



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

*Nine Bartlet Street, Suite 186  
Andover, Massachusetts 01810*

## **Town of Topsfield, Massachusetts**

### **COMPENSATION AND CLASSIFICATION STUDY** **FOR TOWN-WIDE POSITIONS** **Union and Non-Union Positions**

## **FINAL REPORT**

**October 20, 2014**



**HUMAN RESOURCES SERVICES, INC.**  
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Board of Selectmen/Town Administrator  
Town of Topsfield  
Town Hall  
8 West Common Street  
Topsfield, MA 01983

Dear Ms. Hebert and members of the Board of Selectmen,

Human Resources Services, Inc. is pleased to present this comprehensive ***Compensation and Classification Study*** to the Town of Topsfield, Massachusetts. The study included both union and non-union positions in the municipal workforce excluding schools. This study represents *approximately* 60 position titles representing more than 100 employees working in various departments within the Town service. This report represents the culmination of a comprehensive position and compensation review and update for jobs in a variety of functional areas throughout the Town's organization.

In particular, we wish to thank the Board of Selectmen, Town Administrator, Town employees, department heads, and Personnel Advisory Committee who have contributed significantly to this effort. Employee input through orientations, questionnaires and on-site interviews, as well as comments and suggestions received, made a valuable contribution to the study. We respectfully thank Kellie Hebert for her professional input and coordination of the project.

Thank you again for the opportunity to have been of service to the Town of Topsfield, MA. HRS will remain available to answer any procedural questions the Town may have in the implementation of the study's recommendations.

Very truly yours,

Aleksandra E. Stapczynski  
President

## HRS CONSULTANT TEAM

**Aleksandra E. Stapczynski**  
Project Manager and Principal Consultant

**Anthony Torrisi**  
Senior Management Consultant

**Carol M. Granfield**  
Senior Management Consultant  
(*Municipal Resources, Inc.*)

The project team conducted the following analytical activities:

- The consultants met with employee members and town officials at the onset of the study to determine the parameters of the project and expected outcomes of the study. Orientation sessions were provided. The Town provided HRS with necessary documents for Topsfield, union contracts, job descriptions, salary and classification tables, and other related information. The consultants were given very specific directives.
- The project team immediately began an intensive process of interviewing a majority of employees in each position category. The consultants also interviewed supervisory and executive level officials as needed.
- The project team supplemented this input through the use of employee position analysis questionnaires. Virtually every employee took advantage of this opportunity to provide necessary input to the consultants regarding their positions, essential functions, and necessary qualifications.
- The project team collected salary and other pay related information from each of the comparable communities; these were used as the basis for this analysis and are provided as attachments to this report.
- The project team also reviewed initial findings, recommendations and issues with the management of the Town, Board of Selectmen and the Personnel Advisory Committee. Preliminary and draft reports were submitted for review.

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### Separate Documents Submitted:

Job Descriptions

Rating Manual and Ratings

Position Analysis Questionnaire

### ATTACHMENTS

COST OF LIVING COMPARISONS (Page 27)  
PROPOSED TOWN CLASSIFICATION PLAN (Page 29)  
PROPOSED TOWN COMPENSATION PLAN (Page 30)  
ESTIMATED COST-PLANS (Page 32)  
COMPENSATION COMPARISONS CHARTS (Page 33)  
COMPARATIVE SALARY MARKET DATA (Page 34)  
COMPARABLE COMMUNITIES PROFILES (Page 41)  
FAQS (Frequently Asked Questions)(Page 42)

### DISCLAIMER

Although every effort has been made to ensure the accuracy and completeness of this report, Human Resources Services, Inc. cannot be responsible for any errors of positions, salaries, and wages of other organizations; positions and salaries are always changing. Nor can we be responsible for the changes in any laws or regulations that may affect the positions studied.

# **TOWN OF TOPSFIELD, MASSACHUSETTS COMPENSATION AND CLASSIFICATION STUDY**

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## **I. Introduction**

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

The Town of Topsfield retained Human Resources Services, Inc. to conduct a comprehensive compensation and classification study of its non-union and union positions, excluding schools. This study was commissioned to re-examine the responsibilities, work performed, and market pay rates for each position included in the study. In general, the study involved developing a thorough job analysis and audit for each position, classifying those positions according to a uniform point analysis standard, surveying the market of comparable municipalities to determine rates of compensation offered, and developing and recommending new compensation and classification plans, system, and tools applicable for all positions town-wide. Job descriptions were also reviewed and updated as part of the total process.

A position compensation and classification plan is an essential and vital component of a comprehensive municipal personnel system. Its validity is critical to the effectiveness of municipal personnel policies, to employee morale, and ultimately, to the delivery of municipal services. The proposed plans represents a systematic, formalized procedure for developing equitable job groupings and equitable compensation levels for all positions. The plan is based upon the underlying assumption that individuals should receive “equal pay for equal work.”

However, implementation of a position compensation and classification plan should not be viewed as the final step in achieving job equity. The plan must be reviewed on a regular basis to ensure that decisions regarding position requirements

and compensation accurately reflects the municipality's current service needs while continuing to maintain the integrity and relevance of the plan.

Human Resources Services, Inc. has reviewed the current job duties and compensation levels for *approximately* 60 positions in the Town of Topsfield. The plan furnished in this report has been developed through an objective evaluation of position content and a systematic comparison of job value within the organization. Job descriptions, through the PAQ (position analysis questionnaire) process, have been revised in a standardized format to reflect more accurately actual job content and to enhance their usefulness as tools in decisions involving pay, recruitment, promotion, and evaluations.

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 the report whenever possible.

#### B. Study Process

This project included the following steps:

- *Organizational Meetings* with town officials to discuss the goals and objectives of the study.
- *Orientation Meetings* with town officials and the employees covered in the study to explain project activities, objectives, methodology. This meeting also gave employees an opportunity to meet HRS consultants and ask questions.

- A thorough *Job Analysis Process* which involved reviewing position duties and responsibilities (essential functions) utilizing position analysis questionnaires and on-site interviews.
- Preparation of updated *Job Descriptions*. These should be reviewed by management and employees.
- A thorough *Job Evaluation Process*. Position rating and ranking utilizing HRS' rating manual.
- Development of a *Classification Plan*. Position assignment to grades based on a system of objective evaluation.
- Thorough *Market Analysis* using comparable municipalities jointly selected by town officials and HRS.
- Establishment of *Compensation Schedule* using comparative wage data as a guide.
- Several *meetings* with the *Board of Selectmen, Town Administrator, Personnel Advisory Committee, and other key Department Heads* to discuss pay policies and review draft work products (i.e. classification plan, salary schedule, comparative data, cost implementations and other related materials).
- Preparation of minimum estimated *Implementation Costs*.

- Provision of guidelines for updating and maintaining the plan.
- Final preparation of *Report* to the Town with explanation of recommendations and methodology.
- Final *Presentations* to Town Officials to explain findings, recommendations, and methodology.

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

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



## **II. Project Report**

### **A. Details of the Methodology**

In Topsfield, the evaluation of position classifications and compensation levels was undertaken for employees in the areas of general government, public works, public safety, library services, finance, social services, and recreation services. The employees were asked to complete position analysis questionnaires (PAQ) describing their duties, working conditions, physical requirements, supervision, required education, training, and experience, and tools, equipment, technology requirements of the job. Following an analysis of these completed PAQs, on-site interviews were held with the employees. Position descriptions were drafted throughout the duration of the study and forwarded to the Town for review. Final position descriptions incorporate pertinent information from questionnaires, interviews, and draft commentary.

Throughout this process position rating was done by the consultant team using the HRS' Municipal Position Classification and Rating Manual. A copy of this manual is provided to the Town as a separate document. Initial rankings of positions were discussed with Town officials. The process of the job rating is based solely on the duties and responsibilities of the position and has no relationship to the abilities, performance or longevity of the employee currently holding the job.

At the same time, salary/wage data from communities comparable to Topsfield was gathered and analyzed for as many positions as possible. The consultant team worked in conjunction with the Town Administrator/Selectmen, Personnel Advisory Committee, and Department Heads to determine a list of comparable communities to survey. A special effort was made to include communities from the north shore and northeast region of MA geographic area since they draw from the same labor pool.

Therefore, communities located in other regions of MA such as Berkshires, South Shore, Cape Cod, were not included. The sources for the profile data to select those communities included the Massachusetts Municipal Association and the Department of Revenue, as well as the U.S. Bureau of Labor/Statistics. All of the communities selected are within a 50 miles radius of Topsfield, Massachusetts. The final list of fifteen (15) Massachusetts communities are listed below. In some instances supplemental data was also provided to the Town as needed for additional pay data benchmarking.

B. Comparable Communities

The following primary communities were included in the comparative data analysis.

<b><i>Mass. Town/City</i></b>
Boxborough
Boxford
Essex
Georgetown
Groton
Groveland
Hamilton
Littleton
Manchester
Merrimac
Middleton
Rowley
Stow
Wenham
W. Newbury

### III. Classifying and Compensating Positions

#### A. The Classification Plan

It is important to consider the objectives of (1) **Job Analysis** and (2) **Job Evaluation** when reviewing the proposed classification plan. Building the classification plan involved both job analysis and job evaluation.

Of critical importance in the process of reviewing jobs are the inherent job factors and the particular skills or quality of work required of the position. A thorough **Job Analysis** produces, in general, five kinds of basic information to aid in this process:

1. information about the *nature of the work* (e.g., essential functions and purpose/objective of the position)
2. the *level of the work* (e.g., degree of complexity and accountability)
3. *job requirements* (e.g., the knowledge, skills, abilities and other special requirements/characteristics needed to perform the job)
4. *job qualifications* (e.g., minimum education, training and experience needed to qualify)
5. *working conditions* (e.g., the psychological, emotional and physical demands placed on employees by the work environment).

As stated earlier, 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.

**Job Evaluation** is a process that establishes the relative value of jobs within an organization. There may be several reasons for carrying out this process; the main ones are: (1) to establish the correct rank order or groupings of jobs, (2) to establish the relative distance between jobs within the ranking, (3) to provide an objective measurement of job size for comparison with other jobs and enable salary comparisons to be made.

Job evaluation is the process whereby positions are analyzed, measured and compared against a common set of criteria in a systematic and objective manner. Job evaluation does not produce a rate of pay. Rather, it produces a ranking of jobs in terms of “job content” around which a salary structure can be established. Similarly, the evaluation process does not measure an individual’s performance. The evaluation looks at the job, not the job holder; it assumes that the job is being performed to a fully acceptable standard and that all the identified requirements of a job are being met.

Using a point-factor evaluation system, positions were rated by two consultants and then ranked and assigned a grade. Fourteen rating factors were used to rate all of the positions. These factors, detailed in HRS’ Municipal Position Classification and Rating Manual, measured the requirements of each position in the following areas. The following are capsule descriptions of each rating factor. The manual describes each factor in great detail and by degree.

**PHYSICAL ENVIRONMENT**

This factor measures the totality of the surroundings and/or circumstances under which the job must be performed, the degree of difficulty which this imposes, and their representative or exceptional nature.

***BASIC KNOWLEDGE, TRAINING AND EDUCATION***

This factor measures the basic knowledge or “scholastic content” however it may have been acquired, essential as background or training to perform the job.

***PROBLEM SOLVING SKILLS AND EFFORT***

This factor measures the type and range of problem solving which the position consistently requires.

***PHYSICAL SKILLS AND EFFORT***

This factor measures the degree of physical effort or exertion required in the performance of essential work functions under regular conditions.

***EXPERIENCE***

Experience measures the length of time usually or typically required for the position, with the specified “basic knowledge, training and education,” to perform the essential work functions effectively under normal supervision.

***INTERACTIONS WITH OTHERS/CUSTOMER SERVICE***

This factor measures the relative level of human interaction and the responsibility which goes with the job for meeting, dealing with, and influencing other persons.

***CONFIDENTIALITY***

This factor measures the discretion and integrity required by those positions which have access to privileged information handled or obtained in the normal performance of duties.

***OCCUPATIONAL RISKS***

This factor measures the relative degree of exposure to hazards which might cause injury on the job.

***COMPLEXITY***

This factor considers how difficult it is to perform the essential functions of the job. Jobs are made more difficult by the range and diversity of the assignment of duties, various uses of information technology, the specificity and relevance of guidelines for performing the work, and the nature or thinking challenge required to accomplish the work.

***SUPERVISION RECEIVED***

This factor evaluates the nature of the instructions, direction, control and/or monitoring which a position receives.

***SUPERVISION GIVEN***

In rating supervision given, a number of factors are considered: (1) type of supervision; (2) accountability; (3) responsibility for personnel actions; (4) budget development and control through subordinates.

***SUPERVISION SCOPE***

This factor is used to evaluate the extent, breadth and depth of direction, monitoring and review given.

***JUDGMENT AND INITIATIVE***

This factor measures the degree of independent action required by the position and the extent to which duties are dictated by standard practice or the exercise of judgment.

***ACCOUNTABILITY***

In every position there inherently exists the possibility of error, whether through omission, commission, or direction. In rating this factor, the following is considered: the likelihood of errors; the possibility of error detection; and the probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or by succeeding operations.

As mentioned previously, job rating is not synonymous with performance evaluation. The position, not the incumbent, is evaluated, assigned points and a grade derived. The process described in the HRS Rating Manual, submitted as a separate report, 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 and Conversion Scale* was developed for Topsfield.

**B. Market Survey and Developing the Compensation Plan**

Human Resources Services, Inc. conducted a thorough salary survey and market analysis to determine the market competitiveness for positions included in this study. To measure the pay rates among competitors for these positions, HRS distributed custom survey documents to comparable communities, those identified above.

All of the comparative data is FY-14 information and detailed on the attached pages. 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 Town did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Topsfield. HRS used professional discretionary judgment when comparing positions to the comparable data. If there was less than two data points of salary information for a position, HRS placed more emphasis on the position rating when placing the position on the compensation/classification plan. While this market analysis and information provides the Town with benchmark salary data to set the parameters for compensation decisions, the client must also consider the “uniqueness” of certain positions in the organization as well as the Town’s ability to pay. The following is the analysis definitions for the data collected and presented in the attached charts.

- All comparative market data collected is FY-14 salary and wage information. If FY-14 data was not yet settled or determined, the most current salary information available from the community was included for this analysis. In a very few instances the consultants may have aged the data by one year, which is considered an appropriate standard for compensation analysis.
- Certain salary/wage data collected has been pro-rated to hourly for comparative purposes only. Certain salary/wage data collected has been annualized for comparative purposes only.
- For each position analyzed, data points are collected from the labor market. The **Data Points** indicates the amount of salary information for each position surveyed. In other words, the number of municipalities that reported data for a particular position.
- In each cell, the top number indicates the minimum salary the community pays and the bottom number indicates the maximum salary the community pays.
- The **Average** is the sum of survey readings divided by the number of municipalities reporting. The **Average** shows the average minimum salary



among the comparables over the average maximum salary/wage among the comparables.

- The **Range** shows the lowest minimum salary among the comparable communities and highest maximum salary among the comparables.
- In an array of survey readings, sorted from low to high, this is the reading that is at the mid-point or middle of the data indicating that 50% of survey participants pay at or below this salary rate. The **Median** shows the midpoint of the minimum salary among the comparable communities and the midpoint of the maximum salary among the comparable communities.
- The **25% Percentile** shows the 25<sup>th</sup> percentile of minimum and 25<sup>th</sup> percentile of maximum. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 25% of the surveyed market pays at or below this salary rate.
- The **75% Percentile** shows the 75<sup>th</sup> percentile of minimum and 75<sup>th</sup> percentile of maximum. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 75% of the surveyed market pays at or below this salary rate.
- In some instances where data is not shown: (1) the community/organization did not have a comparable position; (2) the consultants determined that the position was not comparable; or (3) the information was not made available to the consultants.

### C. Description of Compensation and Classification Plan

Setting the rates of pay for jobs on the position hierarchy results in what is called a “pay structure”. When reviewing or developing pay rates, a number of major policy decisions will need to be made. For example: How should the Town pay level relate to the market? For what does the Town want to pay? (i.e. job content, seniority, performance, cost of living, etc.) How does the Town currently pay its employees? The resulting compensation plan should reflect the Town’s pay policies, the market place, internal job values, and the financial ability of the Town to pay at a given level.

The proposed compensation and classification plan is presented on the attached pages. Pay ranges were set for groups of positions which the consultants determined should be paid equally. There are 13 grades on the compensation plan. The total increase from minimum to maximum within each grade is *approximately 31% percent*. Overall, there is 14% between grades. The plan provides 11 steps for incremental pay increases from minimum to maximum. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to progressive compensation levels. Currently, most Towns similar to Topsfield operate within the context of a traditional step system, and/or minimum-mid-max system. The step plan provides for better uniformity of movement within the ranges based on performance achievement; and it is easier to track, plan, and budget using a traditional step system. In general the pay ranges on the new proposed salary schedule were developed utilizing the market data average as a guide. Should the Town decide to implement the traditional steps utilized by many similar municipal organizations, a structure on the pay plan is provided with 2.75% between each step. The step system can also be tied to a performance system. The schedule shows both the hourly and annual rates for employees; minimum, mid range, and maximum ranges, as well as a step system.

This is a base salary plan and does not include compensation for longevity, special pay, 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. At a minimum, those employees falling below the grade range should be brought into the entry level of the grade ranges as soon as possible.

A separate salary schedule was developed for the call firefighter positions; however, this needs to be negotiated with the union and is just a recommendation at this time for management and union to consider. Currently, there is no such structure in place and this would be a new salary schedule for the on-call firefighters if adopted.

The consultants discussed the proposed classification and compensation plans with the Board of Selectmen, Personnel Advisory Committee, and Town Administrator. The suggestions and comments received were given careful consideration and the preliminary recommendations were given a second review in light of the Town officials' response. However, the basic integrity of the plan was not allowed to be compromised by subjective evaluation.

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

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

### **1. Initial Placements for Current Employees**

The placement of two or more positions on a certain grade represents a judgment that those positions should be compensated comparably within the range provided. The range is like a scale providing the Town with the opportunity to make distinctions between employees (not positions) based upon established criteria, applied consistently. These criteria might include job performance, special abilities, experience, longevity, and/or any other factors determined by the Town.

For initial placement of incumbents within the plan, the Town should assign employees to be placed at their current 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.

### **2. Salaries Below Pay Range (Green Circle)**

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. In cases where this increase would result in excessive increases, it would be more practical to raise the salary in steps over a period of two fiscal years.

### 3. Salaries Above Pay Range (Red Circle)

To maintain morale and a sense of fairness, HRS recommends the Town not reduce the compensation level of any current employee. If an employee's current salary falls above the upper limit of the recommended grade range, the Town should maintain the employee's salary above the maximum for the grade until the employee retires or separates from the Town. This is called "red-circling" a position. New employees can be hired at the appropriate lower pay rate. HRS recommends a single administrative policy be adopted and subsequently applied in all cases.

### 4. Cost-of-Living Increases vs. Range Movement

Here, it is important to distinguish between (1) a cost-of-living increase and (2) a salary-range increase. A cost-of-living increase is intended to recognize and respond to a general rise in the cost of goods and services experienced by the general population. Each year, the Town should determine an appropriate cost-of-living adjustment and apply that increase across the entire compensation schedule. A salary-range increase addresses the issue of how employees move along the percentile levels within a grade from minimum to maximum, based on performance. The compensation plan should consist of two components: (1) the range adjustment factor (RAF); and (2) the movement-increase factor (MIF), which is based on merit. The RAF is the movement of the salary range, while the MIF is the movement through the salary range. A salary-range increase consists of the sum of these two components, plus their interaction or compounding result; thus a salary/wage adjustment.

## 5. Remedy Internal Inequities

HRS discovered internal compensation inequities among employees when comparing non-union positions to union positions. The proposed pay plan attempts to remedy this problem by bringing the compensation of the non-aligned employees in ranges comparable to their counterparts in union positions.

## 6. Classification vs. Market-Based Systems

The most common method for valuing jobs and placing them within a grading structure is a market-driven approach. However, today many Towns are becoming concerned about the internal equity of positions and are looking at classification systems to assist in correcting this problem of “internal pay equity.”

## 7. 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.

## 8. Update and Maintain the Classification and Compensation Plan

The Town should maintain and update the classification and compensation plan. This would include the following tasks:

- Conduct regular position reviews to assure positions have current functional job descriptions that are based on job content.
- Conduct job analysis of new positions to assure these positions are properly assigned to a grade.
- Review positions to ensure internal equity in relationship to other Town classifications.

- Conduct periodic salary surveys to ensure market competitiveness. The salary range updates are designed to relieve any upward pressure on range minimums and maximums that may impede the Town's ability to attract, motivate, and retain its workforce. Updates to the salary ranges are referred to as "Market Adjustments".

## 9. FLSA Status

While HRS has reviewed the FLSA Status (exempt/non-exempt status) of the positions included in the study and has provided this information to the Town as part of its overall analysis, further review of borderline positions by its labor counsel is recommended. Most of the positions studied would be non-exempt status.

## 10. Union Positions

There are a number of union groups included in this study. It is important to note that while they are placed on the town-wide classification plan for internal equity purposes; the compensation for union positions must be negotiated through the collective bargaining process.

## 11. Performance Appraisal and Merit-Increase.

It was not within the scope of services for HRS to develop a performance appraisal "tool" for the Town of Topsfield. However, HRS has provided the Town with sample systems as a guide in developing such instruments. A *Management by Objectives System* would be an appropriate methodology for employees engaged in high-level managerial or professional positions. A *Uniform Performance Criteria System* is the most commonly used methodology and is best suited to positions where employees consistently perform the same type of work on a fairly regular basis. This format works

well for clerical, public works, administrative, secretarial, technical and other non-exempt positions.

Employees at normal starting range through the mid-point receive an annual performance review. If the employee receives a satisfactory review or meets expectations, he/she moves within the range. When an employee is at the 75<sup>th</sup> percentile, he/she is evaluated based on high levels of merit. Movement from the 75<sup>th</sup> percentile to maximum should be based on outstanding or better performance. The employee's evaluation must be better than satisfactory in order to receive merit pay. The intent is to reward employees for performance above and beyond that required for the position. Evaluations should cover the previous fiscal year and take effect with the beginning of the new fiscal year on July 1.

## 12.Determination of Individual Wages/Salaries (Some general guidelines.)

### a) New Employees

Applicants with qualifying experience are normally hired close to the normal starting rate of the new range. Applicants with outstanding qualifications may be hired at the wage/salary within the range for the position, but normally no higher than the midpoint of the range. In rare cases, for positions that are very difficult to recruit, it may be necessary to hire at the 75<sup>th</sup> Percentile.

### b) Transfers

Employees transferred to a position at the same level as their present position will normally receive the same salary paid at the time of the transfer.



c) Transfer to a Lower Salary Grade

Employees transferred by necessity (such as reduction in staff), rather than for inadequate performance, should receive their present salary, although this may exceed the maximum for the lower classification.

d) Promotional Increases

If employees are promoted on a “trial” or “acting” basis, the promotional increase may be deferred until they have demonstrated their ability to handle the duties of the higher classification.

## V. Final Conclusion

The Town's compensation plan is one of the most important elements in its personnel system. Combining a sound compensation system with an effective job evaluation process contributes to the overall effectiveness of an organization as well as the Town's ability to attract and retain qualified employees and applicants. Employee wages and benefits are among the largest investments made by most organizations, including municipalities. Factors typically included in a compensation philosophy include the characteristics or principles of an ideal compensation plan. In broad terms, the Town's compensation philosophy and plan should address the following basic principles: *fair, competitive, consistent, motivating, fiscally responsible, and ongoing*. HRS believes that it has provided the town with a total compensation and classification system, methodology, process, and tools for today and into the future. Our summary recommendations include these four components:

- The proposed classification structure
- The proposed compensation plan(s)
- The new job descriptions
- The proposed job evaluation methodology for internal equity purposes

Overall HRS found that most positions studied were at or below the market's average. This may be due to the fact that the pay plan has not been updated for many years. It is also important to note that many of the communities surveyed are equal to Topsfield in terms of income per capital, form of government, geographic location; yet the wages of the other similar municipal organizations are more in line with the general economy.

Our study results indicate that for the Town of Topsfield to maintain a competitive edge, at a minimum compensation levels need to be brought up to the market average. Salary adjustments need to be made to these positions as soon as possible in order to avoid turn-over or poor morale. We recommend a swift implementation plan. Also, as employees separate from the Town, these positions will be difficult to fill at the current pay ranges. However, we recommend a balanced approach that is equitable, practical, and affordable for the Town to implement. We understand that compensation employees immediately at the appropriate rates may place too serious a financial burden on the Town. Here are three options to consider: (1) employees move to the next highest rate on the proposed pay plan resulting in an overall cost impact to the Town of \$73,282; step closest to but just above what they currently earn; (2) employees below minimum move to the minimum on proposed pay plan and all other employees are compensated at their current actual rate of pay till the next year, resulting in an overall increase to the Town of \$39,893; (3) strive for implementation in two fiscal years to limit the overall cost in the initial year. HRS recommends option 1 as the best approach as it is the most efficient way to bring the pay plan in line with the market.

HRS received sufficient and extensive data for this analysis and is confident in the market results. This compensation program also includes, for affected employees, the collective bargaining process between union and management; this compounds the complexity of proposing a specific salary structure. We do, however, have some general guidelines for the Town to work within when negotiating a new salary schedule. At a minimum, the *salary range* (from minimum to maximum) standard is somewhere between 26% - 32% in order to allow some job growth for all positions. Should the Town decide to implement a step plan, it is consistent with compensation administration plans used by many municipalities and government agencies in

Massachusetts and New England. Whatever the negotiated percentage is between steps (typically 2% - 3.5%), it should be consistent throughout the grade range. The market data should dictate the parameters of the salary ranges. The average COLA for FY-14 has been approximately 2.5%.

While the data in this report provides the necessary foundation for setting compensation rates, we would like to comment on some unique exceptions for Topsfield. As we know, the final conclusions of this study will be impacted by certain labor agreements as well as by “past practices” in the departments. The impact of past practices cannot be minimized, particularly in Massachusetts where “past practice” can be given as much weight by the courts and arbitrators as written agreements.

Market surveys should be conducted every 2 – 3 years. Also, this proposed compensation and classification plan should be viewed as only one step in the development of a total compensation program. This methodology will be of assistance in furnishing improved tools and guidance to management personnel. Ensuring that job descriptions, salary and classification plans are regularly reviewed and have valid methodologies will ultimately improve the management of compensation for all positions.

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

In closing, the proposed compensation plan includes a competitive pay structure, which has worked towards incorporating the market findings while also considering the internal job value of positions. A regularly well-administered program of compensation management will assist the Town 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. Used together, job evaluation and salary surveys equip the Town with the information needed to maintain a sound and consistent pay structure. Thus, the employees are assured of being compensated on an equitable basis compared with their internal colleagues in the organization, and are assured that their compensation is on par with external competitors too. While both job evaluation and salary surveys attempt to achieve consistency in the wage structure, they use different criteria to evaluate consistency (i.e. internal vs. external comparison). This methodology works at striking a balance between internal and external pay equity.

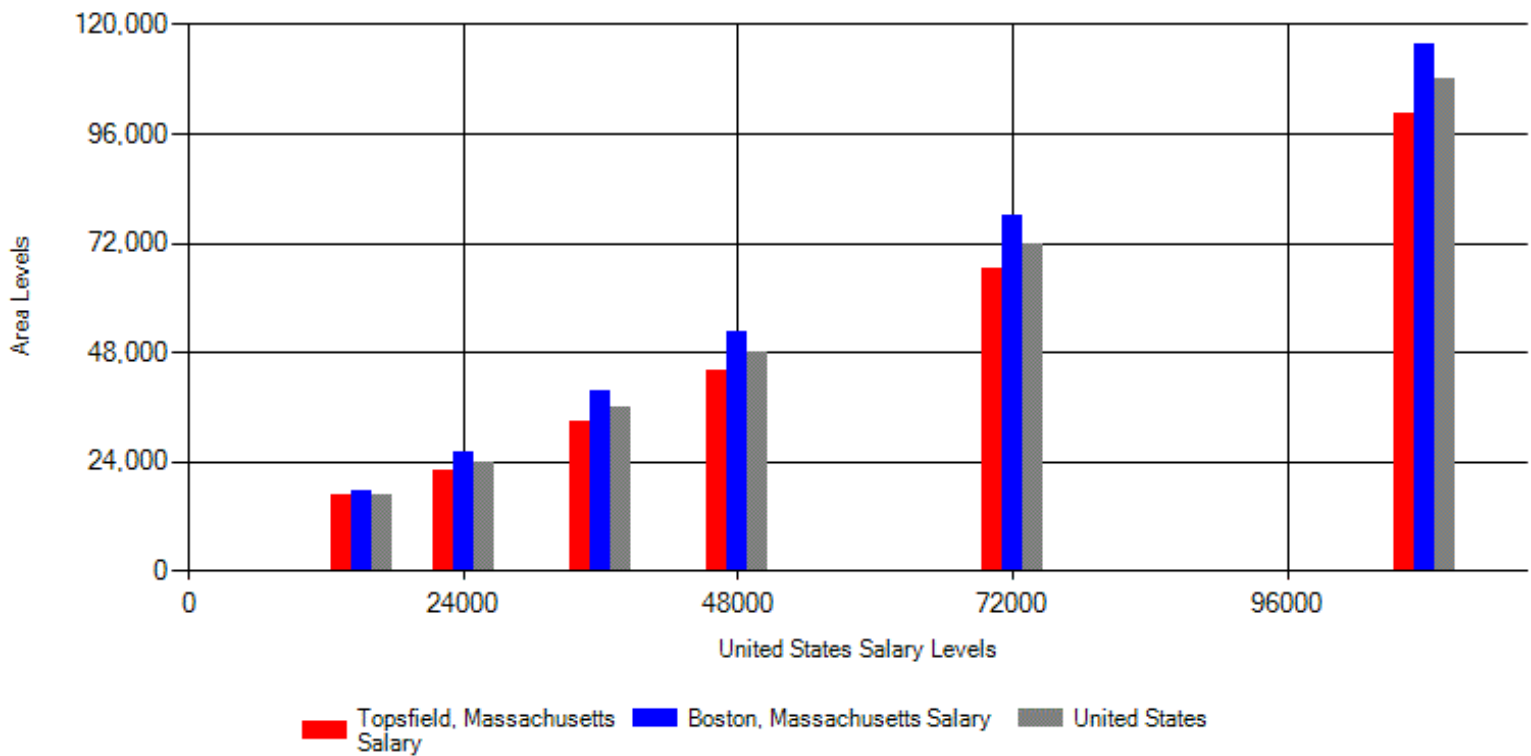
Please review the attached key documents to this report.

## ATTACHMENTS



## GEOGRAPHIC ASSESSOR

SALARY GRAPH: Topsfield, Massachusetts and Boston, Massachusetts



All Values In: United States Dollars

Data as of: 10/1/2014

Printout: 10/7/2014

Phone: 978-474-0200, E-Mail: hrsconsulting@comcast.net

Human Resources Services, Inc., 9 Bartlet Street, Suite 186, Andover, MA 01810

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ERI Economic Research Institute

## GEOGRAPHIC ASSESSOR

### Cost of Living and Salary Levels

Calculations for Mid Salary Structure			
	Areas Compared		2 <sup>nd</sup> as % of 1 <sup>st</sup>
	Topsfield, Massachusetts	Massachusetts - Commonwealth Average	
Salary	United States Dollars	United States Dollars	
	50,000	50,350	100.7%
% of United States	107.9%	108.6%	
Cost of Living	50,000	48,629	97.3%
% of United States	141.2%	137.3%	

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**TOWN OF TOPSFIELD  
PROPOSED CLASSIFICATIONS/GRADES**

Grade	Non Union	Public Works	Fire	Police
1	Seasonal Laborer			
2	Council on Aging Van Driver Custodian Data Entry Clerk			
3	Recording Secretary	Park & Cemetery-Lead Person Laborer		
4	Administrative Assistant Library Assistant	Highway Equipment Operator		Police Officer-Reserve
5	Assistant Town Clerk Senior Administrative Assistant	Highway Mechanic Park & Cemetery-Assistant Superintendent	Firefighter/EMT	
6	Assistant Assessor Assistant Town Accountant Assistant Treasurer/Collector Executive Assistant to Selectmen/Town Administrator Inspectional Services-Electrical Inspector Inspectional Services-Plumbing/Gas Inspector Library-Adult Services/ Circulation Librarian Library-Children's/YA Librarian Library- Technical Services Librarian Library-Reference Librarian Personnel Benefits Administrator	Highway Foreman Water-Systems Operator	Fire Lieutenant Firefighter-Paramedic	Police Officer
7	Board of Health Agent Conservation Administrator Council on Aging Executive Director Purchasing Agent/Comm Dev Coordinator Town Clerk (Elected)		Fire Captain Fire-Captain/Training Coordinator	Police Sergeant
8	Inspectional Services Building Inspector Park & Cemetery Superintendent			
9	Library Director Principal Assessor Town Accountant Treasurer/Collector			
10	Highway Superintendent Water Superintendent			
11	Fire Chief Police Chief			
12	Town Administrator			

Min Value of Lowest Grade:	\$10.93
Max Value of Lowest Grade:	NA
Hours per year	2,088
Percent between steps=	2.75
% between grades =	114.0%

## TOPSFIELD PROPOSED PAY PLAN - FY2014

GRADE		Minimum			Mid Range						Maximum	
1	Hourly	\$10.93	11.23	11.54	11.86	12.19	12.53	12.87	13.22	13.58	13.95	14.33
	Weekly (40 hrs)	437.20	449.20	461.60	474.40	487.60	501.20	514.80	528.80	543.20	558.00	573.20
	Annual	22,821.84	23,448.24	24,095.52	24,763.68	25,452.72	26,162.64	26,872.56	27,603.36	28,355.04	29,127.60	29,921.04
2	Hourly	12.46	12.80	13.16	13.52	13.89	14.27	14.66	15.06	15.47	15.90	16.34
	Weekly (40 hrs)	498.40	512.00	526.40	540.80	555.60	570.80	586.40	602.40	618.80	636.00	653.60
	Annual	26,016.48	26,726.40	27,478.08	28,229.76	29,002.32	29,795.76	30,610.08	31,445.28	32,301.36	33,199.20	34,117.92
3	Hourly	14.95	15.36	15.79	16.22	16.67	17.12	17.59	18.07	18.56	19.08	19.61
	Weekly (40 hrs)	598.00	614.40	631.60	648.80	666.80	684.80	703.60	722.80	742.40	763.20	784.40
	Annual	31,215.60	32,071.68	32,969.52	33,867.36	34,806.96	35,746.56	36,727.92	37,730.16	38,753.28	39,839.04	40,945.68
4	Hourly	17.04	17.51	18.00	18.50	19.01	19.53	20.07	20.62	21.19	21.77	22.37
	Weekly (40 hrs)	681.60	700.40	720.00	740.00	760.40	781.20	802.80	824.80	847.60	870.80	894.80
	Annual	35,579.52	36,560.88	37,584.00	38,628.00	39,692.88	40,778.64	41,906.16	43,054.56	44,244.72	45,455.76	46,708.56
5	Hourly	19.43	19.96	20.52	21.08	21.66	22.26	22.87	23.50	24.15	24.81	25.49
	Weekly (40 hrs)	777.20	798.40	820.80	843.20	866.40	890.40	914.80	940.00	966.00	992.40	1,019.60
	Annual	40,569.84	41,676.48	42,845.76	44,015.04	45,226.08	46,478.88	47,752.56	49,068.00	50,425.20	51,803.28	53,223.12
6	Hourly	22.15	22.75	23.39	24.03	24.69	25.37	26.07	26.79	27.53	28.29	29.07
	Weekly (40 hrs)	886.00	910.00	935.60	961.20	987.60	1,014.80	1,042.80	1,071.60	1,101.20	1,131.60	1,162.80
	Annual	46,249.20	47,502.00	48,838.32	50,174.64	51,552.72	52,972.56	54,434.16	55,937.52	57,482.64	59,069.52	60,698.16
7	Hourly	25.25	25.94	26.66	27.39	28.14	28.91	29.71	30.53	31.37	32.23	33.12
	Weekly (40 hrs)	1,010.00	1,037.60	1,066.40	1,095.60	1,125.60	1,156.40	1,188.40	1,221.20	1,254.80	1,289.20	1,324.80
	Annual	52,722.00	54,162.72	55,666.08	57,190.32	58,756.32	60,364.08	62,034.48	63,746.64	65,500.56	67,296.24	69,154.56
8	Hourly	28.79	29.57	30.39	31.23	32.09	32.97	33.88	34.81	35.77	36.75	37.76
	Weekly (40 hrs)	1,151.60	1,182.80	1,215.60	1,249.20	1,283.60	1,318.80	1,355.20	1,392.40	1,430.80	1,470.00	1,510.40
	Annual	60,113.52	61,742.16	63,454.32	65,208.24	67,003.92	68,841.36	70,741.44	72,683.28	74,687.76	76,734.00	78,842.88
9	Hourly	32.82	33.71	34.64	35.59	36.57	37.58	38.61	39.67	40.76	41.88	43.03
	Weekly (40 hrs)	1,312.80	1,348.40	1,385.60	1,423.60	1,462.80	1,503.20	1,544.40	1,586.80	1,630.40	1,675.20	1,721.20
	Annual	68,528.16	70,386.48	72,328.32	74,311.92	76,358.16	78,467.04	80,617.68	82,830.96	85,106.88	87,445.44	89,846.64
10	Hourly	37.41	38.43	39.49	40.58	41.70	42.85	44.03	45.24	46.48	47.76	49.07
	Weekly (40 hrs)	1,496.40	1,537.20	1,579.60	1,623.20	1,668.00	1,714.00	1,761.20	1,809.60	1,859.20	1,910.40	1,962.80
	Annual	78,112.08	80,241.84	82,455.12	84,731.04	87,069.60	89,470.80	91,934.64	94,461.12	97,050.24	99,722.88	102,458.16
11	Hourly	42.65	43.81	45.02	46.26	47.53	48.84	50.18	51.56	52.98	54.44	55.94
	Weekly (40 hrs)	1,706.00	1,752.40	1,800.80	1,850.40	1,901.20	1,953.60	2,007.20	2,062.40	2,119.20	2,177.60	2,237.60
	Annual	89,053.20	91,475.28	94,001.76	96,590.88	99,242.64	101,977.92	104,775.84	107,657.28	110,622.24	113,670.72	116,802.72
12	Hourly	48.62	49.94	51.32	52.73	54.18	55.67	57.20	58.77	60.39	62.05	63.76
	Weekly (40 hrs)	1,944.80	1,997.60	2,052.80	2,109.20	2,167.20	2,226.80	2,288.00	2,350.80	2,415.60	2,482.00	2,550.40
	Annual	101,518.56	104,274.72	107,156.16	110,100.24	113,127.84	116,238.96	119,433.60	122,711.76	126,094.32	129,560.40	133,130.88
13	Hourly	55.43	56.93	58.50	60.11	61.76	63.46	65.21	67.00	68.84	70.73	72.68
	Weekly (40 hrs)	2,217.20	2,277.20	2,340.00	2,404.40	2,470.40	2,538.40	2,608.40	2,680.00	2,753.60	2,829.20	2,907.20
	Annual	115,737.84	118,869.84	122,148.00	125,509.68	128,954.88	132,504.48	136,158.48	139,896.00	143,737.92	147,684.24	151,755.84

\$16.60 Starting Hourly Wage  
0.00 Work Weeks Per Year

0 Hours Per Week  
2.75 Percent between Steps

<b>% Between Grades</b>	<b>Topsfield Call Firefighters Proposed Pay Plan</b>					
	<b>Grade</b>	<b>Position</b>	<b>Minimum</b>	<b>Mid Range</b>		<b>Maximum</b>
8 8 8 8 8 8	<b>C1</b>	<b>Firefighter/EMT</b>	<b>\$16.60</b>	<b>\$17.06</b>	<b>\$17.53</b>	<b>\$18.01</b>
	<b>C2</b>	<b>Firefighter/EMT/ENG</b>	<b>\$17.93</b>	<b>\$18.42</b>	<b>\$18.93</b>	<b>\$19.45</b>
	<b>C3</b>	<b>EMT- I</b>	<b>\$19.36</b>	<b>\$19.89</b>	<b>\$20.44</b>	<b>\$21.00</b>
	<b>C4</b>	<b>EMT- P</b>	<b>\$20.91</b>	<b>\$21.49</b>	<b>\$22.08</b>	<b>\$22.69</b>
	<b>C5</b>	<b>Lieutenant</b>	<b>\$22.58</b>	<b>\$23.20</b>	<b>\$23.84</b>	<b>\$24.50</b>
	<b>C6</b>	<b>Captain</b>	<b>\$24.39</b>	<b>\$25.06</b>	<b>\$25.75</b>	<b>\$26.46</b>

## SUMMARY COST OUT OPTIONS

Group	Employees Moved to Next Highest Rate on Proposed Pay Plan	Employees below Minimum Moved to Minimum on Proposed Pay Plan
Non- Union	\$52,278	\$39,703
Fire	\$5,178	\$0
Police	\$11,257	\$0
Public Works	\$4,568	\$190
TOTAL	\$73,282	\$39,893

Grade	Comparison of Current-Market-Proposed Rates	MIN	MAX	Points	MIN	MAX	Grade		MIN	MAX
Current		FY14 CURRENT	TOPSFIELD	Max Data	Market Average		Proposed	New Job Titles		
H2	Seasonal Laborer	9.78	11.12				1		10.93	14.33
	<b>GRADE MARKET AVE TO PROPOSED</b>									
H3	Council on Aging-Van Driver	11.50	15.71	14	13.68	14.31	2		12.46	16.34
	Custodian						2		12.46	16.34
	Data Entry Clerk						2		12.46	16.34
	<b>GRADE MARKET AVE TO PROPOSED</b>									
H5	Conservation Commission-Minutes	14.15	19.35	8	17.31	19.24	3	Recording Secretary	14.95	19.61
	Board of Health-Clerical						3	Recording Secretary	14.95	19.61
H5	Finance Committee Secretary	14.15	19.35	0			3	Recording Secretary	14.95	19.61
	<b>GRADE MARKET AVE TO PROPOSED</b>									
H5	Board of Health-Secretary	14.15	19.35	11	21.66	24.34	4	Administrative Assistant	17.04	22.37
H3	Cable Administrator	11.50	15.71	4	24.72	24.72	4		17.04	22.37
	Conservation Commission Secretary	14.15	19.35				4	Administrative Assistant	17.04	22.37
H5	Council on Aging-Secretary	14.15	19.35	8	16.91	18.89	4	Administrative Assistant	17.04	22.37
H5	Library Assistant - Reference	14.15	19.35	12	16.25	19.41	4		17.04	22.37
H5	Library Assistant Children's/YA	14.15	19.35	10	16.38	19.64	4		17.04	22.37
	<b>GRADE MARKET AVE TO PROPOSED</b>									
H6	Assistant Town Clerk	15.45	21.17	1	22.76	25.43	5		19.43	25.49
H5	Fire-Secretary	14.15	19.35	3	16.14	21.05	5	Senior Administrative Assistant	19.43	25.49
H5	Inspectional Services-Administrative Assistant	14.15	19.35	14	19.18	21.30	5	Senior Administrative Assistant	19.43	25.49
H5	Library-Secretary	14.15	19.35	3	16.48	20.73	5	Senior Administrative Assistant	19.43	25.49
H6	Parks & Cemetery Administrative Assistant	15.45	21.17				5	Senior Administrative Assistant	19.43	25.49
H6	Police- Administrative Assistant	15.45	21.17	13	20.09	23.35	5	Senior Administrative Assistant	19.43	25.49
H6	Water/Highway Administrative Assistant	15.45	21.17	4	19.16	22.50	5	Senior Administrative Assistant	19.43	25.49
	<b>GRADE MARKET AVE TO PROPOSED</b>									
					<b>18.97</b>	<b>22.39</b>			<b>19.43</b>	<b>25.49</b>
H6	Assistant Assessor	15.45	21.17	7	23.29	24.31	6		22.15	29.07
H6	Assistant Town Accountant	15.45	21.17	2	22.24	26.46	6		22.15	29.07
H6	Assistant Treasurer/Collector	15.45	21.17	7	21.66	22.84	6		22.15	29.07
H6	Executive Assistant to Selectmen/Town Admin	15.45	21.17	11	21.66	24.34	6		22.15	29.07
S5	Inspectional Services-Electrical Inspector	20.38	27.81	9	25.14	26.44	6		22.15	29.07
S5	Inspectional Services-Plumbing/Gas Inspector	20.38	27.01	9	24.50	25.79	6		22.15	29.07
S4	Library-Adult Services/ Circulation Librarian	17.06	23.29	5	17.15	19.21	6		22.15	29.07
S4	Library-Children's/YA Librarian	17.06	23.29	15	21.43	23.71	6		22.15	29.07
S4	Library-Reference Librarian	17.06	23.29	2	24.68	26.12	6		22.15	29.07
H6	Library- Technical Services Librarian	15.45	21.17	11	20.31	22.51	6		22.15	29.07
H6	Personnel Benefits Administrator	15.45	21.17	3	18.99	23.68	6		22.15	29.07
	<b>GRADE MARKET AVE TO PROPOSED</b>									
					<b>21.91</b>	<b>24.13</b>			<b>22.15</b>	<b>29.07</b>
S6	Board of Health Agent	23.45	32.02	5	27.79	29.67	7		25.25	33.12
S6	Conservation Administrator	23.45	32.02	16	23.73	27.99	7		25.25	33.12
S5	Council on Aging-Executive Director	20.38	27.81	15	24.70	27.72	7		25.25	33.12
S6	Purchasing Agent/ Comm Dev Coord	23.45	32.02	2	30.35	33.47	7		25.25	33.12
Elected	Town Clerk (Classified for Comparison Only)	25.33	25.33	15	28.72	32.06	7		25.25	33.12
	<b>GRADE MARKET AVE TO PROPOSED</b>									
					<b>27.06</b>	<b>30.18</b>			<b>25.25</b>	<b>33.12</b>
S6	Inspectional Services-Building Inspector	23.45	32.02	13	33.52	36.67	8		28.79	37.76
S6	Park & Cemetery-Superintendent	23.45	32.02	0			8		28.79	37.76
	<b>GRADE MARKET AVE TO PROPOSED</b>									
					<b>33.52</b>	<b>36.67</b>			<b>28.79</b>	<b>37.76</b>
S6	Library-Director	23.45	32.02	9	31.50	34.54	9		32.82	43.03
S6	Principal Assessor	23.45	32.02	11	33.83	38.60	9		32.82	43.03
S6	Town Accountant	23.45	32.02	15	34.09	37.68	9		32.82	43.03
S6	Treasurer/Collector	23.45	32.02	10	31.55	36.78	9		32.82	43.03
	<b>GRADE MARKET AVE TO PROPOSED</b>									
					<b>32.74</b>	<b>36.90</b>			<b>32.82</b>	<b>43.03</b>
S7	Highway-Superintendent	27.36	37.36	2	43.00	43.00	10		37.41	49.07
S7	Water-Superintendent	27.36	37.36	6	32.08	32.08	10		37.41	49.07
	<b>GRADE MARKET AVE TO PROPOSED</b>									
					<b>37.54</b>	<b>37.54</b>			<b>37.41</b>	<b>49.07</b>
S8	Fire-Chief	contract		9	39.39	41.82	11		42.65	55.94
S9	Police-Chief	contract		9	49.13	51.76	11		42.65	55.94
	<b>GRADE MARKET AVE TO PROPOSED</b>									
					<b>44.26</b>	<b>46.79</b>			<b>42.65</b>	<b>55.94</b>
	Town Administrator	52.68	52.68	8	54.00	55.98	12		48.62	63.76

Current Grade	Positions	FY14 Topsfield	Data Points	25th Perc.	Average	Min Max	Median	75th Perc.	% Diff. Avg.
	<b>General Government</b>								
H6	Assistant Assessor	15.45 21.17	7 7	21.54 21.54	<b>23.29</b> <b>24.31</b>	18.13 30.34	22.76 24.05	24.96 27.27	-34% -13%
H6	Assistant Town Accountant	15.45 21.17	2 2	21.97 25.94	<b>22.24</b> <b>26.46</b>	21.71 27.48	22.24 26.46	22.50 26.97	-31% -20%
H6	Assistant Town Clerk	15.45 21.17	1 1	22.76 25.43	<b>22.76</b> <b>25.43</b>	22.76 25.43	22.76 25.43	22.76 25.43	-32% -17%
H6	Assistant Treasurer/Collector	15.45 21.17	7 7	19.54 20.76	<b>21.66</b> <b>22.84</b>	19.28 27.48	21.71 22.46	23.50 24.56	-29% -7%
S6	Board of Health Agent	23.45 32.02	5 5	26.01 26.01	<b>27.73</b> <b>29.67</b>	23.93 40.78	26.02 26.02	31.09 31.60	-15% 8%
H5	Board of Health-Secretary	14.15 19.35	8 8	16.28 17.62	<b>18.52</b> <b>19.39</b>	12.69 25.43	18.26 18.39	19.64 20.22	-24% 0%
H6	Board of Selectmen Secretary	15.45 21.17	11 11	19.77 22.16	<b>21.66</b> <b>24.34</b>	18.91 30.49	20.53 23.81	21.96 26.05	-29% -13%
H3	Cable Administrator	11.50 15.71	4 4	24.38 24.38	<b>24.72</b> <b>24.72</b>	21.33 26.25	25.64 25.64	25.98 25.98	-53% -36%
H6	Communications Dispatcher	15.45 21.17	6 6	17.00 18.42	<b>18.11</b> <b>19.66</b>	15.95 21.71	18.10 19.35	19.45 21.02	-15% 8%
S6	Conservation Administrator	23.45 32.02	16 16	21.05 23.50	<b>23.73</b> <b>27.99</b>	20.26 40.78	22.93 26.44	24.35 30.77	-1% 14%
H5	Conservation Commission-Secretary	14.15 19.35	8 8	15.96 17.42	<b>17.31</b> <b>19.24</b>	12.69 25.43	16.32 18.62	18.63 21.08	-18% 1%
S5	Council on Aging-Executive Director	20.38 27.81	15 15	22.86 23.18	<b>24.70</b> <b>27.72</b>	19.81 36.56	23.74 28.06	26.14 31.76	-17% 0%
H5	Council on Aging-Secretary	14.15 19.35	8 8	15.44 17.65	<b>16.91</b> <b>18.89</b>	12.69 21.30	17.03 18.64	18.61 20.40	-16% 2%
H3	Council on Aging-Van Driver	11.50 15.71	14 14	12.92 13.11	<b>13.68</b> <b>14.31</b>	11.00 21.01	13.29 13.51	14.30 14.85	-16% 10%
H4	Custodian	12.79 17.52	7 7	15.91 18.48	<b>15.68</b> <b>19.44</b>	11.83 21.42	16.30 19.94	16.46 20.90	-18% -10%
S7	Executive Secretary	27.36 37.36	2 2	28.77 33.44	<b>30.35</b> <b>33.47</b>	27.18 33.52	30.35 33.47	31.94 33.49	-10% 12%
H5	Finance Committee Secretary	14.15 19.35	0 0						
H6	Personnel Benefits Administrator	15.45 21.17	3 3	18.13 21.93	<b>18.99</b> <b>23.68</b>	16.74 27.17	19.51 22.68	20.12 24.93	-19% -11%
S6	Principal Assessor	23.45 32.02	11 11	29.22 33.21	<b>33.83</b> <b>38.60</b>	25.95 50.60	33.27 36.49	36.59 43.39	-31% -17%
H5	Planning /ZBA Secretary	14.15 19.35	7 7	16.24 17.94	<b>17.73</b> <b>19.16</b>	15.93 23.82	16.32 18.36	17.77 20.06	-20% 1%
S6	Town Accountant	23.45 32.02	14 15	29.66 32.04	<b>34.09</b> <b>37.68</b>	24.25 50.89	33.46 34.61	39.15 41.48	-31% -15%
	Town Administrator or Manager	52.68 52.68	8 8	48.56 48.56	<b>54.00</b> <b>55.98</b>	47.62 67.69	50.60 54.55	59.17 61.78	-2% -6%
	Town Clerk	elected 25.33	14 15	26.17 27.96	<b>28.72</b> <b>32.06</b>	21.62 48.19	28.12 30.69	30.64 34.97	-21% -26%
S6	Treasurer/Collector	23.45 32.02	10 10	27.53 32.41	<b>31.55</b> <b>36.78</b>	24.91 47.52	30.99 36.83	32.99 42.95	-26% -13%

Current Grade	Positions	FY14 Topsfield	Data Points	25th Perc.	Average	Min Max	Median	75th Perc.	% Diff. Avg.
	<b>Public Works</b>								
	Highway-Equipment Operator	20.45	13	19.05	20.48	17.39	20.23	21.26	0%
		20.45	13	21.69	23.10	27.73	22.85	24.15	-11%
	Highway-Foreman	24.71	16	23.24	26.40	21.83	25.40	28.61	-6%
		24.71	16	26.62	28.90	34.33	28.74	31.27	-15%
	Highway-Mechanic	23.98	6	21.97	23.06	20.27	22.97	23.83	4%
		23.98	6	24.58	26.15	31.13	25.71	26.22	-8%
S7	Highway-Superintendent	27.36	2	39.77	43.00	36.54	43.00	46.24	-36%
		37.36	2	39.77	43.00	49.47	43.00	46.24	-13%
H5	Inspectional Services-Admin Assistant	14.15	14	17.66	19.18	16.36	18.84	20.93	-26%
		19.35	14	18.76	21.30	26.41	22.22	23.21	-9%
S6	Inspectional Services-Building Inspector	23.45	13	29.49	33.52	25.91	32.12	33.90	-30%
		32.02	13	32.55	36.67	48.72	33.80	40.78	-13%
S5	Inspectional Services-Electrical Inspector	20.38	9	21.40	25.14	18.72	23.37	24.08	-19%
		27.81	9	23.19	26.44	45.00	23.94	25.60	5%
S5	Inspectional Services-Plumbing/Gas Inspector	20.38	9	20.91	24.50	17.39	23.37	24.08	-17%
		27.81	9	21.40	25.79	45.00	23.94	25.60	8%
	Park & Cemetery-Assistant Superintendent	20.70	0						
		20.70	0						
H4	Park & Cemetery-Lead Person Laborer	18.13	7	17.42	18.59	12.92	18.64	19.84	-2%
		18.13	7	18.45	20.28	24.04	20.72	21.64	-11%
S6	Park & Cemetery-Superintendent	23.45	0						
		32.02	0						
H6	Water/Highway Administrative Assistant	15.45	4	17.76	19.16	16.74	18.56	19.96	-19%
		21.17	4	21.54	22.50	25.43	23.24	24.21	-6%
S6	Water-Superintendent	23.45	6	30.03	32.08	27.92	31.77	34.64	-27%
		32.02	6	30.03	32.08	35.94	31.77	34.64	0%
H6	Water-Systems Operator	15.45	7	22.77	24.03	19.66	23.51	25.98	-36%
		21.17	7	23.96	26.22	29.92	25.64	28.41	-19%
	<b>Library</b>								
H5	Library Assistant - Reference	14.15	12	14.82	16.25	12.24	15.88	18.14	-13%
		19.35	12	15.46	19.41	24.75	21.09	22.13	0%
H5	Library Assistant Children's/YA	14.15	10	15.39	16.38	14.25	16.23	17.46	-14%
		19.35	10	16.53	19.64	24.75	20.00	21.88	-1%
S4	Library-Adult Services/ Circulation	17.06	5	16.23	17.15	14.74	17.32	17.77	-1%
		23.29	5	16.23	19.21	22.58	19.68	21.71	21%
H5	Library-Secretary	14.15	3	15.84	16.48	15.36	16.32	17.05	-14%
		19.35	3	20.23	20.73	21.71	21.30	21.50	-7%
S4	Library-Children's/YA Librarian	17.06	15	19.79	21.43	17.32	21.31	22.75	-20%
		23.29	15	20.63	23.71	29.66	24.75	26.71	-2%
S6	Library-Director	23.45	9	29.68	31.50	27.03	30.59	31.57	-26%
		32.02	9	29.68	34.54	48.19	31.57	38.12	-7%
H6	Library- Technical Services	15.45	11	16.55	20.31	13.91	18.91	24.03	-24%
		21.17	11	16.55	22.51	29.66	23.25	27.43	-6%
S4	Library-Reference Librarian	17.06	2	24.40	24.68	24.12	24.68	24.95	-31%
		23.29	2	25.67	26.12	27.00	26.12	26.56	-11%

Current Grade	Positions	FY14 Topsfield	Data Points	25th Perc.	Average	Min Max	Median	75th Perc.	% Diff. Avg.
	<b>Fire Full Time</b>								
H8	Fire-Captain	26.75	2	21.50	21.88	21.12	21.88	22.26	22%
		26.75	2	21.50	21.88	22.64	21.88	22.26	22%
S8	Fire-Chief (Topsfield rate inc all extra pays- holiday, ed, longevity, EMT))	47.54	6	38.05	42.56	36.45	38.94	48.37	
			6	38.05	44.29	51.74	44.14	50.98	7%
	Firefighter	NA	6	16.00	18.23	15.68	17.05	20.73	
			7	16.12	19.60	23.72	21.22	22.17	
H4	Firefighter-EMT	22.51	5	20.19	20.71	19.84	20.20	20.58	9%
		22.51	7	22.93	24.67	29.51	24.76	26.19	-9%
	Firefighter-EMT/Intermediate	22.85	0						
		22.85	0						
	Fire-EMT/Paramedic	23.65	2	21.52	22.32	20.72	22.32	23.12	6%
		23.65	2	24.27	24.82	25.91	24.82	25.36	-5%
H8	Fire-Captain	26.22	1	25.20	25.20	25.20	25.20	25.20	4%
		26.22	1	27.51	27.51	27.51	27.51	27.51	-5%
H8	Fire-Captain- EMT	NA	1	26.41	26.41	26.41	26.41	26.41	
			2	28.85	28.98	29.24	28.98	29.11	
H8	Fire-Captain-Paramedic	NA	1	27.75	27.75	27.75	27.75	27.75	
			2	30.11	30.17	30.28	30.17	30.23	
H7	Fire-Lieutenant	24.91	2	23.68	23.95	23.41	23.95	24.22	4%
		24.91	3	24.73	25.01	25.56	24.97	25.26	0%
H7	Fire-Lieutenant-EMT	NA	1	24.53	24.53	24.53	24.53	24.53	
			2	26.07	26.28	26.68	26.28	26.48	
H7	Fire-Lieutenant-Paramedic	NA	1	25.77	25.77	25.77	25.77	25.77	
			2	27.11	27.38	27.92	27.38	27.65	
H5	Fire-Secretary	14.15	3	15.84	16.14	15.36	16.32	16.53	-12%
		19.35	3	20.23	21.05	22.68	21.30	21.99	-8%
	<b>Fire - Call</b>								
	Firefighter		3	13.94	14.85	13.32	14.56	15.62	
			3	15.74	17.03	19.61	16.08	17.85	
	Firefighter/EMT	17.03	8	16.26	17.37	13.59	17.96	18.80	-2%
		17.03	9	16.72	18.13	20.59	18.42	19.41	-6%
	Firefighter-EMT/ENG	18.85	0						
		18.85	0						
	Firefighter-EMT/Intermediate	20.58	1						
		20.58	1						
	Fire-EMT/Paramedic	22.31	0						
		22.31	0						
	Fire-Captain	25.76	4	18.80	20.13	17.55	20.17	21.50	28%
		25.76	6	19.25	20.83	24.54	20.25	22.26	24%
	Fire-Lieutenant	22.31	4	18.00	19.41	17.04	19.21	20.62	15%
		22.31	6	18.44	19.85	22.56	19.45	21.67	12%
	<b>Police</b>								
S9	Police-Chief * (Topsfield Chief receives education incentive to = 50.89/hour pay rate)	42.41	12	45.88	48.33	36.13	48.15	52.57	-12%
		42.41	12	46.84	50.31	59.40	49.95	53.55	-16%
H6	Police- Administrative Assistant	15.45	13	18.91	20.09	16.74	19.74	22.11	-23%
		21.17	13	22.32	23.35	29.08	23.38	24.11	-9%
	Police Officer-Reserve	20.07	0						
		20.07	0						
P	Police-Officer	22.93	10	23.26	24.06	18.79	24.45	26.24	-5%
		25.48	10	26.13	26.97	29.96	26.95	27.39	-6%
	Police- Sergeant	27.83	11	26.25	29.55	21.74	29.80	33.62	-6%
		29.30	11	29.71	31.58	35.43	31.27	33.62	-7%
* Police Chief Annual Pay + Ed Incentive		108,664	11	103,293	109,030	123,796	108,732	113,000	0%



Positions	FY14 Topsfield	FY14 Boxford	FY14 Hamilton	FY14 Manchester	FY14 Middleton	Data Points	25th Perc.	Average	Min Max	Median	75th Perc.	% Diff. Avg.
<b>Fire Full Time</b>												
Firefighter-EMT	22.51	23.01	20.19	22.76	19.84	4	20.10	21.45	19.84	21.48	22.83	5%
	22.85	23.01	25.54	24.76	22.84	4	22.97	24.04	25.54	23.88	24.95	-5%
Fire-EMT/Paramedic	23.65			23.92	20.72	2	21.52	22.32	20.72	22.32	23.12	6%
	23.65			25.91	23.72	2	24.27	24.82	25.91	24.82	25.36	-5%
Fire-Captain	26.22			25.20	29.24	2	26.21	27.22	25.20	27.22	28.23	-4%
	26.75			30.06	30.28	2	30.12	30.17	30.28	30.17	30.23	-11%

Current Grade	Positions	FY14 Topsfield	FY14 Bolton	FY14 Boxborough	FY14 Boxford	FY14 Essex	FY13+2% Georgetown	FY14 Groton	FY14 Groveland	FY14 Hamilton	FY14 Harvard	FY14 Littleton	FY14 Manchester	FY14 Merrimack	FY14 Middleton	FY13+2% Rowley	FY14 Stow	FY14 Wenham	FY14 W. Newbury	Data Points	25th Perc.	Average	Min Max	Median	75th Perc.	% Diff. Avg.
	General Government																									
H6	Assistant Assessor	15.45 21.17					22.08 22.08		25.88 30.34				22.76 25.43	21.00 21.00	24.05 24.05	18.13 18.13		29.11 29.11		7 7	21.54 21.54	23.29 24.31	18.13 30.34	22.76 24.05	24.96 27.27	-34% -13%
H6	Assistant Town Accountant	15.45 21.17								21.71 27.48			22.76 25.43							2 2	21.97 25.94	22.24 26.46	21.71 27.48	22.24 26.46	22.50 26.97	-31% -20%
H6	Assistant Town Clerk	15.45 21.17											22.76 25.43							1 1	22.76 25.43	22.76 25.43	22.76 25.43	22.76 25.43	22.76 25.43	-32% -17%
H6	Assistant Treasurer/Collector	15.45 21.17			22.46 22.46		24.53 24.53		19.28 19.28	21.71 27.48				19.54 19.54	19.54 21.98				24.58 24.58	7 7	19.54 20.76	21.66 22.84	19.28 27.48	21.71 22.46	23.50 24.56	-29% -7%
S6	Board of Health Agent	23.45 32.02			31.09 40.78		31.60 31.60		26.01 26.01					26.02 26.02		23.93 23.93				5 5	26.01 26.01	27.73 29.67	23.93 40.78	26.02 26.02	31.09 31.60	-15% 8%
H5	Board of Health-Secretary	14.15 19.35			12.69 14.93		25.08 25.08		18.42 18.42	16.32 18.36			22.76 25.43	16.16 16.16		18.60 18.60			18.11 18.11	8 8	16.28 17.62	18.52 19.39	12.69 25.43	18.26 18.39	19.64 20.22	-24% 0%
H6	Board of Selectmen Secretary	15.45 21.17	19.03 23.81	18.91 23.25	22.17 29.06	21.33 22.57	21.76 21.76			19.84 25.10			24.12 27.00	19.70 19.70	20.40 24.48	20.53 20.53			30.49 30.49	11 11	19.77 22.16	21.66 24.34	18.91 30.49	20.53 23.81	21.96 26.05	-29% -13%
H3	Cable Administrator	11.50 15.71					21.33 21.33		25.40 25.40						26.25 26.25	25.89 25.89				4 4	24.38 24.38	24.72 24.72	21.33 26.25	25.64 25.64	25.98 25.98	-53% -36%
H6	Communications Dispatcher	15.45 21.17			16.71 18.71				19.83 21.71	15.95 21.37				17.87 17.87		18.33 18.33			19.99 19.99	6 6	17.00 18.42	18.11 19.66	15.95 21.71	18.10 19.35	19.45 21.02	-15% 8%
S6	Conservation Administrator	23.45 32.02	20.56 26.84	21.19 26.04	31.09 40.78	20.61 29.42	30.15 30.15	28.09 34.38		20.56 26.01	20.26 24.75	23.32 29.66	22.92 32.62	23.66 23.66	22.24 22.24	22.93 22.93	26.42 32.74	22.60 22.60	23.00 23.00	16 16	21.05 23.50	23.73 27.99	20.26 40.78	22.93 26.44	24.35 30.77	-1% 14%
H5	Conservation Commission-Secretary	14.15 19.35	16.32 21.30	15.36 18.88	12.69 14.93		17.84 17.84		21.00 21.00	16.32 18.36			22.76 25.43	16.16 16.16						8 8	15.96 17.42	17.31 19.24	12.69 25.43	16.32 18.62	18.63 21.08	-18% 1%
S5	Council on Aging-Executive Director	20.38 27.81	20.56 26.84	23.74 29.18	25.38 33.29		23.19 23.19	26.63 32.83	25.64 30.69	24.25 30.69	23.14 28.27	28.73 36.56	33.28 33.28	28.06 28.06	22.58 22.58	22.38 22.38		19.81 19.81	23.16 23.16	15 15	22.86 23.18	24.70 27.72	19.81 36.56	23.74 28.06	26.14 31.76	-17% 0%
H5	Council on Aging-Secretary	14.15 19.35	16.32 21.30	15.36 18.88	12.69 16.00				20.10 20.10	15.47 17.40			19.23 21.30	18.40 18.40	17.74 17.74					8 8	15.44 17.65	16.91 18.89	12.69 21.30	17.03 18.64	18.61 20.40	-16% 2%
H3	Council on Aging-Van Driver	11.50 15.71	14.38 14.38	13.25 13.25	13.33 15.00	11.39 13.46	12.97 12.97	17.25 21.01	13.07 13.07		12.90 13.31		16.47 17.35	13.56 13.56	15.61 15.61	14.06 14.06		11.00 11.15	12.22 12.22	14 14	12.92 13.11	13.68 14.31	11.00 21.01	13.29 13.51	14.30 14.85	-16% 10%
H4	Custodian	12.79 17.52	16.37 21.42	16.88 20.75		15.63 18.76		16.30 19.94		16.18 18.20		16.54 21.04					11.83 15.97			7 7	15.91 18.48	15.68 19.44	11.83 21.42	16.30 19.94	16.46 20.90	-18% -10%
S7	Executive Secretary	27.36 37.36		27.18 33.41					33.52 33.52											2 2	28.77 33.44	30.35 33.47	27.18 33.52	30.35 33.47	31.94 33.49	-10% 12%
H5	Finance Committee Secretary	14.15 19.35																		0 0						
H6	Personnel Benefits Administrator	15.45 21.17			20.72 27.17					16.74 22.68			19.51 21.18							3 3	18.13 21.93	18.99 23.68	16.74 27.17	19.51 22.68	20.12 24.93	-19% -11%
S6	Principal Assessor	23.45 32.02	out sourced	27.18 33.41	33.27 43.64			29.49 36.49		39.27 49.69	out sourced	33.90 43.14	50.60 50.60	29.22 29.22	33.84 33.84		25.95 33.00	29.22 29.22	40.20 42.34	11 11	29.22 33.21	33.83 38.60	25.95 50.60	33.27 36.49	36.59 43.39	-31% -17%
H5	Planning /ZBA Secretary	14.15 19.35	16.32 21.30				18.17 18.17		15.93 15.93	16.32 18.36			17.38 18.82	16.16 17.72					23.82 23.82	7 7	16.24 17.94	17.73 19.16	15.93 23.82	16.32 18.36	17.77 20.06	-20% 1%
S6	Town Accountant	23.45 32.02	contract 31.91	27.18 33.41	36.59 48.00	41.70 41.70		29.25 36.18	33.90 33.90	24.25 30.69	26.33 32.18	40.00 50.89	47.79 47.79	30.88 30.88	40.44 40.44		33.02 41.27	31.38 31.38	34.60 34.61	14 15	29.66 32.04	34.09 37.68	24.25 50.89	33.46 34.61	39.15 41.48	-31% -15%
	Town Administrator or Manager	52.68 52.68	50.24 50.24		50.95 66.82		47.70 47.70			67.69 67.69			60.10 60.10		58.86 58.86	47.62 47.62		48.85 48.85		8 8	48.56 48.56	54.00 55.98	47.62 67.69	50.60 54.55	59.17 61.78	-2% -6%
	Town Clerk	electe	25.33	27.86	23.64	27.16	21.62	34.31		28.17	30.69	26.33	28.73	30.50	28.06	31.25	26.12	25.35	40.19	14 15	26.17 27.96	28.72 32.06	21.62 48.19	28.12 30.69	30.64 34.97	-21%
S6	Treasurer/Collector	23.45 32.02	32.64 42.59		33.27 43.64	32.50 43.07		29.49 37.45	24.91 24.91	28.62 36.21	26.33 32.18				33.10 33.10			27.17 47.52	10 10	27.53 32.41	31.55 36.78	24.91 47.52	30.99 36.83	32.99 42.95	-26% -13%	

Current Grade	Positions	FY14 Topsfield	FY14 Bolton	FY14 Boxborough	FY14 Boxford	FY14 Essex	FY13+2% Georgetown	FY14 Groton	FY14 Groveland	FY14 Hamilton	FY14 Harvard	FY14 Littleton	FY14 Manchester	FY14 Merrimac	FY14 Middleton	FY13+2% Rowley	FY14 Stow	FY14 Wenham	FY14 W. Newbury	Data Points	25th Perc.	Average	Min Max	Median	75th Perc.	% Diff. Avg.
	Public Works																									
	Highway-Equipment Operator	20.45 20.45	20.34 26.41	18.91 23.59	20.23 20.23	19.72 21.69	21.11 21.11	21.26 22.71	22.71 22.24	17.39 22.24		18.94 24.11		24.15 24.15		19.05 19.05	19.53 24.38	22.85 22.85		13 13	19.05 21.69	20.48 23.10	17.39 27.73	20.23 22.85	21.26 24.15	0% -11%
	Highway-Foreman	24.71 24.71	21.83 28.39	23.74 29.18	26.66 26.66	23.60 25.82	26.49 26.49	24.32 31.73	28.78 28.78	21.91 25.64		23.32 29.66	28.55 31.11	32.90 32.90	33.54 33.54	22.38 22.38	22.98 28.70	34.33 34.33	27.11 27.11	16 16	23.24 26.62	26.40 28.90	21.83 34.33	25.40 28.74	28.61 31.27	-6% -15%
	Highway-Mechanic	23.98 23.98						23.85 31.13		21.91 25.64		20.27 25.78	22.16 24.22	23.78 23.78					26.37 26.37	6 6	21.97 24.58	23.06 26.15	20.27 31.13	22.97 25.71	23.83 26.22	4% -8%
	Highway-Superintendent	27.36 37.36	49.47 49.47						36.54 36.54											2 2	39.77 43.00	43.00 49.47	36.54 43.00	43.00 46.24	46.24 46.24	-36% -13%
H5	Inspectional Services-Admin Assistant	14.15 19.35	19.03 23.81		18.64 18.64	21.33 22.57	18.55 18.55	21.57 26.41		16.74 22.68		18.94 24.11	17.36 18.82	18.74 18.74	17.12 23.38	16.36 16.36	22.32 19.74		22.11 22.11	14 14	17.66 18.76	19.18 21.30	16.36 26.41	18.84 22.22	20.93 23.21	-26% -9%
S6	Inspectional Services-Building Inspector	23.45 32.02	25.91 33.80	27.18 33.41	31.09 40.78	48.72 48.72	32.55 32.55	29.49 37.45	43.91 43.91	stipend 26000	fees	33.90 43.14	stipend 19.422	31.22 31.22	37.76 37.76	29.30 29.30	32.58 32.58		32.12 32.12	13 13	29.49 32.55	33.52 48.72	25.91 36.67	32.12 40.78	33.90 40.78	-30% -13%
S5	Inspectional Services-Electrical Inspector	20.38 27.81	stipend	fees	18.72 18.72	21.40 21.40	23.19 23.19	20.91 25.60	stipend 10000	stipend 13147		25.65 32.64	stipend 11.468	23.94 23.94	stipend 17527	24.08 24.08	45.00 45.00		23.37 23.37	9 9	21.40 23.19	25.14 26.44	18.72 45.00	23.37 23.94	24.08 25.60	-13% 5%
S5	Inspectional Services-Plumbing/Gas Inspector	20.38 27.81	stipend	fees	18.72 18.72	21.40 21.40	23.19 23.19	20.91 25.60	stipend 10000	stipend 13147		25.65 32.64	stipend 11.468	23.94 23.94	stipend 17527	24.08 24.08	45.00 45.00		23.37 23.37	9 9	20.91 21.40	24.50 25.79	17.39 45.00	23.37 23.94	24.08 25.60	-17% 8%
	Park & Cemetery-Assistant Superintendent	20.70 20.70																		0 0						
H4	Park & Cemetery-Lead Person Laborer	18.13 18.13				19.72 21.69			17.05 17.05	17.79 20.72			19.96 21.59	18.64 18.64		12.92 18.26			24.04 24.04	7 7	17.42 18.45	18.59 20.28	12.92 24.04	18.64 20.72	19.84 21.64	-2% -11%
S6	Park & Cemetery-Superintendent	23.45 32.02																stipend 3312		0 0						
H6	Water/Highway Administrative Assistant	15.45 21.17	19.02 23.81					18.10 18.10	16.74 22.68			22.76 25.43								4 4	17.76 21.54	19.16 22.50	16.74 25.43	18.56 23.24	19.96 24.21	-19% -6%
S6	Water-Superintendent	23.45 32.02					32.52 32.52	27.92 27.92				29.70 29.70		31.03 31.03		35.34 35.34	35.94 35.94			6 6	30.03 30.03	32.08 32.08	27.92 35.94	31.77 31.77	34.64 34.64	-27% 0%
H6	Water-Systems Operator	15.45 21.17					26.21 27.88	23.23 23.23	19.66 25.64			27.55 29.92	22.30 24.40			25.71 28.95			23.51 23.51	7 7	22.77 23.96	24.03 26.22	19.66 29.92	23.51 25.64	25.96 28.41	-36% -19%
	Library																									
H5	Library Assistant - Reference	14.15 19.35	16.81 21.93	15.36 21.06	12.24 12.24	17.77 21.71		16.30 21.11	19.75 19.76		19.24 24.75	15.46 24.11	14.74 15.86	13.46 13.46	19.81 22.72				14.25 14.25	12 12	14.62 15.46	16.25 19.41	12.24 24.75	15.88 21.09	18.14 22.13	-13% 0%
H5	Library Assistant Children's/YA	14.15 19.35	16.81 21.93	15.36 18.88		17.77 21.71		16.30 21.11	17.68 17.68		19.24 24.75	15.46 24.11	14.74 15.86	16.15 16.15					14.25 14.25	10 10	15.39 16.53	16.38 19.64	14.25 24.75	16.23 20.00	17.46 21.88	-14% -1%
S4	Library-Adult Services/ Circulation	17.06 23.29	17.32 22.58			17.77 21.71	16.23 16.23		19.68 19.68				14.74 15.86							5 5	16.23 16.23	17.15 19.21	14.74 22.58	17.32 19.68	17.77 21.71	-1% 21%
H5	Library-Secretary	14.15 19.35	16.32 21.30	15.36 19.17		17.77 21.71														3 3	15.84 20.23	16.48 20.73	15.36 21.71	16.32 21.30	17.05 21.50	-14% -7%
S4	Library-Children's/YA Librarian	17.06 23.29	17.32 22.58	21.19 26.04	22.17 22.17	25.23 25.23	19.65 19.65	21.57 26.41	17.61 17.61	20.26 24.75	23.32 29.66	24.12 27.00	21.31 21.31	19.94 19.94	18.09 18.09	21.89 27.35		27.81 27.81	15 15	19.79 20.63	21.43 23.71	17.32 29.66	21.31 24.75	22.75 26.71	-20% -2%	
S6	Library-Director	23.45 32.02	38.12 38.12		31.09 40.78		29.68 29.68	30.59 30.59				30.50 48.19	28.52 28.52	31.57 31.57	27.03 27.03			36.41 36.41	9 9	29.68 29.68	31.50 34.54	27.03 48.19	30.59 31.57	31.57 38.12	-26% -7%	
H6	Library- Technical Services	15.45 21.17	17.32 22.58	18.91 23.25	15.72 15.72	25.23 25.23	16.23 16.23	23.93 29.29	16.88 16.88			23.32 29.66	24.12 27.00	27.85 27.85		13.91 13.91				11 11	16.55 16.55	20.31 22.51	13.91 29.66	18.91 23.25	24.03 27.43	-24% -6%
S4	Library-Reference Librarian	17.06 23.29				25.23 25.23						24.12 27.00								2 2	24.40 25.67	24.68 26.12	24.12 27.00	24.68 26.12	24.95 26.56	-31% -11%

Current Grade	Positions	FY14 Topsfield	FY14 Bolton	FY14 Boxborough	FY14 Boxford	FY14 Essex	FY13+2% Georgetown	FY14 Groton	FY14 Groveland	FY14 Hamilton	FY14 Harvard	FY14 Littleton	FY14 Manchester	FY14 Merrimac	FY14 Middleton	FY13+2% Rowley	FY14 Stow	FY14 Wenham	FY14 W. Newbury	Data Points	25th Perc.	Average	Min Max	Median	75th Perc.	% Diff. Avg.	
	Fire Full Time																										
H8	Fire-Captain	26.75 26.75						22.64 22.64									21.12 21.12				2 2	21.50 21.50	21.88 21.88	21.12 22.64	21.88 21.88	22.26 22.26	22% 22%
S8	Fire-Chief (Topsfield rate inc all extra pays- holiday, ed, longevity, EMT))	47.54	stipend 5,000	call 42.90						39.27 49.69			51.74 51.74	38.60 38.60	51.41 51.41	36.45 36.45		37.87 37.87			6 6	38.05 38.05	42.56 44.29	36.45 51.74	38.94 44.14	48.37 50.98	7%
	Firefighter	NA			22.34		15.68 15.68				22.00 22.00			21.73 23.72		15.88 15.88	16.35 16.35	17.75 21.22			6 7	16.00 16.12	18.23 19.60	15.68 23.72	17.05 21.22	20.73 22.17	
H4	Firefighter-EMT	22.51 22.51	20.56 26.84		23.01	29.51				20.19 25.54			22.76 24.76	20.20 20.20	19.84 22.84						5 7	20.19 22.93	20.71 24.67	19.84 29.51	20.20 24.76	20.56 26.19	9% -9%
	Firefighter-EMT/Intermediate	22.85 22.85																			0 0						
	Fire-EMT/Paramedic	23.65 23.65											23.92 25.91		20.72 23.72						2 2	21.52 24.27	22.32 24.82	20.72 25.91	22.32 24.82	23.12 25.36	6% -5%
H8	Fire-Captain	26.22 26.22											25.20 27.51								1 1	25.20 27.51	25.20 27.51	25.20 27.51	25.20 27.51	25.20 27.51	4% -5%
H8	Fire-Captain- EMT	NA											26.41 28.72								1 2	26.41 28.85	26.41 28.98	26.41 29.24	26.41 28.98	26.41 29.11	
H8	Fire-Captain-Paramedic	NA											27.75 30.06		30.28						1 2	27.75 30.11	27.75 30.17	27.75 30.28	27.75 30.17	27.75 30.23	
H7	Fire-Lieutenant	24.91 24.91	stipend		24.97								23.41 25.56			24.49 24.49					2 3	23.68 24.73	23.95 25.01	23.41 25.56	23.95 24.97	24.22 25.26	4% 0%
H7	Fire-Lieutenant-EMT	NA											24.53 26.68		25.87						1 2	24.53 26.07	24.53 26.28	24.53 26.68	24.53 26.28	24.53 26.48	
H7	Fire-Lieutenant-Paramedic	NA											25.77 27.92								1 2	25.77 27.11	25.77 27.38	25.77 27.92	25.77 27.38	25.77 27.65	
H5	Fire-Secretary	14.15 19.35	16.32 21.30	15.36 19.17						16.74 22.68											3 3	15.84 20.23	16.14 21.05	15.36 22.68	16.32 21.30	16.53 21.99	-12% -8%
	Fire - Call																										
	Firefighter				13.32 15.40					16.68 19.61		14.56 16.08									3 3	13.94 15.74	14.85 17.03	13.32 19.61	14.56 16.08	15.62 17.85	
	Firefighter/EMT	17.03 17.03	17.50 17.50	16.63 16.63	13.59 15.67	19.67 19.67		19.41 19.41		20.59		15.14 16.72					18.59 18.59		18.42 18.42		8 9	16.26 16.72	17.37 18.13	13.59 20.59	17.96 18.42	18.80 19.41	-2% -6%
	Firefighter-EMT/ENG	18.85 18.85																			0 0						
	Firefighter-EMT/Intermediate	20.58 20.58										16.54 18.26									1 1						
	Fire-EMT/Paramedic	22.31 22.31																			0 0						
	Fire-Captain	25.76 25.76		19.21 19.21	18.12			22.64 22.64		24.54	3000/yr plus 22/hr	17.55 19.38					21.12 21.12				4 6	18.80 19.25	20.13 20.83	17.55 24.54	20.17 20.25	21.50 22.26	28% 24%
	Fire-Lieutenant	22.31 22.31	stipend 500/yr+call	18.32 18.32	17.15			22.19 22.19		22.56	2000/yr plus 22/hr	17.04 18.81					20.09 20.09				4 6	18.00 18.44	19.41 19.85	17.04 22.56	19.21 19.45	20.62 21.67	15% 12%
	Police																										
S9	Police-Chief * (Topsfield Chief receives education incentive to = 50.89/hour pay rate)	42.41 42.41	53.44 53.44	46.07 46.07	45.29 59.40		43.80 43.80		47.09 47.09	36.13 45.72				48.84 48.84	54.68 54.68	51.05 51.05	52.28 52.28	53.85 53.85	47.46 47.46		12 12	45.88 46.84	48.33 50.31	36.13 59.40	48.15 49.95	52.57 53.55	-12% -16%
H6	Police- Administrative Assistant	15.45 21.17	19.04 23.81	18.91 23.59	22.17 29.08	21.33 22.57		21.57 26.41		16.74 22.68		18.94 24.11	22.76 25.43	18.36 18.36	17.12 23.38		22.32 22.32	19.74 19.74	22.11 22.11		13 13	18.91 22.32	20.09 23.35	16.74 29.08	19.74 23.38	22.11 24.11	-23% -9%
	Police Officer-Reserve	20.07 20.07																			0 0						
P	Police-Officer	22.93 25.48	18.79 24.41		26.60 26.60	25.05 27.30	23.10 29.04			19.90 26.89			23.75 25.98	25.14 29.96	23.85 25.10	27.42 27.42			27.01 27.01		10 10	23.26 26.13	24.06 26.97	18.79 29.96	24.45 26.95	26.24 27.39	-5% -6%
	Police- Sergeant	27.83 29.30	21.74 28.23			31.27 31.27	34.71 34.71			35.43 31.54			28.38 30.43	33.84 33.84	24.13 29.07	29.80 29.80		29.17 29.62	33.41 33.41		11 11	26.25 29.71	29.55 31.58	21.74 35.43	29.80 31.27	33.62 33.62	-6% -7%
* Police Chief Annual Pay + Ed Incentive		108,664	111,592	104,999	123,796	NA	114,000	NA	97,947	95,098	NA	NA	NA	101,587	NA	106,186	108,732	112,000	123,391	11	103,293	109,030	123,796	108,732	113,000	0%	

## Topsfield Comparable Communities

(Sample Group for 2014 Pay Study)

	Essex County Communities											
	Topsfield	Boxford	Middleton	Wenham	Hamilton	Georgetown	Rowley	Groveland	Essex	Manchester	W. Newbury	Merrimac
Population	6,085	7,965	8,987	4,875	7,764	8,183	5,856	6,459	3,504	5,136	4,235	6,338
Registered Voters	4,341	5,980	5,521	2,782	5,750	5,982	4,264	4,779	2,613	3,973	3,268	4,476
School Enrollment FY11	1,161	1,549	1,475	578	1,262	1,587	945	1,160	573	880	728	1,113
Sq Miles	12.74	23.97	13.97	7.72	14.6	12.94	18.72	8.94	14.16	9.29	13.52	8.53
Public Road Miles	60.62	99.71	56.93	32.1	51.81	65.36	48.06	42.78	29.96	39.36	51.96	47.56
Income/Capita FY10	57,151	82,523	38,938	76,432	52,877	38,310	37,557	33,334	46,481	96,660	52,043	31,161
EQV per Capita FY12	198,458	214,101	183,792	145,104	174,330	145,017	155,896	132,228	227,935	436,676	179,792	109,905
Location	Topsfield	Abutter	Abutter	Abutter	Abutter	AAbutter	AAbutter	AAbutter	AAbutter	Other Essex	Other Essex	Other Essex
Ave Tax Bill FY12	8,071	8,295	6,471	9,353	7,924	5,116	5,244	4,804	7,474	10,522	7,156	4,906
Tax Rate FY13	15.95	14.88	13.59	18.48	17.17	13.55	14.5	14.48	15.15	10.51	15.75	15.45
Ops Budget FY10	24,398,948	29,470,088	28,283,838	16,017,428	26,856,081	27,120,907	17,054,029	15,257,200	16,037,839	27,247,511	15,259,965	15,219,339
Form of Government	OTM	OTM	OTM	OTM	OTM	OTM	OTM	OTM	OTM	OTM	OTM	OTM

Source: Massachusetts Municipal Association 2013/14 Directory

*Last Updated kah 6/30/14*

*Source of Info: MMA Municipal Yearbook 2013-2014*

	Pop	Income/Capita FY10	EQV/Capita FY12	Ave Tax Bill FY12	Ops Budget FY10
Topsfield	6,085	57,151	198,458	8,071	24,398,948
Boxford	7,965	82,523	214,101	8,295	29,470,088
Middleton	8,987	38,938	183,792	6,471	28,283,838
Wenham	4,875	76,432	145,104	9,353	16,017,428
Hamilton	7,764	52,877	174,330	7,924	26,856,081
Georgetown	8,183	38,310	145,017	5,116	27,120,907
Rowley	5,856	37,557	155,896	5,244	17,054,029
Groveland	6,459	33,334	132,228	4,804	15,257,200
Essex	3,504	46,481	227,935	7,474	16,037,839
Manchester	5,136	96,660	436,676	10,522	27,247,511
W. Newbury	4,235	52,043	179,792	7,156	15,259,965
Merrimac	6,338	31,161	109,905	4,906	15,219,339
Bolton	4,897	63,258	193,850	9,257	20,578,285
Boxborough	4,996	57,213	202,928	9,022	20,716,695
Groton	10,646	57,386	148,814	6,681	34,455,957
Harvard	6,520	58,932	170,797	9,125	23,664,051
Littleton	8,924	41,258	177,133	6,222	40,895,643
Stow	6,590	56,053	186,289	7,788	24,381,624
Average of Comps	6,581	54,142	187,329	7,374	23,442,146
Topsfield	6,085	57,151	198,458	8,071	24,398,948
Variance\$	-496	3,009	11,129	697	956,802
Variance%	-8.15%	5.26%	5.61%	8.63%	3.92%



## Pay and Classification FAQs

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### FAQs and Definitions

What is a Classification Study?	A classification study is a review of an organization's positions to determine the proper internal ranking, grouping/allocation of positions into job titles/classifications and development of job descriptions. This analysis is based on the assigned job duties, the current organizational structure, and the required minimum qualifications. This process also involves defining class "levels" in those instances where several levels of work are identified, such as clerical/secretarial series.
What is a Compensation Study?	A compensation study involves a review of an organization's pay structure to determine a fair and competitive salary range. This analysis is based on both a review of comparable external market survey data as well as a review of internal salary relationships between related jobs.
What is Job Analysis/Job Audit?	This is the comprehensive process used to gather and analyze information and requirements about jobs. This includes the use of position analysis questionnaires, interviews with employees and supervisors, review of current job descriptions, and a review and understanding of the work environment and requisite knowledge, ability and skills. This process also assists with the FLSA assessment.
What is meant by "compensation"?	Compensation refers to the monetary rewards earned by workers. Typically, the term refers to salaries and wages. Compensation is only one element of the "total compensation" package employees receive. Other elements include various types of benefits including health and retirement benefits.
How will employees participate in the study?	The recommendations and reports developed during the study will require employee involvement to ensure accurate and up-to-date information is obtained. All employees will have an opportunity to complete a Position Analysis Questionnaire (PAQ) that describes their positions' duties, responsibilities, and qualifications. Consultants from HRS will also conduct interviews with employees. Employees will also have an opportunity to review draft job descriptions. Supervisors and Department Heads will also have an opportunity for input through the PAQs, interviews, and review of job descriptions. Final presentations will be made to employees and supervisors as required by the Town.
Is this a performance evaluation?	No. Whether an employee is a high or low performer is not a consideration. This is not a performance evaluation. We are studying the positions, not employees.



Why is the Town doing this now?	It is important for the Town to maintain current with job descriptions, internal equity and salary ranges; to ensure proper alignment of positions. It is important to ensure that salary ranges remain competitive to attract and retain needed talent.
Will I get a pay raise or pay cut?	This study will not necessarily result in pay raises for all employees. As the study reaches completion, we will have better structures, information, and tools to help the Town make appropriate pay decisions. Also, nobody's current pay will be cut or decreased.
Will my title change?	As a result of the Classification and Compensation Study, you may have a new job title that better reflects the purpose of the position; or certain titles may be modernized or become gender neutral. However, just because a title changes does not guarantee that you will get a pay raise. Job titles are more clearly defined and structured as part of this process.
Will I be involved in this initiative?	Yes. To ensure success, we ask employees included in the study to participate in the Classification and Compensation Study by completing a position analysis questionnaire and coming to an interview. The project team will use this information to develop new job descriptions.
What is meant by the HRS/MRI Job Evaluation Method?	Human Resources Services, Inc. together with Municipal Resources, Inc. has developed a point-factor job evaluation method that has been used successfully by communities throughout NE. They are regularly updating and enhancing their methodology and systems. It is this point-factor rating system which aids in the job ranking and grade classification process.
What is the difference between a classification title and a job title?	A classification title is on a grade classification plan and may include a number of jobs, for example the classification title may be Administrative Assistant; however, the job titles in the classification may be numerous by department, such as AA-Fire, AA-Police, AA-DPW, AA-Assessing, AA-BOH, etc.
Will I have a new job description?	Yes, HRS will update all job descriptions, though some are more outdated than others. The amount of revisions required will vary.
Will I still report to the same supervisor?	Absolutely. This is not an organizational study. If there is currently a reorganization taking place in a particular department, then the new job descriptions will reflect that. However, HRS is not conducting an organizational study and will not recommend any organizational changes.
What happens if an individual disagrees with their new classification assignment?	An appeals process will be conducted through the Personnel Board following their official policies and guidelines. In general employees will need to provide documentation that their job and the minimum qualifications and essential functions are more closely aligned with another classification, and therefore warrant a change.





Will the recommendations from the classification and compensation project be immediately implemented?	The pace of the implementation for the classification and compensation study is for the following fiscal year. This will not be a retroactive implementation. It is expected to be presented at the next annual town meeting.
What is Internal Equity?	A fairness criterion that establishes pay ranges and rates based on each job's relative value to the municipality.
What is Base Pay or Base Rate?	The hourly or salary rate paid for a job performed as a standard base. This does not include premium pays such as shift differential or overtime.
What is External Equity?	A fairness criterion that provides a guideline for an employer to pay a wage that corresponds to rates prevailing in external markets for a particular job in the municipality.
What are the Non-Classifiable Factors?	The following are NOT taken into consideration when classifying positions: Volume of Work Length of Service Employees' Personal Qualifications Employees' Performance
What are Grades?	Grades are the established level or zone of difficulty. Positions of the same difficulty and responsibility tend to be placed in the same grade even though the content of the work differs greatly.
What are Increments?	Increments, also called <i>step increase</i> , is the established salary increase between levels of a given salary grade, marking a steady progression from the minimum of the grade to the maximum of the grade.
Who can I ask additional questions about the study?	Department Heads and boards/committees have been briefed regarding the study and can address some of your questions. You may also contact the personnel office if you have questions. Questions can also be sent to HRS <i>through</i> the Personnel Office. HRS wants to hear your questions and plans to expand on this Frequently Asked Questions document and will re-circulate again later in the study.