



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

## PROJECT REPORT

April 22, 2016

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

Dear Ms. Hallquist:

We have completed our assignment and are submitting the report of our Wage Survey and Compensation Study for all positions involved in the study.

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

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

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

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

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

We appreciate this opportunity to be of service to you.

Respectfully Submitted,

A handwritten signature in black ink that reads "Gary R. Thornton".

Gary R. Thornton  
Principal



## **Wage Survey and Compensation Study**

### **PROJECT REPORT**

**APRIL 2016**

### **Report of Consultant's Findings**

**Prepared by:**

**Thornton & Associates  
PO Box 1207  
Scarborough, Maine USA 04070  
(207) 885-9333  
Fax (207) 885-9320  
E-mail: [gthorn@maine.rr.com](mailto:gthorn@maine.rr.com)  
Website: [www.ThorntonAndAssociates.Net](http://www.ThorntonAndAssociates.Net)**

# **TABLE OF CONTENTS**

<b><u>SECTION</u></b>	<b><u>PAGE</u></b>
<b>Letter of Transmittal</b>	<b>1</b>
<b>Executive Summary</b>	<b>4</b>
<b>Overview</b>	<b>5</b>
<b>The Process</b>	<b>5</b>
<i>Project Orientation</i>	5
<i>Job Audit and Job Description Development, Position Evaluation     And Internal Equity Review</i>	5
<i>External Market Survey and Wage Structure Analysis</i>	5
<i>Project Report</i>	6
<b>Our Findings</b>	<b>7</b>
<i>Summary Total Compensation Analysis</i>	7
<i>Benefits</i>	8
<i>Wages</i>	12
<b>Recommendations</b>	<b>18</b>
<b>Exhibits</b>	<b>23</b>
<i>Current Pay Scale</i>	24
<i>Proposed Pay Scale</i>	24
<i>Classification Scoring Matrix</i>	25
<i>Job Grade Assignments</i>	27
<i>New London Pay Master</i>	29
<i>Comparable Communities for Wage and Benefit Survey</i>	32
<i>Select Private Sector Employer Wage Data</i>	33
<i>Results Custom Survey</i>	37
<i>Classification &amp; Compensation Guide for Managers,         Supervisors and Employees</i>	48
<i>Draft Compensation Philosophy</i>	71
<b>Job Descriptions Delivered Under Separate Cover</b>	

## **EXECUTIVE SUMMARY**

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

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

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

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

## **OVERVIEW**

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

## **THE PROCESS**

### **Project Orientation:**

#### **Process:**

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

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

*(See page 32 for peer communities surveyed).*

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

#### **Process:**

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

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

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

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

*(See page 25 for results of position classifications).*

### **External Market Survey and Wage Structure Analysis:**

#### **Process:**

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

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

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

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

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

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

### **Project Report:**

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

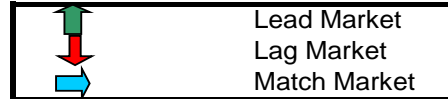
Included in the report are:



























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

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

# OUR FINDINGS

## SUMMARY TOTAL COMPENSATION ANALYSIS



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

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

- **Health & Dental**

New London Current Practice

The Town subsidizes the cost as follows:

**New Employees:**

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

**Grandfathered Employees:**

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

Best Practice

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

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

- **Replacement Income – Life & Disability**

New London Current Practice

**Short Term Disability**

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

Best Practice

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



New London Current Practice

**Long Term Disability**

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

Best Practice

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

New London Current Practice

**Group Life Insurance**

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

Best Practice

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

- **Retirement Benefits**

New London Current Practice

The Town participates in the New Hampshire Retirement System.

Best Practice

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

- **Paid Time-Off Benefits**

New London Current Practice

Best Practice (median)

Time-off Programs (yearly totals)		
Actual Number of Paid <i>Holidays</i>	9	11
Actual Number of Paid <i>Personal Days</i>	2	2
Actual Number of Paid <i>Sick Days</i>	7	12

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

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

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

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

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

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

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

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

Other Benefits

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

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

- ***Professional dues reimbursement***

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

- ***Professional licensing reimbursement***

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

- **Longevity pay program**

(median)

New London Current Practice

Best Practice

After 5 Years of Service  
After 10 Years of Service  
After 15 Years of Service  
After 20 Years of Service  
After 25 Years of Service

N/A

N/A

**RESULTS ALL PARTICIPANTS**

All rates displayed  
based on 2080 hours

Not all Organizations  
reported pay ranges

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

**RESULTS ALL PARTICIPANTS**

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

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

**RESULTS ALL PARTICIPANTS (INCLUDES NEW LONDON PAY DATA)**

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

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

**RESULTS ALL PARTICIPANTS (INCLUDES NEW LONDON PAY DATA)**

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

Job Title	# of Organizations	# of Employees	25th %ile	Average Paid Rate	Weighted Average	50th %ile	75th %ile	Highest Paid	Lowest Paid	Pay Range	
										Minimum	Maximum
<b>POLICE DEPARTMENT</b>											
Public Safety Dispatcher	11	37	\$19.55	\$20.39	\$19.62	\$20.28	\$21.21	\$22.90	\$13.44	\$18.24	\$22.42
<i>New London</i>				<i>\$19.09</i>							
Dispatch Supervisor	8	10	\$21.46	\$25.12	\$24.81	\$23.43	\$25.81	\$39.60	\$19.69	\$20.26	\$27.24
<i>New London</i>				<i>\$21.39</i>							
Police Chief	19	19	\$37.13	\$41.06	\$41.06	\$40.55	\$43.38	\$57.20	\$33.25	\$33.11	\$44.41
<i>New London</i>				<i>\$36.54</i>							
Police Lieutenant	12	16	\$33.44	\$34.71	\$34.36	\$35.78	\$36.08	\$41.86	\$24.00	\$28.36	\$38.57
<i>New London</i>				<i>\$30.50</i>							
Police Sergeant	19	36	\$27.62	\$29.52	\$29.98	\$29.30	\$31.06	\$42.44	\$21.67	\$24.78	\$33.44
<i>New London</i>				<i>\$26.00</i>							
Detective	13	17	\$23.29	\$26.13	\$26.17	\$27.15	\$28.50	\$38.02	\$17.80	\$22.92	\$31.26
<i>New London</i>				<i>\$27.15</i>							
Police Officer	19	112	\$21.76	\$23.52	\$23.60	\$23.46	\$25.48	\$31.34	\$16.79	\$19.88	\$26.95
<i>New London</i>				<i>\$21.34</i>							
Administrative Assistant	17	19	\$18.07	\$21.26	\$21.46	\$19.83	\$22.93	\$31.08	\$16.00	\$16.47	\$22.58
<i>New London</i>				<i>\$21.02</i>							
<b>RECREATION</b>											
Director Parks & Recreation	15	15	\$24.14	\$28.72	\$28.72	\$27.18	\$32.76	\$45.45	\$19.10	\$24.16	\$32.40
<i>New London</i>				<i>\$26.48</i>							
<b>TAX COLLECTOR</b>											
Tax Collector	17	17	\$26.41	\$27.76	\$27.76	\$27.71	\$29.85	\$33.64	\$18.88	\$23.30	\$31.02
<i>New London</i>				<i>\$26.82</i>							
Deputy Tax Collector	15	15	\$17.60	\$20.21	\$20.21	\$19.81	\$22.09	\$26.72	\$15.21	\$17.03	\$23.47
<i>New London</i>				<i>N/A</i>							
Office Clerk	10	12	\$16.41	\$18.60	\$18.38	\$17.37	\$21.35	\$27.01	\$13.16	\$14.09	\$19.42
<i>New London</i>				<i>N/A</i>							
<b>TOWN CLERK</b>											
Town Clerk	17	17	\$26.57	\$27.79	\$27.79	\$26.82	\$29.85	\$31.49	\$23.00	\$23.28	\$30.17
<i>New London</i>				<i>\$26.82</i>							
Deputy Town Clerk	16	16	\$17.49	\$20.00	\$20.00	\$19.69	\$21.91	\$26.72	\$15.21	\$16.54	\$22.05
<i>New London</i>				<i>N/A</i>							
Office Clerk	10	11	\$16.58	\$18.90	\$18.81	\$17.68	\$19.92	\$27.01	\$15.00	\$14.54	\$20.04
<i>New London</i>				<i>N/A</i>							

**RESULTS ALL PARTICIPANTS (EXCLUDES NEW LONDON PAY DATA)**

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

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



**RESULTS ALL PARTICIPANTS (EXCLUDES NEW LONDON PAY DATA)**

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

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

## RECOMMENDATIONS

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

#### **Understanding Total Compensation**

The quest for talented workers involves much more than strategically designed compensation and benefit programs. Successful organizations go beyond compensation and benefits and look at all factors, which influence attraction, retention and motivation.

The factors, which influence recruitment and retention, are:

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

Successful employers are those who articulate:

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

#### **Developing a Recruitment/Retention Strategy**

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

##### **"Transactional Rewards"**

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

##### **"Relationship Rewards"**

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

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

The objectives of your Total Compensation System should be:

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

## **Pay Plan**

### **Pay Plan Structure**

#### Open Ranges Plan

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

### **Salary Adjustment Recommendations**

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

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

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

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

### **Plan Implementation**

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

### **Proposed Compensation Plan**

The most finely constructed wage and salary administration program produces, at best, momentary competitiveness. As some inequities already exist, they will become magnified quickly in the

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

### **Minimum Rate**

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

### **Allocation of Employees within the Ranges**

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

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

*(See pages:*

*25 for Proposed Pay Scale*

*27 for Job Grade Assignments*

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

## Salary Range Profile

### *Range Maximum*

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

**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 - 25<sup>th</sup> 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 (25<sup>th</sup> - 50<sup>th</sup> 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 3<sup>rd</sup> 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 (50<sup>th</sup> - 75<sup>th</sup> 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 (75<sup>th</sup> - 100<sup>th</sup> Percentile of Range):** Salaries paid in this quartile are typically associated with employee's who have consistently demonstrated outstanding performance in a position, and/or have demonstrated consistently good performance over a long period.

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

## **Promotion**

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

## **Advancement within a Pay Grade**

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

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

## **EXHIBITS**

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

## Current Pay Scale

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

## Proposed Pay Scale

<b>PROPOSED</b>			
<u>Pay Grade</u>	<u>Low</u>	<u>Mid</u>	<u>High</u>
3	\$13.14	\$14.60	\$16.43
4	\$13.80	\$15.33	\$17.25
5	\$14.49	\$16.10	\$18.11
6	\$15.21	\$16.90	\$19.01
7	\$15.97	\$17.75	\$19.96
8	\$16.77	\$18.63	\$20.96
9	\$17.61	\$19.57	\$22.01
10	\$18.49	\$20.54	\$23.11
11	\$19.41	\$21.57	\$24.27
12	\$20.97	\$23.30	\$29.35
13	\$22.64	\$25.16	\$31.70
14	\$24.91	\$27.68	\$37.36
15	\$27.40	\$30.44	\$41.10
16	\$30.14	\$33.49	\$45.21
17	\$33.15	\$36.84	\$49.73
18	\$36.47	\$40.52	\$54.70
19	\$40.12	\$44.57	\$60.17
20	\$44.13	\$49.03	\$66.19



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

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

**TOWN OF NEW LONDON**  
**Job-Grade Assignment**

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

**TOWN OF NEW LONDON**  
**Job-Grade Assignment**

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

TOWN OF NEW LONDON  
FY 2017 Pay Master

The greater of current grade or survey median

Casual or as needed positions = 104 annual hours

COLA for all = 1.0%

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

1.01

1.05

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

TOWN OF NEW LONDON  
FY 2017 Pay Master

The greater of current grade or survey median

Casual or as needed positions = 104 annual hours

COLA for all = 1.0%

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

1.01

1.05

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

TOWN OF NEW LONDON  
FY 2017 Pay Master

The greater of current grade or survey median

Casual or as needed positions = 104 annual hours

COLA for all = 1.0%

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

1.01

1.05

Name	Title	Department	Current Grade	Low	Mid	High	Proposed Grade	Low	Mid	High	Budgeted Hours	Current Rate	New Rate After COLA	COLA Annual Cost	Under Minimum	Adjust to Minimum Annual Cost	7/1/16 Rate	Adjust to New Grade Annual Cost	Over Maximum	Compa Ratio
Lamson, E	Police Officer	Police Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	40	\$21.37	\$21.58	\$444.50		\$0.00	\$22.66	\$2,356.94		97%
MacKenna, J	Police Officer	Police Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	40	\$21.06	\$21.27	\$438.05		\$0.00	\$22.33	\$2,322.75		96%
Mastin, R	Police Officer - P.T.	Police Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	32	\$19.23	\$19.42	\$319.99	X	\$2,570.16	\$20.39	\$1,696.73		88%
Wilson, M	Police Officer - P.T.	Police Dept	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	2	\$20.46	\$20.66	\$21.28	X	\$31.44	\$21.70	\$112.83		93%
Dunlap, H	Dispatch Supervisor	Dispatch	11	\$18.82	\$20.92	\$23.01	12	\$20.97	\$23.30	\$29.35	40	\$21.39	\$21.60	\$444.91		\$0.00	\$22.68	\$2,359.15		97%
Harrington, R	Foreman	DPW	13	\$23.93	\$26.59	\$29.25	14	\$24.91	\$27.68	\$37.36	40	\$35.28	\$35.63	\$733.82		\$0.00	\$37.36	\$3,772.20		135%
Osgood, M	Detective	Police Dept	13	\$23.93	\$26.59	\$29.25	14	\$24.91	\$27.68	\$37.36	40	\$27.15	\$27.42	\$564.72		\$0.00	\$28.79	\$2,994.43		104%
St. John, L	Planning & Zoning Administrator	Planning/Zoning	13	\$23.93	\$26.59	\$29.25	14	\$24.91	\$27.68	\$37.36	40	\$27.71	\$27.99	\$576.37		\$0.00	\$29.39	\$3,056.19		106%
Keith, D	Sergeant	Police Dept	13	\$23.93	\$26.59	\$29.25	14	\$24.91	\$27.68	\$37.36	40	\$26.00	\$26.26	\$540.80		\$0.00	\$27.57	\$2,867.59		100%
Nicklos, L	Town Clerk/Tax Collector	TC/TC	14	\$25.41	\$28.23	\$31.05	15	\$27.40	\$30.44	\$41.10	40	\$26.82	\$27.09	\$557.82	X	\$651.14	\$28.44	\$2,957.84		93%
Blewitt, S.	Recreation Director	Recreation	14	\$25.41	\$28.23	\$31.05	15	\$27.40	\$30.44	\$41.10	40	\$26.48	\$26.74	\$550.69	X	\$1,371.42	\$28.08	\$2,920.03		92%
Johnson, W	Finance Officer	Finance	14	\$25.41	\$28.23	\$31.05	15	\$27.40	\$30.44	\$41.10	40	\$28.93	\$29.21	\$601.64		\$0.00	\$30.67	\$3,190.20		101%
Anderson, T	Lieutenant	Police Dept	14	\$25.41	\$28.23	\$31.05	16	\$30.14	\$33.49	\$45.21	40	\$30.50	\$30.81	\$634.40		\$0.00	\$32.35	\$3,363.91		97%
Lee, R	Director	DPW	15	\$32.54	\$36.16	\$39.77	18	\$36.47	\$40.52	\$54.70	40	\$43.41	\$43.84	\$902.94		\$0.00	\$46.04	\$4,787.83		114%
Andersen, E	Police Chief	Police Dept	15	\$32.54	\$36.16	\$39.77	18	\$36.47	\$40.52	\$54.70	40	\$36.54	\$36.91	\$760.03		\$0.00	\$38.75	\$4,030.07		96%
Lyon, Jay	Fire Chief	Fire Dept	15	\$32.54	\$36.16	\$39.77	18	\$36.47	\$40.52	\$54.70	40	\$36.52	\$36.88	\$759.60		\$0.00	\$38.73	\$4,027.79		96%
Hallquist, K	Town Administrator	Executive	16	\$36.88	\$40.98	\$45.08	19	\$40.12	\$44.57	\$60.17	40	\$41.99	\$42.41	\$873.44		\$0.00	\$44.53	\$4,631.40		100%

TOTAL \$18,422.78  
 GRAND TOTAL \$84,162.47

\$4,706.35 \$61,033.35

# Final Comps 2-18-16

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

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



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

Copyright ©2016 Thornton & Associates, Scarborough, ME 04070

Reproduction is prohibited without written permission.

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
<b><u>ADMINISTRATIVE:</u></b>												
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
<b><u>ACCOUNTING/FINANCIAL:</u></b>												
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
<b><u>DISTRIBUTION/WAREHOUSE:</u></b>												
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
<b><u>OPERATIONS:</u></b>												
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
<b><u>SERVICE/MAINTENANCE:</u></b>												
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

April 1, 2016

**Re: RESULTS – Town of New London, NH Total Compensation Survey**

Dear Survey Participant:

We are pleased to present your copy of the 2016 Town of New London, NH Total Compensation Survey. The survey report provides information on base pay data and administrative practices for select positions as reported by nineteen 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](http://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



## **RESULTS**

### **Total Compensation Survey**

**April 2016**

**Survey Administered by:**



**Thornton & Associates**

**PO Box 1207**

**Scarborough, ME 04070**

**207-885-9333**

**Email [gthorn@ThorntonAndAssociates.net](mailto:gthorn@ThorntonAndAssociates.net)**

## **SURVEY PARTICIPANTS**

Town of Alton  
Town of Belmont  
Town of Bristol  
Town of Conway  
Town of Gilford  
Town of Hanover  
Town of Henniker  
Town of Hopkinton  
Town of Meredith  
Town of Moultonborough  
Town of New London  
Town of New Market  
Town of Newbury  
Town of Ossipee  
Town of Plymouth  
Town of Sunapee  
Town of Tilton  
Town of Tufonboro  
Town of Wolfeboro



# SURVEY DEFINITIONS

## REPORT TABLE DEFINITIONS:

	1	2	3	4	5	6	7	8	9	10	
			25th	Avg Pd	Wtd	50th	75th	Highest Pd	Lowest Pd	Pay	Range
	Org	EE	%tile	Rate	Avg	%tile	%tile	Rate	Rate	Avg Min	Avg Max
Job Title	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
Secretary II	xxx	x,xxx	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
Admin Asst 1	xxx	x,xxx	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. 25<sup>th</sup> 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.
- 4. Average Paid Rate** - The sum of all data reported divided by the number of cases in the sample. Also called the mean.
- 5. Weighted Average** - Base salary statistics calculated using individual rates reported for each employee across all organizations.
- 6. 50<sup>th</sup> 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.
- 7. 75<sup>th</sup> 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.
- 8. Highest Paid** - Highest paid rate reported for the position.
- 9. Lowest Paid** - Lowest paid rate reported for the position.
- 10. 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.

**RESULTS ALL PARTICIPANTS**

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

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

**RESULTS ALL PARTICIPANTS**

All rates displayed based on 2080 hours

Not all Organizations reported pay ranges

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

## ADMINISTRATIVE & EMPLOYEE BENEFIT PRACTICES

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

<b>Actual Number of Paid Holidays</b>			
		<u>Full-Time</u>	<u>Part-Time</u>
<b>Survey Participants (17)</b>	Highest	12	12
	Lowest	8	5
	<b>Median</b>	<b>11</b>	<b>6</b>

**#2**

<b>Actual Number of Personal Days</b>			
		<u>Full-Time</u>	<u>Part-Time</u>
<b>Survey Participants (13)</b>	Highest	4	1
	Lowest	0	0
	<b>Median</b>	<b>2</b>	<b>1</b>

**#3**

<b>Actual Number of Sick Days</b>			
		<u>Full-Time</u>	<u>Part-Time</u>
<b>Survey Participants (16)</b>	Highest	18	12
	Lowest	6	0
	<b>Median</b>	<b>12</b>	<b>5</b>

**#4**

<b>Paid Time Off/Vacation</b>			
<b>Survey Participants (17)</b>			
	<u>Full-Time</u>		
<u>Days</u>	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Days for 0-05 Years of Service	26	10	<b>10</b>
Days for 6-10 Years of Service	29	12	<b>15</b>
Days for 11-15 Years of Service	31	14	<b>20</b>
Days for 16-20 Years of Service	36	15	<b>20</b>
Days for 20 + Years of Service	36	18	<b>25</b>
<u>Days</u>	<u>Part-Time</u>		
<u>Days</u>	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Days for 0-05 Years of Service	10	0	<b>5</b>
Days for 6-10 Years of Service	15	4.5	<b>7.5</b>
Days for 11-15 Years of Service	20	0	<b>10</b>
Days for 16-20 Years of Service	25	0	<b>10</b>
Days for 20 + Years of Service	25	0	<b>10</b>

<i>Organizations that permit carryover of vacation time = 15</i>			
	<b><u>Highest</u></b>	<b><u>Lowest</u></b>	<b><u>Median</u></b>
Carryover hours permitted	576	40	120
<i>Organizations that permit cash out of unused vacation time = 7</i>			
	<b><u>Highest</u></b>	<b><u>Lowest</u></b>	<b><u>Median</u></b>
Maximum (hours) cash out allowed	576	40	120
<i>Organizations that permit carryover of sick time = 12</i>			
	<b><u>Highest</u></b>	<b><u>Lowest</u></b>	<b><u>Median</u></b>
Carryover hours permitted	960	192	480
<i>Organizations that permit cash out of unused sick time = 5</i>			
	<b><u>Highest</u></b>	<b><u>Lowest</u></b>	<b><u>Median</u></b>
Maximum (hours) cash out allowed	400	48	320
Cap on Sick Hours = 11	<b><u>Highest</u></b>	<b><u>Lowest</u></b>	<b><u>Median</u></b>
	1040	192	540

**#5**

<b>Pension/Retirement</b>	<b>Survey Participants (18)</b>		
	<b>Employer Contribution - %</b>		
	<b><u>Highest</u></b>	<b><u>Lowest</u></b>	
	8.74-15.92	0.0	

**#6**

<b>Group Life Insurance</b>	<b>Survey Participants (17)</b>			
		<b>Employer Contribution</b>		
	<b><u>Participant Count</u></b>	<b><u>Highest</u></b>	<b><u>Lowest</u></b>	<b><u>Median</u></b>
Fixed Amount	8	100%	0%	<b>100%</b>
% of Salary	9	100%	100%	<b>100%</b>

**#7**

<b>Disability Income Protection</b>	<b>Survey Participants</b>			
	<b><u>Participant Count</u></b>	<b><u>Highest</u></b>	<b><u>Lowest</u></b>	<b><u>Median</u></b>
Short Term	12			
Employer Contribution		100%	100%	<b>100%</b>
Benefit Amount		66.7%	50%	<b>66.7%</b>
Elimination Period		30 days	3 day	<b>8 days</b>
Long Term	10			
Employer Contribution		100%	100%	<b>100%</b>
Benefit Amount		66.7%	50.0%	<b>60.0%</b>
Elimination Period		185 days	90 days	<b>180 days</b>

**#8****Health Insurance****Survey Participants (15)  
Monthly Employer Contribution**

	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
<b>Individual Coverage</b>	\$ 919.19	\$ 447.35	\$ <b>683.17</b>
Cost Share % Employer	100%	75%	<b>90%</b>
Cost Share % Employee	25%	0%	<b>10%</b>
<b>2 Person Coverage</b>	\$1,838.37	\$ 894.76	\$ <b>1,366.34</b>
Cost Share % Employer	100%	75%	<b>90%</b>
Cost Share % Employee	25%	0%	<b>10%</b>
<b>Family Coverage</b>	\$2,481.80	\$1,202.85	\$ <b>1,844.56</b>
Cost Share % Employer	100%	75%	<b>90%</b>
Cost Share % Employee	25%	0%	<b>10%</b>

**Type Plan Offered PPO = 5, HMO = 15, POS = 3, CDHP = 2**

**#9****Dental Insurance****Survey Participants (15)  
Monthly Employer Contribution**

	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
<b>Individual Coverage</b>	\$ 44.35	\$ 0.00	\$ <b>34.58</b>
Cost Share % Employer	100%	0%	<b>90%</b>
Cost Share % Employee	100%	0%	<b>10%</b>
<b>2 Person Coverage</b>	\$ 77.45	\$ 0.00	\$ <b>60.13</b>
Cost Share % Employer	100%	0%	<b>85%</b>
Cost Share % Employee	100%	0%	<b>15%</b>
<b>Family Coverage</b>	\$ 133.88	\$ 0.00	\$ <b>109.01</b>
Cost Share % Employer	100%	0%	<b>85%</b>
Cost Share % Employee	100%	0%	<b>15%</b>

**#10****Vision Insurance**

**Not enough data for meaningful comparison**

**#11****Tuition Assistance or Educational Reimbursement****Survey Participants (7)**

	<u>Firm Count</u>	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
Full Tuition	2	100%	100%	<b>100%</b>
Partial Tuition	5	\$2,000	\$ 450	<b>\$ 1,000</b>

**Insufficient data on minimum grade, time commitment to make meaningful comparisons.**

**#12****Reimbursement for Dues in Professional Organizations****Survey Participants (17)**

<u>Yes</u>	<u>No</u>
17	0

**#13****Reimbursement for Required Licensing****Survey Participants (17)**

<u>Yes</u>	<u>No</u>
17	0

**#14****Pay Increase Delivery Methods**

	<u>Participant Count</u>	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>	<u>Frequency Awarded</u>
Steps	7	22	10	13	7 Annually
Across the Board	7				
Merit Only	8				

**#15****Longevity Pay Program**

	<u>Count Yes</u>		<u>Count No</u>
	5		14
(\$ Per hour)	<u>Highest</u>	<u>Lowest</u>	<u>Median</u>
After 5 Years of Service	300.00	100.00	<b>200.00</b>
After 10 Years of Service	450.00	200.00	<b>300.00</b>
After 15 Years of Service	1,750.00	250.00	<b>450.00</b>
After 20 Years of Service	2,500.00	300.00	<b>600.00</b>
After 25 Years of Service	2,500.00	300.00	<b>600.00</b>

**#16****Comp Time Off Program**

<u>Count Yes</u>	<u>Count No</u>
9	10

**#17****Bonus Program**

<u>Count Yes</u>	<u>Count No</u>
2	17

*N. B. Data regarding shift differentials was inconclusive.*



## **CLASSIFICATION & COMPENSATION GUIDE FOR MANAGERS, SUPERVISORS, AND EMPLOYEES April 2016**

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.

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 New London 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 New London. 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 New London the proper degree of respect, attention, cooperation and concurrence, which will promote the interests of the Town of New London.

#### **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 New London.

## **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 New London 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:

- Description Update       Reclassification       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%.

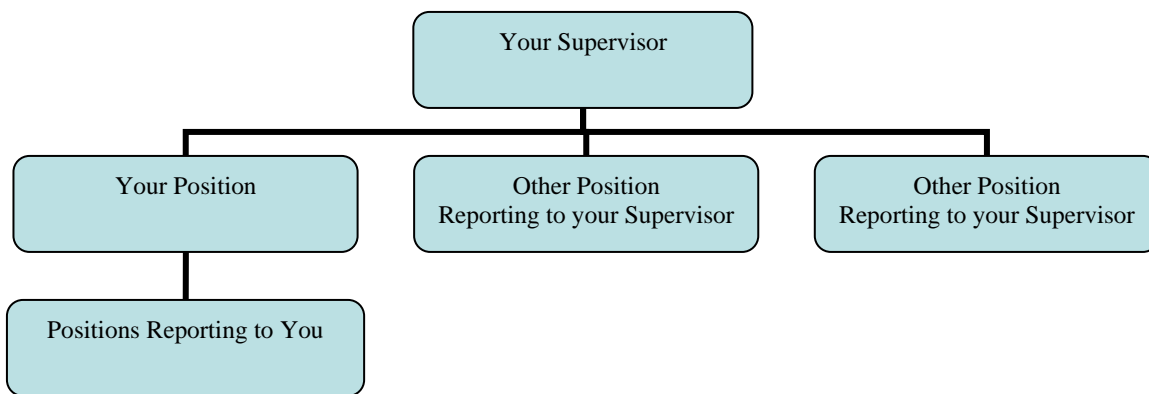
Item	Description of Duty	%
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
		100%

### 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 New London 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 New London 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>(i.e. Daily, Monthly, etc.)</i>

**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:

<b>Employee's Signature</b>	<b>Date</b>	<b>Work Phone</b>
<b>Supervisor's Signature</b>	<b>Date</b>	<b>Work Phone</b>
<b>Department Manager's Signature</b>	<b>Date</b>	<b>Work Phone</b>

#### **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.

<b>Performance Factor</b>	<b>Measurable Outcome</b>

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



# **POSITION EVALUATION PLAN**

## **April 2016**

## JOB EVALUATION POINT VALUES OF FACTORS

	<b>Factor</b>	<b>Number of Degrees</b>	<b>Maximum Points</b>
1	Knowledge/Education	7	500
2	Experience	7	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.*

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

## FACTOR 2: EXPERIENCE

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

<u>DEGREE</u>	<u>VALUE</u>
2-1 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.*

<b><u>DEGREE</u></b>	<b><u>VALUE</u></b>
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 customers/clients/taxpayers/constituents and what would be necessary to correct it.*

<b><u>DEGREE</u></b>	<b><u>VALUE</u></b>
4-1 Work involves minimal opportunity for error. All work is checked or errors picked up in subsequent operations within the Town of New London. Cost of correction is negligible.	25
4-2 Work involves some opportunity for error, but work activities are confined to a small portion of the total Town of New London. 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 New London or customers/clients /taxpayers/constituents	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 customers/clients/taxpayers/constituents or significant cost to the Town of New London in time, money or customers/clients/taxpayers /constituents /employee well-being.	200
4-5 Degree 4-4 plus the work is essential to the mission of the Town of New London 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 New London. 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 New London the proper degree of respect, attention, cooperation and concurrence, which will promote the interests of the Town of New London.*

<b><u>DEGREE</u></b>		<b><u>VALUE</u></b>
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 New London. Influencing others, gaining cooperation, and persuading others to take action 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 in order to reconcile divergent viewpoints of personnel on major policy or operating problems. It frequently involves consulting with other leaders. It is absolutely essential to leave a good impression and secure wholehearted cooperation.	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 New London.*

<b><u>DEGREE</u></b>	<b><u>VALUE</u></b>
6-1 Contacts outside the organization are minor. Social courtesy is required to make a good impression as a representative of the Town of New London.	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 toward the Town of New London goals.*

<b><u>DEGREE</u></b>	<b><u>VALUE</u></b>
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 Town is impacted by the work performed, and the relative level of responsibilities and extent of impact.*

<b><u>DEGREE</u></b>	<b><u>VALUE</u></b>
8-1 Work is routine, low level and/or impacts only a small part of the Town.	50
8-2 Work is more than routine and has the potential to impact more than one area of the Town.	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 Town.	300
8-5 Work is high level and has the potential to impact the entire Town.	400

## FACTOR 9: PHYSICAL DEMANDS

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

<b><u>DEGREE</u></b>		<b><u>VALUE</u></b>
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



## **JOB EVALUATION COMMITTEE GUIDELINES**

### **April 2016**

The Town of New London Job Evaluation Committee will assist the Town Administrator in the following activities as they relate to the Job Evaluation Program:

- a. Evaluate new positions.
- b. Re-evaluate positions, on a department manager's request, that have changed significantly in scope or complexity.
- c. Revisit existing job classifications on a department manager's request.

**Committee Members:** Committee members will consist of department managers appointed by the Town Administrator. The Town Administrator may elect to change the membership of the Committee at any time.

**Meetings:** The Job Evaluation Committee will meet on an as needed basis. The Town Administrator may also elect to convene the Committee at other times if necessary.

**Job Evaluation Program:** The Town Administrator and the Job Evaluation Committee will use the Classification System developed by Thornton & Associates and approved by the Board of Selectmen. During Job Evaluation Committee meetings, each Committee member will rate positions individually based on the information in the Job Description and any supporting documentation that may have been provided, and the Committee will work to reach consensus. If more information about a position is needed, the department manager and/or the incumbent may be invited to attend the meeting, but will exit before the position is rated. The Town Administrator has the final say over any ratings where consensus cannot be reached.

**Appeal Process:** An employee who does not agree with the evaluation of his/her position may request a re-evaluation of the position in writing, including the detailed reasons for the disagreement. This request will go to the respective department manager, and if that individual is in agreement that the position should be re-evaluated, the request will be forwarded to the Town Administrator. Once the Committee has re-evaluated the position, the Town Administrator will inform the department manager of the outcome, and the department manager or immediate supervisor will inform the employee and the decision is determined to be final.

**Questions:** Questions about the Job Evaluation Committee or process should be directed to the Town Administrator.

# **DRAFT Compensation Philosophy**

As an employer we believe that it is in the best interest of both the Town of New London 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 New London 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 New London 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.