



Town of Danvers, Massachusetts

Non-Union Compensation and Classification Study

Final Report

• February 7, 2019

Submitted by:

Human Resources Services, Inc.

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February 7, 2019

Mr. Steve Bartha, Town Manager
Town of Danvers
1 Sylvan Street
Danvers, MA 01923

Dear Mr. Bartha:

Human Resources Services, Inc. (HRS) is pleased to present this ***Compensation and Classification Study for Non-Union employees*** to the Town of Danvers, MA. This report represents phase two of the culmination of a detailed position and compensation review for all non-union employees engaged in a variety of municipal work activities. This report, along with the management positions report submitted previously provides the Town of Danvers the totality of the analysis as it was conducted for the Town of Danvers. The Town had made the decision that the two phases should be developed for better efficiency and implementation.

In particular, we wish to thank the Town Manager and staff, Human Resource Director and Staff, non-union employees, and managers who have contributed significantly to this effort. Employee input through forms and on-site interviews, as well as comments and suggestions received, made a valuable contribution to the study. We greatly appreciate everyone's ability to meet with us and provide information in a timely manner. HRS will remain available to answer questions the Town of Danvers may have. Thank you

for the oppportunity to have been of service to the Town.

Very truly yours,

Sandy

Aleksandra E. Stapczynski

President



HRS Consultant Team

Aleksandra (Sandy) Stapczynski, President, Human Resources Services, Inc.

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1 Introduction

The Town of Danvers retained Human Resources Services, Inc. to conduct a comprehensive compensation and classification study of Non-Union Positions, including approximately 38 position titles. This study was commissioned to examine the responsibilities, work performed, and market pay rates for each position included in the study.

1.1 Scope of Services

In general, the study involved developing new job descriptions, classifying those positions according to a uniform point analysis standard, surveying the market of comparable municipalities and other organizations as needed to determine representative rates of compensation, and developing and recommending a new compensation and classification plan and system for the non-union group of positions. The positions included in this analysis are listed below:

1. Administrative Assistant – DPW
2. Administrative Assistant – Electric
3. Administrative Assistant – Fire
4. Administrative Assistant – Land Use
5. Administrative Assistant – Recreation
6. Assistant Assessor
7. Assistant Director, Fun Club
8. Assistant Director, Senior and Social Services
9. Assistant IT Director
10. Assistant Public Health Director
11. Assistant Recreation Director
12. Assistant Town Accountant
13. Assistant Town Clerk
14. Assistant Treasurer-Collector
15. Benefits Coordinator
16. Confidential Office Assistant (ZBA)
17. Director of Natural Resources
18. Director, Fun Club
19. Endicott Park Program Coordinator
20. Executive Secretary to the Town Manager
21. Human Resources Generalist
22. Information Systems Project Manager

23. Nutrition and Volunteer Coordinator
24. Park Ranger
25. Park Ranger Foreman
26. Procurement Specialist
27. Project Engineer
28. Public Health Nurse
29. Records and Billing Office Assistant – Police
30. Recreation Business Office Assistant
31. Retirement Manager
32. Retirement Office Assistant
33. Senior Administrative Assistant – DPW
34. Senior Administrative Assistant – Police
35. Senior Social Services Program Coordinator
36. Site Coordinator (Riverside Fun Club)
37. Social Services Outreach Coordinator
38. Staff Accountant

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.

According to the new Massachusetts Employment Pay Act, (MEPA), employees doing equal work should be paid equally. Our methodology and system addresses the major components required of the MEPA. For work to be equal or comparable, it must involve substantially similar skill, effort, and responsibility, and be performed under *similar* working conditions, but are not necessarily identical or alike in all respects. The requisite requirements or skill includes an employee's experience, training, education, and ability to perform the jobs. An employee's skill must be measured in terms of the performance requirements of a job, that is

why it is important to always ensure that the job descriptions are up to date and accurate so employees know what is expected of them in their jobs. Effort refers to the amount of physical or mental exertion needed to perform a job. Finally, responsibility encompasses the degree of discretion or accountability involved in performing the essential functions of a job.

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

1.2 Study Process

This project included the following steps:

- *Organizational Meeting* with the Town Manager, Human Resources Director, and Finance staff to discuss the goals and objectives of the study; and to orient top executives on the process and methodology that would be used.
- Several *Orientation Meetings* with employees and managers to explain project activities, objectives, and methodology. Position Analysis Questionnaires (PAQs) 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* was conducted. This involved reviewing position duties and responsibilities (essential functions) and requisite requirements of the job, utilizing position analysis questionnaires and on-site interviews.
- Preparation of accurate, updated and compliant *Job Descriptions* with review and comment from employees, managers, and the HR staff. The client had an opportunity to thoroughly review the draft job descriptions prior to their submission in final format.
- A thorough *Job Evaluation Process* was conducted and included position rating and ranking of positions, utilizing HRS' rating manual.
- Development of a *Classification Plan*. Position assignment to grades based on a system of objective evaluation.
- Thorough *Market Analysis*, using primarily comparable municipal organizations jointly selected by the Town of Danvers and HRS.

- Establishment of *Compensation Schedule* using comparative wage data as a guide.
- Several *meetings in person and through telephone conference* with the Town Manager and Human Resources staff to discuss pay policies and review draft work products (i.e. job descriptions, classification plan, salary schedule, comparative data, ratings, and other related project documents).
- General guidance on *Implementation*.
- *Final Presentations* to the Town and employees was given on-site in Danvers Town Hall, and all employees had an opportunity to provide input and follow-up to the consultants. Based on some additional information received, HRS conducted adjustments as appropriate and amended the Final recommendations.
- Final preparation of *Report to the Town of Danvers* with explanation of recommendations and methodology.

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

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

2 Job Descriptions

2.1 Preparing the Job Descriptions

One major aspect of this study involved the development of updated, compliant 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 job descriptions. HRS' proposed job descriptions are submitted to the Town of Danvers as part of this final report; they are provided in electronic Word format only.

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. 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.

2.2 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."

3 Classifying and Compensation Positions

3.1 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. *nature of the work* (e.g., essential functions and purpose/objective of the position)
2. *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 position analysis questionnaires (PAQ) and employee interviews. Employees were asked to describe their positions in detail on the PAQ form. Examples of information requested 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 the 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 various 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. Judgment 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 completed early in the process. The process described in HRS' Municipal Position Classification and Rating Manual increases the uniformity and objectivity in the application of judgments about positions and the groupings of positions. This process can be used to update the proposed classification plan, to determine how to place new positions on the plan, and to re-grade a current position with adjusted duties to a different grade. Samples of the *Position Rating Summary Sheet* are included in the Manual along with the *Points Assigned to Factor Degrees*. A custom *Grade Determination Scale* was developed for the Town of Danvers. HRS also provided the Town with an administrative series *Guide Chart* for grouping the secretarial/administrative employees under the proper classification title. As a result of the new classification plan, several administrative levels were developed or redesigned. The Rating Manual and the Guide Chart have been provided to the Town as separate documents.

3.2 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 municipal organizations jointly identified by the Town and HRS. For this study, HRS received survey responses from the following Massachusetts municipalities:

1. Town of Andover
2. Town of Burlington
3. Town of Canton
4. Town of Dedham
5. Town of Lexington

6. Town of Milton
7. Town of North Andover
8. Town of Norwood
9. Town of Reading
10. Town of Salem
11. Town of Stoneham
12. Town of Wakefield
13. Town of Westwood

The Town of Danvers is a well-managed forward-thinking community on the Northshore with a history of a creative and complex organization. Therefore, it was essential to look outside of the immediate labor market area for comparable organizations. It also has an electric utility and engineering as part of its Public Works department, thus making it one of the largest public works departments in the region. The consultant team met with town management and human resources 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, 75th percentile and 90th percentile. A comparison was then made to current Town of Danvers salaries for this non-union group of positions.

All of the comparative data is FY-19 information and presented on the following pages. Most of the data was collected during the fall of 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/class 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 Danvers. 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 of Danvers with benchmark salary data to set the parameters for compensation decisions, the client must also consider the “uniqueness” of certain positions in the organization as well as the organization’s compensation policies. The compensation and classification plans are attached to this report for your review.

3.3 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 are typically made. For example: How should the Town’s pay rates compare to the market? How competitive does the Town want to be? What type of structure is best for the Town; steps, ranges, quartiles, etc. For what does the Town 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 must reflect the Town’s pay policies, the market place, internal job values, and the financial desire of the Town to pay at a given level to attract needed talent. It should also ensure internal and external fairness. “Internal” being comparable worth within the organization of the classification plan; and “external” being the market to ensure a competitive pay structure.

The proposed compensation and classification plan is presented on the following pages. Pay ranges were set for groups of positions which the consultants determined should be paid equally. There are eleven grades for this group (Grades 5 –15) on the classification and compensation plan with approximately 10 – 8% between each grade. There are nine (9) steps on each grade with 2.5% between each step. The Town’s current plan only has six (6) steps, so many employees were becoming maxed-out. This will allow for more job growth within the pay ranges. Also the entire pay structure in its entirety has been updated to reflect the market. The hourly, weekly and annual pay rates are presented on the salary schedule. Comparative 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 operates within a context of “pay steps” for this group of non-union positions. HRS

recommends continuing the policy on pay steps for easier maintenance and consistency of the plan. It is our understanding that this plan, unlike the management plan, does not tie into a pay-for-performance system. In general the pay ranges were developed utilizing the salary market data and targeting approximately the average of market. It was necessary to target the average in order to remain competitive as compared to other advanced municipalities in Massachusetts. HRS provided the Town with additional benchmark salary data too from its ERI (Economic Research Institute) database of salaries and wages.

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 stipends, annuities, 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. Those employees falling below the grade range should be brought into the entry level of the grade ranges as soon as possible. Since most employees fall within the new ranges provided; the initial fiscal impact will be limited. The salary schedule should be updated with a cost-of-living for FY-2020.

4 Implementation and Other Recommendations

4.1 Initial Placements for Current Employees

The placement of two or more positions on a certain grade represents a judgment that those positions should be compensated comparably within the grade 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, gender-equity, 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 step closest to but just above their current wage/salary 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.

4.2 Salaries Below

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.

4.3 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, then 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.

4.4 Consolidated Classification Plan

HRS recommends that the Town develop one consolidate classification plan as we have proposed in this report for the non-union positions, excluding management positions. Currently there are three separate classification groups for these non-union positions. A consolidated plan will ensure better internal equity for positions; so the rating point values of grades are the same and consistently applied. (Currently they have non, nonc, and noncx.)

4.5 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.

4.6 Salary Plan

HRS has proposed the following:

- Creation of a salary schedule with each grade having a salary range consisting of a minimum and maximum; and series of steps.
- 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 and Engineering).

4.7 Update and Maintain the Classification and Compensation Plan

The human resource department 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 of Danvers classifications.
- Conduct periodic salary surveys to ensure market competitiveness.

4.8 FLSA Status

HRS also determined the FLSA Status (exempt/non-exempt status) of the positions included in the study. HRS recommends that Town of Danvers regularly evaluate the FLSA status with its labor counsel, as case law may cause changes. HRS utilizes the ERI Occupational Assessor to determine FLSA status of positions. The results of the FLSA audit information was provided to Human Resources.

4.9 Policies

HRS was asked to review and comment on a variety of HR Policies in draft development by the Town. The consultants provided sample policies and information in this

area. The consultants also provided guidance on the difference between a personnel handbook and a comprehensive set of personnel policies.

5 Final Comments

In general, the market analysis indicates that overall the individual positions in the Town were by and large competitive to the market. However, overall the structure was not competitive to the new market and needed updating. The Classification Plan also needed better alignment of positions. For every pay range, the salary structure increased. While this pay plan is matched to the average, it provides the Town with an equitable scale that is more in line with similar-type organizations of comparable size, form of government, complexity and performance. The proposed compensation plan has most positions falling within the proposed ranges and there is still some job growth available for most employees. Finally, the new classification structure provides better organization of positions and also provides career ladders within occupational series, such as the administrative assistants. The recommended compensation and classification plan is equitable, fair, and cost-conscious.

Market surveys should be conducted every two (2) 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. As part of this assignment, HRS also provided the Town with general benefits information throughout the State. This information is attached to this report.

This methodology will be of assistance in furnishing improved tools and guidance to management and human resources. 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. The HRS System will provide a framework within which most salary matters can be handled going forward.

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 Non- 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 pay 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.



ATTACHMENTS

COMPARATIVE MARKET DATA

	Schedule	Grade	Position Title	FY19 Danvers	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market
			DEPARTMENT OF PUBLIC WORKS						
1	NONCX	4	Administrative Assistant (utilized for DPW and Utility)	24.19 30.65	11 13	22.64 28.30	17.81 34.54	22.64 28.59	24.83 31.72
2	NONC	17	Project Engineer	31.68 41.58	8 10	35.83 44.54	27.59 62.65	34.41 44.71	37.89 49.71
3	NONCX	5	Senior Administrative Assistant - DPW	27.12 34.35	8 9	25.13 32.81	18.58 36.37	25.70 34.27	27.00 34.81
			FINANCE						
4	NON	16	Assistant Assessor	27.63 34.71	10 12	30.57 37.02	25.33 46.59	30.57 37.04	31.90 38.92
5	NONC	12	Assistant Town Clerk	23.57 29.14	10 12	28.23 34.72	24.26 42.08	27.67 34.47	30.90 38.54
6	NONC	15	Assistant Town Accountant	28.02 36.08	6 8	28.23 38.05	25.11 46.59	26.29 38.27	29.32 41.55
7	NONC	15	Assistant Treasurer-Collector	28.02 36.08	10 12	29.45 36.87	25.33 43.12	29.24 36.35	31.13 40.38
8	NONCX	6	Procurement Specialist	27.32 34.60	5 7	31.76 37.18	23.16 48.44	31.52 36.98	35.69 42.37
9	NONC	15	Retirement Manager	28.02 36.08	7	44.99	51.48	44.19	47.73
10	NONC	10	Retirement Office Assistant	20.88 25.79	6	30.67	39.36	30.76	34.31
11	NONC	14	Staff Accountant	26.30 33.38	4 7	26.48 32.68	21.83 39.43	27.29 33.21	28.07 34.06
			FIRE						
12	NONCX	4	Administrative Assistant - Fire	24.19 30.65	11 13	23.88 29.93	17.81 34.81	24.80 31.45	25.67 34.27
			HUMAN RESOURCES						
13	NONC	11	Benefits Coordinator	22.17 27.51	8 11	27.23 34.70	22.67 43.45	26.99 33.21	29.63 37.47
14	NONCX	4	Human Resources Generalist	24.19 30.65	9 12	25.55 34.00	15.04 45.74	26.45 33.83	29.22 38.75
			INFORMATION TECHNOLOGY						
15	NONC	17	Information Systems Project Manager	31.68 41.58	9 11	33.77 43.47	26.18 62.70	31.52 42.03	36.37 44.92
	NONC	18	Assistant IT Director (ERI benchmark data)						
			LAND USE & COMMUNITY SERVICES						
17	NONCX	5	Administrative Assistant	24.19 30.65	10 12	22.78 28.04	17.81 34.81	23.85 28.74	24.88 31.75
18	NONCX	4	Administrative Assistant - Planning	24.19 30.65	4 5	23.18 27.51	19.25 30.82	24.07 28.48	25.17 30.39
	NONC	12	Assistant Director, Fun Club (after school) (no data; placed based on rating)	23.57 29.14					
20	NONC	12	Assistant Director, Senior & Social Services	23.57 29.14	2 2	25.08 30.79	21.72 35.51	25.08 30.79	26.75 33.15
21	NONC	15	Assistant Public Health Director	28.02 36.08	3 3	35.10 43.73	30.71 50.30	35.06 43.12	37.30 46.71

COMPARATIVE MARKET DATA

	Schedule	Grade	Position Title	FY19 Danvers	Comp Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	75th Percent of Market
22	NONC	15	Assistant Recreation Director	28.02 36.08	7 7	29.44 37.22	22.75 46.59	30.36 37.18	31.74 40.72
23	NONC	9	Confidential Secretary (ZBA)	19.57 24.14	6 6	23.02 28.94	17.90 34.54	23.34 28.75	25.02 31.13
	NONC	15	Director of Natural Resources (ERI benchmark data)	28.02 36.08					
	NONC	14	Director, Fun Club (after school recreation) (ERI benchmark data)	26.30 33.38					
	NON	9	Nutrition and Volunteer Coordinator (ERI benchmark data)	19.33 23.86					
	NON	10	Park Ranger Foreman (no data; placed based on rating)	20.46 25.51					
	NON	9	Park Ranger (no data; placed based on rating)	19.33 23.86					
29	NONC	15	Public Health Nurse	28.02 36.08	10 12	29.68 37.18	25.33 46.59	29.59 37.25	31.77 40.03
30	NON	10	Recreation Business Office Assistant	19.33 25.51	3 4	20.93 26.27	18.53 28.48	21.23 26.48	22.13 27.03
31	NONC	11	Senior Social Services Program Coordinator	22.17 27.51	7 9	27.02 32.84	19.75 46.16	27.28 32.38	30.48 39.12
	NONC	11	Endicott Park Program Coordinator (ERI benchmark data)	22.17 27.51					
	NON	9	Site Coordinator (Riverside Fun Club) (no data; placed based on rating)	19.33 23.86					
33	NON	10	Social Services Outreach Coordinator	20.46 25.51	8 10	26.68 33.25	21.72 43.10	26.47 31.89	28.19 37.91
			POLICE						
34	NONCX	5	Senior Administrative Assistant - Police Chief	27.12 34.35	10 13	25.66 32.98	18.58 43.90	26.01 32.38	26.77 34.44
35	NONC	8	Records & Billing Clerk	18.21 23.02	4 6	22.19 25.86	17.90 29.35	23.05 26.52	23.49 28.86
			TOWN MANAGER						
36	NONCX	5	Executive Secretary to the Town Manager	27.32 34.60	10 13	30.03 38.99	27.29 44.37	29.39 38.46	32.28 41.86

Old Schedule		TOWN OF DANVERS, MASSACHUSETTS HRS PROPOSED NON-UNION CLASSIFICATION PLAN	
		5	
		No Positions Assigned	
		6	
		No Positions Assigned	
		7	
NON		Nutrition and Volunteer Coordinator	
NON		Park Ranger	
NON		Site Coordinator (Riverside Fun Club)	
		8	
NON		Park Ranger Foreman	
NONC		Records & Billing Office Assistant - Police	
NON		Recreation Business Office Assistant	
		9	
NONC		Assistant Director, Fun Club (after school rec.)	
NONC		Confidential Office Assistant (ZBA)	
NONC		Retirement Office Assistant	
NONC		Senior Social Services Program Coordinator	
NON		Social Services Outreach Coordinator	
		10	
NONCX		Administrative Assistant - DPW	
NONCX		Administrative Assistant - Electric	
NONCX		Administrative Assistant - Fire	
NONCX		Administrative Assistant - Land Use	
NONCX		Administrative Assistant - Recreation	
NONC		Endicott Park Program Coordinator	
		11	
NONC		Assistant Director, Senior & Social Services	
NONC		Assistant Town Clerk	
NONC		Benefits Coordinator	
NONC		Director, Fun Club (after school rec.)	
NONCX		Human Resources Generalist	
NONCX		Senior Administrative Assistant - DPW	
NONCX		Senior Administrative Assistant - Police	
NONC		Staff Accountant	
		12	
NON		Assistant Assessor	
NONC		Assistant Recreation Director	
NONC		Assistant Town Accountant	
NONC		Assistant Treasurer-Collector	
NONCX		Executive Secretary to the Town Manager	
NONCX		Procurement Specialist	
NONC		Public Health Nurse	

		TOWN OF DANVERS, MASSACHUSETTS HRS PROPOSED NON-UNION CLASSIFICATION PLAN
		13
NONC		Assistant Public Health Director
NONC		Director of Natural Resources
		14
NONC		Information Systems Project Manager
NONC		Project Engineer
NONC		Retirement Manager
		15
NONC		Assistant IT Director

Hours Per Week	40
\$16.50 Starting Hrly Hours Per Year	2080
% between steps	2.5

PROPOSED TOWN OF DANVERS COMPENSATION PLAN

% Between Grades	Grade	STEP 1	2	3	4	5	6	7	8	9
	5	\$16.50 \$660.00 \$34,320.00	\$16.91 \$676.40 \$35,172.80	\$17.33 \$693.20 \$36,046.40	\$17.76 \$710.40 \$36,940.80	\$18.20 \$728.00 \$37,856.00	\$18.66 \$746.40 \$38,812.80	\$19.13 \$765.20 \$39,790.40	\$19.61 \$784.40 \$40,788.80	\$20.10 \$804.00 \$41,808.00
10	6	\$18.15 \$726.00 \$37,752.00	\$18.60 \$744.00 \$38,688.00	\$19.07 \$762.80 \$39,665.60	\$19.55 \$782.00 \$40,664.00	\$20.04 \$801.60 \$41,683.20	\$20.54 \$821.60 \$42,723.20	\$21.05 \$842.00 \$43,784.00	\$21.58 \$863.20 \$44,886.40	\$22.12 \$884.80 \$46,009.60
10	7	\$19.97 \$798.80 \$41,537.60	\$20.47 \$818.80 \$42,577.60	\$20.98 \$839.20 \$43,638.40	\$21.50 \$860.00 \$44,720.00	\$22.04 \$881.60 \$45,843.20	\$22.59 \$903.60 \$46,987.20	\$23.15 \$926.00 \$48,152.00	\$23.73 \$949.20 \$49,358.40	\$24.32 \$972.80 \$50,585.60
10	8	\$21.97 \$878.80 \$45,697.60	\$22.52 \$900.80 \$46,841.60	\$23.08 \$923.20 \$48,006.40	\$23.66 \$946.40 \$49,212.80	\$24.25 \$970.00 \$50,440.00	\$24.86 \$994.40 \$51,708.80	\$25.48 \$1,019.20 \$52,998.40	\$26.12 \$1,044.80 \$54,329.60	\$26.77 \$1,070.80 \$55,681.60
10	9	\$24.17 \$966.80 \$50,273.60	\$24.77 \$990.80 \$51,521.60	\$25.39 \$1,015.60 \$52,811.20	\$26.02 \$1,040.80 \$54,121.60	\$26.67 \$1,066.80 \$55,473.60	\$27.34 \$1,093.60 \$56,867.20	\$28.02 \$1,120.80 \$58,281.60	\$28.72 \$1,148.80 \$59,737.60	\$29.44 \$1,177.60 \$61,235.20
8	10	\$26.10 \$1,044.00 \$54,288.00	\$26.75 \$1,070.00 \$55,640.00	\$27.42 \$1,096.80 \$57,033.60	\$28.11 \$1,124.40 \$58,468.80	\$28.81 \$1,152.40 \$59,924.80	\$29.53 \$1,181.20 \$61,422.40	\$30.27 \$1,210.80 \$62,961.60	\$31.03 \$1,241.20 \$64,542.40	\$31.81 \$1,272.40 \$66,164.80

Hours Per Week	40
\$16.50 Starting Hrly Hours Per Year	2080
% between steps	2.5

PROPOSED TOWN OF DANVERS COMPENSATION PLAN

% Between Grades	Grade	STEP 1	2	3	4	5	6	7	8	9
8	11	\$28.19 \$1,127.60 \$58,635.20	\$28.89 \$1,155.60 \$60,091.20	\$29.61 \$1,184.40 \$61,588.80	\$30.35 \$1,214.00 \$63,128.00	\$31.11 \$1,244.40 \$64,708.80	\$31.89 \$1,275.60 \$66,331.20	\$32.69 \$1,307.60 \$67,995.20	\$33.51 \$1,340.40 \$69,700.80	\$34.35 \$1,374.00 \$71,448.00
8	12	\$30.45 \$1,218.00 \$63,336.00	\$31.21 \$1,248.40 \$64,916.80	\$31.99 \$1,279.60 \$66,539.20	\$32.79 \$1,311.60 \$68,203.20	\$33.61 \$1,344.40 \$69,908.80	\$34.45 \$1,378.00 \$71,656.00	\$35.31 \$1,412.40 \$73,444.80	\$36.19 \$1,447.60 \$75,275.20	\$37.09 \$1,483.60 \$77,147.20
8	13	\$32.89 \$1,315.60 \$68,411.20	\$33.71 \$1,348.40 \$70,116.80	\$34.55 \$1,382.00 \$71,864.00	\$35.41 \$1,416.40 \$73,652.80	\$36.30 \$1,452.00 \$75,504.00	\$37.21 \$1,488.40 \$77,396.80	\$38.14 \$1,525.60 \$79,331.20	\$39.09 \$1,563.60 \$81,307.20	\$40.07 \$1,602.80 \$83,345.60
8	14	\$35.52 \$1,420.80 \$73,881.60	\$36.41 \$1,456.40 \$75,732.80	\$37.32 \$1,492.80 \$77,625.60	\$38.25 \$1,530.00 \$79,560.00	\$39.21 \$1,568.40 \$81,556.80	\$40.19 \$1,607.60 \$83,595.20	\$41.19 \$1,647.60 \$85,675.20	\$42.22 \$1,688.80 \$87,817.60	\$43.28 \$1,731.20 \$90,022.40
8	15	\$38.36 \$1,534.40 \$79,788.80	\$39.32 \$1,572.80 \$81,785.60	\$40.30 \$1,612.00 \$83,824.00	\$41.31 \$1,652.40 \$85,924.80	\$42.34 \$1,693.60 \$88,067.20	\$43.40 \$1,736.00 \$90,272.00	\$44.49 \$1,779.60 \$92,539.20	\$45.60 \$1,824.00 \$94,848.00	\$46.74 \$1,869.60 \$97,219.20

COMPENSATION COMPARISON CHART

PROPOSED Position Title	Current Min	Current Max	Data Points Max	Market Min	Average Max	Proposed Pay Min	Max	HRS Proposed Pay Grade
Site Coordinator (Riverside Fun Club)	19.33	23.86	ERI	22.38	28.03	19.97	24.32	7
Nutrition and Volunteer Coordinator	19.33	23.86	ERI	23.90	32.15			
Park Ranger	19.33	23.86	limited data					
Park Ranger Foreman	20.46	25.51	0			21.97	26.77	8
Recreation Business Office Assistant	20.46	25.51	4	20.93	26.27			
Records & Billing Office Assistant Police	18.21	23.02	6	22.19	25.86			
Assistant Director, Fun Club (after school)	23.57	29.14	limited data			24.17	29.44	9
Confidential Office Assistant (ZBA)	19.57	24.14	6	23.02	28.94			
Retirement Office Assistant	20.88	25.79	6		30.67			
Senior Social Services Program Coordinator	22.17	27.51	9	27.02	32.84			
Social Services-Outreach Coordinator	20.46	25.51	10	26.68	33.25			
Administrative Assistant DPW	24.19	30.65	13	22.64	28.30	26.10	31.81	10
Administrative Assistant Electric	24.19	30.65	13	22.64	28.30			
Administrative Assistant - Fire	24.19	30.65	13	23.88	29.93			
Administrative Assistant - Recreation	24.19	30.65	12	22.78	28.04			
Administrative Assistant - Land Use	24.19	30.65	5	23.18	27.51			
Endicott Park Program Coordinator	22.17	27.51	ERI	26.80	35.32			
Assistant Director, Senior & Social Services	23.57	29.14	2	25.08	30.79	28.19	34.34	11
Assistant Town Clerk	23.57	29.14	12	28.14	34.72			
Benefits Coordinator	22.17	27.51	11	27.23	34.70			
Director, Fun Club (after school recreation)	26.30	33.38	ERI	24.76	33.28			
Senior Administrative Assistant - Police Chief	27.12	34.35	13	25.66	32.98			
Human Resources Generalist	24.19	30.65	12	25.55	34.00			
Senior Administrative Assistant - DPW	27.12	34.35	9	25.13	32.81			
Staff Accountant	26.30	33.38	7	26.48	32.68			
Assistant Assessor	27.63	34.71	12	30.57	37.02	30.45	37.09	12
Assistant Recreation Director	28.02	36.08	7	29.44	37.22			
Assistant Town Accountant	28.02	36.08	8	28.23	38.05			
Assistant Treasurer-Collector	28.02	36.08	12	29.45	36.87			
Executive Secretary to the Town Manager	27.32	34.60	13	30.03	38.99			
Procurement Specialist	27.32	34.60	7	31.76	37.18			
Public Health Nurse	28.02	36.08	12	29.68	37.18			
Assistant Public Health Director	28.02	36.08	3	35.10	43.73	32.89	40.07	13
Director of Natural Resources	28.02	36.08	ERI	26.59	34.61			
Information Systems Project Manager	31.68	41.58	11	33.77	43.47	35.52	43.28	14
Project Engineer	31.68	41.58	10	35.83	44.54			
Retirement Manager	28.02	36.08	7		44.99			
Assistant IT Director			ERI	31.68	43.84	38.36	46.74	15

STATEWIDE BENCHMARK BENEFITS - GENERAL GOVERNMENT

MUNICIPALITY IN MA	
PAID LEAVE	AVERAGE
Paid Holidays Per Year	11.4
Personal Days Per Year	3.3
Sick Days Per Year	15.2
Do you offer Sick Leave Buy-Back	Y
Vacation Days Per Year (0-5 Years of Service)	10.0
Vacation Days Per Year (6 - 10 Years of Service)	15.0
Vacation Days Per Year (11 - 15 Years of Service)	19.7
Vacation Days Per Year (16 - 20 Years of Service)	23.2
Vacation Days Per Year (over 20 Years of Service)	25.8
TUITION and OTHER REIMBURSEMENTS	
Tuition Assistance/Educational Reimbursement for Professional Development	Y
Do you reimburse employees for their dues in professional organizations? Yes or No	Y
Do you reimburse employees for any required licensing to do their job? Yes or No	Y
LONGEVITY PROGRAM	Average
Longevity after 5 years of service	205
Longevity after 10 years of service	405
Longevity after 15 years of service	469
Longevity after 20 years of service	593
Longevity after 25 years of Service	703
RETIREMENT BENEFITS (457 or 401K plan match)	N
COMP TIME OFF PROGRAM (Yes/No)	N
HEALTH AND LIFE INSURANCE	Average
Group Life Insurance -Employer Contribution %	52%
Health Insurance -What is Employer Contribution % Indemnity/PPO	70%
Dental Insurance -What is Employer Contribution %	68%
Vision Insurance -What is Employer Contribution %	N
DISABILITY INCOME PROTECTION	
Short Term Disability	N
Long Term Disability - Benefit Amount	N