and responsibility required by a job, the higher the level of pay. Jobs that have similar value and are grouped into the same range of pay are assigned or classified to the same pay grade.

Job Pricing

While objective job evaluation and classification contributes to internal pay equity, job pricing contributes to external pay equity. Job pricing uses data collected from salary and wage surveys of other employers to determine the external market value of benchmark jobs. This data is used to set pay ranges that are competitive with the external job market. Because jobs have been analyzed and classified into groups of similar value, job pricing does not require a survey match for each unique job.

Job Market

Job markets may be different for different employee groups. By definition, a job market represents the employers that an organization typically competes with to attract and retain employees. Executive employees may be recruited from a larger geographic area than directors or support staff employees. Environmental organizations may be the only competitors for executive positions while other types of businesses may be competitors for business or technology jobs. For this reason, different job markets and survey sources may be used to accurately assess the true competitive job market.

Pay Structure

The pay structure itself is the key management tool that provides control over an organization's competitive position in the marketplace and internal pay equity among all employees. Designing the pay structure involves setting the proper control points (midpoint, minimum, and maximum rates of pay) for each pay grade and ensuring that appropriate pay differentials between pay grade levels are established.

Pay System Implementation and System Administration

Implementation and Administration

Current employees may be paid outside the recommended pay ranges initially. Decisions must be made during this transition period about how to deal with employees who are paid outside the pay range for their position. If employees are paid below the minimum rate of their pay range, additional adjustments should be provided to increase their pay to at least the minimum rate of pay. If employees are paid above the maximum of the pay range, they are left outside the range. No employee's pay should be reduced in this event.

Employees advance in pay through annual pay adjustments tied to budget planning. These management decisions are based on current economic conditions, including projected revenues and market competition.

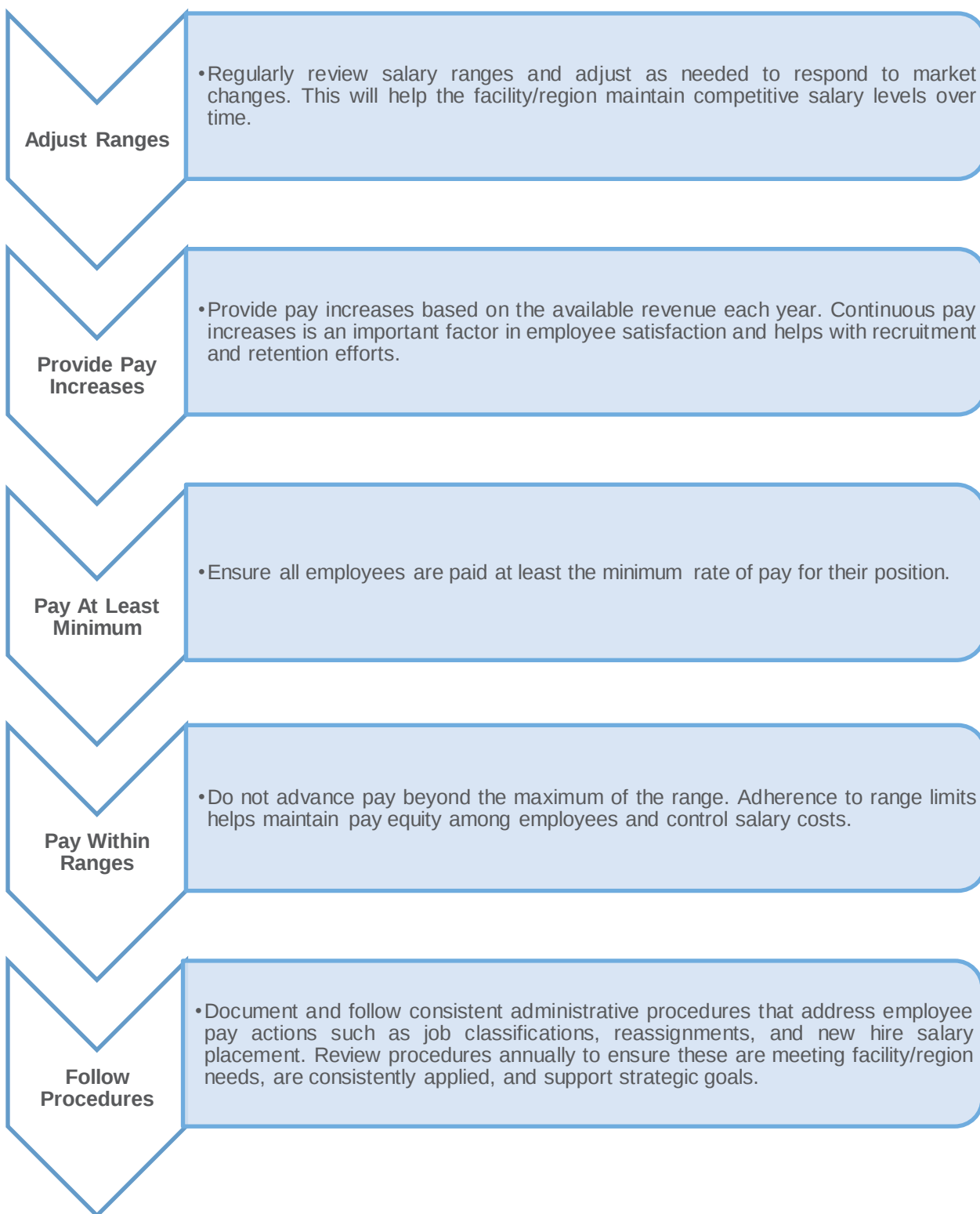
Long-Term Salary Administration

For any pay plan to meet its intended goals on a long-term basis, it must be updated regularly and administered properly. Salary administration involves four primary activities requiring administrative decisions:

- adjusting pay ranges for job market changes and general economic inflation,
- budgeting for annual salary increases for employees,
- placing new employees in the system, and
- calculating special increases for promotions or other job changes

Pay System Management

The recommendations provided help ensure a market-competitive and equitable system for VIPOCC. However, pay systems are dynamic and are impacted by numerous factors. To maintain a competitive and equitable system, VIPOCC must work to manage its pay system over time. Following are recommendations to aid VIPOCC in this endeavor:





Gallagher

Insurance | Risk Management | Consulting

Appendix B

Detailed Market Tables

VIPOCC Market Comparisons, 2024			All Benchmark Jobs											
			Custom Survey (data mined)											
BM Job Code	Current Job Code	Benchmark Position	VIPOCC Job Title	VIPOCC Current Incumbents	Market Comparison Note	# of Custom Survey Responses	# of Published Survey Responses	VIPOCC Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median 50th %ile	Market Value 75th %ile	Comparison to Market 75th %ile
1		1 ADJUTANT GENERAL	ADJUTANT GENERAL	1	C	5	3	\$135,000	\$126,141	7%	\$158,286	-15%	\$158,432	-15%
2		2 COMMISSIONER, AGRICULTURE	COMMISSIONER, AGRICULTURE	1	C	5	0	\$110,000						
3		3 DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	1	C	1	2	\$125,000	\$127,556	-2%	\$127,556	-2%	\$127,556	-2%
4		4 CASINO COMMISSIONER	CASINO COMMISSIONER	1	C	2	0	\$105,000						
5		5 DIRECTOR, CORRECTIONS	DIRECTOR, CORRECTIONS	1	C	2	1	\$135,000	\$128,051	5%	\$128,545	5%	\$129,040	5%
6		6 COMMISSIONER, EDUCATION	COMMISSIONER, EDUCATION	1	C	3	2	\$135,000	\$121,007	12%	\$127,556	6%	\$178,067	-24%
7		7 ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	1	C	1	2	\$85,000						
8		8 SUPERVISOR OF ELECTIONS	SUPERVISOR OF ELECTIONS	1	C	1	0	\$110,000	\$127,556	-14%	\$127,556	-14%	\$127,556	-14%
9		9 DIRECTOR, ENERGY OFFICE	DIRECTOR, ENERGY OFFICE	1	C	1	5	\$115,000						
10		10 COMMISSIONER, FINANCE	COMMISSIONER, FINANCE	1	C	1	6	\$135,000	\$142,694	-5%	\$142,694	-5%	\$142,694	-5%
11		11 DIRECTOR, FIRE SERVICES	DIRECTOR, FIRE SERVICES	1	C	1	4	\$125,000						
12		12 GOVERNOR	GOVERNOR	1	C	9	0	\$150,000	\$141,171	6%	\$143,601	4%	\$152,120	-1%
13		13 COMMISSIONER, HEALTH	COMMISSIONER, HEALTH	1	C	2	1	\$135,000	\$163,969	-18%	\$198,403	-32%	\$232,838	-42%
14		14 COMMISSIONER, HUMAN SERVICES	COMMISSIONER, HUMAN SERVICES	1	C	1	5	\$135,000	\$201,012	-33%	\$201,012	-33%	\$201,012	-33%
15		15 DIRECTOR, INTERNAL REVENUE	DIRECTOR, INTERNAL REVENUE	1	C	1	7	\$125,000	\$112,574	11%	\$112,574	11%	\$112,574	11%
16		16 ASSOCIATE JUSTICE	ASSOCIATE JUSTICE	1	C	1	1	\$226,564						
17		17 ATTORNEY GENERAL	ATTORNEY GENERAL	1	C	1	8	\$145,000	\$203,826	-29%	\$203,826	-29%	\$203,826	-29%
18		18 COMMISSIONER, LABOR	COMMISSIONER, LABOR	1	C	2	5	\$125,000	\$147,885	-15%	\$149,829	-17%	\$151,773	-18%
19		19 SENATOR	SENATOR	1	C	3	0	\$95,000	\$38,518	147%	\$51,291	85%	\$58,628	62%
20		20 DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	1	C	2	3	\$115,000	\$129,379	-11%	\$141,085	-18%	\$152,790	-25%
21		21 LIEUTENANT GOVERNOR	LIEUTENANT GOVERNOR	1	C	4	0	\$125,000	\$107,996	16%	\$134,304	-7%	\$147,261	-15%
22		22 COMMISSIONER, LICENSING & CONSUMER	COMMISSIONER, LICENSING & CONSUMER	1	C	2	1	\$125,000	\$138,593	-10%	\$147,428	-15%	\$156,262	-20%
23		23 DIRECTOR, BUREAU OF MOTOR VEHICLES	DIRECTOR, BUREAU OF MOTOR VEHICLES	1	C	2	2	\$125,000	\$122,932	2%	\$135,263	-8%	\$147,593	-15%
24		24 CHIEF NEGOTIATOR	CHIEF NEGOTIATOR	1	C	1	6	\$135,000	\$81,001	67%	\$81,001	67%	\$81,001	67%
25		25 DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	1	C	1	5	\$135,000	\$106,333	27%	\$106,333	27%	\$106,333	27%
26		26 COMMISSIONER, PROPERTY & PROCUREMENT	COMMISSIONER, PROPERTY & PROCUREMENT	1	C	2	3	\$130,000	\$103,377	26%	\$111,436	17%	\$119,496	9%
27		27 PUBLIC EMPLOYEES RELATIONS BOAR EXECUTIVE DIRECTOR	PUBLIC EMPLOYEES RELATIONS BOAR EXECUTIVE DIRECTOR	1	C	1	4	\$95,000	\$81,001	17%	\$81,001	17%	\$81,001	17%
28		28 DIRECTOR OF PERSONNEL	DIRECTOR OF PERSONNEL	1	C	1	6	\$130,000	\$127,557	2%	\$127,557	2%	\$127,557	2%
29		29 COMMISSIONER, PLANNING & NATURAL RESOURCES	COMMISSIONER, PLANNING & NATURAL RESOURCES	1	C	13	3	\$125,000	\$151,339	-17%	\$151,339	-17%	\$151,339	-17%
30		30 POLICE COMMISSIONER	POLICE COMMISSIONER	1	C	8	5	\$135,000						
31		31 DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	1	C	1	3	\$147,500	\$127,556	16%	\$127,556	16%	\$127,556	16%
32		32 CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	1	C	2	2	\$140,000	\$123,969	13%	\$130,296	7%	\$136,623	2%
33		33 COMMISSIONER, PUBLIC WORKS	COMMISSIONER, PUBLIC WORKS	1	C	2	4	\$135,000	\$128,051	5%	\$128,546	5%	\$129,040	5%
34		34 COMMISSIONER, SPORTS PARKS & RECREATION	COMMISSIONER, SPORTS PARKS & RECREATION	1	C	1	5	\$115,000	\$127,557	-10%	\$127,557	-10%	\$127,557	-10%
35		35 PRESIDING JUDGE, SUPERIOR COURT	PRESIDING JUDGE, SUPERIOR COURT	1	C	3	0	\$201,360	\$118,060	69%	\$156,595	29%	\$174,386	15%
36		36 EXECUTIVE DIRECTOR, TAXICAB COMMISSION	EXECUTIVE DIRECTOR, TAXICAB COMMISSION	1	C	5	5	\$80,000	\$105,228	-24%	\$126,053	-37%	\$146,877	-46%
37		37 EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOARD	EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOARD	1	C	2	3	\$85,000	\$105,935	-20%	\$109,123	-22%	\$112,312	-24%
38		38 COMMISSIONER, TOURISM	COMMISSIONER, TOURISM	1	C	2	2	\$135,000	\$97,504	38%	\$103,222	31%	\$108,940	24%
39		39 DIRECTOR, VETERANS' AFFAIRS	DIRECTOR, VETERANS' AFFAIRS	1	C	1	3	\$115,000	\$127,556	-10%	\$127,556	-10%	\$127,556	-10%
40		40 VIRGIN ISLANDS INSPECTOR GENERAL	VIRGIN ISLANDS INSPECTOR GENERAL	1	C	2	3	\$125,000	\$142,869	-13%	\$162,922	-23%	\$182,975	-32%
41		41 DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAGEMENT	DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAGEMENT	1	C	9	5	\$125,000	\$92,129	36%	\$94,578	32%	\$97,028	29%
Comparison to Market									2024 Pay	9%	2024 Pay	1%	2024 Pay	-3%

VIPOCC Market Comparisons, 2024		All Benchmark Jobs										
		Published Data										
Benchmark Position	VIPOCC Job Title	VIPOCC Current Incumbents	Market Comparison Note	# of Custom Survey Responses	# of Published Survey Responses	VIPOCC Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
1	ADJUTANT GENERAL	1	P	5	3	\$135,000	\$81,412	66%	\$110,872	22%	\$130,579	3%
2	COMMISSIONER, AGRICULTURE	1	P	5	0	\$110,000	No Data		No Data		No Data	
3	DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	1	P	1	2	\$125,000	\$114,758	9%	\$132,584	-6%	\$151,889	-18%
4	CASINO COMMISSIONER	1	P	2	0	\$105,000	No Data		No Data		No Data	
5	DIRECTOR, CORRECTIONS	1	P	2	1	\$135,000	\$98,738	37%	\$121,502	11%	\$152,443	-11%
6	COMMISSIONER, EDUCATION	1	P	3	2	\$135,000	\$106,895	26%	\$131,778	2%	\$145,848	-7%
7	ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	1	P	1	2	\$85,000	\$77,719	9%	\$89,122	-5%	\$104,293	-18%
8	SUPERVISOR OF ELECTIONS	1	P	1	0	\$110,000	No Data		No Data		No Data	
9	DIRECTOR, ENERGY OFFICE	1	P	1	5	\$115,000	\$105,776	9%	\$125,795	-9%	\$144,566	-20%
10	COMMISSIONER, FINANCE	1	P	1	6	\$135,000	\$117,040	15%	\$139,755	-3%	\$163,051	-17%
11	DIRECTOR, FIRE SERVICES	1	P	1	4	\$125,000	\$110,291	13%	\$120,657	4%	\$133,130	-6%
12	GOVERNOR	1	P	9	0	\$150,000	No Data		No Data		No Data	
13	COMMISSIONER, HEALTH	1	P	2	1	\$135,000	\$75,965	78%	\$83,391	62%	\$93,315	45%
14	COMMISSIONER, HUMAN SERVICES	1	P	1	5	\$135,000	\$75,168	80%	\$83,367	62%	\$91,625	47%
15	DIRECTOR, INTERNAL REVENUE	1	P	1	7	\$125,000	\$136,039	-8%	\$155,123	-19%	\$182,164	-31%
16	ASSOCIATE JUSTICE	1	P	1	1	\$226,564	\$145,241	56%	\$200,101	13%	\$271,729	-17%
17	ATTORNEY GENERAL	1	P	1	8	\$145,000	\$132,636	9%	\$153,249	-5%	\$191,750	-24%
18	COMMISSIONER, LABOR	1	P	2	5	\$125,000	\$124,557	0%	\$145,513	-14%	\$176,113	-29%
19	SENATOR	1	P	3	0	\$95,000	No Data		No Data		No Data	
20	DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	1	P	2	3	\$115,000	\$82,029	40%	\$96,973	19%	\$116,074	-1%
21	LIEUTENANT GOVERNOR	1	P	4	0	\$125,000	No Data		No Data		No Data	
22	COMMISSIONER, LICENSING & CONSUMER	1	P	2	1	\$125,000	\$130,105	-4%	\$163,309	-23%	\$206,714	-40%
23	DIRECTOR, BUREAU OF MOTOR VEHICLES	1	P	2	2	\$125,000	\$89,503	40%	\$108,336	15%	\$126,894	-1%
24	CHIEF NEGOTIATOR	1	P	1	6	\$135,000	\$137,286	-2%	\$161,399	-16%	\$182,131	-26%
25	DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	1	P	1	5	\$135,000	\$125,065	8%	\$143,792	-6%	\$166,685	-19%
26	COMMISSIONER, PROPERTY & PROCUREMENT	1	P	2	3	\$130,000	\$102,798	26%	\$123,689	5%	\$140,352	-7%
27	PUBLIC EMPLOYEES RELATIONS BOARD EXECUTIVE DIRECTOR	1	P	1	4	\$95,000	\$121,791	-22%	\$138,991	-32%	\$165,592	-43%
28	DIRECTOR OF PERSONNEL	1	P	1	6	\$130,000	\$125,522	4%	\$145,103	-10%	\$166,899	-22%
29	COMMISSIONER, PLANNING & NATURAL RESOURCES	1	P	13	3	\$125,000	\$129,674	-4%	\$156,226	-20%	\$187,513	-33%
30	POLICE COMMISSIONER	1	P	8	5	\$135,000	\$112,927	20%	\$129,293	4%	\$146,847	-8%
31	DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	1	P	1	3	\$147,500	\$118,652	24%	\$131,487	12%	\$148,471	-1%
32	CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	1	P	2	2	\$140,000	\$83,635	67%	\$98,186	43%	\$114,169	23%
33	COMMISSIONER, PUBLIC WORKS	1	P	2	4	\$135,000	\$101,532	33%	\$116,325	16%	\$135,355	0%
34	COMMISSIONER, SPORTS PARKS & RECREATION	1	P	1	5	\$115,000	\$71,926	60%	\$83,503	38%	\$97,585	18%
35	PRESIDING JUDGE, SUPERIOR COURT	1	P	3	0	\$201,360	No Data		No Data		No Data	
36	EXECUTIVE DIRECTOR, TAXICAB COMMISSION	1	P	5	5	\$80,000	\$83,574	-4%	\$98,524	-19%	\$115,908	-31%
37	EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOARD	1	P	2	3	\$85,000	\$81,027	5%	\$88,991	-4%	\$99,574	-15%
38	COMMISSIONER, TOURISM	1	P	2	2	\$135,000	\$120,316	12%	\$144,112	-6%	\$170,180	-21%
39	DIRECTOR, VETERANS' AFFAIRS	1	P	1	3	\$115,000	\$57,661	99%	\$62,588	84%	\$69,243	66%
40	VIRGIN ISLANDS INSPECTOR GENERAL	1	P	2	3	\$125,000	\$116,040	8%	\$131,697	-5%	\$150,461	-17%
41	DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAGEMENT	1	P	9	5	\$125,000	\$105,943	18%	\$117,575	6%	\$130,587	-4%
Comparison to Market							2024 Pay	24%	2024 Pay	6%	2024 Pay	-8%

VIPOCC Market Comparisons, 2024		All Benchmark Jobs											
		Total Market											
		Benchmark Position	VIPOCC Job Title	VIPOCC Current Incumbents	Market Comparison Note	# of Custom Survey Responses	# of Published Survey Responses	VIPOCC Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile
1	ADJUTANT GENERAL	ADJUTANT GENERAL	1	A	5	3	\$135,000	\$103,776	30%	\$134,579	0%	\$144,506	-7%
2	COMMISSIONER, AGRICULTURE	COMMISSIONER, AGRICULTURE	1	M,X	5	0	\$110,000						
3	DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	DIRECTOR, BUREAU OF INFORMATION TECHNOLOGY	1	A	1	2	\$125,000	\$121,157	3%	\$130,070	-4%	\$139,723	-11%
4	CASINO COMMISSIONER	CASINO COMMISSIONER	1	M,X	2	0	\$105,000						
5	DIRECTOR, CORRECTIONS	DIRECTOR, CORRECTIONS	1	A	2	1	\$135,000	\$113,394	19%	\$125,024	8%	\$140,741	-4%
6	COMMISSIONER, EDUCATION	COMMISSIONER, EDUCATION	1	A	3	2	\$135,000	\$113,951	18%	\$129,667	4%	\$161,958	-17%
7	ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	ASSOCIATE EXECUTIVE DIRECTOR, BOARD OF EDUCATION	1	A	1	2	\$85,000	\$77,719	9%	\$89,122	-5%	\$104,293	-18%
8	SUPERVISOR OF ELECTIONS	SUPERVISOR OF ELECTIONS	1	A	1	0	\$110,000	\$127,556	-14%	\$127,556	-14%	\$127,556	-14%
9	DIRECTOR, ENERGY OFFICE	DIRECTOR, ENERGY OFFICE	1	A	1	5	\$115,000	\$105,776	9%	\$125,795	-9%	\$144,566	-20%
10	COMMISSIONER, FINANCE	COMMISSIONER, FINANCE	1	A	1	6	\$135,000	\$129,867	4%	\$141,225	-4%	\$152,873	-12%
11	DIRECTOR, FIRE SERVICES	DIRECTOR, FIRE SERVICES	1	A	1	4	\$125,000	\$110,291	13%	\$120,657	4%	\$133,130	-6%
12	GOVERNOR	GOVERNOR	1	A	9	0	\$150,000	\$141,171	6%	\$143,601	4%	\$152,120	-1%
13	COMMISSIONER, HEALTH	COMMISSIONER, HEALTH	1	A	2	1	\$135,000	\$119,967	13%	\$140,897	-4%	\$163,076	-17%
14	COMMISSIONER, HUMAN SERVICES	COMMISSIONER, HUMAN SERVICES	1	A	1	5	\$135,000	\$138,090	-2%	\$142,190	-5%	\$146,318	-8%
15	DIRECTOR, INTERNAL REVENUE	DIRECTOR, INTERNAL REVENUE	1	A	1	7	\$125,000	\$124,306	1%	\$133,849	-7%	\$147,369	-15%
16	ASSOCIATE JUSTICE	ASSOCIATE JUSTICE	1	A	1	1	\$226,564	\$145,241	56%	\$200,101	13%	\$271,729	-17%
17	ATTORNEY GENERAL	ATTORNEY GENERAL	1	A	1	8	\$145,000	\$168,231	-14%	\$178,537	-19%	\$197,788	-27%
18	COMMISSIONER, LABOR	COMMISSIONER, LABOR	1	A	2	5	\$125,000	\$136,221	-8%	\$147,671	-15%	\$163,943	-24%
19	SENATOR	SENATOR	1	A	3	0	\$95,000	\$38,518	147%	\$51,291	85%	\$58,628	62%
20	DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	DIRECTOR, LAW ENFORCEMENT PLANNING COMMISSION	1	A	2	3	\$115,000	\$105,704	9%	\$119,029	-3%	\$134,432	-14%
21	LIEUTENANT GOVERNOR	LIEUTENANT GOVERNOR	1	A	4	0	\$125,000	\$107,996	16%	\$134,304	-7%	\$147,261	-15%
22	COMMISSIONER, LICENSING & CONSUMER	COMMISSIONER, LICENSING & CONSUMER	1	A	2	1	\$125,000	\$134,349	-7%	\$155,368	-20%	\$181,488	-31%
23	DIRECTOR, BUREAU OF MOTOR VEHICLES	DIRECTOR, BUREAU OF MOTOR VEHICLES	1	A	2	2	\$125,000	\$106,217	18%	\$121,799	3%	\$137,244	-9%
24	CHIEF NEGOTIATOR	CHIEF NEGOTIATOR	1	A	1	6	\$135,000	\$109,143	24%	\$121,200	11%	\$131,566	3%
25	DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	1	A	1	5	\$135,000	\$115,699	17%	\$125,063	8%	\$136,509	-1%
26	COMMISSIONER, PROPERTY & PROCUREMENT	COMMISSIONER, PROPERTY & PROCUREMENT	1	A	2	3	\$130,000	\$103,087	26%	\$117,563	11%	\$129,924	0%
27	PUBLIC EMPLOYEES RELATIONS BOAR EXECUTIVE DIRECTOR	PUBLIC EMPLOYEES RELATIONS BOAR EXECUTIVE DIRECTOR	1	A	1	4	\$95,000	\$101,396	-6%	\$109,996	-14%	\$123,296	-23%
28	DIRECTOR OF PERSONNEL	DIRECTOR OF PERSONNEL	1	A	1	6	\$130,000	\$126,539	3%	\$136,330	-5%	\$147,228	-12%
29	COMMISSIONER, PLANNING & NATURAL RESOURCES	COMMISSIONER, PLANNING & NATURAL RESOURCES	1	A	13	3	\$125,000	\$140,506	-11%	\$153,782	-19%	\$169,426	-26%
30	POLICE COMMISSIONER	POLICE COMMISSIONER	1	A	8	5	\$135,000	\$112,927	20%	\$129,293	4%	\$146,847	-8%
31	DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	DEPUTY TERRITORY CHIEF PUBLIC DEFENDER	1	A	1	3	\$147,500	\$123,104	20%	\$129,521	14%	\$138,014	7%
32	CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	CHIEF EXECUTIVE OFFICER, PUBLIC TELEVISION SYSTEM	1	A	2	2	\$140,000	\$103,802	35%	\$114,241	23%	\$125,396	12%
33	COMMISSIONER, PUBLIC WORKS	COMMISSIONER, PUBLIC WORKS	1	A	2	4	\$135,000	\$114,792	18%	\$122,435	10%	\$132,198	2%
34	COMMISSIONER, SPORTS PARKS & RECREATION	COMMISSIONER, SPORTS PARKS & RECREATION	1	A	1	5	\$115,000	\$99,741	15%	\$105,530	9%	\$112,571	2%
35	PRESIDING JUDGE, SUPERIOR COURT	PRESIDING JUDGE, SUPERIOR COURT	1	A	3	0	\$201,360	\$118,969	69%	\$156,595	29%	\$174,386	15%
36	EXECUTIVE DIRECTOR, TAXICAB COMMISSION	EXECUTIVE DIRECTOR, TAXICAB COMMISSION	1	A	5	5	\$80,000	\$94,401	-15%	\$112,289	-29%	\$131,392	-39%
37	EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOARD	EXECUTIVE DIRECTOR, CAREER & TECHNICAL EDUCATION BOARD	1	A	2	3	\$85,000	\$93,481	-9%	\$99,057	-14%	\$105,943	-20%
38	COMMISSIONER, TOURISM	COMMISSIONER, TOURISM	1	A	2	2	\$135,000	\$108,910	24%	\$123,667	9%	\$139,560	-3%
39	DIRECTOR, VETERANS' AFFAIRS	DIRECTOR, VETERANS' AFFAIRS	1	A	1	3	\$115,000	\$92,609	24%	\$95,072	21%	\$98,400	17%
40	VIRGIN ISLANDS INSPECTOR GENERAL	VIRGIN ISLANDS INSPECTOR GENERAL	1	A	2	3	\$125,000	\$129,455	-3%	\$147,309	-15%	\$166,718	-25%
41	DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAGEMENT	DIRECTOR, VIRGIN ISLANDS TERRITORIAL EMERGENCY MANAGEMENT	1	A	9	5	\$125,000	\$99,036	26%	\$106,077	18%	\$113,808	10%
Comparison to Market								2024 Pw	15%	2024 Pw	2%	2024 Pw	-8%



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