



HUMAN RESOURCES SERVICES, INC.
Management Consultants to Local Government

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TOWN OF BILLERICA, MA
FISCAL YEAR 2019 CLERICAL UNION
PROPOSED COMPENSATION AND CLASSIFICATION PLAN

March 1, 2019

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ATTACHMENTS:

Proposed IUPE Classification Plan
Proposed IUPE Classification Titles
Proposed Compensation Plan
Current Compensation Plan
Graph Billerica Trend to State Trend
Summary Market Data
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SUBMITTED AS SEPARATE DOCUMENTS:

Job Descriptions
Clerical Guide Chart
HRS Rating Manual

**TOWN OF BILLERICA, MA - FINAL REPORT
CLERICAL COMPENSATION AND CLASSIFICATION STUDY
IUPE GROUP**

I. Introduction

A. Scope of Services

This study was requested by the Town of Billerica, Massachusetts to re-examine the responsibilities, work performed, job analysis and internal equity, and market pay rates of IUPE clerical positions. The primary objective of the project was to conduct a thorough job analysis and develop a fair and consistent basis for classifying positions on a proposed classification and compensation plan for the designated workforce. The proposed pay plan to be negotiated will tie into the proposed classification plan. This will be developed through the standard collective bargaining process between the Town of Billerica and the IUPE Group. HRS utilized custom survey processes and its own database of salary/wage data and provided the Town of Billerica with supporting benchmark data.

The proposed classification and compensation plan furnished in this report has been developed through a systematic procedure for determining equitable job groups and ranking levels. The process included an objective evaluation of position content, creation of job descriptions, and a systematic comparison of job value. The classification plan is based on the underlying principle that comparable worth or “equal pay for equal work” is an important

factor in all classification and compensation decisions. In addition, the Consultants were required to exercise professional judgment in an effort to adapt the current positions to the new classification grades.

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, the Client's input has been actively sought, carefully weighed and incorporated into the report whenever possible.

B. Summary Study Process

This project included the following steps:

1. *Orientation Meeting* with employees covered in the study to explain project activities and objectives. This session was conducted by HRS consultants on-site at Billerica Town Hall. A PowerPoint presentation was delivered by HRS consultants. Orientation documents such as position analysis questionnaires, guidelines were distributed to employees.
2. A thorough *Job Analysis Process*, which involved reviewing position duties and responsibilities (essential functions) utilizing questionnaires and review of current job descriptions and department information.

3. *Interviews* with a representative number of employees and management staff to gain a first-hand understanding of specific duties and responsibilities and the individual units within the organization.
4. Preparation of updated *Job Descriptions* for review by the management team. The management/HR department will review job content with all employees to ensure accuracy.
5. A thorough *Job Evaluation Process*. Development of Position rating and ranking utilizing HRS' *Series III Municipal Position Classification and Rating Manual*.
6. Development of a *Classification Plan*. Position assignment to grades based on a system of objective evaluation.
7. Development of a *Compensation Plan*. Salary structure and grade ranges developed based on the external market data.
8. *Meetings* with the Client to discuss pay policies and review draft work products (i.e. initial classifications, market data, and other spreadsheets and general findings).

9. Final preparation of *Report* to the Client with explanation of findings and methodology.

II. Job Description Audit

A. Review of Job Content

A key phase of this study involved the development of updated job descriptions. The Consultants found that the Town had outdated job descriptions for its IUPE positions. As part of this final report, HRS' proposed updated job descriptions are submitted to the Town as separate electronic documents in Word format for ease in maintenance. The essential job functions and minimum qualification requirements are listed. The proposed job descriptions included in this report take into consideration the requirements of ADA (Americans with Disabilities Act). Essential functions are the primary or fundamental job duties intrinsic to a position, that is, the duties that are essential to achieving the objectives of the job. Related to the essential functions or duties are the tools and equipment used to perform the essential job functions, the physical demands of the job duties, and the work environment in which the duties are performed.

The new job descriptions contained in this report include: (1) prerequisites for each position, including the physical needs, knowledge, ability, and skill, education, training and experience; (2) essential job functions; and, (3) work environment. All job descriptions should be reviewed and updated periodically to ensure accuracy. Positions can change for many reasons: (1) an incumbent starts assuming more responsibilities in addition to the duties in the job descriptions, (2) staff

changes, (3) changes in procedures and processes, (4) new technology, tools, or machines, (5) external regulations or legislation, (6) reorganizations, (7) new supervisor or manager.

III. Methodology

In order to better understand the methodology used by the Consultants, the following areas of the analysis must be defined first:

JOB ANALYSIS: *This is the systematic collection and organization of job data. It is the responsibility of employees and supervisors; the findings are presented in the form of position analysis questionnaires (PAQ) and job descriptions. Employee interviews are also conducted by the Consultants as part of the analysis. Job analysis is a crucial element of the study's job classification process.*

JOB EVALUATION: *A point-factor rating system is developed by selecting and defining factors, by defining a number of degrees for each factor, and by assigning point values to each degree. Here, jobs (not employees) are analyzed in terms of the factors and assigned a point value by reference to the factor and degree definitions. The total number of points determines the relative value of the job (not the employee). This method is used for the ranking evaluation because of its capacity to evaluate positions consistently using the same criteria to rate all positions on the Classification Plan.*

POSITION CLASSIFICATION PLAN: *Job classification is a method of organizing jobs (not employees) in a particular order on a grade classification grid. It groups together similar or comparable jobs according to the functions to be performed and the related skills, knowledge, experience or supervision required to discharge these functions. It thus creates a hierarchy based on the level of responsibility assigned and ensures consistency between the actual duties and responsibilities of a position and the grade allocated. Based on the total points that the position receives, it is then placed on the Grade Classification Plan. The purpose of this process is to ensure internal equity and*

comparable worth of positions within the organization. This process offers an element of objectivity to the process.

EXTERNAL MARKET REVIEW: *Pay survey analysis is the process of analyzing compensation data gathered from other employers in a survey of the relevant external market. Gathering external pay data is essential to keep the organization's compensation externally competitive within its industry. Employee attraction and retention can be improved by maintaining externally aligned pay structures.*

COMPENSATION STRUCTURE: *Pay structure creation is the final step, in which the internal structure is merged with the external market pay rates to develop a market pay comparison. Depending on whether the organization wants to lead, lag or meet the market, the pay range can be adjusted up or down. To complete the pay structure, pay grades and pay ranges are developed.*

A. The Orientation Meeting

The first step in the study was to conduct an orientation session with the employees, supervisors and management. The purpose of the orientation was to explain the objectives of the study, and to brief the employees on the process to be used. Each employee was invited to attend the session, where he or she had the opportunity to ask questions about the study and Human Resources Services, Inc. At the orientation session, Position Analysis Questionnaires with detailed instructions were distributed. In addition, an orientation package about the study was distributed.

B. Position Analysis Questionnaires

All employees included in the study were asked to complete questionnaires describing the essential functions, responsibilities, working environment, required qualifications and physical demands of their positions. Completed questionnaires were reviewed by the employees' supervisors, who were encouraged to make appropriate comments. Completed questionnaires were returned to management/HR Department who in turn forwarded them to the Consultants.

C. Interviews

Following an analysis of the questionnaires, the Consultants conducted interviews with employees at the Town Hall. The interviews provided an opportunity to discuss the employee's position responsibilities in greater detail. Particular attention was paid to the areas of customer service and communication, information technology, job responsibility, complexity, independent action, and supervisory responsibilities.

D. Job Descriptions

Using the information obtained through the questionnaires and the employee interviews, the Consultants then developed draft job descriptions. The job descriptions will be circulated to employees and supervisors for their review and input. Comments and suggested changes to the draft job descriptions will be reviewed by the Consultant Team, and appropriate revisions will be made as needed. The revised job descriptions will be submitted as a separate section to this report. These job descriptions

incorporate pertinent information from questionnaires, interviews, and draft commentary. Job descriptions are generally limited to two or three pages.

E. Job Evaluation

The Consultant Team then evaluated each position. The process of job rating is based solely on the requirements and responsibility of the position, and has no relationship to the abilities, performance, or longevity of the employee currently holding the job. 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.

The Consultants utilized HRS' Municipal Position Classification And Rating Manual: Series III which measured the requirements of each position in areas such as accountability, supervision, judgment and initiative, complexity, physical skills and effort, and other areas. The total accumulation of points determined how each position ranked in contrast to all others within the study.

HRS also utilized its clerical leveling tool to determine appropriate groupings. Both tools will be provided to the Town of Billerica, MA for future maintenance of the system.

F. Classification and Compensation

The proposed updated classification and compensation plan is developed on the basis of the position rankings as well as a thorough review and analysis of benchmark salary data from the external market. The ultimate goal of a total classification and compensation plan should always be to achieve internal equity and external equity (i.e. salaries generally paid by other municipal organizations for similar positions). The rating system (and ratings) is an analytic tool of our firm for conducting classification plan studies. Position rating is not intended to be an exact science; however, the procedure introduces an element of objectivity in the evaluation process for purposes of comparable worth. The newly updated job descriptions will assist the Town in conducting accurate compensation surveys of the surrounding labor market in the future.

G. When to Reclassify

Sometimes position enhancement occurs when there is a significant ongoing and substantive increase in responsibilities requiring the incumbent to exercise greater judgment, discretion, ingenuity, and skill within the context of the current job title. There are a number of options here, re-evaluating the job to see if reclassification to another occupational category or grade level is warranted. However, grade increases must be justified by internal equity considerations based on like-position incumbent parameters of required qualifications, knowledge, ability, and skill; supervision, duties/responsibilities, and pay levels.

In other cases, it is not the employee/position that needs to be reclassified, but rather the performance of the employee is at the highest level and, therefore, perhaps some type of reward or merit may be warranted instead of a classification change.

When considering reclassifications *volume of work* or *performance of work* are not typically considered reasons for reclassification; however, *change in job function* is a reason. The mere fact that an individual in a position possesses higher qualifications or stands out from other individuals in comparable positions is not enough reason to reclassify the position. However, when the individual actually makes the job so significantly different from what it would otherwise be, it does have an impact on the job and ultimately its classification.

As the Town regularly reviews its compensation and classification plan policies, please keep in mind, sometimes reclassifications of positions are conducted for the wrong reasons. As a general rule reclassifications should not occur because of length of time on the job; advancement to top of the pay scale; volume of work; revenue available to fund the position; employee may leave if he/she doesn't receive more money; performance; red-circled positions.

IV. General Recommendations/Implementation Guidelines

Overall, most positions are adequately compensated. Few reclassifications of employees are recommended. However, the salary structure in its entirety needed updating to match the market. Attached to this report are the proposed compensation and classification plans. HRS' job analysis and audit determined that there are seven distinct grade levels within the IUPE classification plan. HRS conducted a custom salary and wage survey from similar municipal organizations. It also utilized its own databases for benchmark salary/wage data from sources such as the Economic Research Industry (ERI). Overall employee compensation is competitive to the market.

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

A. 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 a compensation grade range. The levels within the grade is like a scale providing the organization 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 organization. The organization can combine two approaches and condition level (percentage) increases at the upper end of each grade on meritorious performance. The increases can occur at the beginning of each fiscal year or on the employee's anniversary date.

This study was not intended to examine the compensation of employees. Therefore, HRS has not made any recommendations concerning compensation or the placement of current employees within the assigned grade ranges, other than for costing-out purposes only. At a minimum, employees should be assigned and placed at their current wage in order to not reduce the pay of any current employee. The Town should also realize that this minimum approach may not recognize certain distinguishing factors among employees.

B. Salaries/Wages Below Minimum

If the salary or wage of an employee is below the minimum of the grade range at the time of implementation, effort should be made to bring it into the range, taking into consideration any budget/appropriation limitations. In cases where this increase would result in excessive increases, it would be more practical to raise the salary/wage in steps over a period of two fiscal years. Most employees appeared to fall within the new proposed ranges, allowing some room for job growth.

C. Cost-of-Living Increases vs. Range Movement

A cost-of-living increase is different from a range movement within the grade. A cost-of-living increase is intended to recognize a general rise in the costs for goods and services experienced by almost everyone. Each year, the Town should determine an appropriate percentage cost-of-living adjustment and apply that increase across the entire compensation schedule. This raises the compensation rates for the entire compensation schedule equal to changes in the cost-of-living. How employees move along the pay range from minimum to maximum should be based on performance, special abilities, longevity, etc.

D. Classification Plan Revisions

A classification plan should be reviewed as a whole every five - seven years and sooner for individual position assignments or groups of positions when the job content changes dramatically. Reclassifying positions is done only when there is a significant change in the position requirements and a new job description is prepared. Reclassifications are not and should not be used as a way to increase compensation once an employee has achieved maximum in grade.

E. Union Positions

Finally, all recommendations, including job descriptions, regarding union positions are subject to the collective bargaining process. Our recommendations in this report should be used as a guide in that process.

V. Proposed Plans

Developed and proposed by Human Resources Services, Inc., attached you will find the recommended updated IUPE Compensation and Classification Plans. The position ratings and ranking assisted in determining the hierarchy. A clerical leveling tool was used as a guide to determine the appropriate grouping of employees under a particular classification title. The titles were also modernized to reflect best practices.

As stated earlier in this report, the Consultants updated the job descriptions to ensure consistency, accurate essential functions and requisite requirements. The job requirements have been modernized and standardized in a fashion to reflect current changes in technology, customer service, knowledge, abilities and skills, ADA, and other pertinent contemporary requirements.

Human Resources Services has made the process as systematic as possible yet the process must also be tempered with common sense based on our experience with municipal organizations. The proposed position descriptions and classification and compensation plans are based on a study of the positions as they exist rather than the individuals in each position. In other words, HRS did not evaluate the performance of the incumbents, but instead objectively considered the parameters and requirements of each position. For example, the recommended minimum qualifications for each position are independently and

objectively developed and do not necessarily reflect the qualification of the employee currently holding the position. To consider the incumbent's qualifications, personality or competence would have distorted an objective classification process.



ATTACHMENTS

**PROPOSED CLASSIFICATION PLAN
FOR THE TOWN OF BILLERICA - IUPE**

Fiscal Year-2019

TITLES/GRADES
1
Office Assistant
2
Data Entry Specialist
3
Senior Office Assistant
4
COA Volunteer Coordinator
Principal Office Assistant
5
<i>No positions assigned</i>
6
COA Outreach Supervisor
Head Office Assistant
7
Head Administrative Officer

PROPOSED JOB TITLE			
Emp #	Last Name	First Name	Job Title
	VACANT		OFFICE ASSISTANT
	VACANT		DATA ENTRY SPECIALIST
81298	SALEMME	DENISE	SENIOR OFFICE ASSISTANT
59774	VITALE	STEPHANIE	SENIOR OFFICE ASSISTANT
60857	O'CONNOR	ELLEN	SENIOR OFFICE ASSISTANT
98600	ELLS	ELIZABETH	SENIOR OFFICE ASSISTANT
20022	BLAKE	LORI	SENIOR OFFICE ASSISTANT
71103	SCHIAVO	KELLIE	SENIOR OFFICE ASSISTANT
26169	SMITH	KIMBERLY	SENIOR OFFICE ASSISTANT
70928	SCHAFER	MARY ANN	PRINCIPAL OFFICE ASSISTANT
8050	BOUCHER	LORI	PRINCIPAL OFFICE ASSISTANT
	VACANT	Tax Dept.	PRINCIPAL OFFICE ASSISTANT
38521	CRANDALL	PATRICIA	PRINCIPAL OFFICE ASSISTANT
69690	BOURGEOIS	THERESA	PRINCIPAL OFFICE ASSISTANT
1417	FOLTA	JILL	PRINCIPAL OFFICE ASSISTANT
57629	MCCOY	DONNA	PRINCIPAL OFFICE ASSISTANT
20232	MCKENNA	MARY	PRINCIPAL OFFICE ASSISTANT
20155	O'CONNOR	DIANE	PRINCIPAL OFFICE ASSISTANT
70222	ODELL	STEPHANIE	PRINCIPAL OFFICE ASSISTANT
88630	RAFFERTY	MARY ANN	PRINCIPAL OFFICE ASSISTANT
71534	WHITE	JOANNE	PRINCIPAL OFFICE ASSISTANT
27025	CATANZANO	LIESL	PRINCIPAL OFFICE ASSISTANT
69069	RAY	MAUREEN	PRINCIPAL OFFICE ASSISTANT
69690	CANARIO	OLIVIA	PRINCIPAL OFFICE ASSISTANT
41220	PAOLUCCI	VALERIE	PRINCIPAL OFFICE ASSISTANT
	VACANT	COA	COA VOLUNTEER COORDINATOR
60857	ZAPERT	PATRICIA	HEAD OFFICE ASSISTANT
8303	HIGGINS	NANCY	HEAD OFFICE ASSISTANT
12021	MCDONOUGH	JENNIFER	HEAD OFFICE ASSISTANT
20232	NOLAN	JANE	HEAD OFFICE ASSISTANT
75690	OROURKE	MARIE	HEAD OFFICE ASSISTANT
96946	OUANO	BEVERLY	HEAD OFFICE ASSISTANT
71565	PATRIQUIN	ELIZABETH	HEAD OFFICE ASSISTANT
8384	TEEHAN	JEANNE	COA OUTREACH SUPERVISOR
91350	DUNTON	MAUREEN	HEAD ADMINISTRATIVE OFFICER
74450	GRANT	BRENDA	HEAD ADMINISTRATIVE OFFICER
15575	MCKENNA	CAROLE	HEAD ADMINISTRATIVE OFFICER*
90738	PICARDI	VIRGINIA	HEAD ADMINISTRATIVE OFFICER*

Note: *When the positions of Head Administrative Officer in Treasurer/Collector and Accounting departments become vacant, the Town should re-evaluate the classification of these position.

PROPOSED

BILLERICA, MA FY2019 PAY PLAN - CLERICAL UNION							
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
1	\$17.25	\$17.94	\$18.66	\$19.41	\$20.19	\$21.00	\$21.84
	\$646.88	\$672.75	\$699.75	\$727.88	\$757.13	\$787.50	\$819.00
	\$33,637.50	\$34,983.00	\$36,387.00	\$37,849.50	\$39,370.50	\$40,950.00	\$42,588.00
2	\$18.98	\$19.74	\$20.53	\$21.35	\$22.20	\$23.09	\$24.01
	\$711.75	\$740.25	\$769.88	\$800.63	\$832.50	\$865.88	\$900.38
	\$37,011.00	\$38,493.00	\$40,033.50	\$41,632.50	\$43,290.00	\$45,025.50	\$46,819.50
3	\$20.12	\$20.92	\$21.76	\$22.63	\$23.54	\$24.48	\$25.46
	\$754.50	\$784.50	\$816.00	\$848.63	\$882.75	\$918.00	\$954.75
	\$39,234.00	\$40,794.00	\$42,432.00	\$44,128.50	\$45,903.00	\$47,736.00	\$49,647.00
4	\$21.33	\$22.18	\$23.07	\$23.99	\$24.95	\$25.95	\$26.99
	\$799.88	\$831.75	\$865.13	\$899.63	\$935.63	\$973.13	\$1,012.13
	\$41,593.50	\$43,251.00	\$44,986.50	\$46,780.50	\$48,652.50	\$50,602.50	\$52,630.50
5	\$22.61	\$23.51	\$24.45	\$25.43	\$26.45	\$27.51	\$28.61
	\$847.88	\$881.63	\$916.88	\$953.63	\$991.88	\$1,031.63	\$1,072.88
	\$44,089.50	\$45,844.50	\$47,677.50	\$49,588.50	\$51,577.50	\$53,644.50	\$55,789.50
6	\$23.97	\$24.93	\$25.93	\$26.97	\$28.05	\$29.17	\$30.34
	\$898.88	\$934.88	\$972.38	\$1,011.38	\$1,051.88	\$1,093.88	\$1,137.75
	\$46,741.50	\$48,613.50	\$50,563.50	\$52,591.50	\$54,697.50	\$56,881.50	\$59,163.00
7	\$26.37	\$27.42	\$28.52	\$29.66	\$30.85	\$32.08	\$33.36
	\$988.88	\$1,028.25	\$1,069.50	\$1,112.25	\$1,156.88	\$1,203.00	\$1,251.00
	\$51,421.50	\$53,469.00	\$55,614.00	\$57,837.00	\$60,157.50	\$62,556.00	\$65,052.00

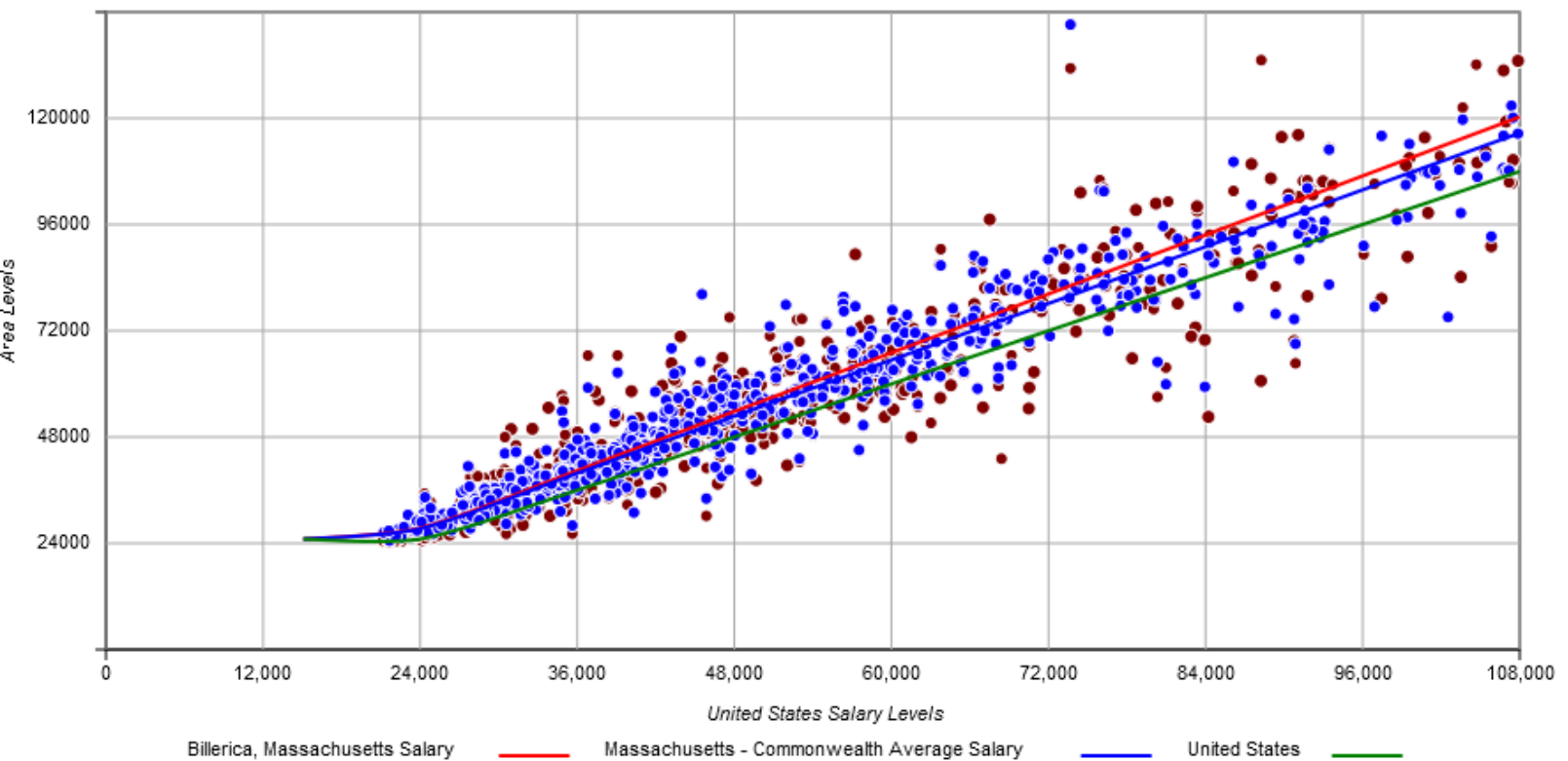
CURRENT

I.U.P.E. FY2019

Clerical Salary Schedule effective July 1, 2018

% bet grades	Title		Step # 1	Step # 2	Step # 3	Step # 4	Step # 5	Step # 6	Step # 7
	Weekly								
112%	Head Administrative Clerk	Grade One	\$ 941.60	\$ 979.27	\$ 1,018.43	\$ 1,059.17	\$ 1,101.54	\$ 1,145.60	\$ 1,191.42
			\$ 25.11	\$ 26.11	\$ 27.16	\$ 28.24	\$ 29.37	\$ 30.55	\$ 31.77
			\$ 48,963.29	\$ 50,921.90	\$ 52,958.46	\$ 55,076.96	\$ 57,280.06	\$ 59,571.10	\$ 61,954.08
			104%	104%	104%	104%	104%	104%	104%
105%	Head Clerk	Grade Two	\$ 842.56	\$ 876.26	\$ 911.32	\$ 947.76	\$ 985.67	\$ 1,025.09	\$ 1,066.10
			\$ 22.47	\$ 23.37	\$ 24.30	\$ 25.27	\$ 26.28	\$ 27.34	\$ 28.43
			\$ 43,812.94	\$ 45,565.70	\$ 47,388.41	\$ 49,283.73	\$ 51,255.00	\$ 53,304.88	\$ 55,437.37
			104%	104%	104%	104%	104%	104%	104%
104%	C/A Program Coordinator	Grade Six	\$ 799.07	\$ 831.04	\$ 864.28	\$ 898.85	\$ 934.80	\$ 972.19	\$ 1,011.08
			\$ 21.31	\$ 22.16	\$ 23.05	\$ 23.97	\$ 24.93	\$ 25.93	\$ 26.96
			\$ 41,551.88	\$ 43,214.03	\$ 44,942.81	\$ 46,740.20	\$ 48,609.54	\$ 50,553.92	\$ 52,576.06
			104%	104%	104%	104%	104%	104%	104%
105%	Principal Clerk	Grade Three	\$ 768.22	\$ 798.96	\$ 830.92	\$ 864.16	\$ 898.72	\$ 934.67	\$ 972.05
			\$ 20.49	\$ 21.31	\$ 22.16	\$ 23.04	\$ 23.97	\$ 24.92	\$ 25.92
			\$ 39,947.68	\$ 41,545.88	\$ 43,208.04	\$ 44,936.14	\$ 46,733.54	\$ 48,602.88	\$ 50,546.83
				104%	104%	104%	104%	104%	104%
105%	Senior Clerk	Grade Four	\$ 734.53	\$ 763.91	\$ 794.46	\$ 826.23	\$ 859.29	\$ 893.66	\$ 929.41
			\$ 19.59	\$ 20.37	\$ 21.19	\$ 22.03	\$ 22.91	\$ 23.83	\$ 24.78
			\$ 38,195.59	\$ 39,723.17	\$ 41,312.05	\$ 42,964.21	\$ 44,682.99	\$ 46,470.39	\$ 48,329.07
				104%	104%	104%	104%	104%	104%
113%	Data Entry Clerk	Grade Five	\$ 701.95	\$ 730.03	\$ 759.23	\$ 789.59	\$ 821.17	\$ 854.02	\$ 888.18
			\$ 18.72	\$ 19.47	\$ 20.25	\$ 21.06	\$ 21.90	\$ 22.77	\$ 23.68
			\$ 36,501.46	\$ 37,961.75	\$ 39,480.01	\$ 41,058.89	\$ 42,701.06	\$ 44,409.18	\$ 46,185.26
			104%	104%	104%	104%	104%	104%	104%
	C/A Senior Supervisor	Grade Seven	\$ 619.20	\$ 643.97	\$ 669.73	\$ 696.52	\$ 724.38	\$ 753.36	\$ 783.50
			\$ 16.51	\$ 17.17	\$ 17.86	\$ 18.57	\$ 19.32	\$ 20.09	\$ 20.89
			\$ 32,198.51	\$ 33,486.26	\$ 34,825.98	\$ 36,218.99	\$ 37,667.96	\$ 39,174.89	\$ 40,741.78
			104%	104%	104%	104%	104%	104%	104%

SALARY GRAPH: Billerica, Massachusetts and Massachusetts - Commonwealth Average



All Values In: United States Dollars

Data as of: 1/1/2019

Printout: 3/3/2019

Human Resources Services, Inc.

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COMPARISON OF CURRENT to MARKET

COMP SURVEY BENCHMARK TITLES	FY19 Current		Max Data Points Comps	FY19 Market Average	
	Min	Max		Min	Max
C/A Senior Supervisor	16.51	20.89	6	19.81	22.78
Data Entry Clerk	18.72	23.68	9	19.33	23.07
Senior Clerk	19.59	24.78	5	19.88	24.90
Principal Clerk	20.49	25.92	9	21.14	26.89
C/A Program Coordinator	21.31	26.96	10	23.55	30.90
Head Clerk	22.47	28.43	12	23.64	30.23
Head Administrative Clerk	25.11	31.77	9	26.12	32.95

Summary Market Data

	Position Title	FY19 Billerica	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market	Percent BILLERICA Data Higher/Lower than Avg.
	Note: 37.5 hrs per week							
1	Head Administrative Clerk	25.11 31.77	9 9	26.12 32.95	22.34 35.26	27.06 32.68	27.12 34.35	-4.0% -3.7%
2	Head Clerk	22.47 28.43	12 12	23.64 30.23	19.07 34.46	23.39 30.09	24.83 31.19	-5.2% -6.3%
3	Principal Clerk	20.49 25.92	10 10	21.14 26.89	18.26 30.43	20.43 26.59	22.37 27.73	-3.1% -3.8%
4	Senior Clerk	19.59 24.78	9 9	19.88 24.90	17.57 29.00	19.07 24.87	20.20 25.71	-1.5% -0.5%
5	Data Entry Clerk	18.72 23.68	5 5	19.33 23.07	16.62 25.42	18.20 22.75	20.67 24.26	-3.3% 2.6%
6	COA Program Coordinator /Outreach Supervisor	21.31 26.96	9 9	23.55 30.90	20.46 39.81	22.97 28.69	25.94 35.26	-10.5% -14.6%
7	COA Senior Supervisor /Volunteer Coordinator	18.51 20.89	6 6	19.81 22.78	15.71 27.51	18.95 22.72	21.57 25.42	-7.0% -9.1%

Comparative Market Data by Community

	Position Title	FY19														
	Note: 37.5 hrs per week	Billerica	Bedford	Burlington	Chelmsford	Danvers	Dracut	North Andover	North Reading	Reading	Tewksbury	Watertown	Westford	Wilmington	Woburn	
1	Head Administrative Clerk	25.11 31.77	27.12 35.26	22.67 34.81		27.12 34.35			22.34 32.15	24.71 31.34	22.71 31.32	28.35 31.68	27.06 32.68		33.00 33.00	
2	Head Clerk	22.47 28.43	24.66 32.06	21.19 32.55	23.24 27.75	24.19 30.65	19.07 27.15	25.33 30.36	20.25 29.17	22.46 28.49	21.63 29.82	23.54 29.40		27.23 34.46	30.90 30.90	
3	Principal Clerk	20.49 25.92	22.42 28.59	19.86 30.43	22.22 26.53		18.48 26.30	18.26 22.99		20.57 25.58	20.03 27.62	22.57 27.76	20.29 26.48		26.65 26.65	
4	Senior Clerk	19.59 24.78	20.20 25.76		19.47 23.25			17.63 22.13	17.78 25.57	18.56 23.54	17.57 24.22		19.07 24.87	22.96 29.00	25.71 25.71	
5	Data Entry Clerk	18.72 23.68	18.20 22.75					16.90 21.23				20.67 25.42	16.62 21.68		24.26 24.26	
6	COA Program Coordinator /Outreach Supervisor	21.31 26.96	27.12 35.26	25.94 39.81	22.97 28.69	20.46 25.51		21.72 26.07		24.70 30.77	21.71 27.10		21.37 38.90		25.99 25.99	
7	COA Senior Supervisor /Volunteer Coordinator	18.51 20.89			17.08 21.73	22.17 27.51		19.75 23.70	18.14 18.14		15.71 19.63				25.99 25.99	

Note: Woburn reported actual pay rates only, rather than ranges with low and high pay rates.



ERI DATA MATCHES

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Individual Position Profile

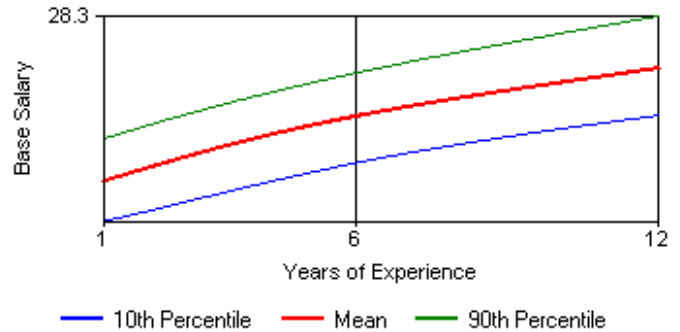
Clerk

Specifications

Prepared For: Town of Billerica
Area: Massachusetts - Commonwealth Average
Industry: Government - City Support Services
Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
Organization Size: (Data reported by years of experience)
Annualized Salary Trend: 2.4% (Adjustment: 0.4%)
Planning Date: 3/3/2019
Database as of: 1/1/2019
eDot: 216482010
SOC: 433031
Printout Date: 3/3/2019

(Items in bold affect salary estimates)

Hourly Base Salaries Graph



Estimated Survey Mean Hourly Base Salaries

All Incumbent Average: \$22.00

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
5	18.39	19.67	21.35	22.64	23.99
3	16.91	18.10	19.79	21.09	22.41
1	15.40	16.40	17.94	19.22	20.57

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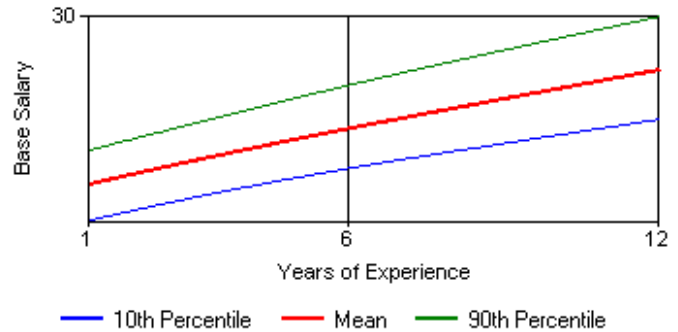
Individual Position Profile

Community Outreach Worker

Specifications

Prepared For: Town of Billerica
Area: Massachusetts - Commonwealth Average
Industry: Government - City Support Services
Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
Organization Size: (Data reported by years of experience)
Annualized Salary Trend: 2.6% (Adjustment: 0.43%)
Planning Date: 3/3/2019
Database as of: 1/1/2019
eDot: 195367018
SOC: 211093
Printout Date: 3/3/2019

Hourly Base Salaries Graph



(Items in bold affect salary estimates)

Estimated Survey Mean Hourly Base Salaries

All Incumbent Average: \$23.90

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
10	23.53	24.55	26.03	27.31	28.72
5	21.25	22.11	23.34	24.37	25.55
3	20.17	21.01	22.16	23.09	24.15
1	18.94	19.78	20.91	21.78	22.73

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SALARY ASSESSOR®

Individual Position Profile

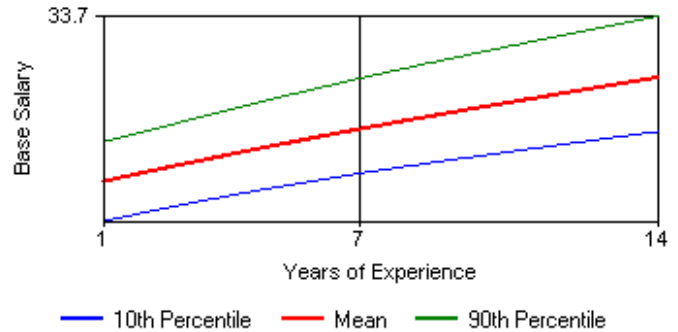
Volunteer Coordinator

Specifications

Prepared For: Town of Billerica
Area: Massachusetts - Commonwealth Average
Industry: Government - City Support Services
Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
Organization Size: (Data reported by years of experience)
Annualized Salary Trend: 2.5% (Adjustment: 0.41%)
Planning Date: 3/3/2019
Database as of: 1/1/2019
eDot: 221167018
SOC: 435061
Printout Date: 3/3/2019

(Items in bold affect salary estimates)

Hourly Base Salaries Graph



Estimated Survey Mean Hourly Base Salaries

All Incumbent Average: \$25.83

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
10	24.03	25.46	27.42	29.30	31.25
5	21.75	23.01	24.68	26.26	27.92
3	20.65	21.89	23.47	24.91	26.43
1	19.42	20.65	22.20	23.53	24.91

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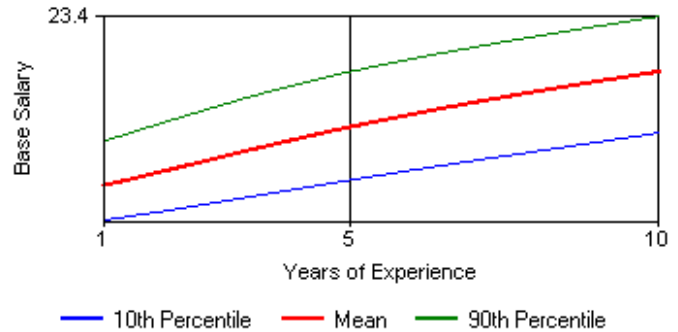
Individual Position Profile

Data Entry Specialist

Specifications

Prepared For: Town of Billerica
Area: Massachusetts - Commonwealth Average
Industry: Government - City Support Services
Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
Organization Size: (Data reported by years of experience)
Annualized Salary Trend: 2.4% (Adjustment: 0.4%)
Planning Date: 3/3/2019
Database as of: 1/1/2019
eDot: 203582054
SOC: 439021
Printout Date: 3/3/2019

Hourly Base Salaries Graph



(Items in bold affect salary estimates)

Estimated Survey Mean Hourly Base Salaries

All Incumbent Average: \$18.05

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
10	17.75	19.00	20.71	22.01	23.35
5	15.49	16.49	18.05	19.34	20.69
3	14.49	15.32	16.67	17.84	19.17
1	13.56	14.17	15.23	16.18	17.35

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SALARY ASSESSOR®

Individual Position Profile

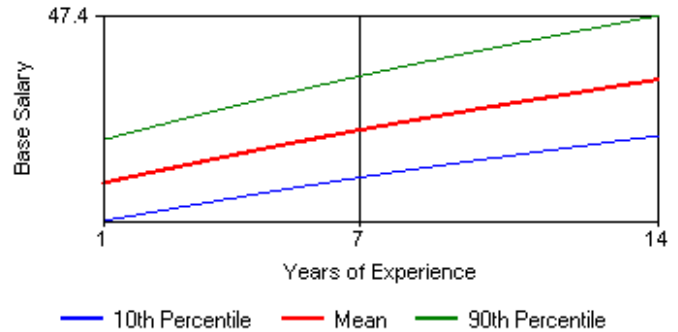
Head Administrative Officer

Specifications

Prepared For: Town of Billerica
Area: Massachusetts - Commonwealth Average
Industry: Government - City Support Services
Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
Organization Size: (Data reported by years of experience)
Annualized Salary Trend: 2.6% (Adjustment: 0.43%)
Planning Date: 3/3/2019
Database as of: 1/1/2019
eDot: 201262731
SOC: 436011
Printout Date: 3/3/2019

(Items in bold affect salary estimates)

Hourly Base Salaries Graph



Estimated Survey Mean Hourly Base Salaries

All Incumbent Average: \$35.45

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
5	29.06	31.06	33.72	36.33	38.97
3	27.54	29.39	31.86	34.29	36.74
1	25.97	27.67	29.94	32.16	34.43

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Individual Position Profile

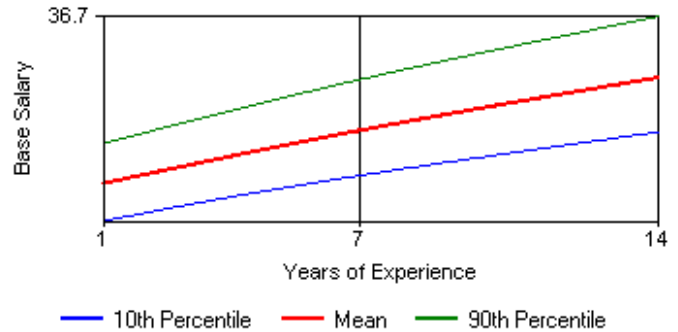
Page 1 of 1

Head Clerk

Specifications

Prepared For: Town of Billerica
Area: Massachusetts - Commonwealth Average
Industry: Government - City Support Services
Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
Organization Size: (Data reported by years of experience)
Annualized Salary Trend: 2.5% (Adjustment: 0.41%)
Planning Date: 3/3/2019
Database as of: 1/1/2019
eDot: 201362933
SOC: 436011
Printout Date: 3/3/2019

Hourly Base Salaries Graph



(Items in bold affect salary estimates)

Estimated Survey Mean Hourly Base Salaries

All Incumbent Average: \$28.06

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
10	26.10	27.68	29.82	31.88	33.98
5	23.60	24.95	26.78	28.53	30.34
3	22.47	23.75	25.44	27.05	28.72
1	21.22	22.48	24.08	25.53	27.06

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SALARY ASSESSOR®

Individual Position Profile

Principal Clerk

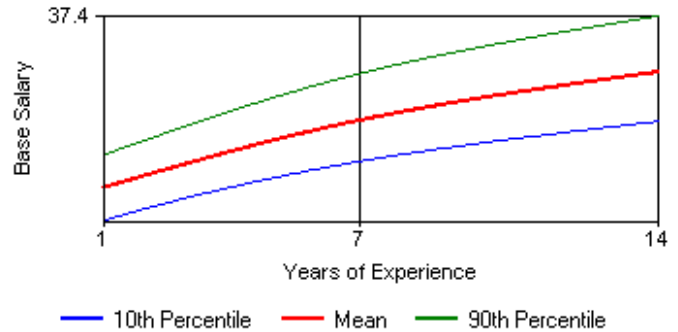
Specifications

Prepared For: Town of Billerica
Area: Massachusetts - Commonwealth Average
Industry: Government - City Support Services

Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
Organization Size: (Data reported by years of experience)
Annualized Salary Trend: 2.5% (Adjustment: 0.41%)
Planning Date: 3/3/2019
Database as of: 1/1/2019
eDot: 169167014
SOC: 436011
Printout Date: 3/3/2019

(Items in bold affect salary estimates)

Hourly Base Salaries Graph



Estimated Survey Mean Hourly Base Salaries

All Incumbent Average: \$28.57

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
5	23.70	25.05	26.89	28.65	30.48
3	22.04	23.31	24.96	26.51	28.14
1	20.07	21.31	22.88	24.24	25.64

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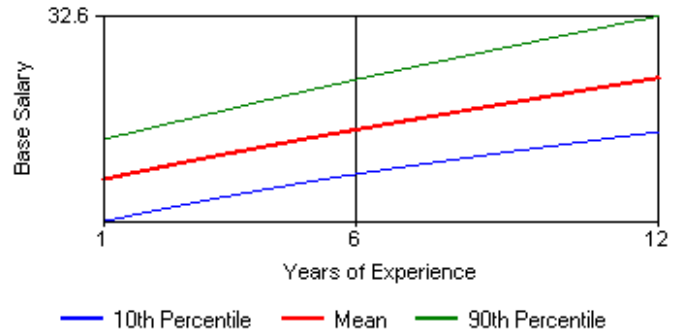
Individual Position Profile

Senior Clerk

Specifications

Prepared For: Town of Billerica
Area: Massachusetts - Commonwealth Average
Industry: Government - City Support Services
Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
Organization Size: (Data reported by years of experience)
Annualized Salary Trend: 2.5% (Adjustment: 0.41%)
Planning Date: 3/3/2019
Database as of: 1/1/2019
eDot: 219362018
SOC: 434011
Printout Date: 3/3/2019

Hourly Base Salaries Graph



(Items in bold affect salary estimates)

Estimated Survey Mean Hourly Base Salaries

All Incumbent Average: \$25.00

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
5	21.49	22.75	24.39	25.93	27.56
3	20.27	21.53	23.10	24.50	25.97
1	18.91	20.14	21.71	23.02	24.35

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10-YEAR TREND BY CATEGORY

While it is valuable to know how all occupations are moving in this economy, it is also useful to know how different types of occupations move relative to each other and across time. Not all occupations grow at the same rate, and not all occupations grow at the same rate across time. *Figure 2* reveals the total growth experienced across a 10-year period. If we break all occupations down into 10 categories, it becomes clear that some occupations are growing at a faster rate than others. Specifically, Professional employees appear to have seen the highest level of growth.

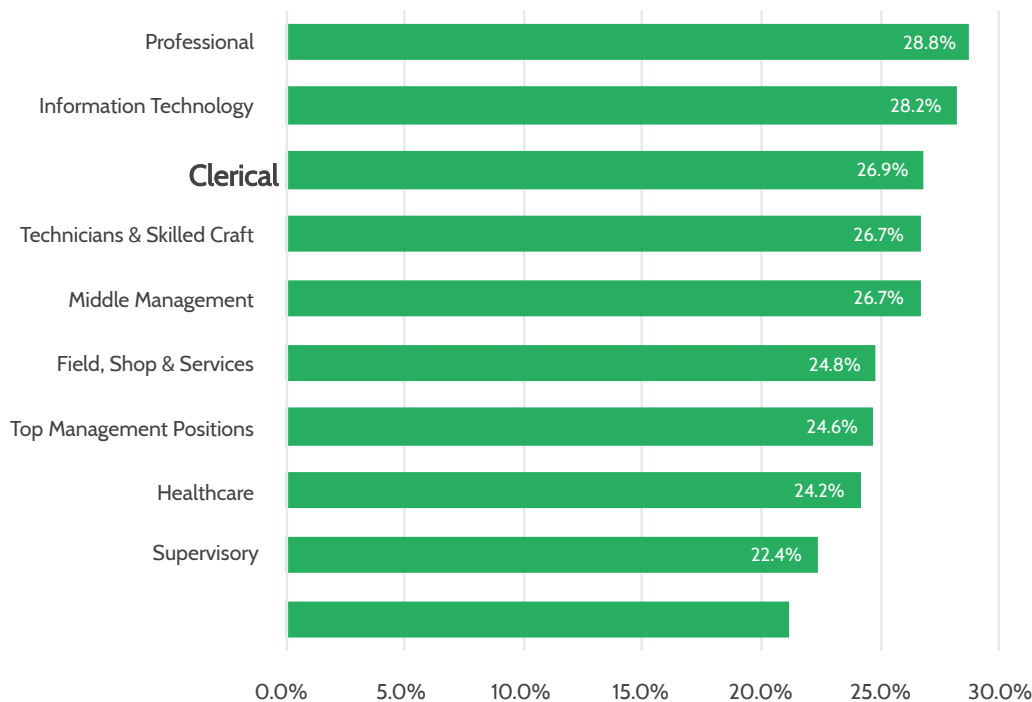


Figure 2. Total salary growth by occupational category 2009-2019.

Source: ERI's Salary Assessor

Area:

Job:

Clerk Accounting

eDOT: 216.482-010

SOC: 433031

2000 Census Job Family Data

Census Title:	Bookkeeping, Accounting, and Auditing Clerks				Census Code:	512		
Census Sector:	Middlesex, MA				Census Sector Code:	25CS008		
OES Area:	Lowell-Billerica-Chelmsford, MA-NH				OES Code:	2574804		
SOC Job Family:	Bookkeeping, Accounting, and Auditing Clerks				SOC Code:	433031		
	White	Hispanic or Latino	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	Total
Male	950	65	55	0	60	0	29	1159
Female	6710	110	215	0	320	0	55	7410
Totals	7660	175	270	0	380	0	84	8569

2010 Census Job Family Data

Census Title:	Bookkeeping, accounting, and auditing clerks				Census Code:	5120		
Census Sector:	Middlesex, MA				Census Sector Code:	25CS008		
OES Area:	Lowell-Billerica-Chelmsford, MA-NH				OES Code:	2574804		
SOC Job Family:	Bookkeeping, Accounting, and Auditing Clerks				SOC Code:	433031		
	White	Hispanic or Latino	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	Total
Male	940	55	65	0	95	0	10	1165
Female	5545	245	140	0	480	4	64	6478
Totals	6485	300	205	0	575	4	74	7643

Job Family Trend Projection

(Data from 2000 and 2010 U.S. Census)

Census Title:	Bookkeeping, accounting, and auditing clerks				Census Code:	5120		
Census Sector:	Middlesex, MA				Census Sector Code:	25CS008		
OES Area:	Lowell-Billerica-Chelmsford, MA-NH				OES Code:	2574804		
SOC Job Family:	Bookkeeping, Accounting, and Auditing Clerks				SOC Code:	433031		
	White	Hispanic or Latino	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	Total
Male	936	51	69	0	109	0	2	1167
Female	5064	301	109	0	546	6	68	6094
Totals	6000	352	178	0	655	6	70	7261

Specific Occupation Population Estimate

(Estimate based on the 2000-2010 census trend line projection using 2007 EEO-1 formatting and parsing this job family into any of over 10,000 specific PAQ enhanced Dictionary of Occupational Titles "eDOT" jobs)

Trend to Month/Year:	10/2013				Codes:			
eDOT Title:	Clerk Accounting				eDOT Code:	216482010		
Census Sector:	Middlesex, MA				Census Sector Code:	25CS008		
OES Area:	Lowell-Billerica-Chelmsford, MA-NH				OES Code:	2574804		
SOC Job Family:	Bookkeeping, Accounting, and Auditing Clerks				SOC Code:	433031		
	White	Hispanic or Latino	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	Total
Male	25	1	2	0	3	0	0	31
Female	136	8	3	0	15	0	2	164
Totals	161	9	5	0	18	0	2	195

Specific Occupation Percentage Estimate

(The job numbers above illustrated in the 2007 EEO-1 format, expressed as a percentage; parsing of this job family based on the frequency of job board postings, salary surveys and workers' comp reports, and its complexity)

Trend to Month/Year:	10/2013				Codes:			
eDOT Title:	Clerk Accounting				eDOT Code:	216482010		
Census Sector:	Middlesex, MA				Census Sector Code:	25CS008		
OES Area:	Lowell-Billerica-Chelmsford, MA-NH				OES Code:	2574804		
SOC Job Family:	Bookkeeping, Accounting, and Auditing Clerks				SOC Code:	433031		
	White	Hispanic or Latino	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	Total
Male	12.9%	0.5%	1%	0%	1.5%	0%	0%	15.9%
Female	69.8%	4.1%	1.5%	0%	7.7%	0%	1%	84.1%
Totals	82.7%	4.6%	2.5%	0%	9.2%	0%	1%	100%