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PROJECT REPORT

April 22, 2016

Kimberly A. Hallquist
Town Administrator
Town of New London
375 Main Street
New London, New Hampshire 03257

Dear Ms. Hallquist:

We have completed our assignment and are submitting the report of our Wage Survey and Compensation 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 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 New London, NH.

We would ask you and top staff to review the report and Thornton and Associates compensation and classification recommendations. This report has been developed based on:

- Job analysis of included Town classifications (internal equity)
- Market salary survey results (external equity); and
- The Town's pay philosophy, policies, and organizational structure

Thornton and Associates would like to express our thanks to all Town employees who have participated in this important project.

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



Wage Survey and Compensation Study

PROJECT REPORT

APRIL 2016

Report of Consultant's Findings

Prepared by:

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EXECUTIVE SUMMARY

1. With the approval of the Town of New London, NH, Thornton and Associates conducted a classification and compensation study of all positions in the Town.
2. The study was undertaken on a timeline which allowed the consultant's findings to be considered in the next budget process.
3. Over 33 job classifications were involved in the survey. Benchmark jobs, which represented these positions, were surveyed.
4. We recommend that the Board of Selectmen reserve the right to change the minimum qualifications of the position when necessary.
5. We recommend that the Board of Selectmen reserve the right to approve appointments at above the minimum of the range when recruiting for critical or otherwise hard to fill positions.
6. We recommend that the Board of Selectmen continue the use of the Position Description Questionnaire and Position Evaluation Plan developed for this study. This should be the basis for maintaining and updating the pay and classification plan going forward.
7. We recommend that the Board of Selectmen conduct an assessment and evaluation of the individual incumbent before awarding any pay status change as a result of our recommendations for reclassification.
8. We recommend that the Board of Selectmen consider internal equity of all positions before any reclassifications are approved.
9. Our review of the employee benefits and other administrative practices found the overall package to be fair and competitive.
10. Any pay adjustments that may come out of this study are subject to the approval of the Board of Selectmen and subject to further negotiation.

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 New London, 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

To assist the Town of New London with the project, the Board of Selectmen 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

Project Orientation:

Process:

The Consultant attended meetings with the Town Administrator and various Department Heads to discuss the study's objectives, along with the strengths and weaknesses of the current compensation management system. The Consultant requested and received documentation about current compensation and classification programs, discussed these systems, and developed an understanding of concerns to be addressed.

The Consultant prepared and provided the Town Administrator and Department Heads with an initial draft of peer communities who would be invited to participate in the survey. After taking into account their feedback we presented a final list of those employers which best represented the Town's labor recruitment market.

(See page 32 for peer communities surveyed).

Job Audit and Job Description Development, Position Evaluation and Internal Equity Review:

Process:

Thornton and Associates evaluated the Town's classifications in order to ensure positions were assigned to an appropriate pay range.

Information about those jobs that have changed since the last study was collected through a Position Description Questionnaire (PDQ).

The PDQ asked employees to detail specifics about their job and provide written comments about their tasks in each area measured. Based on this information, each job class was evaluated by a unique Job Evaluation System. The evaluation from this system resulted in a quantitative score for each job and established the relative ranking of positions within the compensation system.

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

(See page 25 for results of position classifications).

External Market Survey and Wage Structure Analysis:

Process:

The Town employs a wide range of jobs that contain a mix of work responsibilities found in both the public and private sectors. The market salary survey reflected the variety of duties and responsibilities in which Town employees engage. The market salary survey is

one of the key components of a classification and compensation study, as well as one of the more difficult and sensitive activities in the study process.

The proposed salary ranges for the pay plan are the result of both job analysis and a market survey of target organizations.

The job classes included as benchmarks in the survey were clearly and concisely described. All classes had a clear and identifiable relationship to other Town classes and were representative of the various functional areas within the various work areas/units.

The data from the survey was used to assist with the classification of the various jobs within the pay structure. It is important to note, however, that the market study simply serves as an indicator of market trends and, consequently, the internal job analysis is the most critical element in determining pay grade assignment.

(See page 33 for select private sector wage data and page 37 for public employer custom survey results).

Project Report:

A written report was prepared and will be presented to the Town's Board of Selectmen. The report describes the methodology used, our findings and recommended steps for implementation.

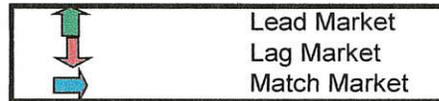
Included in the report are:

- 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 were delivered in an electronic format suitable for translation to the Town's word processing and spreadsheet software applications.

OUR FINDINGS

SUMMARY TOTAL COMPENSATION ANALYSIS



Measurement	Town of New London	Market	Competitive Market
EMPLOYEE BENEFITS			
<i>Retirement</i>	NHRS	NHRS	
<i>Medical New Employees</i>			
Employee	85.0%	90.0%	
Dependents	85.0%	90.0%	
<i>Medical Grandfathered Employees</i>			
Employee	96.0%	90.0%	
Dependents	90.0%	90.0%	
<i>Dental</i>			
Employee	75.0%	90.0%	
Dependents	75.0%	85.0%	
<i>Life Insurance</i>	100.0%	100.0%	
<i>Disability</i>			
Short Term	100.0%	100.0%	
Long Term	100.0%	100.0%	
<i>Professional Licensing Reimbursement/Payment</i>	100.0%	100.0%	
<i>Professional Dues Reimbursement/Payment</i>	100.0%	100.0%	
<i>Tuition Reimbursement</i>	80.0%	100.0%	
PAID TIME OFF			
	<i>Days</i>	<i>Days</i>	
<i>Holiday</i>	9	11	
<i>Personal</i>	2	2	
<i>Sick</i>	7	12	
<i>Vacation New Employees</i>			
0 - 4 years of service	10	10	
5 - 9 years of service	15	15	
10 - 14 years of service	20	20	
15 + years of service	25	20	
20 + years of service	25	25	
<i>Vacation Grandfathered Employees</i>			
0 - 4 years of service	17	10	
5 - 9 years of service	22	15	
10 - 14 years of service	27	20	
15 + years of service	32	20	
20 + years of service	32	25	

(Specific detail about employee benefits is detailed on the following pages).

- **Health & Dental**

New London Current Practice

The Town subsidizes the cost as follows:

New Employees:

Level of Coverage	Employer Subsidy – Health	Employer Subsidy - Dental
Individual	85% - \$ 518.79	75% - \$ 30.96
Two Person	85% - \$1,037.59	75% - \$ 59.91
Family	85% - \$1,400.74	75% - \$109.01

Grandfathered Employees:

Level of Coverage	Employer Subsidy – Health	Employer Subsidy - Dental
Individual	96% - \$ 585.93	75% - \$ 30.96
Two Person	90% - \$1,098.63	75% - \$ 59.91
Family	90% - \$1,483.14	75% - \$109.01

Best Practice

In your labor recruitment market the median employer subsidy for health insurance is as follows:

Level of Coverage	Employer Subsidy – Health	Employer Subsidy - Dental
Individual	90% - \$ 683.17	92% - \$ 34.58
Two Person	90% - \$1,366.34	85% - \$ 60.13
Family	90% - \$1,844.56	85% - \$109.01

- **Replacement Income – Life & Disability**

New London Current Practice

Short Term Disability

Benefit Type	Benefit Amount	Elimination Period (in days)	Employer Contribution %
Percent of Pay	67%	7 days	100%

Best Practice

Benefit Type	Benefit Amount	Elimination Period (in days)	Employer Contribution %
Percent of Pay	66.7%	8 days	100%

New London Current Practice

Long Term Disability

Type	Benefit Amount	Elimination Period (in days)	Employer Contribution %
Percent of Pay	60%	180 days	100%

Best Practice

Benefit Type	Benefit Amount	Elimination Period (in days)	Employer Contribution %
Percent of Pay	60%	180 days	100%

New London Current Practice

Group Life Insurance

Type	Benefit Amount	Employer Contribution %
% of Salary	1 X Salary	100%

Best Practice

Type	Benefit Amount	Employer Contribution %
Fixed Amount	\$50,000	100%
% of Salary	1X salary	100%

• **Retirement Benefits**

New London Current Practice

The Town participates in the New Hampshire Retirement System.

Best Practice

In your labor recruitment market participation in the New Hampshire Retirement System is common.

- **Paid Time-Off Benefits**

	<u>New London Current Practice</u>	<u>Best Practice (median)</u>
Time-off Programs (yearly totals)		
Actual Number of Paid <i>Holidays</i>	9	11
Actual Number of Paid <i>Personal Days</i>	2	2
Actual Number of Paid <i>Sick Days</i>	7	12

Paid Time Off/*Vacation* **New Employees**

Days for 0-4 Years of Service	10	10
Days for 5-9 Years of Service	15	15
Days for 10-14 Years of Service	20	20
Days for 15+ Years of Service	25	25
Days for 20+ Years of Service	25	25

Paid Time Off/*Vacation* **Grandfathered Employees**

Days for 0-4 Years of Service	17	10
Days for 5-9 Years of Service	22	15
Days for 10-14 Years of Service	27	20
Days for 15+ Years of Service	32	25
Days for 20+ Years of Service	32	25

Allow carry over of unused time? (vacation)	Yes	Yes
Maximum carry over allowed (hours)	240	120

Allow cash out of unused time? (vacation)	Yes @ Termination	Yes
Maximum cash out allowed (hours)	All	120

Allow carry over of unused time? (sick)	Yes	Yes
Maximum carry over allowed (hours)	240	480

Allow cash out of unused time? (sick)	No	Yes
Maximum cash out allowed (hours)	N/A	320

Other Benefits

- ***Tuition Assistance or Educational Reimbursement for professional development***

<u>New London Current Practice</u>	<u>Best Practice (median)</u>
80%	100%

- ***Professional dues reimbursement***

<u>New London Current Practice</u>	<u>Best Practice</u>
Yes	Yes

- ***Professional licensing reimbursement***

<u>New London Current Practice</u>	<u>Best Practice</u>
Yes	Yes

- **Longevity pay program**

<u>(median)</u>	<u>New London Current Practice</u>	<u>Best Practice</u>
After 5 Years of Service	N/A	N/A
After 10 Years of Service		
After 15 Years of Service		
After 20 Years of Service		
After 25 Years of Service		

RESULTS ALL PARTICIPANTS

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range	
										Minimum	Maximum
ADMINISTRATION											
Town Administrator	18	18	\$37.86	\$44.65	\$44.65	\$43.81	\$46.39	\$73.03	\$30.29	\$36.91	\$48.47
Finance Officer	17	17	\$26.95	\$34.37	\$34.37	\$30.21	\$39.65	\$62.07	\$22.12	\$28.87	\$38.53
Zoning Administrator	11	11	\$25.47	\$29.57	\$29.57	\$28.85	\$33.59	\$40.59	\$23.28	\$24.81	\$34.13
Land Use and Assessing Coordinator	11	11	\$19.00	\$22.80	\$22.80	\$20.97	\$25.28	\$36.42	\$16.81	\$17.74	\$23.14
Office Assistant	14	16	\$16.06	\$19.80	\$19.16	\$19.34	\$20.95	\$36.41	\$11.00	\$13.24	\$22.72
FIRE DEPARTMENT											
Fire Chief	14	14	\$30.74	\$36.32	\$36.32	\$37.04	\$40.37	\$53.26	\$24.66	\$32.93	\$43.33
Firefighter/EMT	13	62	\$18.50	\$19.96	\$19.31	\$19.75	\$20.66	\$28.58	\$12.40	\$18.35	\$24.52
Firefighter	10	92	\$11.07	\$14.47	\$15.15	\$14.90	\$15.86	\$24.69	\$10.00	\$14.46	\$19.86
PUBLIC WORKS											
Road Agent/Public Works Director	18	18	\$30.90	\$39.00	\$39.00	\$37.89	\$42.95	\$64.90	\$27.71	\$30.40	\$41.49
Highway Foreman	17	17	\$23.63	\$25.95	\$25.95	\$25.13	\$27.62	\$35.28	\$18.26	\$21.09	\$28.32
Maintenance Worker I	17	60	\$16.28	\$17.98	\$17.85	\$17.13	\$20.24	\$24.92	\$11.50	\$15.50	\$20.76
Maintenance Worker II	14	34	\$18.04	\$20.63	\$20.76	\$20.32	\$23.08	\$33.42	\$16.06	\$17.20	\$23.16
Administrative Assistant	9	9	\$17.63	\$19.06	\$19.06	\$19.44	\$20.10	\$23.56	\$16.06	\$16.74	\$22.95
Transfer Station Supervisor	13	14	\$20.98	\$22.69	\$22.20	\$23.00	\$24.74	\$27.71	\$15.82	\$19.02	\$24.45
Transfer Station Attendant	15	32	\$15.63	\$17.04	\$17.08	\$16.49	\$17.96	\$24.24	\$9.50	\$14.22	\$19.25
Wastewater Attendant	8	13	\$20.21	\$21.65	\$21.49	\$21.42	\$22.38	\$30.02	\$10.00	\$16.19	\$22.95
Building Maintenance Worker	10	12	\$16.82	\$18.65	\$18.59	\$18.36	\$19.76	\$21.35	\$11.50	\$13.72	\$20.29

RESULTS ALL PARTICIPANTS

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
POLICE DEPARTMENT											
Public Safety Dispatcher	11	37	\$19.55	\$20.39	\$19.62	\$20.28	\$21.21	\$22.90	\$13.44	\$18.24	\$22.42
Dispatch Supervisor	8	10	\$21.46	\$25.12	\$24.81	\$23.43	\$25.81	\$39.60	\$19.69	\$20.26	\$27.24
Police Chief	19	19	\$37.13	\$41.06	\$41.06	\$40.55	\$43.38	\$57.20	\$33.25	\$33.11	\$44.41
Police Lieutenant	12	16	\$33.44	\$34.71	\$34.36	\$35.78	\$36.08	\$41.86	\$24.00	\$28.36	\$38.57
Police Sergeant	19	36	\$27.62	\$29.52	\$29.98	\$29.30	\$31.06	\$42.44	\$21.67	\$24.78	\$33.44
Detective	13	17	\$23.29	\$26.13	\$26.17	\$27.15	\$28.50	\$38.02	\$17.80	\$22.92	\$31.26
Police Officer	19	112	\$21.76	\$23.52	\$23.60	\$23.46	\$25.48	\$31.34	\$16.79	\$19.88	\$26.95
Administrative Assistant	17	19	\$18.07	\$21.26	\$21.46	\$19.83	\$22.93	\$31.08	\$16.00	\$16.47	\$22.58
RECREATION											
Director Parks & Recreation	15	15	\$24.14	\$28.72	\$28.72	\$27.18	\$32.76	\$45.45	\$19.10	\$24.16	\$32.40
TAX COLLECTOR											
Tax Collector	17	17	\$26.41	\$27.76	\$27.76	\$27.71	\$29.85	\$33.64	\$18.88	\$23.30	\$31.02
Deputy Tax Collector	15	15	\$17.60	\$20.21	\$20.21	\$19.81	\$22.09	\$26.72	\$15.21	\$17.03	\$23.47
Office Clerk	10	12	\$16.41	\$18.60	\$18.38	\$17.37	\$21.35	\$27.01	\$13.16	\$14.09	\$19.42
TOWN CLERK											
Town Clerk	17	17	\$26.57	\$27.79	\$27.79	\$26.82	\$29.85	\$31.49	\$23.00	\$23.28	\$30.17
Deputy Town Clerk	16	16	\$17.49	\$20.00	\$20.00	\$19.69	\$21.91	\$26.72	\$15.21	\$16.54	\$22.05
Office Clerk	10	11	\$16.58	\$18.90	\$18.81	\$17.68	\$19.92	\$27.01	\$15.00	\$14.54	\$20.04

RESULTS ALL PARTICIPANTS (INCLUDES NEW LONDON PAY DATA)

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
ADMINISTRATION											
Town Administrator	18	18	\$37.86	\$44.65	\$44.65	\$43.81	\$46.39	\$73.03	\$30.29	\$36.91	\$48.47
<i>New London</i>				<i>\$41.99</i>							
Finance Officer	17	17	\$26.95	\$34.37	\$34.37	\$30.21	\$39.65	\$62.07	\$22.12	\$28.87	\$38.53
<i>New London</i>				<i>\$28.93</i>							
Zoning Administrator	11	11	\$25.47	\$29.57	\$29.57	\$28.85	\$33.59	\$40.59	\$23.28	\$24.81	\$34.13
<i>New London</i>				<i>\$27.71</i>							
Land Use and Assessing Coordinator	11	11	\$19.00	\$22.80	\$22.80	\$20.97	\$25.28	\$36.42	\$16.81	\$17.74	\$23.14
<i>New London</i>				<i>\$28.54</i>							
Office Assistant	14	16	\$16.06	\$19.80	\$19.16	\$19.34	\$20.95	\$36.41	\$11.00	\$13.24	\$22.72
<i>New London</i>				<i>\$14.00</i>							
FIRE DEPARTMENT											
Fire Chief	14	14	\$30.74	\$36.32	\$36.32	\$37.04	\$40.37	\$53.26	\$24.66	\$32.93	\$43.33
<i>New London</i>				<i>\$36.52</i>							
Firefighter/EMT	13	62	\$18.50	\$19.96	\$19.31	\$19.75	\$20.66	\$28.58	\$12.40	\$18.35	\$24.52
<i>New London</i>				<i>\$20.65</i>							
Firefighter	10	92	\$11.07	\$14.47	\$15.15	\$14.90	\$15.86	\$24.69	\$10.00	\$14.46	\$19.86
<i>New London</i>				<i>N/A</i>							
PUBLIC WORKS											
Road Agent/Public Works Director	18	18	\$30.90	\$39.00	\$39.00	\$37.89	\$42.95	\$64.90	\$27.71	\$30.40	\$41.49
<i>New London</i>				<i>\$43.41</i>							
Highway Foreman	17	17	\$23.63	\$25.95	\$25.95	\$25.13	\$27.62	\$35.28	\$18.26	\$21.09	\$28.32
<i>New London</i>				<i>\$35.28</i>							
Maintenance Worker I	17	60	\$16.28	\$17.98	\$17.85	\$17.13	\$20.24	\$24.92	\$11.50	\$15.50	\$20.76
<i>New London</i>				<i>\$16.24</i>							
Maintenance Worker II	14	34	\$18.04	\$20.63	\$20.76	\$20.32	\$23.08	\$33.42	\$16.06	\$17.20	\$23.16
<i>New London</i>				<i>\$25.41</i>							
Administrative Assistant	9	9	\$17.63	\$19.06	\$19.06	\$19.44	\$20.10	\$23.56	\$16.06	\$16.74	\$22.95
<i>New London</i>				<i>\$19.71</i>							
Transfer Station Supervisor	13	14	\$20.98	\$22.69	\$22.20	\$23.00	\$24.74	\$27.71	\$15.82	\$19.02	\$24.45
<i>New London</i>				<i>\$20.98</i>							
Transfer Station Attendant	15	32	\$15.63	\$17.04	\$17.08	\$16.49	\$17.96	\$24.24	\$9.50	\$14.22	\$19.25
<i>New London</i>				<i>\$16.32</i>							
Wastewater Attendant	8	13	\$20.21	\$21.65	\$21.49	\$21.42	\$22.38	\$30.02	\$10.00	\$16.19	\$22.95
<i>New London</i>				<i>\$21.39</i>							
Building Maintenance Worker	10	12	\$16.82	\$18.65	\$18.59	\$18.36	\$19.76	\$21.35	\$11.50	\$13.72	\$20.29
<i>New London</i>				<i>\$18.72</i>							

RESULTS ALL PARTICIPANTS (INCLUDES NEW LONDON PAY DATA)

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
POLICE DEPARTMENT											
Public Safety Dispatcher <i>New London</i>	11	37	\$19.55	\$20.39	\$19.62	\$20.28	\$21.21	\$22.90	\$13.44	\$18.24	\$22.42
Dispatch Supervisor <i>New London</i>	8	10	\$21.46	\$25.12	\$24.81	\$23.43	\$25.81	\$39.60	\$19.69	\$20.26	\$27.24
Police Chief <i>New London</i>	19	19	\$37.13	\$41.06	\$41.06	\$40.55	\$43.38	\$57.20	\$33.25	\$33.11	\$44.41
Police Lieutenant <i>New London</i>	12	16	\$33.44	\$34.71	\$34.36	\$35.78	\$36.08	\$41.86	\$24.00	\$28.36	\$38.57
Police Sergeant <i>New London</i>	19	36	\$27.62	\$29.52	\$29.98	\$29.30	\$31.06	\$42.44	\$21.67	\$24.78	\$33.44
Detective <i>New London</i>	13	17	\$23.29	\$26.13	\$26.17	\$27.15	\$28.50	\$38.02	\$17.80	\$22.92	\$31.26
Police Officer <i>New London</i>	19	112	\$21.76	\$23.52	\$23.60	\$23.46	\$25.48	\$31.34	\$16.79	\$19.88	\$26.95
Administrative Assistant <i>New London</i>	17	19	\$18.07	\$21.26	\$21.46	\$19.83	\$22.93	\$31.08	\$16.00	\$16.47	\$22.58
RECREATION											
Director Parks & Recreation <i>New London</i>	15	15	\$24.14	\$28.72	\$28.72	\$27.18	\$32.76	\$45.45	\$19.10	\$24.16	\$32.40
TAX COLLECTOR											
Tax Collector <i>New London</i>	17	17	\$26.41	\$27.76	\$27.76	\$27.71	\$29.85	\$33.64	\$18.88	\$23.30	\$31.02
Deputy Tax Collector <i>New London</i>	15	15	\$17.60	\$20.21	\$20.21	\$19.81	\$22.09	\$26.72	\$15.21	\$17.03	\$23.47
Office Clerk <i>New London</i>	10	12	\$16.41	\$18.60	\$18.38	\$17.37	\$21.35	\$27.01	\$13.16	\$14.09	\$19.42
TOWN CLERK											
Town Clerk <i>New London</i>	17	17	\$26.57	\$27.79	\$27.79	\$26.82	\$29.85	\$31.49	\$23.00	\$23.28	\$30.17
Deputy Town Clerk <i>New London</i>	16	16	\$17.49	\$20.00	\$20.00	\$19.69	\$21.91	\$26.72	\$15.21	\$16.54	\$22.05
Office Clerk <i>New London</i>	10	11	\$16.58	\$18.90	\$18.81	\$17.68	\$19.92	\$27.01	\$15.00	\$14.54	\$20.04

RESULTS ALL PARTICIPANTS (EXCLUDES NEW LONDON PAY DATA)

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
ADMINISTRATION											
Town Administrator	17	17	\$37.66	\$44.81	\$44.81	\$43.85	\$46.46	\$73.03	\$30.29	\$36.94	\$48.91
<i>New London</i>				\$41.99							
Finance Officer	16	16	\$26.86	\$34.71	\$34.71	\$32.09	\$39.69	\$62.07	\$22.12	\$29.14	\$39.11
<i>New London</i>				\$28.93							
Zoning Administrator	10	10	\$24.93	\$29.76	\$29.76	\$29.20	\$33.68	\$40.59	\$23.28	\$24.93	\$34.84
<i>New London</i>				\$27.71							
Land Use and Assessing Coordinator	10	10	\$18.74	\$22.23	\$22.23	\$20.73	\$21.86	\$36.42	\$16.81	\$17.58	\$23.17
<i>New London</i>				\$28.54							
Office Assistant	13	14	\$18.00	\$20.24	\$19.90	\$19.72	\$21.09	\$36.41	\$11.00	\$13.24	\$22.72
<i>New London</i>				\$14.00							
FIRE DEPARTMENT											
Fire Chief	13	13	\$29.90	\$36.30	\$36.30	\$37.55	\$40.73	\$53.26	\$24.66	\$32.99	\$43.86
<i>New London</i>				\$36.52							
Firefighter/EMT	12	61	\$18.49	\$19.90	\$19.29	\$19.72	\$21.34	\$28.58	\$12.40	\$18.29	\$24.72
<i>New London</i>				\$20.65							
Firefighter	10	92	\$11.07	\$14.47	\$15.15	\$14.90	\$15.86	\$24.69	\$10.00	\$14.46	\$19.86
<i>New London</i>				N/A							
PUBLIC WORKS											
Road Agent/Public Works Director	17	17	\$30.05	\$38.74	\$38.74	\$37.14	\$41.70	\$64.90	\$27.71	\$30.21	\$41.65
<i>New London</i>				\$43.41							
Highway Foreman	16	16	\$23.47	\$25.37	\$25.37	\$24.93	\$27.06	\$34.01	\$18.26	\$20.83	\$28.25
<i>New London</i>				\$35.28							
Maintenance Worker I	16	57	\$16.51	\$18.09	\$17.94	\$17.65	\$20.25	\$24.92	\$11.50	\$15.46	\$20.88
<i>New London</i>				\$16.24							
Maintenance Worker II	13	30	\$17.78	\$20.26	\$20.14	\$19.50	\$22.35	\$27.04	\$16.06	\$17.02	\$23.18
<i>New London</i>				\$25.41							
Administrative Assistant	8	8	\$17.24	\$18.98	\$18.98	\$18.76	\$20.30	\$23.56	\$16.06	\$16.38	\$23.04
<i>New London</i>				\$19.71							
Transfer Station Supervisor	12	13	\$21.06	\$22.83	\$22.29	\$23.05	\$25.09	\$27.71	\$15.82	\$19.04	\$24.62
<i>New London</i>				\$20.98							
Transfer Station Attendant	14	31	\$15.59	\$17.09	\$17.10	\$16.67	\$18.12	\$24.24	\$9.50	\$14.05	\$19.23
<i>New London</i>				\$16.32							
Wastewater Attendant	7	12	\$19.48	\$21.68	\$21.50	\$21.44	\$23.23	\$30.02	\$10.00	\$15.73	\$23.03
<i>New London</i>				\$21.39							
Building Maintenance Worker	9	11	\$16.72	\$18.64	\$18.57	\$18.00	\$19.84	\$21.35	\$11.50	\$13.72	\$20.29
<i>New London</i>				\$18.72							

RESULTS ALL PARTICIPANTS (EXCLUDES NEW LONDON PAY DATA)

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum	Pay Range Maximum
POLICE DEPARTMENT											
Public Safety Dispatcher <i>New London</i>	10	34	\$20.07	\$20.52 <i>\$19.09</i>	\$19.67	\$20.55	\$21.31	\$22.90	\$13.44	\$18.20	\$22.39
Dispatch Supervisor <i>New London</i>	7	9	\$22.09	\$25.65 <i>\$21.39</i>	\$25.19	\$24.16	\$25.96	\$39.60	\$19.69	\$20.62	\$28.32
Police Chief <i>New London</i>	18	18	\$37.58	\$41.31 <i>\$36.54</i>	\$41.31	\$40.75	\$43.62	\$57.20	\$33.25	\$33.17	\$44.88
Police Lieutenant <i>New London</i>	11	15	\$34.46	\$35.09 <i>\$30.50</i>	\$34.62	\$35.86	\$36.16	\$41.86	\$24.00	\$28.95	\$40.09
Police Sergeant <i>New London</i>	18	35	\$27.65	\$29.71 <i>\$26.00</i>	\$30.09	\$29.34	\$31.18	\$42.44	\$21.67	\$24.86	\$33.83
Detective <i>New London</i>	12	16	\$23.24	\$26.05 <i>\$27.15</i>	\$26.11	\$26.35	\$28.50	\$38.02	\$17.80	\$22.79	\$31.52
Police Officer <i>New London</i>	18	108	\$21.80	\$23.64 <i>\$21.34</i>	\$23.69	\$23.48	\$25.54	\$31.34	\$16.79	\$19.97	\$27.32
Administrative Assistant <i>New London</i>	16	18	\$18.06	\$21.27 <i>\$21.02</i>	\$21.49	\$19.79	\$23.31	\$31.08	\$16.00	\$16.27	\$22.58
RECREATION											
Director Parks & Recreation <i>New London</i>	14	14	\$24.12	\$28.88 <i>\$26.48</i>	\$28.88	\$27.60	\$33.38	\$45.45	\$19.10	\$24.04	\$32.55
TAX COLLECTOR											
Tax Collector <i>New London</i>	16	16	\$26.38	\$27.82 <i>\$26.82</i>	\$27.82	\$27.81	\$30.11	\$33.64	\$18.88	\$23.09	\$31.03
Deputy Tax Collector <i>New London</i>	15	15	\$17.60	\$20.21 <i>N/A</i>	\$20.21	\$19.81	\$22.09	\$26.72	\$15.21	\$17.03	\$23.47
Office Clerk <i>New London</i>	10	12	\$16.41	\$18.60 <i>N/A</i>	\$18.38	\$17.37	\$21.35	\$27.01	\$13.16	\$14.09	\$19.42
TOWN CLERK											
Town Clerk <i>New London</i>	16	16	\$26.53	\$27.85 <i>\$26.82</i>	\$27.85	\$27.22	\$29.91	\$31.49	\$23.00	\$23.07	\$30.09
Deputy Town Clerk <i>New London</i>	16	16	\$17.49	\$20.00 <i>N/A</i>	\$20.00	\$19.69	\$21.91	\$26.72	\$15.21	\$16.54	\$22.05
Office Clerk <i>New London</i>	10	11	\$16.58	\$18.90 <i>N/A</i>	\$18.81	\$17.68	\$19.92	\$27.01	\$15.00	\$14.54	\$20.04

RECOMMENDATIONS

Your Total Compensation Program as a Means to Recruit and Retain Employees

Understanding Total Compensation

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 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 which can be tailored to one's own specific needs.

Developing a Recruitment/Retention Strategy

Total compensation consists of those things that employee's value in the employment relationship. In developing a recruitment and retention strategy designed to make your organization an "employer of choice" your rewards program should consist of:

"Transactional Rewards"

- *Pay:*
Base pay, variable or at risk pay.
- *Benefits:*
Healthcare and welfare programs, income replacement plans, retirement and savings plans and pay for time not worked.

"Relationship Rewards"

- *Training and Development:*
Career development training; performance management and coaching and mentoring programs.
- *Work-Life Programs:*
Work/life balance, performance support, and relationship with co-workers.

Your 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 New London.

The objectives of your Total Compensation System should be:

- Aligned with New London's mission and strategy
- Compatible with your culture
- Appropriate for your workforce
- Externally equitable
- Internally equitable

Pay Plan

Pay Plan Structure

Open Ranges Plan

An advantage of open ranges (versus steps) is that New London can make adjustments to the ranges without necessarily giving all employees automatic wage increases. Employees would receive wage increases for their contribution, not for automatic cost of living adjustments.

Salary Adjustment Recommendations

The cost to implement and maintain the compensation system should be driven by changes in the labor market and should be applied globally to the system, which adjusts each salary range.

Going forward changes to the compensation structure should be driven by changes in the labor market. Changes in individual salaries should be driven by performance.

A vital component of any compensation plan is the recruitment salaries offered. Recruitment programs are most effective if hiring ranges, as opposed to hiring rates, are established. Hiring ranges should be adjusted each year to reflect the dynamics of the marketplace, and policies should be established to address individual equity concerns, particularly those that inhibit hiring personnel at salary levels exceeding those of current personnel.

Typically, the hiring range is considered to be from the entry level of the proposed range to the midpoint. Many factors should be considered when making an offer above the entry level. One factor is the current salaries of incumbents (if any) in the job class and their length of service. Another consideration is the demands of the market place. A qualified candidate might be making more than the entry level of the proposed range, but do other well qualified candidates exist?

Plan Implementation

The implementation must take into account the fiscal constraints, current salary levels and other variables which are unique to New London. After all of these factors are considered a feasible implementation program should be designed.

Proposed Compensation Plan

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.

Minimum Rate

The pay grade(s) takes into account the necessary previous experience and qualifications for positions assigned to that grade. On occasion, for highly skilled, technical, or managerial positions it may be necessary to hire above the minimum rate in the range. A recommendation to hire above the minimum rate in the range should be documented by the hiring Department Manager, and then be reviewed and approved by the Board of Selectmen.

Allocation of Employees within the Ranges

For employees whose current salary level is below the minimum level in the assigned range, the salary level would be the minimum in the range. For employees with current salary levels exceeding the maximum level in the assigned range, the salary would be frozen at that level, and the employee would be ineligible for any merit or cost of living increases until the range is adjusted to allow movement. In this instance New London may wish to reward employee performance by a “one-time” salary bonus that is not added to the employee’s base salary.

The consultant recommends that New London first determine what their target market position is going to be not only coming out of this study, but going forward. We recognize that fiscal constraints will be a factor in the discussion but should not serve as the sole basis for accepting and/or rejecting any recommendations coming out of this report. If pay changes are warranted, “what if” scenarios can be developed to make any necessary pay adjustments deemed appropriate and within New London’s ability to pay constraints.

(See pages:

25 for Proposed Pay Scale

27 for Job Grade Assignments

29 for New London Pay Master and pro forma compensation adjustment budget)

Salary Range Profile

Range Maximum

4th Quartile
3rd Quartile <i>Range Mid Point</i>
2nd Quartile
1st Quartile <i>Range Minimum</i>

Range Minimum: The lowest salary that will be paid to individuals qualified to hold positions in the range. Individuals with minimal experience who require extensive training, or who have transferred into the position from another field should be hired close to or at the minimum.

First Quartile (0 - 25th Percentile of Range): Salaries paid in this area typically apply to entry-level employees who are comparatively inexperienced and who are in the process of developing their skills, abilities, and knowledge in their field of endeavor. It is expected that most employees will move through this part of the range rather quickly as they progress in their jobs. If an employee's pay does not advance beyond this low end of the range, there may be a performance problem.

Second Quartile (25th - 50th Percentile of Range): Salaries paid in this quartile are appropriate for employees who are progressing satisfactorily toward achieving a standard level of performance in their job duties and responsibilities or have a proven record of accomplishment in their field. Some employees may achieve an acceptable level of performance but never progress beyond this part of the range because their performance never progresses to an above average standard. The pay of other employees will continue to progress and may move into the 3rd quartile, or to another range should their exceptional performance be recognized by a promotion.

Range Mid-Point: Typically, the salary that will be paid to individuals fully qualified to hold positions within this range. Individuals with a few years' experience who require minimal or no training may be paid close to or at the mid-point. It is expected that very few candidates will be paid up to the mid-point at the time of hire.

Third Quartile (50th - 75th Percentile of Range): Salaries paid in this quartile are associated with employees who have consistently achieved above average performance in their job duties and responsibilities or over a period of several years have shown at least satisfactory performance in the position.

Fourth Quartile (75th - 100th Percentile of Range): Salaries paid in this quartile are typically associated with employee's who have consistently demonstrated outstanding performance in a position, and/or have demonstrated consistently good performance over a long period.

Range Maximum: This is typically the highest salary that should be paid to individuals in a range. A salary above range maximum will be "red-circled" until adjustments to the salary structure bring it to within range. Any salary increase for individuals over the maximum is considered on a case-by-case basis. If warranted, performance may be recognized in the form of a one-time lump sum award.

Promotion

When promotions occur to a team leader or supervisory role, the raise should be commensurate with the increased responsibility associated with the new duties and assignment. To determine the percentage of increase, base it on the percentage of difference between the midpoint of the starting pay range and the midpoint of the range of the promotion. Typically, an increase in base pay does not exceed 10%.

Advancement within a Pay Grade

Advancement within each pay grade should be based on merit through an annual performance review and evaluation. A "satisfactory" or better rating should be considered mandatory for consideration of an increase. Advancements within a grade should be considered on an annual basis.

Alternatively, advancement within a given pay grade can be accomplished through the application of a COLA or across-the-board increase. In order to avoid salary compression, adjustments to individual salaries should be performed separately from adjustments to pay grades.

EXHIBITS

- ✓ **Current Pay Scale**
- ✓ **Proposed Pay Scale**
- ✓ **Classification Scoring Matrix**
 - ✓ **Job Grade Assignments**
 - ✓ **New London Pay Master**
- ✓ **Comparable Communities for Wage and Benefit Survey**
 - ✓ **Select Private Sector Employer Wage Data**
 - ✓ **Results Custom Survey**
- ✓ **Classification & Compensation Guide for Managers, Supervisors and Employees**
 - ✓ **Draft Compensation Philosophy**

Current Pay Scale

CURRENT				
Pay Grade	<u>Low</u>	<u>Mid</u>	<u>High</u>	
6	\$15.13			
7	\$15.93	\$17.70	\$19.46	
8	\$16.57	\$18.41	\$20.71	
9	\$17.31	\$19.24	\$21.64	
10	\$18.49	\$20.54	\$22.59	
11	\$18.82	\$20.92	\$23.01	
12	\$20.88	\$23.17	\$25.50	
13	\$23.93	\$26.59	\$29.25	
14	\$25.41	\$28.23	\$31.05	
15	\$32.54	\$36.16	\$39.77	
16	\$36.88	\$40.98	\$45.08	

Proposed Pay Scale

PROPOSED				
Pay Grade	<u>Low</u>	<u>Mid</u>	<u>High</u>	
3	\$12.98	14.42	\$16.22	<i>5% between grades / 25% Low/High</i>
4	\$13.63	\$15.14	\$17.03	
5	\$14.31	\$15.90	\$17.89	
6	\$15.02	\$16.69	\$18.78	
7	\$15.77	\$17.53	\$19.72	
8	\$16.56	\$18.40	\$20.70	
9	\$17.39	\$19.32	\$21.74	<i>8% between grades / 40% Low/High</i>
10	\$18.26	\$20.29	\$22.83	
11	\$19.17	\$21.30	\$23.97	
12	\$20.71	\$23.01	\$28.99	
13	\$22.37	\$24.85	\$31.31	
14	\$24.60	\$27.34	\$36.90	
15	\$27.06	\$30.07	\$40.59	<i>10% between grades / 50% Low/High</i>
16	\$29.77	\$33.08	\$44.65	
17	\$32.74	\$36.38	\$49.12	
18	\$36.02	\$40.02	\$54.03	
19	\$39.62	\$44.02	\$59.43	
20	\$43.58	\$48.43	\$65.37	

Town of New London														
Classification Scoring Matrix														
Effective 4/1/16														
Current Job Title	Department	Knowledge Education	Experience	Complexities	Accountability	Internal Relationships	External Relationships	Span of Control	Scope	Physical Demands	Work Environment	Total Points	Current Grade	Proposed Grade
Office Assistant	Executive	50	50	50	75	50	50	0	50	10	10	395	3	3
Highway Maintenance II-Wastewater	DPW	25	50	50	75	25	25	0	100	50	50	450	7	7
Transfer Station Attendant	Transfer Station	25	50	50	75	25	25	0	100	50	50	450	7	7
DPW Administrative Assistant	DPW	50	50	100	125	75	75	0	100	10	10	595	10	10
Police Department Administrative Assistant	Police Department	50	50	100	125	75	75	0	100	10	10	595	10	10
Benefits Administrator	Executive	50	50	100	125	75	75	0	100	10	10	595	10	10
Building Maintenance Worker	DPW	100	50	125	75	50	50	0	100	25	25	600	10	10
Deputy Town Clerk/Tax Collector	TC/TC	100	50	100	125	50	75	0	100	10	10	620	10	10
Communications Specialist	Dispatch	100	50	125	125	50	75	0	100	10	10	645	10	10
Land Use & Assessing Coordinator	Executive	100	100	125	125	50	50	50	100	10	10	720	11	11
Highway Maintenance II-Wastewater	DPW	50	200	100	125	50	50	50	50	25	25	725	11	11
Communications Supervisor	Dispatch	100	100	125	125	50	75	100	100	10	10	795	11	12
Police Officer	Police Department	100	100	100	125	75	100	0	100	50	50	800	11	12
Transfer Station Supervisor	Transfer Station	100	100	125	125	50	75	100	100	25	25	825	11	12
Fire Prevention & Training Officer	Fire Department	200	100	125	125	75	100	50	100	50	50	975	11	12

Town of New London Classification Scoring Matrix Effective 4/1/16														
Current Job Title	Department	Knowledge/Education	Experience	Complexities	Accountability	Internal Relationships	External Relationships	Span of Control	Scope	Physical Demands	Work Environment	Total Points	Current Grade	Proposed Grade
Corporal	Police Department	200	200	125	125	75	100	50	100	50	50	1075	12	13
Zoning Administrator	Planning/Zoning	300	100	125	200	75	100	0	200	10	10	1120	13	14
Sergeant	Police Department	200	200	125	125	75	100	100	100	50	50	1125	13	14
Detective	Police Department	200	200	125	125	75	100	100	100	50	50	1125	13	14
Highway Foreman/Maintenance III	DPW	100	400	100	125	75	75	100	200	25	25	1225	13	14
Town Clerk/Tax Collector	TC/TC	300	200	125	125	75	125	100	300	10	10	1370	14	15
Recreation Director	Recreation	200	400	100	125	75	100	100	300	10	10	1420	14	15
Finance Officer	Finance	300	300	125	125	75	75	100	300	10	10	1420	14	15
Lieutenant	Police Department	200	500	150	200	75	100	50	100	50	50	1475	14	16
Fire Chief	Fire Department	400	500	150	300	100	100	200	300	50	50	2150	15	18
Road Agent-PW Director	DPW	400	500	150	300	100	100	200	300	50	50	2150	15	18
Police Chief	Police Department	400	500	150	300	100	100	200	300	50	50	2150	15	18
Town Administrator	Executive	500	400	150	300	125	125	300	400	10	10	2320	16	19

TOWN OF NEW LONDON
Job-Grade Assignment

Title	Department	Grade	Low	Mid	High
Office Assistant	Executive	3	\$13.14	\$14.60	\$16.43
Maintenance I - PT	DPW	5	\$14.49	\$16.10	\$18.11
Attendant	Transfer Station	7	\$15.97	\$17.75	\$19.96
Maintenance I	DPW				
Maintenance/Transfer Attendant	Cemetery				
Benefits Administrator	Executive	10	\$18.49	\$20.54	\$23.11
Building Maintenance	DPW				
Communications Specialist	Dispatch				
Communications Specialist - PT	Dispatch				
Deputy Town Clerk/Tax Collector	Town Clerk/Tax				
DPW Administrative Assistant	DPW				
Police Department Administrative Assistant	Police Department				
Land Use/Assessing Coordinator	Executive	11	\$19.41	\$21.57	\$24.27
Maintenance II	DPW				
Wastewater Attendant	Sewer				

TOWN OF NEW LONDON
Job-Grade Assignment

Title	Department	Grade	Low	Mid	High
Communications Supervisor	Dispatch	12	\$20.97	\$23.30	\$29.35
Fire Prevention and Training Officer	Fire Department				
Police Officer	Police Department				
Police Officer - PT	Police Department				
Supervisor	Transfer Station				
Corporal	Police Department	13	\$22.64	\$25.16	\$31.70
Detective	Police Department	14	\$24.91	\$27.68	\$37.36
Foreman	DPW				
Planning & Zoning Administrator	Planning/Zoning				
Sergeant	Police Department				
Finance Officer	Finance	15	\$27.40	\$30.44	\$41.10
Recreation Director	Recreation				
Town Clerk/Tax Collector	TC/TC				
Lieutenant	Police Department	16	\$30.14	\$33.49	\$45.21
Director	DPW	18	\$36.47	\$40.52	\$54.70
Fire Chief	Fire Department				
Police Chief	Police Department				
Town Administrator	Executive	19	\$40.12	\$44.57	\$60.17

TOWN OF NEW LONDON
FY 2017 Pay Master

The greater of current grade or survey median

Casual or as needed positions = 104 annual hours

COLA for all = 1.0%

If higher grade 2016 vs. 2017 1% COLA +5%

1.05

1.01

Name	Title	Department	Current Grade	Low	Mid	High	Proposed Grade	Low	Mid	High	Budgeted Hours	Current Rate	New Rate After COLA	COLA Annual Cost	Under Minimum Annual Cost	Adjust to Minimum Annual Cost	7/1/16 Rate	Adjust to New Grade Annual Cost	Over Maximum	Compa Ratio
Brim, CJ	Maintenance I	DPW	5	\$14.49	\$16.10	\$18.11	5	\$14.49	\$16.10	\$18.11	32	\$14.45	\$14.59	\$240.45		\$0.00	\$14.59	\$0.00		91%
Clarke, S	Maintenance I	DPW	7	\$15.93	\$17.70	\$19.46	7	\$15.97	\$17.75	\$19.96	40	\$15.93	\$16.09	\$331.34		\$0.00	\$16.09	\$0.00		91%
Guptill, Andrew	Maintenance I	DPW	7	\$15.93	\$17.70	\$19.46	7	\$15.97	\$17.75	\$19.96	40	\$16.47	\$16.63	\$342.58		\$0.00	\$16.63	\$0.00		94%
MacDuffie, A	Maintenance I	DPW	7	\$15.93	\$17.70	\$19.46	7	\$15.97	\$17.75	\$19.96	40	\$16.47	\$16.63	\$342.58		\$0.00	\$16.63	\$0.00		94%
Waldo, K	Attendant	Transfer Station	7	\$15.93	\$17.70	\$19.46	7	\$15.97	\$17.75	\$19.96	40	\$16.32	\$16.48	\$339.46		\$0.00	\$16.48	\$0.00		93%
Willshire, J.	Maintenance/Transfer Attend.	Cemetery	7	\$15.93	\$17.70	\$19.46	7	\$15.97	\$17.75	\$19.96	2	\$15.95	\$16.11	\$16.59		\$0.00	\$16.11	\$0.00		91%
Richtmyer, D	Office Assistant	Executive	3	\$14.00			3	\$13.14	\$14.60	\$16.43	25	\$14.00	\$14.14	\$182.00		\$0.00	\$14.14	\$0.00		97%
Vitello, J	Office Assistant	Executive	3	\$14.00			3	\$13.14	\$14.60	\$16.43	25	\$14.00	\$14.14	\$182.00		\$0.00	\$14.14	\$0.00		97%
Grimes, M	Building Maintenance	DPW	10	\$18.49	\$20.54	\$22.59	10	\$18.49	\$20.54	\$23.11	20	\$18.72	\$18.91	\$194.69		\$0.00	\$18.91	\$0.00		92%
Weinstein, Heather	DPW Admin Asst	DPW	10	\$18.49	\$20.54	\$22.59	10	\$18.49	\$20.54	\$23.11	35	\$19.71	\$19.91	\$358.72		\$0.00	\$19.91	\$0.00		97%
Larow, D	Police Dept Admin Asst	Police Dept	10	\$18.49	\$20.54	\$22.59	10	\$18.49	\$20.54	\$23.11	40	\$21.02	\$21.23	\$437.22		\$0.00	\$21.23	\$0.00		103%
Barthol, G	Communications Specialist	Dispatch	10	\$18.49	\$20.54	\$22.59	10	\$18.49	\$20.54	\$23.11	40	\$19.31	\$19.50	\$401.65		\$0.00	\$19.50	\$0.00		95%
Brown, A	Communications Specialist -P-T	Dispatch	10	\$18.49	\$20.54	\$22.59	10	\$18.49	\$20.54	\$23.11	2	\$17.73	\$17.91	\$18.44	X	\$60.53	\$17.91	\$0.00		87%

TOWN OF NEW LONDON
FY 2017 Pay Master

The greater of current grade or survey median

Casual or as needed positions = 104 annual hours

COLA for all = 1.0%

If higher grade 2016 vs. 2017, 1% COLA + 5%

1.05

1.01

Name	Title	Department	Current Grade	Low	Mid	High	Proposed Grade	Low	Mid	High	Budgeted Hours	Current Rate	New Rate After COLA	COLA Annual Cost	Under Minimum	Adjust to Minimum Annual Cost	7/1/16 Rate	Adjust to New Grade Annual Cost	Over Maximum	Compa Ratio	
Gregory, S	Communications Specialist - P-T	Dispatch	10	\$18.49	\$20.54	\$22.59	10	\$18.49	\$20.54	\$23.11	2	\$18.45	\$18.63	\$19.19		\$0.00	\$18.63	\$0.00		91%	
Hardy, W	Communications Specialist - P-T	Dispatch	10	\$18.49	\$20.54	\$22.59	10	\$18.49	\$20.54	\$23.11	2	\$18.10	\$18.28	\$18.82	X	\$21.66	\$18.28	\$0.00			89%
Lavin, K	Communications Specialist	Dispatch	10	\$18.49	\$20.54	\$22.59	10	\$18.49	\$20.54	\$23.11	40	\$19.31	\$19.50	\$401.65		\$0.00	\$19.50	\$0.00			95%
Valela, J	Communications Specialist	Dispatch	10	\$18.49	\$20.54	\$22.59	10	\$18.49	\$20.54	\$23.11	36	\$18.95	\$19.14	\$354.74		\$0.00	\$19.14	\$0.00			93%
Roberts, C	Wastewater Attendant	Sewer	10	\$18.49	\$20.54	\$22.59	11	\$19.41	\$21.57	\$24.27	40	\$21.39	\$21.60	\$444.91		\$0.00	\$22.68	\$2,359.15			105%
Rankins, A	Assessing Coord/Benefits Admin	Executive	11	\$18.82	\$20.92	\$23.01	11	\$19.41	\$21.57	\$24.27	40	\$28.54	\$28.83	\$593.63		\$0.00	\$28.83	\$0.00	X		134%
Allen, E	Maintenance II	DPW	11	\$18.82	\$20.92	\$23.01	11	\$19.41	\$21.57	\$24.27	40	\$26.29	\$26.55	\$546.83		\$0.00	\$26.55	\$0.00	X		123%
McElman, M	Maintenance II	DPW	11	\$18.82	\$20.92	\$23.01	11	\$19.41	\$21.57	\$24.27	40	\$19.63	\$19.83	\$408.30		\$0.00	\$19.83	\$0.00			92%
Murphy, M	Maintenance II	DPW	11	\$18.82	\$20.92	\$23.01	11	\$19.41	\$21.57	\$24.27	40	\$22.31	\$22.53	\$464.05		\$0.00	\$22.53	\$0.00			104%
Welch, K	Maintenance II	DPW	11	\$18.82	\$20.92	\$23.01	11	\$19.41	\$21.57	\$24.27	40	\$33.42	\$33.75	\$695.14		\$0.00	\$33.75	\$0.00	X		156%
Firefighter	Open	Fire Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	40		\$0.00	\$0.00			\$0.00	\$0.00			0%
Early, J	Supervisor	Transfer Station	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	40	\$20.98	\$21.19	\$436.38		\$0.00	\$22.25	\$2,313.93			96%
Cobb, Emily	Police Officer	Police Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	40	\$22.73	\$22.96	\$472.78		\$0.00	\$24.11	\$2,506.94			103%
Fisher, J	Police Officer	Police Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	40	\$21.81	\$22.03	\$453.65		\$0.00	\$23.13	\$2,405.47			99%

TOWN OF NEW LONDON
FY 2017 Pay Master

The greater of current grade or survey median

Casual or as needed positions = 104 annual hours

COLA for all = 1.0%

If higher grade 2016 vs. 2017 1% COLA + 5%

Name	Title	Department	Current Grade	Low	Mid	High	Proposed Grade	Low	Mid	High	Budgeted Hours	Current Rate	New Rate After COLA	COLA Annual Cost	Under Minimum	Adjust to Minimum Annual Cost	7/1/16 Rate	Adjust to New Grade Annual Cost	Over Maximum	Compa Ratio
Lamson, E	Police Officer	Police Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	40	\$21.37	\$21.58	\$444.50		\$0.00	\$22.66	\$2,356.94		97%
Mackenna, J	Police Officer	Police Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	40	\$21.06	\$21.27	\$438.05		\$0.00	\$22.33	\$2,322.75		96%
Mastin, R	Police Officer - P.T.	Police Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	32	\$19.23	\$19.42	\$319.99	X	\$2,570.16	\$20.39	\$1,696.73		88%
Wilson, M	Police Officer - P.T.	Police Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	2	\$20.46	\$20.66	\$21.28	X	\$31.44	\$21.70	\$112.83		93%
Dunlap, H	Dispatch Supervisor	Dispatch	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	40	\$21.39	\$21.60	\$444.91		\$0.00	\$22.68	\$2,359.15		97%
Harrington, R	Foreman	DPW	13	\$23.93	\$26.59	\$29.25	14	\$24.91	\$27.68	\$37.36	40	\$35.28	\$35.63	\$733.82		\$0.00	\$37.36	\$3,772.20		135%
Osgood, M	Detective	Police Dept	13	\$23.93	\$26.59	\$29.25	14	\$24.91	\$27.68	\$37.36	40	\$27.15	\$27.42	\$564.72		\$0.00	\$28.79	\$2,994.43		104%
St. John, L	Planning & Zoning Administrator	Planning/Zoning	13	\$23.93	\$26.59	\$29.25	14	\$24.91	\$27.68	\$37.36	40	\$27.71	\$27.99	\$576.37		\$0.00	\$29.39	\$3,056.19		106%
Keith, D	Sergeant	Police Dept	13	\$23.93	\$26.59	\$29.25	14	\$24.91	\$27.68	\$37.36	40	\$26.00	\$26.26	\$540.80		\$0.00	\$27.57	\$2,867.59		100%
Nicklos, L	Town Clerk/Tax Collector	TC/TC	14	\$25.41	\$28.23	\$31.05	15	\$27.40	\$30.44	\$41.10	40	\$26.82	\$27.09	\$557.82	X	\$651.14	\$28.44	\$2,957.84		93%
Blewitt, S.	Recreation Director	Recreation	14	\$25.41	\$28.23	\$31.05	15	\$27.40	\$30.44	\$41.10	40	\$26.48	\$26.74	\$550.69	X	\$1,371.42	\$28.08	\$2,920.03		92%
Johnson, W	Finance Officer	Finance	14	\$25.41	\$28.23	\$31.05	15	\$27.40	\$30.44	\$41.10	40	\$26.93	\$29.21	\$601.64		\$0.00	\$30.67	\$3,190.20		101%
Anderson, T	Lieutenant	Police Dept	14	\$25.41	\$28.23	\$31.05	16	\$30.14	\$33.49	\$45.21	40	\$30.50	\$30.81	\$634.40		\$0.00	\$32.35	\$3,363.91		97%
Lee, R	Director	DPW	15	\$32.54	\$36.16	\$39.77	18	\$36.47	\$40.52	\$54.70	40	\$43.41	\$43.84	\$902.94		\$0.00	\$46.04	\$4,787.83		114%
Andersen, E	Police Chief	Police Dept	15	\$32.54	\$36.16	\$39.77	18	\$36.47	\$40.52	\$54.70	40	\$36.54	\$36.91	\$760.03		\$0.00	\$38.75	\$4,030.07		96%
Lyon, Jay	Fire Chief	Fire Dept	15	\$32.54	\$36.16	\$39.77	18	\$36.47	\$40.52	\$54.70	40	\$36.52	\$36.88	\$759.60		\$0.00	\$38.73	\$4,027.79		96%
Hallquist, K	Town Administrator	Executive	16	\$36.88	\$40.98	\$45.08	19	\$40.12	\$44.57	\$60.17	40	\$41.99	\$42.41	\$873.44		\$0.00	\$44.53	\$4,631.40		100%

TOTAL \$18,422.78 \$4,706.35 \$61,033.35

GRAND TOTAL \$84,162.47

Final Comps 2-18-16

Town of New London, NH Comparable Communities for Wage & Benefit Survey

Community	County	Population	Municipal Appropriations	Square Miles	Density PSM	Income Per Capita	Median Family Income	Muni/School Tax Commitment	Total Tax Rate Per 1000	Participated Yes/No
Alton	Belknap	5,270	\$8,266,288	82.2	83.5	\$31,068	\$74,390	\$15,116,268	\$13.39	Yes
Belmont	Belknap	7,319	\$9,056,330	31.9	238.4	\$25,314	\$66,066	\$21,800,204	\$27.39	Yes
Bow	Merrimack	7,611	\$12,105,025	28.6	270.2	\$42,160	\$113,447	\$27,052,344	\$27.75	No
Bristol	Grafton	3,042	\$5,355,376	21.9	184.4	\$24,048	\$49,813	\$7,185,157	\$18.65	Yes
Conway	Carroll	10,070	\$9,686,674	71.7	132.0	\$25,275	\$50,805	\$42,229,980	\$17.01	Yes
Gilford	Belknap	7,142	\$12,402,833	54.5	184.1	\$39,349	\$74,253	\$24,722,508	\$17.65	Yes
Goffstown	Hillsborough	17,709	\$20,716,076	37.5	478.9	\$30,438	\$85,310	\$56,890,959	\$25.09	No
Hampton	Rockingham	15,033	\$24,599,427	14.2	1100.4	\$40,827	\$83,864	\$52,317,960	\$17.42	No
Hanover	Grafton	11,210	\$24,046,775	50.1	221.9	\$33,271	\$127,125	\$59,218,395	\$17.04	Yes
Henniker	Merrimack	4,822	\$8,100,870	44.8	109.3	\$27,614	\$83,608	\$7,506,274	\$30.94	Yes
Hopkinton	Merrimack	5,591	\$6,916,930	45.1	129.1	\$42,419	\$97,798	\$18,716,931	\$31.04	Yes
Laconia	Belknap	16,007	22,851,816	26.1	796.8	\$28,702	\$61,694	\$17,566,075	\$21.01	No
Meridith	Belknap	6,303	\$14,050,368	54.5	156.3	\$36,703	\$75,060	\$15,695,562	\$14.03	Yes
Moultonborough	Carroll	4,028	\$10,549,266	75.0	67.2	\$60,645	\$95,625	\$12,922,237	\$8.70	Yes
New London	Merrimack	4,406	\$7,827,619	25.5	195.2	\$37,596	\$104,302	\$16,693,035	\$14.99	Yes
Newbury	Merrimack	1,749	\$4,282,682	39.1	48.8	\$36,159	\$80,000	N/A	\$14.00	Yes
Newmarket	Rockingham	8,928	\$9,646,016	14.2	710.3	\$32,894	\$86,838	\$16,647,363	\$24.48	Yes
Ossipee	Carroll	4,301	\$6,358,114	75.3	60.7	\$21,752	\$57,788	\$7,228,860	\$19.30	Yes
Peterborough	Hillsborough	6,358	\$13,594,586	38.4	162.8	\$38,554	\$88,911	\$24,598,139	\$27.43	No
Plymouth	Grafton	7,027	\$7,380,498	28.5	229.5	\$19,289	\$79,071	\$15,542,013	\$24.27	Yes
Rye	Rockingham	5,292	\$9,049,427	13.1	410.4	\$52,214	\$99,814	\$21,844,211	\$10.78	No
Sunapee	Sullivan	3,339	\$10,879,909	25.2	154.0	\$41,042	\$94,375	\$20,721,235	\$14.63	Yes
Tilton	Belknap	3,573	\$5,603,507	11.9	313.8	\$26,984	\$58,514	\$7,695,110	\$20.08	Yes
Tuftsboro	Carroll	2,256	\$3,872,671	49.4	55.5	\$33,143	\$64,265	\$6,032,104	\$9.21	Yes
Wolfboro	Carroll	6,231	\$27,859,836	58.4	128.9	\$34,975	\$70,199	\$14,775,897	\$12.94	Yes

**COMPENSATION COMPARISON
PRIVATE SECTOR (Northern New England)**

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All rates displayed based on 2080 hours

Job Title	Firm Count	EE Count	Base Pay					Pay Range				
			25th %ile	St Avg	Wtd Avg	50th %ile	75th %ile	Highest Pd Rate	Lowest Pd Rate	Av Min	Av Mid	Av Max
<u>ADMINISTRATIVE:</u>												
Secretary I	5	83	\$15.77	\$15.27	\$16.16	\$16.00	\$16.44	\$18.76	\$11.64	\$10.80	\$15.40	\$18.57
Secretary II	7	74	\$15.04	\$16.11	\$15.99	\$16.08	\$18.01	\$20.25	\$10.80	\$11.94	\$14.85	\$18.42
Secretary III	5	9	\$14.35	\$16.85	\$16.18	\$16.35	\$18.42	\$20.91	\$14.22	\$12.95	\$15.64	\$18.63
Administrative Assistant I	14	71	\$15.82	\$17.36	\$17.09	\$17.17	\$18.81	\$22.86	\$10.55	\$14.23	\$17.63	\$20.95
Administrative Assistant II	26	167	\$17.37	\$19.30	\$19.41	\$19.10	\$19.64	\$45.60	\$11.39	\$15.83	\$19.64	\$23.49
Administrative Assistant III	13	72	\$18.91	\$22.05	\$22.04	\$22.94	\$24.31	\$30.47	\$14.63	\$16.87	\$21.20	\$26.17
Executive Secretary	21	48	\$22.27	\$28.38	\$31.74	\$28.23	\$31.67	\$56.80	\$17.98	\$22.14	\$26.97	\$31.85
File Clerk	5	10	\$13.06	\$13.19	\$13.25	\$13.09	\$13.39	\$14.01	\$11.04	\$10.20	\$12.56	\$15.14
<u>ACCOUNTING/FINANCIAL:</u>												
Accountant I	10	23	\$21.14	\$24.25	\$21.01	\$24.23	\$26.60	\$34.73	\$14.11	\$18.17	\$22.84	\$27.52
Accountant II	11	32	\$22.71	\$25.29	\$25.10	\$23.60	\$26.44	\$33.65	\$19.25	\$19.28	\$23.74	\$28.93
Accountant III	7	11	\$29.11	\$31.58	\$31.64	\$31.10	\$35.75	\$50.00	\$20.14	\$24.09	\$30.63	\$35.79
General Accounting Supervisor	9	11	\$29.00	\$31.18	\$31.68	\$32.00	\$33.55	\$37.74	\$24.19	\$25.49	\$31.26	\$36.77
Accounting Manager	11	15	\$33.62	\$38.83	\$40.32	\$36.14	\$44.50	\$61.30	\$28.74	\$32.10	\$39.76	\$48.25
<u>DISTRIBUTION/WAREHOUSE:</u>												
Driver	9	59	\$12.88	\$14.78	\$14.93	\$13.80	\$14.22	\$19.00	\$11.22	\$12.83	\$17.34	\$21.90
Truck Driver II (CDL Required)	6	72	\$18.28	\$20.13	\$19.87	\$19.07	\$19.49	\$28.85	\$15.50	\$14.62	\$19.60	\$25.09
<u>OPERATIONS:</u>												
Auto Mechanic	5	12	\$23.51	\$24.54	\$32.43	\$23.83	\$26.66	\$28.25	\$22.66	\$15.13	\$23.32	\$28.00
Custodial Worker	6	289	\$11.45	\$13.48	\$12.19	\$12.66	\$15.34	\$21.23	\$10.00	\$10.91	\$13.35	\$16.31
<u>SERVICE/MAINTENANCE:</u>												
Carpenter	5	12	\$20.28	\$20.79	\$21.39	\$20.40	\$23.81	\$25.15	\$15.45	\$15.52	\$19.57	\$23.63
Electrician	16	64	\$22.57	\$25.75	\$31.53	\$23.48	\$25.93	\$55.90	\$18.13	\$21.40	\$26.89	\$32.72
Painter	5	11	\$19.70	\$20.29	\$20.14	\$20.17	\$21.16	\$21.85	\$16.81	\$16.17	\$20.09	\$24.00
Plumber	5	5	\$20.55	\$24.10	\$24.10	\$25.76	\$26.58	\$27.24	\$20.37	\$18.12	\$23.74	\$29.36
HVAC Mechanic	8	29	\$22.55	\$24.22	\$23.48	\$23.76	\$25.93	\$32.62	\$19.50	\$19.55	\$24.83	\$30.11
Maintenance Mechanic	17	80	\$20.22	\$22.65	\$22.72	\$22.32	\$23.87	\$46.10	\$12.90	\$18.85	\$23.84	\$29.12
Multi-skilled Maintenance Mechanic	11	62	\$20.43	\$23.05	\$23.10	\$22.46	\$25.00	\$31.50	\$16.43	\$17.51	\$21.79	\$27.29
Maintenance Supervisor	10	12	\$27.68	\$29.27	\$28.48	\$29.17	\$32.19	\$35.75	\$17.22	\$21.31	\$26.45	\$31.75

JOB DESCRIPTORS (Private Sector Employers)

ADMINISTRATIVE:

Secretary I

With direct supervision, performs varied clerical and secretarial duties. Composes routine correspondence, corrects grammar, punctuation, and spelling, maintains office supplies, compiles data for routine reports, answers telephone calls, and makes appointments. May support one to three professionals. Entry-level position. High School /GED required with typing skills. May have some experience.

Secretary II

With limited supervision, performs the duties of Secretary I. Requires knowledge of company operations, organizational procedures and staff along with business or technical vocabulary. Makes independent decisions within established guidelines in planning, organizing and scheduling work. Uses various computer programs to create spreadsheets, graphics, etc., to produce high quality reports and other documents. May support one to three professionals. High School/GED required *and* one to three years experience. May have some technical training.

Secretary III

With general supervision, performs secretarial duties of Secretary I and II along with administrative assignments of a confidential nature for managers. Requires continuous use of business and technical vocabulary and a detailed knowledge of organizational operations, procedures and staff. Regularly coordinates meetings and makes travel arrangements. High School/GED required *and* three to five years experience. May have some technical training or college experience.

Administrative Assistant I

With direct supervision, provides general administrative support to a department or group of professionals. Compiles and analyzes *basic information* for reports or presentations; prepares charts, graphs, etc., as needed. Receives and responds to routine correspondence following established procedures not requiring management review. Requires the ability to use independent judgment and basic reasoning skills. High School/GED required *and* two years experience. Usually reports to department manager.

Administrative Assistant II

With limited supervision, provides the support of Administrative Assistant I. Collects compiles and analyzes *moderately complex data and information*. Composes written direct descriptions of results. Requires the ability to use independent judgment and basic reasoning skills. High School/GED required *and* two to four years experience. Usually reports to department manager.

Administrative Assistant III

With general supervision, provides the support of Administrative Assistant I. Exercises *considerable discretion* and independent judgment. Is capable of analyzing *complex information* and determining complex trends. High School/GED required *and* more than four years experience. Usually reports to department manager.

Executive Secretary

With general supervision, responsible for secretarial and administrative support for senior management and executives. Requires continuous use of business and technical vocabulary and a detailed knowledge of company operations, organizational procedures and staff. Relieves supervisor(s) of some administrative detail. Makes independent decisions' within established guidelines, regarding planning organizing and scheduling work. High School/GED required *and* more than five years experience.

File Clerk

With limited supervision, performs routine sorting, filing and cross referencing of materials and documents in an established filing system. Maintains and updates files according to standard procedures. May distribute mail, retrieve and deliver files and copy documents. Usually requires two to three years experience.

ACCOUNTING/FINANCIAL:

Accountant I

With direct supervision, responsible for assisting in the *day-to-day maintenance of a complete and accurate general ledger and the preparation of basic financial reports*. Entry-level position. Bachelor Degree in Accounting required *and* less than two years experience. Usually reports to General Accounting Supervisor.

Accountant II

With limited supervision, responsible for *moderately complex accounting activities relating to the maintenance of a complete and accurate general ledger and the resultant managerial reports and financial statements*. Bachelor Degree in Accounting required *and* two to four years experience. Usually reports to General Accounting Supervisor.

Accountant III

With general supervision, responsible for the *more complex activities associated with maintaining ledger accounts and for developing financial statements and reports*. May provide functional advice or training to less experienced accountant positions. Bachelor Degree in Accounting required *and* five to seven years experience. Usually reports to General Accounting Supervisor.

General Accounting Supervisor

Responsible for coordinating and supervising the maintenance of the general ledger and the production of various resultant financial statements. Usually directs a group or section of general accountants. May participate in the most complex general accounting projects. Bachelor Degree in Accounting required *and* eight or more years experience.

Accounting Manager

Responsible for the overall management of accounting department. B.S. Degree required *and* five to seven years experience.

DISTRIBUTION/WAREHOUSE:**Driver**

With limited supervision and following established procedures, drives a delivery van or automobile within a city or industrial area to transport packages, mail materials, merchandise, equipment or workers. High School/GED required.

Truck Driver II (CDL Required)

Drives truck with same duties as Truck Driver I. Commercial Driver's License part A or part B (CDLA or CDLB) is required.

OPERATIONS:**Auto Mechanic**

With limited supervision, responsible for more technical repair and maintenance of company automobiles, trucks and trailers. Troubleshoots, orders parts and repairs difficult mechanical problems. May direct and train less-experienced mechanics and serve as the lead mechanic on large repair jobs. Knows and follows all company, federal and state environmental and safety regulations. Serves as a resource for technical problems. Certificates of completion in several factory-sponsored automotive repair training programs required *and* more than two years experience.

2040 Custodial Worker

With direct supervision, responsible for the cleaning and custodial care of buildings and working areas. Primary responsibility is for the use of proper methods and materials in cleaning and otherwise caring for building areas. Follows a well-established routine. Performance is evaluated by periodic inspection of work areas. Entry-level position. Little or no experience required. Usually reports to the Custodian Supervisor.

SERVICE/MAINTENANCE:**Carpenter**

With limited supervision, constructs and maintains structural woodwork. Builds, repairs and installs benches, cabinets, paneling, flooring, building framework and finish trims for factory installations and rearrangements. Hangs metal and wood door jambs, locks and other hardware. Builds fixtures and erects scaffolding. Maintains facilities in good operating condition. Ladder and scaffolding work required. Requires ability to use all carpentry tools. Formal Apprenticeship or equivalent training required *and* experience. Usually reports to the Maintenance Supervisor.

Electrician

With limited supervision, performs electrical repairs and maintenance of electrical systems, machinery and equipment. Requires interpretation of wiring diagrams or schematic drawings. May develop wiring diagrams. May include maintenance of electronic or solid state controls having interlocking or interdependent circuits. Requires working knowledge of National Electric Code. High School/GED *and* a minimum of two years of journeyman level electrical experience. Usually reports to the Electrical Supervisor.

Painter

With limited supervision, responsible for the preparation of various surfaces and the application of paints, enamels, stains, shellac, varnishes or other finishes using brushes, sprayers or rollers. Mixes paints and matches colors. Must utilize proper painting and finishing application procedures to assure quality of work. High School/GED required *and* two years experience.

Plumber

With limited supervision, responsible for the installation, maintenance and repairs of plumbing systems and fixtures. Requires the ability to understand and work from blueprints and specifications and knowledge of uniform plumbing codes. Formal Apprenticeship required *or* equivalent training and experience. Usually reports to the Plumbing or Maintenance Supervisor.

HVAC Mechanic

With limited supervision, performs the planning, installation, maintenance and repair of the heating, ventilation and air conditioning systems. Performs routine inspections of piping systems, valves and related equipment. Formal Apprenticeship/equivalent training required *and* a minimum of three years experience. Usually reports to the HVAC Supervisor.

Maintenance Mechanic

With limited supervision, performs semi-skilled maintenance and repair services of facility systems such as mechanical, electrical and building systems. Duties may increase in scope, as the employee becomes more skilled, primary emphasis on variety of maintenance tasks not high skill in any one trade. High School/GED *and* less than two years experience. Usually reports to the Maintenance Supervisor.

Multi-skilled Maintenance Mechanic

With limited supervision, performs skilled maintenance and repair services of facility systems such as mechanical, electrical and building systems. Ability to interpret blueprints and schematics. Knowledge of methods, practices and techniques of maintaining buildings and facilities. High School/GED/technical training *and* a minimum of three years of skilled maintenance experience. Usually reports to the Maintenance Supervisor.

Maintenance Supervisor

Responsible for coordinating and supervising maintenance tasks performed on facilities and equipment. Maintains production equipment in a manner that meets company standards and ensures minimum equipment downtime. Establishes and maintains preventive maintenance programs and procedures. Oversees mechanics/technicians who repair and maintain equipment. Administers training programs to ensure proper operations, preventive maintenance and repair programs and procedures. Maintains inventory of spare parts. Technical Training *and* six years experience required, including supervision. Usually reports to the Maintenance Manager.

Results Custom Survey