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September 5, 2007

Carol Granfield
Town Manager
Town of Meredith
41 Main Street
Meredith, NH 03253

Dear Ms. Granfield:

We have completed our assignment and are submitting the report of our Classification and Pay Plan Study for all positions involved in the study.

This report has been prepared as an accounting of our assignment and to record our approach. The recommendations and comments in the report reflect our objective appraisal and discussion to the extent possible within the scope of the assignment.

Our objective was to develop a Classification and Pay Plan that is equitable to both the employees and to the taxpayers of the Town of Meredith, NH.

We appreciate this opportunity to be of service to you.

Respectfully Submitted,

A handwritten signature in black ink that reads "Gary R. Thornton". The signature is written in a cursive style with a large, prominent "G" and "T".

Gary R. Thornton
Principal

**TOWN OF MEREDITH, NH
Pay and Classification Study**

August 2007

Report of Consultant's Findings

Prepared by:

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EXECUTIVE SUMMARY

1. With the approval of the Town of Meredith, NH, Thornton and Associates conducted a comprehensive classification and compensation study of all positions within Meredith municipal government.
2. Oversight for the project was provided by the Employee Benefits Committee of the Town of Meredith. Their charge was:

“To research the Town’s full range of salary, wage and benefit packages available to our employees as approved in the Town’s Personnel Policy, to that of adjacent communities as well as comparable private or corporate organizations. The goal of this committee is to ensure alignment of the Town’s employee total compensation benefits package with employers in the area that will continue to attract and retain competent employees to provide Town Services.

This review should include, but is not limited to wages, longevity pay, merit and cola increases, insurance (health, dental, life and disability), sick and vacation pay, availability of overtime and retirement plans. Updated classification information will be provided by an experienced professional. All positions held by employees exempt and non exempt should be included in this review.

The results of the Committee findings should be presented to the Board of Selectmen on or before September 10, 2007, so that they may be considered in the next budget process.”

Committee Members are:

Bob Ambrose, Jamie Brunt, Dean Eastman, Carol Granfield, James Hughes, Chuck Lowth, Paul Ristaino, Brenda Vittner and Colette Worsman.

3. Over 50 job classifications were involved in the survey and benchmark jobs which represented these positions, were surveyed.
4. We recommend that the market survey conducted by our firm should be used as the basis for the establishment of the compensation plan.
5. We recommend that the Town Manager reserve the right to change the minimum qualifications of the position WHEN the position is vacated by the current incumbent.
6. We recommend that the Town Manager have the authority to approve appointments at up to 50% of the minimum of the range when recruiting for critical or otherwise hard to fill positions.
7. We recommend that the Town Manager use the Position Description Questionnaire and Position Evaluation Plan developed for this study as the basis for maintaining and updating the pay and classification going forward.

8. We recommend that the Town Manager conduct an assessment and evaluation of the individual incumbent before awarding any pay status change as a result of our recommendations for reclassification.
9. We recommend that the Town Manager consider internal equity of all positions before any reclassifications are approved.
10. Our review of the employee benefits and other administrative practices found the overall package to be fair and competitive.
11. Any pay adjustments that may come out of this study are subject to the recommendation of the Town Manager and the approval of the Board of Selectmen and subject to further negotiation. Library positions must be approved by the Library Trustees.

The report on the study of the pay and classification system contains details of all elements of the study. In preparing this report, Thornton and Associates has used its' best efforts and has taken reasonable care. To an extent, the report relies on information and data received by third parties in whom Thornton and Associates has assumed the accuracy and completeness thereof.

The information and opinions expressed in this report have significance only within the context of the entire report. No parts of this report should be used or relied upon outside of that context.

This study is not an end in itself, but a vital element in a sound management program for the Town of Meredith, NH. It will require continuous work and review, once the plan is implemented. Adjustments will continually have to be made to reflect changes in the labor market in order to maintain an equitable pay and classification system.

OVERVIEW

The Town of Meredith, NH requested competitive proposals from qualified consultants to conduct a classification review of all positions within Meredith municipal government, and to recommend placement of these positions in a suitable job classification.

To assist the Town of Meredith with the project, the Town Manager engaged an impartial independent third party, Thornton and Associates of Scarborough, Maine. Their involvement ensured that the end results were unbiased and free of outside influences.

THE PROCESS

PHASE I - Project Orientation:

Process:

Consultants attended meetings with the Employee Benefits Committee.

PHASE II - Job Evaluation and Internal Equity Review:

Process:

The first step in establishing an equitable pay structure was to examine internal wage relationships of those positions whose duties may have changed and/or new positions since the last study. Job evaluation was used to establish internal equity in pay rates within the Town of Meredith, NH. A job evaluation system developed by Thornton and Associates was used to establish relative worth of all positions. Compensable factors used were different amounts of skill, effort, responsibility and so forth.

In the process of evaluating jobs, Thornton and Associates:

- Distributed a Positions Description Questionnaire to all employees involved in the study.

These questionnaires along with existing job documentation, provided to us by the Town were the basis for establishing the job hierarchy.

(See Position Evaluations page 19)

(See Position Evaluation Plan page 40)

PHASE III - External Market Survey and Analysis:

Process:

Competitive pay, administrative and employee benefit practices for selected benchmark positions from comparable municipalities and private sector employers were collected and analyzed.

(See Custom Salary Survey Results Page 27).

PHASE IV - Development of Salary Ranges:

Process:

From our findings in the external review, we developed pay grades which address the concepts of market competitiveness and internal equity considerations. As there are several designs and approaches that can be used, we developed a structure, which supports the compensation philosophy of the Town of Meredith.

(See Classification and pay grade assignment page 23).

PHASE V - Project Status/Outcome Communication and Report

A written report was prepared and presented to appropriate management and the Town's Employee Benefit Committee. The report describes the methodology used, our findings and recommended steps for implementation.

Included in the report are:

- Salary survey data used as a guide in constructing the salary structure
- The pay grade structure

Additionally, all miscellaneous worksheets created for the development of salary ranges and ongoing maintenance of the Total Compensation System was delivered in an electronic format suitable for translation to the Town's word processing and spreadsheet software applications.

OUR FINDINGS

Town of Meredith, NH Pay and Classification Study

Understanding Total Compensation

Gone are the days where compensation practice was based largely on formulas and salary structures which were rigid and highly controlled – and where benefit programs were designed as a one size fits all work force needs.

In this era of full employment, it is evident that the quest for talented workers involves much more than strategically designed compensation and benefit programs. Successful Employers go beyond compensation and benefits and look at all factors, which influence attraction, retention and motivation.

The factors, which influence recruitment and retention, are:

- Competitive compensation
- Progressive employee benefits programs
- The overall work – life experience

Successful employers are those who articulate:

- **Clear job expectations** – they follow through on their promises.
- **Clear lines of responsibility and accountability** – they promptly address employee's concerns.
- **Family friendly policies** – a meaningful balance between professional and personal lives of their employees.
- **Opportunities for professional growth** – new responsibilities are provided with guidance, training and support.
- **Meaningful feedback** – employee appreciation and recognition is a key element of their operations.
- **Competitive compensation** – offer a total rewards system that can be tailored to one's own specific needs.

Although compensation and benefits have long been recognized as the core components of total compensation the overall work-life experience has emerged as a critical component. Even though it has always existed in organizations, the experience has often not received the attention as an “equal” component. Recent research consistently demonstrates that employees place high value on matters related to the work-life experience.

The five key components of work-life experience are:

- **Acknowledgment, appreciation and feedback** – such as service, spot and achievement rewards, feedback and other initiatives, which offer fulfillment.
- **Balance of work/life** – such as family programs, financial counseling, convenience services, employee recreational activities, flexible work arrangements.
- **Culture** – such as leadership, diversity, organizational formality, promoting innovative thinking and open and honest employee communications.
- **Development** – such as learning opportunities, coaching, mentoring, feedback opportunities for education and career advancement.
- **Environment** – such as the job (content, variety, context, tools, clear line of sight).

Each of these components contributes to the reason employees want to work for the Town of Meredith.

Offering any of the components at the exclusion of the others could adversely impact the Town's success. If the Town for example, places the majority of emphasis on cash compensation, at the expense of the other components, it would have a negative effect on those workers who place value on flexible working arrangements. Or, too much emphasis on the work experience elements might lessen the impact of total compensation expenditures for a large segment of the workforce. The key to gaining the needed competitive edge is to strike an appropriate balance with all the components that are involved in your total compensation model. i.e. components not competing but rather complementing one another.

Steps in developing any of the recommendations in this report ought to include the following:

1. Identify any external and internal influences, which may be unique to your Town.
2. Weigh the importance of each of the components to the influences, which you identify in the first phase.
3. Review the preliminary model to what you currently have in place.
4. Solicit feedback through employee forums regarding the relative importance of the components specific to their individual needs.
5. Create a total compensation program, which most effectively creates a culture and climate of behaviors necessary to achieve the Town's business strategy.

The Total Compensation Plan

➤ How it Works:

The pay system classifies positions based on the type of work performed. Each position is placed in a job family as follows:

1. Administrative Support Family

Jobs in this family provide administrative and clerical support of programs, services or processes serving the residents of the Town of Meredith.

Examples:

- *Office/Program Support*
- *Library Support*
- *Business Support*
- *Technical Support*

2. Financial Services Family

Financial Services Family positions perform a broad range of routine to specialized assistance, responsible for the overall coordination of the town's financial planning, assessing, treasury and tax collection, purchasing and budget.

Examples:

- *Financial Services*
- *Town Clerk*
- *Tax Collector*
- *Purchasing*
- *Assessment*
- *MIS*
- *Payroll*

3. Technical/Paraprofessional Family

The Technical/Paraprofessional Family positions perform a broad range of professional functions to include the administration and oversight of programs, services or processes serving the residents of the Town of Meredith.

Examples:

- *Code Enforcement*
- *Health Services*
- *Human Services*
- *Library Services*
- *Information Technology Services*
- *Public Safety Services*

4. Skilled Craft/Trades Family

Skilled Craft/Trades Family positions perform a broad range of routine to complex manual and mechanical functions and provide general to highly skilled repairs, restoration, maintenance, and installations using specialized manual skills and knowledge of a particular craft or trade. Specific apprenticeship requirements, certification, or licensure may apply.

Examples:

- *Equipment Services*
- *Carpentry Services*
- *Plumbing Services*
- *Electrical Services*
- *Landscape and Grounds Services*
- *Environmental Services*
- *Utility Services*
- *Public Work Services*

5. Supervisory Services Family

The Supervisory Services Family represents those positions that spend the majority of time performing supervisory functions including planning, directing subordinates, making decisions and interpreting policy.

Examples:

- *Building and Ground Services*
- *Business Services*
- *Health and Safety Services*
- *Public Work Services*
- *Information Technology Services*

Within each family, jobs are placed into a series based on like and similar work.

👉 How It Benefits Employees:

- Employees can fully understand how they may progress in their careers.
- Positions are classified by comparison to clear job standards.
- Positions are based on similar bodies of work, not “rank” of work.

MARKET COMPARISON

Our Observations – Total Compensation

Base Pay

As a result of an external market review conducted by our firm, it is evident that the compensation program in place at the Town of Meredith is structured to provide competitive base rates of pay, which will allow you to recruit and retain qualified staff.

With final F/Y 2007 business results in sight, many employers are adjusting their 2008 pay budgets downward. “Wage deflation” is resulting in lower market adjustments than seen in recent times. In your labor recruitment area, it is common to see market rate adjustments in the 3.5% to 4.0% range. If your compensation philosophy is to continue to “match” market with respect to base pay, certain jobs and incumbents warrant an adjustment.

While most are still holding the line on base pay increases, we are seeing a rebound in bonus pay this year at some organizations. The good news for many employees: 2008 bonus payouts will be larger than 2007 payouts. High-performing workers can expect better-than-average increases. Our clients indicate that their top employees will receive average base pay increases of 5.2% in 2008, compared to 3.5% for average performers and just 1.2% for weak performers. Organizations continue to target financial resources at those positions identified as having the greatest need and impact to their business.

Employee Benefits

On balance, the employee benefit mix is competitive with market conditions.

- Welfare Benefits

Health & Dental

Until recently, pay increase budgets have been developed in isolation from budget decisions related to employee benefit programs. That appears to be changing, primarily as a result of rapidly escalating health care costs. Our clients are telling us they have lowered their 2008-budgeted salary increase to offset the additional expense associated with their health care benefits. An early look at what health insurance will cost in 2008, shows that many employers are expecting rate hikes of 15 percent or more.

The results of our survey indicates that the Town “matches” market with its’ current cost sharing strategy.

Replacement Income

Based on the information provided, there exists a “benefit gap” in replacement income benefits. Your sick pay policy provides short term coverage for episodic events, but does not bridge active duty status to an event lasting more than twelve days.

- Retirement Benefits

Based on the information provided, you match the public sector market with your contributions to the NH State Retirement System.

- Paid Time Off Benefits

Your current PTO program does not recognize length of service beyond 11 years. This may be appropriate given your employee's tenure but may need to be addressed as this tenure increases over time.

- Other Benefits (Indirect Pay)

If fiscal constraints or the lack of availability of group coverage does not permit addressing benefit deficiencies (i.e. replacement income), you may want to consider the introduction of a voluntary benefit program. Marketing to individuals through the worksite, has gained in popularity, and allows employees to tailor their benefits to their own situation. A common theme coming out of many employee surveys is not having enough time for personal business and the competing demands on one's time as they attempt to balance their personal life with their work life. This has led to the development of many "value added" programs to the benefit mix of more progressive employers. Common in the mix are services that do everything from pick up laundry at the work site to photo processing and the like. The shift from paternalism by the employer, i.e. direct company involvement in retirement and traditional health and welfare benefits, to this employee empowerment philosophy of picking benefits that have a certain life cycle appeal, must be done carefully. It is advisable to not just crank out programs of this type without any wisdom or forethought. Following the trend and doing what's in vogue typically will not translate into any meaningful or quantifiable results and more importantly, will do little to distinguish you from the employer down the street.

FUTURE TRENDS

It continues to be evident that the quest for talented workers involves much more than strategically designed compensation and benefit programs. Successful organizations go beyond compensation and benefits and look at all factors which influence attraction, retention and motivation.

The factors, which continue to influence recruitment and retention, are:

“The Price of Admission”

- Competitive compensation
- Progressive employee benefit programs

AND

“What’s in it for me?”

- The overall work – life experience

There is growing recognition that a competitive employee benefits program is needed to be successful in recruiting and retaining a talented workforce. As benefits are generally not performance based, there is a movement toward increased cost sharing, redesign of the benefit mix to provide "employee choice" and a reduction in total employer paid benefit programs. This reshuffling of the total rewards budget is intended to create opportunities for an increase in variable pay programs, to provide increased opportunities for learning and development and to accommodate life style choices.

Those organizations, which have attempted to address the crisis with a single component approach, have made no inroads. The classic initial solution to the recruitment/retention dilemma is to throw money at the compensation (pay) program. The problem, of course, is that many organizations are addressing the crisis in this manner so little if anything is gained in the way of competitive advantage. It is the rare recruitment and retention problem that can be solved by pay alone. Without the recognition that work-life and benefits contribute significantly to retention, the challenge of recruitment and retention will remain.

- **Workforce Trends**

- Unemployment rates going down
- Shortages of some jobs
- Turnover & retention still a problem
- Salaries continue to go up
- New hires treated very differently depending on shortage & industry

- **Total Compensation Trends**

- Total compensation is the Sum of Benefits, + Base Pay and Variable Pay:

1. The average benefits package is worth 42%
2. A Company's most expensive benefit is *Medical/Dental/Vision*
3. What % of Benefit pay is time off? 11.5%

(Source: U.S. Chamber of Commerce April, 2006)

Ways to control costs:

- Increased cost sharing
- Increased co-pays
- Prescription carve outs/tiered drug program
- Adopt voluntary benefits as a trade

Creative solutions:

- Fair market pay with salary ranges
- Communicate reality as far as pay and benefits
- Performance appraisal/career growth
- Be willing to change and do new things
- Employee Survey
- Look at changing to a PTO program

Real merit pay:

- Need to reward stars
- Non-performers get a "0"
- Goal setting--excellent job descriptions
- Performance Appraisal Systems that work

FINAL THOUGHTS

The most finely constructed wage and salary administration program produces, at best, momentary competitiveness. As some inequities already exist, they will become magnified quickly in the absence of proper maintenance. Keeping a wage and salary administration program equitable and up-to-date requires simultaneous development of administrative skills, exercise of judgment, resolution of inequities, and adherence to original objectives in a dynamic and usually inflationary wage and salary environment. It also requires a comprehensive approach and an integrated system, which includes job analysis, job description, job valuation, and performance evaluation. Each of these steps must be integrated in order to provide consistency between the specifications for the job as determined by job analysis, and the essential elements of the position as expressed in the job description. These factors in turn must be in total agreement with the factors used to price the job as well as the standards and criteria for job evaluation. In this manner, disparities in pay, hiring practices, retention and termination can be explained and accounted for with detail and objectivity.

RECOMMENDATIONS

Your 2008 Compensation Program should be structured to provide competitive base rates of pay, which will allow you to recruit and retain qualified staff. Financial resources should be **targeted at those positions** identified as having the greatest need and impact to the business of The Town.

The Objectives of your Total Compensation System should be:

- Aligned with your mission and strategy
- Compatible with your culture
- Appropriate for your workforce
- Externally equitable
- Internally equitable

Classification and Pay Plan

1. 2008 Pay Plan Structure Adjustments:

The results of the survey indicate that it is not necessary to “update” the structure. The methodology used in the development of the structure is sound and commonplace in the public sector. (New hire rate plus incremental steps @ 2.5%, capped at 12 years of service). Although some long tenured employees are “capped” at step 12, it is as wrong to overcompensate for a skill set as to under compensate for the skill.

Options to consider might include a 1.5% cola paid as a one time bonus and not rate added.

Estimated cost = \$ 65,000 (w/o any changes) to \$75,000 (with proposed changes)

Rationale: Step increase @ 2.5% plus 1.5 % cola matches market budgeted increases.

2. 2008 Reclassifications:

Estimated cost = \$ 39,957 (See Classification and Pay Grade assignment page 23)

Rationale: Prices all job classifications in line with the external market review and internal equity considerations. (Note that the methodology used in pricing reclassified positions means some employees within the same classification may or may not receive a pay rate adjustment).

Before any pay rate adjustments are made it is advisable to assess the performance of the individual incumbent.

3. 2008 Indirect Pay:

Pending no significant increase in insurance rates, no change in cost sharing strategy is necessary. To address benefit gaps i.e. replacement income, consider implementing a voluntary (employee paid) program).

Estimated Cost = \$.00

4. Individual Department Considerations:

Offices of Tax Collector and Town Clerk:

Evidenced by the survey results, the majority of peer municipalities have a combined, appointed position of Tax Collector and Town Clerk.

Combined Position:

Town	Position	Rate of Pay
Sunapee	Top Job	\$21.65
	Deputy	\$15.43
Gilford	Top Job	\$27.08
	Deputy	\$17.22
New London	Top Job	\$22.14
	Deputy	\$18.45
Conway	Top Job	\$24.27
	Deputy	\$19.50
Belmont	Top Job	\$22.47
	Deputy	\$16.45
Rye	Top Job	\$22.29
	Deputy	\$18.35
Hanover	Top Job	\$24.36
	Deputy	\$17.82

Separate Position:

Town/City	Position	Rate of Pay
Wolfeboro	Town Clerk	\$24.70
	Tax Collector	\$26.16
Laconia	Tax Collector	\$20.38
	Deputy	\$13.09
	Town Clerk	\$21.39
	Deputy	\$13.09
Lebanon	Tax Collector	\$23.84
	Deputy	None
	Town Clerk	\$34.24
	Deputy	\$21.26
Meredith	Tax Collector	None
	Deputy	\$26.34
	Town Clerk	\$26.34
	Deputy	\$19.13

The Town may want to assess the feasibility of combing the positions in an attempt to gain economies of scale.

- **Fire Department**

Call pay rates for the Town of Meredith, on average are significantly lower than what the survey data shows. Pending the hiring of a new chief and any difficulties in the recruitment and retention of call firefighters, it may be advisable to evaluate the call rate.

EXHIBITS

POSITION EVALUATIONS

(Position Evaluations sorted low to high)

Classification Title	Job Family	Current Grade	Proposed Grade	Knowledge/ Education	Experience	Complexities	Accountabilities	Internal Relationships	External Relationships	Supervision	Physical Demands	Work Environment	Total Points
Library Aide	Administrative Support	1	2	25	25	25	25	25	75	0	10	10	220
B&G Laborer	Skilled Craft/Trades	3	3	25	25	25	75	25	25	0	25	25	250
Cemetery Laborer	Skilled Craft/Trades	3	3	25	25	25	75	25	25	0	25	25	250
Laborers	Skilled Craft/Trades	2	3	25	25	25	75	25	25	0	25	25	250
P&R Laborer	Skilled Craft/Trades	3	3	25	25	25	75	25	25	0	25	25	250
SW Attendant	Skilled Craft/Trades	3	3	50	25	25	75	25	25	0	25	25	275
Office Clerk	Administrative Support	4	4	50	100	25	75	25	25	0	10	10	320
W/S Operator	Skilled Craft/Trades	5	6	50	200	50	25	25	25	0	25	25	425
DPW Maintenance III	Skilled Craft/Trades	6	6	50	200	50	25	25	25	0	25	25	425
Cemetery Sexton	Skilled Craft/Trades	6	6	50	200	50	25	25	25	0	25	25	425
RE Appraiser	Technical/Paraprofessional	7	9	100	200	50	25	75	75	0	10	10	545
SW Coordinator	Administrative Support	9	9	50	200	50	75	75	75	0	25	25	575
Deputy Town Clerk	Financial Services	10	9	50	200	100	75	75	75	0	10	10	595
Assistant Library Director	Technical/Paraprofessional	5	9	100	200	50	25	75	75	50	10	10	595
P&R Crew Chief	Skilled Craft/Trades	9	9	50	300	100	25	25	25	50	25	25	625
B&G Crew Chief	Skilled Craft/Trades	6	9	100	300	100	25	25	25	50	25	25	675
Heavy Equip Mechanic	Skilled Craft/Trades	9	9	100	200	100	75	75	75	0	25	25	675
DPW Maintenance IV	Skilled Craft/Trades	10	10	100	300	100	75	25	25	0	25	25	675
W/S Crew Chief	Skilled Craft/Trades	8	9	100	300	100	25	75	25	50	25	25	725
Executive Assistant	Administrative Support	11	11	100	300	100	75	75	75	0	10	10	745
Administrative Assistant	Administrative Support	10	10	100	200	100	200	75	75	0	10	10	770

Classification Title	Job Family	Current Grade	Proposed Grade	Knowledge/ Education	Experience	Complexities	Accountabilities	Internal Relationships	External Relationships	Supervision	Physical Demands	Work Environment	Total Points
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Assessing Office Manager	Technical/Paraprofessional	10	10	100	200	100	200	75	75	0	10	10	770
DPW Administrative Assistant	Administrative Support	10	10	100	200	100	200	75	75	0	10	10	770
Deputy Tax Collector	Financial Services	12	10	300	200	50	75	75	75	0	10	10	795
Children's Librarian	Technical/Paraprofessional	12	14	300	100	100	75	75	75	50	10	10	795
Dispatcher	Technical/Paraprofessional	6	9	100	50	300	200	75	25	0	25	25	800
Drainage Crew Chief	Skilled Craft/Trades	9	9	100	200	100	200	75	25	50	25	25	800
Finance Clerk	Financial Services	10	10	100	200	100	200	200	75	0	10	10	895
Assistant P&R Director	Technical/Paraprofessional	14	14	300	200	100	75	75	75	50	10	10	895
Town Clerk	Financial Services	12	14	100	300	100	200	75	75	50	10	10	920
Mechanic Crew Chief	Skilled Craft/Trades	10	12	100	400	100	75	75	75	50	25	25	925
Police Officer	Technical/Paraprofessional	10	11	200	200	100	200	75	200	0	50	50	1075
School Resource Officer	Technical/Paraprofessional	10	11	200	200	100	200	75	200	0	50	50	1075
Juvenile Officer	Technical/Paraprofessional	11	12	200	200	100	200	75	200	0	50	50	1075
Lt. Corporal	Technical/Paraprofessional	12	13	200	200	100	200	75	200	0	50	50	1075
PW Operations Manager	Skilled Craft/Trades	14	14	100	500	100	200	75	75	50	25	25	1150
Town Accountant	Financial Services	11	11	300	500	100	200	25	25	0	10	10	1170
Sergeant	Technical/Paraprofessional	13	14	200	200	100	200	75	200	100	50	50	1175
Planner	Technical/Paraprofessional	14	14	100	500	100	200	75	200	100	25	25	1325
IT Specialist	Technical/Paraprofessional	11	12	300	300	300	200	200	75	0	10	10	1395
P&R Director	Supervisory	18	18	300	200	300	200	75	200	100	10	10	1395

Classification Title	Job Family	Current Grade	Proposed Grade	Knowledge/Education	Experience	Complexities	Accountabilities	Internal Relationships	External Relationships	Supervision	Physical Demands	Work Environment	Total Points
GIS Specialist	Technical/Paraprofessional	11	12	300	300	300	200	200	75	0	25	25	1425
Building Inspector	Technical/Paraprofessional	16	16	100	500	300	200	75	200	0	25	25	1425
DPW Assistant Director	Skilled Craft/Trades	17	18	200	500	100	200	75	200	100	25	25	1425
Lieutenant	Technical/Paraprofessional	17	19	200	300	100	200	200	200	200	50	50	1500
Assessor	Technical/Paraprofessional	20	20	300	500	100	200	200	200	100	25	25	1650
W/S Superintendent	Supervisory	18	18	200	500	300	200	75	200	200	25	25	1725
Library Director	Supervisory	12	14	500	500	300	200	200	75	100	10	10	1895
Director Community Development	Supervisory	20	20	300	500	300	350	350	350	100	10	10	2270
Fire Chief	Supervisory	19	21	300	500	300	350	350	350	100	25	25	2300
Director Admin Services	Supervisory	21	23	300	500	300	350	350	350	200	10	10	2370
DPW Director	Supervisory	21	22	300	500	300	350	350	350	200	25	25	2400
Police Chief	Supervisory	21	23	300	500	400	350	350	350	200	50	50	2550
Town Manager	Supervisory	26	26	500	500	400	500	500	500	300	10	10	3220

Classification Plan & Pay Grade Assignment

If pay grade changes, employees new rate is the greater of current actual rate OR the next higher rate of new grade

* Subject to Library Trustee approval

** Assumes Exempt position

<u>Current Pay Grade</u>	<u>Classification</u>	<u>Custom Survey Benchmark Job</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Proposed Pay Grade</u>	<u>Estimated F/Y Impact</u>
1	Library Aide	Library Aide *	10.66	13.99	2	\$6,988.80
2	Laborer 1	<i>Insufficient Benchmark - Associated Job</i>	12.34	16.19	3	\$1,268.80
3	Laborer	Laborer	12.95	16.98	3	
3	Solid Waste Attendant	Laborer			3	
4	Office Clerk	Clerk Typist	13.59	17.83	4	
5	Assistant Librarian	Assistant Librarian *	14.27	18.73	9	\$1,580.80
5	Maintenance II	Groundskeeper, Laborer, Custodian			5	
5	Water & Sewer Operator	Wastewater Treatment Plant Operator			6	\$3,244.80
6	Buildings & Grounds Crew Chief	Foreman	14.97	19.64	9	\$852.80
6	Cemetery Sexton	<i>Insufficient Benchmark - Associated Job</i>			6	
6	Dispatcher/Clerk	Public Safety Dispatcher			9	\$2,808.00
6	Maintenance III	<i>Insufficient Benchmark - Associated Job</i>			6	
6	Police Administrative Assistant	Administrative Assistant			6	
7	Real Estate Appraiser	Real Estate Appraiser	15.73	20.64	9	\$2,496.00
8	Water & Sewer Crew Chief	<i>Insufficient Benchmark - Associated Job</i>	16.52	21.67	9	\$1,081.60
9	Drainage Crew Chief	Foreman	17.33	22.74	9	
9	Heavy Equipment Mechanic	Maintenance Mechanic			9	
9	Parks & Recreation - Operations Chief	Foreman			9	
9	Solid Waste Coordinator	Foreman			9	

If pay grade changes, employees new rate is the greater of current actual rate OR the next higher rate of new grade

* Subject to Library Trustee approval

** Assumes Exempt position

<u>Current Pay Grade</u>	<u>Classification</u>	<u>Custom Survey Benchmark Job</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Proposed Pay Grade</u>	<u>Estimated F/Y Impact</u>
10	Administrative Assistant	Administrative Assistant/Office Manager	18.20	23.89	10	
10	Deputy Town Clerk	Deputy Town Clerk			9	\$20.80
10	Finance/General Assistance Officer				10	
10	Maintenance IV	<i>Insufficient Benchmark - Associated Job</i>			10	
10	Mechanic Crew Chief	<i>Insufficient Benchmark - Associated Job</i>			12	\$1,123.20
10	Police Officer	Police Officer			11	\$6,385.60
10	School Resource Officer (SRO)	School Resource Officer			11	\$1,186.00
11	Disbursement Accountant	Town Accountant	19.12	25.08	11	
11	Executive Assistant	Executive Assistant			11	
11	IT/GIS Specialist	IT Specialist			12	\$3,099.20
11	Police Officer/Juvenile Officer	<i>Insufficient Benchmark - Associated Job</i>			12	\$0.00
11	Police Officer/Training Officer	<i>Insufficient Benchmark - Associated Job</i>			12	\$1,289.60
12	Deputy Tax Collector	Deputy Tax Collector	20.07	26.34	10	-\$5,096.00
12	Librarian	Librarian *			14	\$1,289.60
12	Police Detective (Corporal)	<i>Insufficient Benchmark - Associated Job</i>			13	\$1,331.20
12	Town Clerk	Town Clerk			14	\$1,289.60
13	Police Sergeant	Police Sergeant	21.07	27.65	14	\$2,704.00
14	Assistant Parks & Recreation Director	Assistant Parks & Recreation Director	22.12	29.03	14	
14	Public Works Operations Manager	Public Works Operations Manager			14	
14	Town Planner	Town Planner			14	
15			23.23	30.47		
16	Code Enforcement Officer	Code Enforcement Officer	24.39	32.00	16	
17	Police Lieutenant	Police Lieutenant **	25.61	33.60	19	\$1,539.20
17	Public Works Assistant Director	Public Works Assistant Director			18	\$1,456.00

If pay grade changes, employees new rate is the greater of current actual rate OR the next higher rate of new grade

* Subject to Library Trustee approval

** Assumes Exempt position

<u>Current Pay Grade</u>	<u>Classification</u>	<u>Custom Survey Benchmark Job</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Proposed Pay Grade</u>	<u>Estimated F/Y Impact</u>
18	Parks & Recreation Director	Parks & Recreation Director	26.90	35.30	18	
18	Water & Sewer Superintendent	Superintendent Water Treatment Plant			18	
19	Fire Chief	Fire Chief	28.23	37.04	21	-\$3,785.60
20	Assessor	Assessor	29.63	38.88	20	
20	Community Development Director	Community Development Director			20	
21	Director of Administrative Services	Director Finance/Dir. Administrative Svcs.	31.13	40.84	23	\$1,976.00
21	Police Chief	Police Chief			23	\$1,809.60
21	Public Works Director	Public Works Director			22	\$2,017.60
22			32.67	42.87		
23			34.31	45.02		
24			36.03	47.29		
25			37.82	49.63		
26	Town Manager		39.72	52.12	26	
					TOTAL	<u>\$39,957.20</u>

RESULTS CUSTOM SALARY SURVEY

**Report of All Participants
Report of Public Sector Participants
Report of Private Sector Participants
Total Compensation Survey Positions**

SURVEY PARTICIPANTS

Ambrose Bros., Inc.
Andrews Construction Company
City of Laconia
City of Lebanon
GMI Asphalt Corporation
Gunstock Mountain Resort
Jeremy Hiltz Excavating
Laconia Savings Bank
Lakes Region General Hospital
Meredith Village Savings Bank
Municipal Resources, Inc.
Plodzik & Sanderson, PA
R. S. Audley, Inc.
Speare Memorial Hospital
State of New Hampshire
Town of Belmont
Town of Conway
Town of Gilford
Town of Hanover
Town of Meredith
Town of New London
Town of Rye
Town of Sunapee
Town of Wolfeboro

SURVEY DEFINITIONS

REPORT TABLE DEFINITIONS:

	1		2			3			4		5	6	7	8	9	10	11	12	
	Org	EE	Job Match			# Non Union	# Union	25th	Avg Pd	Wtd	50th	75th	Highest Pd	Lowest Pd	Pay Range				
			-	=	+			%tile	Rate	Avg	%tile	%tile	Rate	Rate	Avg Min	Avg Max			
Job Title	Count	Count	%	%	%	%	%	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Secretary I	xxx	x,xxx	xxx	xxx	xxx	xxx	xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	
Secretary II	xxx	x,xxx	xxx	xxx	xxx	xxx	xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	
Secretary III	xxx	x,xxx	xxx	xxx	xxx	xxx	xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	
Admin Asst 1	xxx	x,xxx	xxx	xxx	xxx	xxx	xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	

1. **Organization Count** - The number of organizations that reported data for the variable.
2. **Emoloyee Count** - The number of employees for which the data are reported for the variable.
3. **Job Match** - The percentage of firms indicating the degree to which their job responsibilities match the survey job descriptions. The job match codes indicate that your job: has less responsibility (-), closely matches the responsibilities (=), has greater responsibility (+).
4. **Union Non-Union Status** – The number union vs. non-union jobs.
5. **25th Percentile** - That data point that is higher than 25% of all other data in the sample when ranked from low to high. Also known as the first quartile.
6. **Average Paid Rate** - The sum of all data reported divided by the number of cases in the sample. Also called the mean.
7. **Weighted Average** - Base salary statistics calculated using individual rates reported for each employee across all organizations.
8. **50th Percentile** - That data point that is higher than 50% of all other data in the sample when ranked from low to high. Also known as the median.
9. **75th Percentile** - That data point that is higher than 75% of all other data in the sample when ranked from low to high. Also known as the third quartile.
10. **Highest Paid** - Highest paid rate reported for the position.
11. **Lowest Paid** - Lowest paid rate reported for the position.
12. **Pay Range** - The minimum and maximum of the formal salary range reported by firms with a formal salary structure for the job. Data for firms that reported a broadband for the job are excluded from range calculations.

NED = Not enough samples to report a statistic.

RESULTS ALL PARTICPANTS

All rates displayed
based on 2080 hours

Not all Organizations
reported pay ranges

Job Title	# of Organizations	# of Employees	# Union	# Non Union	Job Match -	Job Match =	Job Match +	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range		Average OT Pd
															Minimum	Maximum	
TOWN MANAGER																	
Town Manager	10	10	0	10	1	7	2	39.41	44.28	44.28	45.03	47.81	57.28	30.67	32.60	44.00	NED
Executive Assistant	10	10	1	9	1	8	1	19.12	21.30	21.30	20.53	23.31	26.19	17.74	18.03	25.04	NED
FINANCE/ADMINISTRATION																	
Director of Finance	15	15	0	15	1	8	6	29.67	35.84	35.84	33.70	40.53	51.12	24.58	28.83	40.00	NED
Director of Administrative Services	4	4	0	4	0	2	2	38.52	43.97	43.97	43.92	49.37	53.48	34.57	31.80	44.00	NED
Town Accountant	7	7	1	6	1	6	0	18.53	20.37	20.37	20.02	22.69	23.88	16.24	17.50	23.53	NED
Tax Collector	10	10	0	10	0	8	2	22.81	24.90	24.90	24.37	26.30	27.08	20.38	20.59	26.27	NED
Deputy Tax Collector	5	5	2	3	0	5	0	15.43	16.56	16.56	16.45	18.35	19.50	13.09	14.66	18.92	NED
Town Clerk	7	7	0	7	0	7	0	21.77	24.34	24.34	24.38	25.52	34.24	17.22	20.57	29.10	NED
Deputy Town Clerk	7	7	1	6	0	6	1	16.99	17.91	17.91	18.45	19.32	21.26	13.09	16.54	23.39	NED
IT Specialist	6	7	1	5	0	4	2	22.25	26.80	27.14	23.61	28.07	41.40	17.88	22.38	31.38	NED
GIS Specialist	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Finance Clerk	8	15	1	7	0	5	3	14.27	16.78	16.97	14.53	20.73	23.84	12.46	14.32	20.33	NED
Assessor	4	4	0	4	0	3	1	30.46	33.84	33.84	32.92	36.30	42.12	27.41	25.54	39.32	NED
Real Estate Appraiser	4	4	1	3	0	3	1	17.27	20.01	20.01	19.84	22.58	24.23	16.13	17.61	23.50	NED
Administrative Assistant	10	20	2	8	0	9	1	15.24	17.27	17.92	16.07	18.67	23.84	14.52	15.50	21.75	NED
Director Community Development	5	5	1	4	0	3	2	32.28	33.48	33.48	34.20	36.10	37.36	27.44	26.14	35.93	NED
Code Enforcement Officer	9	11	1	8	2	7	0	22.13	24.15	23.77	23.55	25.26	32.00	17.64	20.45	27.69	NED
Planner	8	9	3	5	0	7	1	21.66	24.87	24.99	24.22	29.27	30.85	17.64	22.17	28.76	NED

RESULTS ALL PARTICPANTS

All rates displayed
based on 2080 hours

Not all Organizations
reported pay ranges

Job Title	# of Organizations	# of Employees	# Union	# Non Union	Job Match -	Job Match =	Job Match +	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range		Average OT Pd
															Minimum	Maximum	
UTILITIES																	
Superintendent Water Treatment Plant	5	5	1	4	0	4	1	25.47	28.01	28.01	27.39	27.39	34.44	25.38	23.30	31.41	NED
Water Treatment Plant Chief Operator	3	3	2	1	0	3	0	20.05	20.59	20.59	20.84	21.26	23.80	17.88	17.20	22.74	NED
Water Treatment Plant Operator	5	10	3	2	0	4	1	17.25	18.55	18.32	17.64	19.23	23.05	14.27	15.78	21.28	NED
Superintendent. Wastewater Treatment	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Wastewater Treatment Plant Chief	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Wastewater Treatment Plant Operator	4	7	4	0	1	2	1	16.70	17.75	18.53	18.27	19.32	21.92	14.86	15.53	22.34	NED
Working Foreman	3	3	1	2	0	2	1	18.81	20.39	20.39	18.86	21.20	23.54	18.86	18.53	22.81	NED
PUBLIC WORKS																	
Public Works Director	12	12	0	12	1	10	1	34.18	39.09	39.09	37.19	42.58	55.67	27.39	27.72	36.89	NED
Assistant Public Work Director	5	5	0	5	0	4	1	24.57	29.31	29.31	28.25	28.27	42.06	23.39	24.29	32.75	NED
Public Works Operations Manager	4	4	1	3	0	3	1	23.35	30.00	30.00	29.49	36.13	37.77	23.24	23.88	32.83	NED
Foreman	13	19	5	8	0	10	3	18.86	21.87	21.87	20.22	23.11	29.85	17.80	17.95	24.37	NED
Groundskeeper	7	18	4	3	0	5	2	12.45	14.31	14.53	14.97	15.87	18.17	10.34	12.38	15.72	NED
Laborer	16	75	5	11	0	11	5	12.22	14.34	14.54	13.80	15.43	20.24	9.77	12.02	16.39	NED
Custodian	8	15	3	5	0	8	0	12.14	13.89	13.05	13.93	15.21	17.84	9.00	12.32	15.97	NED
Equipment Operator	12	50	8	4	2	10	0	14.66	15.56	15.76	15.81	16.46	19.66	12.46	13.76	18.66	NED
Heavy Equipment Operator	16	118	7	9	0	15	1	16.57	18.76	19.73	17.81	21.17	29.00	12.00	15.86	22.04	NED
Maintenance Mechanic	13	22	6	7	0	11	2	17.63	20.06	20.36	19.79	20.50	27.00	13.39	17.23	21.72	NED
Cemetery Sexton	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED

RESULTS ALL PARTICPANTS

All rates displayed
based on 2080 hours

Not all Organizations
reported pay ranges

Job Title	# of Organizations	# of Employees	# Union	# Non Union	Job Match -	Job Match =	Job Match +	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range		Average OT Pd
															Minimum	Maximum	
PUBLIC SAFETY																	
Public Safety Dispatcher	7	41	2	5	0	7	0	17.54	18.43	18.50	18.00	19.02	22.12	14.92	16.09	22.43	NED
Police Chief	12	12	0	12	1	10	1	33.41	37.88	37.88	35.49	43.48	49.93	28.22	28.74	39.67	NED
Police Deputy Chief	3	4	0	3	0	2	1	34.08	37.38	37.58	38.18	41.08	43.97	29.98	31.18	38.61	NED
Police Lieutenant	9	14	1	8	1	8	0	28.44	29.56	30.50	28.65	30.68	34.88	25.81	24.22	31.82	NED
Police Sergeant	10	26	2	8	0	10	0	24.23	25.76	26.16	25.53	27.17	28.94	23.41	21.67	28.65	NED
School Resource Officer	5	6	2	3	0	5	0	21.87	22.18	21.81	22.79	23.03	23.31	18.80	18.75	23.88	NED
Police Officer	8	89	4	4	0	8	0	20.41	21.30	21.45	21.50	22.05	25.53	18.25	18.35	24.39	NED
Animal Control Officer	3	3	0	3	0	3	0	16.22	16.56	16.56	16.44	16.84	17.24	16.00	14.90	19.58	NED
Fire Chief	10	10	0	10	1	8	1	31.97	36.91	36.91	36.12	40.63	48.00	29.89	28.19	39.84	NED
Firefighter	6	74	4	2	0	6	0	18.71	19.21	19.14	19.72	20.30	26.69	16.00	16.57	22.97	NED
Call Firefighter	7	133	0	6	0	6	0	10.58	12.14	11.50	11.96	13.88	23.33	6.16	10.23	17.49	NED
SERVICES																	
Parks & Recreation Director	9	9	0	9	0	9	0	24.58	27.77	27.77	24.88	27.57	40.03	21.85	23.83	33.43	NED
Parks & Recreation Assistant Director	6	6	1	5	0	6	0	18.21	21.69	21.69	21.00	22.92	30.02	17.28	18.95	25.77	NED
Librarian	10	11	0	10	0	6	4	22.05	29.30	28.51	28.13	32.69	43.79	20.63	22.09	29.43	NED
Assistant Librarian	9	13	0	9	0	9	0	16.49	18.15	18.36	17.35	18.73	26.43	14.45	15.66	22.13	NED
Library Aide	9	38	0	9	0	9	0	12.00	13.36	13.89	13.00	14.00	22.40	9.50	12.95	18.57	NED
ADMINISTRATIVE SUPPORT																	
Clerk Typist	3	6	2	1	0	3	0	10.72	12.38	14.05	11.12	13.42	17.40	9.77	11.18	14.56	NED
Secretary	8	59	3	5	0	6	2	12.74	14.93	13.67	14.27	16.49	19.57	10.88	12.62	16.27	NED
Office Manager	8	10	2	6	0	6	2	17.17	19.97	18.73	19.82	22.57	28.85	13.76	16.67	21.28	NED
Administrative Assistant	12	32	1	11	0	10	2	15.23	17.19	17.36	16.65	19.61	28.38	12.83	15.12	20.97	NED

RESULTS PUBLIC SECTOR EMPLOYERS

All rates displayed based on 2080 hours

Not all organizations reported pay ranges

Job Title	# of Organizations	# of Employees	# Union	# Non Union	Job Match -	Job Match =	Job Match +	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range		Average OT Pd
															Minimum	Maximum	
TOWN MANAGER																	
Town Manager	9	9	0	9	1	7	1	38.12	43.86	43.86	43.36	47.22	57.28	30.67	32.60	44.00	NED
Executive Assistant	8	8	1	7	1	7	0	19.06	21.00	21.00	19.67	22.11	26.19	17.74	18.31	25.21	NED
FINANCE/ADMINISTRATION																	
Director of Finance	9	9	0	9	1	5	3	32.35	35.75	35.75	34.57	39.84	51.12	24.58	28.08	38.96	NED
Director of Administrative Services	3	3	0	3	0	2	1	37.21	42.63	42.63	39.84	46.66	53.48	34.57	31.80	44.00	NED
Town Accountant	7	7	1	6	1	6	0	18.53	20.37	20.37	20.02	22.69	23.88	16.24	17.50	23.53	NED
Tax Collector	10	10	0	10	0	8	2	22.81	24.90	24.90	24.37	26.30	27.08	20.38	20.59	26.27	NED
Deputy Tax Collector	5	5	2	3	0	5	0	15.43	16.56	16.56	16.45	18.35	19.50	13.09	14.66	18.92	NED
Town Clerk	7	7	0	7	0	7	0	21.77	24.34	24.34	24.38	25.52	34.24	17.22	20.57	29.10	NED
Deputy Town Clerk	7	7	1	6	0	6	1	16.99	17.91	17.91	18.45	19.32	21.26	13.09	16.54	23.39	NED
IT Specialist	4	4	1	3	0	4	0	21.84	27.28	27.28	23.45	28.89	41.40	17.88	23.10	32.62	NED
GIS Specialist	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
Finance Clerk	6	10	1	5	0	5	1	14.35	16.48	17.69	14.53	19.11	23.84	12.46	14.37	19.49	NED
Assessor	4	4	0	4	0	3	1	30.46	33.84	33.84	32.92	36.30	42.12	27.41	25.54	39.32	NED
Real Estate Appraiser	4	4	1	3	0	3	1	17.27	20.01	20.01	19.84	22.58	24.23	16.13	17.61	23.50	NED
Administrative Assistant	8	17	2	6	0	7	1	15.65	17.89	18.49	16.51	20.02	23.84	14.55	15.86	22.08	NED
Director Community Development	5	5	1	4	0	3	2	32.28	33.48	33.48	34.20	36.10	37.36	27.44	26.14	35.93	NED
Code Enforcement Officer	9	11	1	8	2	7	0	22.13	24.15	23.77	23.55	25.26	32.00	17.64	20.45	27.69	NED
Planner	8	9	3	5	0	7	1	21.66	24.87	24.99	24.22	29.27	30.85	17.64	22.17	28.76	NED

RESULTS PUBLIC SECTOR EMPLOYERS

All rates displayed based on 2080 hours

Not all organizations reported pay ranges

Job Title	# of Organizations	# of Employees	# Union	# Non Union	Job Match -	Job Match =	Job Match +	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum Maximum		Average OT Pd	
UTILITIES																		
Superintendent Water Treatment Plant	5	5	1	4	0	4	1	25.47	28.01	28.01	27.39	27.39	34.44	25.38	23.30	31.41	NED	
Water Treatment Plant Chief Operator	3	3	2	1	0	3	0	20.05	20.59	20.59	20.84	21.26	23.80	17.88	17.20	22.74	NED	
Water Treatment Plant Operator	5	10	3	2	0	4	1	17.25	18.55	18.32	17.64	19.23	23.05	14.27	15.78	21.28	NED	
Superintendent Wastewater Treatment	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	
Wastewater Treatment Plant Chief	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	
Wastewater Treatment Plant Operator	4	7	4	0	1	2	1	16.70	17.75	18.53	18.27	19.32	21.92	14.86	15.53	22.34	NED	
Working Foreman	3	3	1	2	0	2	1	18.81	20.39	20.39	18.86	21.20	23.54	18.86	18.53	22.81	NED	
PUBLIC WORKS																		
Public Works Director	11	11	0	11	1	10	0	34.14	38.28	38.28	36.82	40.31	55.67	27.39	27.72	36.89	NED	
Assistant Public Work Director	5	5	0	5	0	4	1	24.57	29.31	29.31	28.25	28.27	42.06	23.39	24.29	32.75	NED	
Public Works Operations Manager	4	4	1	3	0	3	1	23.35	30.00	30.00	29.49	36.13	37.77	23.24	23.88	32.83	NED	
Foreman	10	11	5	5	0	8	2	18.96	22.35	22.89	21.06	25.34	29.85	17.80	18.20	25.19	NED	
Groundskeeper	6	12	4	2	0	5	1	12.67	14.53	15.30	15.13	16.15	18.17	10.34	12.44	16.01	NED	
Laborer	10	26	5	5	0	6	4	12.52	14.33	15.12	13.55	16.27	20.24	9.77	12.49	16.20	NED	
Custodian	7	9	3	4	0	7	0	12.72	14.33	14.58	14.63	15.33	17.84	11.90	12.79	16.47	NED	
Equipment Operator	9	38	8	1	1	8	0	14.42	15.31	15.58	15.60	16.16	19.66	12.46	14.04	18.59	NED	
Heavy Equipment Operator	10	42	7	3	0	9	1	16.32	18.18	18.19	17.71	20.25	28.31	13.45	15.79	21.45	NED	
Maintenance Mechanic	8	10	6	2	0	8	0	17.56	19.66	19.56	19.17	19.92	24.74	13.39	17.27	21.53	NED	
Cemetery Sexton	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	

RESULTS PUBLIC SECTOR EMPLOYERS

All rates displayed based on 2080 hours

Not all organizations reported pay ranges

Job Title	# of Organizations	# of Employees	# Union	# Non Union	Job Match -	Job Match =	Job Match +	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range		Average OT Pd
															Minimum	Maximum	
PUBLIC SAFETY																	
Public Safety Dispatcher	7	41	2	5	0	7	0	17.54	18.43	18.50	18.00	19.02	22.12	14.92	16.09	22.43	NED
Police Chief	11	11	0	11	1	10	0	32.73	36.96	36.96	34.71	39.71	49.93	28.22	28.74	39.67	NED
Police Deputy Chief	3	4	0	3	0	2	1	34.08	37.38	37.58	38.18	41.08	43.97	29.98	31.18	38.61	NED
Police Lieutenant	9	14	1	8	1	8	0	28.44	29.56	30.50	28.65	30.68	34.88	25.81	24.22	31.82	NED
Police Sergeant	10	26	2	9	0	9	0	24.23	25.76	26.16	25.53	27.17	28.94	23.41	21.67	28.65	NED
School Resource Officer	5	6	2	3	0	5	0	21.87	22.18	21.81	22.79	23.03	23.31	18.80	18.75	23.88	NED
Police Officer	8	89	4	4	0	8	0	20.41	21.30	21.45	21.50	22.05	25.53	18.25	18.35	24.39	NED
Animal Control Officer	3	3	0	3	0	3	0	16.22	16.56	16.56	16.44	16.84	17.24	16.00	14.90	19.58	NED
Fire Chief	9	9	0	9	1	8	0	31.61	35.68	35.68	35.20	37.56	44.66	29.89	28.19	39.84	NED
Firefighter	6	74	4	2	0	6	0	18.71	19.21	19.14	19.72	20.30	26.69	16.00	16.57	22.97	NED
Call Firefighter	7	133	0	6	0	6	0	10.58	12.14	11.50	11.96	13.88	23.33	6.16	10.23	17.49	NED
SERVICES																	
Parks & Recreation Director	9	9	0	9	0	9	0	24.58	27.77	27.77	24.88	27.57	40.03	21.85	23.83	33.43	NED
Parks & Recreation Assistant Director	6	6	1	5	0	6	0	18.21	21.69	21.69	21.00	22.92	30.02	17.28	18.95	25.77	NED
Librarian	9	10	0	9	0	6	3	23.21	30.25	29.29	30.30	32.84	43.79	20.63	23.04	30.70	NED
Assistant Librarian	9	13	0	9	0	9	0	16.49	18.15	18.36	17.35	18.73	26.43	14.45	15.66	22.13	NED
Library Aide	9	38	0	9	0	9	0	12.00	13.36	13.89	13.00	14.00	22.40	9.50	12.95	18.57	NED
ADMINISTRATIVE SUPPORT																	
Clerk Typist	3	6	2	1	0	3	0	10.72	12.38	14.05	11.12	13.42	17.40	9.77	11.18	14.56	NED
Secretary	5	13	2	3	0	4	1	12.82	15.63	16.14	15.71	18.16	19.57	11.14	12.63	16.61	NED
Office Manager	4	6	2	2	0	4	0	17.11	18.61	16.99	18.94	20.43	26.11	13.76	16.05	20.96	NED
Administrative Assistant	7	19	1	6	0	6	1	15.91	18.10	17.88	16.98	20.32	28.38	14.55	16.32	23.02	NED

RESULTS PRIVATE SECTOR EMPLOYERS

Not all organizations reported pay ranges

All rates displayed based on 2080 hours

Job Title	# of Organizations	# of Employees	# Union	# Non Union	Job Match -	Job Match =	Job Match +	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum Maximum		Average OT Pd	
FINANCE/ADMINISTRATION																		
Director of Finance	6	6	0	6	0	3	3	28.75	35.99	35.99	32.60	44.43	49.90	25.00	30.83	42.78	NED	
PUBLIC WORKS																		
Foreman	3	8	0	3	0	2	1	18.88	20.25	20.47	19.00	21.00	26.02	17.80	17.18	21.92	NED	
Laborer	7	52	0	7	0	5	2	12.85	14.24	14.19	14.00	14.92	18.13	10.00	11.56	16.36	NED	
Equipment Operator	3	12	0	3	1	2	0	16.25	16.33	16.33	16.50	16.50	18.50	13.00	13.00	18.83	NED	
Heavy Equipment Operator	6	76	0	6	0	6	0	17.83	19.73	20.57	19.57	22.70	29.00	12.00	15.96	22.92	NED	
Maintenance Mechanic	5	12	0	5	0	3	2	17.63	20.71	21.02	20.50	23.62	27.00	14.38	17.16	22.04	NED	
ADMINISTRATIVE SUPPORT																		
Secretary	3	46	1	2	0	2	1	12.69	13.77	12.97	12.78	14.36	16.50	10.88	12.61	15.71	NED	
Office Manager	4	4	0	4	0	2	2	18.50	21.34	21.34	21.25	24.09	28.85	14.00	17.51	21.70	NED	
Administrative Assistant	5	13	0	5	0	4	1	14.50	15.91	16.60	15.39	16.76	21.04	12.83	13.02	17.38	NED	

Town of Meredith, NH

Results - Estimated Total Compensation Survey Participants

Estimated Total Compensation = Hourly Rate + Employer Contribution for Health, Dental And Retirement
The highest employer contribution for Health and Dental has been used for all jobs
For multiple incumbent groups (i.e. Police Officers), the paid average of all wages in the job classification, has been used as the basis for base pay
For single incumbent groups (i.e. Town Manager) the actual rate reported has been used as the basis for base pay
Base pay does not include any additional Premium Pay (Differentials, Longevity, Overtime, etc.)
Thornton & Associates has relied on the information submitted by survey participants
Private Sector employers information is not identified by design
Thornton & Associates recommends the town use the summary results of all participant information to base any decisions coming out of this report

Survey Position	Meredith	Laconia	Lebanon	State NH	Belmont	Conway	Gilford	Hanover	New London	Rye	Sunapee	Wolfeboro	Private A	Private B	Private C	Private D	Private E	Private F	Private G	Private H	Private I	Private J	Private K	Private L
TOWN MANAGER																								
Town Manager	\$120,482	\$129,564	\$151,939	N/A	\$104,275	\$112,681	\$116,431	N/A	\$86,564	\$101,318	\$86,811	\$105,893	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Executive Assistant	\$56,925	\$58,991	\$81,029	\$64,565	N/A	N/A	\$61,244	\$76,911	N/A	\$60,831	N/A	\$51,235	N/A	N/A	N/A	\$63,416	N/A	\$68,266	N/A	\$58,196	N/A	N/A	N/A	N/A
FINANCE/ADMINISTRATION																								
Director of Finance	N/A	\$93,189	\$138,010	N/A	N/A	\$87,779	N/A	N/A	\$73,275	\$70,693	N/A	\$95,031	N/A	N/A	N/A	N/A	N/A	\$128,936	\$83,094	\$86,173	N/A	N/A	\$66,765	N/A
Director of Administrative Services	\$103,790	N/A	N/A	N/A	N/A	N/A	\$96,754	\$138,635	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Town Accountant	\$67,692	N/A	\$110,107	\$62,711	\$67,178	\$58,511	\$55,295	\$68,180	N/A	N/A	\$57,340	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Tax Collector	N/A	\$64,962	\$76,325	N/A	\$64,282	\$69,752	\$79,813	\$72,772	\$63,572	\$65,513	\$66,410	\$65,254	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Deputy Tax Collector	\$73,210	\$48,474	N/A	N/A	\$50,666	\$58,715	\$57,512	N/A	\$55,226	\$56,602	\$52,341	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Town Clerk	\$73,210	\$67,247	\$99,842	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$62,365	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Deputy Town Clerk	\$56,948	\$48,474	\$70,492	N/A	N/A	N/A	N/A	\$57,980	N/A	N/A	N/A	\$46,043	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
IT Specialist	\$63,824	\$74,788	N/A	\$64,565	N/A	N/A	N/A	\$111,313	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$63,438	N/A	\$75,980	N/A	N/A	N/A
GIS Specialist	\$56,925	N/A	\$92,696	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Finance Clerk	\$60,273	\$49,989	\$70,198	\$50,048	\$51,639	\$47,700	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$61,987	N/A	N/A	\$47,058	N/A	N/A	N/A
Assessor	\$91,395	\$80,863	\$117,660	N/A	N/A	\$85,789	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Real Estate Appraiser	\$50,163	\$58,788	\$77,207	N/A	N/A	\$64,437	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Administrative Assistant	\$62,625	N/A	\$73,160	\$54,820	N/A	\$58,444	\$53,983	N/A	\$50,770	N/A	\$51,640	\$44,361	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$46,424	N/A	N/A	\$45,445	N/A
Director Community Development	\$95,331	\$80,930	\$99,751	N/A	N/A	N/A	\$91,574	N/A	N/A	N/A	N/A	\$87,414	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Code Enforcement Officer	\$86,057	\$72,132	\$72,459	N/A	N/A	\$64,369	\$77,710	N/A	\$70,629	\$68,047	\$57,340	\$63,295	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Planner	\$71,537	\$69,667	\$81,164	\$66,759	\$82,784	\$82,419	N/A	\$87,451	N/A	\$63,093	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Survey Position	Meredith	Laconia	Lebanon	State NH	Belmont	Conway	Gilford	Hanover	New London	Rye	Sunapee	Wolfeboro	Private A	Private B	Private C	Private D	Private E	Private F	Private G	Private H	Private I	Private J	Private K	Private L	
UTILITIES																									
Superintendent Water Treatment Plant	\$91,576	N/A	\$84,353	N/A	N/A	N/A	N/A	\$75,282	N/A	N/A	\$79,392	\$70,884	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Water Treatment Plant Chief Operator	\$62,693	N/A	N/A	\$64,565	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$57,023	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Water Treatment Plant Operator	\$45,956	N/A	\$72,504	\$60,925	N/A	N/A	N/A	N/A	N/A	N/A	\$57,340	\$52,501	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Superintendent Wastewater Treatment Plant	N/A	N/A	\$92,583	N/A	N/A	N/A	N/A	\$81,909	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Wastewater Treatment Plant Chief Operator	N/A	N/A	N/A	\$64,565	N/A	N/A	N/A	\$79,412	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Wastewater Treatment Plant Operator	N/A	N/A	\$66,693	\$60,925	N/A	N/A	\$57,715	\$51,149	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Working Foreman	N/A	N/A	\$75,647	N/A	\$55,891	N/A	N/A	N/A	N/A	N/A	\$60,099	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PUBLIC WORKS																									
Public Works Director	\$103,790	\$103,797	\$135,274	N/A	\$90,497	\$89,747	\$97,523	\$109,888	\$96,775	\$82,522	\$79,392	\$139,375	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Assistant Public Work Director	\$77,621	\$82,763	\$117,524	N/A	\$69,032	N/A	N/A	N/A	N/A	N/A	\$60,099	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Public Works Operations Manager	\$66,244	N/A	\$102,872	N/A	N/A	N/A	\$71,467	\$103,102	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Foreman	\$53,940	\$71,137	\$86,320	N/A	N/A	\$64,121	\$59,683	\$76,662	\$81,010	\$60,831	N/A	\$57,023	\$60,519	N/A	N/A	\$53,069	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$70,275
Groundskeeper	\$44,440	\$52,726	\$63,346	\$43,651	N/A	\$51,794	N/A	N/A	N/A	N/A	\$45,081	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$42,690	N/A	N/A	N/A	N/A	N/A	N/A
Laborer	\$44,440	\$52,726	N/A	\$42,586	N/A	N/A	\$48,940	\$47,575	\$49,662	\$56,602	\$45,081	\$48,951	\$58,252	N/A	\$46,532	\$32,716	N/A	N/A	\$46,687	\$52,168	N/A	N/A	N/A	\$39,475	\$30,235
Custodian	\$46,770	N/A	\$62,442	\$43,651	N/A	\$47,949	\$53,780	N/A	N/A	\$49,228	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$37,766	N/A	N/A	N/A	N/A	N/A	N/A
Equipment Operator	\$47,539	\$55,417	\$57,716	\$50,048	\$50,644	N/A	\$50,817	\$50,991	N/A	N/A	\$57,340	\$43,637	\$59,385	N/A	\$65,273	\$39,143	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Heavy Equipment Operator	\$67,714	\$59,240	\$71,102	\$52,762	N/A	\$54,802	\$55,182	\$58,749	\$64,816	N/A	\$57,340	\$46,645	\$60,519	N/A	\$65,273	\$47,284	N/A	N/A	\$42,690	N/A	N/A	N/A	N/A	\$53,611	\$57,795
Maintenance Mechanic	\$52,877	\$62,497	N/A	\$54,820	\$58,289	\$56,566	N/A	\$70,239	N/A	\$60,831	N/A	N/A	N/A	N/A	\$72,990	\$54,397	N/A	\$47,568	N/A	N/A	N/A	N/A	N/A	\$50,968	\$47,915
Cemetery Sexton	\$58,102	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Survey Position	Meredith	Laconia	Lebanon	State NH	Belmont	Conway	Gilford	Hanover	New London	Rye	Sunapee	Wolfeboro	Private A	Private B	Private C	Private D	Private E	Private F	Private G	Private H	Private I	Private J	Private K	Private L
PUBLIC SAFETY																								
Public Safety Dispatcher	\$53,912	N/A	\$71,483	N/A	N/A	\$53,332	\$57,680	\$62,555	\$62,932	N/A	N/A	\$50,334	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Police Chief	\$99,675	\$127,481	\$138,466	N/A	\$93,087	\$91,714	\$102,862	\$116,244	\$94,169	\$88,073	\$83,031	\$86,127	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Police Deputy Chief	N/A	\$107,684	\$124,614	N/A	N/A	N/A	\$88,243	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Police Lieutenant	\$86,195	\$98,449	\$101,302	N/A	\$83,906	\$78,935	\$85,012	\$88,981	N/A	\$75,139	N/A	\$80,084	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Police Sergeant	\$76,387	\$84,980	\$88,101	N/A	\$77,352	\$69,866	\$80,620	\$79,568	\$68,998	\$69,556	N/A	\$80,084	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
School Resource Officer	\$62,604	N/A	\$75,388	N/A	N/A	\$64,075	\$64,862	N/A	N/A	N/A	N/A	\$69,672	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Police Officer	\$62,604	\$70,022	\$74,071	N/A	N/A	\$60,909	\$63,885	N/A	\$69,532	\$62,135	N/A	\$64,496	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Animal Control Officer	N/A	\$58,972	\$60,629	N/A	N/A	\$41,752	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fire Chief	\$102,850	\$109,429	\$122,687	N/A	\$89,558	N/A	\$103,436	\$124,589	\$86,753	\$87,167	N/A	\$93,222	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Firefighter	N/A	\$63,449	\$70,687	N/A	\$62,523	N/A	\$66,738	N/A	N/A	\$61,826	N/A	\$47,113	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Call Firefighter	\$9.75	\$14.75	\$11.40	N/A	\$14.97	N/A	\$11.96	\$9.35	\$13.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SERVICES																								
Parks & Recreation Director	\$76,020	\$80,761	\$108,118	N/A	\$53,539	N/A	\$67,984	\$108,214	\$69,136	\$74,364	N/A	\$65,254	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Parks & Recreation Assistant Director	\$63,652	N/A	\$90,300	N/A	N/A	N/A	N/A	\$70,126	N/A	N/A	N/A	\$52,569	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Librarian	N/A	\$65,528	\$116,484	N/A	\$50,757	\$79,614	\$87,096	\$116,718	\$72,212	N/A	\$66,462	\$71,925	N/A	N/A	N/A	N/A	N/A	\$60,877	N/A	N/A	N/A	N/A	N/A	N/A
Assistant Librarian	\$56,032	\$58,109	N/A	N/A	\$35,060	\$55,481	\$51,247	\$71,958	\$51,513	N/A	\$50,917	\$51,551	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Library Aide	\$37,784	\$51,550	N/A	N/A	\$34,947	\$46,275	\$47,062	\$63,770	\$47,423	N/A	\$48,225	\$42,891	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ADMINISTRATIVE SUPPORT																								
Clerk Typist	\$44,409	\$42,186	N/A	\$42,586	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Secretary	\$44,409	\$45,737	\$63,482	\$46,430	N/A	N/A	\$51,518	N/A	N/A	N/A	N/A	N/A	N/A	\$41,092	N/A	N/A	N/A	\$43,028	N/A	\$40,527	N/A	N/A	N/A	\$31,275
Office Manager	\$58,089	\$49,989	N/A	\$68,929	N/A	N/A	N/A	N/A	N/A	N/A	\$58,788	N/A	\$54,284	\$57,402	N/A	\$46,641	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$52,075
Administrative Assistant	\$61,436	N/A	\$72,730	\$54,820	N/A	N/A	\$62,714	\$50,692	\$51,901	N/A	\$52,025	N/A	\$46,916	N/A	N/A	N/A	N/A	\$61,412	N/A	\$46,184	\$49,372	N/A	N/A	\$35,435

ADMINISTRATIVE & EMPLOYEE BENEFIT PRACTICES

#1 Statistics are for traditional vacation, holiday, sick programs and do not include those reporting earned time programs.

Actual Number of Paid Holidays		
Survey Participants	Highest	12
	Lowest	6
	Average	9
	Town of Meredith	11

#2

Actual Number of Personal Days		
Survey Participants	Highest	4
	Lowest	2
	Average	3
	Town of Meredith	0

#3

Actual Number of Sick Days		
Survey Participants	Highest	15
	Lowest	2
	Average	10
	Town of Meredith	12

#4

Paid Time Off/Vacation				
Days	Survey Participants			Town of Meredith
	Highest	Lowest	Average	
Days for 0-05 Years of Service	17	5	10	12
Days for 6-10 Years of Service	22	10	15	15
Days for 11-15 Years of Service	27	10	19	18
Days for 16-20 Years of Service	32	10	20	18
Days for 20 + Years of Service	32	10	21	18

#5

Pension/Retirement				
	Survey Participants			Town of Meredith
	Employer Contribution - %			
	Highest	Lowest	Average	
	8.74-15.92	2.5	7.0	8.74-15.92

#6

Group Life Insurance		Survey Participants Employer Contribution			
	<u>Firm Count</u>	<u>Highest</u>	<u>Lowest</u>	<u>Average</u>	<u>Town of Meredith</u>
Fixed Amount	3	100%	0%	100%	100%
% of Salary	11	100%	100%	100%	

#7

Disability Income Protection		Survey Participants Employer Contribution			
	<u>Firm Count</u>	<u>Highest</u>	<u>Lowest</u>	<u>Average</u>	<u>Town of Meredith</u>
Short Term	10	100%	100%	100%	0%
Long Term	10	100%	100%	100%	0%

#8

Health Insurance		Survey Participants Monthly Employer Contribution			
		<u>Highest</u>	<u>Lowest</u>	<u>Average</u>	<u>Town of Meredith</u>
Individual		\$ 642.12	\$ 83.00	\$ 439.54	\$ 451.75
2 People		\$1,228.24	\$ 83.00	\$ 772.91	\$ 835.67
One Adult & Children		\$1,420.26	\$ 83.00	\$ 849.73	\$ 835.67
Family		\$1,733.32	\$ 83.00	\$1,043.85	\$1,104.50

#9

Dental Insurance		Survey Participants Monthly Employer Contribution			
		<u>Highest</u>	<u>Lowest</u>	<u>Average</u>	<u>Town of Meredith</u>
Individual		\$ 42.79	\$ 12.85	\$ 31.51	\$ 35.50
2 Person		\$ 79.87	\$ 14.67	\$ 45.92	\$ 35.50
One Adult & Children		\$ 143.75	\$ 14.67	\$ 68.96	\$ 35.50
Family		\$ 143.75	\$ 14.67	\$ 77.80	\$ 35.50

#10

Pay Increase Delivery Methods	
	<u>Count</u>
Across the Board	8
Market Only	5
Merit Only	15
Other	1

#11

Longevity Pay Program					
	<u>Count Yes</u>		<u>Count No</u>		
	7		15		
	Survey Participants				
	<u>(\$ Per hour)</u>	<u>Highest</u>	<u>Lowest</u>	<u>Average</u>	<u>Town of Meredith</u>
After 5 Years of Service		.090	.014	.054	.070
After 10 Years of Service		.190	.028	.120	.144
After 15 Years of Service		.290	.043	.185	.210
After 20 Years of Service		.500	.072	.282	.290
After 25 Years of Service		.750	.100	.382	.480

#12

Comp Time Off Program	Count Yes	8	Count No	14
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#13

Bonus Program	Count Yes	7	Count No	11
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N. B. Data regarding shift differentials was inconclusive.

POSITION EVALUATION PLAN

Town of Meredith, NH

POSITION EVALUATION PLAN JULY 2007

Prepared By:

**THORNTON & ASSOCIATES
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PO Box 1207
Scarborough, ME 04070
(207) 885-9333**

JOB EVALUATION POINT VALUES OF FACTORS

	Factor	Number of Degrees	Maximum Points
1	Knowledge/Education	7	500
2	Experience	8	500
3	Complexities	5	400
4	Accountability (Impact of Errors)	5	500
5	Internal Relationships	5	500
6	External Relationships	5	500
7	Supervision	5	300
8	Physical Demands	3	50
9	Work Environment	3	50

FACTOR 1: KNOWLEDGE/EDUCATION

This factor measures the nature and extent of knowledge and/or education necessary to prepare an individual for the position. This knowledge may have been acquired either by formal education or by training on jobs of lesser degree, or by a combination of the two.

<u>DEGREE</u>	<u>VALUE</u>
1-1 Knowledge of simple or routine tasks which include step-by-step instruction and require little or no previous training. Examples include the ability to operate simple equipment with repetitive operation.	25
1-2 Degree 1-1, plus knowledge of job-related matter acquired through additional formal education or its equivalent in on-the-job training. Examples include ability to use formulas, tables, drawings, schedules, diagrams or the posting, preparation, interpretation or use of reports, forms, and records.	50
1-3 Technical or specialized training equivalent to that which would be acquired in the first two years of college, technical school or business school. This may include specialty licenses and certifications.	100
1-4 Knowledge of an extensive body of rules and/or procedures requiring additional training and experience to resolve a wide range of problems and situations.	200
1-5 Professional level of knowledge in a specialized field equivalent to that which would be acquired by completing a four-year college Bachelor's degree program. Knowledge of basic principles and concepts of a professional or administrative position.	300
1-6 Degree 1-5 plus additional skill gained through experience to perform independent assignments.	400
1-7 Professional level of knowledge in a specialized field that is equivalent to that which is acquired through the completion of one or more years of post-bachelor's degree graduate work.	500

FACTOR 2: EXPERIENCE

This factor defines how much total work experience is required of an incumbent to perform acceptably.

<u>DEGREE</u>	<u>VALUE</u>
2-1 No experience required	0
2-2 Less than 6 months	25
2-3 6 to 11 months	50
2-4 12 to 23 months	100
2-5 24 to 35 months	200
2-6 36 to 47 months	300
2-7 48 to 59 months	400
2-8 60 months or greater	500

FACTOR 3: COMPLEXITIES

This factor evaluates the difficulties and general complexity of the position. It measures the extent to which duties are standardized. It examines the amount of planning the job requires and the creative effort in devising new methods, policies, or procedures.

<u>DEGREE</u>		<u>VALUE</u>
3-1	Simple, repetitive, or routine duties, requiring the use of definite procedures and little individual judgment, since the work is either performed under immediate supervision or involves little choice as to method of performance.	25
3-2	Work requires responsibility for planning and organizing day-to-day routine. Consists of duties that involve related steps, processes or methods.	50
3-3	Work requires varying work assignments and schedules covered by standard procedures in most cases. Duties require a moderate amount of judgment and discretion to determine what to do and when to do it.	100
3-4	Work requires adaptation and interpretation of established practices and procedures to cover problems and situations to which their application is not clearly defined. Analytical ability and judgment needed.	300
3-5	Work requires application of broad standards, general instructions or professional practice, usually involving frequently changing conditions and problems. Assignments are characterized by several phases being conducted concurrently or sequentially with the support of others.	400

FACTOR 4: ACCOUNTABILITY (IMPACT OF ERRORS)

This factor measures the responsibility for results. It also measures the impact of an error on internal operations or on customers/clients and what would be necessary to correct it.

<u>DEGREE</u>	<u>VALUE</u>
4-1 Work involves minimal opportunity for error. All work is checked or errors picked up in subsequent operations within the Town. Cost of correction is negligible.	25
4-2 Work involves some opportunity for error, but work activities are confined to a small portion of the total Town. Work is subject to check by some well-defined standards. Errors could affect the work of others to the extent of requiring time and effort to trace and correct. Errors may be corrected with minor inconvenience to the Town or client.	75
4-3 Work involves a moderate, but constant, opportunity for error, limited only by daily, periodic or subsequent spot checks. While such errors could become serious, however, they are generally confined.	200
4-4 Work is of such nature that incomplete and incorrect performance is hard to locate and could result in inconvenience, confusion and/or injury to clients or significant cost to the Town in time, money or client/employee well being.	350
4-5 Degree 4-4 plus the work is essential to the mission of the Town and/or affects large numbers of people on a long-term or continuing basis.	500

FACTOR 5: INTERNAL RELATIONSHIPS

This factor evaluates the frequency and importance of contacts with individuals in other areas of the Town. It measures the need to make favorable impressions on others; to use tact and diplomacy; to exchange ideas and discuss problems objectively; to secure from others inside the Town the proper degree of respect, attention, cooperation and concurrence, which will promote the interests of the Town.

<u>DEGREE</u>	<u>VALUE</u>
5-1 Contacts are almost entirely within immediate group.	25
5-2 Normal courtesy is required while occasionally giving or receiving information as a service to other groups/departments.	75
5-3 Job has frequent contacts with others on the same or higher levels in other parts of the Town. Influencing others, gaining cooperation, and persuading others to take action is considered an important part of the position. Considerable tact and persuasive ability is required.	200
5-4 Job needs high degree of judgment and diplomacy in continuously planning and executing persuasive campaigns and in promoting new policies. It calls for consulting with senior management. It is essential to leave a good impression and secure whole-hearted cooperation.	350
5-5 Job requires a very high degree of judgment and diplomacy in order to reconcile divergent viewpoints of personnel on major policy or operating problems. It frequently involves consulting with other leaders. It is absolutely essential to leave a good impression and secure wholehearted cooperation.	500

FACTOR 6: EXTERNAL RELATIONSHIPS

This factor evaluates the frequency and importance of contacts with clients, suppliers and the public. It measures the importance of cooperation, persuasion and securing the proper degree of respect, attention and concurrence, which will promote the interests of the Town.

<u>DEGREE</u>	<u>VALUE</u>
6-1 Contacts outside the organization are minor. Social courtesy is required to make a good impression as a representative of the Town.	25
6-2 Job involves giving or receiving information. Included are occasional contacts of importance, possibly involving working out problems, requiring tact and flexibility of viewpoint.	75
6-3 Work includes frequent contacts with persons, existing or potential clients or organizations. Having an influence on these contacts, gaining cooperation and persuading these contacts, is considered an important part of this position. Considerable tact and diplomacy required.	200
6-4 Job involves a high degree of judgment, ability and diplomacy. This is in addition to having the responsibility of developing and maintaining relationships with outside contacts. It is essential to leave good impressions.	350
6-5 Job requires justifying, defending, negotiating or settling matters involving significant issues. Work at this level involves active participation in meetings, etc. Persons contacted typically have different viewpoints, goals and objectives. May require arriving at a compromise or the development of suitable alternatives.	500

FACTOR 7: SUPERVISION

This factor measures the responsibility for training, guidance, leadership, direction, control and supervision of others in the performance of their work. It includes organizing work, making plans and schedules, and providing leadership and supervision toward Town goals.

<u>DEGREE</u>	<u>VALUE</u>
7-1 Not normally required to supervise other employees.	0
7-2 Exercises immediate guidance, assigns and allocates work and provides basic training. Performs detailed work of the same or closely allied nature. This degree refers to a working supervisor or Team Leader.	50
7-3 Supervises a small staff of 1 to 5 employees or assists in supervising others. Plans and schedules work and applies policy, as directed. Conducts performance appraisals and recommends salary increases. May also perform work of the same or closely allied nature.	100
7-4 Supervises others by appraising performance, recommending salary increases, and resolving routine personnel problems. Scope of supervision is for a staff larger than that described in Degree 3.	200
7-5 Supervises others, generally with the aid of one or more assistants. Develops budget, department goals and objectives. Interviews prospective employees, appraises performance, determines or recommends salary increases, and resolves personnel problems.	300

FACTOR 8: PHYSICAL DEMANDS

The physical demands factor covers the requirements placed on the employee by the work assignment.

<u>DEGREE</u>		<u>VALUE</u>
8-1	Work is sedentary. Employee may sit comfortably to do the work. There may be some walking, standing bending and carrying, however no special physical demands are required to perform the work.	10
8-2	Work requires some physical exertion such as long periods of standing, walking, bending, crouching, stooping stretching, reaching etc. Recurring lifting of moderately heavy items such as record boxes.	25
8-3	Work requires continuous and strenuous physical exertion such as climbing ladders, lifting heavy objects over 50 pounds, and defending one's self against physical attack.	50

FACTOR 9: WORK ENVIRONMENT

The work environment factor considers the risks and discomfort of the assignment or the nature of the work.

<u>DEGREE</u>	<u>VALUE</u>
9-1 The work involves everyday risks or discomfort which require normal safety precautions i.e. avoidance of falls, compliance with fire regulations etc. The work area is adequately lit, heated and ventilated.	10
9-2 The work involves moderate risks or discomforts which require special safety precautions, e.g. working around moving parts, machines, working with dangerous chemicals etc. May require the use of protective clothing or safety gear.	25
9-3 The work involves high risks with exposure to potentially dangerous situations or unusual environmental stress.	50

POSITION DESCRIPTION QUESTIONNAIRE

Town of Meredith, NH

Position Description Questionnaire

EMPLOYEES PLEASE NOTE: Please complete to the best of your ability, have your Supervisor sign and then return the questionnaire to the Town Manager's Office NO LATER THAN July 20, 2007.

SUPERVISORS PLEASE NOTE: Please review the form for completeness. Do not make changes to the employee's comments, rather add your own comments to the last page.

General Information:

Name _____ Date _____

Job/Position Title _____

Department _____

Supervisor's Name _____ Title _____

Function Statement: *(Information about your job)*

1. Please give a general statement indicating your **primary function**; that is, the major purpose of your position and the end result of what you do. **For example:** Electrical Trades Technician – installs, troubleshoots, services and repairs low voltage electrical systems.

2. Essential Duties and Responsibilities: *(attach additional sheets if necessary)*

- List the **essential** duties and responsibilities of your position in order of importance. Emphasize **what** you do rather than how you do it.
- Indicate the percentage of time devoted to each duty **during the work year**. Total percentage must equal 100%.

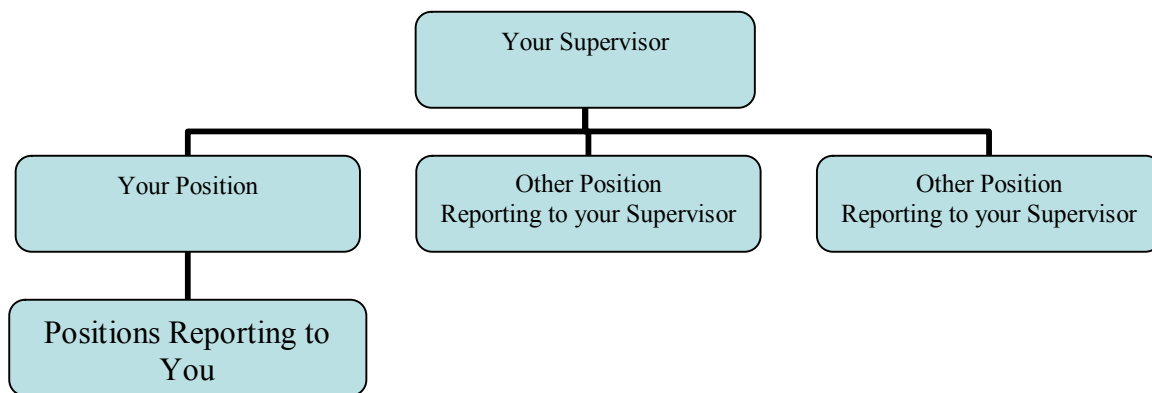
Item	Description of Duty	%
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
		100%

3. **Non-Essential Duties and Responsibilities:**

- List any other duties performed that are secondary to your position yet important to your assigned work area.

Item	Description of Duty
1	
2	
3	
4	
5	

4. **Organization Chart** – Please show how your position fits into your department. Include the names and titles your report to (*use additional boxes if necessary.*)



7. Responsibility for work of others: Please select one statement that best describes your position.

- No supervisory responsibilities.
- Working Supervisor: Oversees the work of others. Includes employees, contract workers and/or temporary workers. Responsibility for training, assigning and checking work, as well as performing the same kind of work.
- Supervisor: Spends majority of time performing supervisory functions including planning, directing subordinates, making decisions, interpreting policy.

Job Titles Supervised	Number of Employees Supervised	Frequency <i>(i.e. Daily, Monthly, etc.)</i>

8. Education: Please check the minimum level required for the job.

<input type="checkbox"/>	No education required	
<input type="checkbox"/>	High School or GED	
<input type="checkbox"/>	Vocational, technical or business school	Field:
<input type="checkbox"/>	Some formal college training	Field:
<input type="checkbox"/>	Associate's degree	Field:
<input type="checkbox"/>	Bachelor's degree	Field:
<input type="checkbox"/>	Master's degree	Field:

9. Certifications or Licenses: Please list all required as a condition of employment.

10. Experience: Please check the minimum level and type of experience required for the job, not what you necessarily had when you started the job.

<input type="checkbox"/>	No experience required	
<input type="checkbox"/>	Less than 6 months	Type of experience:
<input type="checkbox"/>	6 to 11 months	Type of experience:
<input type="checkbox"/>	12 to 23 months	Type of experience:
<input type="checkbox"/>	24 to 35 months	Type of experience:
<input type="checkbox"/>	36 to 47 months	Type of experience:
<input type="checkbox"/>	48 months 59 months	Type of experience:
<input type="checkbox"/>	60 months or greater	Type of experience:

11. Working Conditions: Please check one statement that best describes the job's exposure to physical and/or mental stress.

Physical stress or discomfort may include odors, dirty materials, extreme temperature fluctuations, noise, heavy lifting, stooping, bending and hazardous conditions.

Mental Stress or discomfort may include deadlines, pressures to meet standards, attention to detail to ensure accuracy and/or precision.

Please Give Examples:

<input type="checkbox"/>	Standard office environment with minimal exposure (0 to 5%) to physical and/or mental stress.	
<input type="checkbox"/>	Occasional exposure (6% to 20%) to physical and/or mental stress.	
<input type="checkbox"/>	Frequent exposure (21% to 50%) to physical and/or mental stress.	
<input type="checkbox"/>	Regular exposure (51% to 90%) to physical and/or mental stress.	
<input type="checkbox"/>	Constant exposure (91% to 100%) to physical and/or mental stress.	

12. Physical Requirements: Please indicate all the physical requirements required to perform the essential functions of the job.

<input type="checkbox"/>	Ability to lift 25 pounds
<input type="checkbox"/>	Ability to lift 26 to 50 pounds
<input type="checkbox"/>	Ability to lift over 50 pounds
<input type="checkbox"/>	Ability to climb (ladders, scaffolding etc.)
<input type="checkbox"/>	Ability to crouch, crawl, bend or stoop
<input type="checkbox"/>	Ability to push, pull or drag objects
<input type="checkbox"/>	Ability to stand or sit for extended periods of time
<input type="checkbox"/>	Ability to engage in repetitive motions of the hands, wrist or fingers
<input type="checkbox"/>	Ability to speak for the purpose of expressing oneself or exchanging information with others
<input type="checkbox"/>	Ability to read for the purpose of interpreting work orders or information
<input type="checkbox"/>	Ability to hear for the purpose of receiving oral instructions or information
<input type="checkbox"/>	Ability to see including color, depth perception and/or clarity

13. Required Signatures:

Employee's Signature	Date	Work Phone
Supervisor's Signature	Date	Work Phone
Department Head's Signature	Date	Work Phone

Supervisor Comments *(Use additional sheets if necessary)*

Department Head Comments *(Use additional sheets if necessary)*