

# HRS

**HUMAN RESOURCES SERVICES, INC.**

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**Town of Boxborough, Massachusetts**

**COMPENSATION, CLASSIFICATION, AND  
BENEFITS STUDY FOR TOWN-WIDE POSITIONS**  
**Non-Union Positions**

**FINAL REPORT**

**December 9, 2013**

## **HRS CONSULTANT TEAM**

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The project team conducted the following analytical activities:

- The consultants met with town officials at the onset of the study to determine the parameters of the project and expected outcomes of the study. Orientation sessions were provided. The Town provided HRS with necessary documents for Boxborough, compensation plans, town warrant, job descriptions, and other related information. The consultants were given very specific directives.
- The project team collected salary and benefits and other information from each of the comparable communities; these were used as the basis for this analysis and are provided as attachments to this report.
- The project team also reviewed initial findings and issues with the management of the Town and the Personnel Board. Final draft report and draft job descriptions were submitted for review.

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### Separate Documents Submitted:

Job Descriptions (for certain positions only)

HRS Rating Manual and Ratings

Position Analysis Questionnaire

### ATTACHMENTS:

PROPOSED TOWN COMPENSATION PLAN

PROPOSED TOWN CLASSIFICATION PLAN

COMPARATIVE MARKET ANALYSIS DATA

### DISCLAIMER

Although every effort has been made to ensure the accuracy and completeness of this report, Human Resources Services, Inc. cannot be responsible for any errors of positions, salaries, and wages of other organizations; positions and salaries are always changing. Nor can we be responsible for the changes in any laws or regulations that may affect the positions studied.

# TOWN OF BOXBOROUGH, MASSACHUSETTS COMPENSATION, CLASSIFICATION, AND BENEFITS STUDY

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## I. Introduction

### A. Scope of Services

The Town of Boxborough, Massachusetts retained Human Resources Services, Inc. to conduct a comprehensive compensation, classification, and benefits study of its non-union positions, excluding schools. This study was commissioned to re-examine the market pay rates for each position included in the study. In general, the study involved classifying positions according to a uniform point analysis standard, surveying the market of comparable municipalities to determine rates of compensation and benefits offered, developing new job descriptions as needed, and developing and recommending a new compensation and classification plan and system applicable for all town-wide non-union positions.

A position classification and compensation plan is an essential and vital component of a comprehensive municipal personnel system. Its validity is critical to the effectiveness of municipal personnel policies, to employee morale, and ultimately, to the delivery of municipal services. The plan represents a systematic, formalized procedure for developing equitable job groupings and equitable compensation levels for all non-union positions. The plan is based upon the underlying assumption that individuals should receive “equal pay for equal work.”

However, implementation of a position classification and compensation plan should not be viewed as the final step in achieving job equity. The plan must be reviewed on a regular basis to ensure that decisions regarding position requirements

and compensation accurately reflect the municipality's current service needs while continuing to maintain the integrity and relevance of the plan.

Human Resources Services, Inc. has reviewed the current job duties and compensation levels for all non-union positions in the Town of Boxborough, MA. The plan furnished in this report has been developed through an objective evaluation of position content and a systematic comparison of job value within the organization. Job descriptions were provided by the Town and updated only as necessary; in general the Town has maintained up-to-date job descriptions. The job descriptions of the Town accurately reflect actual job content and are used as tools in decisions involving pay, recruitment, promotion, and evaluations.

For maximum effectiveness, the relationship between consultant and client must be a cooperative effort. While Human Resources Services, Inc. assumes responsibility for all final recommendations, client input has been actively sought, carefully weighed and incorporated into the report whenever possible.

#### B. Study Process

This project included the following steps:

- *Organizational Meetings* with Personnel Board and Town Administrator to discuss the goals and objectives of the study.
- *Orientation Meeting* with Personnel Board and Town Administrator to explain project activities, objectives and methodology. This meeting also gave the Board an opportunity to meet with an HRS consultant and ask questions.

- A thorough *Job Analysis Process* which involved reviewing current position descriptions and updating only where necessary.
- A thorough *Job Evaluation Process*. Position rating and ranking utilizing HRS' rating manual.
- Development of a *Classification Plan*. Position assignment to grades based on a system of objective evaluation.
- Thorough *Market Analysis* using seventeen comparable municipalities jointly selected by town officials and HRS.
- Establishment of *Compensation Schedule* using comparative wage data as a guide.
- Several *Project Meetings* with the Personnel Board and Town Administrator to discuss pay policies, pay strategy, and review draft work products (i.e. classification plan, salary schedule, comparative data, estimated cost implementations and other related materials).
- Preparation of minimum estimated *Implementation Costs*.
- Provision of guidelines for updating and maintaining the plan.
- Final preparation of *Report* to the Town with explanation of recommendations and methodology.

- Final *Presentations* to Town officials to explain findings, recommendations, and methodology.

The following documents have been prepared for the Town of Boxborough:

- Proposed Position Titles
- Proposed Classification Plan
- Proposed Compensation Plan
- Market Data Analysis
- Position Analysis Question (PAQ)
- Updated Job Descriptions for limited positions
- Evaluation Materials and Documents
- HRS' Position Rating Manual

## II. Project Report

### A. Details of the Methodology

In Boxborough, the evaluation of job descriptions, position classification, and compensation levels was undertaken for all non-union positions. Position descriptions were reviewed throughout the duration of the study and utilized as tools for classifying positions on the classification plan.

Throughout this process position rating was done by the consultant team using the HRS Municipal Position Classification and Rating Manual. A copy of this manual is provided to the Town as a separate document. Initial rankings of positions were discussed with Town officials. The process of the job rating is based solely on the duties and responsibilities of the position and has no relationship to the abilities, performance or longevity of the employee currently holding the job.

At the same time, salary/wage/benefits data from communities comparable to Boxborough was gathered and analyzed for as many positions as possible. The consultant team worked in conjunction with the Personnel Board and Town Administrator to determine a list of comparable communities to survey. A special effort was made to include many communities (17) since they draw from the same labor pool. Additionally, effort was made to ensure that there were enough communities with similar forms of government, i.e. communities with Boards of Selectmen and Town Administrators. The final list of communities selected and the related profile data is listed in the chart below on the next page. The sources for the profile data included the Massachusetts Municipal Association and the Department of Revenue, as well as the U.S. Bureau of Labor/Statistics. All of the communities selected are within a 60 miles radius of Boxborough.



**B. Selecting the Comparable Communities**

<b>Mass. Town/City</b>	<b>EQV/Per Capita (2012)</b>	<b>Population (2010)</b>	<b>Income Per Capita (2009)</b>	<b>Operating Budget (rounded) (2010)</b>	<b>Average Tax Bill (2011)</b>	<b>Form of Government (MMA)</b>
Bolton	\$193,850	4,897	\$54,873	\$19M	\$9,021	TA/Selectmen
Boxford	\$214,101	7,965	\$67,807	\$27M	\$8,021	TA/Selectmen
Carlisle	\$273,302	4,852	\$81,899	\$25M	\$11,900	TA/Selectmen
Essex	\$227,935	3,504	\$41,598	\$15M	\$7,060	TA/Selectmen
Groton	\$148,814	10,646	\$58,145	\$32M	\$6,418	TA/Selectmen
Hamilton	\$174,330	7,764	\$49,775	\$27M	\$7,988	TM/Selectmen
Harvard	\$170,797	6,520	\$50,237	\$22M	\$8,862	TA/Selectmen
Littleton	\$177,133	8,924	\$38,279	\$36M	\$5,960	TA/Selectmen
Merrimac	\$109,905	6,338	\$29,481	\$14M	\$4,770	Selectmen
Middleton	\$183,792	8,987	\$35,529	\$25M	\$6,167	TA/Selectmen
Sherborn	\$296,796	4,119	\$121,366	\$23M	\$13,534	TA/Selectmen
Southboro	\$224,790	9,767	\$80,249	\$46M	\$8,334	TA/Selectmen
Stow	\$186,289	6,590	\$49,095	\$25M	\$7,682	TA/Selectmen
Topsfield	\$198,458	6,085	\$53,768	\$23M	\$7,842	TA/Selectmen
Upton	\$141,945	7,542	\$37,629	\$17M	\$5,630	TM/Selectmen
Wenham	\$145,104	4,875	\$66,868	\$16M	\$9,482	TA/Selectmen
W.Newbury	\$179,792	4,235	\$48,788	\$13M	\$6,742	TA/Selectmen
<b>Average</b>	<b>\$191,008</b>	<b>6,683</b>	<b>\$56,787</b>	<b>\$24M</b>	<b>\$7,965</b>	
Boxborough	\$202,928	4,996	\$50,181	\$20M	\$9,080	TA/Selectmen

### III. Classifying and Compensating Positions

#### A. The Classification Plan

It is important to consider the objectives of (1) **Job Analysis** and (2) **Job Evaluation** when reviewing the proposed classification plan. Building the classification plan involved both job analysis and job evaluation.

Of critical importance in the process of reviewing jobs are the inherent job factors and the particular skills or quality of work required of the position. A thorough **Job Analysis** produces, in general, five kinds of basic information to aid in this process:

1. information about the *nature of the work* (e.g., essential functions and purpose/objective of the position)
2. the *level of the work* (e.g., degree of complexity and accountability)
3. *job requirements* (e.g., the knowledge, skills, abilities and other special requirements/characteristics needed to perform the job)
4. *job qualifications* (e.g., minimum education, training and experience needed to qualify)
5. *working conditions* (e.g., the psychological, emotional and physical demands placed on employees by the work environment).

As stated earlier, information about each position studied was obtained through the Town's current job descriptions. The Town was supplied with HRS' position analysis questionnaires for any additional positions to be added to the plan in the future. The PAQ assists employees in describing their positions in detail. Instructions have also been provided to the Town of Boxborough.

**Job Evaluation** is a process that establishes the relative value of jobs within an organization. There may be several reasons for carrying out this process; the main ones are: (1) to establish the correct rank order or groupings of jobs, (2) to establish the relative distance between jobs within the ranking, (3) to provide an objective measurement of job size for comparison with other jobs and enable salary comparisons to be made.

Job evaluation is the process whereby positions are analyzed, measured and compared against a common set of criteria in a systematic and objective manner. Job evaluation does not produce a rate of pay. Rather, it produces a ranking of jobs in terms of "job content" around which a salary structure can be established. Similarly, the evaluation process does not measure an individual's performance. The evaluation looks at the job, not the job holder; it assumes that the job is being performed to a fully acceptable standard and that all the identified requirements of a job are being met.

Using HRS' point-factor evaluation system, positions were rated by two consultants and then ranked and assigned a grade. Fourteen rating factors were used to rate all of the positions. These factors, detailed below, measured the requirements of each position.

***PHYSICAL ENVIRONMENT***

This factor measures the totality of the surroundings and/or circumstances under which the job must be performed, the degree of difficulty which this imposes, and their representative or exceptional nature.

***BASIC KNOWLEDGE, TRAINING AND EDUCATION***

This factor measures the basic knowledge or “scholastic content” however it may have been acquired, essential as background or training to perform the job.

***PROBLEM SOLVING SKILLS AND EFFORT***

This factor measures the type and range of problem solving which the position consistently requires.

***PHYSICAL SKILLS AND EFFORT***

This factor measures the degree of physical effort or exertion required in the performance of essential work functions under regular conditions.

***EXPERIENCE***

Experience measures the length of time usually or typically required for the position, with the specified “basic knowledge, training and education,” to perform the essential work functions effectively under normal supervision.

***INTERACTIONS WITH OTHERS/CUSTOMER SERVICE***

This factor measures the relative level of human interaction and the responsibility which goes with the job for meeting, dealing with, and influencing other persons.

***CONFIDENTIALITY***

This factor measures the discretion and integrity required by those positions which have access to privileged information handled or obtained in the normal performance of duties.

***OCCUPATIONAL RISKS***

This factor measures the relative degree of exposure to hazards which might cause injury on the job.

***COMPLEXITY***

This factor considers how difficult it is to perform the essential functions of the job. Jobs are made more difficult by the range and diversity of the assignment of duties, various uses of information technology, the specificity and relevance of guidelines for performing the work, and the nature or thinking challenge required to accomplish the work.

***SUPERVISION RECEIVED***

This factor evaluates the nature of the instructions, direction, control and/or monitoring which a position receives.

***SUPERVISION GIVEN***

In rating supervision given, a number of factors are considered: (1) type of supervision; (2) accountability; (3) responsibility for personnel actions; (4) budget development and control of subordinates.

***SUPERVISION SCOPE***

This factor is used to evaluate the extent, breadth and depth of direction, monitoring and review given.

***JUDGMENT AND INITIATIVE***

This factor measures the degree of independent action required by the position and the extent to which duties are dictated by standard practice or the exercise of judgement.

***ACCOUNTABILITY***

In every position there inherently exists the possibility of error, whether through omission, commission, or direction. In rating this factor, the following is considered: the likelihood of errors; the possibility of error detection; and the probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or by succeeding operations.

As mentioned previously, job rating is not synonymous with performance evaluation. The position, not the incumbent, is evaluated, assigned points and a grade derived. The process described in the HRS Rating Manual, submitted as a separate report, increases the uniformity and objectivity in the application of judgments about positions and the groupings of positions. This process can be used to update the proposed classification plan, to determine how to place new positions on the plan, and to re-grade a current position with adjusted duties to a different grade. Samples of the *Position Rating Summary Sheet* are included in the Manual along with the *Points Assigned to Factor Degrees*. A custom *Grade Determination and Conversion Scale* was developed for Boxborough.

**B. Market Survey and Developing the Compensation Plan**

Human Resources Services, Inc. conducted a thorough salary survey and market analysis to determine the market competitiveness for positions included in this study. To measure the pay rates among competitors for these positions, HRS distributed custom survey documents to comparable communities, as identified earlier in the report.

All of the comparative data is FY-14 information and is detailed on the attached pages. For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the Town did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Boxborough. HRS used professional discretionary judgment when comparing positions to the comparable data. If there were less than two data points of salary information for a position, HRS placed more emphasis on the position rating when placing the position on the compensation/classification plan. While this market analysis and information provide the Town with benchmark salary data to set the parameters for compensation decisions, the client must also consider the “uniqueness” of certain positions in the organization as well as the Town’s ability to pay. The following are the analysis definitions for the data collected and presented in the attached charts.

- All comparative market data collected is FY-14 salary and wage information. Most of the data was collected during the month of September 2013. If FY-14 data was not yet determined, the most current salary information available from the community was included for this analysis.
- Certain salary/wage data collected has been pro-rated to hourly for comparative purposes only. Certain salary/wage data collected has been annualized for comparative purposes only.
- For each position analyzed, data points are collected from the labor market. The **Data Points** indicate the amount of salary information for each position surveyed; in other words, the number of municipalities that reported data for a particular position.
- In each cell, the top number indicates the minimum salary the community pays and the bottom number indicates the maximum salary the community pays.
- The **Average** is the sum of survey readings divided by the number of municipalities reporting. The **Average** shows the average minimum salary

among the comparables over the average maximum salary/wage among the comparables.

- The **Range** shows the lowest minimum salary among the comparable communities and highest maximum salary among the comparables.
- In an array of survey readings, sorted from low to high, this is the reading that is at the mid-point or middle of the data indicating that 50% of survey participants pay at or below this salary rate. The **Median** shows the midpoint of the minimum salary among the comparable communities and the midpoint of the maximum salary among the comparable communities.
- The **75% Percentile** shows the 75<sup>th</sup> percentile of minimum and 75<sup>th</sup> percentile of maximum. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 75% of the surveyed market pays at or below this salary rate.
- The **90% Percentile** shows the 90<sup>th</sup> percentile of minimum and 90<sup>th</sup> percentile of maximum. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 90% of the surveyed market pays at or below this salary rate.
- In some instances: (1) the community/organization did not have a comparable position; (2) the consultants determined that the position was not comparable; or (3) the information was not made available to the consultants.

C. Description of Compensation and Classification Plan

Setting the rates of pay for jobs on the position hierarchy results in what is called a “pay structure”. When reviewing or developing pay rates, a number of major policy decisions will need to be made. How should the Town pay level relate to the market? For what does the Town want to pay? (e.g. job content, seniority, performance, cost of living, etc.) How does the Town currently pay its employees? The resulting compensation plan should reflect the Town’s pay policies, the market place, internal job values, and the financial ability of the Town to pay at a given level.

The proposed compensation and classification plan is presented on the attached pages. Pay ranges were set for groups of positions which the consultants determined should be paid equally. There are 16 grades on the compensation plan. The total increase from minimum to maximum within each grade is *approximately 22 percent*. There is 2.5% between each step. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to progressive compensation levels. HRS has developed a new step-system for the Town, which has 9 steps. The market average was used as a guide to develop the pay plan. Should the Town decide to implement the traditional steps utilized by many similar municipal organizations, it can also be tied to a performance system. The salary schedule shows the hourly, weekly, and annual rates for employees.

This is a base salary plan and does not include compensation for longevity, special pay, benefits, or other compensation. It is up to the Town to determine its ability to pay with regards to implementation of this proposed compensation plan. At



a minimum, those employees falling below the grade range should be brought into the entry level of the grade ranges within one year. Doing this will result in an incremental total increase in compensation to this group as a whole. Recognizing that the study did not take into consideration performance, longevity, or special abilities/talents of employees, Town officials may determine that it is necessary to make further adjustments when placing employees within the proposed pay ranges.

The consultants discussed the proposed classification and compensation plans with the Personnel Board and Town Administrator. The suggestions and comments received were given careful consideration and the preliminary recommendations were given a second review in light of the Town officials' response. However, the basic integrity of the plan was not allowed to be compromised by subjective evaluation.

#### **IV. Implementation and Other Recommendations**

The following sections are intended to assist and guide the Town in implementing the proposed classification and compensation plan. Successful implementation will require a concerted effort by the Town officials and employees to make equitable judgments in a consistent and objective manner.

##### **1. Initial Placements for Current Employees**

The placement of two or more positions on a certain grade represents a judgment that those positions should be compensated comparably within the range provided. The range is like a scale providing the Town with the opportunity to make distinctions between employees (not positions) based upon established criteria, applied consistently. These criteria might include job performance, special abilities, experience, longevity, and/or any other factors determined by the Town.

For initial placement of incumbents within the plan, the Town should assign employees to be placed on the step closest to, but just above, what they currently earn in order to not reduce the pay of any current employee. The Town also should realize that this minimum approach may not recognize certain distinguishing factors among employees.

##### **2. Salaries Below Pay Range (Green Circle)**

If the salary of an employee is below the minimum of the grade range at the time of implementation, every effort should be made to bring it into the range. In cases where this increase would result in an excessive increase, it would be more practical to raise the salary in steps over a period of two fiscal years.

### 3. Salaries Above Pay Range (Red Circle)

To maintain morale and a sense of fairness, HRS recommends the Town not reduce the compensation level of any current employee. If an employee's current salary falls above the maximum of the recommended grade range, the Town should maintain the employee's salary above the maximum for the grade until the employee retires or separates from the Town. This is called "red-circling" a position. The employee would not receive any additional step increases; however, the employee would continue to receive a COLA, when all the other employees do. New employees can be hired at the appropriate lower pay rate. HRS recommends a single administrative policy be adopted and subsequently applied in all cases.

### 4. Classification vs. Market-Based Systems

The most common method for valuing jobs and placing them within a grading structure is a market-driven approach. However, today many towns are becoming concerned about the internal equity of positions and are looking at classification systems to assist in correcting this problem of "internal pay equity."

### 5. Vacancies

Whenever a vacancy develops, it is a good time to automatically review the position. This may involve a job analysis and updating the job description and reviewing the market for the particular position.

#### 6. Update and Maintain the Classification and Compensation Plan

The Town should maintain and update the classification and compensation plan. This would include the following tasks:

- Conduct regular position reviews to assure positions have current functional job descriptions that are based on job content.
- Conduct job analysis of new positions to assure these positions are properly assigned to a grade.
- Review positions to ensure internal equity in relationship to other Town classifications.
- Conduct periodic salary surveys to ensure market competitiveness.

#### 7. Treasurer/Collector Position

HRS recommends that the positions of Town Treasurer and Tax Collector be combined. Many communities are moving in this direction. Combining the two positions would likely save the town money, provide for efficiencies in operations, and with the technology advancements that have emerged in these departments, would make for a natural coalescing of essential functions and reporting requirements on a daily basis. A proposed job description detailing the position purpose, supervisory responsibilities, essential functions, and knowledge, abilities and skills has been developed for the Town.

#### 8. Schedule B Positions added to Grade Classification System

HRS recommends that the Town include all Schedule B positions on the new Grade Classification Plan so all employees/positions are properly graded and classified with regard to a town-wide classification and compensation plan in accordance with the Town's personnel bylaw. We understand that

Boxborough, like other small towns, had a tradition of not including the Schedule B intermittent/stipend/call positions on the grading classification system; therefore, this would be a policy change that would need approval by the Personnel Board and the Board of Selectmen. By virtue of the number of positions on this list, it is recommended that they be included on the classification plan for internal equity purposes; however, they would not receive step increases. HRS further recommends that the pay for the following positions remain the same, Field Driver, Fence Viewer, Registrar, Registrar Chairperson, and Animal Inspector because these positions receive very minor fees and/or stipends and work extremely limited hours per year for the town. The Wiring Inspector and the Plumbing and Gas Inspector should not be included because they receive fees.

## V. Conclusion

Overall, we found that most positions studied were at or below the market's average. This may be due to the fact that the pay plan has not been updated for many years. There are a few where the Town's pay was actually beyond the maximum range of the market; however, most fell within the ranges provided. The cost to implement the study is approximately \$29,000. Based on FY-14 budgeted salaries of \$1,699,157 for non-union, Schedule B employees, this represents an overall increase of roughly 1.71%.

Our study results indicate that for the Town of Boxborough to maintain a competitive edge, at a minimum, compensation levels should be brought up to the average. Salary adjustments need to be made to these positions as soon as possible in order to maintain a fair and professional pay plan that assists with both retention and recruitment efforts. We recommend a swift one year-implementation plan. As employees separate from the Town, these positions may be difficult to fill at the current pay ranges.

HRS received sufficient and extensive data for this analysis and is confident in the market results. At a minimum, the *salary range* (from minimum to maximum) standard is generally somewhere between 22% - 25% in order to allow some job growth for all positions without making it excessively expensive for the Town. The proposed pay plan attached to this report recommends a pay range that is *approximately 22%*. The pay ranges have been reduced thereby making the new plan more in line with the average market. For example, the step increases have been reduced from 3.5% to 2.5%, and the total pay ranges for each grade have been narrowed significantly, from approximately 25% down to 22%.

Should the Town decide to implement this step plan, it would be consistent with compensation administration plans used by many municipalities and government agencies in Massachusetts and New England. Whatever the negotiated percentage is between steps (typically 2% - 3.5%), it should be consistent throughout the grade range. The market data should dictate the parameters of the salary ranges. The average COLA for FY-14 has been approximately 2.5%.

Human Resources Services, Inc. has provided the Town with the methodology, guidelines and tools to maintain the compensation and classification plan. Used together, job evaluation and salary surveys equip the Town with the information needed to maintain a sound and consistent pay structure. Thus, the employees are assured of being compensated on an equitable basis compared with their internal colleagues in the organization, and are assured that their compensation is on par with external competitors too. While both job evaluation and salary surveys attempt to achieve consistency in the wage structure, they use different criteria to evaluate consistency (i.e. internal vs. external comparison). This methodology works at striking a balance between internal and external pay equity.

Please review the attached key documents to this report.

## Proposed Classification Plan

GRADE	POSITIONS	Schedule
1	Counselor Library Page	Intermittent/Per Diem Non-Union
2	Election Workers	Intermittent/Per Diem
3	Chief of Elections Laborer- Cemetery	Intermittent/Per Diem Non-Union
4	Lead Counselor	Intermittent/Per Diem
5	Van Driver	Intermittent/Per Diem
6	Lock Up Attendant Seasonal Maintenance Workers	Intermittent/Per Diem Intermittent/Per Diem
7	Part Time Dispatcher	Non-Union
8	Gym Director Summer Recreation Director Van Dispatcher Winter Recreation Director	Intermittent/Per Diem Intermittent/Per Diem Non-Union Intermittent/Per Diem
9	Call Firefighter/EMT Library Assistant Special Police Officer Substitute Librarian	Intermittent/Per Diem Non-Union Intermittent/Per Diem Intermittent/Per Diem
10	Buildings/Grounds Maintenance Wrk. Call Fire Lieutenant DPW Semi-Skilled Senior Library Assistant Snow Plow Operator Transfer Station Operator	Non-Union Intermittent/Per Diem Non-Union Non-Union Intermittent/Per Diem Non-Union
11	Animal Control Officer/Dog Officer Call Fire Captain Department Assistant DPW Worker IT Support Technician Veterans Services Officer	Intermittent/Per Diem Intermittent/Per Diem Non-Union Non-Union Non-Union Intermittent/Per Diem



GRADE	POSITIONS	Schedule
12	Call Deputy Fire Chief Cemetery Supervisor Conservation Agent Technical Services Librarian Youth Services Librarian	Intermittent/Per Diem Non-Union Non-Union Non-Union Non-Union
13	Council on Aging Coordinator Foreman	Non-Union Non-Union
14	Tax Collector (Elected) Town Clerk ( Elected)	Non-Union Non-Union
15	Inspector of Buildings Information Systems Coordinator Town Accountant Town Assessor Town Planner Town Treasurer	Non-Union Non-Union Non-Union Non-Union Non-Union Non-Union
16	No Positions	

## BOXBOROUGH NON-UNION SALARY SCHEDULE

GRADE		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
1	Hourly	8.00	8.20	8.41	8.62	8.84	9.06	9.29	9.52	9.76
	Weekly (40 hrs)	320.00	328.00	336.40	344.80	353.60	362.40	371.60	380.80	390.40
	Annual (2088 hrs)	16,704.00	17,121.60	17,560.08	17,998.56	18,457.92	18,917.28	19,397.52	19,877.76	20,378.88
2	Hourly	8.80	9.02	9.25	9.48	9.72	9.96	10.21	10.47	10.73
	Weekly (40 hrs)	352.00	360.80	370.00	379.20	388.80	398.40	408.40	418.80	429.20
	Annual (2088 hrs)	18,374.40	18,833.76	19,314.00	19,794.24	20,295.36	20,796.48	21,318.48	21,861.36	22,404.24
3	Hourly	9.68	9.92	10.17	10.42	10.68	10.95	11.22	11.50	11.79
	Weekly (40 hrs)	387.20	396.80	406.80	416.80	427.20	438.00	448.80	460.00	471.60
	Annual (2088 hrs)	20,211.84	20,712.96	21,234.96	21,756.96	22,299.84	22,863.60	23,427.36	24,012.00	24,617.52
4	Hourly	10.65	10.92	11.19	11.47	11.76	12.05	12.35	12.66	12.98
	Weekly (40 hrs)	426.00	436.80	447.60	458.80	470.40	482.00	494.00	506.40	519.20
	Annual (2088 hrs)	22,237.20	22,800.96	23,364.72	23,949.36	24,554.88	25,160.40	25,786.80	26,434.08	27,102.24
5	Hourly	11.72	12.01	12.31	12.62	12.94	13.26	13.59	13.93	14.28
	Weekly (40 hrs)	468.80	480.40	492.40	504.80	517.60	530.40	543.60	557.20	571.20
	Annual (2088 hrs)	24,471.36	25,076.88	25,703.28	26,350.56	27,018.72	27,686.88	28,375.92	29,085.84	29,816.64
6	Hourly	12.89	13.21	13.54	13.88	14.23	14.59	14.95	15.32	15.70
	Weekly (40 hrs)	515.60	528.40	541.60	555.20	569.20	583.60	598.00	612.80	628.00
	Annual (2088 hrs)	26,914.32	27,582.48	28,271.52	28,981.44	29,712.24	30,463.92	31,215.60	31,988.16	32,781.60
7	Hourly	14.18	14.53	14.89	15.26	15.64	16.03	16.43	16.84	17.26
	Weekly (40 hrs)	567.20	581.20	595.60	610.40	625.60	641.20	657.20	673.60	690.40
	Annual (2088 hrs)	29,607.84	30,338.64	31,090.32	31,862.88	32,656.32	33,470.64	34,305.84	35,161.92	36,038.88
8	Hourly	15.60	15.99	16.39	16.80	17.22	17.65	18.09	18.54	19.00
	Weekly (40 hrs)	624.00	639.60	655.60	672.00	688.80	706.00	723.60	741.60	760.00
	Annual (2088 hrs)	32,572.80	33,387.12	34,222.32	35,078.40	35,955.36	36,853.20	37,771.92	38,711.52	39,672.00
9	Hourly	17.16	17.59	18.03	18.48	18.94	19.41	19.90	20.40	20.91
	Weekly (40 hrs)	686.40	703.60	721.20	739.20	757.60	776.40	796.00	816.00	836.40
	Annual (2088 hrs)	35,830.08	36,727.92	37,646.64	38,586.24	39,546.72	40,528.08	41,551.20	42,595.20	43,660.08
10	Hourly	18.88	19.35	19.83	20.33	20.84	21.36	21.89	22.44	23.00
	Weekly (40 hrs)	755.20	774.00	793.20	813.20	833.60	854.40	875.60	897.60	920.00
	Annual (2088 hrs)	39,421.44	40,402.80	41,405.04	42,449.04	43,513.92	44,599.68	45,706.32	46,854.72	48,024.00
11	Hourly	19.50	19.99	20.49	21.00	21.53	22.07	22.62	23.19	23.77
	Weekly (40 hrs)	780.00	799.60	819.60	840.00	861.20	882.80	904.80	927.60	950.80
	Annual (2088 hrs)	40,716.00	41,739.12	42,783.12	43,848.00	44,954.64	46,082.16	47,230.56	48,420.72	49,631.76

## BOXBOROUGH NON-UNION SALARY SCHEDULE

GRADE		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
12	Hourly	22.05	22.60	23.17	23.75	24.34	24.95	25.57	26.21	26.87
	Weekly (40 hrs)	882.00	904.00	926.80	950.00	973.60	998.00	1,022.80	1,048.40	1,074.80
	Annual (2088 hrs)	46,040.40	47,188.80	48,378.96	49,590.00	50,821.92	52,095.60	53,390.16	54,726.48	56,104.56
13	Hourly	25.14	25.77	26.41	27.07	27.75	28.44	29.15	29.88	30.63
	Weekly (40 hrs)	1,005.60	1,030.80	1,056.40	1,082.80	1,110.00	1,137.60	1,166.00	1,195.20	1,225.20
	Annual (2088 hrs)	52,492.32	53,807.76	55,144.08	56,522.16	57,942.00	59,382.72	60,865.20	62,389.44	63,955.44
14	Hourly	26.14	26.79	27.46	28.15	28.85	29.57	30.31	31.07	31.85
	Weekly (40 hrs)	1,045.60	1,071.60	1,098.40	1,126.00	1,154.00	1,182.80	1,212.40	1,242.80	1,274.00
	Annual (2088 hrs)	54,580.32	55,937.52	57,336.48	58,777.20	60,238.80	61,742.16	63,287.28	64,874.16	66,502.80
15	Hourly	30.42	31.18	31.96	32.76	33.58	34.42	35.28	36.16	37.06
	Weekly (40 hrs)	1,216.80	1,247.20	1,278.40	1,310.40	1,343.20	1,376.80	1,411.20	1,446.40	1,482.40
	Annual (2088 hrs)	63,516.96	65,103.84	66,732.48	68,402.88	70,115.04	71,868.96	73,664.64	75,502.08	77,381.28
16	Hourly	33.46	34.30	35.16	36.04	36.94	37.86	38.81	39.78	40.77
	Weekly (40 hrs)	1,338.40	1,372.00	1,406.40	1,441.60	1,477.60	1,514.40	1,552.40	1,591.20	1,630.80
	Annual (2088 hrs)	69,864.48	71,618.40	73,414.08	75,251.52	77,130.72	79,051.68	81,035.28	83,060.64	85,127.76

## Boxborough Intermittent and Per Diem Salary Schedule

GRADE		MINIMUM	MAXIMUM
1	Hourly	8.00	9.76
	Weekly (40 hrs)	320.00	390.40
	Annual (2088 hrs)	16,704.00	20,378.88
2	Hourly	8.80	10.73
	Weekly (40 hrs)	352.00	429.20
	Annual (2088 hrs)	18,374.40	22,404.24
3	Hourly	9.68	11.79
	Weekly (40 hrs)	387.20	471.60
	Annual (2088 hrs)	20,211.84	24,617.52
4	Hourly	10.65	12.98
	Weekly (40 hrs)	426.00	519.20
	Annual (2088 hrs)	22,237.20	27,102.24
5	Hourly	11.72	14.28
	Weekly (40 hrs)	468.80	571.20
	Annual (2088 hrs)	24,471.36	29,816.64
6	Hourly	12.89	15.70
	Weekly (40 hrs)	515.60	628.00
	Annual (2088 hrs)	26,914.32	32,781.60
7	Hourly	14.18	17.26
	Weekly (40 hrs)	567.20	690.40
	Annual (2088 hrs)	29,607.84	36,038.88
8	Hourly	15.60	19.00
	Weekly (40 hrs)	624.00	760.00
	Annual (2088 hrs)	32,572.80	39,672.00
9	Hourly	17.16	20.91
	Weekly (40 hrs)	686.40	836.40
	Annual (2088 hrs)	35,830.08	43,660.08
10	Hourly	18.88	23.00
	Weekly (40 hrs)	755.20	920.00
	Annual (2088 hrs)	39,421.44	48,024.00
11	Hourly	19.50	23.77
	Weekly (40 hrs)	780.00	950.80
	Annual (2088 hrs)	40,716.00	49,631.76

## Boxborough Intermittent and Per Diem Salary Schedule

GRADE		MINIMUM	MAXIMUM
12	Hourly	22.05	26.87
	Weekly (40 hrs)	882.00	1,074.80
	Annual (2088 hrs)	46,040.40	56,104.56
13	Hourly	25.14	30.63
	Weekly (40 hrs)	1,005.60	1,225.20
	Annual (2088 hrs)	52,492.32	63,955.44
14	Hourly	26.14	31.85
	Weekly (40 hrs)	1,045.60	1,274.00
	Annual (2088 hrs)	54,580.32	66,502.80
15	Hourly	30.42	37.06
	Weekly (40 hrs)	1,216.80	1,482.40
	Annual (2088 hrs)	63,516.96	77,381.28
16	Hourly	33.46	40.77
	Weekly (40 hrs)	1,338.40	1,630.80
	Annual (2088 hrs)	69,864.48	85,127.76

## COMPARISON OF BOXBOROUGH PAY - CURRENT/ NEW / MARKET AVERAGE

NEW GRADE	POSITIONS	CURRENT PLAN		NEW PLAN		MARKET AVERAGE	
		MIN	MAX	MIN	MAX	MIN	MAX
1	Counselor	8.00	9.25	8.00	9.76	8.00	12.09
	Library Page	8.00	8.50	8.00	9.76	9.05	11.69
2	Election Workers	10.17	10.17	8.80	10.73	8.89	9.76
3	Chief of Elections	11.43	11.43	9.68	11.79		
	Laborer- Cemetery	10.95	10.95	9.68	11.79	14.80	19.18
4	Lead Counselor	12.50	12.50	10.65	12.98	10.13	13.99
5	Van Driver	13.25	13.25	11.72	14.28	13.80	15.43
6	Lock Up Attendant	14.88	14.88	12.89	15.70	17.22	19.36
	Seasonal Maintenance Workers	12.46	13.57	12.89	15.70	12.78	14.83
7	Part Time Dispatcher	16.63	16.63	14.18	17.26		
8	Gym Director	18.10	18.10	15.60	19.00		
	Summer Recreation Director	18.79	18.79	15.60	19.00	15.86	22.89
	Van Dispatcher	15.36	19.17	15.60	19.00	14.49	16.62
	Winter Recreation Director	18.10	18.10	15.60	19.00		
9	Call Firefighter/EMT	16.63	16.63	17.16	20.91	19.37	21.49
	Library Assistant	15.36	19.17	17.16	20.91	16.11	19.17
	Special Police Officer	16.63	16.63	17.16	20.91	18.66	21.46
	Substitute Librarian			17.16	20.91		
10	Buildings and Grounds Maintenance Wrk.	16.88	21.06	18.88	23.06	18.82	22.62
	Call Fire Lieutenant	18.31	18.31	18.88	23.00	21.58	23.15
	DPW Semi-Skilled	16.88	21.06	18.88	23.00	18.45	22.01
	Senior Library Assistant	16.88	21.06	18.88	23.00	17.82	21.59
	Snow Plow Operator	21.50	21.50	18.88	23.00	19.04	22.02
	Transfer Station Operator	16.88	21.06	18.88	23.06	18.19	22.18
11	Department Assistant	18.91	23.59	19.50	23.77	17.45	21.75
	IT Support Technician	18.91	23.59	19.50	23.77	18.23	22.32
	DPW Worker	18.91	23.59	19.50	23.77	20.89	24.86
	Animal Control Officer		11,000	19.50	23.77	20.54	24.93
	Veterans Services Officer	15.46	15.46	19.50	23.77	varies	
12	Call Deputy Fire Chief	20.11	20.11	22.05	26.87	25.62	25.88
	Cemetery Supervisor		8,700	22.05	26.87	23.43	30.90
	Conservation Agent	21.19	26.43	22.05	26.87	23.90	29.77
	Technical Services Librarian	18.91	23.59	22.05	26.87	21.99	25.81
	Youth Services Librarian	21.19	26.43	22.05	26.87	21.00	24.82
13	Council on Aging Coordinator	23.74	29.61	25.14	30.63	25.13	30.02
	Foreman	23.74	29.61	25.14	30.63	26.79	29.94
14	Tax Collector (Elected)		61,573	54,580	66,502	52,644	58,094
	Town Clerk ( Elected)		61,573	54,580	66,502	55,832	60,236
15	Inspector of Buildings	56,752	70,809	63,517	77,381	64,010	76,941
	Information Systems Coordinator		74,352	63,517	77,381	63,894	80,067
	Town Accountant	56,752	70,809	63,517	77,381	67,599	77,496
	Town Assessor	56,752	70,809	63,517	77,381	63,417	73,756
	Town Planner	56,752	70,809	63,517	77,381	60,148	76,052
	Town Treasurer	56,752	70,809	63,517	77,381	63,042	67,865
16	No Positions			69,864	85,128		

COMPARATIVE MARKET DATA

Human Resources Services, Inc.

Position Title by functional area	Boxborough	Bolton	Boxford	Carlisle	Essex	Groton	Hamilton	Harvard	Littleton	Merrimac	Middleton	Sherborn	Southboro	Stow	Topsfield	Upton	Wenham	West Newbury	Data Points	Average	
<b>Administration/Management</b>																					
1 Information Systems Coordinator	56,752 70,809					75,369 93,238			70,783 90,076					45,531 56,888					3 3	63,894 80,067	
2 Inspector of Buildings/Code Admin. Officer	56,752 70,809		64,918 85,150	58,020 74,656		61,574 76,195		fee based	70,783 90,076		78,550 78,550		61,248 76,016	68,020 68,020	48,968 66,868				8 8	64,010 76,941	
3 Tax Collector	49,350 61,573								59,988 76,337			46,413 46,413						51,532 51,532	3 3	52,644 58,094	
4 Town Accountant	56,752 70,809	106,965 106,965	76,408 100,221	72,850 92,543	86,740 86,740	61,069 75,546	47,289 59,836	54,974 67,184	83,520 106,258	65,280 65,280	84,120 84,120	61,884 61,884	61,248 76,016	68,940 86,162	48,968 66,868	42,910 55,786	54,035 54,035	71,982 71,982	17 17	67,599 77,496	
5 Town Assessor	56,752 70,809	outsourced	69,462 91,110	58,020 74,656		61,574 76,195	55,806 60,778	outsourced	70,783 90,076	60,778 60,778	70,380 70,380	67,686 67,686	61,248 76,016	54,179 68,906	48,968 66,868		61,927 61,927	83,616 83,616	13 13	63,417 73,756	
6 Town Clerk	49,350 61,573	55,182 55,182	56,702 74,373	57,063 57,063	44,963 55,981		59,836 59,836	54,974 67,184	59,988 76,337	42,840 42,840	65,000 65,000	50,505 50,505				51,577 51,577	43,583 43,583	83,602 83,602	13 13	55,832 60,236	
7 Town Planner	56,752 70,809	53,889 70,310	64,918 85,150	58,020 74,656		61,574 76,195	76,577 96,895		59,988 76,337		50,000 60,000		61,248 76,016	55,120 68,905					9 9	60,148 76,052	
8 Town Treasurer	56,752 70,809								70,783 90,076	40,000 40,000			42,545 42,545					98,838 98,838	4 4	63,042 67,865	
9 Town Treasurer/Collector			67,891 88,577	69,462 91,110	85,477 107,308	67,594 69,592	61,574 76,195	55,806 70,612	54,974 67,184				68,850 68,850		61,248 76,016	48,968 66,868	53,192 53,192	52,982 52,982	12 12	62,335 74,041	
<b>Building Inspection</b>																					
10 Assistant Building Inspector (Insufficient Data)	26.45 26.45				42.63 42.63														1 1	42.63 42.63	
11 Building Inspector	42.06 42.06	25.91 33.80		35.76 35.76	48.72 48.72	20.91 25.80	20.56 26.01	fee based			23.88 23.88	33.44 33.44		45.00 45.00	23.54 32.15				32.12 32.12	10 10	30.98 33.65
12 Plumbing and Gas Inspector	fees	stipend		35.76 35.76	21.40 21.40	20.91 25.60	stipend 13,147/yr		25.65 32.64	stipend 4,414/yr	stipend 17,527/yr	33.44 33.44		45.00 45.00	20.46 27.92	45/inspection 6,000/yr			24.37 24.37	8 8	28.37 30.76
13 Wiring Inspector	fees	stipend		35.76 35.76	21.40 21.40	20.91 25.60	stipend 13,147/yr		25.65 32.64	stipend 10,991/yr	stipend 17,527/yr	33.44 33.44		45.00 45.00	20.46 27.92	45/inspection 6,000/yr			23.37 23.37	8 8	28.25 30.64
<b>Conservation</b>																					
14 Conservation Agent	21.19 26.43	20.56 26.84	31.09 40.78	31.88 41.02	20.61 29.42	28.09 34.38	20.56 26.01	20.26 24.75	23.32 29.66		22.24 22.24			19.18 24.02	26.42 32.74	23.54 32.15	contract with Ashland		23.00 23.00	13 13	23.90 29.77
15 Seasonal Conservation Worker (Insufficient Data)	12.46 12.46																		0 0		
<b>Council On Aging</b>																					
16 Council on Aging Coordinator	23.74 29.61	20.56 26.84	25.38 33.29	31.88 41.02		26.53 32.83	24.25 30.69	23.14 28.27	28.73 36.56	25.93 25.93	22.58 22.58	29.18 29.18	29.44 36.55		20.46 27.92		25.88 33.65	19.81 19.81	23.16 25.16	15 15	25.13 30.02
17 Van Dispatcher	15.36 19.17			18.20 22.10				13.90 16.40											11.37 11.37	3 3	14.49 16.62
18 Van Driver	13.25 13.25	14.38 14.38		17.58 20.11	11.39 13.46	17.25 21.01		12.90 13.31		11.37 11.37	15.61 15.61			11.50 15.71	16.46 21.38	11.15 11.15		12.22 12.22	11 11	13.80 15.43	
<b>Health</b>																					
19 Animal Control Officer	stipend 11,006/yr	stipend 14,334/yr	20.72 27.17			stipend 2,082/yr	stipend 2,400/yr	stipend 16,500/yr		stipend 13,241/yr	stipend 15,300/yr	25.58 25.58	13.87 25.00	stipend 17,967/yr					22.00 22.00	4 4	20.54 24.93
20 Assistant Dog Officer (Insufficient Data)	per call 10.77 w/4 hr min	stipend 2,184/yr						stipend 16,500/yr												0 0	
21 Animal Inspector	stipend 988/yr	stipend 1,238/yr		25.03 25.03	35.19 35.19	stipend 2,082/yr	stipend 2,400/yr						stipend 2,230/yr	stipend 3,730/yr						2 2	30.11 30.11
22 Dog Officer (Insufficient Data)	stipend 10,790/yr			stipend 9,075/yr		stipend 13,973/yr	stipend 2,400/yr													0 0	
<b>Fire (Intermittent On Call)- Hourly Pay</b>																					
23 Fire Chief (Insufficient Data)	42.90 42.90																		33.15 33.15	1 1	33.15 33.15
24 Deputy Fire Chief	20.11 20.11	stipend 1,000/yr +call		27.66 27.66	stipend 1,157/yr + 19.6	23.40 23.40	25.97 27.27	stipend 4,000/yr +22/hr				25.29 25.29						stipend 12,210/yr	25.79 25.79	5 5	25.62 25.88
25 Fire Captain	19.21 19.21			25.32 25.32		22.64 22.64	24.06 25.26	stipend 3,000/yr + 22/hr						21.12 21.12	20.09 20.09			stipend 5,088/yr	18.43 18.43	5 4	22.31 23.58
26 Fire Lieutenant/EMT						22.19 22.19							24.00 26.00	20.09 20.09						3 3	22.09 22.76
27 Fire Lieutenant	18.32 18.32	stipend 500/yr +call		23.17 23.17		22.19 22.19	22.12 23.23	stipend 2,000/yr + 22/hr					22.00 24.00					stipend 4,080/yr	18.43 18.43	5 4	21.58 23.15
28 Firefighter/EMT	16.63 16.63	17.50 17.50		22.50 22.50	19.67 29.51	19.41 19.41						19.93 19.93	18.00 23.00	18.59 18.59						7 7	19.37 21.49
29 Firefighter		17.50 17.50			19.67 19.67	19.41 19.41	19.23 20.19	22.00 22.00				19.93 19.93	16.00 21.00	16.35 16.35						8 8	18.76 19.51
<b>Library</b>																					
30 Junior Page	8.00 8.00							8.75 13.03			9.34 10.01									2 2	9.05 11.52
31 Library Assistant	15.36 19.17			18.20 22.10	17.77 21.71	16.30 19.94		19.24 21.67	15.46 19.67		19.61 19.61	14.53 14.53	17.36 22.13	13.43 18.07	14.15 19.35	13.11 17.05			14.25 14.25	12 12	16.12 19.17
32 Page	8.50 8.50	9.09 9.09		8.34 8.34		9.44 11.56		12.18 14.88	1				8.84 12.98	12.15 15.97		9.00 9.00				7 7	9.86 11.69

COMPARATIVE MARKET DATA

Human Resources Services, Inc.

Position Title by functional area	Boxborough	Bolton	Boxford	Carlisle	Essex	Groton	Hamilton	Harvard	Littleton	Merrimac	Middleton	Sherborn	Southboro	Stow	Topsfield	Upton	Wenham	West Newbury	Data Points	Average
33 Senior Library Assistant	16.88 21.06	16.81 21.93		19.83 24.43		17.25 21.11		20.26 24.75	18.94 24.11		19.94 22.72	17.20 17.20			15.45 21.17	14.69 16.90			9 9	17.82 21.59
34 Technical Services Librarian	18.91 23.59	17.32 22.58		21.04 27.00	25.23 25.23	23.93 29.29			23.32 29.66	27.85 27.85		24.06 24.06	18.02 23.26		17.12 23.38				9 9	21.99 25.81
35 Youth Services Librarian	21.19 26.43	17.32 22.58				21.57 26.41		20.26 24.75	23.32 29.66	21.31 21.31	18.36 19.94	24.06 24.06	20.59 26.58	21.89 27.35	17.12 23.38	18.43 23.95		27.81 27.81	12 12	21.00 24.82
<b>Police</b>																				
36 Lockup Attendant	14.88 14.88						17.55 20.90			17.00 17.00					20.17 20.17	14.15 19.35			4 4	17.22 19.36
37 Special Police Officer	16.63 16.63	15.92 20.77		21.25 26.60	19.67 19.67		17.55 20.90		20.27 25.78	17.00 17.00		20.88 20.88	12.54 18.66	22.86 22.86					9 9	18.66 21.46
<b>Public Works</b>																				
38 Bldgs/Grounds Maintenance Worker	16.88 21.06	19.17 24.61		18.20 22.10		10.00 25.00	19.99 25.29		17.70 22.52		10.56 10.56	27.21 27.21	20.96 26.30	19.53 24.38	12.79 17.52	18.27 18.27	26.15 26.15	24.16 24.16	13 13	18.82 22.62
39 Cemetery Laborer	10.95 10.95					15.50 20.19			14.45 18.38				16.46 20.61		12.79 17.52				4 4	14.80 19.18
40 Cemetery Superintendent	stipend 8,732/yr								48,506 61,693						48,968 66,868		stipend 3,312/yr		2 2	48,737 64,280
41 Foreman	23.74 29.61	21.83 28.39		21.48 27.70	23.60 25.82	24.32 31.73	21.91 25.64		23.32 29.66	34.33 34.33	33.54 33.54	27.76 27.76	23.76 29.74	22.98 28.70		34.24 34.24	34.84 34.84	27.11 27.11	14 14	26.79 29.94
42 Mechanic				21.04 27.00		23.85 31.13	21.91 25.64		20.27 25.78						20.96 26.30				5 5	21.61 27.17
43 Seasonal Maintenance Worker	13.57 13.57				11.33 15.70		8.00 11.96				11.09 11.09		8.00 12.35		10.18 13.91	18.00 18.00	20.00 20.00	15.61 15.61	8 8	12.78 14.83
44 Semi-skilled Worker	16.88 21.06	16.37 21.42				15.50 20.19							15.44 19.93					26.50 26.50	4 4	18.45 22.01
45 Custodian		16.37 21.42		18.20 22.10	15.63 18.76	16.30 19.94	16.18 18.20		16.54 21.04				9.71 14.49	11.83 15.97	12.79 17.52				9 9	14.84 18.83
46 Snow Plower	21.50 21.50								16.54 21.04		22.70 22.70			17.89 22.32					3 3	19.04 22.02
47 Transfer Station Operator	16.88 21.06	19.17 24.61							18.94 24.11		13.70 13.70		20.96 26.30						4 4	18.19 22.18
48 Worker/Motor Equipment Operator	18.91 23.59	20.34 26.41		19.83 24.43	19.72 21.69	21.26 27.73	17.70 22.24		18.94 24.11	24.15 24.15			18.04 27.99	19.53 24.38		27.47 27.47	22.85 22.85		11 11	20.89 24.86
<b>Recreation</b>																				
49 Counselor	9.25 9.25					15.00 15.00							8.34 12.35	9.00 11.00				10.00 10.00	4 4	10.59 12.09
50 Counselor in Training	8.00 8.00					8.00 10.25	8.00 8.00						8.00 8.00						3 3	8.00 8.75
51 Director of Gymnastics (Insufficient Data)	18.10 18.10																		0 0	
52 Director of Summer Playgrounds	18.79 18.79						8.00 20.00						13.87 25.00	15.00 20.00				26.58 26.58	4 4	15.86 22.89
53 Director of Winter Programs (Insufficient Data)	18.10 18.10						8.00 20.00												1 1	8.00 20.00
54 Lead Recreation Counselor	12.50 12.50												10.25 15.22	10.00 12.75					2 2	10.13 13.99
<b>Support/Secretarial/Clerical</b>																				
55 Department Assistant	18.91 23.59					16.28 25.60			16.54 21.04					18.28 19.54	14.15 19.35	18.43 23.95		21.00 21.00	6 6	17.45 21.75
56 IT Support Technician (Insufficient Data)	18.91 23.59					18.23 22.32													1 1	18.23 22.32
57 Secretary	15.36 19.17	16.32 21.30		19.83 24.43			15.47 17.40						17.36 22.13	14.15 19.35	16.46 21.38				6 6	16.60 21.00
58 Administrative Assistant		19.03 23.81	22.17 29.08	15.83 17.94	21.33 22.57	21.57 26.41	16.74 22.68		18.94 24.11	17.54 17.54	17.12 23.38	24.06 24.06	19.18 24.02	22.32 22.32	15.45 21.17	18.43 23.95	19.74 19.74	22.11 22.11	16 16	19.47 22.81
<b>Town Clerk</b>																				
59 Board of Registrars Chairperson	annual 900.00				annual 400.00							stipend 100/election	annual 612.00	annual 1,638.00		annual 180.00		annual 1,000.00		
60 Board of Registrars Member	annual 270.00				annual 400.00		annual 298.00					stipend 100/election	11.03	annual 206.00		annual 180.00		annual 1,000.00		
61 Clerk of Elections	11.43 11.43					8.00 8.00							9.26 13.78							
62 Election Worker	10.17 10.17	8.00 8.00			8.87 8.87	8.00 8.00	8.00 10.00					10.50 10.50	8.84 12.98			10.00 10.00			7 7	8.89 9.76
<b>Veterans</b>																				
63 Veterans Agent	15.46 15.46	annual 4,500/yr		annual 1,500/yr		annual 1,742/yr		annual 1,000/yr					annual 10,000/yr			annual 8,137/yr				



COMPARATIVE MARKET DATA

Human Resources Services, Inc.

	Position Title by functional area	Range	Median	75th Perc.	90th Perc.	% Diff. Avg.
<b>Administration/Management</b>						
1	Information Systems Coordinator	45,531 93,238	70,783 90,076	73,076 91,657	74,452 92,606	-11% -12%
2	Inspector of Buildings/Code Admin. Officer	48,968 90,076	63,246 76,106	68,711 80,200	73,113 86,628	-11% -8%
3	Tax Collector	46,413 76,337	51,532 51,532	55,760 63,935	58,297 71,376	-6% 6%
4	Town Accountant	42,910 106,965	65,280 75,546	76,408 86,740	85,168 102,636	-16% -9%
5	Town Assessor	48,968 91,110	61,574 70,612	69,462 76,195	70,702 88,784	-11% -4%
6	Town Clerk	42,840 83,602	55,182 57,063	59,836 67,184	63,998 75,944	-12% 2%
7	Town Planner	50,000 96,895	59,988 76,016	61,574 76,337	67,250 87,499	-6% -7%
8	Town Treasurer	40,000 98,838	56,664 66,311	77,797 92,267	90,422 96,209	-10% 4%
9	Town Treasurer/Collector	48,968 107,308	61,411 70,102	68,131 79,290	69,401 90,857	
<b>Building Inspection</b>						
10	Assistant Building Inspector (Insufficient Data)	42.63 42.63	42.63 42.63	42.63 42.63	42.63 42.63	
11	Building Inspector	20.56 48.72	29.01 32.79	35.18 35.27	45.37 45.37	36% 25%
12	Plumbing and Gas Inspector	20.46 45.00	25.01 30.28	34.02 34.98	38.53 40.38	
13	Wiring Inspector	20.46 45.00	24.51 27.92	34.02 34.20	38.53 39.46	
<b>Conservation</b>						
14	Conservation Agent	19.18 41.02	23.00 29.42	26.42 32.74	30.49 39.50	-11% -11%
15	Seasonal Conservation Worker (Insufficient Data)					
<b>Council On Aging</b>						
16	Council on Aging Coordinator	19.81 41.02	25.38 29.18	27.63 33.47	29.34 36.56	-6% -1%
17	Van Dispatcher	11.37 22.10	13.90 16.40	16.05 19.25	17.34 20.96	6% 15%
18	Van Driver	11.15 21.38	12.90 14.38	16.04 17.91	17.25 21.01	-4% -14%
<b>Health</b>						
19	Animal Control Officer	13.87 25.00	21.36 23.50	22.90 24.25	24.51 24.70	
20	Assistant Dog Officer (Insufficient Data)					
21	Animal Inspector	25.03 35.19	30.11 30.11	32.65 32.65	34.18 34.18	
22	Dog Officer (Insufficient Data)					
<b>Fire (Intermittent On Call)- Hourly Pay</b>						
23	Fire Chief (Insufficient Data)	33.15 33.15	33.15 33.15	33.15 33.15	33.15 33.15	
24	Deputy Fire Chief	23.40 27.66	25.79 25.29	25.97 26.48	26.98 27.19	-22% -22%
25	Fire Captain	18.43 25.32	22.64 23.95	24.06 25.27	24.82 25.30	-14% -19%
26	Fire Lieutenant/EMT	20.09 26.00	22.19 22.19	23.10 24.10	23.64 25.24	
27	Fire Lieutenant	18.43 24.00	22.12 23.20	22.19 23.42	22.78 23.77	-15% -21%
28	Firefighter/EMT	17.50 29.51	19.41 19.93	19.80 22.75	20.96 25.60	-14% -23%
29	Firefighter	16.00 22.00	19.32 19.80	19.74 20.39	20.55 21.30	
<b>Library</b>						
30	Junior Page	8.75 13.03	9.05 11.52	9.19 12.28	9.28 12.73	-12% -31%
31	Library Assistant	13.11 22.13	15.88 19.64	17.88 21.68	19.14 22.06	-5% 0%
32	Page	8.34 15.97	9.09 11.56	10.80 13.93	12.16 15.32	-14% -27%

COMPARATIVE MARKET DATA

Human Resources Services, Inc.

	Position Title by functional area	Range	Median	75th Perc.	90th Perc.	% Diff. Avg.
33	Senior Library Assistant	14.69 24.75	17.25 21.93	19.83 24.11	20.00 24.49	-5% -2%
34	Technical Services Librarian	17.12 29.66	23.32 25.23	24.06 27.85	25.75 29.36	-14% -9%
35	Youth Services Librarian	17.12 29.66	20.95 24.41	22.25 26.77	23.99 27.76	1% 7%
<b>Police</b>						
36	Lockup Attendant	14.15 20.90	17.28 19.76	18.21 20.35	19.38 20.68	-14% -23%
37	Special Police Officer	12.54 26.60	19.67 20.88	20.88 22.86	21.57 25.94	-11% -22%
<b>Public Works</b>						
38	Bldgs/Grounds Maintenance Worker	10.00 27.21	19.17 24.38	20.96 25.29	25.75 26.27	-10% -7%
39	Cemetery Laborer	12.79 20.61	14.98 19.29	15.74 20.30	16.17 20.48	-26% -43%
40	Cemetery Superintendent	48,506 66,868	48,737 64,280	48,852 65,574	48,922 66,350	
41	Foreman	21.48 34.84	24.04 29.18	32.09 33.09	34.30 34.30	-11% -1%
42	Mechanic	20.27 31.13	21.04 26.30	21.91 27.00	23.07 29.48	
43	Seasonal Maintenance Worker	8.00 20.00	11.21 14.76	16.21 16.28	18.60 18.60	6% -8%
44	Semi-skilled Worker	15.44 26.50	15.94 20.81	18.90 22.69	23.46 24.98	-9% -4%
45	Custodian	9.71 22.10	16.18 18.76	16.37 21.04	16.87 21.56	
46	Snow Plower	16.54 22.70	17.89 22.32	20.30 22.51	21.74 22.62	13% -2%
47	Transfer Station Operator	13.70 26.30	19.05 24.36	19.61 25.03	20.42 25.79	-7% -5%
48	Worker/Motor Equipment Operator	17.70 27.99	19.83 24.38	22.05 26.94	24.15 27.73	-9% -5%
<b>Recreation</b>						
49	Counselor	8.34 15.00	9.50 11.68	11.25 13.01	13.50 14.21	-13% -23%
50	Counselor in Training	8.00 10.25	8.00 8.00	8.00 9.13	8.00 9.80	0% -9%
51	Director of Gymnastics (Insufficient Data)					
52	Director of Summer Playgrounds	8.00 26.58	14.44 22.50	17.90 25.39	23.11 26.10	18% -18%
53	Director of Winter Programs (Insufficient Data)	8.00 20.00	8.00 20.00	8.00 20.00	8.00 20.00	
54	Lead Recreation Counselor	10.00 15.22	10.13 13.99	10.19 14.60	10.23 14.97	23% -11%
<b>Support/Secretarial/Clerical</b>						
55	Department Assistant	14.15 25.60	17.41 21.02	18.39 23.22	19.72 24.78	8% 8%
56	IT Support Technician (Insufficient Data)	18.23 22.32	18.23 22.32	18.23 22.32	18.23 22.32	
57	Secretary	14.15 24.43	16.39 21.34	17.14 21.94	18.60 23.28	-7% -9%
58	Administrative Assistant	15.45 29.08	19.11 23.03	21.71 24.03	22.25 25.26	
<b>Town Clerk</b>						
59	Board of Registrars Chairperson					
60	Board of Registrars Member					
61	Clerk of Elections					
62	Election Worker	8.00 12.98	8.84 10.00	9.44 10.25	10.20 11.49	14% 4%
<b>Veterans</b>						
63	Veterans Agent					

## HEALTH INSURANCE

TOWN	% PAID BY TOWN	% PAID BY EMPLOYEE	PLAN
Boxborough	50%	50%	Indemnity
	75%	25%	HMO
Bolton	70%	30%	MNHG (same as Boxborough)
Boxford (family plans)	66%	34%	Network Blue, BC/BS PPO
Carlisle	50%	50%	Tufts, Harvard Pilgrim, Fallon
Essex	75%	25%	HMO Blue
	60%	40%	Blue Care Elect Preferred
Hamilton	75%	25%	HMO Blue
	55%	45%	Blue Care Elect
Littleton	70%	30%	HMO Blue
Merrimac	50%	50%	HMO Blue, Blue Care Elect
Sherborn (family plans)	72%	28%	Harvard Pilgrim
	72%	28%	Blue Cross
	72%	28%	Tufts
	72%	28%	Fallon
Southborough	75%	25%	HMO
	50%	50%	Indemnity
Upton	75%	25%	HMO Blue
	60%	40%	Blue Cross PPO
	50%	50%	Medex
West Newbury	50%	50%	MIIA
<b>Average (not inc Boxborough)</b>	<b>64%</b>	<b>36%</b>	

## COMPENSATED TIME OFF

TOWN	Personal Days per Year	
	5 YR Employee	10 YR Employee
Boxborough	3	3
Bolton	3	3
Carlisle	2	2
Essex	2	2
Groton	4	4
Hamilton	3	3
Littleton	3	3
Merrimac	3	3
Newbury	0	0
Sherborn	3	3
Southborough	3	3
Stow	2	3
Upton	3	3
West Newbury	1	1
<b>Average (not inc Boxborough)</b>	<b>2.5</b>	<b>2.5</b>

Sick Days per Year	
5 YR Employee	10 YR Employee
10.4	10.4
15	15
12	12
12	12
12	12
15	15
15	15
15	15
15	15
12	12
15	15
15	15
15	15
10	10
<b>13.7</b>	<b>13.7</b>

Vacation days	
5 YR Employee	10 YR Employee
15	20
15	20
15	20
15	20
10	15
15	20
15	20
15	15
15	20
15	20
10	15
15	20
15	20
<b>14.2</b>	<b>18.8</b>



HUMAN RESOURCES SERVICES, INC.

*Management Consultants to Local Government*

# Compensation, Classification, Benefits Non-Union Positions Town of Boxborough, MA



# Project Goal

The major goal of this project was to update, support, and maintain a fair and equitable **Pay and Classification System** for Town of Boxborough non-union organization-wide positions; in a variety of departments and divisions throughout the Town.



# Project Scope of Work

- To conduct a compensation and benefits survey of comparable communities and compare to Boxborough.
- To develop a new compensation structure based on the external market.
- To develop a new classification structure utilizing a job evaluation classification process for internal equity.
- To develop job descriptions for select jobs.

# Key Issues Addressed

- Outdated compensation grid; some compression.
- Modernized classification methodology and process.
- Appropriate number of grade classifications for town-wide municipal organization.
- Proper grade ranges; percentage between grades
- Methodology and tools to maintain the pay/class system in future years.
- Compensation policies; ability to pay.



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Introduction.....

Project Report .....

Classifying and Compensating  
Positions.....

Implementation and Other  
Recommendations.....

Conclusion.....

*Separate Documents:*

Job Descriptions – For Certain Positions Only

Rating Manual and Ratings

Position Analysis Questionnaire

*Attachments:*

Proposed Town Compensation Plan

Proposed Town Classification Plan

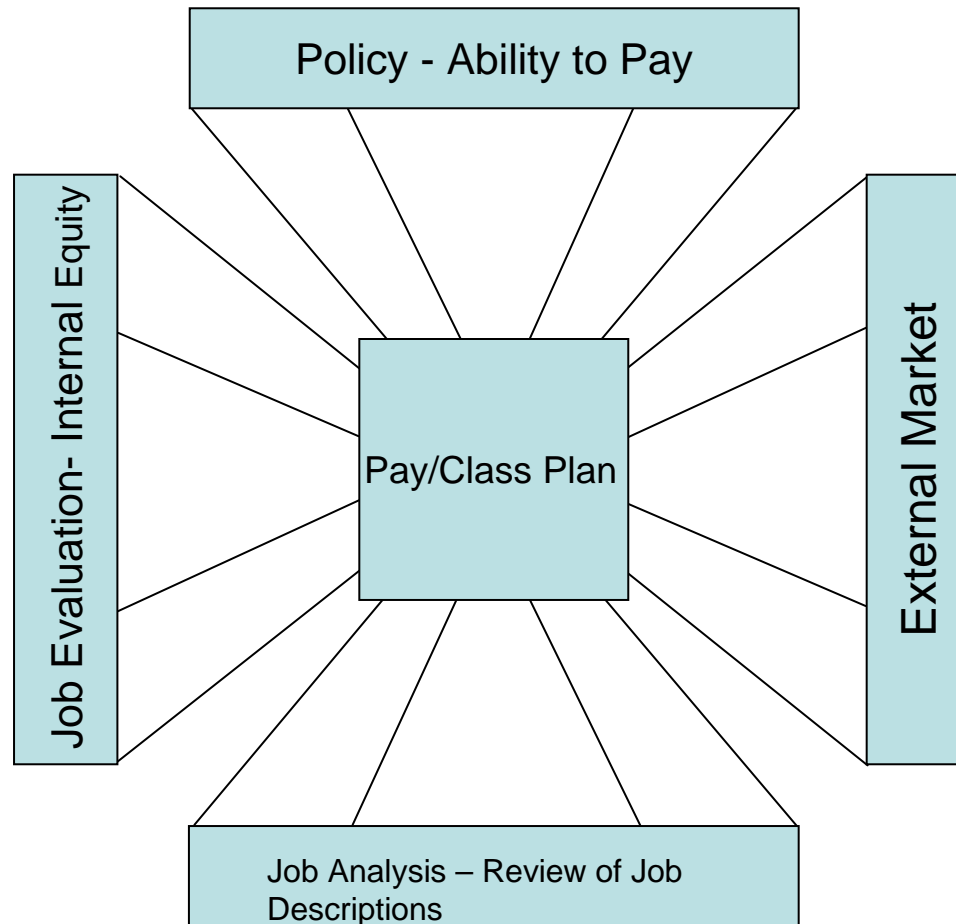
Salary Market Data

Benefits Market Data

# Steps

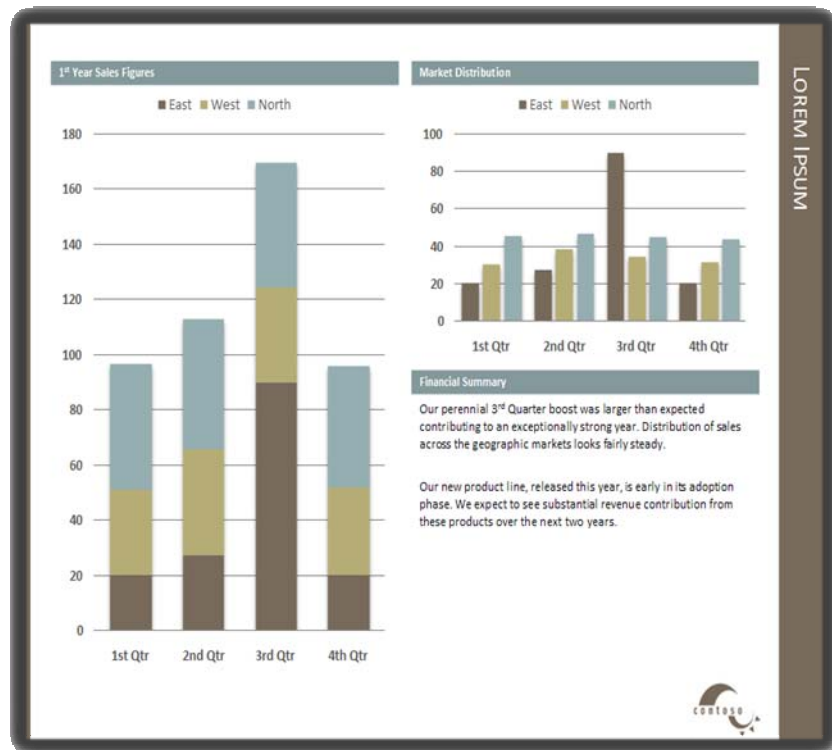
- Orientation with Personnel Board and Town Administrator.
- Evaluate each position, using point-factor system; two consultants conducted rating.
- Gather and analyze comparable market data; salary analysis of market and benefits market data.
- Several meetings with officials to review draft findings and recommendations.
- Work with Town to develop estimated cost-out of plan within the fiscal policies of the Town.
- Develop preliminary classification/compensation plan with recommendations and guidelines for implementation.
- Develop final report and proprietary database for Boxborough.
- Presentation of Final Report and Findings to Town.

# Building the Plan



# The Compensation Analysis

- Salary range for each position surveyed.
- Information on the market averages, ranges, medians, 75<sup>th</sup> percentile, and 90<sup>th</sup> percentile.
- Information on the number of work hours per week/per year for each position surveyed.
- Trends in compensation programs offered.



## **POSITION RATING FACTORS**

Physical Environment

Basic Knowledge, Training and Education

Problem Solving Skills and Effort

Physical Skills and Effort

Experience

Interactions with Others/Customer Service

Confidentiality

Occupational Risks

Complexity

Supervision Received

Supervision Given

Supervision Scope

Judgment and Initiative

Accountability

# SAMPLE RATING SHEET

## Position Rating Summary

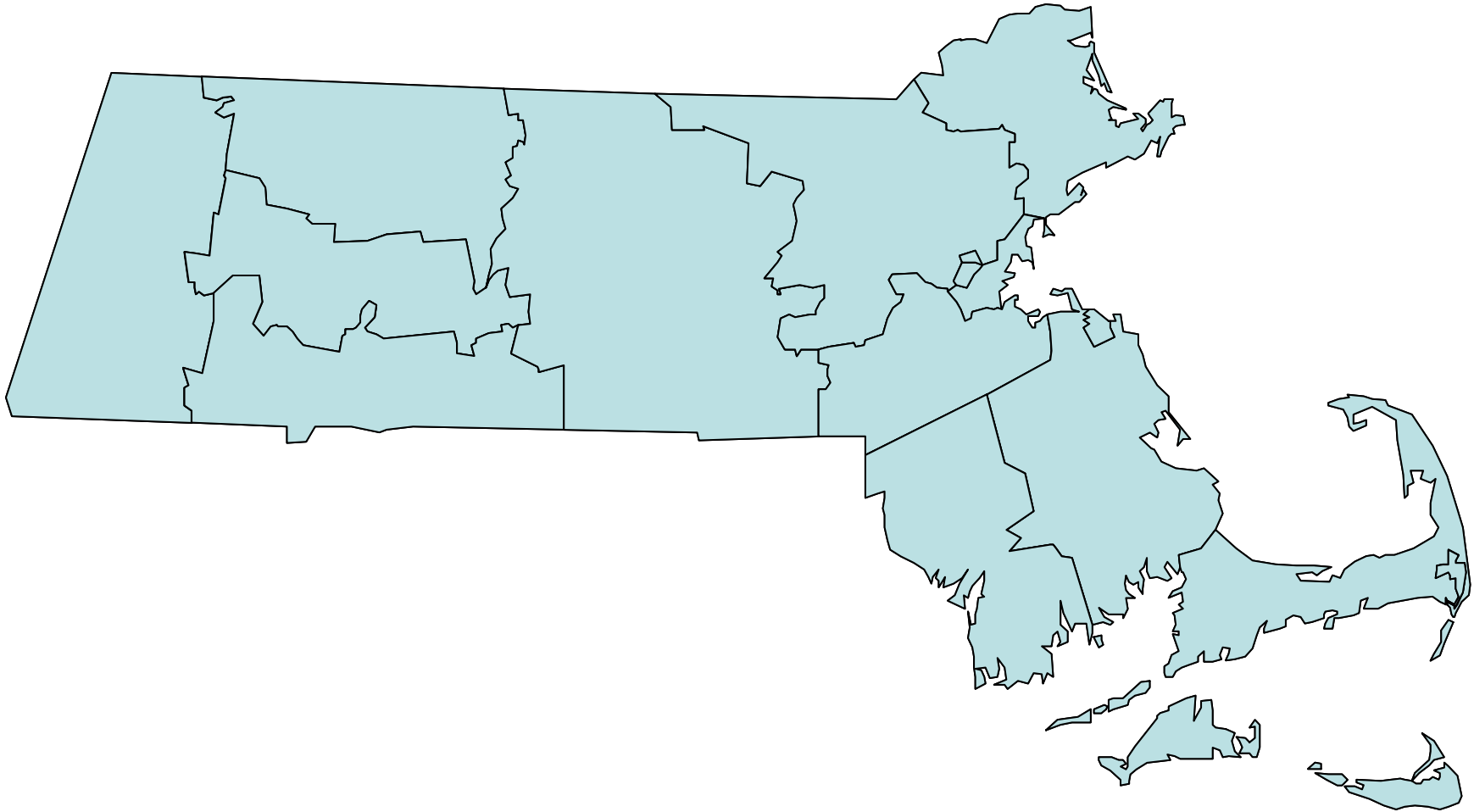
Position Classification Title:

Position Title: - Town Job

Grade: 8

	Factors	Final Rates	Final Points
1	Physical Environment	2	10
2	Knowledge, Training, Education	3	45
3	Problem Solving Skills & Effort	5	34
4	Physical Skills & Effort	3	30
5	Experience	4	40
6	Interactions with Others	3	15
7	Confidentiality	4	20
8	Occupational Risks	1	5
9	Complexity	3	15
10	Supervision Received	4	30
11	Supervision Given	1	0
12	Supervision Scope	1	5
13	Judgment and Initiative	4	60
14	Accountability	4	30
	Total Points	42	339

# Custom Survey in Massachusetts



## COMMUNITIES SURVEYED FOR BOXBOROUGH

Bolton

Boxford

Carlisle

Essex

Groton

Hamilton

Harvard

Littleton

Merrimac

Middleton

Sherborn

Southborough

Stow

Topsfield

Upton

Wenham

West Newbury



# Compensation Objective

- Determine relative standing of overall compensation.
- Determine relative standing of compensation by rank/position.
- Determine relative standing of compensation by discipline/specialization.
- Determine areas for salaries above, below, and within pay range.
- Identify expected salary costs.

## **BENEFITS THAT WERE SURVEYED**

Health Insurance

(Percentage Paid - Town vs. Employee)

Sick Leave

Personal Days

Vacation

## SUMMARY CONCLUSIONS AND RECOMMENDATIONS

1. Overall, we found that most positions studied were at or below the market's average.
2. The Consultants considered the market averages when developing the plan. The salary schedule as a whole matches the average market rates of the surveyed communities. (Within 10 -15% of market average is the overall benchmark.)
3. Most positions fall within the pay ranges provided for each grade. It is recommended that the plan be implemented within one year.
4. One Classification Plan incorporates all non-union positions as required by Town Personnel Bylaw. Two separate salary schedules based on position status (regular full-time, regular part-time, per diem, intermittent, on-call).
5. Implementation cost is approximately 1.7% increase overall to personnel budget. (Approximately \$29,000)
6. While the new plan is more in line with the new market; the annual step increases have been reduced from 3.5% to 2.5%; and the overall pay range has been reduced to approx. 22%.
7. Intermittent/per diem positions are on the classification plan, however, they do not receive step increases.
8. Overall Boxborough seems to be in line with other benefits.

# Action Plan

Recommendation
Implement the proposed compensation and classification plan immediately.
Maintain a commitment to remain at the average of Market.
Market Surveys should be done regularly and the entire salary schedule should be adjusted annually to reflect cost-of-living. Step movement is different from cost-of-living adjustment.
Ensure that job descriptions are continuously and regularly updated and maintained by the Town. Some were updated as needed. Town has tools for future updates.

# Action Plan

## Recommendation

Review classification of positions when duties change significantly. Regularly review positions to ensure internal equity in relationship to other Town classifications. Town has the tools for this.

Ensure that sound policies for compensation administration program are in place. The Personnel Board has done an excellent job in this regard and they should continue their policy.

Do not cut the pay of “red-circle” employees; however maintain the lower rates of pay for the grade ranges when hiring new employees.

# Action Plan

<b>Recommendation</b>
When a vacancy develops, review the position through job analysis, job description, and market pricing.
Have legal counsel review the FLSA status for grey, borderline positions.
Develop a compensation philosophy for the Town going forward.

# End of Project

- Final Report and Presentation
- All Documents provided to Town Personnel Board and Town Administrator
- Implementation of Plan
- Secure HRS Web-based Pay & Class for Boxborough Town Administration



THANK YOU!



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