



**HUMAN RESOURCES SERVICES, INC.**  
*Management Consultants to Local Government*

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**TOWN OF BILLERICA, MASSACHUSETTS**

**COMPENSATION AND CLASSIFICATION STUDY**  
**SEIU Union Positions**

**FINAL REPORT**

**March 4, 2019**



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March 4, 2019

Mr. John Curran, Town Manager  
Town of Billerica  
365 Boston Road  
Billerica, MA 01821

Dear Mr. Curran:

Human Resources Services, Inc. (HRS) is pleased to present this ***Compensation and Classification Study for SEIU Union employees*** to the Town of Billerica, MA

This report represents the culmination of a detailed position and compensation review for employees engaged in a variety of municipal work activities within this SEIU Union Group.

HRS will remain available to answer any procedural questions the Town of Billerica may have in the implementation of the study's recommendations. While this is a final report, we will remain available to make any modifications needed to make this a useful tool for the Town.

Very truly yours,

*Sandy*

Aleksandra E. Stapczynski  
President

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# **TOWN OF BILLERICA, MASSACHUSETTS COMPENSATION AND CLASSIFICATION STUDY – SEIU**

## **I. Introduction**

### **A. Scope of Services**

The Town of Billerica, retained Human Resources Services, Inc. to conduct a comprehensive compensation and classification study of SEIU Union Positions, including *approximately* 34 position titles representing municipal employees through the town government. This study was commissioned to re-examine the responsibilities, work performed, and market pay rates for each position included in the study. In general, the study involved developing new job descriptions, classifying those positions according to a uniform point analysis standard, surveying the market of comparable communities to determine representative rates of compensation, and developing and *recommending* a new compensation and classification plan and system for the SEIU positions. The positions included in this analysis are listed:

- 1. ANIMAL CONTROL OFFICER**
- 2. ASSISTANT ANIMAL CONTROL OFFICER**
- 3. ASSISTANT ASSESSOR/APPRaiser**
- 4. ASSISTANT DIRECTOR OF RECREATION**
- 5. ASSISTANT LIBRARY DIRECTOR**
- 6. ASSISTANT TAX COLLECTOR**
- 7. ASSISTANT TOWN ENGINEER**
- 8. ASSISTANT TREASURER**
- 9. BUILDING COMMISSIONER**
- 10. CONSERVATION LAND USE ASSISTANT**
- 11. COUNCIL ON AGING DIRECTOR**
- 12. DEPUTY DIRECTOR OF PUBLIC HEALTH**
- 13. DIRECTOR OF ENVIRONMENTAL AFFAIRS**
- 14. DIRECTOR OF RECREATION**
- 15. DIRECTOR OF VETERANS SERVICES**

- 16. DPW OPERATIONS SUPERVISOR**
- 17. FACILITIES DIRECTOR**
- 18. HEALTH DIRECTOR**
- 19. HEALTH NURSE**
- 20. HEALTH AGENT**
- 21. HIGHWAY SUPERINTENDENT**
- 22. INSPECTOR OF WIRES**
- 23. PROJECT MANAGER**
- 24. LIBRARY DIRECTOR**
- 25. LOCAL BUILDING INSPECTOR**
- 26. PLANNING DIRECTOR**
- 27. PLUMBING/GAS INSPECTOR**
- 28. RECREATION PROGRAM COORDINATOR**
- 29. SENIOR CIVIL ENGINEER**
- 30. SUPERINTENDENT FOR CEMETERY**
- 31. SUPERINTENDENT PARKS & TREES**
- 32. TOWN ENGINEER**
- 33. SUPERINTENDENT WASTEWATER**
- 34. WATER SUPERINTENDENT**

A position compensation and classification plan is an essential component of a total personnel administration program. The perception that the compensation plan is objective and fair in its assignment of pay to individual positions lends credibility to the organization's entire personnel system. This study and its recommended plan is derived from a systematic, formalized and objective method for developing equitable job groupings and compensation levels for all positions covered. An underlying assumption is that all positions and individuals should receive "equal pay for equal work." However, the initial implementations of the recommended plans are not the final steps in achieving job equity. Rather it establishes a uniform point of beginning from which to regularly review and ensure that decisions regarding position requirements and compensation accurately reflect the organization's current service needs and the performance of employees. Each new position established and adjustments to the plan need to be done in a consistent manner to maintain the plan's

integrity and relevance.

For maximum effectiveness, the relationship between consultant and client must be a cooperative effort. While Human Resources Services 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 Meeting* with staff and executive management to discuss the goals and objectives of the study; and to orient top executives on the process and methodology.
- Several *Orientation Meetings* with employees and managers to explain project activities, objectives, methodology. Position Analysis Questionnaires were distributed to employees at these orientation sessions. The meetings also gave everyone an opportunity to meet HRS consultants and to ask questions.
- A thorough *Job Analysis Process* which involved reviewing position duties and responsibilities (essential functions) utilizing position analysis questionnaires and on-site interviews.
- Preparation of updated *Job Descriptions* with review and comment from managers and staff. The client had an opportunity to thoroughly review the draft job descriptions.

- 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 comparable local municipal organizations jointly selected by Town Officials and HRS. HRS proposed a list with confirmation by the Town.
- Establishment of *Compensation Schedule* using comparative wage data as a guide.
- Several *meetings in person and through telephone conference* with the *Manager's Office* to discuss pay policies and review draft work products (i.e. job descriptions, classification plan, salary schedule, comparative data, and spreadsheets).
- Preparation of minimum *Comparisons Chart*.
- Final preparation of *Report* to the Town of Billerica with explanation of recommendations and methodology.
- Final *Presentations* to management and employees to explain findings, recommendations, and methodology will be conducted upon request.

The following documents have been prepared for the Town of Billerica and were submitted as part of this report or electronically:

- Proposed Position Titles
- Proposed Classification Plan
- Proposed Compensation Plan
- Compensation Comparisons Chart
- Market Data Analysis
- Position Analysis Question (PAQ)
- Updated Job Descriptions for each Position
- Evaluation Materials and Documents
- Position Rating Manual



## **II. Job Descriptions**

### **A. Preparing the Job Descriptions**

One major aspect of this study involved the development of updated job descriptions. Through the job analysis process, HRS discovered that many of the current job descriptions were outdated and there was no consistent format for descriptions. HRS' proposed job descriptions are submitted to the Town of Billerica as part of this final report.

In addition to assisting with the development of job analysis and classifications, good descriptions produce many other important benefits. These job descriptions emphasize the purposes of each position and the types of results which each incumbent is expected to produce. Representative examples of the work performed and minimum qualification requirements are listed. These job descriptions are small but important components of more comprehensive personnel, organizational and administrative systems or plans. They can and should be used not only for recruitment and promotion, but as tools to assist in the administration of the Town government. They help define initial expectations, provide fundamental building blocks for administering compensation systems, and give additional definition to organizational charts. Because they focus on purposes and results, they can and should be used when developing employee objectives, performance plans and performance appraisals.

The job descriptions presented to the Town are up-to-date, clear, and identify the duties of each position, as well as the education, experience, training, knowledge, ability, and skills, and competency levels required.

## B. The Significance of Job Descriptions.

Today, job descriptions have become more important than ever. Although employers are not required by law to have written job descriptions, there are many laws that impact the employer-employee relationship and having job descriptions can help the organization comply with those regulations. There are federal laws such as the Fair Labor Standards Act (FLSA) that impact employees. Other laws, such as federal discrimination statutes, prohibit discrimination against various protected classes. Because job descriptions document the duties and qualifications of a job, they can help support why one applicant was qualified and another was not, why one position pays more than another, or why an employee is terminated for poor performance.

Under the ADA, job descriptions, particularly the lists of duties and responsibilities, take on new significance. The purpose of the ADA is to ensure that individuals *with* disabilities be given the same consideration for employment that individuals *without* disabilities are given. 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 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.

In short, the process of developing accurate and uniform job descriptions forces the employer to analyze each position and to identify the position's necessary qualifications (the "requisite skill, experience, education, and other job-related requirements"), as well as to determine the position's "essential functions."

### 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).

Information about each position studied was obtained through detailed HRS position analysis questionnaires (PAQ) and employee interviews. Employees were asked to describe their positions in detail on the PAQ form. Some of the requested information from the PAQ included: job summary, essential functions, education, training and certifications, knowledge, ability, skill, experience, physical requirements, supervisory responsibilities, and technologies and equipment used. Finally, interviews were conducted to clarify and augment the employees' questionnaire responses.

**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 a 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 in HRS' Municipal Position Classification and Rating Manual, measured the requirements of each position in the following areas. The following are a listing of each rating factor. The manual describes each factor in great detail and by degree.

1. Physical Environment
2. Basic Knowledge, Training and Education
3. Problem Solving Skills and Effort
4. Physical Skills and Effort
5. Experience
6. Interactions with Others/Customer Service
7. Confidentiality
8. Occupational Risks
9. Complexity
10. Supervision Received
11. Supervision Given
12. Supervision Scope
13. Judgement and Initiative
14. Accountability

As mentioned previously, job rating is not synonymous with performance evaluation. The position, not the incumbent, is evaluated, assigned points and a grade derived. One of the best information sources for rating a position is a current and relevant job description and/or a recently completed PAQ which is why these should always be early in the process. The process described in HRS' Municipal Position Classification and Rating Manual increases the uniformity and objectivity in the application of judgements 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 the Town of Billerica.

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 municipalities with similar organizations throughout the region jointly identified by the Town and HRS. The custom survey instrument included job summaries for all positions being studied. HRS received survey responses from the following communities:

1. Bedford, MA
2. Burlington, MA
3. Chelmsford, MA
4. Danvers, MA
5. Dracut, MA
6. North Andover, MA
7. North Reading, MA
8. Reading, MA
9. Tewksbury, MA
10. Watertown, MA
11. Westford, MA
12. Wilmington, MA
13. Woburn, MA

The Town of Billerica is a large town in land mass and has approximately 41,000 population. It is a suburban community strategically located close to highways, desirable industries, and about 30 miles from Boston.



The consultant team met with management and staff to review a draft pay/class plan and to review the market data collected and discuss its meaning. An initial analysis of the market data involved reviewing the average, median, range, 75<sup>th</sup> percentile and 90<sup>th</sup> percentile. A comparison was then made to current Billerica salaries for the SEIU group of positions. The average was used for the final calculations to determine the salary schedule.

All of the comparative data is FY-19 information and detailed in the attachments of this report. Most of the data was collected during October/November 2018. HRS collected minimum and maximum salary ranges from the comparable organizations. Certain data may have been pro-rated to hourly for comparison purposes only. In each cell, the top number indicates the minimum salary range for each position and the bottom number indicates the maximum salary range for each position. Virtually every organization had some type of a pay step structure. .

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 organization did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Billerica. HRS used professional discretionary judgment when comparing positions to the comparable data. If there was 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 provides the Town with benchmark salary data to set the parameters for the Town of Billerica's compensation decisions,

the client must also consider the “uniqueness” of certain positions in the organization as well as the organization’s compensation policies.

### 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. For example: How should the organization’s pay level relate to the market? For what does the organization want to pay? (i.e. job content, seniority, performance, cost of living, etc.) How does the organization 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 organization 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 twelve grades on the compensation plan; and eight steps. Comparative market data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to progressive compensation levels. Currently, the Town's SEIU operates within a context of “pay steps” for this group of union positions. HRS recommends continuing the policy on pay steps in order to provide Billerica with more flexibility for recruitment, promotion, and meritorious achievements. However, we recommend expanding the number of grade steps from five steps to eight steps. This provides for better delineation of responsibilities within the range, internal equity, and career advancement, particularly. Basically, it offers more job growth. In general the pay ranges were developed utilizing the salary market data and targeting approximately the average of the market. It was necessary to target the average in order to maintain competitive as compared to other similar towns.

This data analysis and comparisons is attached to this report, along with the salary schedule and classification plan. Our plans are recommendations only, and we understand that the Town must negotiate the outcome with the union.

Additionally, the Town may want to consider tying the proposed compensation plan to a formal performance appraisal system. It is our understanding that the Town does not utilize performance measurement for its positions. They should consider this as a policy as this would continue to: (1) provide a way of promoting professional growth through a measured means of annual performance; (2) provide a means of recognizing those employees who have distinguished themselves and thereby merit financial remuneration for such performance; (3) provide a method of retaining qualified employees for longer duration; and (4) provide a formalized method of directing planned change for employees in concert with their respective department.

The proposed compensation plan is based on fiscal year 2019 compensation data and is, therefore, a FY-19 salary schedule. This is a base salary plan and does not include compensation for longevity, 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. Since most employees fall within the new ranges provided; the initial fiscal impact will be limited. The total compensation plan should be adjusted with a cost-of-living for fiscal year 2020.

The proposed compensation and classification plan offers to the Town of Billerica, MA an equitable and well tested methodology.

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

The following sections are intended to assist and guide the Town in implementing the proposed compensation and classification plan for SEIU Union positions. Successful implementation will require a concerted effort by the Town management and union 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 judgement 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 at the next step 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.

### **2. Salaries Below Pay Range**

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.

### **3. Salaries Above Pay Range**

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 upper limit 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. 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 organizations 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

When 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. Salary Plan

HRS has proposed the following:

- Creation of a salary schedule with each grade having eight steps, with a range consisting of a minimum and maximum.
- Positioning of the salary structure at the average.
- Establishment of a competitive salary schedule, particularly for those fields of study that are considered to be in high demand and that may

command high salaries in the market (i.e. IT, Planning, Engineering and Finance).

7. Update and Maintain the Classification and Compensation Plan

The Town should maintain and update the compensation and classification 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.

## V. Conclusion

In general, the market analysis indicates that *overall* the SEIU positions in Billerica are competitive. In a few instances, positions exceed the market averages; in a few instances positions are significantly below the market averages. While this pay plan is slightly more competitive than the average, it provides the Town with an equitable scale that is more in line with 2019 market. Finally, the expanded step structure provides less compression between supervisor and employee and provides job growth within the pay ranges. The recommended compensation and classification plan is equitable, fair, and cost-conscious.

Market surveys should be conducted every few years. Also, this proposed compensation and classification plan should be viewed as only one step in the development of a total compensation and benefits program. This methodology will be of assistance in furnishing improved tools and guidance to management personnel. Ensuring that job descriptions, salary and classification plans are regularly reviewed and have valid methodologies will ultimately improve the management of compensation for all positions.

Since both the Town of Billerica and the labor market are active and subject to constant change, it should not be expected that this plan will provide solutions to all salary problems, nor will it eliminate the need for mature judgment in the administration of salaries. It does, however, provide a framework within which most salary matters can be handled.

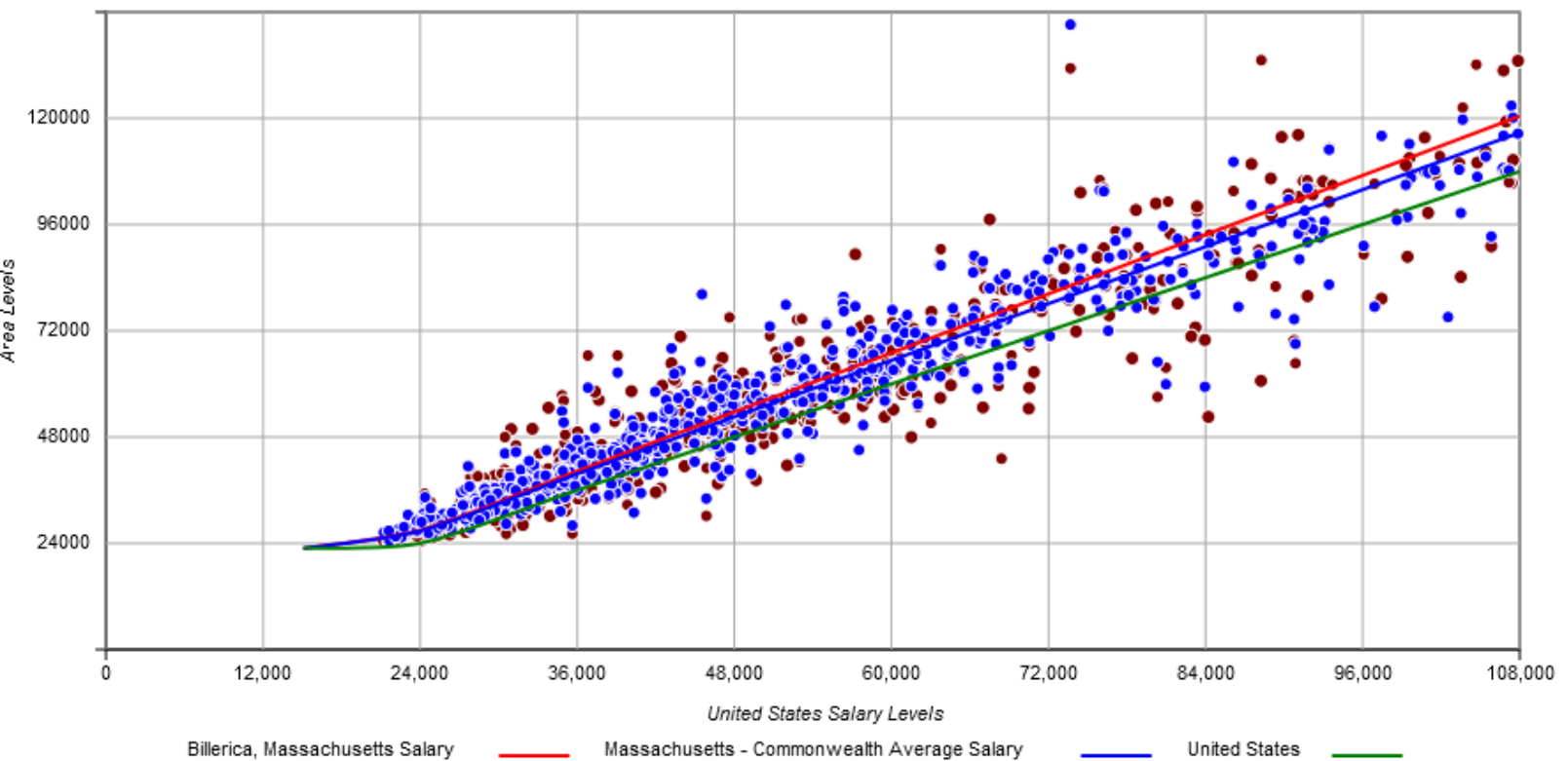


In closing, the proposed compensation plan includes a competitive pay structure, which has worked towards incorporating the market findings while also considering the internal job value of positions. A regularly well-administered program of compensation management will assist the organization to achieve the following objectives: (1) attract and retain competent employees; (2) clarify for employees what is expected of them; (3) motivate employees to improve their performance in the responsibilities assigned to them; (4) ensure that the salaries paid are internally fair and externally competitive; and (5) provide a means for budgeting and controlling salary expense.

Human Resources Services, Inc. has provided the Town with the methodology, guidelines and tools to maintain the compensation and classification plan for the SEIU Union group. 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.

## GEOGRAPHIC ASSESSOR

SALARY GRAPH: Billerica, Massachusetts and Massachusetts - Commonwealth Average



All Values In: United States Dollars

Data as of: 10/1/2018

Printout: 11/30/2018

Human Resources Services, Inc.

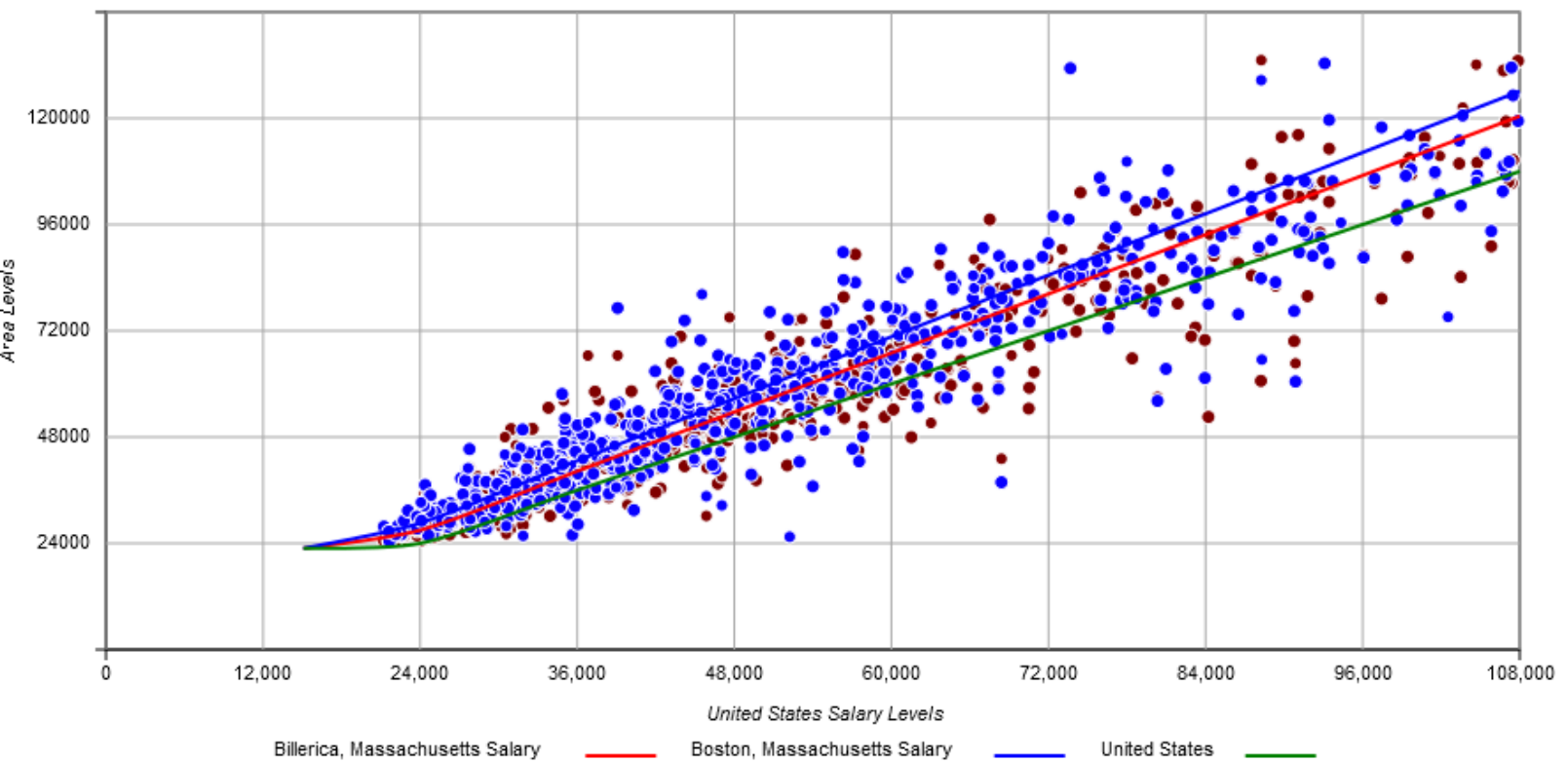
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and 7,647,322

ERI Economic Research Institute

## GEOGRAPHIC ASSESSOR

SALARY GRAPH: Billerica, Massachusetts and Boston, Massachusetts



All Values In: United States Dollars

Data as of: 10/1/2018

Printout: 11/30/2018

Human Resources Services, Inc.

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**BILLERICA, MA  
PROPOSED CLASSIFICATION PLAN  
SEIU  
GRADE/POSITION**

<b>1</b>
Assistant Animal Control Officer
<b>2</b>
Animal Control Officer
Conservation Land Use Assistant
<b>3</b>
<i>No positions assigned</i>
<b>4</b>
Heath Agent
Recreation Program Coordinator
<b>5</b>
Assistant Assessor/Appraiser
Assistant Director of Recreation
Assistant Tax Collector
Assistant Treasurer
Deputy Director of Public Health
Director of Veterans Services
Health Nurse (Board of Health)
Project Manager (Jr. Civil Engineer)
<b>6</b>
Superintendent for Cemetery
<b>7</b>
Assistant Library Director
Inspector of Wires
Local Building Inspector
Plumbing/Gas Inspector
Senior Civil Engineer
<b>8</b>
Assistant Town Engineer
Council on Aging Director
Director of Environmental Affairs
Director of Recreation
DPW Operations Supervisor
<b>9</b>
Planning Director
<b>10</b>
Director of Public Health
Wastewater Superintendent (Head Treatment Plant Operator)
Inspector of Buildings
Library Director
Superintendent Parks & Trees
Water Superintendent
<b>11</b>
Facilities Director
Highway Superintendent
<b>12</b>
Town Engineer

Minimum Annual 41,165.31  
 weeks/yr 52.20  
 Dif between steps 102.5%

## PROPOSED TOWN OF BILLERICA FY2019 COMPENSATION PLAN (SEIU)

NEW GRADE	Step	1	2	3	4	5	6	7	8
1	Annual	41,165.31	42,194.44	43,249.30	44,330.53	45,438.79	46,574.76	47,739.13	48,932.61
	Weekly	788.61	808.32	828.53	849.24	870.47	892.24	914.54	937.41
2	Annual	52,279.94	53,586.94	54,926.61	56,299.78	57,707.27	59,149.95	60,628.70	62,144.42
	Weekly	1,001.53	1,026.57	1,052.23	1,078.54	1,105.50	1,133.14	1,161.47	1,190.51
3	Annual	56,462.34	57,873.90	59,320.75	60,803.77	62,323.86	63,881.96	65,479.01	67,115.99
	Weekly	1,081.65	1,108.70	1,136.41	1,164.82	1,193.94	1,223.79	1,254.39	1,285.75
4	Annual	60,979.33	62,503.81	64,066.41	65,668.07	67,309.77	68,992.51	70,717.32	72,485.25
	Weekly	1,168.19	1,197.39	1,227.33	1,258.01	1,289.46	1,321.70	1,354.74	1,388.61
5	Annual	65,857.68	67,504.12	69,191.72	70,921.51	72,694.55	74,511.91	76,374.71	78,284.08
	Weekly	1,261.64	1,293.18	1,325.51	1,358.65	1,392.62	1,427.43	1,463.12	1,499.70
6	Annual	71,126.29	72,904.45	74,727.06	76,595.24	78,510.12	80,472.87	82,484.69	84,546.81
	Weekly	1,362.57	1,396.64	1,431.55	1,467.34	1,504.03	1,541.63	1,580.17	1,619.67
7	Annual	76,816.39	78,736.80	80,705.22	82,722.85	84,790.92	86,910.69	89,083.46	91,310.55
	Weekly	1,471.58	1,508.37	1,546.08	1,584.73	1,624.35	1,664.96	1,706.58	1,749.24
8	Annual	80,657.21	82,673.64	84,740.48	86,858.99	89,030.46	91,256.22	93,537.63	95,876.07
	Weekly	1,545.16	1,583.79	1,623.38	1,663.97	1,705.56	1,748.20	1,791.91	1,836.71

Minimum Annual 41,165.31  
 weeks/yr 52.20  
 Dif between steps 102.5%

## PROPOSED TOWN OF BILLERICA FY2019 COMPENSATION PLAN (SEIU)

NEW GRADE	Step	1	2	3	4	5	6	7	8
9	Annual	84,690.07	86,807.32	88,977.50	91,201.94	93,481.99	95,819.04	98,214.52	100,669.88
	Weekly	1,622.42	1,662.98	1,704.55	1,747.16	1,790.84	1,835.61	1,881.50	1,928.54
10	Annual	88,924.57	91,147.68	93,426.37	95,762.03	98,156.08	100,609.98	103,125.23	105,703.36
	Weekly	1,703.54	1,746.12	1,789.78	1,834.52	1,880.38	1,927.39	1,975.58	2,024.97
11	Annual	93,370.80	95,705.07	98,097.70	100,550.14	103,063.89	105,640.49	108,281.50	110,988.54
	Weekly	1,788.71	1,833.43	1,879.27	1,926.25	1,974.40	2,023.76	2,074.36	2,126.22
12	Annual	98,039.34	100,490.32	103,002.58	105,577.64	108,217.08	110,922.51	113,695.57	116,537.96
	Weekly	1,878.15	1,925.10	1,973.23	2,022.56	2,073.12	2,124.95	2,178.08	2,232.53

# COMPENSATION COMPARISON DATA

Proposed Position Title  SEIU	FY19 BILLERICA		Comp Average Annualized			FY19 PROPOSED		
	Annual Min	Annual Max	Data Points	Annual Min	Annual Max	Grade	Annual Min	Annual Max
Assistant Animal Control Officer	41,165	48,158	0			1	41,165	48,933
Animal Control Officer	52,383	61,893	11	45,410	57,865	2	52,280	62,144
Conservation Land Use Assistant	52,383	61,893	2	48,556	61,534	2	52,280	62,144
Recreation Program Coordinator	60,202	71,131	7	54,687	67,137	4	60,979	72,485
Heath Agent	57,200	67,534	9	58,647	73,243	4	60,979	72,485
Assistant Assessor/Appraiser	66,146	78,154	12	57,877	71,204	5	65,858	78,284
Assistant Director of Recreation	66,146	78,154	5	59,825	76,617	5	65,858	78,284
Assistant Tax Collector	66,146	78,154	5	54,015	71,770	5	65,858	78,284
Assistant Treasurer	66,146	78,154	8	54,710	71,172	5	65,858	78,284
Deputy Director of Public Health	66,146	78,154	0	-	-	5	65,858	78,284
Director of Veterans Services	66,146	78,154	10	63,092	78,286	5	65,858	78,284
Health Nurse (Board of Health)	60,202	71,131	12	60,694	75,113	5	65,858	78,284
Project Manager -(Jr. Civil Engineer)	66,146	78,154	2	59,080	80,879	5	65,858	78,284
Superintendent for Cemetery			4	74,672	89,340	6	71,126	84,547
Assistant Library Director	76,264	90,112	9	64,543	84,179	7	76,816	91,311
Inspector of Wires	76,264	90,112	10	58,576	70,401	7	76,816	91,311
Local Building Inspector	76,264	90,112	8	58,532	74,375	7	76,816	91,311
Plumbing/Gas Inspector	76,264	90,112	10	58,163	69,988	7	76,816	91,311
Senior Civil Engineer			6	69,732	91,218	7	76,816	91,311
Assistant Town Engineer	84,752	100,136	4	78,599	94,728	8	80,657	95,876
Council on Aging Director	66,146	78,154	13	69,503	86,172	8	80,657	95,876
Director of Environmental Affairs	76,264	90,112	11	65,662	81,395	8	80,657	95,876
Director of Recreation	76,264	90,112	11	75,810	94,334	8	80,657	95,876
DPW Operations Supervisor	76,264	90,112	6	85,465	110,239	8	80,657	95,876

# COMPENSATION COMPARISON DATA

Proposed Position Title  SEIU	FY19 BILLERICA		Comp Average Annualized			FY19 PROPOSED		
	Annual Min	Annual Max	Data Points	Annual Min	Annual Max	Grade	Annual Min	Annual Max
Planning Director	76,264	90,112	13	86,945	106,878	9	84,690	100,670
Inspector of Buildings	84,752	100,136	12	82,838	101,069	10	88,925	105,703
WW Supt.(Head Treatment Plant Operator)	84,752	100,136	5	86,460	103,632	10	88,925	105,703
Director of Public Health	84,752	100,136	13	81,193	99,691	10	88,925	105,703
Library Director	84,752	100,136	9	86,561	105,059	10	88,925	105,703
Superintendent Parks & Trees	84,752	100,136	4	89,413	106,243	10	88,925	105,703
Water Superintendent	84,752	100,136	6	87,080	106,725	10	88,925	105,703
Facilities Director			7	92,835	114,264	11	93,371	110,989
Highway Superintendent	84,752	100,136	5	88,999	113,800	11	93,371	110,989
Town Engineer	92,484	109,275	13	94,138	116,119	12	98,039	116,538



# SUMMARY COMPARATIVE MARKET DATA

Data Line	Position Title SEIU Union Group	FY19 Billerica	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market	Percent BILLERICA Data Higher/Lower than Avg.
1	Animal Control Officer	26.76 31.62	11 11	23.20 29.56	18.93 35.39	22.14 28.67	24.38 31.94	13.3% 6.5%
2	Assistant Animal Control Officer	21.03 24.60	0 0					
3	Assistant Assessor/Appraiser	33.79 39.93	12 12	29.57 36.38	24.75 46.58	27.88 35.25	31.12 38.02	12.5% 8.9%
4	Assistant Director of Recreation	33.79 39.93	5 5	30.56 39.14	25.33 44.76	28.02 41.89	34.06 42.57	9.6% 2.0%
5	Assistant Library Director	39.11 46.21	9 9	32.97 43.00	29.50 47.16	33.57 44.74	35.65 45.22	15.7% 6.9%
6	Assistant Tax Collector	33.79 39.93	5 5	27.59 36.66	25.94 39.81	26.79 37.13	27.62 38.58	18.3% 8.2%
7	Assistant Town Engineer	43.30 51.16	4 4	40.15 48.39	35.92 53.40	39.78 47.52	41.82 49.27	7.3% 5.4%
8	Assistant Treasurer	33.79 39.93	8 8	27.95 36.36	22.88 38.58	28.75 37.60	30.71 38.32	17.3% 8.9%
9	Building Commissioner	43.30 51.16	12 12	42.32 51.63	36.41 61.94	40.54 50.82	42.26 54.82	2.3% -0.9%
10	Conservation Land Use Assistant	26.76 31.62	2 2	24.81 31.44	19.75 39.17	24.81 31.44	27.33 35.30	7.3% 0.6%
11	Council on Aging Director	33.79 39.93	13 13	35.51 44.02	32.42 49.89	34.22 44.74	35.83 47.16	-5.1% -10.2%
12	Deputy Director of Public Health	33.79 39.93	0 0					
13	Director of Environmental Affairs (same as Conservation Agent)	38.96 46.03	11 11	33.54 41.58	26.64 54.65	31.77 39.00	35.26 44.87	13.9% 9.7%
14	Director of Recreation	38.96 46.03	11 11	38.73 48.19	34.31 58.30	38.84 47.16	40.40 52.09	0.6% -4.7%
15	Director of Veterans Services	33.79 39.93	10 10	32.23 39.99	25.79 46.87	31.39 41.23	35.21 44.50	4.6% -0.2%
16	DPW Operations Supervisor	36.52 43.16	6 6	40.93 52.80	35.51 58.30	42.74 54.15	43.59 57.73	-12.1% -22.3%
17	Facilities Director	vacant	7 7	44.46 54.72	36.41 67.94	44.11 55.37	47.43 61.01	
18	Health Director	43.30 51.16	13 13	41.48 50.93	33.41 59.76	37.72 50.66	44.48 58.15	4.2% 0.5%
19	Health Nurse (Board of Health)	30.75 36.34	12 12	31.01 38.37	23.26 44.76	31.18 38.63	34.14 40.66	-0.8% -5.6%
20	Heath Agent	29.22 34.50	9 9	29.96 37.42	25.33 50.03	30.89 38.58	32.61 39.32	-2.5% -8.5%

## SUMMARY COMPARATIVE MARKET DATA

Data Line	Position Title	FY19	Comp	Comp	Comp	Comp	75th Percent	Percent
	SEIU Union Group	Billerica	Data Points	Average	Lo-Hi Range	Median	of Market	BILLERICA Data Higher/Lower than Avg.
21	Highway Superintendent	43.30 51.16	5 5	42.62 54.50	34.93 62.35	43.72 58.30	46.71 60.93	1.6% -6.5%
22	Inspector of Wires	38.96 46.03	10 10	29.92 35.97	23.26 44.51	29.05 34.52	34.41 40.78	23.2% 21.9%
23	Project Manager (Jr. Civil Engineer)	33.11 35.60	2 2	28.30 38.74	25.94 39.21	28.30 38.74	29.47 38.97	14.5% -8.8%
24	Library Director	43.30 51.16	9 9	44.22 53.67	35.34 62.35	44.37 56.45	47.46 58.23	-2.1% -4.9%
25	Local Building Inspector	38.96 46.03	8 8	29.90 38.00	23.26 46.16	28.81 35.41	33.12 43.27	23.3% 17.5%
26	Planning Director	38.96 46.03	13 13	44.42 54.60	32.45 66.50	44.37 56.47	46.33 58.23	-14.0% -18.6%
27	Plumbing/Gas Inspector	38.96 46.03	10 10	29.71 35.75	23.26 44.51	27.99 34.52	34.41 40.78	23.7% 22.3%
28	Recreation Program Coordinator	30.75 36.34	7 7	27.94 34.30	21.73 48.99	29.14 29.46	29.71 38.53	9.1% 5.6%
29	Senior Civil Engineer	vacant	6 6	33.40 43.69	30.05 48.99	32.93 43.23	35.22 45.81	
30	Superintendent for Cemetery	see below	4 4	35.76 42.79	30.89 47.16	35.26 42.71	37.10 44.62	
31	Superintendent Parks & Trees	43.30 51.16	4 4	42.82 50.88	34.93 62.71	36.83 48.53	44.22 53.10	1.1% 0.5%
32	Town Engineer	47.25 55.82	13 13	45.09 55.61	36.41 64.19	43.19 56.47	46.67 59.06	4.6% 0.4%
33	Superintendent Wastewater (Head Treatment Plant Operator)	43.30 51.16	5 5	41.41 49.63	34.93 55.37	37.19 48.40	46.33 51.49	4.4% 3.0%
34	Water Superintendent	43.30 51.16	6 6	41.71 51.11	34.93 58.30	41.95 51.66	43.59 53.01	3.7% 0.1%

# COMPARATIVE MARKET DATA BY COMMUNITY

Data Line	Position Title	FY19	FY19	FY19	FY19	FY18 +2%	FY19	FY19	FY18 +2%	FY19	FY19	FY19	FY19	FY17 +4%	FY18 +2%
	SEIU Union Group	Billerica	Bedford	Burlington	Chelmsford	Danvers	Dracut	North Andover	North Reading	Reading	Tewksbury	Watertown	Westford	Wilmington	Woburn
1	Animal Control Officer	26.76 31.62	25.79 35.39	22.67 34.81	22.97 28.69		21.33 28.67	21.73 26.07		22.14 28.08	21.71 27.10	27.79 34.18	18.93 26.64	20.43 25.85	29.69 29.69
2	Assistant Animal Control Officer	21.03 24.60													
3	Assistant Assessor/Appraiser	33.79 39.93	25.79 35.39	32.23 42.28	30.89 38.58	27.63 34.71	25.34 34.05	25.33 30.39		27.28 34.54	28.12 35.11	29.04 35.72	31.82 37.83	24.75 31.32	46.58 46.58
4	Assistant Director of Recreation	33.79 39.93		27.74 42.57		28.02 36.08		25.33 30.40				34.06 41.89	37.66 44.76		
5	Assistant Library Director	39.11 46.21	34.93 47.16	30.05 46.16	35.83 44.74		30.38 40.82	29.50 35.40		35.65 45.22	30.65 38.26	36.19 44.51	33.57 44.76		
6	Assistant Tax Collector	33.79 39.93		25.94 39.81	30.89 38.58		27.62 37.13			26.79 33.98				26.73 33.82	
7	Assistant Town Engineer	43.30 51.16		40.71 53.40								38.84 47.14	35.92 47.89		45.14 45.14
8	Assistant Treasurer	33.79 39.93		25.11 38.48	30.89 38.58	28.02 36.08			22.88 32.95	29.47 37.37	30.65 38.26		31.82 37.83	24.75 31.32	
9	Building Commissioner	43.30 51.16		44.37 58.23	41.55 51.89	40.09 53.47	41.18 55.33	39.26 47.11	46.24 46.24	39.22 49.75	36.41 45.47	39.52 48.61	40.99 54.65	37.05 46.89	61.94 61.94
10	Conservation Land Use Assistant	26.76 31.62		29.86 39.17				19.75 23.70							
11	Council on Aging Director	33.79 39.93	34.93 47.16	38.06 49.89	35.83 44.74	33.96 45.35	33.41 44.90	32.45 38.94	34.22 34.22	32.42 41.11	33.40 41.71	33.49 43.78	35.92 47.89	34.31 43.41	49.18 49.18
12	Deputy Director of Public Health	33.79 39.93													
13	Director of Environmental Affairs (same as Conservation Agent)	38.96 46.03	32.35 42.86	38.06 49.89	26.64 33.27	28.02 36.08		32.45 38.94		29.47 37.37	30.65 38.26	31.71 39.00	40.99 54.65	31.77 40.20	46.87 46.87
14	Director of Recreation	38.96 46.03	34.93 47.16	40.71 53.40		40.09 53.47	37.10 49.85	39.26 47.11	34.53 34.53	35.65 45.22		38.84 50.78	43.72 58.30	34.31 43.41	46.87 46.87
15	Director of Veterans Services	33.79 39.93		35.51 46.57	35.83 44.74		27.62 37.13	26.82 32.18		26.79 33.98	25.79 32.23	33.49 43.78	29.28 39.04	34.31 43.41	46.87 46.87
16	DPW Operations Supervisor	36.52 43.16		35.51 46.57		42.28 56.47		43.19 51.82			36.41 45.47	44.48 58.15	43.72 58.30		
17	Facilities Director	vacant	48.53 67.94		46.33 55.37			43.19 51.82	40.45 40.45	52.21 66.21	36.41 45.47			44.11 55.81	
18	Health Director	43.30 51.16	37.72 50.93	44.37 58.23	46.33 55.37	33.96 45.35	33.41 44.90	35.69 42.83	50.66 50.66	35.65 45.22	36.41 45.47	44.48 58.15	43.72 58.30	37.05 46.89	59.76 59.76
19	Health Nurse (Board of Health)	30.75 36.34	32.35 42.86	25.94 39.81	35.83 44.74	28.02 36.08	23.26 31.24	25.33 30.40		29.47 37.37	30.65 38.26	31.71 39.00	33.57 44.76	36.01 36.01	39.93 39.93
20	Heath Agent	29.22 34.50	29.68 39.32	32.61 50.03	30.89 38.58			25.33 30.40		26.79 33.98	25.79 32.23	31.71 39.00	33.75 40.12		33.09 33.09

# COMPARATIVE MARKET DATA BY COMMUNITY

	Position Title	FY19	FY19	FY19	FY19	FY18 +2%	FY19	FY19	FY18 +2%	FY19	FY19	FY19	FY19	FY17 +4%	FY18 +2%	
Data Line	SEIU Union Group	Billerica	Bedford	Burlington	Chelmsford	Danvers	Dracut	North Andover	North Reading	Reading	Tewksbury	Watertown	Westford	Wilmington	Woburn	
21	Highway Superintendent	43.30 51.16	34.93 47.16		52.17 62.35		46.71 60.93					35.59 43.77	43.72 58.30			
22	Inspector of Wires	38.96 46.03	32.47 42.86	27.74 42.57	26.64 33.27		23.26 31.24	25.33 30.40		26.79 33.98		36.19 44.51	35.06 35.06	30.35 30.35	35.41 35.41	
23	Project Manager (Jr. Civil Engineer)	33.11 35.60		25.94 39.21							30.65 38.26					
24	Library Director	43.30 51.16		44.37 58.23	52.17 62.35				46.70 46.70	47.46 60.19	36.41 45.47	43.18 56.45	43.26 57.68	35.34 46.89	49.09 49.09	
25	Local Building Inspector	38.96 46.03	32.35 42.86	27.74 46.16	26.64 33.27		23.26 31.24	29.50 35.40			28.12 35.11	36.19 44.51			35.41 35.41	
26	Planning Director	38.96 46.03	37.72 50.93	44.37 58.23	46.33 55.37	42.28 56.47	44.05 57.48	32.45 38.94	46.00 46.00	39.22 49.75	47.14 58.87	44.48 58.15	46.85 62.46	40.02 50.64	66.50 66.50	
27	Plumbing/Gas Inspector	38.96 46.03	32.47 42.86	27.74 42.57	26.64 33.27		23.26 31.24	25.33 30.40		26.79 33.98		36.19 44.51	35.06 35.06	28.24 28.24	35.41 35.41	
28	Recreation Program Coordinator	30.75 36.34	36.97 48.99	30.05 46.16				21.73 26.07		24.35 30.89		23.95 29.46		29.14 29.14	29.37 29.37	
29	Senior Civil Engineer	vacant	36.97 48.99	30.05 46.16	35.83 44.74	31.68 41.58		32.45 38.94			33.40 41.71					
30	Superintendent for Cemetery	see below	34.93 47.16		30.89 38.58							35.59 43.77			41.64 41.64	
31	Superintendent Parks & Trees	43.30 51.16	34.93 47.16	38.06 49.89								35.59 43.77			62.71 62.71	
32	Town Engineer	47.25 55.82	40.36 55.49	47.86 62.77	52.17 62.35	42.28 56.47	41.18 53.72	43.19 51.82	40.45 40.45	43.15 54.72	36.41 45.47	44.48 58.15	43.72 58.30	46.67 59.06	64.19 64.19	
33	Superintendent Wastewater (Head Treatment Plant Operator)	43.30 51.16	34.93 47.16		46.33 55.37		37.10 48.40		51.49 51.49			37.19 45.74				
34	Water Superintendent	43.30 51.16	34.93 47.16	40.71 53.40				43.19 51.82	51.49 51.49			36.19 44.51	43.72 58.30			