



# Town of Danvers, Massachusetts

## Management Compensation and Classification Study

### Final Report

• February 3, 2019

Submitted by:

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# 1 Introduction

Human Resources Services, Inc. (HRS) was retained by the Town of Danvers, Massachusetts to conduct a comprehensive Compensation and Classification Study for its Management level positions. HRS was charged with performing an assessment of the current system for these high level positions, while reviewing current compensation practices, policies/procedures, performance system, and overall compliance; and to develop a new system for the Town. The Town of Danvers has a strong history of a well-managed human resources and compensation administration program. Over the years, various aspects of its compensation and classification program have been reviewed and enhanced. More recently, the Town realized that there was an immediate need to address their plans, particularly for the non-union group of employees. There are two reports submitted to the town covering all non-union positions. HRS was first charged with developing updated job descriptions that were legally compliant and in standard format following best HR practices. Also, HRS was directed to conduct a comprehensive compensation and classification plan for this group of employees as well.

A Compensation and Classification Study is primarily designed to focus on internal and external equity of both the structure by which employees are compensated, as well as by the way positions relate and compare to one another across the organization. This report focuses on the analysis and findings related to Danvers' general compensation for these positions. HRS reviewed twenty-three (23) management level positions which represent approximately thirty (30) key functional areas for the Town. The scope of this study was shaped by Danvers' interest in understanding and comparing its management level pay structure to other similar organizations in the municipal industry.

As the economy continues to improve and other organizations look to raise their salaries and wages, Danvers found it necessary to review its own compensation program to ensure that it is competitive in order to attract and retain the necessary talent to provide services. During this study, a key Danvers senior manager employee was recruited by another organization for significantly more money. Thus, providing a sobering reality for the current pay structure that needed updating. Turnover in such key level positions can be very costly for the Town, and can cause a major drain on the knowledge base needed to run a major department.

HRS proceeded to develop an updated salary schedule that was competitive with an updated merit system.

Internal equity relates to the fairness of the Town's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, duties of each position, it can be determined whether similar positions are being compensated in a similar manner within the organization. The Classification component of this study is aimed at resolving any inconsistencies related to job requirements and providing some clarity to the plan in place.

External equity deals with the differences between how the City classifications are valued and what compensation is available in the market place (local industry and outside local industry) for the same skills, capabilities and duties.

As part of the study, Human Resources Services, Inc. was tasked with:

- ✓ Analyzing Danvers' compensation and classification plans.
- ✓ Reviewing the organizational structures and operations through executive interviews and meetings.
- ✓ Conducting a thorough job analysis/job audit; updating of job descriptions utilizing comprehensive position analysis questionnaires (PAQs), onsite review of employee work environments, and employee/supervisor interviews.
- ✓ Conducting a market salary analysis and providing feedback to the Town regarding current market competitiveness.
- ✓ Conducting a classification analysis to assess internal equity and to rate and rank positions utilizing a standard point factor system developed by HRS.
- ✓ Developing compensation structure that ensures pay equity.
- ✓ Developing and submitting documents for review.
- ✓ Conducting numerous onsite group meetings.

Human Resources Services, Inc. combined qualitative as well as quantitative data analysis to produce an equitable solution in order to maximize the fairness and competitiveness

of the Town's compensation and classification structure and practices. Best practices were followed and utilized throughout the duration of the project. The following activities took place.

- ✓ Meetings with Human Resources Director, Finance Director, Town Accountant, Town Manager and key project staff to discuss study issues and requirements.
- ✓ Orientation sessions with employees; several large orientations were conducted to include employees, supervisors, department/division heads, and HR staff. The orientation included discussion on the methodology, purpose of the study, the process; it also included PAQ- job description training and overview.
- ✓ Interviews of employees by an HRS consultant in person. Also facilitation of meetings onsite with key management officials.
- ✓ Salary survey, compilation and analyses; statistical comparisons.
- ✓ Comprehensive update of job descriptions based on employee PAQ feedback and interviews and thorough review with HR and management.
- ✓ Rating and ranking of positions.
- ✓ Development of recommendations and implementation plan.
- ✓ Creating draft and final reports. The consultant team combined all of the above approaches and methods in developing this final reports.

During the interview and job analysis process, we learned a great deal about each and every department within the Town of Danvers. The recommendations contained in this report are comprehensive. The consultant team found overall most compensation practices to be in general compliance, but in some areas HRS found that items, such as job descriptions, were outdated. In a few instances FLSA status needed updating simply because the job duties had changed over time. The compensation, classification and performance systems needed updating and modernization. The recommendations in this report are an enhancement to those many good systems and practices which are already in place and exist today in Danvers. It is our understanding that the Town has implemented these plans as presented in our report.

HRS has developed the basic framework and organization of a sound compensation and classification system. HRS has provided the Town with the needed tools to regularly update its plans.

## 2 Salary Survey and the Market Peers

To measure the pay rates amongst the Town's municipal competitors for these positions. Human Resources Services, Inc. distributed custom survey documents to comparable municipalities jointly identified by the Town and HRS. Danvers is somewhat unique because of its municipal light department, and also its hybrid job combination of duties. HRS scanned similar type municipalities to ensure appropriate matches for pay rate comparisons. The survey instrument was designed to collect information regarding specific components of pay rates including minimum wages, maximum wages, and any unique characteristics about the positions which would affect pay. Respondents were asked to provide information for those jobs that represented a best match to their Town's positions. As needed, follow-up calls were made to the comparable communities. Sometimes it is difficult to find exact positions from other comparable organizations. However, in general, if 70 percent of the duties and responsibilities are the same, then the position is a good match for market analysis purposes. HRS also utilized its own extensive databases of information such as the Economic Research Institute (ERI) for state-wide municipal data, and the Department of Labor database, and other professional surveys such as the Massachusetts Municipal Personnel Association (MMPA), and the Municipal Electric Association of Massachusetts (MEAM) report, MA Retirement Board Survey, and other municipal association surveys.

HRS conducted a broad salary survey and market analysis to determine the market competitiveness for positions included in this study and to ensure correct industry matches. HRS included survey responses from the municipalities listed below. Together these communities offer a composite of similarities with regard to many factors that the consultants had to consider for the Town of Danvers: Andover, Beverly, Billerica, Burlington, Canton, Dedham, Lexington, North Andover, Norwood, Reading, Tewksbury, and Westwood.

### 2.1 Communication of Compensation

In our experience, we find that *communication* can always be an issue and can always be improved. HRS worked very diligently throughout the process to communicate the communities selected and benchmarked, the custom survey instrument and the data results to management employees and officials. Compensation can be difficult to understand, why one



data point was utilized and another was not; why there is more data for one position and less for another. We did our best in the process to match positions to the market and to communicate our factual findings. Our process was used consistently in the study across all positions. Where little or no data was available, HRS relied on its rating system to place positions on the classification plan. The Town's HR Department will continue to communicate and interface with departments as needed. Please remember that the data is *a point in time* and should be regularly reviewed with the market at least every two - three years.

All of the comparative data is current salary information and included as attachments to this report. HRS collected minimum and maximum salary ranges from the comparable organizations. Certain wage data may have been annualized for comparison purposes only. When looking at the attached market data, 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 compensation and classification plan structure. HRS analyzed the average, range, 75<sup>th</sup> percentile, and variables to Danvers.

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 Danvers; or (3) the information was not made available. HRS utilized 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 and classification plan.

## 2.2 Selecting Benchmark Communities

The communities were chosen based on a mix of these factors: form of government, location, income per capital, operating budgets, population, and organizational structures. The consultant team met with the Human Resources Director and Town Manager to review draft plans and market data collected, and to discuss its meaning. A comparison was then made to the Danvers salaries for the management positions.

### 3 The Compensation Plan

In analyzing the competitiveness and usefulness of pay plans, HRS typically reviews three components: (1) base pay structure, in terms of number of grades and range from minimum to maximum for each grade; (2) employee turnover and ability to retain qualified employees; and (3) employee progression through the ranges and placement of employees in the ranges. All of the pay ranges, together with the compensation policies, are referred to as the Compensation Plan. An assessment of the Town's compensation plan included the ease of administering the plan, the competitiveness of the pay scales, and the criteria used for progressing through pay ranges.

The proposed compensation plan is attached to this report. The Consultants found that the Town's entry level for many of the grades on the pay structure were low as compared to the market, in its totality. Therefore, it was necessary to increase the entire pay plan overall. Realistically, employees would not be hired at these lower rates. Continuously hiring employees beyond the grade mid-point is not a good practice either. Without increasing these ranges, the Town may find it difficult recruiting and retaining key employees for the organization at these lower rates. At the other end of the pay scale, it was discovered that many employees were "maxed-out", or falling at or near maximum grade range. Therefore, the ranges needed to be adjusted to the market and to provide some job growth at the higher end. Comparative data was considered to set the grade parameters. A new pay range was developed for each grade utilizing the salary market data and targeting approximately the *average* of the market.

The proposed pay rates for this management group will also assist to reduce any compression issues within the entire organization. A potential existed where lower level positions were close to the levels of senior manager levels. The potential consequences from compression of the pay could lead to poor morale amongst this group.

The proposed compensation plan is based on fiscal year 2019 market data. This is a base salary plan for FY-2019. There are eight (8) grades with approximately 34% pay spread from minimum to maximum. The plan has been adopted and implemented with approval by the Town Manager and Board of Selectmen. Attached please find the charts where the employees are plotted within the plans based on longevity, merit and skill.

## 4 Job Descriptions

The development of the new job descriptions was a major component of the study. It was a multi-step process to ensure that all job descriptions were accurate with essential functions, up-to-date, had the requisite requirements, and were ADA and FLSA compliant. Through the job analysis process which included each employee completing a comprehensive HRS Position Analysis questionnaire (PAQ), HRS discovered that many of the current job descriptions needed significant updating. Based on employee feedback and employee/supervisor comments on the PAQ tool, job descriptions were updated so as to better reflect actual work performed and to streamline and standardize the formats. The HR Department staff and the employees/supervisors further reviewed the job descriptions to ensure accuracies. HRS edited descriptions based on commentary received from all parties. HRS' proposed job descriptions are submitted to the Town as part of this final report. They are submitted in electronic Word format only through a secure web portal for the Human Resource Department, for ease in future maintenance and updating.

In addition to assisting with the development of job analysis and classifications, good descriptions produce many other important benefits to the Town. 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 the 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. They help define initial expectations, provide fundamental building blocks for administering compensation systems, and give additional definition to organization charts. They can and should be used when developing employee objectives, performance plans and performance appraisals. The new job descriptions also make reference to Danvers as an EEO/AA/Pay Equity employer.

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

## 4.1 The Classification Plan

Classification is the process of grouping individual positions into broader groupings for personnel, budgeting, and other management purposes. The classification plan ties into the salary schedule (compensation plan). The classification process conducted by HRS sorted the work of individual positions based on type of work and then levels of responsibility, skill and difficulty. The Town's classification plan needed updating to continue to maintain its integrity. Consolidation of positions and retitling of jobs were required in some cases in order to modernize or appropriately name the position within the organization. Certain positions were regrouped to make better internal equity alignments.

Additionally, the classification plan's accompanying compensation plan has fallen out-of-sync with the market and needed updating to better reflect a competitive stand. Consideration of the external market as well will benefit the organization in a number of ways. A competitive pay structure will allow the Town to be an effective recruiter in the market place for these senior manager level positions, contribute to a reduction in employee turnover, and set the precedent to offer comparable bases salaries for positions.

Many of the senior managers provided the HRS team with issues specific to individual classifications which were analyzed during the PAQ process. A couple of general themes were consistent:

- ✓ It was observed by some that job titles often did not reflect the actual work being performed in the job and that job descriptions overall needed to be updated.
- ✓ There was a strong concern that too many senior managers are wearing too many hats; in other words there are many hybrid and uniquely organized positions which are hard to match in other communities.
- ✓ Many felt their salaries were low in general to the market, but felt fairly treated with regard to compensation within the organization.

## 4.2 Performance System

HRS was asked to review and offer input for improvements and modernization of the Town's performance evaluation system. The Town has a long history of employing a pay-for-performance system for these management level employees. The system they currently utilize was originally developed in the late 1970s and continuously modernized over the many years. This year the Town wanted to further streamline and simplify the system and change its evaluation form and methods for reward. HRS provided input and suggestions to enhance the Town's current management performance evaluation system. HRS provided the Town with general user guidelines and suggestions to improve the evaluation form; offering general overall improvement to the system in Danvers. The performance guidelines were provided to the Town in a separate document from this report. The Town's current system for performance management is completed for each employee by the Town Manager and employees receive wage adjustments based on the outcome of their performance evaluation score. HRS has a number of recommendations with regard to the newly updated system:

1. The system is imbalanced as it does not include a COLA to the salary schedule structure in addition to the merit pay. The Town may wish to consider adding a yearly cost-of-living adjustment to the salary schedule every year going forward. How an employee moves through the pay ranges is based on performance (wage adjustment), but the pay structure needs to be updated yearly to reflect the general rise in goods and services (COLA adjustment). As an example an employee may receive 2% merit increase and 1% COLA increase for a total of 3%.
2. There appears to be a lack of training for managers of the new system. More training into the use of the tool would be helpful to improve the system. Employees will also feel the consistency across the board in the administration of the new tool if there is proper training.

## 4.3 Succession Planning

The age of the workforce and growing retirement eligibility should be concerning for Danvers, as it is for many public organizations today. It is not an emergency, but workforce planning will assist with filling positions as the jobs turnover. Workforce and succession planning need to become a collaborative effort with compensation management planning. A formal succession plan and process will allow the Town to project retirements and prepare for replacement of lost competencies and skills. The Town should identify future workload and activities; analyze competencies and skill sets needed in the future workforce. This will assist with recruitments, promotions, and transfers as they come up.

## 5 Solutions and Administration

Throughout the study the HRS consultant team met with the Town staff to review the market data collected and discuss its meaning and to review draft compensation and classification plans. The consultants also had group meetings with the senior managers to discuss the draft plans and all managers had an opportunity for input. Based on the information received, some adjustments were made to the plans as deemed appropriate by HRS. It was the Town's desire to stay within its current administration program with pay ranges and no steps. It was also their desire to have a performance system tied to pay, something that has a long history in Danvers and works successfully. Further it was the Town's desire to benchmark to the average of the market. This system will continue to provide the Town with the most flexibility. The recommendations for this compensation and classification plan is designed based on the results of the previous phases within this study process and reflect best practices and the desired market position the Town. Whenever possible, client input was received and considered without compromising the objectivity of the study and analysis.

The Town should continue to use the average of the market for targeting pay ranges. It will also assist in eliminating salary compression. Danvers is a major community on the north shore in Massachusetts where at the minimum, the average salaries are required to recruit and retain a qualified workforce.

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. The tools provide to the Town will be helpful in conducting this type of analysis.

## 6 Conclusion

In conclusion, through a comprehensive job analysis, the consultants reviewed each position to see: ***what work was being done; how the work was being done; why the work was being done; and what knowledge, skills, and abilities were involved in doing the work.*** This was done for each position and was a very inclusive and labor intensive process.

Any compensation system will not meet a municipality's needs if it does not have strong administrative support. Throughout the study the town officials were very engaged and supportive of the process and as a result, the Town has a positive outcome from this study. However, recommendations are derived from data for a fixed period of time. In other words, compensation plans have definitive shelf lives, after which, they will no longer compete with the market and cause recruitment and retention strain for the Town over time. Without proper maintenance, the compensation structure will lose its effectiveness and market competitiveness over a period of time. We recommend regular benchmarking to the external market, at least every two years. We also recommend that the entire plan be reviewed again in five years.

The Town should be proud of Lisa Crowley, Human Resources Director and her staff, and the Steve Bartha, Town Manager and his staff for their commitment to making this a smooth and efficient process.

### 6.1 MEPA

On July 2, 2018 Massachusetts implemented its new pay equity law. The Massachusetts Equal Pay Act (MEPA) generally provides that “No employer shall discriminate in any way on the basis of gender in the payment of wages, or pay any person in its employ a salary or wage rate less than the rates paid to its employees of a different gender for comparable work.” The law defines “comparable work” as work that requires substantially similar skill, effort, and responsibility, and is performed under similar working conditions. [M.G.L. c. 149, § 105A \(“MEPA”\)](#). The Town has taken the right steps to ensure pay equity by commissioning this study to conduct job analysis/job audits for all positions, ensure job descriptions are updated and compliant with FLSA, and to ensure that there is pay equity throughout the organization.



## 6.2 Town Philosophy

The Town of Danvers has developed a state-of-the-art mission/philosophy that we have included on all job descriptions and is on the performance system too. We would like to end by stating it here again.

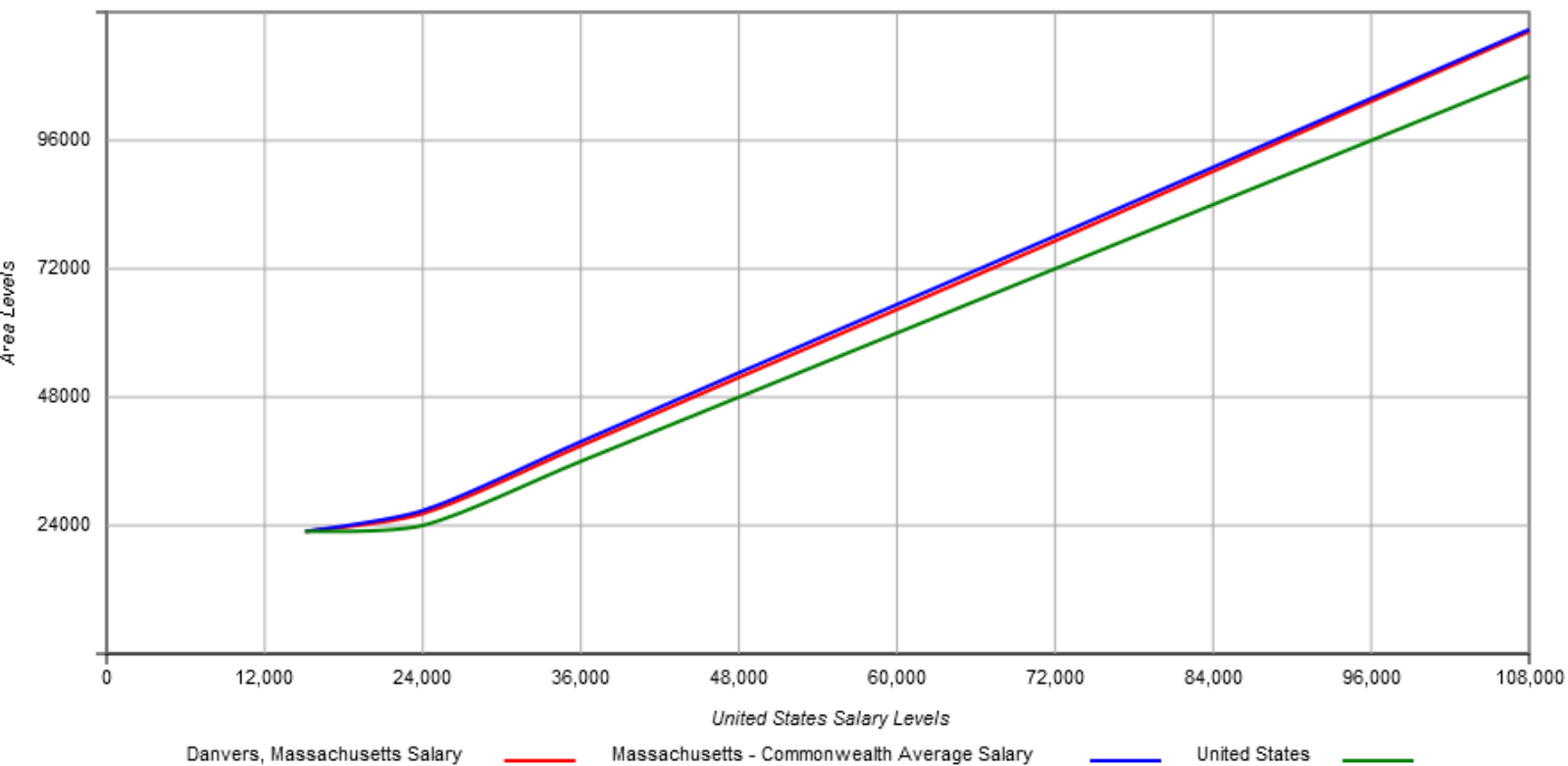
*“Must be fully committed to providing service excellence to every person who visits, works, or resides in the Town of Danvers by embodying the organization’s five core values: inclusion, integrity, accountability, positivity, and collaboration.”*

The Town of Danvers is dedicated to high-quality service and continuous improvements. HRS found that all employees at all levels were committed to their jobs and to the Town, and also committed to maintaining a positive working environment. It is commendable that the Town strives to reward their service.

## 7 Stats, Data, and New Plans

The following pages are the details from our analysis including the compensation and classification plan.

SALARY GRAPH: Danvers, Massachusetts and Massachusetts - Commonwealth Average



All Values In: United States Dollars

Data as of: 7/1/2018

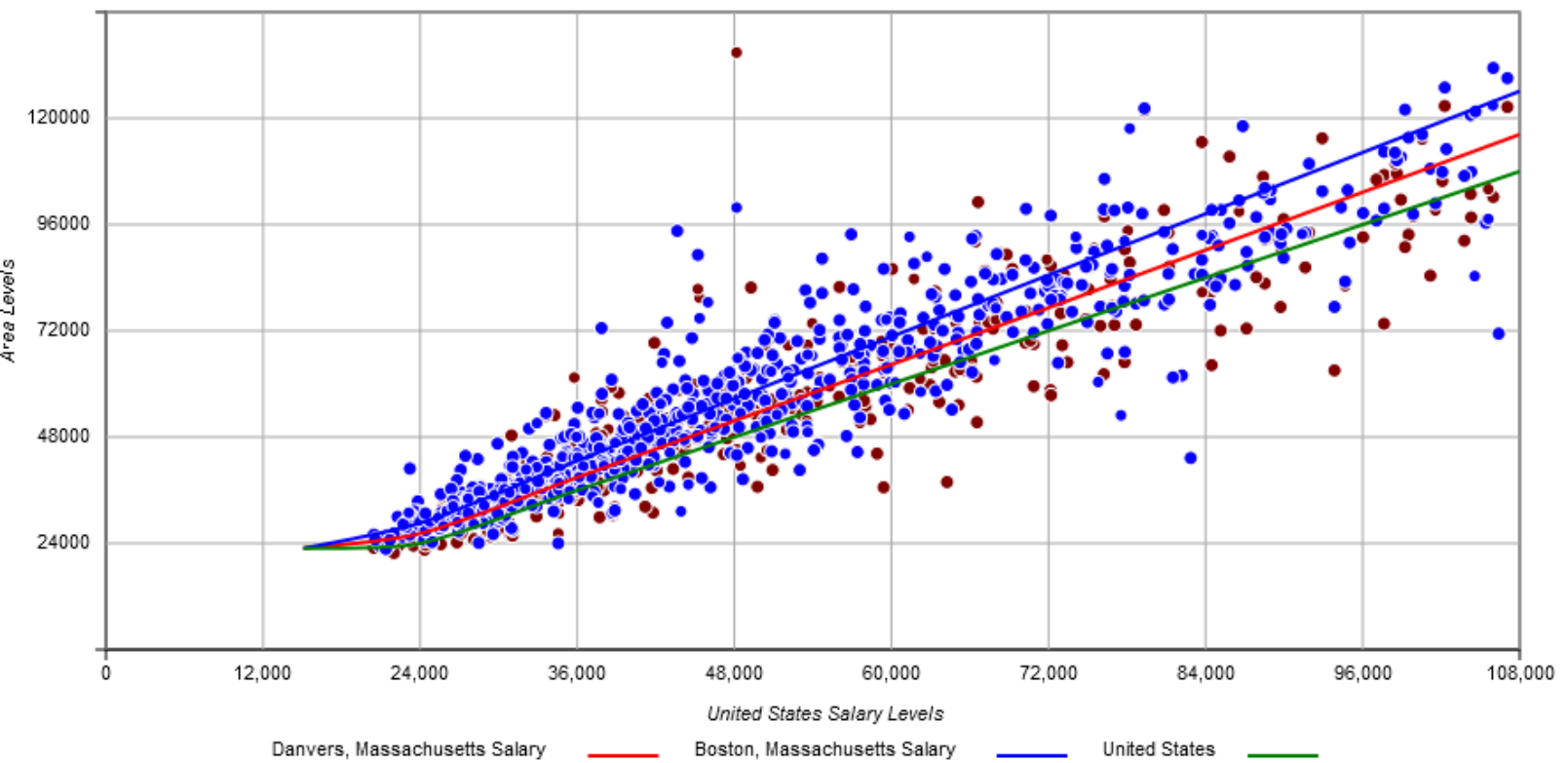
Printout: 9/12/2018

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Patent No. 6,862,596  
and 7,647,322  
ERI Economic Research Institute

## SALARY GRAPH: Danvers, Massachusetts and Boston, Massachusetts



**All Values In:** United States Dollars

**Data as of:** 7/1/2018

**Printout:** 9/12/2018

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## NOTES ON THE MARKET DATA COLLECTED AND ANALYZED

- ❑ All comparative data is FY-2019 or aged to reflect FY-2019. HRS utilized the most current salary/wage data available from the community. In some cases, communities may still be negotiating wages for FY-19.
- ❑ In each pair of numbers for the comparable data, the top number indicates the minimum salary for the position in the market and the bottom number represents the maximum salary for the position.
- ❑ For each position analyzed, data points were collected from the labor market. The **Comp Data Points** indicates the amount of salary/wage information for each position surveyed.
- ❑ The **Comp Average** shows the average minimum salary among the comparables over the average maximum salary among the comparables.
- ❑ The **Comp Range (Low-High)** shows the lowest minimum salary among the comparable communities and highest maximum salary among the comparables.
- ❑ The **Comp 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<sup>th</sup> Percent of Market** shows the 75<sup>th</sup> percentile of minimum and 75<sup>th</sup> percentile of maximum. HRS utilizes Microsoft Excel to determine the percentile for each position. The percentile rank function 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%. Once the data is ranked, then the program interpolates the data to calculate the 75<sup>th</sup> percentile.
- ❑ The last column, **Percentage Danvers Data Higher/Lower than Average**, is a statistical variance calculation to determine how Danvers positions compare to the market. Where a position falls within 10% of high/low, then this would be considered comparable to the market within average parameters.
- ❑ While this information provides the Town with benchmark salary data to set the parameters for compensation decisions, the Town should also consider the “uniqueness” of certain positions in the Town of Danvers, particularly where certain combination positions.
- ❑ The ERI data is provided as an additional benchmark for the Town positions. This is part of the HRS process to provide data from more than one source.

# COMPARATIVE MARKET DATA

Position Title	FY18 Danvers	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market
Assistant Town Manager/Communications Director	87,951 117,448	7 8	103,556 124,796	97,067 139,074	102,273 123,827	107,636 129,780
Chief Assessor	83,395 111,226	10 11	85,312 104,511	70,258 124,008	83,817 105,544	86,415 110,464
Chief of Police (base pay - no quinn/educational)	98,506 131,541	8 12	117,127 143,067	95,408 179,013	104,933 139,991	123,255 149,470
Deputy Fire Chief	87,951 117,448	7 10	89,155 112,929	78,811 129,013	84,523 111,741	93,058 121,861
Director of Public Works	110,930 147,984	9 12	106,365 129,842	95,408 152,534	102,273 128,345	110,399 131,117
General Manager Light Plant FY2018 MEAM SURVEY- Salary	154,648	0 2	185,007	186,638	185,007	185,823
DPW Business Manager	87,951 117,448	2 2	93,183 117,348	82,951 129,151	93,183 117,348	98,298 123,249
DPW Operations Director	87,951 117,448	6 7	83,823 103,416	74,965 114,022	84,369 105,544	85,460 107,158
Finance Director	98,506 131,541	9 11	111,295 129,906	92,976 154,534	107,592 127,277	120,337 136,721
Fire Chief	98,506 131,541	8 12	113,660 137,261	95,408 159,954	104,933 136,628	118,872 141,487
Dir. of Human Resources/Civil Service Admin.	87,951 117,448	7 10	83,553 106,255	63,102 135,640	87,108 105,257	91,475 115,031
Information Technology (IT) Director	83,395 111,226	8 10	92,785 111,613	74,965 130,033	95,585 112,352	96,612 121,701
Inspectional Services Director (Code Administration Manager)	83,395 111,226	10 12	83,268 101,969	74,965 113,607	80,881 103,590	86,340 106,079
Land Use and Community Services Director (Planning and Human Services Director)	87,951 117,448	10 10	90,740 112,898	76,839 139,074	92,103 109,574	96,817 120,906
Police Captain (Operations)	87,951 117,448	2 3	83,649 101,016	74,679 104,252	83,649 103,057	88,133 103,655
Police Captain (Patrol)	87,951 117,448	1 1				
Public Health Director	70,640 94,333	10 12	81,568 100,032	69,599 110,985	80,881 103,590	86,340 108,517
Recreation Director	83,395 111,226	9 11	78,974 94,076	63,504 123,776	76,583 94,803	79,925 96,067
Senior and Social Services Director	70,640 94,333	10 12	74,280 90,473	63,270 116,350	75,655 91,542	77,074 96,815
Town Accountant	83,395 111,226	3 5	82,729 101,423	77,435 111,465	84,981 106,055	85,377 107,117
Town Clerk (Administrative Services Director)	87,951 117,448	8 12	79,834 95,929	67,549 120,000	77,446 92,992	82,542 103,067
Town Clerk/Treasurer-Collector		0 0				
Treasurer/Collector		7 8	90,687 109,939	74,965 120,446	92,635 111,857	97,560 115,281
Town Engineer	87,951 117,448	9 11	86,095 103,022	74,965 114,022	84,682 103,808	85,772 109,291

## DANVERS MANAGEMENT CLASSIFICATIONS/GRADES

POSITION/GRADE
<b>M-1</b>
<i>No position assigned</i>
<b>M-2</b>
Planning Director
Senior and Social Services Director
<b>M-3</b>
Chief Assessor
Inspectional Services Director
Public Health Director & Veteran Services Officer
Recreation Director
Town Accountant
Treasurer/Collector & Town Clerk - Administrative Services Director
<b>M-4</b>
Deputy Fire Chief
Director of Land Use and Community Services
DPW Business Manager
Information Technology Director
Police Captain (Administration)
Police Captain (Operations)
Town Engineer
<b>M-5</b>
Assistant Town Manager/Communications Director
Director of Human Resources/Civil Service Administrator
DPW Operations Director
<b>M-6</b>
Assistant Utilities Director
Director of Administration and Finance
<b>M-7</b>
Chief of Police
Fire Chief
<b>M-8</b>
Director of Public Works and Electric Utility

# DANVERS MANAGEMENT PROPOSED FY2019 COMPENSATION PLAN

\$71,000.00 Starting Annual Wage 33.5 Percent between MIN - MAX
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% Between Grades	Grade	MIN	MAX
	M1	\$71,000	\$94,785
6.5	M2	\$75,615	\$100,946
10.5	M3	\$83,555	\$111,545
6.5	M4	\$88,986	\$118,796
6	M5	\$94,325	\$125,924
6	M6	\$99,984	\$133,479
6.5	M7	\$106,483	\$142,155
10	M8	\$117,132	\$156,371



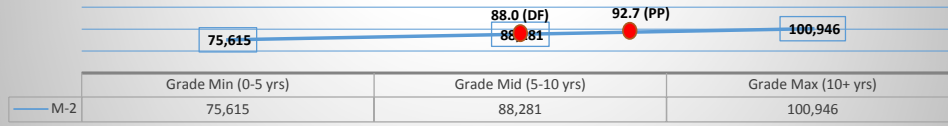
## Danvers Comparison of Current to Market to Proposed

item item	current grade	POSITION	CURRENT PAY		MARKET AVERAGE			PROPOSED PAY		PROPOSED PAY GRADE
			Min	Max	Data Points	Min	Max	Min	Max	
18	1	Senior and Social Services Director	70,640	94,333	12	74,280	90,473	75,615	100,946	2
	new	Planning Director	70,640	94,333		rating placement		75,615	100,946	
2	2	Chief Assessor	83,395	111,226	11	85,312	104,511	83,555	111,545	3
12	2	Inspectional Services Director	83,395	111,226	12	83,268	101,969			
16	1	Public Health Director & VSO	70,640	94,333	12	81,568	100,032			
17	2	Recreation Director	83,395	111,226	11	78,974	94,076			
19	2	Town Accountant	83,395	111,226	5	82,729	101,423			
20	3	Town Clerk (Administrative Services Dir.)	87,951	117,448	12	79,834	95,929	t/c & c combined		
22	3	Treasurer/Collector (Administrative Services Dir.)	87,951	117,448	8	90,687	109,939	t/c & c combined		
4	3	Deputy Fire Chief	87,951	117,448	9	89,455	112,929	88,986	118,796	4
6	3	DPW Business Manager	87,951	117,448	2	93,183	117,348			
11	2	Information Technology (IT) Director	83,395	111,226	10	92,785	111,613			
13	3	Land Use and Community Services Director	87,951	117,448	10	90,740	112,898			
14	3	Police Captain	87,951	117,448	3	83,649	101,016			
	3	Town Engineer	87,951	117,448	11	86,095	103,022			
1	3	Assistant Town Manager/Communications Director	87,951	117,448	8	103,556	124,796	94,325	125,924	5
10	3	Dir. of Human Resources/Civil Service Admin.	87,951	117,448	10	83,553	106,255			
7	3	DPW Operations Director	87,951	117,448	7	83,823	103,416			
8	4	Director of Administration and Finance	98,506	131,541	11	111,295	129,906	99,984	133,479	6
	MEAM	Assistant Utilities Director	98,506	131,541	MEAM	Avg.	141,490			
3	4	Chief of Police	98,506	131,541	11	117,127	143,116	106,483	142,155	7
9	4	Fire Chief	98,506	131,541	11	113,660	137,261			
5	5	Director of Public Works and Electric Utility	110,930	147,984	12	106,365	129,842	117,132	156,371	8

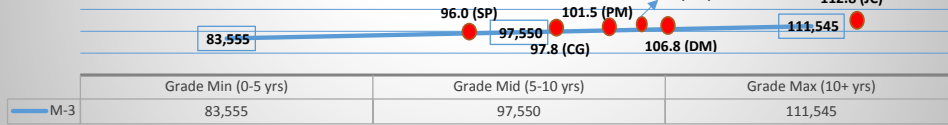
# Management Compensation Plan

Fiscal Year 2019

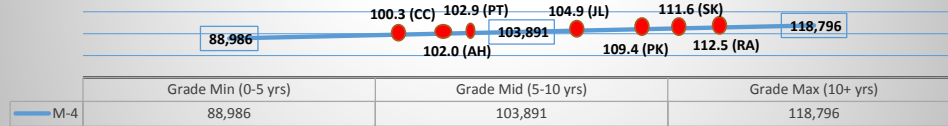
## Management Grade 2



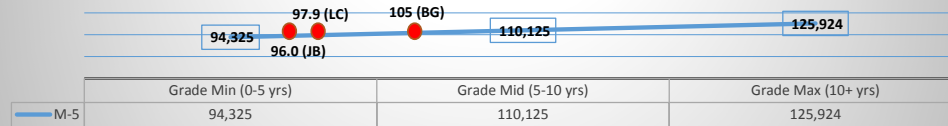
## Management Grade 3



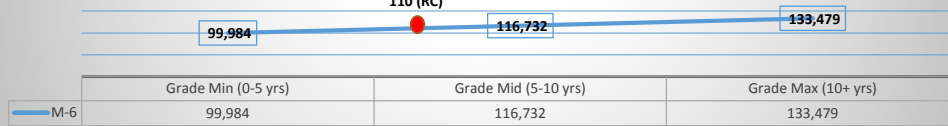
## Management Grade 4



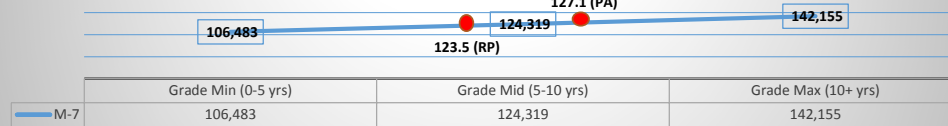
## Management Grade 5



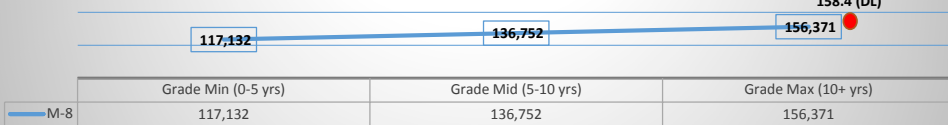
## Management Grade 6



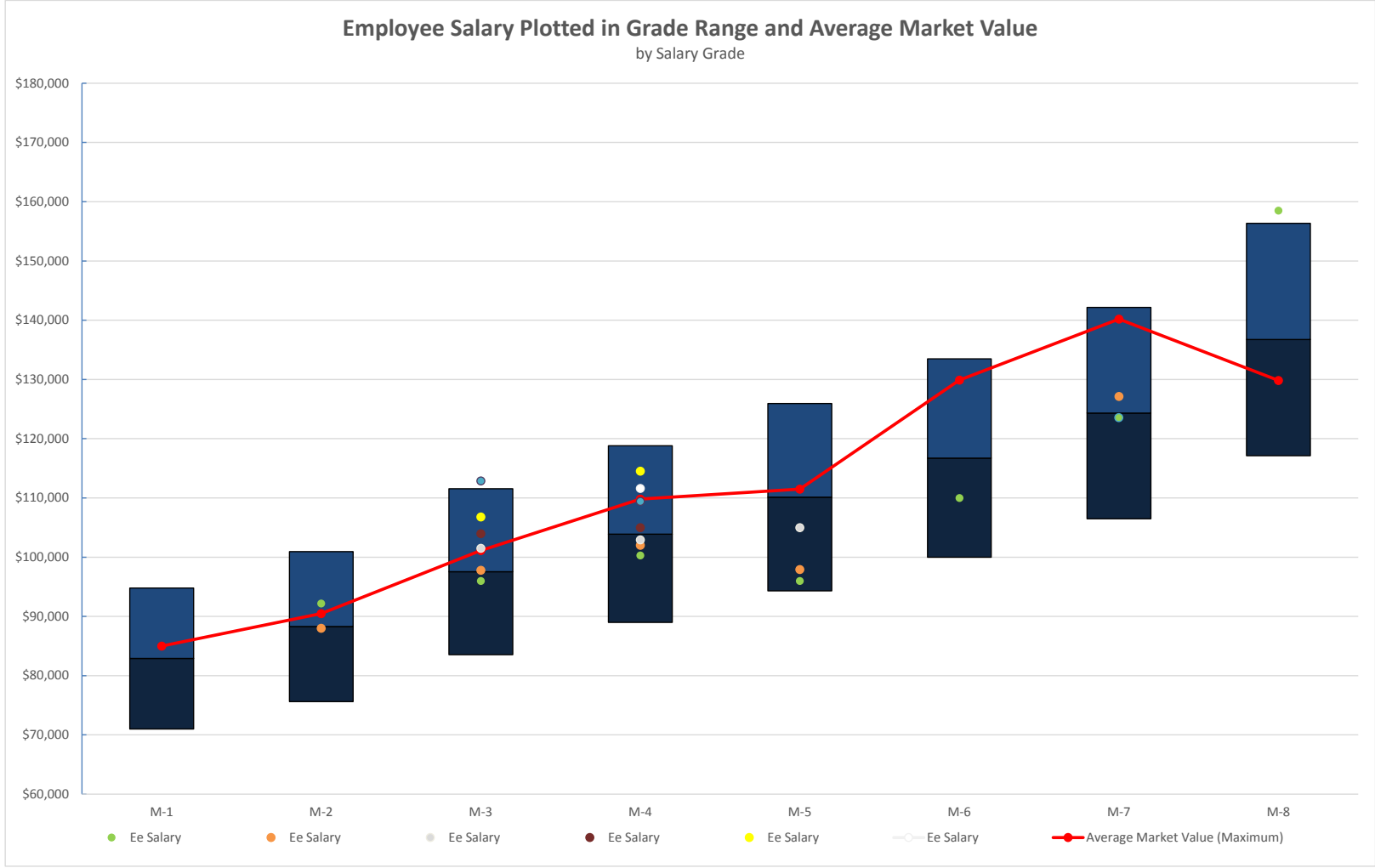
## Management Grade 7



## Management Grade 8



Grade	Min	Mid	Max
M-1	\$71,000	\$82,893	\$94,785
M-2	\$75,615	\$88,281	\$100,946
M-3	\$83,555	\$97,550	\$111,545
M-4	\$88,986	\$103,891	\$118,796
M-5	\$94,325	\$110,125	\$125,924
M-6	\$99,984	\$116,732	\$133,479
M-7	\$106,483	\$124,319	\$142,155
M-8	\$117,132	\$136,752	\$156,371



## Future Salary Budget and Structure Increases (includes General, Merit, Salary Structure, COL, and Other Increases)

### Massachusetts - Statewide

Industry	General			Professionals			Executives		
	Budget	Structure	Interval	Budget	Structure	Interval	Budget	Structure	Interval
All Industries	3.2%	2.3%	12.0	3.3%	2.4%	12.0	3.4%	2.5%	12.0
Agriculture	2.9%	2.2%	12.3	3.2%	2.4%	12.2	3.1%	2.3%	12.3
Energy and Mining	3.3%	2.5%	12.3	3.3%	2.5%	12.1	3.3%	2.5%	12.2
Construction	3.1%	2.3%	12.0	3.3%	2.4%	11.9	3.5%	2.6%	12.1
All Manufacturing	3.1%	2.3%	12.2	3.1%	2.3%	12.3	3.3%	2.5%	12.3
Food and Bev Manufacturing	3.2%	2.4%	12.0	3.2%	2.4%	12.1	3.3%	2.5%	12.1
Chemical Manufacturing	3.5%	2.5%	12.1	3.4%	2.5%	11.9	3.1%	2.3%	12.2
Electrical Equip Manufacturing	3.1%	2.3%	12.2	3.2%	2.4%	11.9	3.4%	2.5%	12.1
Transportation & Distribution	3.3%	2.4%	11.8	3.5%	2.6%	11.9	3.5%	2.6%	11.7
Utilities	3.3%	2.4%	11.7	3.5%	2.6%	11.7	3.6%	2.7%	11.8
Wholesale	3.3%	2.4%	11.7	3.4%	2.5%	11.9	3.4%	2.5%	12.0
Retail	3.2%	2.3%	12.1	3.1%	2.3%	12.2	3.3%	2.5%	11.9
Banking	2.9%	2.1%	12.0	3.5%	2.6%	12.0	3.7%	2.8%	11.9
Insurance	3.0%	2.2%	12.0	3.3%	2.4%	12.1	3.7%	2.8%	12.0
Lodging & Hospitality	3.5%	2.6%	12.0	3.6%	2.7%	11.9	3.2%	2.4%	12.1
Information Tech	3.3%	2.4%	11.9	3.3%	2.5%	12.0	3.3%	2.5%	12.0
Health Care	3.0%	2.2%	12.0	3.0%	2.3%	12.2	3.4%	2.5%	11.9
Engineering	3.2%	2.4%	12.0	3.3%	2.4%	12.0	3.4%	2.5%	12.0
Nonprofit	2.9%	2.1%	12.2	3.0%	2.2%	12.3	3.5%	2.6%	12.0
All Other	3.2%	2.4%	11.9	3.1%	2.3%	12.0	3.3%	2.5%	12.0