

PROJECT REPORT

September 20, 2017

Warner Board of Selectmen
John Dabuliewicz, Chairman
Clyde Carson
Kimberley Edelman
Town of Warner
5 East Main Street, PO Box 265
Warner, NH 03278-0265

Dear Board of Selectmen:

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 Warner, 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,



Gary R. Thornton
Principal



Wage Survey and Compensation Study

PROJECT REPORT

September 2017

Report of Consultant's Findings

Prepared by:

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EXECUTIVE SUMMARY

1. With the approval of the Town of Warner, 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 25 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 Warner, 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 Warner 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 Selectmen 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 Selectmen 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 31 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 27 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 32 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			
		Lead Market	
		Lag Market	
		Match Market	
<u>Measurement</u>	Town of Warner	Market	Competitive Market
EMPLOYEE BENEFITS			
<i>Retirement</i>	NHRS	NHRS	
<i>Medical % Employees</i>			
Employee	92.0%	92.0%	
Dependents	92.0%	90.0%	
<i>Medical \$ Employees</i>			
Employee	\$657.96	\$704.12	
Dependents	\$1,776.49	\$1,932.62	
<i>Dental % Employees</i>			
Employee	0.0%	90.0%	
Dependents	0.0%	85.0%	
<i>Dental \$ Employees</i>			
Employee	\$0.00	\$32.30	
Dependents	\$0.00	\$109.01	
<i>Life Insurance</i>	100.0%	100.0%	
<i>Disability</i>			
Short Term	100.0%	100.0%	
Long Term	0.0%	100.0%	
<i>Professional Licensing Reimbursement/Payment</i>	100.0%	100.0%	
<i>Professional Dues Reimbursement/Payment</i>	100.0%	100.0%	
PAID TIME OFF			
	<i>Days</i>	<i>Days</i>	
<i>Holiday</i>	10	10	
<i>Personal</i>	3	2	
<i>Sick</i>	6	12	
<i>Vacation</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	20	20	
20 + years of service	25	20	

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

- ***Health & Dental***

Warner Current Practice

The Town subsidizes the cost as follows:

Level of Coverage	Employer Subsidy – Health	Employer Subsidy - Dental
Individual	92% - \$ 657.96	0% - \$.00
Two Person	92% - \$1,315.91	0% - \$.00
Family	92% - \$1,776.49	0% - \$.00

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	92% - \$ 704.12	89% - \$ 32.30
Two Person	92% - \$1,431.57	85% - \$ 62.10
Family	90% - \$1,932.62	85% - \$109.01

- ***Replacement Income – Life & Disability***

Warner Current Practice

Short Term Disability

Benefit Type	Benefit Amount	Elimination Period (in days)	Employer Contribution %
Percent of Pay	50%	182 days	100%

Best Practice

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

Warner Current Practice

Long Term Disability

Type	Benefit Amount	Elimination Period (in days)	Employer Contribution %
None	--	--	--

Best Practice

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

Warner Current Practice

Group Life Insurance

Type	Benefit Amount	Employer Contribution %
Fixed Amount	\$23,000	100%

Best Practice

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

- ***Retirement Benefits***

Warner 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>Warner Current Practice</u>	<u>Best Practice (median)</u>
Time-off Programs (yearly totals)		
Actual Number of Paid <i>Holidays</i>	10	10
Actual Number of Paid <i>Personal Days</i>	3	2
Actual Number of Paid <i>Sick Days</i>	8	12
Paid Time Off/ <i>Vacation</i> <u>Full-Time</u>		
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	20	20
Days for 20+ Years of Service	25	20
Paid Time Off/ <i>Vacation</i> <u>Part-Time</u>		
Days for 0-4 Years of Service	10	6
Days for 5-9 Years of Service	15	11
Days for 10-14 Years of Service	20	15
Days for 15+ Years of Service	20	17
Days for 20+ Years of Service	25	17
Allow carry over of unused time? (vacation)	Yes	Yes
Maximum carry over allowed (hours)	80	160
Allow cash out of unused time? (vacation)	No	Yes
Maximum cash out allowed (hours)	N/A	144
Allow carry over of unused time? (sick)	Yes	Yes
Maximum carry over allowed (hours)	All	240
Allow cash out of unused time? (sick)	No	Yes
Maximum cash out allowed (hours)	N/A	48

Other Benefits

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

<u>Warner Current Practice</u>	<u>Best Practice (median)</u>
0%	NED

- ***Professional dues reimbursement***

<u>Warner Current Practice</u>	<u>Best Practice</u>
No	Yes

- ***Professional licensing reimbursement***

<u>Warner Current Practice</u>	<u>Best Practice</u>
Yes	Yes

- **Longevity pay program**

Warner Current Practice

Best Practice (median)

After 5 Years of Service N/A

NED

After 10 Years of Service

After 15 Years of Service

After 20 Years of Service

After 25 Years of Service

RESULTS ALL PARTICIPANTS														
* Note 9 participants reported that Town Clerk and Tax Collector were combined positions														
Job Title	# of Organizations	# of Employees	-	Job Match =	+	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum Maximum	
ADMINISTRATION														
Town Administrator	11	11.0	0	7	4	\$33.07	\$43.46	\$43.46	\$44.25	\$45.41	\$81.71	\$25.90	\$28.70	\$44.54
Selectmen's Secretary	13	14.0	0	8	5	\$17.81	\$20.21	\$19.99	\$19.59	\$21.62	\$30.65	\$15.42	\$16.94	\$22.64
Tax Collector *	10	9.5	1	1	8	\$26.49	\$28.84	\$28.90	\$27.50	\$30.50	\$37.81	\$21.57	\$25.24	\$34.90
Town Clerk *	11	10.5	0	4	7	\$26.73	\$30.41	\$30.55	\$27.67	\$30.08	\$52.78	\$21.60	\$26.11	\$35.40
Deputy Town Clerk	11	11.0	0	10	1	\$15.58	\$19.23	\$19.23	\$17.14	\$20.94	\$35.56	\$12.75	\$17.74	\$24.41
Assessing Clerk	7	6.5	0	2	5	\$19.13	\$21.04	\$20.44	\$20.06	\$21.52	\$28.83	\$17.10	\$18.15	\$24.81
Land Use Secretary	7	6.5	0	4	3	\$17.39	\$19.85	\$19.16	\$19.23	\$20.37	\$28.83	\$15.35	\$16.28	\$22.86
Bookkeeper	11	11.0	1	5	5	\$21.70	\$26.59	\$26.59	\$25.76	\$29.78	\$40.45	\$17.98	\$24.43	\$34.26
Custodian	10	14.0	1	9	0	\$13.64	\$15.82	\$15.09	\$17.20	\$17.45	\$18.36	\$10.94	\$12.54	\$17.10
PUBLIC WORKS														
DPW Director	10	10.0	0	10	0	\$30.98	\$37.56	\$37.56	\$36.56	\$39.88	\$58.27	\$25.45	\$32.90	\$45.43
Highway Foreman	11	11.0	0	9	2	\$23.85	\$26.69	\$26.69	\$26.20	\$28.02	\$36.34	\$21.53	\$22.52	\$30.83
Heavy Equipment Operator	10	25.0	0	9	1	\$19.17	\$21.12	\$21.33	\$20.44	\$23.11	\$25.88	\$16.48	\$17.43	\$23.64
Driver/Laborer	9	40.0	0	9	0	\$16.11	\$16.96	\$17.78	\$17.58	\$18.44	\$23.24	\$12.98	\$14.98	\$20.16
Facilities Supervisor	6	6.0	0	5	1	\$20.80	\$22.92	\$22.92	\$22.76	\$24.20	\$27.19	\$19.95	\$20.61	\$28.64
Maintenance Worker/Laborer	6	17.0	0	6	0	\$16.68	\$17.56	\$18.72	\$17.72	\$18.46	\$21.05	\$14.65	\$13.81	\$19.71
TRANSFER STATION														
Foreman	9	9.0	0	8	1	\$20.85	\$22.26	\$22.26	\$21.14	\$24.17	\$28.26	\$19.00	\$18.88	\$25.23
Attendant	9	21.0	0	8	1	\$15.43	\$17.04	\$16.32	\$16.33	\$18.16	\$21.67	\$12.20	\$14.98	\$20.16

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

RESULTS ALL PARTICIPANTS						All rates displayed based on 2080 hours		Not all Organizations reported pay ranges						
* Note 9 participants reported that Town Clerk and Tax Collector were combined positions														
Job Title	# of Organizations	# of Employees	-	Job Match =	+	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum Maximum	
POLICE DEPARTMENT														
Police Chief	12	12.0	0	11	1	\$36.21	\$40.48	\$40.48	\$40.00	\$42.35	\$58.27	\$31.50	\$34.03	\$46.57
Secretary	12	12.0	0	12	0	\$18.50	\$19.55	\$19.55	\$19.36	\$20.18	\$26.50	\$15.77	\$16.53	\$22.48
Sergeant	12	21.0	0	11	1	\$27.06	\$29.11	\$31.46	\$28.72	\$30.64	\$38.78	\$24.31	\$24.90	\$33.40
Patrol Officer	12	82.0	0	12	0	\$22.63	\$22.98	\$24.26	\$22.94	\$23.66	\$32.21	\$18.33	\$21.27	\$27.82
Patrol Officer/Prosecutor	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED
FIRE DEPARTMENT														
Fire Chief	6	6.0	1	4	1	\$24.70	\$33.70	\$33.70	\$30.41	\$37.75	\$58.27	\$20.14	\$31.62	\$43.56
LIBRARY														
Library Director	8	8.0	0	8	0	\$26.61	\$31.00	\$31.00	\$30.58	\$33.82	\$47.82	\$19.89	\$29.51	\$41.90
Assistant Library Director	6	7.0	0	6	0	\$18.12	\$21.76	\$20.69	\$19.48	\$20.89	\$38.29	\$14.28	\$21.80	\$31.30

RESULTS ALL PARTICIPANTS EXCEPT WARNER

All rates displayed
based on 2080 hours

Not all Organizations
reported pay ranges

* Note 9 participants reported that Town Clerk and Tax Collector were combined positions

Job Title	# of Organizations	# of Employees	-	Job Match =	+	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum Maximum	
ADMINISTRATION														
Town Administrator	10	10.0	0	6	4	\$34.43	\$44.44	\$44.44	\$44.40	\$45.80	\$81.71	\$25.90	\$33.85	\$45.66
Selectmen's Secretary	12	13.0	0	7	5	\$17.66	\$20.26	\$20.02	\$19.55	\$21.68	\$30.65	\$15.42	\$17.49	\$22.97
Tax Collector *	9	8.5	1	0	8	\$27.19	\$29.65	\$29.77	\$27.67	\$31.25	\$37.81	\$25.52	\$26.41	\$35.91
Town Clerk *	10	9.5	0	3	7	\$26.49	\$30.57	\$30.72	\$27.50	\$30.50	\$52.78	\$21.60	\$27.24	\$36.34
Deputy Town Clerk	10	10.0	0	9	1	\$15.51	\$19.54	\$19.54	\$18.19	\$21.28	\$35.56	\$12.75	\$18.45	\$25.01
Assessing Clerk	6	5.5	0	1	5	\$18.91	\$21.26	\$20.57	\$20.67	\$21.64	\$28.83	\$17.10	\$19.38	\$25.83
Land Use Secretary	6	5.5	0	3	3	\$18.07	\$20.60	\$19.85	\$19.69	\$20.49	\$28.83	\$17.10	\$17.70	\$23.95
Bookkeeper	10	10.0	1	4	5	\$23.90	\$27.45	\$27.45	\$27.04	\$30.16	\$40.45	\$18.00	\$25.81	\$35.72
Custodian	9	13.0	1	8	0	\$15.85	\$16.25	\$15.34	\$17.36	\$17.48	\$18.36	\$10.94	\$12.99	\$17.18
PUBLIC WORKS														
DPW Director	9	9.0	0	9	0	\$32.92	\$38.36	\$38.36	\$37.68	\$40.00	\$58.27	\$25.45	\$34.36	\$46.65
Highway Foreman	10	10.0	0	8	2	\$23.79	\$26.74	\$26.74	\$26.62	\$28.43	\$36.34	\$21.53	\$22.50	\$30.07
Heavy Equipment Operator	9	23.0	0	8	1	\$19.08	\$21.12	\$21.35	\$20.26	\$23.78	\$25.88	\$16.48	\$18.07	\$24.00
Driver/Laborer	8	38.0	0	8	0	\$15.84	\$16.74	\$17.73	\$17.04	\$18.39	\$23.24	\$12.98	\$15.65	\$20.65
Facilities Supervisor	5	5.0	0	4	1	\$22.69	\$23.51	\$23.51	\$22.83	\$24.66	\$27.19	\$20.17	\$21.11	\$28.48
Maintenance Worker/Laborer	5	16.0	0	5	0	\$16.38	\$17.34	\$18.72	\$17.58	\$17.85	\$21.05	\$14.65	\$14.26	\$19.74
TRANSFER STATION														
Foreman	8	8.0	0	7	1	\$20.39	\$22.41	\$22.41	\$21.37	\$24.44	\$28.26	\$19.00	\$20.07	\$26.05
Attendant	8	16.0	0	7	1	\$15.52	\$17.35	\$16.87	\$17.17	\$18.79	\$21.67	\$12.98	\$15.47	\$20.26

RESULTS ALL PARTICIPANTS EXCEPT WARNER														All rates displayed based on 2080 hours		Not all Organizations reported pay ranges	
<i>* Note 9 participants reported that Town Clerk and Tax Collector were combined positions</i>																	
Job Title	# of Organizations	# of Employees	-	Job Match =	+	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range Minimum Maximum				
POLICE DEPARTMENT																	
Police Chief	11	11.0	0	10	1	\$36.10	\$40.81	\$40.81	\$40.58	\$42.52	\$58.27	\$31.50	\$35.93	\$48.18			
Secretary	11	11.0	0	11	0	\$18.07	\$19.55	\$19.55	\$19.12	\$20.21	\$26.50	\$15.77	\$17.18	\$22.89			
Sergeant	11	20.0	0	10	1	\$26.89	\$29.04	\$31.54	\$28.56	\$30.93	\$38.78	\$24.31	\$25.70	\$33.68			
Patrol Officer	11	81.0	0	11	0	\$22.57	\$22.97	\$24.27	\$22.78	\$23.99	\$32.21	\$18.33	\$21.67	\$27.62			
Patrol Officer/Prosecutor	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED	NED			
FIRE DEPARTMENT																	
Fire Chief	5	5.0	1	3	1	\$24.80	\$36.42	\$36.42	\$36.02	\$38.33	\$58.27	\$24.66	\$35.73	\$47.60			
LIBRARY																	
Library Director	7	7.0	0	7	0	\$27.93	\$32.06	\$32.06	\$32.91	\$33.99	\$47.82	\$19.89	\$29.51	\$41.90			
Assistant Library Director	5	6.0	0	5	0	\$17.79	\$22.14	\$20.83	\$19.11	\$21.24	\$38.29	\$14.28	\$21.80	\$31.30			

RECOMMENDATIONS

Developing a Total Compensation Strategy

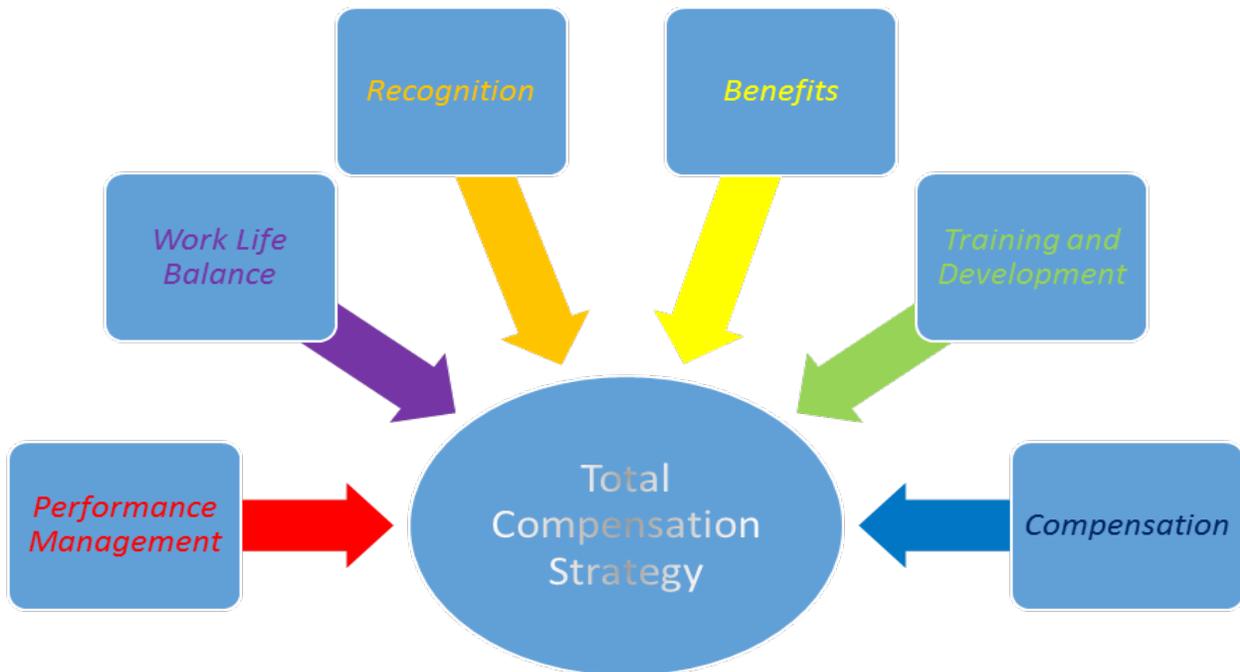
Total compensation consists of those things that employee's value in the employment relationship. In developing a recruitment and retention strategy designed to make your organization an "employer of choice" your rewards program should consist of:

"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.

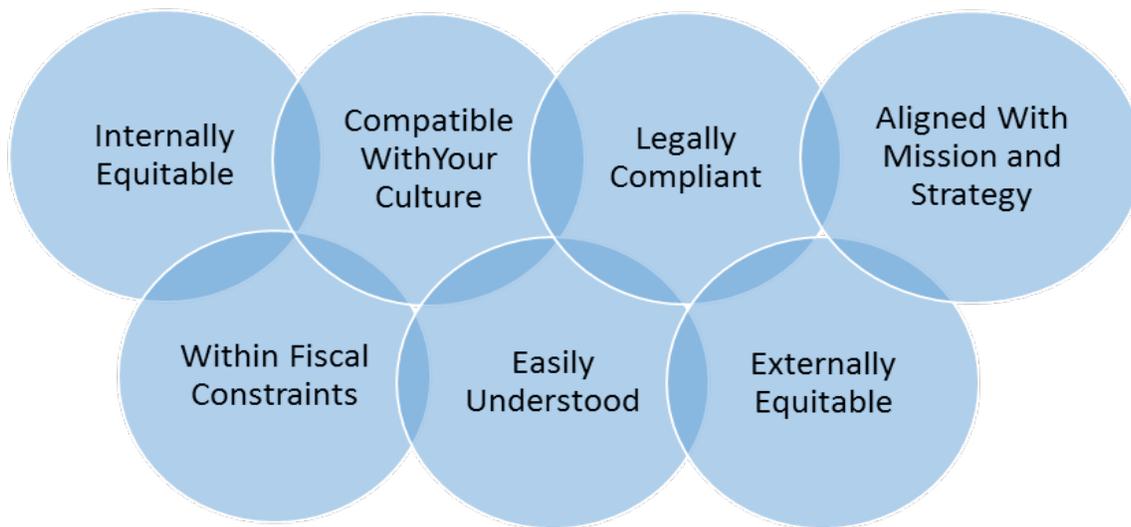


A competitive salary structure takes roots in a well-designed Compensation Philosophy that is linked to the organization's Talent Management and Business Strategy. Not only will this serve to support the operating plan but will ensure the ability to attract, retain and engage employees.

Your total Rewards 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 Town.

The objectives of your Total Compensation System should be:

- Internally equitable
- Compatible with your culture
- Legally compliant
- Aligned with your organization's mission and strategy
- Within fiscal constraints
- Easily understood
- Externally equitable



Steps towards developing a market-based salary structure:

- ✓ The organization's strategy toward the labor market requires a salary-level policy decision which involves determining how competitive the organization wishes to be. There are three common organization pay policies:
 - **Lag market:** Any decisions regarding the salary structure will set grades behind the market.
 - **Lead/Lag market:** Provided the increase is steady throughout the year, the structure will lead market first half of the year and lag market the second half of the year.
 - **Lead market:** Strategy is to pay above market rates.
- ✓ Participate in salary surveys specific to your industry, labor market, and jobs.
- ✓ Match benchmark jobs to external marketplace.
- ✓ Develop an external market summary and age the survey results to your desired salary structure date.

- ✓ Develop proposed salary structure.
 - **EXAMPLE**
 - Market pricing
 - Salary grades
 - Salary structure based on a lead-lag strategy
 - Executive - 75th percentile of national market
 - Professional/Management - 50th percentile of regional market
 - Administrative/Operative - 50th percentile of local market
- ✓ Slot the non-benchmark jobs into the structure.
- ✓ Develop compa-ratio analysis and costs for implementation.
- ✓ Determine fiscal constraints. Calculate the difference between current scale and the market. This will determine how much of an increase would be required to make current scales comparable to the market.
- ✓ “What-If” Scenarios. Using the percentage of market movement and fiscal constraints start increasing the scale. See how close you can get to market comparability, and the resultant cost.
- ✓ Final adjustments. Once you have built your new scale and matched it to the market and within budget, validate it to assure it makes sense? Where are the likely areas of employee unrest? This step is the art, not the science of compensation.
- ✓ Develop appropriate communications for managers and staff. Let them know all the steps that went in to the review and how pay decisions are made.

Pay Plan Structure

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 Warner. 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 Grades

For employees, whose current salary level is below the minimum level in the assigned grade the pay level would be the minimum in the grade (Step 1). For employees with current salary levels exceeding the maximum level in the assigned grade (Step 11), 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, the Town 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 the Selectmen 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 Warner's ability to pay constraints.

(See pages:

24 for Recommended Pay Matrix (Based on Survey Results)

28 for Proposed Job Hierarchy

29 for Warner Pay Master and pro forma compensation adjustment budget

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.

Salary Range Profile

4th Quartile <i>Range Maximum</i>
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.

EXHIBITS

- ✓ **Current Pay Scale**
- ✓ **Proposed Pay Scale**
- ✓ **Classification Scoring Matrix**
- ✓ **Job Grade Assignments**
- ✓ **Warner 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

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
1	\$ 10.26	\$ 10.77	\$ 11.31	\$ 11.87	\$ 12.47	\$ 13.10	\$ 13.75	\$ 14.43	\$ 15.16	\$ 15.91	\$ 16.71
40/HR	\$ 21,343.30	\$ 22,404.10	\$ 23,528.54	\$ 24,695.42	\$ 25,947.17	\$ 27,241.34	\$ 28,599.17	\$ 30,020.64	\$ 31,526.98	\$33,096.96	\$ 34,751.81
2	\$ 11.31	\$ 11.87	\$ 12.47	\$ 13.10	\$ 13.75	\$ 14.43	\$ 15.16	\$ 15.91	\$ 16.71	\$ 17.54	\$ 18.42
40/HR	\$ 23,528.54	\$ 24,695.42	\$ 25,947.17	\$ 24,241.34	\$ 28,599.17	\$ 30,020.64	\$ 31,526.98	\$ 33,096.96	\$ 34,751.81	\$36,941.52	\$ 38,316.10
3	\$ 12.03	\$ 12.63	\$ 13.26	\$ 13.92	\$ 14.62	\$ 15.35	\$ 16.13	\$ 16.92	\$ 17.77	\$ 18.66	\$ 19.59
40/HR	\$ 25,013.66	\$ 26,265.41	\$ 27,580.80	\$ 28,959.84	\$ 30,402.53	\$ 31,930.08	\$ 33,542.50	\$ 35,197.34	\$ 36,958.27	\$38,804.06	\$ 40,755.94
4	\$ 12.94	\$ 13.59	\$ 14.27	\$ 14.98	\$ 15.73	\$ 16.52	\$ 17.35	\$ 18.22	\$ 19.12	\$ 20.08	\$ 21.08
40/HR	\$ 26,923.10	\$ 28,259.71	\$ 26,681.18	\$ 31,166.30	\$ 32,715.07	\$ 34,369.20	\$ 36,088.42	\$ 37,891.78	\$ 39,780.00	\$41,774.30	\$ 43,853.47
5	\$ 14.80	\$ 15.53	\$ 16.31	\$ 17.13	\$ 17.98	\$ 18.88	\$ 19.83	\$ 20.82	\$ 21.86	\$ 22.95	\$ 24.10
40/HR	\$ 30,784.42	\$ 32,311.97	\$ 33,924.38	\$ 35,621.66	\$ 37,403.81	\$ 39,270.82	\$ 41,243.90	\$ 43,301.85	\$ 45,465.89	\$47,736.00	\$ 50,133.41
6	\$ 17.10	\$ 17.96	\$ 18.87	\$ 19.80	\$ 20.79	\$ 21.83	\$ 22.92	\$ 24.07	\$ 25.29	\$ 26.54	\$ 27.87
40/HR	\$ 35,579.23	\$ 37,361.38	\$ 39,249.60	\$ 41,180.26	\$ 43,238.21	\$ 45,402.24	\$ 47,672.35	\$ 50,069.76	\$ 52,594.46	\$55,204.03	\$ 57,962.11
7	\$ 18.09	\$ 19.00	\$ 19.95	\$ 20.95	\$ 21.99	\$ 23.09	\$ 24.25	\$ 25.46	\$ 26.73	\$ 28.07	\$ 29.47
40/HR	\$ 37,637.18	\$ 39,525.41	\$ 41,498.50	\$ 43,577.66	\$ 45,741.70	\$ 48,033.02	\$ 50,430.43	\$ 52,955.14	\$ 55,607.14	\$58,386.43	\$ 61,293.02
8	\$ 19.30	\$ 20.27	\$ 21.28	\$ 22.34	\$ 23.46	\$ 24.63	\$ 25.87	\$ 27.16	\$ 28.52	\$ 29.94	\$ 31.44
40/HR	\$ 40,140.67	\$ 42,156.19	\$ 44,256.58	\$ 46,463.04	\$ 48,796.80	\$ 51,236.64	\$ 53,803.78	\$ 56,498.21	\$ 59,319.94	\$62,268.96	\$ 65,387.71
9	\$ 22.63	\$ 23.77	\$ 24.95	\$ 26.19	\$ 27.51	\$ 28.89	\$ 30.33	\$ 31.84	\$ 33.44	\$ 35.11	\$ 36.87
40/HR	\$ 47,078.30	\$ 49,433.28	\$ 51,894.34	\$ 54,482.69	\$ 57,219.55	\$ 60,083.71	\$ 63,096.39	\$ 66,236.35	\$ 69,546.05	\$73,025.47	\$ 76,695.84
10	\$ 23.90	\$ 25.09	\$ 26.35	\$ 27.66	\$ 29.05	\$ 30.50	\$ 32.03	\$ 33.63	\$ 35.31	\$ 37.08	\$ 38.93
40/HR	\$ 49,709.09	\$ 52,191.36	\$ 54,864.58	\$ 57,537.79	\$ 60,423.17	\$ 63,435.84	\$ 66,618.24	\$ 69,949.15	\$ 73,449.79	\$77,120.16	\$ 80,981.47

Proposed Pay Scale

2018 Scale adjustment-3% March 2018

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
1	\$10.57	\$11.09	\$11.65	\$12.23	\$12.84	\$13.49	\$14.16	\$14.86	\$15.61	\$16.39	\$17.21
40/HR	\$21,981.02	\$23,073.65	\$24,230.54	\$25,430.29	\$26,715.73	\$28,065.44	\$29,458.00	\$30,914.83	\$32,478.78	\$34,085.58	\$35,799.50
2	\$11.65	\$12.23	\$12.84	\$13.49	\$14.16	\$14.86	\$15.61	\$16.39	\$17.21	\$18.07	\$18.97
40/HR	\$24,230.54	\$25,430.29	\$26,715.73	\$28,065.44	\$29,458.00	\$30,914.83	\$32,478.78	\$34,085.58	\$35,799.50	\$37,577.70	\$39,463.01
3	\$12.39	\$13.01	\$13.66	\$14.34	\$15.06	\$15.81	\$16.61	\$17.43	\$18.30	\$19.22	\$20.18
40/HR	\$25,773.07	\$27,058.51	\$28,408.22	\$29,822.21	\$31,321.89	\$32,885.84	\$34,556.91	\$36,249.41	\$38,070.45	\$39,977.18	\$41,969.62
4	\$13.33	\$14.00	\$14.70	\$15.43	\$16.20	\$17.02	\$17.87	\$18.77	\$19.69	\$20.68	\$21.71
40/HR	\$27,722.66	\$29,115.22	\$30,572.05	\$32,093.15	\$33,699.95	\$35,392.45	\$37,170.64	\$39,034.53	\$40,962.69	\$43,019.39	\$45,161.79
5	\$15.24	\$16.00	\$16.80	\$17.64	\$18.52	\$19.45	\$20.42	\$21.44	\$22.52	\$23.64	\$24.82
40/HR	\$31,707.52	\$33,271.47	\$34,942.54	\$36,699.31	\$38,520.35	\$40,448.51	\$42,483.79	\$44,604.77	\$46,832.86	\$49,168.08	\$51,631.84
6	\$17.61	\$18.50	\$19.44	\$20.39	\$21.41	\$22.48	\$23.61	\$24.79	\$26.05	\$27.34	\$28.71
40/HR	\$36,635.04	\$38,477.50	\$40,427.09	\$42,419.52	\$44,540.50	\$46,768.59	\$49,103.81	\$51,567.57	\$54,181.30	\$56,859.30	\$59,708.69
7	\$18.63	\$19.57	\$20.55	\$21.58	\$22.65	\$23.78	\$24.98	\$26.22	\$27.53	\$28.91	\$30.35
40/HR	\$38,756.02	\$40,705.60	\$42,740.88	\$44,883.28	\$47,111.38	\$49,468.02	\$51,953.20	\$54,545.50	\$57,266.35	\$60,137.17	\$63,136.53
8	\$19.88	\$20.88	\$21.92	\$23.01	\$24.16	\$25.37	\$26.65	\$27.97	\$29.38	\$30.84	\$32.38
40/HR	\$41,348.32	\$43,426.45	\$45,590.27	\$47,861.22	\$50,260.70	\$52,767.31	\$55,423.89	\$58,187.58	\$61,101.25	\$64,143.46	\$67,357.06
9	\$23.31	\$24.48	\$25.70	\$26.98	\$28.34	\$29.76	\$31.24	\$32.80	\$34.44	\$36.16	\$37.98
40/HR	\$48,482.51	\$50,924.85	\$53,452.88	\$56,109.46	\$58,937.42	\$61,893.94	\$64,978.99	\$68,214.02	\$71,641.86	\$75,219.66	\$78,990.29
10	\$24.62	\$25.84	\$27.14	\$28.49	\$29.92	\$31.42	\$32.99	\$34.64	\$36.37	\$38.19	\$40.10
40/HR	\$51,203.36	\$53,752.82	\$56,452.24	\$59,258.78	\$62,236.72	\$65,343.20	\$68,621.07	\$72,048.91	\$75,648.14	\$79,440.19	\$83,403.63
11	\$26.09	\$27.39	\$28.77	\$30.20	\$31.72	\$33.30	\$34.97	\$36.72	\$38.55	\$40.48	\$42.50
40/HR	\$54,275.56	\$56,977.98	\$59,839.37	\$62,814.31	\$65,970.92	\$69,263.79	\$72,738.34	\$76,371.85	\$80,187.03	\$84,206.60	\$88,407.85

Proposed Pay Scale

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
12	\$27.66	\$29.04	\$30.50	\$32.01	\$33.62	\$35.30	\$37.07	\$38.92	\$40.86	\$42.91	\$45.05
40/HR	\$57,532.10	\$60,396.66	\$63,429.74	\$66,583.17	\$69,929.18	\$73,419.62	\$77,102.64	\$80,954.16	\$84,998.25	\$89,259.00	\$93,712.32
13	\$29.32	\$30.78	\$32.32	\$33.93	\$35.64	\$37.42	\$39.29	\$41.26	\$43.32	\$45.49	\$47.76
40/HR	\$60,984.02	\$64,020.46	\$67,235.52	\$70,578.16	\$74,124.93	\$77,824.80	\$81,728.79	\$85,811.41	\$90,098.15	\$94,614.54	\$99,335.06
14	\$31.08	\$32.63	\$34.26	\$35.97	\$37.78	\$39.66	\$41.65	\$43.73	\$45.92	\$48.22	\$50.62
40/HR	\$64,643.06	\$67,861.69	\$71,269.65	\$74,812.85	\$78,572.43	\$82,494.28	\$86,632.52	\$90,960.09	\$95,504.04	\$100,291.41	\$105,295.16
15	\$32.94	\$34.58	\$36.32	\$38.13	\$40.04	\$42.04	\$44.15	\$46.35	\$48.67	\$51.11	\$53.66
40/HR	\$68,521.65	\$71,933.39	\$75,545.83	\$79,301.62	\$83,286.77	\$87,443.94	\$91,830.47	\$96,417.70	\$101,234.28	\$106,308.90	\$111,612.87
16	\$34.92	\$36.66	\$38.50	\$40.41	\$42.44	\$44.56	\$46.80	\$49.14	\$51.59	\$54.18	\$56.88
40/HR	\$72,632.94	\$76,249.40	\$80,078.58	\$84,059.72	\$88,283.98	\$92,690.58	\$97,340.30	\$102,202.76	\$107,308.34	\$112,687.43	\$118,309.65
17	\$37.01	\$38.86	\$40.81	\$42.84	\$44.99	\$47.24	\$49.61	\$52.08	\$54.69	\$57.43	\$60.29
40/HR	\$76,990.92	\$80,824.36	\$84,883.30	\$89,103.30	\$93,581.02	\$98,252.01	\$103,180.72	\$108,334.92	\$113,746.84	\$119,448.68	\$125,408.22
18	\$39.24	\$41.19	\$43.26	\$45.41	\$47.69	\$50.07	\$52.58	\$55.21	\$57.97	\$60.87	\$63.91
40/HR	\$81,610.38	\$85,673.82	\$89,976.29	\$94,449.50	\$99,195.88	\$104,147.13	\$109,371.56	\$114,835.02	\$120,571.65	\$126,615.60	\$132,932.72
19	\$41.59	\$43.66	\$45.85	\$48.13	\$50.55	\$53.07	\$55.74	\$58.52	\$61.45	\$64.53	\$67.74
40/HR	\$86,507.00	\$90,814.25	\$95,374.87	\$100,116.47	\$105,147.63	\$110,395.96	\$115,933.86	\$121,725.12	\$127,805.95	\$134,212.53	\$140,908.68
20	\$44.09	\$46.28	\$48.60	\$51.02	\$53.58	\$56.26	\$59.08	\$62.03	\$65.13	\$68.40	\$71.81
40/HR	\$91,697.42	\$96,263.11	\$101,097.36	\$106,123.46	\$111,456.49	\$117,019.72	\$122,889.89	\$129,028.63	\$135,474.30	\$142,265.28	\$149,363.20

Classification Scoring Matrix

<u>Internal Equity</u>				
<u>Score</u>	<u>Grade</u>		<u>Score</u>	<u>Grade</u>
<225	1		1171 - 1400	10
226 - 350	2		1401 - 1650	11
351 - 400	3		1651 - 1800	12
401 - 500	4		1801 - 2000	13
501 - 650	5		2001 - 2100	14
651 - 770	6		2101 - 2300	15
771 - 850	7		2301 - 2450	16
851 - 970	8		> 2400	17
971 - 1170	9			

Town of Warner													
Classification Scoring Matrix													
Effective 9/1/17													
Current Job Title	Department	Knowledge/ Education	Experience	Complexities	Accountability	Internal Relationships	External Relationships	Span of Control	Scope	Physical Demands	Work Environment	Total Points	Proposed Grade
Laborer, Driver	DPW, Highway	50	50	50	75	25	25	0	100	25	25	425	4
Transfer Station Attendant	DPW/Transfer Station	50	50	50	75	25	25	0	100	25	25	425	4
Parks & Recreation Maintenance Worker	DPW, Highway	50	50	50	75	25	25	0	100	25	25	425	4
Custodian	Town Hall	50	50	50	75	25	25	0	100	25	25	425	4
Police Secretary	Police Department	100	100	100	125	75	75	0	100	10	10	695	6
Deputy Town Clerk	Town Hall	100	100	100	125	75	75	0	100	10	10	695	6
Selectmen's Secretary	Town Hall	100	100	100	125	75	75	0	100	10	10	695	6
Land Use Secretary	Town Hall	100	100	125	125	50	50	0	200	10	10	770	6
Assessing Clerk	Town Hall	100	100	125	125	50	50	0	200	10	10	770	6
Machine Operator	DPW, Highway	100	200	100	125	50	50	50	50	25	25	775	7
Patrol Officer	Police Department	100	100	100	125	75	100	0	100	50	50	800	7
Transfer Station Supervisor	DPW/Transfer Station	100	100	125	125	50	75	100	100	25	25	825	7
Facilities Supervisor, Driver	DPW, Highway	100	200	100	125	50	75	50	100	25	25	850	7
Patrol Officer/Prosecutor	Police Department	200	100	125	125	75	100	50	100	50	50	975	9
Highway Foreman	DPW, Highway	100	200	100	125	75	75	100	200	25	25	1025	9
Bookkeeper	Town Hall	200	100	125	125	75	75	100	300	10	10	1120	9
EMA Director	Town Hall	200	200	125	125	75	100	100	100	50	50	1125	9
Sergeant	Police Department	200	200	125	125	75	100	100	100	50	50	1125	9
Town Clerk	Town Hall	200	100	125	125	75	125	100	300	10	10	1170	9
Tax Collector	Town Hall	200	100	125	125	75	125	100	300	10	10	1170	9
Fire Chief	Fire Department	400	500	150	300	100	100	200	300	50	50	2150	15
Public Works Director	DPW, Highway	400	500	150	300	100	100	200	300	50	50	2150	15
Police Chief	Police Department	400	500	150	300	100	100	200	300	50	50	2150	15
Town Administrator	Town Hall	400	500	300	300	125	125	300	400	10	10	2470	17

Job Grade Assignments

Laborer, Driver	DPW, Highway	4
Transfer Station Attendant	DPW/Transfer Station	4
Parks & Recreation Maintenance Worker	DPW, Highway	4
Custodian	Town Hall	4
Police Secretary	Police Department	6
Deputy Town Clerk	Town Hall	6
Selectmen's Secretary	Town Hall	6
Land Use Secretary	Town Hall	6
Assessing Clerk	Town Hall	6
Machine Operator	DPW, Highway	7
Patrol Officer	Police Department	7
Transfer Station Supervisor	DPW/Transfer Station	7
Facilities Supervisor, Driver	DPW, Highway	7
Patrol Officer/Prosecutor	Police Department	9
Highway Foreman	DPW, Highway	9
Bookkeeper	Town Hall	9
EMA Director	Town Hall	9
Sergeant	Police Department	9
Town Clerk	Town Hall	9
Tax Collector	Town Hall	9
Fire Chief	Fire Department	15
Public Works Director	DPW, Highway	15
Police Chief	Police Department	15
Town Administrator	Town Hall	17

Warner Pay Master

Department	Employee	Position	Date of Hire	Length of Service	Hourly Wage	Budgeted Hours/yr.	3.0%	Annual Cost	Current Grade/Step	(< current Step or step 5)		Annual Cost
							3/1/208 Adjustment			Proposed Grade/Step	Target Rate	
Town Hall	Mical, Martha	Assessing Clerk	06/16/93	24	\$19.72	1404	\$20.31	\$830.61	3/11+	6/5	\$21.41	\$1,542.15
	Whalen, Mary	Selectmen's Secretary	06/21/99	18	\$19.59	1716	\$20.18	\$1,008.49	3/11	6/5	\$21.41	\$2,114.63
	Lord, Lois	Land Use Secretary	01/05/15	2	\$15.35	1352	\$15.81	\$622.60	3/6	6/5	\$21.41	\$7,570.52
	Plaisted, Britany	Custodian	06/26/16	1	\$11.87	260	\$12.23	\$92.59	1/4	4/4	\$15.43	\$833.01
	Courser, Michele	Deputy Town Clerk	08/29/11	6	\$16.13	1560	\$16.61	\$754.88	3/7	6/5	\$21.41	\$7,481.92
	Howlett, Marianne	Tax Collector	03/10/81	36	\$21.57	1820	\$22.22	\$1,177.72	6/3*	9/3	\$25.70	\$6,338.88
	Hallenborg, Tracey	Bookkeeper	01/11/10	7	\$17.98	2080	\$18.52	\$1,121.95	5/5	9/5	\$28.34	\$20,426.85
	Newman Rogers, Judy	Town Clerk	11/08/94	23	\$28.90	1820	\$29.77	\$1,577.94	6/9**	9/5	\$28.34	\$0.00
	Bingham, James	Town Administrator	03/13/13	4	\$33.64	2080	\$34.65	\$2,099.14	10/8+	17/5	\$44.99	\$21,508.86
DPW -Hwy, Buildings	Allen, Tim	Public Works Director	12/17/07	10	\$30.33	2080	\$31.24	\$1,892.59	9/7	15/5	\$40.04	\$18,304.21
	Mock, William	Machine Operator	10/07/96	21	\$21.08	2080	\$21.71	\$1,315.39	4/11	7/5	\$22.65	\$1,950.21
	Raymond, Paul	Hwy Foreman	11/01/15	2	\$26.19	2080	\$26.98	\$1,634.26	9/4	9/4	\$26.98	\$8.94
	Furbush, Mel	Facilities Supervisor, Driver	12/12/13	4	\$19.95	2080	\$20.55	\$1,244.88	4/9	7/5	\$22.65	\$4,371.12
	Bixby, Rick	Machine Operator	10/27/08	9	\$19.12	2080	\$19.69	\$1,193.09	4/9	7/5	\$22.65	\$6,149.31
	Cilley, Dan	Laborer, Driver	12/09/15	1	\$18.22	2080	\$18.77	\$1,136.93	4/8	4/5	\$16.20	\$0.00
	Piroso, Alan	Parks & Rec Maintenance	03/12/88	29	\$18.66	725	\$19.22	\$405.85	3/10	4/5	\$16.20	\$0.00
DPW - Transfer Station	Proper, Varick	TS Foreman	09/23/08	9	\$21.08	2080	\$21.71	\$1,315.39	4/11	7/5	\$22.65	\$1,950.21
	Piroso, Ron	Attendant	08/08/67	50	\$19.59	520	\$20.18	\$305.60	3/11	4/5	\$16.20	\$0.00
	Hall, Donald	Attendant	02/06/01	16	\$16.13	832	\$16.61	\$402.60	3/7	4/5	\$16.20	\$0.00
	Welcome, Richard	Attendant	06/04/17	<1	\$12.20		\$12.57	\$0.00	3/1+	4/1	\$13.33	\$0.00
	Dynment, Jason	Attendant	06/04/17	<1	\$12.20		\$12.57	\$0.00	3/1+	4/1	\$13.33	\$0.00
	DiGeronimo, Paul	Attendant	04/01/08	9	\$12.63	260	\$13.01	\$98.51	3/2	4/2	\$14.00	\$257.69

							3.0%			< current Step or step 5)		
Department	Employee	Position	Date of Hire	Length of Service	Hourly Wage	Budgeted Hours/yr.	3/1/208 Adjustment	Annual Cost	Current Grade/Step	Proposed Grade/Step	Target Rate	Annual Cost
Police Dept.	Chandler, William	Police Chief	09/01/88	29	\$36.87	2080	\$37.98	\$2,300.69	9/11	15/5	\$40.04	\$4,292.91
	Carter, Ron	Sergeant	12/31/93	24	\$29.94	2080	\$30.84	\$1,868.26	8/10	9/5	\$28.34	\$0.00
	Tokarz, Ben	Patrol Officer/ Prosecutor	11/22/10	7	\$24.25	2080	\$24.98	\$1,513.20	7/7	9/5	\$28.34	\$6,994.00
	open position	Patrol Officer - P/T		10		1100	\$0.00	\$0.00		7		\$0.00
	Crotty, Justin	patrol Officer - F/T	07/22/14	3	\$23.09	2080	\$23.78	\$1,440.82	7/6	7/5	\$22.65	\$0.00
	Buskey, Theresa	Administrative Assistant	02/18/03	14	\$19.59	2080	\$20.18	\$1,222.42	3/11	6/5	\$21.41	\$2,563.18
Fire Dept.	Edmund Raymond	Fire Chief	01/01/90	27	\$5,496.90		\$5,661.81	\$164.91				
							3% COLA	\$28,741.30			Adj to Market	\$114,658.61
											TOTAL	\$143,399.91
*Marianne Howlett's salary is based on 2080 hour wage scale. Hourly rate is higher due to working 1820 hours actual hourly rate is equivalent to 6/5+												
**Judy Newmann Rogers actual salary is based on 2080 hour wage scale. Hourly rate is higher due to working 1820 hours actual hourly rate is equivalent to 6/11+												

Communities invited to participate in the Market Survey

Final Comps										
Town of Warner, NH										
Comparable Communities for Wage & Benefit Survey										
							Income	Median	Muni/School	Total
			Municipal	Square	Density	Per	Family	Tax	Tax Rate	<u>Equalized</u>
			Appropriations	Miles	PSM	Capita	Income	Commitment	Per 1000	Assessed
<u>Community</u>	<u>County</u>	<u>Population</u>								<u>Valuation</u>
Bow	Merrimack	7,645	\$13,303,716	28.6	270.2	\$42,764	\$112,759	\$40,527,476	\$26.15	\$122,599,333
Bradford	Merrimack	1,685	\$3,839,488	35.9	47.8	\$28,152	\$68,750	\$6,891,820	\$27.24	\$208,275,570
Concord	Merrimack	42,537	\$101,298,359	64.0	665.0	\$30,427	\$77,196	\$92,411,051	\$27.34	\$4,061,020,935
Dunbarton	Merrimack	2,758	\$2,164,543	31.0	90.5	\$40,565	\$94,712	\$8,231,681	\$23.59	\$325,127,303
Henniker	Merrimack	4,822	\$8,100,870	44.8	109.3	\$27,614	\$83,608	\$7,506,274	\$30.94	\$423,497,816
Hillsborough	Hillsborough	5,993	\$7,154,910	44.7	137.1	\$27,726	\$62,164	\$15,360,822	\$31.47	\$494,444,712
Hopkinton	Merrimack	5,591	\$6,916,930	45.1	129.1	\$42,419	\$97,798	\$18,716,931	\$31.04	\$662,217,698
New London	Merrimack	4,406	\$7,827,619	25.5	195.2	\$37,596	\$104,302	\$16,693,035	\$14.99	\$1,186,587,556
Newbury	Merrimack	1,749	\$4,282,682	39.1	48.8	\$36,159	\$80,000	N/A	\$14.00	\$732,379,184
Sunapee	Sullivan	3,369	\$7,740,062	25.2	159.9	\$40,405	\$100,900	\$18,291,027	\$14.59	\$1,272,664,429
Sutton	Merrimack	2,022	\$3,178,158	43.4	47.5	\$33,609	\$83,125	\$7,614,325	\$26.63	\$282,603,745
Warner	Merrimack	2,860	\$3,026,049	55.4	51.8	\$34,657	\$77,132	\$7,312,666	\$27.63	\$270,498,815
Webster	Merrimack	1,783	\$1,830,908	28.8	63.1	\$32,932	\$78,846	\$5,330,253	\$25.03	\$203,826,014

**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	Avg Min	Avg Mid	Avg Max
<i>ADMINISTRATIVE:</i>												
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
<i>ACCOUNTING/FINANCIAL:</i>												
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
<i>DISTRIBUTION/WAREHOUSE:</i>												
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
<i>OPERATIONS:</i>												
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
<i>SERVICE/MAINTENANCE:</i>												
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



PO Box 1207
Scarborough, ME 04070
Voice: 207-885-9333
Fax: 207-885-9320
Cell: 207-415-1454
E-mail: gthorn@maine.rr.com

September 18, 2017

Re: RESULTS – Town of Warner, NH Total Compensation Survey

Dear Survey Participant:

We are pleased to present your copy of the 2017 Town of Warner, NH Total Compensation Survey. The survey report provides information on base pay data and administrative practices for select positions as reported by thirteen of the Granite State's finest employers.

The analysis of the data collected is displayed for each of the survey jobs where sufficient data was reported. To ensure confidentiality of all data, a minimum number of five cases are required for the information about the position to be provided.

On behalf of our client, thank you for participating in this survey. If you have questions or need assistance in the interpretation of the data contained therein, please call our offices at 207-885-9333 or contact us via our website at www.ThorntonAndAssociates.net

Sincerely,

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

Gary R. Thornton
Survey Administrator

INCLUDEPICTURE "http://www.warner.nh.us/warner-seal.png" * MERGEFORMATINET INCLUDEPICTURE "http://www.warner.nh.us/warner-seal.png" *



MERGEFORMATINET

RESULTS

Total Compensation Survey

September 2017

Survey Administered by:



Thornton & Associates

PO Box 1207

Scarborough, ME 04070

207-885-9333

Email gthorn@maine.rr.com

SURVEY PARTICIPANTS

City of Concord

Town of Bow
Town of Bradford
Town of Dunbarton
Town of Henniker
Town of Hillsborough
Town of Hopkinton
Town of New London
Town of Newbury
Town of Sunapee
Town of Sutton
Town of Warner
Town of Webster

SURVEY DEFINITIONS

REPORT TABLE DEFINITIONS:

		1	2	3	4	5	6	7	8	9	10	11	12	13
		Job Match		25th	Avg Pd	Wght	50th	75th	Highest	Lowest	Pay	Range		
		-	=	+	%tile	Rate	%tile	%tile	Rate	Rate	Avg	Avg		
		Min	Max											
Job Title	Org	EE	Count	Count	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Secretary I	xxx	x,xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx
Secretary II	xxx	x,xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx
Secretary III	xxx	x,xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx
Admin Asst 1	xxx	x,xxx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx

- 1. Organization Count** - The number of organizations that reported data for the variable.
- 2. Employee Count** - The number of employees for which the data are reported for the variable.
- 3. Job Match -** The job match as reported by participants was less than The Town of Warner’s job descriptor.
- 4. Job Match =** The job match as reported by participants was equal to The Town of Warner’s job descriptor.
- 5. Job Match +** The job match as reported by participants was greterr than The Town of Warner’s job descriptor.
- 6. 25th Percentile** - That data point that is higher than 25% of all other data in the sample when ranked from low to high. Also known as the first quartile.
- 7. Average Paid Rate** - The sum of all data reported divided by the number of cases in the sample. Also called the mean.
- 8. Weighted Average** - Base salary statistics calculated using individual rates reported for each employee across all organizations.
- 9. 50th Percentile** - That data point that is higher than 50% of all other data in the sample when ranked from low to high. Also known as the median.
- 10. 75th Percentile** - That data point that is higher than 75% of all other data in the sample when ranked from low to high. Also known as the third quartile.
- 11. Highest Paid** - Highest paid rate reported for the position.
- 12. Lowest Paid** - Lowest paid rate reported for the position.
- 13. Pay Range** - The minimum and maximum of the formal salary range reported by firms with a formal salary structure for the job. Data for firms that reported a broadband for the job are excluded from range calculations.

NED – Not Enough Data Reported.

ADMINISTRATIVE & EMPLOYEE BENEFIT PRACTICES

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

Actual Number of Paid Holidays			
		<u>Full-Time</u>	<u>Part-Time</u>
FT Survey Participants (13)	Highest	12	12
PT Survey Participants (7)	Lowest	8	8
	Median	10	10

#2

Actual Number of Personal Days			
		<u>Full-Time</u>	<u>Part-Time</u>
Survey Participants (5)	Highest	4	NED
	Lowest	1	NED
	Median	2	NED

#3

Actual Number of Sick Days			
		<u>Full-Time</u>	<u>Part-Time</u>
Survey Participants (11)	Highest	30	NED
	Lowest	6	NED
	Median	12	NED

#4

Paid Time Off/Vacation			
Survey Participants (12)		<u>Full-Time</u>	
<u>Days</u>	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Days for 0-05 Years of Service	15	10	10
Days for 6-10 Years of Service	15	15	15
Days for 11-15 Years of Service	20	15	20
Days for 16-20 Years of Service	25	18	20
Days for 20 + Years of Service	25	18	20
Survey Participants (6)		<u>Part-Time</u>	
<i>(pro rated based on schedule hours)</i>			
<u>Days</u>	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Days for 0-05 Years of Service	10	5	6
Days for 6-10 Years of Service	15	8	11
Days for 11-15 Years of Service	20	8	15
Days for 16-20 Years of Service	20	9	17
Days for 20 + Years of Service	25	9	17

<i>Organizations that permit carryover of vacation time = 9</i>			
	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Carryover hours permitted	576	40	160
<i>Organizations that permit cash out of unused vacation time = 3</i>			
	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Maximum (hours) cash out allowed	240	80	144
<i>Organizations that permit carryover of sick time = 8</i>			
	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Carryover hours permitted	720	48	240
<i>Organizations that permit cash out of unused sick time = 2</i>			
	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Maximum (hours) cash out allowed	48	48	48

#5

Pension/Retirement	NHRS	Survey Participants (12)	
	Employer Contribution - %		
	<u>Highest</u>	<u>Lowest</u>	
	8.74-15.92%	0.0%	
	Defined Contribution Plan	Survey Participants (3)	
	Employer Contribution - %		
	<u>Highest</u>	<u>Lowest</u>	
	11.0%	5.0%	

#6

Group Life Insurance	Survey Participants (9)		
	Employer Contribution		
	<u>Participant Count</u>	<u>Highest</u>	<u>Lowest</u>
	<u>Median</u>		
Fixed Amount	4	100%	0%
% of Salary	5	100%	100%
			100%
			100%

#7

Disability Income Protection				
	<u>Participant Count</u>	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Short Term	8			
Employer Contribution		100%	100%	100%
Benefit Amount		66.7%	50%	66.7%
Elimination Period		30 days	4 days	8 days
Long Term	5			
Employer Contribution		100%	100%	100%
Benefit Amount		66.7%	60.0%	60.0%
Elimination Period		182 days	90 days	180 days

#8

Health Insurance

**Survey Participants (10)
Monthly Employer Contribution**

	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Individual Coverage	\$ 809.10	\$ 657.96	\$ 704.12
Cost Share % Employer	100%	80%	92%
Cost Share % Employee	20%	0%	8%
2 Person Coverage	\$1,618.22	\$ 1,259.84	\$1,431.57
Cost Share % Employer	100%	80%	92%
Cost Share % Employee	20%	0%	8%
Family Coverage	\$2,184.60	\$1,700.51	\$1,932.62
Cost Share % Employer	100%	80%	90%
Cost Share % Employee	20%	0%	10%

Cash In Lieu of benefit
**Survey Participants (5)
Employer Contribution**

	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Individual Coverage	\$4,000.00	\$1,030.00	\$3,900.00
2 Person Coverage	\$7,500.00	\$1,030.00	\$4,000.00
Family Coverage	\$9,986.00	\$1,030.00	\$4,000.00

Type Plan Offered PPO = 2, HMO = 6, POS = 3, CDHP = 2

#9

Dental Insurance

**Survey Participants (10)
Monthly Employer Contribution**

	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Individual Coverage	\$ 43.19	\$ 0.00	\$ 32.30
Cost Share % Employer	100%	0%	89%
Cost Share % Employee	100%	0%	11%
2 Person Coverage	\$ 82.99	\$ 0.00	\$ 62.10
Cost Share % Employer	100%	0%	85%
Cost Share % Employee	100%	0%	15%
Family Coverage	\$ 144.13	\$ 0.00	\$ 109.01
Cost Share % Employer	100%	0%	85%
Cost Share % Employee	100%	0%	15%

#10

Vision Insurance

Not enough data for meaningful comparison

#11

Tuition Assistance or Educational Reimbursement Not enough data for meaningful comparison

#12

Reimbursement for Dues in Professional Organizations	
Survey Participants (12)	
<u>Yes</u>	<u>No</u>
9	3

#13

Reimbursement for Required Licensing	
Survey Participants (12)	
<u>Yes</u>	<u>No</u>
11	1

#14

Pay Increase Delivery Methods					
	<u>Participant Count</u>	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>	<u>Frequency Awarded</u>
Steps	6	18	3	10	6 Annually
Across the Board	7				
Merit Only	5				

#15

Longevity Pay Program Not enough data for meaningful comparison

#16

Comp Time Off Program	Count Yes	5	Count No	7
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#17

Police Detail Pay	<u>Participant Count</u>	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
	7	\$45.00	\$30.00	\$37.50



CLASSIFICATION & COMPENSATION GUIDE FOR MANAGERS, SUPERVISORS, AND EMPLOYEES August 2017

This *Classification and Compensation Guide* outlines the steps involved in processing requests for classification and reclassification (including department reorganizations).

When a department proposes establishment of a new position or makes a significant change in the duties and responsibilities of an existing position, the facts will be reported to the Town Administrator on the prescribed forms as part of the department's/division's request for classification. Provision will be made to allow for reclassification when, by necessity, it cannot be made part of the budget process.

The Job Evaluation Committee appointed by the Town Administrator is responsible for evaluating the position.

Process for Submitting Requests for Classification/Reclassification

- *Position Description Questionnaire (PDQ):*

This is a questionnaire that documents the purpose of the position; position responsibilities; contacts; decision making responsibility; environmental factors (if applicable); and knowledge, skills, and abilities associated with the position. ***This form must be completed and submitted to the Town Administrator to start the review process.***

The Town Administrator, when necessary, will work with the Department Head, his/her designee, supervisor and/or incumbent, when developing an examination to evaluate a specific position.

When this preliminary work has been accomplished the review will then move to the Committee for their evaluation.

Job Evaluation Process

The following provides a brief description of the method Town of Warner will use and the advantages.

Process

1. Consistently and objectively evaluates 10 different compensable factors (see attached Position Evaluation Tool).
2. Assigns degrees to basic skill, responsibility and effort.

Factors

FACTOR 1: KNOWLEDGE/EDUCATION

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

FACTOR 2: EXPERIENCE

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

FACTOR 3: COMPLEXITIES

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

FACTOR 4: ACCOUNTABILITY (IMPACT OF ERRORS)

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

FACTOR 5: INTERNAL RELATIONSHIPS

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

FACTOR 6: EXTERNAL RELATIONSHIPS

This factor evaluates the frequency and importance of contacts with organizations/agencies, suppliers and the public. It measures the importance of cooperation, persuasion and securing the

proper degree of respect, attention and concurrence, which will promote the interests of Town of Warner.

FACTOR 7: SPAN OF CONTROL

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

FACTOR 8: SCOPE

This factor measures the scope of responsibilities, how much of the organization is impacted by the work performed, and the relative level of responsibilities and extent of impact.

FACTOR 9: PHYSICAL DEMANDS

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

FACTOR 10: WORK ENVIRONMENT

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

Job Evaluation Recommendations

The job evaluation Committee will prepare a report of their findings and submit it to the Board of Selectmen for consideration and approval.

Internal equity considerations as well as external market pay data will be the basis for a position's pay grade assignment. Pay grade assignment will be at the discretion of the Board of Selectmen.



Position Description Questionnaire

Purpose of Review:		
<input type="checkbox"/> Description Update	<input type="checkbox"/> Reclassification	<input type="checkbox"/> New Position

General Information:	
Name _____	Date _____
Job/Position Title _____	
Work Location _____	
Department _____	
Supervisor's Name _____	Title _____

Function Statement: *(Information about your job)*

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

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

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

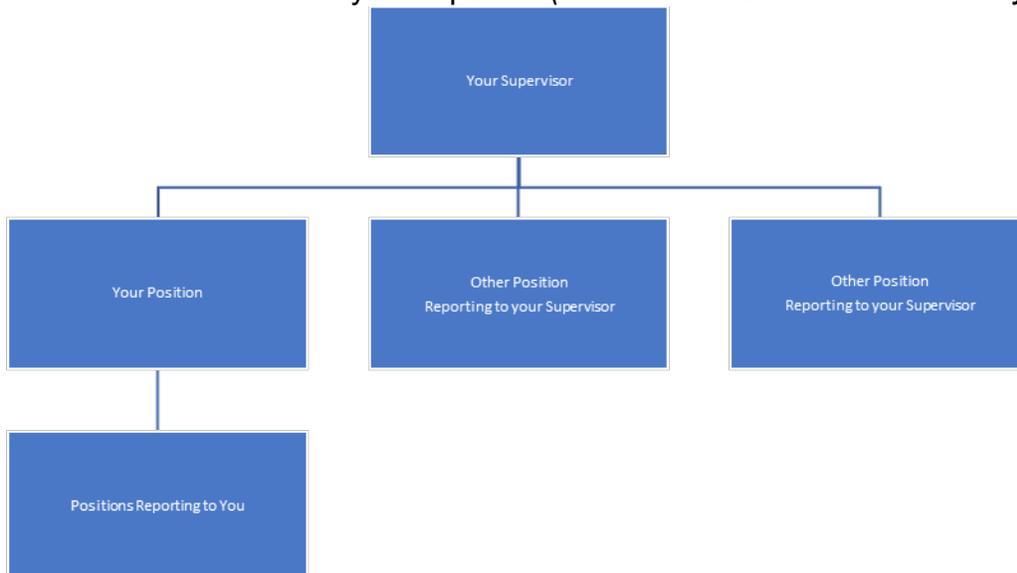
Item	Description of Duty	%
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
		100%

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

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

Item	Description of Duty
1	
2	
3	
4	
5	

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



5. Decision Making:

What kinds of decisions do you make on your own authority? Please give one or two examples.

What types of decisions require approval of a higher authority? Please give one or two examples.

6. Interactions with others: Please provide a representative listing of contacts your job requires with others within Town of Warner Departments.

Titles Contacted	Nature of Contact (e.g., provide information, respond to inquiries, explain/interpret, persuade, etc.)

Please provide a representative listing of contacts your job requires with others outside Town of Warner Departments.

Titles Contacted	Nature of Contact (e.g., provide information, respond to inquiries, explain/interpret, persuade, etc.)

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

No supervisory responsibilities.

Working Supervisor: Oversees the work of others. Includes employees, contract workers and/or temporary workers. Responsibility for training, assigning and checking work, as well as performing the same kind of work.

Supervisor: Spends majority of time performing supervisory functions including planning, directing subordinates, making decisions, interpreting policy.

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

8. Education: Please check the minimum level required for the job, not what you necessarily have.

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

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

10. Equipment/Tools Used: Please list all equipment and tools used in the performance of your job.

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

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

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

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

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

Please Give Examples:

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

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

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

14. Required Signatures:

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

Supervisor Comments *(Use additional sheets if necessary)*

Please list top (3 to 5) performance factors and the desired measurable outcomes for the position.

Example: **Quality:** Standard of workmanship; accuracy; neatness; skill, thoroughness; economy of materials. Measured by competent skill level; careful; errors reasonable; meets standards.

Performance Factor	Measurable Outcome

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

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POSITION EVALUATION PLAN

August 2017

JOB EVALUATION POINT VALUES OF FACTORS

	Factor	Number of Degrees	Maximum Points
1	Knowledge/Education	7	500
2	Experience	8	500
3	Complexities	5	150
4	Accountability (Impact of Errors)	5	300
5	Internal Relationships	5	125
6	External Relationships	5	125
7	Span of Control	5	300
8	Scope	5	400
9	Physical Demands	3	50
10	Work Environment	3	50

FACTOR 1: KNOWLEDGE/EDUCATION

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

<u>DEGREE</u>	<u>VALUE</u>
1-1 Knowledge of simple or routine tasks which include step-by-step instruction and require little or no previous training. Examples include the ability to operate simple equipment with repetitive operation.	25
1.2 Degree 1-1, plus knowledge of job-related matter acquired through additional formal education or its equivalent in on-the-job training. Examples include ability to use formulas, tables, drawings, schedules, diagrams or the posting, preparation, interpretation or use of reports, forms, and records.	50
1-3 Technical or specialized training equivalent to that which would be acquired in the first two years of college, technical school or business school. This may include specialty licenses and certifications.	100
1.3	200
1-5 Professional level of knowledge in a specialized field equivalent to that which would be acquired by completing a four-year college Bachelor's degree program. Knowledge of basic principles and concepts of a professional or administrative position.	300
1-6 Degree 1-5 plus additional skill gained through experience to perform independent assignments.	400
1.7 Professional level of knowledge in a specialized field that is equivalent to that which is acquired through the completion of one or more years of post-bachelor's degree graduate work.	500

FACTOR 2: EXPERIENCE

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

<u>DEGREE</u>	<u>VALUE</u>
2-1 Less than 11 months	25
2-2 12 to 23 months	50
2-3 24 to 35 months	100
2-4 36 to 47 months	200
2-5 48 to 59 months	300
2-6 60 to 83 months	400
2-7 84 months or greater	500

FACTOR 3: COMPLEXITIES

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

<u>DEGREE</u>		<u>VALUE</u>
3.1	Simple, repetitive, or routine duties, requiring the use of definite procedures and little individual judgment, since the work is either performed under immediate supervision or involves little choice as to method of performance.	25
3.2	Work requires responsibility for planning and organizing day-to-day routine. Consists of duties that involve related steps, processes or methods.	50
3-3	Work requires varying work assignments and schedules covered by standard procedures in most cases. Duties require a moderate amount of judgment and discretion to determine what to do and when to do it.	100
3-4	Work requires adaptation and interpretation of established practices and procedures to cover problems and situations to which their application is not clearly defined. Analytical ability and judgment needed.	125
3-5	Work requires application of broad standards, general instructions or professional practice, usually involving frequently changing conditions and problems. Assignments are characterized by several phases being conducted concurrently or sequentially with the support of others.	150

FACTOR 4: ACCOUNTABILITY (IMPACT OF ERRORS)

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

<u>DEGREE</u>		<u>VALUE</u>
4.1	Work involves minimal opportunity for error. All work is checked or errors picked up in subsequent operations within the Town of Warner. Cost of correction is negligible.	25
4-2	Work involves some opportunity for error, but work activities are confined to a small portion of the total work of the Town of Warner. Work is subject to check by some well-defined standards. Errors could affect the work of others to the extent of requiring time and effort to trace and correct. Errors may be corrected with minor inconvenience to the Town of Warner or client.	75
4-3	Work involves a moderate, but constant, opportunity for error, limited only by daily, periodic or subsequent spot checks. While such errors could become serious, however, they are generally confined.	125
4.4	Work is of such nature that incomplete and incorrect performance is hard to locate and could result in inconvenience, confusion and/or injury to clients or significant cost to the Town of Warner in time, money or client/employee well being.	200
4.5	Degree 4-4 plus the work is essential to the mission of the Town of Warner and/or affects large numbers of people on a long-term or continuing basis.	300

FACTOR 5: INTERNAL RELATIONSHIPS

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

<u>DEGREE</u>	<u>VALUE</u>
5-1 Contacts are almost entirely within immediate group.	25
5.2 Normal courtesy is required while occasionally giving or receiving information as a service to other groups/departments.	50
5-3 Job has frequent contacts with others on the same or higher levels in other parts of the Town of Warner. Influencing others, gaining cooperation, and persuading others to act is considered an important part of the position. Considerable tact in sensitive and confidential matters and persuasive ability required.	75
5-4 Job needs high degree of judgment and diplomacy in continuously planning and executing persuasive campaigns and in promoting new policies. It calls for consulting with senior management. It is essential to leave a good impression and secure whole-hearted cooperation.	100
5.5 Job requires a very high degree of judgment and diplomacy to reconcile divergent viewpoints of personnel on major policy or operating problems. It frequently involves consulting with other leaders. It is essential to leave a good impression and secure wholehearted cooperation.	125

FACTOR 6: EXTERNAL RELATIONSHIPS

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

<u>DEGREE</u>		<u>VALUE</u>
6.1	Contacts outside the organization are minor. Social courtesy is required to make a good impression as a representative of the Town of Warner.	25
6.2	Job involves giving or receiving information. Included are occasional contacts of importance, possibly involving working out problems, requiring tact and flexibility of viewpoint.	50
6.3	Work includes frequent contacts with persons, existing or potential clients or organizations. Having an influence on these contacts, gaining cooperation and persuading these contacts, is considered an important part of this position. Considerable tact and diplomacy required.	75
6.4	Job involves a high degree of judgment, ability and diplomacy. This is in addition to having the responsibility of developing and maintaining relationships with outside contacts. It is essential to leave good impressions.	100
6.5	Job requires justifying, defending, negotiating or settling matters involving significant issues. Work at this level involves active participation in meetings, etc. Persons contacted typically have different viewpoints, goals and objectives. May require arriving at a compromise or the development of suitable alternatives.	125

FACTOR 7: SPAN OF CONTROL

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

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

FACTOR 8: SCOPE

This factor measures the scope of responsibilities, how much of the organization is impacted by the work performed, and the relative level of responsibilities and extent of impact.

<u>DEGREE</u>	<u>VALUE</u>
8-1 Work is routine, low level and/or impacts only a small part of the organization.	50
8-2 Work is more than routine and has the potential to impact more than one area of the organization.	100
8-3 Work is mid-level and has the potential to impact multiple areas.	200
8-4 Work is high level and has the potential to impact a significant portion of the organization.	300
8-5 Work is high level and has the potential to impact the entire organization.	400

FACTOR 9: PHYSICAL DEMANDS

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

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

FACTOR 10: WORK ENVIRONMENT

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

<u>DEGREE</u>	<u>VALUE</u>
10.1 The work involves everyday risks or discomfort which require normal safety precautions i.e. avoidance of falls, compliance with fire regulations, etc. The work area is adequately lit, heated and ventilated.	10
10.2 The work involves moderate risks or discomforts which require special safety precautions. May be exposed to higher levels of mental stress due to job requirements.	25
10.3 The work involves high risks with exposure to potentially dangerous situations or unusual environmental stress.	50

DRAFT Compensation Philosophy

As an employer we believe that it is in the best interest of both the Town of Warner and our employees to fairly compensate our workforce for the value of the work provided. It is our intention to use a compensation system that will determine the current market value of a position based on the skills, knowledge and behaviors required of a fully competent incumbent. The system used will be objective and non-discriminatory in theory, application and practice.

Selection Criteria:

§The compensation system will price positions to market by using local and industry specific survey data.

§The market data will primarily include public sector employers, and will include private sector survey data for more specialized positions (for example, Financial Officer).

§The system will evaluate external equity, which is the relative marketplace job worth of every job directly comparable to similar jobs in our industry, factored for general economic variances and adjusted to reflect the local economic marketplace.

§The system will evaluate internal equity, which is the relative worth of each job when comparing the required level of job competencies, formal training and experience, responsibility and accountability of one job to another and arranging all jobs in a formal job grading structure.

§Professional support and consultation will be available to evaluate the compensation system and provide on-going assistance in the administration of the program.

§The compensation system must be flexible enough to ensure that the Town of Warner is able to recruit and retain a highly qualified workforce, while providing the structure necessary to effectively manage the overall compensation program.

Responsibilities:

The Board of Selectmen is responsible for reviewing recommendations made by the management team and will give final approval for the compensation system that will be used.

The Board of Selectmen will review and approve, as appropriate, recommended changes to position range movement as recommended by management and as determined through the market analysis process.

As part of the annual budgeting process the Board of Selectmen will review and approve, as appropriate, funds to be allocated for total compensation, which will include base salaries, bonuses, variable based or incentive based pay and all other related expenses, including benefit plans as recommended by management.

Management Responsibility:

The Town Administrator is responsible and accountable to the Board of Selectmen. In that capacity, he/she is charged with ensuring that the Town of Warner is staffed with highly qualified,

fully competent employees and that all programs are administered within appropriate guidelines and within the approved budget.

The Town Administrator shall ensure that salary ranges are updated at least annually, that all individual jobs are market priced at least once every two years and that pay equity adjustments are administered in a fair and equitable manner.