

THE TOWN OF HOLLISTON

EXHIBITS

CLASSIFICATION AND TOTAL COMPENSATION STUDY



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October 2012

1	Employee Orientation Presentation
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TOWN OF HOLLISTON



CLASSIFICATION & COMPENSATION STUDY

EMPLOYEE ORIENTATION

Rachel Brown, C.C.P.

December 6, 2011



STONE
CONSULTING, INC.

Agenda

- Introduction
- Study Objectives
- What is Classification?
- Key Project Phases
- Review of Job Description and Job Description Questionnaire
- Timeline
- Questions & Answers

Introductions

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- Stone Consulting, Inc.
 - Specialize in Public Sector (*Prior Global HR Consulting Experience*)
 - Rachel Brown, C.C.P.

Needham

Lexington

Wayland

Walpole

Westwood

Pittsfield

Reading

Objectives



- Update Job Descriptions
- Ensure Positions are Paid Fairly
(Internal Equity)
- Review Pay Competitiveness
(External)
- Review/Develop pay schedule and
review pay administration

Classification Project

5

WHAT IT IS:



WHAT IT'S NOT!



- A method to describe positions
- A process by which positions are assigned to grades/pay ranges

- An assessment of employee performance
- A staffing study
- A means to wholesale wage/salary adjustments

Key Project Phases

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Information Collection



- Job Description
- Questionnaire

Classification



- Assignment of Positions to Grades

Pay Administration

- Grades
- Pay progression through ranges
- Implementation

Information Collection

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GOAL: To accurately describe the ***JOB***

Employee's Role: To review existing job description and update, if necessary

- Two parts:
 - Narrative Job Description that lists responsibilities
 - Questionnaire

Essential Functions

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- What is an essential function/key responsibility?
 - Performance of the responsibility is a key function of the position.
 - The responsibility occupies a considerable amount of time.
 - Failure to perform the responsibility would have serious consequences, i.e. it would change the very nature of why the job exists.

Information Collection

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- Two parts (continued)
 - Questionnaire
 - ▣ Describes characteristics of the job, e.g., education and experience requirements, contacts, supervision, etc.
 - ▣ Work environment to respond to Americans with Disabilities Act
 - ▣ Complete on the web: www.surveymonkey.com/s/HollistonJDQ

Classification

10



GOAL: To assign positions to grades/levels

- With what communities does Holliston want to compare compensation levels?
- What does Holliston value in determining job worth?
 - Factors

Market Survey

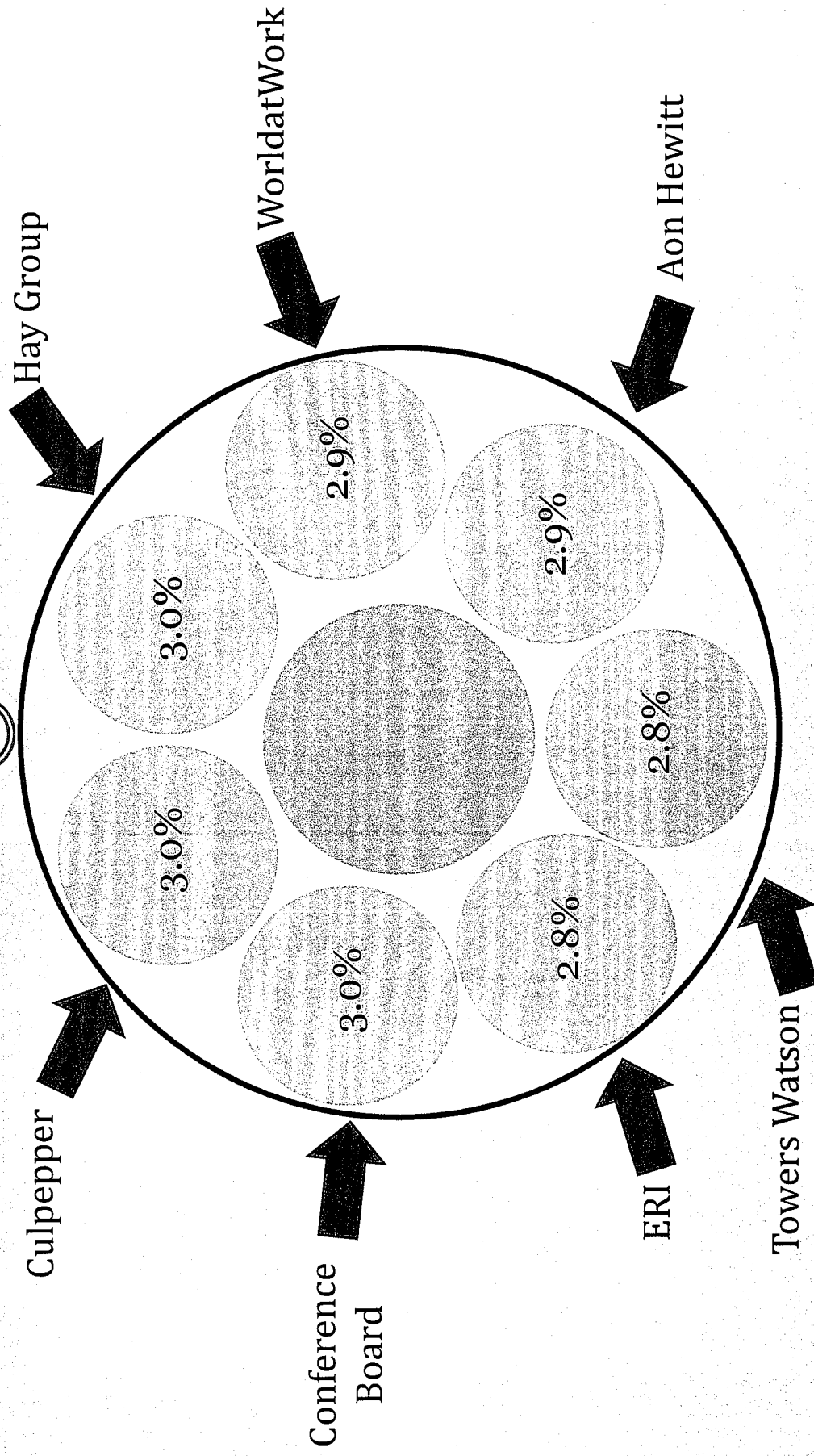
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Ashland	Ipswich	Northborough
Bellingham	Lynnfield	Pembroke
Foxborough	Maynard	Sharon
Grafton	Medfield	Swampscott
Hanover	Medway	Uxbridge
Hopkinton	North Reading	Wrentham

Similar size (census, operating budget);
similar demographics (per capita income,
EQV/census)

Projected Increases for 2012

12



Classification

13

- Factors, such as:
 - Knowledge/Education
 - Experience
 - Problem-Solving/Analysis
 - Guidance Received
 - Contacts/Relationships
 - Leadership/Mentoring
- Positions of similar responsibility, skill and effort are grouped into the same grade

Pay Administration

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GOAL: To establish policies and procedures that enable Holliston to fairly administer the classification and compensation system

- Progression through the ranges
- Placement within the ranges
- Implementation guidelines

Time Line

15

Project Step	Timing – Complete By:
Employee Orientation Sessions	December 6
Employees Review/Revise Job Description and complete Job Description Questionnaire	December 20
Department Heads Review Job Descriptions/Job Description Questionnaires	January 6, 2012
Market Survey	End of January
Classification	Mid-February
Analyze Pay Structure and Review Pay Administration Policies	Mid-February
Present Report	End of February

Questions/Feedback

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Answers!

JOB DESCRIPTION AND QUESTIONNAIRE GUIDELINES

The existing job description we have on file for this position is attached to these guidelines. Refer to this job description to determine if it is in the appropriate form and accurately reflects your current day responsibilities. We anticipate that substantial updating will be required for many job descriptions.

Review the following guidelines to make sure you understand the desired format of the new job descriptions that will be developed. If *minor* edits are required, you can make them by hand on the attached job description. If *major* edits are required you can write in the form provided on page 4 or wordprocess a copy using the recommended format and e-mail to: Andrea Minihan: **minihana@holliston.k12.ma.us**

Please return all drafts to Andrea Minihan in Town Administration by: **DECEMBER 20th**.

Department Heads will be given your job description to review and comment on. Department Heads will be asked not to change an employee's response. The consultant will get back to you and your Department Head if they have any questions regarding the information provided. Department Heads are to complete their review by JANUARY 6th.

The consultant will use the information you provide in the job description and questionnaire to prepare new job descriptions.

GENERAL GUIDELINES

On page 3, we have provided an example of a completed job description for a VETERANS' AGENT. This example was intentionally chosen *not* to reflect a position covered by the study; but to give you a sample to guide you in the completion of the job description.

PRIMARY FUNCTION:

Write one or two sentences summarizing the basic function and general purpose of this position. Imagine you are in a social situation and are asked, "*What kind of work do you do?*" Also consider how you would answer the question, "*Why does this job exist at Holliston?*"

ESSENTIAL FUNCTIONS/PRIMARY RESPONSIBILITIES:

Be brief and to the point. It is likely that each function/responsibility will be no more than three sentences in length.

In order to ensure that job descriptions are supportive of the Americans with Disabilities Act, each function/responsibility statement must meet the following criteria:

- Performance of the responsibility is a key function of the position.
- The responsibility occupies a considerable amount of time.
- Failure to perform the responsibility would have serious consequences, i.e. it would change the very nature of why the job exists.

Begin responsibility sentences with action verbs. Some examples of action verbs you may wish to consider are listed below:

administer	conduct	evaluate	make	research
advise	control	expedite	manage	review
assess	coordinate	file	operate	schedule
analyze	deliver	implement	perform	supervise
approve	develop	inspect	plan	test
check	direct	interpret	prepare	train
compile	establish	maintain	recommend	verify

SECONDARY RESPONSIBILITIES:

Secondary responsibilities are performed occasionally, and are not linked to the **primary** function of the job. An example of a secondary responsibility for a Department Secretary may be providing telephone coverage for the receptionist during breaks and lunch. The primary function of the job (i.e., "Providing secretarial and administrative support to XYZ Department.") could still be adequately performed if the receptionist coverage responsibility was not completed.

To determine whether a responsibility is "secondary" ask yourself, ***"If the employee in this job did not perform this responsibility could he/she still accomplish the primary function/purpose of the job?"*** Remember, the job description's focus is on job requirements and should not reflect *preferred* or *highly desirable* behaviors/activities. For example it may be desirable for employees to attend Town sponsored community events; however, attendance may not be a requirement of the position.

JOB DESCRIPTION QUESTIONNAIRE:

You are also required to fill out a separate job description supplement. This supplement is a closed-ended questionnaire that collects information that is not always readily available in the narrative job description.

Please go on-line to: <http://www.surveymonkey.com/s/HollistonJDQ> to complete the supplement. We recommend that you do this after you have completed the narrative job description. Your answers should reflect the requirements of the position, not your personal qualifications or background. The questionnaire has been developed to cover a number of positions. It is likely that many of the questions may not apply to your position.

When completing Section 2, we ask what are the working and physical requirements when performing the ***essential*** functions of the position. For example, don't consider the greatest weight you are required to lift in a year; but rather what is the most usual/typical lifting requirement in performing your position on a day-to-day basis.

In Section 3, we ask what percentage of your position you were able to describe through the narrative job description and the questionnaire. If you feel that we have described less than 80%, please describe in the space provided what you think we were not able to capture about your position. The job description questionnaire also needs to be completed by December 20th.

RESPONSIBILITIES * Example: Veterans' Agent *

PRIMARY FUNCTION

(Write one or two sentences summarizing the basic function and general purpose of this position.)

Responsible for providing assistance and counseling to the Town's veterans to include identifying Veterans' needs, assisting them in determining their eligibility for benefits, and coordinating the provision of benefits and services.

ESSENTIAL FUNCTIONS

Inform veterans and their dependents regarding their eligibility for benefits; provide background information; assist veterans in completing applications.

Administer veterans' benefits and coordinates benefit provision. Benefits include retirement benefits, compensation, hospitalization, outpatient treatment, education, burial benefits.

Process applications; investigate eligibility of claimants; authorize benefit payments.

Organize and coordinate memorial activities of veterans; serve as burial agent for the town; inspect and oversee the care of veterans' graves; arranges for placement of flags at all veterans' graves on appropriate holidays.

Prepare reports to account for funds; report to state agencies to acquire reimbursements; maintain appropriate records.

Attend meetings with senior center, social and civic organizations to increase visibility and usage of Veterans' Services.

Develop, manage and monitor the department's annual operating budget.

RESPONSIBILITIES

PRIMARY FUNCTION

(Write one or two sentences summarizing the basic function and general purpose of this position.)

ESSENTIAL FUNCTIONS/PRIMARY RESPONSIBILITIES

(List this position's major responsibilities. Most responsibilities take no more than three sentences to describe.)

1.

2.

3.

4.

5.

6.

7.

8.

SECONDARY RESPONSIBILITIES

(List those responsibilities that are performed, but are not critical to the primary function of the position.)

Town of Holliston Job Description Questionnaire

INTRODUCTION

The purpose of this supplement is to gather information that will be used to develop a job description and determine a grade and pay range for your position. This process is used to value the position; it is not an assessment of your performance or your personal skills and qualifications.

FORMAT OF THE QUESTIONNAIRE:

The questionnaire has three sections:

1. Position Requirements - describes what is required in performing the essential functions/primary responsibilities of the position
2. Work Environment - includes information needed to address the Americans with Disabilities Act
3. Additional Information - provides the employee the opportunity to describe important aspects of the work that may not be adequately addressed in the job description or questionnaire.

1. PLEASE ENTER:

Your Name:

Your Job Title:

Your Department:

Your Work Phone No.:

Position Title to which this position reports:

Your Manager's Name:

Your Manager's Phone No.:

Town of Holliston Job Description Questionnaire

PART 1: REQUIREMENTS

This section describes what is required in performing the essential functions/primary responsibilities of the position.

2. EDUCATION

What is the required level of education needed to be HIRED for this position? (Keep in mind that these requirements may not match your own personal qualifications.)

- ☐ High school or equivalent.
- ☐ Specialized training past High School (e.g., secretarial school, trades schooling, etc.)
- ☐ Associate's degree
- ☐ Bachelor's degree
- ☐ Master's degree

3. LICENSE/CERTIFICATION

Is a license, registration, or certification a condition of employment for this job?

- ☐ No
- ☐ Yes, upon hire
- ☐ Yes, within one year of hire

Please specify license/certification requirement:

4. EXPERIENCE

For someone with the required level of education indicated above, what is the MINIMUM previous job-related experience required to be HIRED for this position?

- ☐ Less than 1 year
- ☐ Over 1 year up to and including 3 years of experience
- ☐ Over 3 years up to and including 5 years of experience
- ☐ Over 5 years up to and including 7 years of experience
- ☐ Over 7 years

Town of Holliston Job Description Questionnaire

5. COMPUTER SKILLS

What computer skills are required in this position? Provide examples of how these computer skills are applied in this position.

e.g., Word Processing for completing forms and preparing letters and reports; Spreadsheets for monitoring budgetary expenses; Specific Applications: GIS for researching abutters.

Word Processing

Spreadsheets

Databases

Specific Applications

6. CONTACTS

What contacts are most often required in this position?

- ☐ Work is completed with little or no interaction with others, except with immediate co-workers.
- ☐ Work involves cooperative work interactions with employees both within and outside the department. Gives and receives factual information. Has contact with the public. Ordinary courtesy and tact are required.
- ☐ Interactions with others involve explanation, discussion or interpretation of what is required in order to provide service, plan or coordinate work efforts, or resolve operating problems. Contacts are with the general public, vendors and suppliers. More than ordinary courtesy, tact and diplomacy may be required to resolve issues.

7. FORMAL SUPERVISION OF YEAR-ROUND STAFF

If this position is required to supervise other staff, list the job titles below, and indicate the number of full-time equivalent staff in each job title. (Report those employees that report directly to this position; do not include indirect reports - those employees that report to any supervisors listed below. If an employee works half-time, consider them a .5 full-time-equivalent)

Job Title:

Job Title:

Job Title:

Job Title:

Job Title:

Job Title:

Town of Holliston Job Description Questionnaire

8. For those positions supervised above, indicate the position's responsibility for the following leadership activities. Do not consider supervision of seasonal employees, contractors or volunteers in this question. If this position does not supervise, proceed to question 9. If a particular supervisory activity does not apply, leave blank.

	Offer input/recommendations	Responsible for decision/activity
Establish work procedures and/or performance standards	<input type="radio"/>	<input type="radio"/>
Provide performance feedback (ongoing throughout year)	<input type="radio"/>	<input type="radio"/>
Hire new employees	<input type="radio"/>	<input type="radio"/>
Orientate new employees	<input type="radio"/>	<input type="radio"/>
Schedule work hours/grant time off	<input type="radio"/>	<input type="radio"/>
Provide training and development	<input type="radio"/>	<input type="radio"/>
Assign/review work	<input type="radio"/>	<input type="radio"/>
Discipline employees	<input type="radio"/>	<input type="radio"/>
Develop operating budget	<input type="radio"/>	<input type="radio"/>
Other: (please describe below)	<input type="radio"/>	<input type="radio"/>
Other: (please describe below)	<input type="radio"/>	<input type="radio"/>

Please describe "Other(s)"

9. SEASONAL EMPLOYEE SUPERVISION

Does this position supervise seasonal employees?

Check one.

☐ No

☐ Yes. Approximately how many scheduled hours are supervised per week during the season?

Hours supervised:

10. CONTRACTOR SUPERVISION

Does this position supervise contractors/vendors on a regular basis?

☐ No

☐ Yes

Explain scope:

Town of Holliston Job Description Questionnaire

11. VOLUNTEER SUPERVISION



Does this position supervise volunteers? (i.e., participants in senior tax write-off program, volunteer drivers, etc. Do not include volunteer committees/boards in this question.

Ensure that you list any liaison responsibilities in the essential functions of your job description draft).



☐ No

☐ Yes

Explain scope:

12. Use this space if you would like to provide additional comments relating to this section.

Town of Holliston Job Description Questionnaire

PART 2: WORK ENVIRONMENT

This section is included to address the Americans with Disabilities Act. Indicate those physical work requirements that are needed to perform the essential/primary responsibilities of this position. Do not consider secondary responsibilities in this section.

This section asks you to apply a percentage of time scale. Consider the following equivalences based on an 8 hour work day:

Rarely (0 to 5%) - approximately 30 minutes per day

Occasionally (6% to 25%) - up to 2 hours per day

Routinely (26% to 50%) - up to 4 hours per day

Regularly (51% to 75%) - up to 6 hours per day

Constantly (75%) - over 6 hours per day

Your responses do not need to add up to 100%.

Town of Holliston Job Description Questionnaire

13. WORK POSITION/PHSICAL ACTIVITIES

Indicate how often the following descriptions of physical effort are required to perform essential/primary responsibilities of this position.

	Rarely (0-5%)	Occasionally (6-25%)	Routinely (26-50%)	Regularly (51-75%)	Constantly (Over 75%)
Talking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hearing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tasting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Smelling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sitting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Standing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Walking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bending/Stooping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crawling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Carrying (under 10 lbs.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Carrying (over 10 lbs.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kneeling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crouching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climbing/Balancing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pushing/Pulling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lifting (under 10 lbs.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lifting (over 10 lbs.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Driving a motor vehicle during work hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For "Other(s)", please specify:

14. WEIGHT REQUIREMENTS

What weight must be lifted, carried, pushed, or pulled in performing the essential/primary responsibilities of this position?

- ☐ Up to 10 pounds
☐ Up to 30 pounds
☐ Up to 60 pounds
☐ Up to 100 pounds
☐ Over 100 pounds

Town of Holliston Job Description Questionnaire

15. WORKING CONDITIONS

How often is someone in this position required to be exposed to any of the following working conditions?

	Rarely (0-5%)	Occasionally (6-25%)	Routinely (25-50%)	Regularly (51-75%)	Constantly (Over 75%)
Weather extremes (requiring outside work)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loud noise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fumes/gases/dust/cleaning solutions, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work near moving mechanical parts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confined, cramped quarters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For "Other(s)", please specify:

16. MANUAL DEXTERITY

What is the highest level of manual dexterity required in this position?

- ☐ LITTLE or no specialized application of manual dexterity and eye-hand coordination.
- ☐ LIMITED application of manual dexterity in combination with eye-hand coordination such as basic keyboarding, basic hand tools, filing, operating tools and controls, etc.
- ☐ Application of SIGNIFICANT manual dexterity in combination with eye-hand coordination such as in high-volume, high speed keyboard input, data entry, the operation of manually controlled equipment, power tools, preparing scale drawings, etc.
- ☐ Application of ADVANCED manual dexterity that requires extreme accuracy such as those used to repair complex equipment, conduct laboratory tests, etc.

17. VISUAL DEMANDS

Indicate how often the following visual requirements are needed in performing the primary responsibilities of this position.

	Occasionally (less than 25%)	Regularly (25% to 75%)	Constantly (Over 75%)
Close vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distance vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Peripheral vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Depth perception	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to adjust focus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Color vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For "Other(s)", please specify:

Town of Holliston Job Description Questionnaire



18. EQUIPMENT USED

What equipment does the employee use in performing the essential functions/primary responsibilities of this position?



Check all that apply.

- ☐ Personal computer and general office equipment (e.g., telephone, copier, facsimile)
- ☐ Non-motorized tools and equipment (e.g., hand tools, ladder, tape measure, hand carts, etc.)
- ☐ Power, electronic and precision tools and equipment (e.g., drills, snowblower, syringe, lab equipment, etc.)
- ☐ Class M motor vehicle (motorcycle)
- ☐ Class D motorized vehicle (passenger car)
- ☐ Class C motorized vehicle
- ☐ Class B motorized vehicle
- ☐ Class A motorized vehicle

Please provide examples of equipment used:

19. Use this space to provide any other information on this position's work environment and/or physical demands that is not included in the job description or supplement.

Town of Holliston Job Description Questionnaire

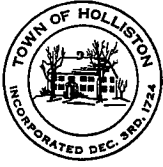
PART 3: ADDITIONAL COMMENTS

20. If we assume that 100% stands for an adequate amount of information needed to describe this position, what percent of this information is included in the completed job description and this job description questionnaire?

- ☐ 0
- ☐ 10%
- ☐ 20%
- ☐ 30%
- ☐ 40%
- ☐ 50%
- ☐ 60%
- ☐ 70%
- ☐ 80%
- ☐ 90%
- ☐ 100%

21. Is there any additional information that is significant to this position that is not covered in this questionnaire? If yes, please describe below.

	▲ ▼
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TOWN OF HOLLISTON

JOB DESCRIPTION

Job Title:	Assistant Collector	Date:	6/19/2012
Department:	Treasury/Tax Collections	Grade:	400
Reports to:	Treasurer/Collector	FLSA:	Non-Exempt

SUMMARY

Responsible for providing bookkeeping and financial records management in the area of tax collection. Responsibilities include coordinating tax collection and receiving payments, reconciling cash and commitment books, and responding to taxpayers' requests for information regarding the calculation of tax bills.

ESSENTIAL FUNCTIONS

Prepare and print tax receivable reports.

Prepare and print commitment books and bills; print and distribute bills; prepare real estate taxes for service bureaus.

Prepare outstanding real estate tax list; prepare notifications of tax taking; prepare instrument of tax taking for recording; post.

Issue demand bills, and prepare warrants to outside Deputy Collector.

Post abatements/exemptions and refunds on tax receivables.

Prepare instruments of redemption on paid tax title accounts.

Balance monthly abatements and unpaid taxes.

Coordinate with Senior Clerks the preparation of municipal lien certificates.

Create and upload bill files into online banking system; download payment fields and import into Town software system for posting. Notify taxpayers of returned payments.

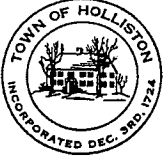
Prepare outgoing correspondence and file incoming correspondence and reports.

SECONDARY RESPONSIBILITIES

- Greet and assist visitor at counter during tax period.
- Provide back-up to department staff.

SUPERVISION

This position provides mentoring support to senior clerks in the department. The employee may supervise staff in the absence of the Treasurer/Collector.



TOWN OF HOLLISTON

JOB DESCRIPTION

Performs other position-related duties, as assigned.

QUALIFICATIONS

Minimum Training and Experience

Requires a High School Diploma/G.E.D. and 3-5 years of job-related experience; or any equivalent combination of education and experience. Requires computer literacy in office software: word processing, spreadsheets and databases. Requires knowledge in cash and payment processing. Requires valid Class D MA motorized vehicle license.

Knowledge of municipal finance, laws, and statutory requirements in these areas preferred.

Tools and Equipment Used

The employee is required to use a personal computer and general office equipment and a class D motorized vehicle for conducting banking.

Physical Demands

The physical demands listed are representative of those that must be met by the employee to successfully perform the essential functions of this job. Reasonable accommodations to ensure individuals with disabilities can perform essential functions are considered.

While performing the duties of this job, the employee is frequently required to talk, hear, sit, and stand. The employee must occasionally lift and/or move materials, weighing up to 10 pounds.

The employee must have good vision to view computer screens, numbers and text and view documents for general understanding. Work requires manual dexterity in combination with eye-hand coordination for keyboard input, data entry and filing.

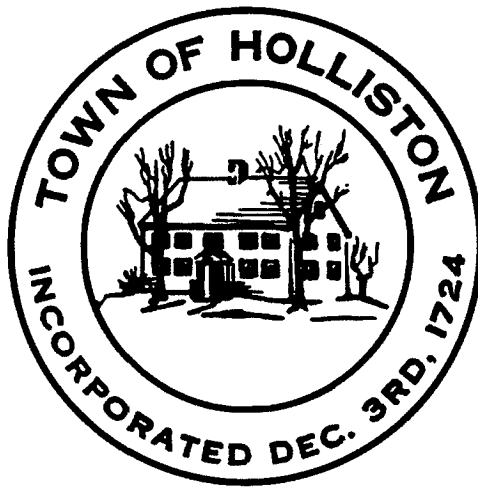
Work Environment

The work environment characteristics described here are representative of those that the employee encounters while performing the essential functions of this job. Reasonable accommodations to ensure individuals with disabilities can perform essential functions are considered. Work is performed in an office environment with public traffic.

Assistant Collector, 6/19/2012

TOWN OF HOLLISTON

FACTOR DEFINITIONS



CLASSIFICATION MANUAL

Rachel Brown, C.C.P.



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Medfield, MA 02052

t. (508) 359-9600

rbrown@stoneconsult.com

June 2012

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INTRODUCTION

The Town of Holliston's job evaluation system is a point factor approach. This method uses what is known as "compensable factors" that define what an entity/organization values in determining the value of a position. These systems typically have between eight and fifteen factors. Each factor is broken down into levels of increasing value. For example, for the factor "Experience," the first degree level will be defined as minimal experience (in Holliston's case, up to 1 year of experience) which is likely only applicable to entry-level positions, whereby the highest degree of the factor, "over 10 years of experience" will only be used for those clerical/technical positions that have significant experience in the position, or related positions.

The point factor job evaluation method is a *job content* approach commonly used within Massachusetts municipalities. It relies on referencing an up-to-date job description with the evaluator then assigning the appropriate degree level to each factor. Each degree is assigned a point value. A total score is derived by adding up the points of each factor. The total score is compared to the compensation structure. A range of total point scores translates to a grade assignment.

The job evaluation system developed for Holliston has been customized to reflect what the consultant and Town Administration believes is important in determining job value, and Holliston's targeted labor market. Traditional point factor systems often have pre-established factor weights. The major weakness of this approach is that very often the total point score does not correlate well to the market rate of pay demanded for the position. For example, historically information systems positions have been internally evaluated at a lower grade than the corresponding market data obtained for a position would suggest. This results in the evaluator having to "overwrite" the internal evaluation to get the position into the correct range based upon the market data gathered.

Stone Consulting does not use pre-defined weights. We evaluate positions using the point factor system first, and then review the evaluations in comparison to market data obtained for the position. Using regression analysis and correlation tables, we are able to determine what factor weights are best at reflecting a municipality's target labor market. The advantage of this approach is that the job evaluation system is more market sensitive; a disadvantage is that if the municipality chooses to target a significantly different labor market comparison group of communities, or desires to pay positions based more on the municipality's internal value system than the market, it is likely that the job evaluation factor weights will require revision. In other words, we design our point factor systems to be uniquely tailored to a municipality's labor market and desired internal pay factors.

This manual has been prepared to assist the Town of Holliston to evaluate positions on an ongoing basis. We have provided guidelines on the following page to assist Administration in implementing the job evaluation method in a manner that is credible and consistent.

GUIDELINES

When to Evaluate a Position

Job evaluation typically occurs when:

- a new position is created,
- there is a position vacancy,
- an employee/supervisor requests a job evaluation review, or
- as part of a planned review.

Ideally, we recommend that Administration conducts a classification review of one or two departments a year. This ensures that the evaluations remain current, and the evaluators maintain their knowledge base of the job evaluation process, and the decision-rules used to ensure better consistency in the application of the system.

Information Needed for Job Evaluation

Stone Consulting uses a job description and supplemental job description questionnaire as the basis for job evaluation. The job description was reviewed by the employee to ensure it was current and up-to-date and the employee completed a job description supplement. It is best to collect this information from those who are closest to the position (usually the incumbent and the employee's supervisor). We recommend that in advance of evaluating the position, Administration provides the sample job description questionnaire guidelines and the job description questionnaire supplement to the position incumbent and supervisor to complete/review.

The spreadsheet with those evaluations that have already been conducted is a useful reference tool. In addition, you may want to reference other job descriptions of what you initially determine may be comparable in level to the position you are evaluating.

Job Evaluation

It is ideal if two employees can separately evaluate the position, compare the evaluations and then discuss any differences to obtain consensus.

Keep the following in mind:

1. Try to separate the employee from the job. Focus on the position's requirements, not necessarily the background, qualifications, or the performance of the employee in the position. It may help to imagine that the position is vacant, so that you are defining true requirements.
2. Consider usual, day-to-day responsibilities.
3. Before you start the evaluation process, ask "what are the key factors we're paying this position for?" There are a lot of factors in the plan to cover a variety of positions. Some positions require a lot of customer service/communications; while others are more research/technical in nature; other positions are paid for their technical/manual skills, while others are paid for interpretation/analysis. A common concern is that evaluators will get into a mindset in evaluating a position at a comparable degree level on each factor, which may not accurately reflect the nuances of positions.
4. It may help to consider how you would evaluate a position that is lower in the career path, and one that is higher in the career path; or you may want to reference the prior evaluations of positions within the department as you conduct the evaluation.
5. If you don't feel comfortable that you have enough information to evaluate a position on a factor, seek more information from the employee/supervisor – it is best if you can ask open-ended questions, rather than steering the employee/supervisor to a specific factor level. It is not uncommon that the employee's/supervisor's motive is to get a position upgraded, and they may provide you information that is shaded towards unusual events/issues that occur in the position rather than those issues faced on a more regular basis.
6. If available, conduct research on how other communities within the Town's target labor market pay comparable positions. This can be a good test as to whether the resulting job evaluation grade is consistent with the market rate of pay for a position.

Starting on page 16, we have provided references to other positions and how they were evaluated on the factors. When the study was conducted, public works positions were evaluated using the point factor

system; however, during the study, the employees petitioned the State to be unionized and covered under collective bargaining. While these positions were not assigned pay levels based upon this study, we have included some in our references to how to apply certain factors. These references are provided to give an overall framework for the evaluator on how Stone Consulting interpreted and applied the factors to assist you in making your determinations of degree level.

One page 31 we have shown the points by degree level and how the total point score derived maps to a particular grade assignment.

1. EDUCATION/BASIC KNOWLEDGE

This factor measures the minimum knowledge that would be required for an employee to start to perform the duties of the position. This knowledge may be obtained through training, study, and education.

1st Degree

Duties require the ability to communicate in writing and/or orally. Must be able to follow simple instructions. Equivalent to elementary school education.

2nd Degree

Requires knowledge of arithmetic, English and grammar. Ability in simple bookkeeping, posting and filing functions. Requires ability in word-processing and spreadsheets for data entry and simple formulas, adding machines, calculators, and the use of office equipment such as computer, typewriter, copier, and facsimile. Ability to operate a passenger vehicle. Requires knowledge of entry-level technical work to include use of hand tools and power tools and equipment such as mowers, and snowblowers. Equivalent to completion of a high school education.

3rd Degree

Duties involve specialized knowledge or ability in semi-complex procedures including bookkeeping and billing. Duties require computer ability to format documents and perform mail merges; the use of basic programming in spreadsheets; the design of reports through report writers, and use of specialized applications. Requires ability to operate specialized heavy motor equipment such as a snowplow, grader, backhoe, etc. Equivalent to completion of an Associate's degree or high school completion and up to two years of specialized training in a particular field. Duties may require use of shop machinery, surveying equipment, or performance of simple laboratory procedures. Journeyman (working) ability in trades or crafts.

4th Degree

Requires knowledge of a professionally recognized field requiring theoretical knowledge of principles, practices and methodologies (e.g., civil engineering, gerontology, nursing, accounting, computer

1. EDUCATION/BASIC KNOWLEDGE (Cont'd)

science) or broad-based knowledge of a major municipal function (e.g., public works, assessment). Equivalent to completion of a Bachelor's degree or master's ability in a trade or craft.

5th Degree

Work requires advanced theoretical knowledge of a specialized professional field (e.g., public administration, library science, public health, business administration). Equivalent to completion of a Master's degree education or a Bachelor's degree requiring additional specialized training or experience (e.g., C.P.A.)

2. EXPERIENCE

Experience measures the minimum cumulative time required by someone, with the specified educational background or knowledge, to begin performing the responsibilities of the position. Consider experience gained in prior related or pre-requisite positions as well as on-the-job training. Experience should be balanced with the education requirement selected in factor 1.

1st Degree

Up to 1 year.

2nd Degree

Over 1 years up to and including 3 years.

3rd Degree

Over 3 years up to and including 5 years.

4th Degree

Over 5 years.

3. JUDGMENT AND INITIATIVE

This factor measures the complexity of problems and issues faced in the position and the degree of independent action and judgment required. Consider the level of analysis used to address issues or problems encountered in the position, as well as the creative thought necessary to improve efficiencies, services, and practices.

1st Degree

Repetitive or routine duties require the use of well-established procedures, methods and practices. May make recommendations to the supervisor on how work can be structured. Impact of recommendation is usually limited to a small portion of the department's operation.

2nd Degree

Activities are varied in nature requiring the solving of commonly encountered problems/issues. The issues may require further review in order to select from standardized procedure and practice what approach to take. Recommends improvements to practices and service delivery to supervisor and may participate in their implementation upon approval.

3rd Degree

Activities require the resolution of problems/issues that are both commonly encountered and unusual. Situations require further examination of facts and further investigation before deciding how best to proceed. The position's manager is usually consulted prior to action on unusual situations. Recommends and implements, upon approval, improvements to existing practices, and procedures.

4. SUPERVISION REQUIRED

This factor measures the degree to which the individual's immediate supervisor outlines the methods to be followed or the results to be attained, checks the progress of work, and handles exceptional cases. In rating the relative degree of independence the individual exercises, consider the necessity, extent and closeness of supervision.

1st Degree

Under direct supervision, with assignments of work at frequent intervals and a regular check of performance.

2nd Degree

Under general supervision, where duties are sufficiently procedural to allow individual to perform independently on routine work, referring all questionable cases to supervisor.

3rd Degree

Under general direction, where a definite objective is established requiring the use of a wide range of procedures; individual generally establishes own work plan and priorities, using and/or modifying established procedures, to complete the work in accordance with established departmental policies and standards; only unusual cases are referred to supervisor.

5. PLANNING

This factor measures the degree to which the individual is responsible for organizing, planning, and prioritizing their work. Consider the nature of the work, the need to coordinate with other resources both within, and outside the department, and the degree of detail necessary in establishing work plans to ensure timely delivery of information and service.

1st Degree

Work is planned by others, or the procedures are standardized requiring little, if any planning.

2nd Degree

Sets priorities for tasks, however supervisor provides overall direction and is available for immediate supervision. Requires meeting established deadlines.

3rd Degree

Some planning is required because work requires coordination with staff either in the position's department or in other departments. Activities are completed in short time frames. Work requires keeping up-to-date with others on work output, potentially re-shifting work priorities and/or identifying additional resources to assist in meeting tight time frames.

4th Degree

Ongoing planning is required to coordinate activities. Requires the development of project plans and monitoring against the plan to ensure objectives are met. The individual establishing the plan may or may not necessarily have accountability for achieving the plan, but keeps employees up-to-date on requirements and work goals that need to be achieved.

6. CONTACTS WITH OTHERS

This factor measures the nature of the contacts required in this position. Consideration should be given to the type of contact, e.g., formal presentation, casual contact, the furnishing of information, problem solving with the contact, etc. Consider the frequency of contact, and the degree to which the contact requires patience, sensitivity and empathy in order to achieve the highest level of customer service, public goodwill, while also meeting the Town's goals.

1st Degree

Work is completed with little or no interaction with others, except with immediate co-workers and supervisor.

2nd Degree

Duties require contacts with other persons within the department on routine matters and occasional contact with other departments. Requires contact with the general public. Employee gives and receives factual information in a manner that requires courtesy and tact.

3rd Degree

Duties involve explanation, discussion, or interpretation of what is required in order to provide service, plan or coordinate work efforts, or resolve problems/issues. Contacts are with the general public, other departments, vendors and suppliers. More than ordinary courtesy, tact, patience and understanding is needed to resolve issues. May lead training sessions or group discussions with employees. May require writing skills to prepare original correspondence (not form letters) and prepare text-based reports, procedures and newsletters, etc.

4th Degree

Employee may represent the department to the public on matters of procedure or policy where perceptiveness is required to analyze circumstances in order to act appropriately. Contacts may require persuasiveness, resourcefulness, and/or selling of ideas to influence the behavior of others. Requires skill in the establishment of on-going relationships with customers in order to assess their satisfaction with services provided and to build rapport. Requires formal public speaking skills, and the ability to write comprehensive and persuasive reports.

7. PHYSICAL ENVIRONMENT

This factor measures the surroundings or environmental conditions under which the position must be done and the extent to which they make the job disagreeable. Consider the elements which hinder the employee's ability to perform assigned duties.

1st Degree

Usual office working conditions with few distractions or unpleasant elements.

2nd Degree

Good working conditions with occasional exposure to machine or related noise or unpleasant elements such as chemical fumes, dust, heat, cold, oil, etc. Some element present makes conditions less desirable than usually found in town offices. Includes work under typical shop conditions or outdoor work that is suspended when weather conditions are poor.

3rd Degree

Somewhat undesirable working conditions with exposure to noise, fumes, dust, heat, cold, oil, odors, and other elements. Work may involve general cleaning, confinement to cramped quarters, or occasional performance of duties out-of-doors with exposure to weather extremes.

4th Degree

Undesirable working conditions. Duties involve continuous presence of irritating or unpleasant elements or continuous performance of duties out-of-doors with exposure to weather extremes.

8. MANUAL SKILLS

This factor measures the degree to which the position requires motor coordination, manipulative ability and the coordination of manual dexterity with mental and/or visual attention. Consider the occupational application of manipulative ability and motor coordination in work situations of varying lengths of concentration.

1st Degree

Duties require manual skills for activities such as moving objects, operating a switchboard, basic keyboarding, filing and operating a motor vehicle (passenger vehicle).

2nd Degree

Duties involve significant use of manual skills requiring finger dexterity and motor coordination. Examples include high-volume, high-speed keyboarding and data-entry, use of hand and power tools, firing a gun, climbing a ladder, preparing scale drawings and operating Class B and Class C motor vehicles.

3rd Degree

Duties involve close coordination of finger dexterity, manipulation and motor control under conditions that require extreme accuracy. The manual skills required are comparable to those that might be needed to repair complex equipment, motorized vehicles, or conduct laboratory tests.

9. PHYSICAL EFFORT

This factor measures the degree of physical effort required in the performance of job duties. Consider the physical activities of manual labor, standing, walking, etc. as well as the exertion of physical force for intermittent or short periods.

1st Degree

Duties require little or no physical effort.

2nd Degree

Duties may require intermittent light to moderate physical effort in carrying, lifting or moving lightweight materials or equipment, walking or standing approximately half of the time.

3rd Degree

Duties may require moderate physical effort in carrying, lifting or moving bulky materials or equipment weighing approximately 30 to 60 pounds, or walking or standing all of the time.

4th Degree

Duties may require intermittent heavy physical effort in pulling, pushing or lifting over 60 pounds.

5th Degree

Duties require considerable strength and endurance in performing heavy manual labor for extended time periods.

10. OCCUPATIONAL RISKS

This factor measures the relative degree of exposure to hazards that might cause injury on the job. In rating this factor, consider both the probability of injury as well as the severity of injuries, if an accident actually occurred. It is assumed that appropriate safety procedure is followed.

1st Degree

Duties of the position present little or no potential for injury.

2nd Degree

Duties generally do not present any occupational risk. Examples of injury include minor bruises from falls, minor cuts or burns, or muscle strains from lifting or carrying heavy equipment or materials.

3rd Degree

Duties present potential risk of minor injuries that could result in loss of time from work. Examples of injury include burns from chemicals, steam or fire, muscular strains from working with extremely heavy materials and illness from exposure to communicable diseases.

4th Degree

Duties may involve frequent exposure to hazardous conditions involving the possibility for serious injury or potential for disability.

11. CHARACTER OF SUPERVISION

This factor should only be applied when rating positions that are responsible for the supervision of staff. Consideration should be given to the nature of personnel actions performed.

0

Does not supervise staff.

1st Degree

Provides orientation and training to other employees; may also assign work, but is not recognized as a supervisor. May monitor the work of contractors.

2nd Degree

Supervise other employees in the same or closely related classification where the work of the supervised employees is similar to the work performed by the supervisor. Supervisory responsibilities include assigning/reviewing work, providing training and guidance, and giving the Department Head input into hiring decisions and performance management issues.

3rd Degree

Provides direct supervision with responsibility for a variety of personnel actions including establishing performance measures, conducting performance reviews, scheduling/granting time off and rewarding/disciplining employees.

12. SCOPE OF SUPERVISION

This factor should only be applied when rating positions that are responsible for the supervision of staff. In rating this factor, consider the number of persons generally supervised. Part-time employees should be combined and converted to full-time equivalents.

0

Does not supervise staff.

1st Degree

Supervise 1 or fewer persons.

2nd Degree

Supervise more than 1 but seldom over 5

3rd Degree

Supervises more than 5.

FACTOR INTERPRETATION

1. EDUCATION/BASIC KNOWLEDGE

This factor measures the minimum knowledge that would be required for an employee to start to perform the duties of the position. This knowledge may be obtained through training, study, and education. *Education/basic knowledge should be considered in conjunction with experience. It is not unusual to be flexible in hiring qualifications, i.e., trading a lower level of formal education with a higher level of experience, or vice versa. In these situations, focus on what is most usual, or most typical of those incumbents who would typically apply for a position at this level. If this does not provide the necessary clarification, then select the lowest level of education/basic knowledge to be qualified in meeting the minimum hiring qualifications, and then balance the lower level of education with a higher level of experience in question 2.*

1st Degree

Duties require the ability to communicate in writing and/or orally. Must be able to follow simple instructions. Equivalent to elementary school education. *Library Page*

2nd Degree

Requires knowledge of arithmetic, English and grammar. Ability in simple bookkeeping, posting and filing functions. Requires ability in word-processing and spreadsheets for data entry and simple formulas, adding machines, calculators, and the use of office equipment such as computer, typewriter, copier, and facsimile. Ability to operate a passenger vehicle. Requires knowledge of entry-level technical work to include use of hand tools and power tools and equipment such as mowers, and snowblowers. Equivalent to completion of a high school education. *Groundskeeper who uses motorized equipment. Matron (while doesn't necessarily require a high level of education; the position does require the incumbent has a level of maturity that would be the equivalent of a High School Diploma/G.E.D.*

3rd Degree

Duties involve specialized knowledge or ability in semi-complex procedures including bookkeeping and billing. Duties require computer ability to format documents and perform mail merges; the use of basic programming in spreadsheets; the design of reports through report writers, and use of specialized

applications. Requires ability to operate specialized heavy motor equipment such as a snowplow, grader, backhoe, etc. Equivalent to completion of an Associate's degree or high school completion and up to two years of specialized training in a particular field. Duties may require use of shop machinery, surveying equipment, or performance of simple laboratory procedures. Journeyman (working) ability in trades or crafts. *Principal Clerk (requires knowledge of diversified office functions including secretarial, financial, and customer service). Heavy Equipment Operator*

4th Degree

Requires knowledge of a professionally recognized field requiring theoretical knowledge of principles, practices and methodologies (e.g., civil engineering, gerontology, nursing, accounting, computer science) or broad-based knowledge of a major municipal function (e.g., public works, assessment). Equivalent to completion of a Bachelor's degree or master's ability in a trade or craft. *Administrative Assessor (business or related); Outreach Coordinator (social work/gerontology)*

5th Degree

Work requires advanced theoretical knowledge of a specialized professional field (e.g., public administration, library science, public health, business administration). Equivalent to completion of a Master's degree education or a Bachelor's degree requiring additional specialized training or experience (e.g., C.P.A.) *Librarian (requires a MLS)*

2. EXPERIENCE

Experience measures the minimum cumulative time required by someone, with the specified educational background or knowledge, to begin performing the responsibilities of the position. Consider experience gained in prior related or pre-requisite positions as well as on-the-job training. Experience should be balanced with the education requirement selected in factor 1.

1st Degree

Up to 1 year.

Library Page

2nd Degree

Over 1 year up to and including 3 years.

Office Assistants (entry-level clerical position), Library Technician (requires prior library/office skills)

3rd Degree

Over 3 years up to and including 5 years.

Department Assistant (prior office skills; and ideally prior municipal experience), Van Drivers (level of maturity required, and driving experience needed)

4th Degree

Over 5 years up to and including 7 years.

Water System Operator (not exclusively in Water Systems, but prior mechanical experience), Assistant Treasurer (prior financial/bookkeeping experience), Heavy Equipment Operator

5th Degree

Over 7 years

Foreman, Highway

3. JUDGMENT AND INITIATIVE

This factor measures the complexity of problems and issues faced in the position and the degree of independent action and judgment required. Consider the level of analysis used to address issues or problems encountered in the position, as well as the creative thought necessary to improve efficiencies, services, and practices.

1st Degree

Repetitive or routine duties require the use of well-established procedures, methods and practices. May make recommendations to the supervisor on how work can be structured. Impact of recommendation is usually limited to a small portion of the department's operation.

Board Secretary (the position is limited in activity scope; the work is repetitive; there is direct review of work by the Chair of the committee)

2nd Degree

Activities are varied in nature requiring the solving of commonly encountered problems/issues. The issues may require further review in order to select from standardized procedure and practice what approach to take. Recommends improvements to practices and service delivery to supervisor and may participate in their implementation upon approval.

School Crossing Guard (not due to the variety; but the requirement to review traffic and safety procedures, and make recommendations to supervisor for change); Office Assistant

3rd Degree

Activities require the resolution of problems/issues that are both commonly encountered and unusual. Situations require further examination of facts and further investigation before deciding how best to proceed. The position's manager is usually consulted prior to action on unusual situations. Recommends and implements, upon approval, improvements to existing practices, and procedures.

Many of the positions covered in the study are at this level. They operate independently but consult with their supervisor/manager on unusual situations. *Dispatcher, Library Cataloger, Mechanic, Administrative Assessor, Department Assistant*

4. SUPERVISION REQUIRED

This factor measures the degree to which the individual's immediate supervisor outlines the methods to be followed or the results to be attained, checks the progress of work, and handles exceptional cases. In rating the relative degree of independence the individual exercises, consider the necessity, extent and closeness of supervision.

1st Degree

Under direct supervision, with assignments of work at frequent intervals and a regular check of performance. *Library Driver, Van Driver*

2nd Degree

Under general supervision, where duties are sufficiently procedural to allow individual to perform independently on routine work, referring all questionable cases to supervisor. *Heavy Equipment Operator, Dispatcher (due to high level of protocol), Library Technician, Office Assistant*

3rd Degree

Under general direction, where a definite objective is established requiring the use of a wide range of procedures; individual generally establishes own work plan and priorities, using and/or modifying established procedures, to complete the work in accordance with established departmental policies and standards; only unusual cases are referred to supervisor. *Crew Chief, Department Assistant, Reference Librarian, Assistant Collector*

5. PLANNING

This factor measures the degree to which the individual is responsible for organizing, planning, and prioritizing their work. Consider the nature of the work, the need to coordinate with other resources both within, and outside the department, and the degree of detail necessary in establishing work plans to ensure timely delivery of information and service.

1st Degree

Work is planned by others, or the procedures are standardized requiring little, if any planning.

Library Page, Van Driver

2nd Degree

Sets priorities for tasks, however supervisor provides overall direction and is available for immediate supervision. Requires meeting established deadlines.

Dispatcher, Office Assistant, Library Technician

3rd Degree

Some planning is required because work requires coordination with staff either in the position's department or in other departments. Activities are completed in short time frames. Work requires keeping up-to-date with others on work output, potentially re-shifting work priorities and/or identifying additional resources to assist in meeting tight time frames.

Department Assistant, Head of Circulation, Outreach Coordinator

4th Degree

Ongoing planning is required to coordinate activities. Requires the development of project plans and monitoring against the plan to ensure objectives are met. The individual establishing the plan may or may not necessarily have accountability for achieving the plan, but keeps employees up-to-date on requirements and work goals that need to be achieved.

Assistant Collector, Assistant Treasurer, Assistant Library Director

6. CONTACTS WITH OTHERS

This factor measures the nature of the contacts required in this position. Consideration should be given to the type of contact, e.g., formal presentation, casual contact, the furnishing of information, problem solving with the contact, etc. Consider the frequency of contact, and the degree to which the contact requires patience, sensitivity and empathy in order to achieve the highest level of customer service, public goodwill, while also meeting the Town's goals.

1st Degree

Work is completed with little or no interaction with others, except with immediate co-workers and supervisor. *Heavy Equipment Operator (contact is incidental to the work performed; likely contact would be referred to Crew Chief or Foreman), Library Page*

2nd Degree

Duties require contacts with other persons within the department on routine matters and occasional contact with other departments. Requires contact with the general public. Employee gives and receives factual information in a manner that requires courtesy and tact. *Water Systems Operator, School Crossing Guard*

3rd Degree

Duties involve explanation, discussion, or interpretation of what is required in order to provide service, plan or coordinate work efforts, or resolve problems/issues. Contacts are with the general public, other departments, vendors and suppliers. More than ordinary courtesy, tact, patience and understanding is needed to resolve issues. May lead training sessions or group discussions with employees. May require writing skills to prepare original correspondence (not form letters) and prepare text-based reports, procedures and newsletters, etc. *Dispatcher, Some Office Assistants, Groundskeeper (Schools, Teams), Outreach Coordinator*

4th Degree

Employee may represent the department to the public on matters of procedure or policy where perceptiveness is required to analyze circumstances in order to act appropriately. Contacts may require persuasiveness, resourcefulness, and/or selling of ideas to influence the behavior of others. Requires

skill in the establishment of on-going relationships with customers in order to assess their satisfaction with services provided and to build rapport. Requires formal public speaking skills, and the ability to write comprehensive and persuasive reports. *Assistant Collector, Assistant Treasurer, Administrative Assessor, Assistant Library Director*

7. PHYSICAL ENVIRONMENT

This factor measures the surroundings or environmental conditions under which the position must be done and the extent to which they make the job disagreeable. Consider the elements which hinder the employee's ability to perform assigned duties.

1st Degree

Usual office working conditions with few distractions or unpleasant elements.

Office Assistants, Department Assistants, Library Technicians

2nd Degree

Good working conditions with occasional exposure to machine or related noise or unpleasant elements such as chemical fumes, dust, heat, cold, oil, etc. Some element present makes conditions less desirable than usually found in town offices. Includes work under typical shop conditions or outdoor work that is suspended when weather conditions are poor. *Dispatcher, Van Driver, Outreach Coordinator. Dispatcher has limited opportunities to move from station; Van Driver is protected within vehicle but needs to assist clients in/out of the vehicle, Outreach Coordinator may need to do in-home visits.*

3rd Degree

Somewhat undesirable working conditions with exposure to noise, fumes, dust, heat, cold, oil, odors, and other elements. Work may involve general cleaning, confinement to cramped quarters, or occasional performance of duties out-of-doors with exposure to weather extremes.

Mechanic, School Crossing Guard

4th Degree

Undesirable working conditions. Duties involve continuous presence of irritating or unpleasant elements or continuous performance of duties out-of-doors with exposure to weather extremes.

Heavy Equipment Operators, Water System Operators, Crew Chief

8. MANUAL SKILLS

This factor measures the degree to which the position requires motor coordination, manipulative ability and the coordination of manual dexterity with mental and/or visual attention. Consider the occupational application of manipulative ability and motor coordination in work situations of varying lengths of concentration.

1st Degree

Duties require manual skills for activities such as moving objects, operating a switchboard, basic keyboarding, filing and operating a motor vehicle (passenger vehicle).

Majority of office positions.

2nd Degree

Duties involve significant use of manual skills requiring finger dexterity and motor coordination. Examples include high-volume, high-speed keyboarding and data-entry, use of hand and power tools, firing a gun, climbing a ladder, preparing scale drawings and operating Class B and Class C motor vehicles.

Equipment Operators

3rd Degree

Duties involve close coordination of finger dexterity, manipulation and motor control under conditions that require extreme accuracy. The manual skills required are comparable to those that might be needed to repair complex equipment, motorized vehicles, or conduct laboratory tests.

Mechanic

9. PHYSICAL EFFORT

This factor measures the degree of physical effort required in the performance of job duties. Consider the physical activities of manual labor, standing, walking, etc. as well as the exertion of physical force for intermittent or short periods.

1st Degree

Duties require little or no physical effort.

2nd Degree

Duties may require intermittent light to moderate physical effort in carrying, lifting or moving light-weight materials or equipment, walking or standing approximately half of the time.

3rd Degree

Duties may require moderate physical effort in carrying, lifting or moving bulky materials or equipment weighing approximately 30 to 60 pounds, or walking or standing all of the time.

School Crossing Guard (due to requirement to stand for long periods), Librarians (due to mix of lifting program materials/equipment, as well as standing/walking)

4th Degree

Duties may require intermittent heavy physical effort in pulling, pushing or lifting over 60 pounds.

Foreman (as supervisory, manual work is not performed for extended periods)

5th Degree

Duties require considerable strength and endurance in performing heavy manual labor for extended time periods.

Equipment Operators, Crew Chief

10. OCCUPATIONAL RISKS

This factor measures the relative degree of exposure to hazards that might cause injury on the job. In rating this factor, consider both the probability of injury as well as the severity of injuries, if an accident actually occurred. It is assumed that appropriate safety procedure is followed.

1st Degree

Duties of the position present little or no potential for injury.

Clerical, library and administrative positions

2nd Degree

Duties generally do not present any occupational risk. Examples of injury include minor bruises from falls, minor cuts or burns, or muscle strains from lifting or carrying heavy equipment or materials.

Van Driver, Matron

3rd Degree

Duties present potential risk of minor injuries that could result in loss of time from work. Examples of injury include burns from chemicals, steam or fire, muscular strains from working with extremely heavy materials and illness from exposure to communicable diseases.

Mechanic, Operators

4th Degree

Duties may involve frequent exposure to hazardous conditions involving the possibility for serious injury or potential for disability.

Tree Foreman (bucket truck/wiring)

11. CHARACTER OF SUPERVISION

This factor should only be applied when rating positions that are responsible for the supervision of staff. Consideration should be given to the nature of personnel actions performed.

0

Does not supervise staff.

Majority of positions

1st Degree

Provides orientation and training to other employees; may also assign work, but is not recognized as a supervisor. May monitor the work of contractors.

Assistant Collector, Assistant Treasurer, Head of Circulation, Children's Librarian

2nd Degree

Supervise other employees in the same or closely related classification where the work of the supervised employees is similar to the work performed by the supervisor. Supervisory responsibilities include assigning/reviewing work, providing training and guidance, and giving the Department Head input into hiring decisions and performance management issues.

Administrative Assessor, Head Dispatcher, Outreach Coordinator

3rd Degree

Provides direct supervision with responsibility for a variety of personnel actions including establishing performance measures, conducting performance reviews, scheduling/granting time off and rewarding/disciplining employees.

Highway Foreman, Assistant Director – Library, Assistant Town Clerk

12. SCOPE OF SUPERVISION

This factor should only be applied when rating positions that are responsible for the supervision of staff. In rating this factor, consider the number of persons generally supervised. Part-time employees should be combined and converted to full-time equivalents.

For those positions that are providing mentoring/guidance at a level 1 to factor 11, we did not give them supervisory scope as they are not recognized as the employee's direct supervisor, with the exception of the Mechanic that assigns work to a laborer who assists him/her in the shop.

0

Does not supervise staff.

1st Degree

Supervise 1 or fewer persons.

Mechanic, Assistant Town Clerk, Outreach Coordinator

2nd Degree

Supervise more than 1 but seldom over 3

Crew Chief

3rd Degree

Supervises more than 3 but seldom over 10

Dispatcher

4th Degree

Supervises more than 10

Highway Foreman

FACTOR WEIGHTS

The following are the factor weights by factor and degree level. These weights have been incorporated into the spreadsheet provided to Town Administration so that when positions are evaluated, the points are automatically calculated.

Degree Level	1	2	3	4	5	6	7	8	9	10	11	12
	Educ/Knw	Exp.	Judg.	Supv'n Req	Plan.	Contacts	Phys. Env.	Man. Skill	Phys. Effort	Occup. Risk	Supv. Char.	Supv. #
1	29	29	23	24	26	24	40	34	10	40	20	40
2	37	39	39	36	38	34	43	40	25	45	45	43
3	43	47	54	46	46	43	46	45	35	51	60	53
4	48	54	67		54	50	49	51	40	56		60
5	52	60							50			
6	55											

GRADE/POINT TABLE

GRADE	POINT RANGE
600	550 - 599
500	500 - 549
400	440 - 499
300	400 - 439
200	340 - 399

ASSISTANT LIBRARY DIRECTOR

	2010		1999		2010		2009		FY2010		Total	
	Actual US		Income per		EQV/2009		Public		Operating		Health	
	5	Base Salary	Census	Capita	US	Census	Miles	Road	Budget	Care	Cash	Comp.
Maynard	64,480		10,106	27,016	127,387	5.24	41.3	34,308,599	5,039	69,519		
North Reading	50,540		14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	55,899		
Sharon	56,453		17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	61,317		
Swampscott	49,079		13,787	35,487	174,067	3.05	46.4	54,534,259	5,267	54,346		
Uxbridge	45,260		13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	50,570		
Average	53,162		13,971	31,854	156,697	14.88	82.3	51,380,716	5,168	58,330		
Median	50,540		13,787	30,902	165,534	13.25	87.0	54,534,259	5,267	55,899		
Holliston	50,018		13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	54,496		
Holliston to Avg.	-5.9%		-3.0%	0.8%	-2.2%	25.8%	11.3%	3.2%	-13.3%	-6.6%		
Holliston to Median	-1.0%		-1.7%	3.9%	-7.5%	41.2%	5.3%	-2.8%	-15.0%	-2.5%		

Economic Research Institute

Data effective 7/1/2011

Assistant Library Director

Boston, All Industries:

83,271

75,556

Worcester, All Industries:

79,414

43.63

40.72

38.18

Avg. All Industries:

35-hours:

37.5-hours:

40 hours:

HOLLISTON

Market average divided by 37.5 hour work week = \$27,2574

	Minimum	Maximum
Grade	20.76	25.65
Hours 37.5	40,482	50,018
Actual	Grade	Step
25.65	11	6

Sharon maximum

64,368 FY'13

It should be noted that many of the Libraries surveyed do not have an Assistant Library Director position making our sample size limited. Actual base salary is reported above; it should be noted that the salary range maximum for Sharon's position is \$64,368 effective FY'13.

LIBRARIAN

	2010		1999		2010		2009		FY2010			
	10	Base Salary	Actual US Census	Income per Capita	EQV/2009 US Census	Land SQ Miles	Public Road Mileage	Operating Budget	Health Care	Total Cash Comp.		
Ashland		49,840	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	55,677	Economic Research Institute	
Bellingham		42,861	16,332	25,047	149,428	18.50	95.5	51,495,587	6,288	49,149	Data effective 7/1/2011	
Grafton		42,188	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	47,864	Librarian	
Hopkinton		50,232	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	57,014	Boston, All Industries: \$63,332	
Medfield		44,148	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	49,289	Worcester, All Industries: \$57,441	
Medway		41,087	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	46,829		
Northborough		57,753	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	63,253	Avg. All Industries: \$60,387	
North Reading		43,833	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	49,192	35-hours: 33.18	
Pembroke		50,061	17,837	27,066	132,843	21.84	109.1	54,533,751	5,682	55,743	37.5 hours: 30.97	
Sharon		49,667	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	54,530	40 hours: 29.03	
Average		47,167	15,489	32,776	164,486	18.31	96.5	54,004,576	5,687	52,854		
25th		43,104	14,339	27,194	139,674	13.57	81.1	49,061,254	5,394	49,160		
Median		46,907	15,629	31,272	159,087	18.52	94.1	53,014,669	5,679	51,910		
75th		50,006	17,357	39,215	185,912	22.52	107.9	55,780,635	5,813	55,726		
Holliston		41,350	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	45,827.75		
Holliston to Avg.		-12.3%	-12.5%	-2.0%	-6.9%	2.2%	-5.1%	-1.9%	-21.3%	-13.3%		
Holliston to Median		-11.8%	-13.3%	2.7%	-3.7%	1.1%	-2.7%	0.0%	-21.1%	-11.7%		

HOLLISTON

	Minimum	Maximum
Grade	18.47	22.84
Hours 37.5	36,017	44,538

Actual	Grade	Step
22.84	9	6 Reference Librarian
19.57	10	1 Children's Librarian
Average: 21.21		

LIBRARY TECHNICIAN

	Base Rate	Annual 37.5 hrs.	2010 Actual US Census	1999 Income per Capita	2010 EQV/2009 US Census	Land SQ Miles	2009 Public		FY2010 Operating Budget	Health Care	Total Cash Comp.	
							Road	Mileage				
Ashland	20.93	40,814	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	46,650		
Grafton	18.68	36,426	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	42,102		
Hopkinton	19.05	37,148	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	43,929		
Medfield	20.10	39,195	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	44,336		
Medway	18.08	35,256	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	40,998		
Northborough	22.66	44,187	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	49,687		
Pembroke	21.95	42,803	17,837	27,066	132,843	21.84	109.1	54,533,751	5,682	48,484		
Sharon	22.01	42,920	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	47,783		
Uxbridge	14.99	29,231	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	34,541		
Wrentham	14.00	27,300	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	32,574		
Average	19.25	37,528	14,808	32,714	160,228	20.31	99.2	50,901,616	5,581	43,108		
25th	18.23	35,549	12,928	27,194	133,854	15.52	82.5	44,583,463	5,283	41,274		
Median	19.58	38,171	14,540	31,217	159,087	22.02	99.5	49,459,185	5,588	44,133		
75th	21.70	42,305	17,357	39,215	173,421	23.17	113.3	55,696,102	5,727	47,500		
Holliston	14.88	29,016	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	33,494		
Holliston to Avg.	-22.7%	-22.7%	-8.5%	-1.8%	-4.4%	-7.9%	-7.7%	4.1%	-19.8%	-22.3%		
Holliston to Median	-24.0%	-24.0%	-6.8%	2.9%	-3.7%	-15.0%	-8.0%	7.2%	-19.9%	-24.1%		

HOLLISTON

	Minimum	Maximum
Grade	12.03	14.88
Hours 37.5	23,459	29,016
Actual	14.88	
	Grade	Step
	1	6

Economic Research Institute

Data effective 7/1/2011

Library Assistant

Boston, All Industries:

Worcester, All Industries:

Avg. All Industries:

35-hours:

37.5 hours:

40 hours:

\$36,483

\$33,320

\$34,902

\$19.18

\$17.90

\$16.78

STONE
CONSULTING, INC.

LIBRARY PAGE

11	Base Rate	2010		1999		2010		2009		FY2010	
		Actual US		Income per		EQV/2009		Public		Operating	
		Census		Capita		US Census	Land SQ	Mileage		Budget	
							Miles				
Ashland	8.48	16,593		31,641		152,639	12.44	79.1		56,083,552	
Foxborough	12.25	16,865		32,294		178,565	20.08	98.5		60,436,363	
Grafton	12.40	17,765		26,952		132,998	22.74	104.4		44,278,881	
Hopkinton	8.92	14,925		41,469		212,161	26.56	124.6		62,466,008	
Medfield	9.34	12,024		42,891		198,507	14.51	76.7		50,255,048	
Northborough	9.00	14,155		32,889		174,674	18.53	92.8		48,663,322	
Pembroke	10.63	17,837		27,066		132,843	21.84	109.1		54,533,751	
Sharon	9.62	17,612		41,323		165,534	23.31	122.0		71,900,523	
Swampscott	9.38	13,787		35,487		174,067	3.05	46.4		54,534,259	
Uxbridge	8.00	13,457		24,540		126,837	29.54	114.8		41,288,314	
Wrentham	10.00	10,955		30,792		169,660	22.20	94.6		34,049,553	
Average	9.82	15,089		33,395		165,317	19.53	96.6		52,589,961	
25th	8.96	13,622		28,929		142,819	16.52	85.9		46,471,102	
Median	9.38	14,925		32,294		169,660	21.84	98.5		54,533,751	
75th	10.32	17,239		38,405		176,620	23.03	111.9		58,259,958	
Holliston	9.81	13,547		32,116		153,190	18.71	91.6		52,999,320	
Holliston to Avg.	-0.1%	-10.2%		-3.8%		-7.3%	-4.2%	-5.2%		0.8%	
Holliston to Median	4.6%	-9.2%		-0.6%		-9.7%	-14.3%	-7.0%		-2.8%	

HOLLISTON

	Minimum	Maximum
Grade	N/A	N/A
Hours 37.5		

Actual	Grade	Step
9.81	N/A	N/A

ASSISTANT COLLECTOR

11	Base Rate	Base Salary ¹	2010		2009		2010		2009		FY2010		Total	
			Actual	US Census	Income per Capita	Income per Capita	EQV/2009 US Census	Land SQ Miles	Public Road Mileage	Operating Budget	Health Care	Cash Comp.		
Ashland	21.21	38,602	16,593	12,639	152,639	12.44	79.1	56,083,552	5,837	44,439				
Bellingham	21.32	38,802	16,332	149,428	18.50	95.5	51,495,587	6,288	45,090					
Foxborough	25.72	46,810	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	52,201				
Hopkinton	18.93	34,453	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	41,234				
Maynard	24.14	43,935	10,106	27,016	127,387	5.24	41.3	34,308,599	5,039	48,974				
Medfield	26.03	47,375	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	52,516				
Medway	29.18	53,108	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	58,850				
Northborough	25.08	52,168	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	57,668				
North Reading	26.34	47,939	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	53,298				
Sharon	30.27	55,091	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	59,955				
Uxbridge	19.62	35,708	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	41,018				
Average	24.35	44,908	14,519	32,508	164,710	17.58	91.5	52,478,764	5,568	50,477				
25th	21.27	38,702	13,105	27,297	142,925	12.85	77.9	47,080,265	5,226	44,765				
Median	25.08	46,810	14,892	31,641	165,534	18.50	92.8	51,495,587	5,391	52,201				
75th	26.19	50,053	16,463	37,106	184,112	21.70	106.6	58,259,958	5,789	55,483				
Holliston	20.76	37,783	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	42,261				
Holliston to Average	-14.7%	-15.9%	-6.7%	-1.2%	-7.0%	6.4%	0.2%	1.0%	-19.6%	-16.3%				
Holliston to Median	-17.2%	-19.3%	-9.0%	1.5%	-7.5%	1.1%	-1.3%	2.9%	-16.9%	-19.0%				

HOLLISTON

	Minimum	Maximum
Grade	20.76	25.65
Hours 35	37,783	46,683
Actual	20.76	1

¹Base Salary is computed based upon scheduled hours worked that range within community from 35 to 40 hours. While Holliston's data is at the median, the survey data illustrates that communities differ in their structure of this position. Rates of approximately \$21 are clerical in nature; there is a pay range of \$26-\$30 for a more professional level position

OUTREACH COORDINATOR

11	Transp.	Base Rate	Base Salary¹	2010		1999	2010		2009 Public		FY2010		Health Care	Total Cash Comp.
				Actual US Census	Income per Capita		EQV/2009 US Census	Land SQ Miles	Road Mileage	Operating Budget				
		25.37	46,173	16,593	31,641		152,639	12.44	79.1	56,083,552		5,837	52,010	
		12.50	22,750	16,332	25,047		149,428	18.50	95.5	51,495,587		6,288	29,038	
		32.00	66,560	16,865	32,294		178,565	20.08	98.5	60,436,363		5,391	71,951	
		17.50	31,850	17,765	26,952		132,998	22.74	104.4	44,278,881		5,676	37,526	
		21.92	42,744	14,925	41,469		212,161	26.56	124.6	62,466,008		6,782	49,526	
	Y	19.24	37,518	12,024	42,891		198,507	14.51	76.7	50,255,048		5,141	42,659	
		27.77	57,752	14,155	32,889		174,674	18.53	92.8	48,663,322		5,500	63,252	
	Y	30.27	59,027	17,612	41,323		165,534	23.31	122.0	71,900,523		4,864	63,890	
		21.13	38,457	13,787	35,487		174,067	3.05	46.4	54,534,259		5,267	43,723	
		14.84	28,938	13,457	24,540		126,837	29.54	114.8	41,288,314		5,310	34,248	
		17.00	33,150	10,955	30,792		169,660	22.20	94.6	34,049,553		5,274	38,424	
		21.78	42,265	14,952	33,211		166,825	19.2	95.4	52,313,765		5,575	47,841	
	25th	17.25	32,500	13,622	28,872		151,034	16.5	85.9	46,471,102		5,270	37,975	
	Median	21.13	38,457	14,925	32,294		169,660	20.1	95.5	51,495,587		5,391	43,723	
	75th	26.57	51,963	16,729	38,405		176,620	23.0	109.6	58,259,958		5,757	57,631	
	Holliston	18.13	32,997	13,547	32,116		153,190	18.71	91.6	52,999,320		4,478	37,475	
	Holliston to Avg.	-16.7%	-21.9%	-9.4%	-3.3%		-8.2%	-2.7%	-4.0%	1.3%		-19.7%	-21.7%	
	Holliston to Median	-14.2%	-14.2%	-9.2%	-0.6%		-9.7%	-6.8%	-4.1%	2.9%		-16.9%	-14.3%	

HOLLISTON

	Minimum	Maximum
Grade	15.50	19.18
Hours 35	28,210	34,908

Actual	Grade	Step
#	11	6

¹Base Salary is computed based upon scheduled hours worked that range within community from 35 to 40 hours.

DISPATCHER

	7 Base Rate	2010		1999		2010		2009		FY2010		Total	
		Actual		Income		EQV/2009		Public		Operating		Health	
		Annual	US	per	Capita	US Census	Land SQ	Road	Mileage	Budget	Care	Cash	Comp.
	40 hrs.						Miles						
Ashland	21.33	44,366	16,593	31,641	152,639	12.44	79.09	56,083,552	5,837	50,203			
Foxborough	22.90	47,632	16,865	32,294	178,565	20.08	98.50	60,436,363	5,391	53,023			
Hopkinton	19.55	40,664	14,925	41,469	212,161	26.56	124.57	62,466,008	6,782	47,446			
Medfield	19.07	39,666	12,024	42,891	198,507	14.51	76.70	50,255,048	5,141	44,807			
Medway	20.28	42,182	12,752	27,578	136,422	11.45	73.90	45,497,208	5,742	47,924			
Sharon	23.53	48,942	17,612	41,323	165,534	23.31	122.02	71,900,523	4,864	53,806			
Uxbridge	19.62	40,810	13,457	24,540	126,837	29.54	114.77	41,288,314	5,310	46,120			
Average	20.90	43,466	14,890	34,534	167,238	19.70	98.51	55,418,145	5,581	49,047			
Median	20.28	42,182	14,925	32,294	165,534	20.08	98.50	56,083,552	5,391	47,924			
Holliston	20.14	41,891	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	46,369			
Holliston to Avg.	-3.6%	-9.0%	-7.0%	-8.4%	-5.0%	-7.0%	-4.4%	-19.8%	-5.5%	-3.2%			
Holliston to Median	-0.7%	-9.2%	-0.6%	-7.5%	-6.8%	-7.0%	-5.5%	-16.9%	-3.2%				

HOLLISTON

Only 4 communities reported shift differentials. 2 communities provide the same differential for the 2nd and 3rd shift; while the remaining 2 communities provide a higher differential for the 3rd shift. The figures below include all 4 communities.

	Minimum Maximum	
	Grade	Step
Actual	16.44	20.31
Days	34,195	42,245
6 @	7	6
1 @	7	4
Nights		
Not Applicable		

Foxborough survey that included Ashland, Dedham, Easton, Foxborough, Mansfield, North Attleboro, Norton, Norwood, Plainville, Sharon, Stoughton, Walpole and Westwood resulted in average of \$22.29 or \$46,363, and median of \$22.34 or \$46,486. Leominster's survey that included Littleton, Acton, Ashland, Boxborough, Groton, Lunenburg, Medfield, Medway, Millis, Southborough, Sterling and Stow resulted in average. and median of \$21.77 or \$45,282.



STONE
CONSULTING, INC.

ASSISTANT TOWN CLERK (supplemental)

	6	Base Rate	Annual	2010 Actual US Census	1999 Income per Capita	2010 EQV/2009 US Census	Land SQ Miles	2009 Public Road Mileage	FY2010 Operating Budget	Health Care	Total Cash Comp.
Ashland		24.24	44,119	16,593	31,641	152,639	12.44	79.09	56,083,552	5,837	49,956
Foxborough		23.79	49,486	16,865	32,294	178,565	20.08	98.50	60,436,363	5,391	54,877
Medfield		24.82	48,399	12,024	42,891	198,507	14.51	76.70	50,255,048	5,141	53,540
Medway		24.69	51,355	12,752	27,578	136,422	11.45	73.90	45,497,208	5,742	57,097
Northborough		25.08	52,168	14,155	32,889	174,674	18.53	92.76	48,663,322	5,500	57,668
Sharon		22.01	42,928	17,612	41,323	165,534	23.31	122.02	71,900,523	4,864	47,792
Average		24.11	48,076	15,000	34,769	167,724	16.72	90.50	55,472,669	5,412	53,488
25th		23.90	45,189	13,103	31,804	155,863	12.96	77.30	49,061,254	5,203	50,852
Median		24.47	48,943	15,374	32,592	170,104	16.52	85.93	53,169,300	5,445	54,208
75th		24.79	50,888	16,797	39,215	177,592	19.69	97.07	59,348,160	5,681	56,542
Holliston		25.65	46,683	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	51,161
Holliston to Avg.		6.4%	-2.9%	-9.7%	-7.6%	-8.7%	11.9%	1.2%	-4.5%	-17.3%	-4.4%
Holliston to Median		4.8%	-4.6%	-11.9%	-1.5%	-9.9%	13.3%	6.6%	-0.3%	-17.8%	-5.6%

HOLLISTON

	Minimum	Maximum
Grade	20.76	25.65
Hours 35	37,783	46,683

	Grade	Step
Actual	11	6

Foxborough survey that included Ashland, Dedham, Easton, Foxborough, Mansfield, North Attleboro, Norton, Norwood, Plainville, Sharon, Stoughton, Walpole and Westwood produced annual average of \$51,133 that translates to \$28.10 for a 35 hour work week and annual median of \$50,867 that translates to \$27.95 for a 35 hour work week.

Littleton survey that included Acton, Ashland, Groton, Lunenburg, Medway, Millis, Southborough, Stow, and West Boylston resulted in average hourly rate of \$21.07 that produces an annual salary of \$38,347 based on a 35 hour work week, and a median hourly rate of \$20.28 that results in an annual salary of \$36,910.

ASSISTANT TOWN CLERK

	Max Rate	
Ashland	24.24	
Foxborough	23.79	
Medfield	24.82	
Medway	24.69	
Sharon	27.26	
Acton	26.80	
Millis	24.03	
Southborough	23.54	
Sterling	22.32	
Stow	22.14	
West Boylston	18.43	
Canton	25.54	40
Dedham	28.62	40
Easton	24.46	40
Franklin	30.23	40
Mansfield	26.78	40
Milford	24.13	35
Norwood	31.41	40
Walpole	27.24	40
Westwood	25.79	35
Wellesley	25.00	40
Average	25.30	
25th	24.03	
Median	24.82	
75th	26.80	



STONE
CONSULTING, INC.

PRINCIPAL CLERK/DEPARTMENT ASSISTANT

	2010		1999		2010		2009		FY2010		Total Cash		Total Cash	
	Actual	US Census	Income per Capita	EQV/2009 US Census	Land SQ Miles	Road Mileage	Public	Operating Budget	Health Care	Comp. 35 hours	Comp. 37.5 hours			
Ashland	16,593	12,752	31,641	152,639	12.44	79.1	56,083,552	5,837	54,358	57,824				
Foxborough	16,865	14,925	32,294	178,565	20.08	98.5	60,436,363	5,391	54,876	58,411				
Hopkinton	14,925	12,024	41,469	212,161	26.56	124.6	62,466,008	6,782	57,159	60,758				
Medfield	12,024	42,891	198,507	198,507	14.51	76.7	50,255,048	5,141	53,844	57,323				
Medway	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	50,514	53,712					
Northborough	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	46,741	49,678					
North Reading	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	51,096	54,363					
Uxbridge	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	38,689	41,073					
Wrentham	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	49,282	52,425					
Average	14,069	32,777	171,014	18.73	93.54	50,401,250	5,593	50,729	53,952					
25th	12,752	30,792	152,639	13.25	79.09	45,497,208	5,310	49,282	52,425					
Median	14,155	31,641	174,674	18.53	92.76	50,255,048	5,391	51,096	54,363					
75th	14,925	32,889	189,658	22.20	98.50	56,083,552	5,742	54,358	57,824					
Holliston	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	43,681	46,481					
Holliston to Avg.	-3.7%	-2.0%	-10.4%	-0.1%	-2.1%	5.2%	-19.9%	-13.9%	-13.8%					
Holliston to Median	-4.3%	1.5%	-12.3%	1.0%	-1.3%	5.5%	-16.9%	-14.5%	-14.5%					
HOLLISTON														
Minimum Maximum														
Grade	17.43	21.54												
Hours 35	31,723	39,203												
Actual														
4 @ 21.54	8	6												
2 @ 20.24	8	4												
Department Secretary														
Boston, All Industries:														
Boston, Government:	average: 37.5 hrs.													
	average: 35 hrs.													
Worcester, All Industries:														
Worcester, Government:														
Average: All Industries	35-hours:													
	37.5 hours:													
	40 hours:													
The Foxborough Survey separately surveyed the Administrative Assistant, Police. The communities included Ashland, Dedham, Easton, Franklin, Mansfield, Milford, Norton, Norwood, Sharon, Stoughton, Walpole and Westwood. The results produced an average hourly rate of \$25.49 and a median rate of \$25.42.														
The Foxborough Survey results are consistent with the results from our survey.														
As a comparison to the Principal Clerk, the Senior Clerk (the lowest clerical position surveyed) included Foxborough, Ashland, Mansfield, North Attleborough, Norwood, Plainville, Stoughton, and Walpole and produced an average hourly rate of \$22.17 and median rate of \$21.99. Holliston's														

The Foxborough Survey separately surveyed the Administrative Assistant, Police. The communities included Ashland, Dedham, Easton, Franklin, Mansfield, Milford, Norton, Norwood, Sharon, Stoughton, Walpole and Westwood. The results produced an average hourly rate of \$25.49 and a median rate of \$25.42. The Foxborough Survey results are consistent with the results from our survey.

As a comparison to the Principal Clerk, the Senior Clerk (the lowest clerical position surveyed) included Foxborough, Ashland, Mansfield, North Attleborough, Norwood, Plainville, Stoughton, and Walpole and produced an average hourly rate of \$22.17 and median rate of \$21.99. Holliston's Principal Clerk and Senior Clerk are similarly graded.

Sharon has Police Secretary, AA Assessor, ATClerk and AA to Fire Chief in same grade \$27.26 for FY'12
Sharon's Treasury/Payroll position is at max of \$25.52 for FY'12
Sharon's majority of Secretaries supporting departments are at \$24.15 for FY'12
Sharon's Board Secretary is at \$19.54 for FY'12

Economic Research Institute
Data effective 7/1/2011
Accounting Clerk
Boston, All Industries: \$41,621
Boston, Government: \$40,493
Worcester, All Industries: \$38,084
Worcester, Government: \$37,067
Accounts Receivable Clerk
Boston, All Industries: \$42,329
Boston, Government: \$41,148
Worcester, All Industries: \$38,723
Worcester, Government: \$37,658
Accounts Payable Clerk
Boston, All Industries: \$41,557
Boston, Government: \$40,434
Worcester, All Industries: \$37,014
Worcester, Government: \$38,027
Department Secretary
Boston, All Industries: \$51,739
Boston, Government: \$49,841
average: 37.5 hrs. \$26.05
average: 35 hrs. \$27.91
Worcester, All Industries: \$46,929
Worcester, Government: \$45,242
Average: All Industries \$42,109
35-hours: \$23.14
37.5 hours: \$21.59
40 hours: \$20.24

CLERICAL ASSISTANT/CLERK, ASSISTANT

	2010		1999		2010		2009		FY2010		Health		Total	
	Base Rate	Annual 35 hrs.	Annual 37.5 hrs	Actual US Census	Income per Capita	EQV/US Census	Land SQ Miles	Public Road Mileage	Operating Budget	Care 35 hours	Cash Comp. 37.5 hours	Cash Comp. 37.5 hours		
Ashland	19.30	35,126	37,635	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	40,963	43,472	Economic Research Institute Data effective 7/1/2011 General Clerk Boston, All Industries: Boston, Government:	
Foxborough	22.90	41,678	44,655	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	47,069	50,046		
Grafton	16.50	30,030	32,175	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	35,706	37,851		
Medfield	18.70	34,034	36,465	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	39,175	41,606		
Medway	19.94	36,291	38,883	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	42,033	44,625	Worcester, All Industries: Worcester, Government: Avg. All Industries: 35-hours: 37.5 hours: 40 hours:	
North Reading	20.00	36,400	39,000	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	41,759	44,359		
Northborough	22.65	41,225	44,170	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	46,725	49,670		
Sharon	21.30	38,766	41,535	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	43,630	46,399		
Uxbridge	14.99	27,282	29,231	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	32,592	34,541		
Wrentham	17.41	31,686	33,950	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	36,960	39,224		
Average	19.37	35,252	37,770	14,707	32,180	162,549	18.81	94.4	50,732,465	5,409	40,661	43,179		
25th	17.73	32,273	34,578	12,928	28,382	140,476	13.57	81.1	44,583,463	5,283	37,514	39,819		
Median	19.62	35,708	38,259	14,524	31,272	167,597	19.31	93.7	49,459,185	5,375	41,361	43,915		
75th	20.98	38,175	40,901	16,797	32,740	177,592	22.61	102.9	55,780,635	5,632	43,230	45,955		
Holliston	17.00	30,940	33,150	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	35,418	37,628		
Holliston to Avg.	-12.2%	-12.2%	-12.2%	-7.9%	-0.2%	-5.8%	-0.5%	-2.9%	4.5%	-17.2%	-12.9%	-12.9%		
Holliston to Median	-13.4%	-13.4%	-13.4%	-6.7%	-2.7%	-8.6%	-3.1%	-2.2%	7.2%	-16.7%	-14.4%	-14.3%		

HOLLISTON

Minimum Maximum

Grade	14.62	18.09
Hours 35	26,608	32,924

Actual	Grade	Step
2 @ 18.09	5	6
1 @ 17.68	5	5
1 @ 15.64	5	2
1 @ 15.50	6	1

The survey does not differentiate the pay of an Assistant Clerk from the Senior/Principal Clerk as greatly as Holliston.

SCHOOL CROSSING GUARD

	2010	1999	2010	2009	
	Actual	Income	EQV/200	Public	
	US	per	9 US	Road	
	Census	Capita	Census	Mileage	
6 Base Rate	Census	Capita	Census	Miles	FY2010
					Operating
					Budget
Medfield	18.28	42,891	198,507	76.70	50,255,048
Sharon	41.43/day	41,323	165,534	122.02	71,900,523
Maynard	12.45	27,016	127,387	41.26	34,308,599
Winchester	16.37				3 hours per day

Economic Research Institute

Data effective 7/1/2011

Guard, School Crossing
 Boston 16.46
 Worcester 15.12

BUS DRIVER

	2010	1999	2010	2009	FY2010	
	Actual	Income	EQV/200	Public	Operating	
	US	per	9 US	Road	Budget	
22 Base Rate	Census	Capita	Census	Miles		
	23.15	#N/A	#N/A	#N/A	#N/A	#N/A
Acton	23.15	#N/A	#N/A	#N/A	#N/A	#N/A
Ashland	12.26	16,593	31,641	152,639	12.44	79.09
Boxborough	12.86	#N/A	#N/A	#N/A	#N/A	#N/A
Dedham	21.69	#N/A	#N/A	#N/A	#N/A	#N/A
Duxbury	18.00	#N/A	#N/A	#N/A	#N/A	#N/A
Easton	19.95	#N/A	#N/A	#N/A	#N/A	#N/A
Foxborough	20.44	16,865	32,294	178,565	20.08	98.50
Groton	20.10	#N/A	#N/A	#N/A	#N/A	#N/A
Littleton	15.00	#N/A	#N/A	#N/A	#N/A	#N/A
Lunenburg	15.00	#N/A	#N/A	#N/A	#N/A	#N/A
Medfield	18.65	12,024	42,891	198,507	14.51	76.70
Medway	18.08	12,752	27,578	136,422	11.45	73.90
Northborough	16.50	14,155	32,889	174,674	18.53	92.76
Norwood	22.52	#N/A	#N/A	#N/A	#N/A	#N/A
Pembroke	13.00	17,837	27,066	132,843	21.84	109.05
Sharon	21.71	17,612	41,323	165,534	23.31	122.02
Stoughton	25.13	#N/A	#N/A	#N/A	#N/A	#N/A
Stow	17.03	#N/A	#N/A	#N/A	#N/A	#N/A
W. Boylston	16.13	#N/A	#N/A	#N/A	#N/A	#N/A
Walpole	21.50	#N/A	#N/A	#N/A	#N/A	#N/A
Westwood	18.54	#N/A	#N/A	#N/A	#N/A	#N/A
Wrentham	15.00	10,955	30,792	169,660	22.20	94.62
Median	18.31					

Economic Research Institute
Data effective 7/1/2011
Shuttle Driver
Boston 18.14
Worcester 17.00
17.57

CUSTODIAN

	8 Base Rate	2010 Actual US Census	1999 Income per Capita	2010 EQV/200 9 US Census	Land SQ Miles	2009 Public Road Mileage	FY2010 Operating Budget
Ashland	25.53	16,593	31,641	152,639	12.44	79.09	56,083,552
Medfield	22.55	12,024	42,891	198,507	14.51	76.70	50,255,048
Milford	21.67	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Northborough	22.66	14,155	32,889	174,674	18.53	92.76	48,663,322
Pembroke	19.94	17,837	27,066	132,843	21.84	109.05	54,533,751
Sharon	24.60	17,612	41,323	165,534	23.31	122.02	71,900,523
Stoughton	29.69	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Walpole	21.21	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Median	22.60						

Economic Research Institute

Data effective 7/1/2011

Custodian

Boston 15.28

Worcester 14.24

14.76

MATRON

	2010 Actual US Census	1999 Income per Capita	2010 EQV/200 9 US Census	Land SQ Miles	2009 Public Road Mileage	FY2010 Operating Budget
4 Base Rate						
Wrentham	20.00	30,792	169,660	22.20	94.62	34,049,553
Pembroke	27.25	27,066	132,843	21.84	109.05	54,533,751
Winchester	14.21					
Medfield	18.65	42,891	198,507	14.51	76.70	50,255,048
Ashland	22.82	31,641	152,639	12.44	79.09	56,083,552
Median	20.00					

CALL FIREFIGHTER

	2010	1999	2010	2009		
	Actual	Income	EQV/200	Public	FY2010	
	US	per	9 US	Road	Operating	
3 Base Rate	Census	Capita	Census	Miles	Budget	
Sharon	20.00	41,323	165,534	23.31	122.02	71,900,523
Medfield	26.89	42,891	198,507	14.51	76.70	50,255,048
Northborough	23.37	32,889	174,674	18.53	92.76	48,663,322

ADMINISTRATIVE ASSESSOR/ASSISTANT ASSESSOR - SUPPLEMENTAL

		2010	1999	2010	2009					
		Actual	Income	EQV/2009	Public					
		US	per	US	Road	Land SQ				
		Census	Capita	Census	Mileage	Miles				
21	Base Rate	Annual 35	Annual	US						
		hrs.	37.5 hrs	Census						
Acton	68,013.00	68,013	68,013	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Bedford	18.40	33,488	35,880	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Canton	62,153.00	62,153	62,153	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Carlisle	23.42	42,624	45,669	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Dedham	59,534.00	59,534	59,534	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Easton	52,900.00	52,900	52,900	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Foxborough	49,486.00	49,486	49,486	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391
Franklin	62,885.00	62,885	62,885	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harvard	42,899.00	42,899	42,899	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Littleton	47,549.00	47,549	47,549	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Medway	49,753.00	49,753	49,753	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742
Merrimack	20.18	36,728	39,351	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Middleton	30.77	56,001	60,002	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Newbury	24.82	45,172	48,399	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Northborough	25.08	45,646	48,908	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500
Norwood	65,343.00	65,343	65,343	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Stoughton	54,228.00	54,228	54,228	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Stow	48,029.00	48,029	48,029	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Topsfield	20.34	37,019	39,663	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Wenham	17.29	31,468	33,716	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
West Newbury	20.22	36,800	39,429	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Sudbury	56,478	56,478	56,478	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Waltham	59,118	59,118	59,118	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Natick	61,148	61,148	61,148	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Southborough	43,935	43,935	43,935	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Winchester	74,850	74,850	74,850	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hingham	63,062	63,062	63,062	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Needham	58,930	58,930	58,930	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Bedford	61,562	61,562	61,562	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Wayland	62,367	62,367	62,367	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Sudbury	56,478	56,478	56,478	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Average	26.89	48,939	50,180	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
25th	23.42	42,624	42,899	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Median	26.39	48,029	48,908	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
75th	30.77	56,001	59,534	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Holliston		46,683	46,683	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478
Holliston to Avg.		-4.6%	-7.0%	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Holliston to Median		-2.8%	-4.5%	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A

HOLLISTON

	Minimum	Maximum
Grade	20.76	25.65
Hours 35	37,783	46,683

Actual	Grade	Step
25.65	11	6

POLICE CHIEF

	15	Base Rate	2010		1999	Income	2010		2009		FY2010	Operating	Health	Base +
			Actual	US			EQV/200	9 US	Land	SQ				
			Census		per	Capita	Census		Miles	Mileage				
Ashland		105,875	16,593		31,641		152,639	12.44	79.1	56,083,552		5,837		111,712
Bellingham		99,665	16,332		25,047		149,428	18.50	95.5	51,495,587		6,288		105,953
Foxborough		113,110	16,865		32,294		178,565	20.08	98.5	60,436,363		5,391		118,501
Grafton		96,686	17,765		26,952		132,998	22.74	104.4	44,278,881		5,676		102,363
Hopkinton		109,760	14,925		41,469		212,161	26.56	124.6	62,466,008		6,782		116,542
Maynard		137,089	10,106		27,016		127,387	5.24	41.3	34,308,599		5,039		142,128
Medfield		104,906	12,024		42,891		198,507	14.51	76.7	50,255,048		5,141		110,047
Medway		103,935	12,752		27,578		136,422	11.45	73.9	45,497,208		5,742		109,677
Northborough		109,947	14,155		32,889		174,674	18.53	92.8	48,663,322		5,500		115,447
North Reading		101,250	14,892		30,902		189,658	13.25	87.0	54,871,884		5,359		106,609
Pembroke		98,849	17,837		27,066		132,843	21.84	109.1	54,533,751		5,682		104,531
Sharon		151,268	17,612		41,323		165,534	23.31	122.0	71,900,523		4,864		156,132
Swampscott		139,349	13,787		35,487		174,067	3.05	46.4	54,534,259		5,267		144,616
Uxbridge		90,994	13,457		24,540		126,837	29.54	114.8	41,288,314		5,310		96,304
Wrentham		95,000	10,955		30,792		169,660	22.20	94.6	34,049,553		5,274		100,274
Average		110,512	14,670		31,859		161,425	17.55	90.7	50,977,523		5,543		116,056
25th		99,257	13,105		27,041		134,710	12.85	77.9	44,888,045		5,270		105,242
Median		104,906	14,892		30,902		165,534	18.53	94.6	51,495,587		5,391		110,047
75th		111,529	16,729		34,188		176,620	22.47	106.7	55,477,718		5,712		117,521
Holliston		91,000	13,547		32,116		153,190	18.71	91.6	52,999,320		4,478		95,478
Holliston to Avg.		-17.7%	-7.7%		0.8%		-5.1%	6.6%	1.0%	4.0%		-19.2%		-17.7%
Holliston to Median		-13.3%	-9.0%		3.9%		-7.5%	1.0%	-3.2%	2.9%		-16.9%		-13.2%

Excluding Communities that have rolled educational incentive into Base Salary

Average	102,498
25th	98,308
Median	102,593
75th	106,846

Additional compensation was inconsistently reported.

Only three communities reported a clothing/cleaning allowance with an average of \$1,567. Two communities reported paying holiday pay. Two indicated paying an EMT stipend.

Holliston	91,000
Holliston to Avg.	-11.2%
Holliston to Median	-11.3%



STONE
CONSULTING, INC.

POLICE LIEUTENANT

	2010		1999		2010		2009		FY2010		Base +	
	Base 12	Actual US Census	Income per Capita	9 US Census	Land SQ Miles	Public Road Mileage	Operating Budget	Health Care	Health Care	Health Care		
Ashland	77,306	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	83,142			
Bellingham	84,718	16,332	25,047	149,428	18.50	95.5	51,495,587	6,288	91,006			
Hopkinton	101,629	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	108,411			
Maynard	71,110	10,106	27,016	127,387	5.24	41.3	34,308,599	5,039	76,149			
Medway	81,462	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	87,204			
Northborough	86,746	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	92,246			
North Reading	70,720	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	76,079			
Pembroke	82,974	17,837	27,066	132,843	21.84	109.1	54,533,751	5,682	88,656			
Sharon	107,380	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	112,244			
Swampscott	66,565	13,787	35,487	174,067	3.05	46.4	54,534,259	5,267	71,832			
Uxbridge	68,182	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	73,492			
Wrentham	78,000	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	83,274			
Average	81,399	14,450	31,313	159,276	17.16	90.1	50,807,713	5,579	86,978			
25th	71,013	13,281	27,054	135,527	12.19	77.8	44,444,985	5,272	76,132			
Median	79,731	14,524	30,847	159,087	18.52	93.7	53,014,669	5,430	85,239			
75th	85,225	16,397	33,539	174,219	22.48	110.5	55,174,801	5,766	91,316			
Holliston	89,815	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	94,293			
Holliston to Avg.	10.3%	-6.3%	2.6%	-3.8%	9.0%	1.7%	4.3%	-19.7%	8.4%			
Holliston to Median	12.6%	-6.7%	4.1%	-3.7%	1.1%	-2.2%	0.0%	-17.5%	10.6%			

Additional compensation was inconsistently reported. Two communities reported providing an EMT stipend. Three communities reported paying a clothing/cleaning allowance with an average of \$1,433.

Five of six communities reported that their Police Lieutenant is non-union.

FIRE CHIEF

	2010		1999		2010		2009		FY2010		Base +	
	Actual	US	Income	per	9 US	Land SQ	Public	Road	Operating	Health	Health	Care
14	Base	Census	Capita	Census	Census	Miles	Mileage	Mileage	Budget	Care	Care	Care
Ashland	106,090	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	111,927			
Bellingham	91,000	16,332	25,047	149,428	18.50	95.5	51,495,587	6,288	97,288			
Foxborough	113,110	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	118,501			
Hopkinton	102,174	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	108,956			
Maynard	109,830	10,106	27,016	127,387	5.24	41.3	34,308,599	5,039	114,869			
Medfield	108,562	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	113,703			
Medway	70,000	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	75,742			
Northborough	109,947	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	115,447			
North Reading	92,500	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	97,859			
Pembroke	98,949	17,837	27,066	132,843	21.84	109.1	54,533,751	5,682	104,631			
Sharon	108,000	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	112,864			
Swampscott	102,614	13,787	35,487	174,067	3.05	46.4	54,534,259	5,267	107,881			
Uxbridge	84,064	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	89,374			
Wrentham	95,000	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	100,274			
Average	99,417	14,449	32,210	163,456	17.18	89.7	51,455,998	5,534	104,951			
25th	93,125	12,928	27,194	139,674	12.64	77.3	46,288,737	5,269	98,463			
Median	102,394	14,524	31,272	167,597	18.52	93.7	53,014,669	5,375	108,418			
75th	108,422	16,528	34,838	177,592	22.11	106.4	55,780,635	5,727	113,493			
Holliston	87,700	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	92,178			
Holliston to Avg.	-11.8%	-6.2%	-0.3%	-6.3%	8.9%	2.1%	3.0%	-19.1%	-12.2%			
Holliston to Median	-14.4%	-6.7%	2.7%	-8.6%	1.1%	-2.2%	0.0%	-16.7%	-15.0%			

HIGHWAY SUPERINTENDENT

	2010		1999	2010		2009		FY2010 Operating Budget	Health Care	Base + Health Care
	Base Rate	Actual US Census	Income per Capita	EQV/200 9 US Census	Land Miles	SQ Mileage	Public Road			
Foxborough	100,984	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	106,375	
Grafton	72,280	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	77,956	
Holliston	80,771	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	85,249	

Insufficient survey data was available for this position. Most communities have a Director of Public Works that in addition to highway operations also includes water and wastewater operations. Holliston has a separate Water Superintendent.

WATER SUPERINTENDENT

	2010		1999		2010		2009		FY2010		Base +	
	10	Base Rate	Actual US Census	Income per Capita	EQV/200 9 US Census	Land SQ Miles	Public Road Mileage	Operating Budget	Health Care	Health Care	Base + Health Care	
Ashland		71,219	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	5,837	77,056	
Foxborough		100,984	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	5,391	106,375	
Grafton		64,056	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	5,676	69,732	
Hopkinton		81,976	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	6,782	88,758	
Medway		67,288	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	5,742	73,030	
Northborough		63,936	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	5,500	69,436	
North Reading		85,000	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	5,359	90,359	
Sharon		80,974	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	4,864	85,838	
Uxbridge		73,442	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	5,310	78,752	
Wrentham		58,101	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	5,274	63,375	
Average		74,698	14,997	32,038	163,915	20.01	99.2	51,953,561	5,573	5,573	80,271	
25th		64,864	13,632	28,382	140,476	14.57	88.4	44,583,463	5,322	5,322	70,557	
Median		72,331	14,909	31,272	167,597	21.14	96.6	51,767,603	5,445	5,445	77,904	
75th		81,726	16,797	32,740	177,592	23.17	112.2	59,348,160	5,726	5,726	88,028	
Holliston		83,288	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	4,478	87,766	
Holliston to Avg.		11.5%	-9.7%	0.2%	-6.5%	-6.5%	-7.6%	2.0%	-19.7%	-19.7%	9.3%	
Holliston to Median		15.1%	-9.1%	2.7%	-8.6%	-11.5%	-5.1%	2.4%	-17.8%	-17.8%	12.7%	

TREASURER/COLLECTOR

	Base 12	2010		1999		2010		2009			Base +	
		Actual	US	Income	per	EQV/200	9 US	Land	Road	FY2010	Health	Care
	Rate	Census	Census	Capita	Census	Miles	SQ	Mileage	Operating	Budget	Care	Care
Ashland	77,675	16,593	16,593	31,641	152,639	12.44		79.1	56,083,552		5,837	83,512
Bellingham	70,489	16,332	16,332	25,047	149,428	18.50		95.5	51,495,587		6,288	76,777
Foxborough	81,994	16,865	16,865	32,294	178,565	20.08		98.5	60,436,363		5,391	87,385
Grafton	60,385	17,765	17,765	26,952	132,998	22.74		104.4	44,278,881		5,676	66,061
Hopkinton	83,182	14,925	14,925	41,469	212,161	26.56		124.6	62,466,008		6,782	89,964
Maynard	85,000	10,106	10,106	27,016	127,387	5.24		41.3	34,308,599		5,039	90,039
Medfield	83,573	12,024	12,024	42,891	198,507	14.51		76.7	50,255,048		5,141	88,714
Northborough	86,746	14,155	14,155	32,889	174,674	18.53		92.8	48,663,322		5,500	92,246
North Reading	61,650	14,892	14,892	30,902	189,658	13.25		87.0	54,871,884		5,359	67,009
Pembroke	79,816	17,837	17,837	27,066	132,843	21.84		109.1	54,533,751		5,682	85,498
Swampscott	74,804	13,787	13,787	35,487	174,067	3.05		46.4	54,534,259		5,267	80,071
Wrentham	65,000	10,955	10,955	30,792	169,660	22.20		94.6	34,049,553		5,274	70,274
Average	75,859	14,686	14,686	32,037	166,049	17		87	50,498,067		5,603	81,462
25th	69,117	13,346	13,346	27,054	145,321	13		78	47,567,212		5,272	75,151
Median	78,746	14,909	14,909	31,272	171,864	19		94	53,014,669		5,445	84,505
75th	83,280	16,661	16,661	33,539	181,338	22		100	55,174,801		5,720	89,026
Holliston	79,271	13,547	13,547	32,116	153,190	18.71		91.6	52,999,320		4,478	83,749
Holliston to Avg.	4.5%	-7.8%	-7.8%	0.2%	-7.7%	12.9%		4.7%	5.0%		-20.1%	2.8%
Holliston to Median	0.7%	-9.1%	-9.1%	2.7%	-10.9%	1.1%		-2.2%	0.0%		-17.8%	-0.9%

ACCOUNTANT

	2010		1999		2010		2009		FY2010		Base +	
	Base	Actual	US	Income	EQV/2009	Land SQ	Public	Road	Operating	Health	Health	Care
9	Rate	Census	per	Capita	US Census	Miles	Mileage	Budget	Care	Care	Care	Care
Ashland	76,814	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	82,651			
Grafton	76,021	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	81,697			
Medfield	84,778	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	89,919			
Medway	88,867	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	94,609			
Northborough	86,746	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	92,246			
North Reading	78,988	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	84,347			
Sharon	79,674	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	84,538			
Uxbridge	71,200	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	76,510			
Wrentham	79,685	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	84,959			
Average	80,308	14,467	32,168	160,770	18.66	93.9	49,654,254	5,411	85,719			
25th	76,814	12,752	27,578	136,422	13.25	79.1	44,278,881	5,274	82,651			
Median	79,674	14,155	30,902	165,534	18.53	92.8	48,663,322	5,359	84,538			
75th	84,778	16,593	32,889	174,674	22.74	104.4	54,871,884	5,676	89,919			
Holliston	72,100	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	76,578			
Holliston to Avg.	-10.2%	-6.4%	-0.2%	-4.7%	0.3%	-2.5%	6.7%	-17.2%	-10.7%			
Holliston to Median	-9.5%	-4.3%	3.9%	-7.5%	1.0%	-1.3%	8.9%	-16.4%	-9.4%			

Often those communities that have Finance Directors, have their Finance Directors perform the role of the Town Accountant Finance Directors are not included in the above statistics.

PRINCIPAL ASSESSOR

	2010		1999		2010		2009			FY2010		Base +	
	Base 14	Actual US Census	Income per Capita	EQV/200	9 US Census	Land Miles	SQ Road	Public Mileage	Operating Budget	Health Care	Health Care	Base + Health Care	
Asland	75,997	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	81,834				
Bellingham	61,509	16,332	25,047	149,428	18.50	95.5	51,495,587	6,288	67,797				
Foxborough	81,994	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	87,385				
Grafton	62,689	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	68,365				
Hopkinton	83,182	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	89,964				
Maynard	70,144	10,106	27,016	127,387	5.24	41.3	34,308,599	5,039	75,183				
Medfield	80,319	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	85,460				
Medway	81,536	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	87,278				
Northborough	70,780	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	76,280				
North Reading	69,360	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	74,719				
Pembroke	79,816	17,837	27,066	132,843	21.84	109.1	54,533,751	5,682	85,498				
Sharon	79,674	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	84,538				
Swampscott	60,590	13,787	35,487	174,067	3.05	46.4	54,534,259	5,267	65,857				
Wrentham	65,000	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	70,274				
Average	73,042	14,757	32,382	163,896	16.69	89.0	51,669,610	5,560	78,602				
25th	66,090	13,011	27,194	139,674	12.64	77.3	46,288,737	5,269	71,385				
Median	73,389	14,909	31,272	167,597	18.52	93.7	53,014,669	5,445	79,057				
75th	80,193	16,797	34,838	177,592	22.11	102.9	55,780,635	5,727	85,488				
Holliston	73,833	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	78,311				
Holliston to Avg.	1.1%	-8.2%	-0.8%	-6.5%	12.1%	2.9%	2.6%	-19.5%	-0.4%				
Holliston to Median	0.6%	-9.1%	2.7%	-8.6%	1.1%	-2.2%	0.0%	-17.8%	-0.9%				

INFORMATION TECHNOLOGY COORDINATOR

	2010		1999		2010		2009		FY2010		Base +	
	Actual		Income		EQV/2009		Public		Operating		Health	
	Base	US	per	Capita	US	Land SQ	Road	Mileage	Budget	Care	Care	Health
7	Rate	Census			Census	Miles						Care
Ashland	91,205	16,593	31,641		152,639	12.44	79.1	56,083,552	5,837	97,042		
Bellingham	70,826	16,332	25,047		149,428	18.50	95.5	51,495,587	6,288	77,114		
Foxborough	72,571	16,865	32,294		178,565	20.08	98.5	60,436,363	5,391	77,962		
Hopkinton	106,000	14,925	41,469		212,161	26.56	124.6	62,466,008	6,782	112,782		
Medway	96,085	12,752	27,578		136,422	11.45	73.9	45,497,208	5,742	101,827		
North Reading	63,809	14,892	30,902		189,658	13.25	87.0	54,871,884	5,359	69,168		
Sharon	87,616	17,612	41,323		165,534	23.31	122.0	71,900,523	4,864	92,480		
Average	84,016	15,710	32,893		169,201	17.94	97.2	57,535,875	5,752	89,768		
25th	71,699	14,909	29,240		151,034	12.85	83.0	53,183,736	5,375	77,538		
Median	87,616	16,332	31,641		165,534	18.50	95.5	56,083,552	5,742	92,480		
75th	93,645	16,729	36,809		184,112	21.70	110.3	61,451,186	6,062	99,434		
Holliston	77,830	13,547	32,116		153,190	18.71	91.6	52,999,320	4,478	82,308		
Holliston to Avg.	-7.4%	-13.8%	-2.4%		-9.5%	4.3%	-5.8%	-7.9%	-22.1%	-8.3%		
Holliston to Median	-11.2%	-17.1%	1.5%		-7.5%	1.1%	-4.1%	-5.5%	-22.0%	-11.0%		



STONE
CONSULTING, INC.

DIRECTOR YOUTH & FAMILY SERVICES

	2010		1999		2010		2009		FY2010		Base +	
	Base	Actual	Income	per	EQV/200	Land	Public	Operating	Health	Health	Care	Care
4	Rate	US	Census	Capita	9 US	SQ	Road	Budget	Care	Care		
						Miles	Mileage					
Foxborough	66,560	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	71,951			
Medfield	61,693	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	66,834			
Northborough	70,780	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	76,280			
Sharon	78,874	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	83,737			
Average	69,477	15,164	37,349	179,320	19.11	97.5	57,813,814	5,224	74,700			
Holliston	68,257	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	72,735			
Holliston to Avg	-1.8%	-10.7%	-14.0%	-14.6%	-2.1%	-6.0%	-8.3%	-14.3%	-2.6%			

DIRECTOR OF COUNCIL ON AGING

	14	Base Rate	2010 Actual US Census	1999 Income per Capita	2010 EQV/200 9 US Census	Land SQ Miles	2009 Public Road Mileage	FY2010 Operating Budget	Health Care	Base + Health Care
Ashland		61,757	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	67,594
Bellingham		49,206	16,332	25,047	149,428	18.50	95.5	51,495,587	6,288	55,494
Foxborough		81,994	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	87,385
Grafton		61,813	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	67,490
Hopkinton ¹		37,502								
Medfield		66,163	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	71,304
Medway		60,928	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	66,670
North Reading		49,212	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	54,571
Northborough		78,357	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	83,857
Pembroke		52,511	17,837	27,066	132,843	21.84	109.1	54,533,751	5,682	58,193
Sharon		79,674	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	84,538
Swampscott		49,079	13,787	35,487	174,067	3.05	46.4	54,534,259	5,267	54,346
Uxbridge		44,133	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	49,443
Wrentham		55,000	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	60,274
Average		60,756	15,002	31,492	160,141	17.80	91.9	51,376,019	5,487	66,243
25th		49,212	13,457	27,066	136,422	13.25	79.1	45,497,208	5,274	55,494
Median		60,928	14,892	30,902	165,534	18.53	94.6	51,495,587	5,391	66,670
75th		66,163	16,865	32,889	174,674	22.20	104.4	54,871,884	5,682	71,304
Holliston		56,043	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	60,521
Holliston to Avg.		-7.8%	-9.7%	2.0%	-4.3%	5.1%	-0.3%	3.2%	-18.4%	-8.6%
Holliston to Mediar		-8.0%	-9.0%	3.9%	-7.5%	1.0%	-3.2%	2.9%	-16.9%	-9.2%

Holliston's COA Director's standard work week is 37.5 hours. Holliston's other management positions have a 40 hour standard work week.

¹Removed as data point is an outlier: possibly due to the position not being full-time.



STONE
CONSULTING, INC.

VETERANS' SERVICES DIRECTOR

12	Base Rate	2010		1999		2009		FY2010	
		Actual	US	Income	per	EQV/2009	Land SQ	Public	Operating
		Census	Census	Capita	US	Census	Miles	Road	Budget
Foxborough	32 per hour	16,865		32,294		178,565	20.08	98.5	60,436,363
Grafton	11,741	17,765		26,952		132,998	22.74	104.4	44,278,881
Maynard	7,500	10,106		27,016		127,387	5.24	41.3	34,308,599
Medfield	7,029	12,024		42,891		198,507	14.51	76.7	50,255,048
Medway	47,000	12,752		27,578		136,422	11.45	73.9	45,497,208
North Reading	36,964	14,892		30,902		189,658	13.25	87.0	54,871,884
Northborough	63,935	14,155		32,889		174,674	18.53	92.8	48,663,322
Pembroke	14,853	17,837		27,066		132,843	21.84	109.1	54,533,751
Sharon	13,576	17,612		41,323		165,534	23.31	122.0	71,900,523
Swampscott	10,049	13,787		35,487		174,067	3.05	46.4	54,534,259
Uxbridge	22,180	13,457		24,540		126,837	29.54	114.8	41,288,314
Wrentham	3,696	10,955		30,792		169,660	22.20	94.6	34,049,553

Only Medway and Northborough's positions are reported as full time. Holliston, Hopkinton, Ashland and Medway share the expense of the Veterans' Services Director based on town population.



STONE
CONSULTING, INC.

RECREATION DIRECTOR

	2010	1999	2010	2009	FY2010	Base +
	Actual	Income	EQV/2009	Public	Operating	Health
	US	per	US	Road	Budget	Care
11	Census	Capita	Census	Mileage		Care
Base						
Rate						
Ashland	54,572	31,641	152,639	79.1	56,083,552	5,837
Foxborough	72,571	32,294	178,565	98.5	60,436,363	5,391
Grafton	55,099	26,952	132,998	104.4	44,278,881	5,676
Hopkinton	50,981	41,469	212,161	124.6	62,466,008	6,782
Medfield	73,913	42,891	198,507	76.7	50,255,048	5,141
North Reading	49,700	30,902	189,658	87.0	54,871,884	5,359
Northborough	78,357	32,889	174,674	92.8	48,663,322	5,500
Pembroke	51,166	27,066	132,843	109.1	54,533,751	5,682
Sharon	66,201	41,323	165,534	122.0	71,900,523	4,864
Swampscott	54,532	35,487	174,067	46.4	54,534,259	5,267
Wrentham	60,000	30,792	169,660	94.6	34,049,553	5,274
Average	60,645	33,973	171,028	94.1	53,824,831	5,525
25th	52,849	30,847	159,087	83.0	49,459,185	5,270
Median	55,099	32,294	174,067	94.6	54,534,259	5,391
75th	69,386	38,405	184,112	106.7	58,259,958	5,679
Holliston	55,339	32,116	153,190	91.6	52,999,320	4,478
Holliston to Avg.	-8.7%	-5.5%	-10.4%	-2.7%	-1.5%	-18.9%
Holliston to Median	0.4%	-0.6%	-12.0%	-3.2%	-2.8%	-16.9%

Holliston's position works a 30 hour work week for \$41,504. We have converted this salary to a full-time equivalent of 40 hours.



STONE
CONSULTING, INC.

LIBRARY DIRECTOR

	2010		1999		2010			2009		FY2010		Base +	
	Base Rate	Actual US Census	Income per Capita	EQV/2009 US Census	Land Miles	SQ Mileage	Public Road	Operating Budget	Health Care	Health Care	Base + Health Care		
Ashland	76,277	16,593	31,641	152,639	12.44	79.1		56,083,552	5,837		82,114		
Bellingham	62,063	16,332	25,047	149,428	18.50	95.5		51,495,587	6,288		68,351		
Foxborough	93,496	16,865	32,294	178,565	20.08	98.5		60,436,363	5,391		98,887		
Grafton	66,835	17,765	26,952	132,998	22.74	104.4		44,278,881	5,676		72,511		
Hopkinton	72,737	14,925	41,469	212,161	26.56	124.6		62,466,008	6,782		79,519		
Maynard	72,670	10,106	27,016	127,387	5.24	41.3		34,308,599	5,039		77,709		
Medfield	71,400	12,024	42,891	198,507	14.51	76.7		50,255,048	5,141		76,541		
North Reading	61,643	14,892	30,902	189,658	13.25	87.0		54,871,884	5,359		67,002		
Northborough	86,746	14,155	32,889	174,674	18.53	92.8		48,663,322	5,500		92,246		
Pembroke	67,315	17,837	27,066	132,843	21.84	109.1		54,533,751	5,682		72,997		
Sharon	75,564	17,612	41,323	165,534	23.31	122.0		71,900,523	4,864		80,428		
Swampscott	74,804	13,787	35,487	174,067	3.05	46.4		54,534,259	5,267		80,071		
Uxbridge	52,530	13,457	24,540	126,837	29.54	114.8		41,288,314	5,310		57,840		
Wrentham	60,000	10,955	30,792	169,660	22.20	94.6		34,049,553	5,274		65,274		
Average	71,006	14,808	32,165	163,211	17.99	91.9		51,368,975	5,529		76,535		
25th	63,256	13,540	27,029	137,106	13.57	81.1		45,374,991	5,269		69,391		
Median	72,035	14,909	31,272	167,597	19.31	95.1		53,014,669	5,375		77,125		
75th	75,374	16,797	34,838	177,592	22.61	107.9		55,780,635	5,680		80,338		
Holliston	68,343	13,547	32,116	153,190	18.71	91.6		52,999,320	4,478		72,821		
Holliston to Avg.	-3.7%	-8.5%	-0.2%	-6.1%	4.0%	-0.3%		3.2%	-19.0%		-4.9%		
Holliston to Median	-5.1%	-9.1%	2.7%	-8.6%	-3.1%	-3.6%		0.0%	-16.7%		-5.6%		

Holliston's Library Director has a scheduled 37.5 hour work week versus other Holliston management positions that have a 40 hour work week.

ADMINISTRATIVE ASSISTANT TO THE TOWN ADMINISTRATOR

[illegible]

BUILDING INSPECTOR

	2010		1999	2009			FY2010		Base +	
	Actual	US	Income	2010	Public	Road	Operating	Health	Health	Care
	Base	Census	per	EQV/2009	Land	SQ	Budget	Care	Care	Care
	13	Rate	Capita	US Census	Miles	Mileage				
Ashland	70,708	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	76,545	
Bellingham	70,489	16,332	25,047	149,428	18.50	95.5	51,495,587	6,288	76,777	
Foxborough	64,771	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	70,162	
Grafton	60,390	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	66,066	
Hopkinton	81,976	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	88,758	
Maynard	61,764	10,106	27,016	127,387	5.24	41.3	34,308,599	5,039	66,803	
Medway	75,296	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	81,038	
North Reading	67,300	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	72,659	
Northborough	78,357	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	83,857	
Pembroke	62,971	17,837	27,066	132,843	21.84	109.1	54,533,751	5,682	68,653	
Sharon	80,974	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	85,838	
Swampscott	74,804	13,787	35,487	174,067	3.05	46.4	54,534,259	5,267	80,071	
Wrentham	65,000	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	70,274	
Average	70,369	14,967	31,574	161,234	16.86	89.9	51,778,422	5,592	75,962	
25th	64,771	13,787	27,066	136,422	12.44	79.1	45,497,208	5,274	70,162	
Median	70,489	14,925	30,902	165,534	18.53	94.6	54,533,751	5,500	76,545	
75th	75,296	16,865	32,889	174,674	22.20	104.4	56,083,552	5,742	81,038	
Holliston	77,122	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	81,600	
Holliston to Avg.	9.6%	-9.5%	1.7%	-5.0%	11.0%	1.9%	2.4%	-19.9%	7.4%	
Holliston to Median	9.4%	-9.2%	3.9%	-7.5%	1.0%	-3.2%	-2.8%	-18.6%	6.6%	



STONE
CONSULTING, INC.

	2010		1999		2010			2009			Base +	
	12	Base Rate	Actual US Census	Income per Capita	EQV/2009 US Census	Land Miles	SQ Miles	Public Road Mileage	FY2010		Health Care	Health Care
									Operating Budget			
Ashtand		81,934	16,593	31,641	152,639	12.44		79.1	56,083,552	5,837	87,771	
Bellingham		61,798	16,332	25,047	149,428	18.50		95.5	51,495,587	6,288	68,086	
Foxborough		81,994	16,865	32,294	178,565	20.08		98.5	60,436,363	5,391	87,385	
Grafton		59,612	17,765	26,952	132,998	22.74		104.4	44,278,881	5,676	65,288	
Hopkinton		73,095	14,925	41,469	212,161	26.56		124.6	62,466,008	6,782	79,877	
Medway		58,203	12,752	27,578	136,422	11.45		73.9	45,497,208	5,742	63,945	
North Reading		82,000	14,892	30,902	189,658	13.25		87.0	54,871,884	5,359	87,359	
Northborough		78,357	14,155	32,889	174,674	18.53		92.8	48,663,322	5,500	83,857	
Pembroke		55,737	17,837	27,066	132,843	21.84		109.1	54,533,751	5,682	61,419	
Sharon		71,233	17,612	41,323	165,534	23.31		122.0	71,900,523	4,864	76,097	
Swampscott		67,325	13,787	35,487	174,067	3.05		46.4	54,534,259	5,267	72,592	
Average		70,117	15,774	32,059	163,544	17.43		93.9	54,978,303	5,671	75,789	
25th		60,705	14,524	27,322	142,925	12.85		83.0	50,079,455	5,375	66,687	
Median		71,233	16,332	31,641	165,534	18.53		95.5	54,534,259	5,676	76,097	
75th		80,146	17,239	34,188	176,620	22.29		106.7	58,259,958	5,789	85,608	
Holliston		72,119	13,547	32,116	153,190	18.71		91.6	52,999,320	4,478	76,597	
Holliston to Avg.		2.9%	-14.1%	0.2%	-6.3%	7.3%		-2.5%	-3.6%	-21.0%	1.1%	
Holliston to Median		1.2%	-17.1%	1.5%	-7.5%	1.0%		-4.1%	-2.8%	-21.1%	0.7%	

PLANNER

	2010		1999		2010		2009		FY2010		Base +	
	Actual	US	Income	per	EQV/2009	Land SQ	Public	Operating	Health	Health	Care	Care
9 Base Rate	Census	Census	Capita	US	US Census	Miles	Road	Budget	Care	Care	Care	Care
Ashland	74,174	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	80,011			
Foxborough	81,994	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	87,385			
Grafton	80,137	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	85,813			
Hopkinton	90,337	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	97,119			
Medway	62,004	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	67,746			
North Reading	75,250	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	80,609			
Northborough	86,746	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	92,246			
Pembroke	63,895	17,837	27,066	132,843	21.84	109.1	54,533,751	5,682	69,577			
Swampscott	53,541	13,787	35,487	174,067	3.05	46.4	54,534,259	5,267	58,808			
Wrentham	\$43/hr	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274				
Average	74,231	15,508	31,809	164,892	17	91	53,485,025	5,693	79,924			
25th	63,895	14,155	27,578	136,422	12	79	48,663,322	5,391	69,577			
Median	75,250	14,925	31,641	174,067	19	93	54,534,259	5,676	80,609			
75th	81,994	16,865	32,889	178,565	22	104	56,083,552	5,742	87,385			
Holliston	62,423	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	66,901			
Holliston to Avg.	-15.9%	-12.6%	1.0%	-7.1%	12.3%	1.1%	-0.9%	-21.3%	-16.3%			
Holliston to Median	-17.0%	-9.2%	1.5%	-12.0%	1.0%	-1.3%	-2.8%	-21.1%	-17.0%			

Holliston's position works a 30 hour work week. Holliston's pay has been annualized to a 40 hour work week above.



STONE
CONSULTING, INC.

CONSERVATION AGENT

	9	2010		1999	2010		2009			Base +	
		Base	Actual	Income	EQV/200	Public		FY2010		Health	Base +
						US	Census	Land	Road		
		Rate	Census	per	9 US	Miles	Mileage	Budget	Care	Care	Health
Ashland		64,862	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	70,699	
Foxborough		72,571	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	77,962	
Grafton		50,805	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	56,481	
Hopkinton		63,548	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	70,330	
Medfield		45,325	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	50,466	
Medway		52,832	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	58,574	
Northborough		57,753	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	63,253	
Sharon		64,598	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	69,462	
Wrentham		\$33/hr									
Average		59,037	15,336	34,630	168,938	18.70	96.5	54,947,613	5,616	64,653	
25th		52,325	13,804	30,625	148,585	13.99	78.5	47,871,794	5,328	58,051	
Median		60,651	15,759	32,592	170,104	19.31	95.6	53,169,300	5,588	66,357	
75th		64,664	17,052	41,360	183,551	22.88	108.8	60,943,774	5,766	70,422	
Holliston		53,808	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	58,286	
Holliston to Avg.		-8.9%	-11.7%	-7.3%	-9.3%	0.0%	-5.1%	-3.5%	-20.3%	-9.8%	
Holliston to Median		-11.3%	-14.0%	-1.5%	-9.9%	-3.1%	-4.2%	-0.3%	-19.9%	-12.2%	

Holliston's position has a 20 hour standard work week. The pay presented above has been annualized based upon a 40-hour work week.

TOWN CLERK

	2010		1999		2010		2009		FY2010		Base +	
	Base	Actual	Income	per	US	Income	Public	Operating	Health	Care	Health	Care
13	Rate	Census	Capita	US	US	US	Mileage	Budget	Care	Care	Care	Care
Asland	77,158	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	82,995			
Bellingham	53,560	16,332	25,047	149,428	18.50	95.5	51,495,587	6,288	59,848			
Grafton	67,995	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	73,672			
Hopkinton	64,793	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	71,575			
Maynard	61,588	10,106	27,016	127,387	5.24	41.3	34,308,599	5,039	66,627			
Medfield	56,255	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	61,396			
Medway	63,962	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	69,704			
North Reading	71,688	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	77,047			
Northborough	78,357	14,155	32,889	174,674	18.53	92.8	48,663,322	5,500	83,857			
Pembroke	65,908	17,837	27,066	132,843	21.84	109.1	54,533,751	5,682	71,590			
Sharon	68,652	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	73,516			
Swampscott	60,590	13,787	35,487	174,067	3.05	46.4	54,534,259	5,267	65,857			
Uxbridge	51,010	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	56,320			
Average	64,732	14,787	31,908	159,473	17.00	89.8	51,552,072	5,576	70,308			
25th	60,590	13,457	27,016	132,998	12.44	76.7	45,497,208	5,267	65,857			
Median	64,793	14,892	30,902	152,639	18.50	92.8	51,495,587	5,500	71,575			
75th	68,652	16,593	35,487	174,674	22.74	109.1	54,871,884	5,742	73,672			
Holliston	55,000	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	59,478			
Holliston to Avg.	-15.0%	-8.4%	0.7%	-3.9%	10.1%	2.0%	2.8%	-19.7%	-15.4%			
Holliston to Median	-15.1%	-9.0%	3.9%	0.4%	1.1%	-1.3%	2.9%	-18.6%	-16.9%			

Of the above, Elected Town Clerks are paid an average of \$64,327 and Appointed Town Clerks are paid an average of \$65,928



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TOWN ADMINISTRATOR

13	Base Rate	2010 Actual US Census	1999 Income per Capita	2010 EQV/2009 US Census	2009		FY2010 Operating Budget	Health Care	Base + Health Care
					Land SQ Miles	Public Road Mileage			
Ashland	154,261	16,593	31,641	152,639	12.44	79.1	56,083,552	5,837	160,098
Bellingham	119,174	16,332	25,047	149,428	18.50	95.5	51,495,587	6,288	125,462
Foxborough	135,699	16,865	32,294	178,565	20.08	98.5	60,436,363	5,391	141,090
Grafton	124,900	17,765	26,952	132,998	22.74	104.4	44,278,881	5,676	130,577
Hopkinton	129,000	14,925	41,469	212,161	26.56	124.6	62,466,008	6,782	135,782
Maynard	107,243	10,106	27,016	127,387	5.24	41.3	34,308,599	5,039	112,282
Medfield	143,746	12,024	42,891	198,507	14.51	76.7	50,255,048	5,141	148,887
Medway	119,925	12,752	27,578	136,422	11.45	73.9	45,497,208	5,742	125,667
North Reading	131,313	14,892	30,902	189,658	13.25	87.0	54,871,884	5,359	136,672
Sharon	157,713	17,612	41,323	165,534	23.31	122.0	71,900,523	4,864	162,577
Swampscott	126,682	13,787	35,487	174,067	3.05	46.4	54,534,259	5,267	131,949
Uxbridge	81,600	13,457	24,540	126,837	29.54	114.8	41,288,314	5,310	86,910
Wrentham	105,000	10,955	30,792	169,660	22.20	94.6	34,049,553	5,274	110,274
Average	125,866	14,467	32,149	162,605	17.14	89.1	50,881,983	5,536	131,402
25th	119,174	12,752	27,016	136,422	12.44	76.7	44,278,881	5,267	125,462
Median	126,682	14,892	30,902	165,534	18.50	94.6	51,495,587	5,359	131,949
75th	135,699	16,593	35,487	178,565	22.74	104.4	56,083,552	5,742	141,090
Holliston	105,796	13,547	32,116	153,190	18.71	91.6	52,999,320	4,478	110,274
Holliston to Avg.	-15.9%	-6.4%	-0.1%	-5.8%	9.1%	2.8%	4.2%	-19.1%	-16.1%
Holliston to Median	-16.5%	-9.0%	3.9%	-7.5%	1.1%	-3.2%	2.9%	-16.4%	-16.4%

Two communities reported providing deferred compensation. One community reported providing a travel allowance.

Two communities reported providing the Town Administrator with a Town-owned car; four communities reported providing the Town Administrator a car allowance; four communities reported providing no car allowance/car for the Town Administrator.

MARKET SURVEY: ADDITIONAL COMPENSATION AND BENEFITS

The following table displays the various compensation management practices used by the participants in the survey.

	CONTRACT/ POSITION RATE	STEP STRUCTURE	MERIT- BASED	COMBINATION
Ashland	✓	✓		
Bellingham	✓	✓		
Grafton	✓	✓	✓	✓
Hopkinton	✓	✓	✓	✓
Medfield		✓	✓	
Medway	✓	✓		
North Reading		✓	✓	
Northborough			✓	
Sharon	✓	✓	✓	
Swampscott		✓		
Uxbridge	✓	✓		
Wrentham		✓		
# of Observations	7	11	6	2
HOLLISTON	✓	✓		

CONTRACT/POSITION RATE: no salary structure; employee's pay is a single rate set by contract.

STEP-STRUCTURE: employee's progression through the salary range is based upon advancing through a step-rate structure until the employee achieves the salary range maximum. Progression may be merit-based; however, few employees do not receive an increase.

MERIT BASED: employee's progression through the salary range is based upon merit. Typically the structure has only a salary range minimum and a salary range maximum. The employees' annual general increase may be considered part of the merit increase or as a separate increase.

COMBINATION: progression through the salary structure is often based upon steps at the beginning of the structure, and then converts to an open-range, merit-based structure at the higher-end of the salary structure.

A combination of pay practices were reported. The most common salary structure is step-based. We would caution the Town from interpreting that merit based pay is commonly used within municipalities. It has been our experience that communities that have step-based systems will say that progression through the ranges is based upon merit; however, we rarely see any provision where an employee moves more than one step, or that an employee is denied an increase. Those employees who are denied increases are typically on leave, or have a disciplinary warning on file. We would also question whether pay is truly differentiated based upon performance as few communities have provided adequate funds for merit increases. With total increase pools averaging no more than 2-3%, we see very few communities not giving a general/across-the-board salary increase, indicating that very little money is left over for merit



MARKET SURVEY: ADDITIONAL COMPENSATION AND BENEFITS

adjustments. We believe the lowest threshold percentage for a pay-for-performance program is 2% for merit. So for example, if a community combines their general/across the board increase with a merit increase to create a total pool, then a 2% budget is the minimum we believe feasible for implementing pay for performance. If a community differentiates their general/across the board increase from the merit increase, then the minimum would climb. For example, if all employees are provided a 1% general/across-the-board increase, then 2% would be the budget for merit increases for a total increase threshold for pay for performance at 3%.

Contributions to The Retiree Health Care Plan with the Highest Enrollment

Community	Retiree Contribution
Ashland	50%
Bellingham	50%
Grafton	50%
Hopkinton	50%
Medfield	50%
Medway	50%
North Reading	50%
Sharon	90%
Uxbridge	80%
Wrentham	50%
HOLLISTON	60%
Average	57%
Mode	50%

While Holliston's health care contribution for active employees is the lowest in comparison to those communities who reported data, it is worthy of note that Holliston's retiree contribution compares favorably to these communities. While Holliston has a practice to contribute at the same level for actives and retirees, this practice is not prevalent among other communities that drop the contribution level to the lowest level mandated by Chapter 32 of 50%. This is one area that Holliston may want to explore.

Dental Insurance

No community reported that they contribute to employees' dental insurance. Dental plans that are offered require the employee to pay the full premium.



MARKET SURVEY: ADDITIONAL COMPENSATION AND BENEFITS

Annual Sick Leave

Community	Annual Sick Leave
Ashland	15
Grafton	15
Uxbridge	15
Medfield	15
Medway	15
North Reading	12
Swampscott	15
Wrentham	18
Hopkinton	15
Ashland	15
HOLLISTON	15
Average	15
Mode	15

North Reading noted that the annual sick leave they provide is 12 days; however for Police the allowance is 12.5 days, and for Library 15 days. Holliston is competitive with other communities based upon their sick leave practices.

Life Insurance

Community	LI Face Value	LI Face Value	Total Monthly Premium/ Employee	% of Premium Paid by Employer
Ashland	\$5,000			100%
Bellingham	\$2,000	\$10,000	varies	
Grafton	\$5,000		\$1.20;\$6.00	80%
Hopkinton	\$5,000		\$5.66	50%
Hull	\$5,000		\$3.75	50%
Medfield	\$10,000		\$8.70	50%
Medway	\$5,000		\$5.60	50%
North Reading	\$7,000		\$4.41	50%
Sharon	\$5,000	\$10,000	\$7.10/\$14.20	50% Clerical: \$10,000
Swampscott	provide			
Uxbridge	\$5,000			100%
	provide		\$14.70	50%
HOLLISTON	\$5,000			

Bellingham and North Reading provide a variety of coverages by position population. The minimum face value of the policy is presented in the second column, the maximum face value is



MARKET SURVEY: ADDITIONAL COMPENSATION AND BENEFITS

presented in the third column. Sharon indicated that they provide coverage, but did not complete the rest of the information. Uxbridge did not provide the face value of the insurance, but the premium cost looks as if it is \$10,000. As we mentioned in the report, municipalities provide little in the way of life insurance; however, they do provide sick leave buyback. Holliston may want to explore offering a higher level of life insurance to provide income protection as a result of employee death, and reduce termination benefits (provided by the School Department) and sick leave buyback (provided by both the School Department and the Town). Our preference is that Holliston apply the funds from sick leave buyback into a deferred compensation contribution, as we have highlighted that sick leave buyback is a prevalent benefit among municipalities, and that cutting the benefit completely will make Holliston's total compensation package not competitive with your target labor market.

Vacation Leave

COMMUNITY	YEARS OF SERVICE/# OF DAYS							COMMENTS
	1 year	5 years	10 years	15 years	17 years	20 years	25 years	
Ashland	10	15	20	22		25	27	
Grafton	10	15	20	20		20	20	
Hopkinton	10	15	20	25	27			
Medfield	10	15	20	20		20	20	
Medway	10	15	20	20				
North Reading	10	15	20	25		30	30	
Sharon	10	15	20	25		25	25	1 extra day per year after 10 years, i.e., 11 years = 21 days; 12 years = 22 days, etc.
Swampscott	10	15	20	25		25	25	Management receives 3 weeks upon hire; 6 years, 4 weeks; 15 years, 5 weeks. Managers get credit for prior service within another municipal.
Uxbridge	10	15	20	20		25	25	
Wrentham	11	15	20	25		25	25	1 extra day per year after 1 year, i.e., 2 years = 12 days; 3 years = 13 days, etc.
HOLLISTON	10	15	20	20		25	25	Management vacation is negotiated upon hire.
Average	10.1	15	20	22.7	27	24.2	24.2	
Mode	10	15	20	25		25	25	



MARKET SURVEY: ADDITIONAL COMPENSATION AND BENEFITS

There is a lot of commonality in vacation practices. Sharon and Wrentham have instituted vacation practices that enable the employee to acquire an extra day of leave after a service milestone has been achieved. Sharon provides an extra day after 10 years; Wrentham provides an extra day after 1 year of service until 25 days of vacation is achieved with 15 years of service. We have recommended that Holliston provides a graduated vacation accrual that enables an employee to receive 11 days of vacation effective at the end of their first year, 12 days at 2 years of employment; 13 days at 3 years of employment, 14 days at 4 years of employment and 15 days, as is the current practice at 5 years of employment. We would propose an additional day accrual continues to ten years of employment.

MARKET SURVEY: ADDITIONAL COMPENSATION AND BENEFITS

SICK LEAVE BUY-BACK: MAXIMUM BASED ON A SALARY OF \$45,000

TOWN	MAXIMUM SICK LEAVE ACCUMULATION	PROVISION
Ashland	1,400 hours (175 days – 8 hour day)	At retirement, or after 10 years of service: 50% to a maximum of \$3,500 ; if die, 25% to maximum of \$2,000; DPW employees receive 75% of accrued leave not to exceed 10% of pay; same if the employee dies. Annual bonus provided if use 3 days or less per year.
Bellingham	varied	By contract: retirement, death and voluntary termination.
Grafton	125 days	At retirement, 33% of accumulated days to max of 40 days \$6,923 .
Hopkinton		No sick leave buy back.
Medfield	150 days	At retirement or death; 30% of days accumulated over 90 days (maximum of 18 days) \$3,115 .
Medway		No sick leave buy back.
North Reading	150 days	At retirement; clerical maximum of \$5,300 ; DPW \$4,500; Library \$6,500; Dept. Heads 50%.



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MARKET SURVEY: ADDITIONAL COMPENSATION AND BENEFITS

SICK LEAVE BUY-BACK: MAXIMUM BASED ON A SALARY OF \$45,000

TOWN	MAXIMUM SICK LEAVE ACCUMULATION	PROVISION
Swampscott		If over 30 days, at retirement or death, 20% of pay to a maximum of \$8,500
Uxbridge	150 days DPW 185 days	At retirement, 50% to a maximum of 45 days \$7,788
Wrentham	200 days	At retirement, \$25 per day to a maximum of 100 days \$2,500
HOLLISTON	90 days	At retirement, disability or death, 25% of unused sick leave balance (22.5 days, maximum of: \$3,894)

Any change to the sick leave policy needs to be reviewed in light of those provided in the Police contract (sick leave buy back is common in collective bargaining agreements).

As we mentioned, the School Department has long-term disability insurance for their employees, so the accumulation of sick leave to address long-term disability is less of an issue. The Teachers contract provides for annual buyback of sick leave at the rate of \$30 per day up to a maximum of 12 sick days. Maintenance workers are provided sick leave buyback at retirement of \$28 per day over 50 days, to a maximum of 122 = \$3,416.

MARKET SURVEY: ADDITIONAL COMPENSATION AND BENEFITS

We recommend that Holliston determines how much they pay-out in sick leave buyback and considers re-allocating the funds by making a contribution to a deferred compensation plan for employees.

Long-term Disability

The only community that reported providing Long-term disability was the Town of Sharon. Sharon indicated that the long-term disability provides 70% of monthly salary. It should be noted that the School Department provides long-term disability, and is the only School District that based upon our review of teacher contracts does so.

Personal Leave

Community	# of Days
Ashland	4
Bellingham	2
Grafton	3
Hopkinton	4
Medfield	3
Medway	5
North Reading	4
Swampscott	5
Uxbridge	3
Wrentham	4
HOLLISTON	2
Average	3.7
Mode	4

We were surprised by the results of the number of personal days provided by surveyed communities. It has been our experience that the mode is usually 2 to 3 days. The 5 personal days provided by Medway and Swampscott are the highest we have ever seen reported.

Holliston should consider the impact of increasing their personal day allowance to 3 days.



MARKET SURVEY: ADDITIONAL COMPENSATION AND BENEFITS

Holidays

Community	# of Days
Ashland	11
Bellingham	14
Grafton	12
Hopkinton	13
Medfield	11
Medway	13
North Reading	12
Sharon	12
Swampscott	12
Uxbridge	13
Wrentham	12
HOLLISTON	?
Average	12.3
Mode	12

Positions Eligible for Severance

Community	Town Manager	Chief of Police	Fire Chief	DPW Director/Highway Superintendent	Library Director
Ashland	1 year	1 year	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>
Grafton	6 months	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>
Uxbridge	6 months	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>
Medfield	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>
Medway	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>
North Reading	6 months	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>	<i>not formalized</i>

MARKET SURVEY: ADDITIONAL COMPENSATION AND BENEFITS

Prevalence of Town-Owned Car or Car Allowance

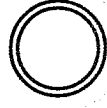
Community	Town Admin./ Town Manager	Police Chief	Fire Chief	DPW Director/ Highway Suptd.
Ashland	Town-owned car	Town-owned car	Town-owned car	No car or car allowance
Bellingham	Car allowance	Town-owned car	Town-owned car	Town-owned car
Grafton	No car or car allowance	No car or car allowance	No car or car allowance	No car or car allowance
Medfield	No car or car allowance	Town-owned car	Town-owned car	Town-owned car
Medway	Car allowance	Town-owned car	Town-owned car	Town-owned car
North Reading	Car allowance	Town-owned car	Town-owned car	Town-owned car
Sharon	Town-owned car	Town-owned car	Town-owned car	Town-owned car
Uxbridge	No car or car allowance	Town-owned car	Town-owned car	No car or car allowance

Deferred Compensation

Three communities reported providing deferred compensation to the Town Administrator/Manager. One community indicated that their Chief Financial Officer was also eligible to receive deferred compensation.



TOWN OF HOLLISTON



CLASSIFICATION & COMPENSATION STUDY

DEPARTMENT HEAD SUMMARY PRESENTATION

Rachel Brown, C.C.P.



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Agenda

2

- Overview of Study Objectives
- Job Descriptions
- Market Survey
- Job Classification
- Pay Structure
- Benefit Review
- Next Steps

Objectives

3

- To develop up-to-date job descriptions
- To ensure that positions are paid fairly in relationship to one another (*internal equity*)
- To determine how Holliston's pay compares to the labor market (*external competitiveness*)
- To give employees greater understanding on how compensation decisions are made

Comparative Communities

4

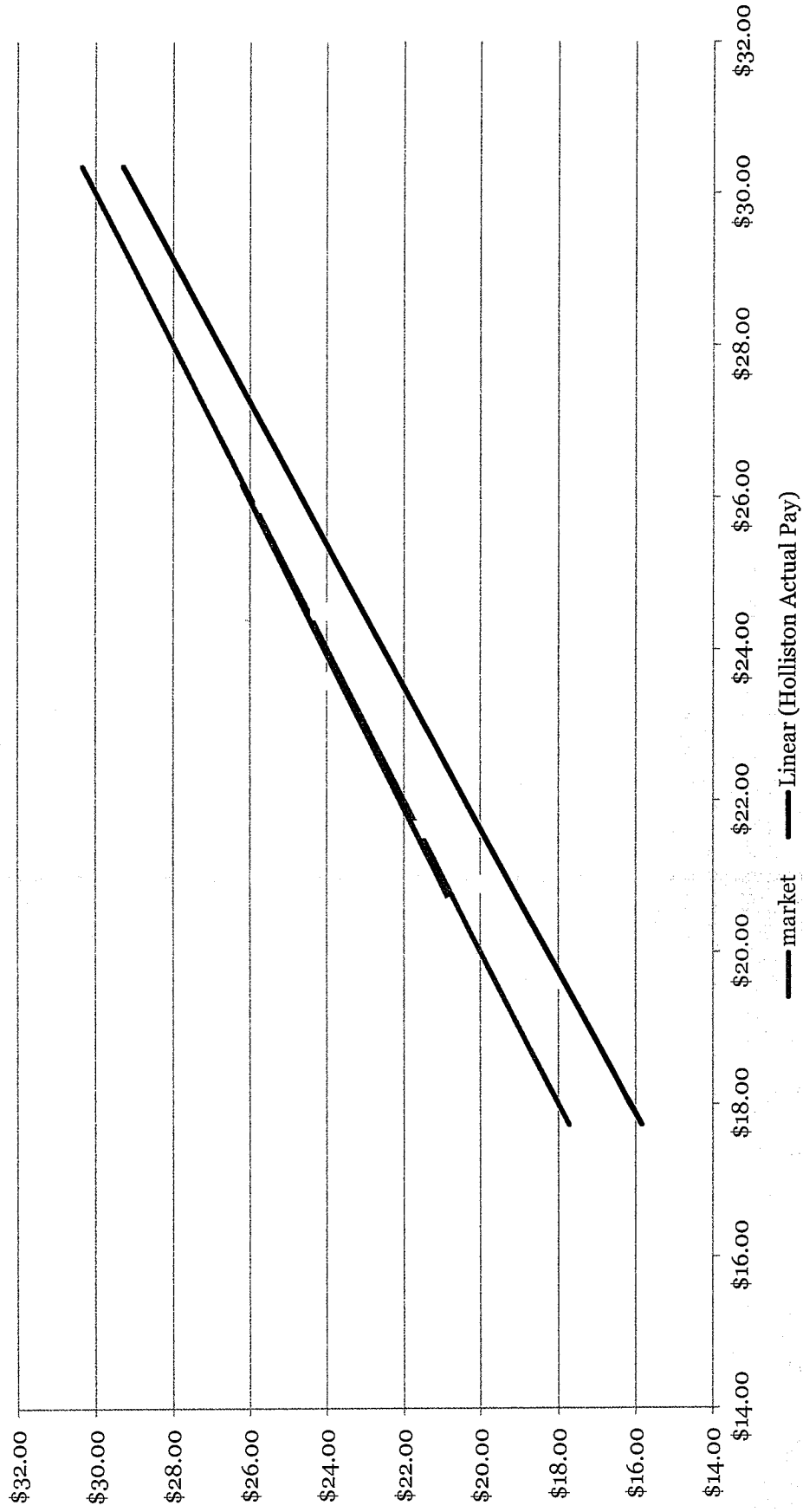
Ashland	Maynard	Northborough
Bellingham	Medfield	Pembroke
Grafton	Medway	Sharon
Hopkinton	North Reading	Swampscott
Uxbridge		Wrentham

Similar size (census, operating budget);
similar demographics (per capita income,
EQV/census)

* Data not provided by Hanover, Ipswich or Lynnfield

Holliston Current Pay to Market

5



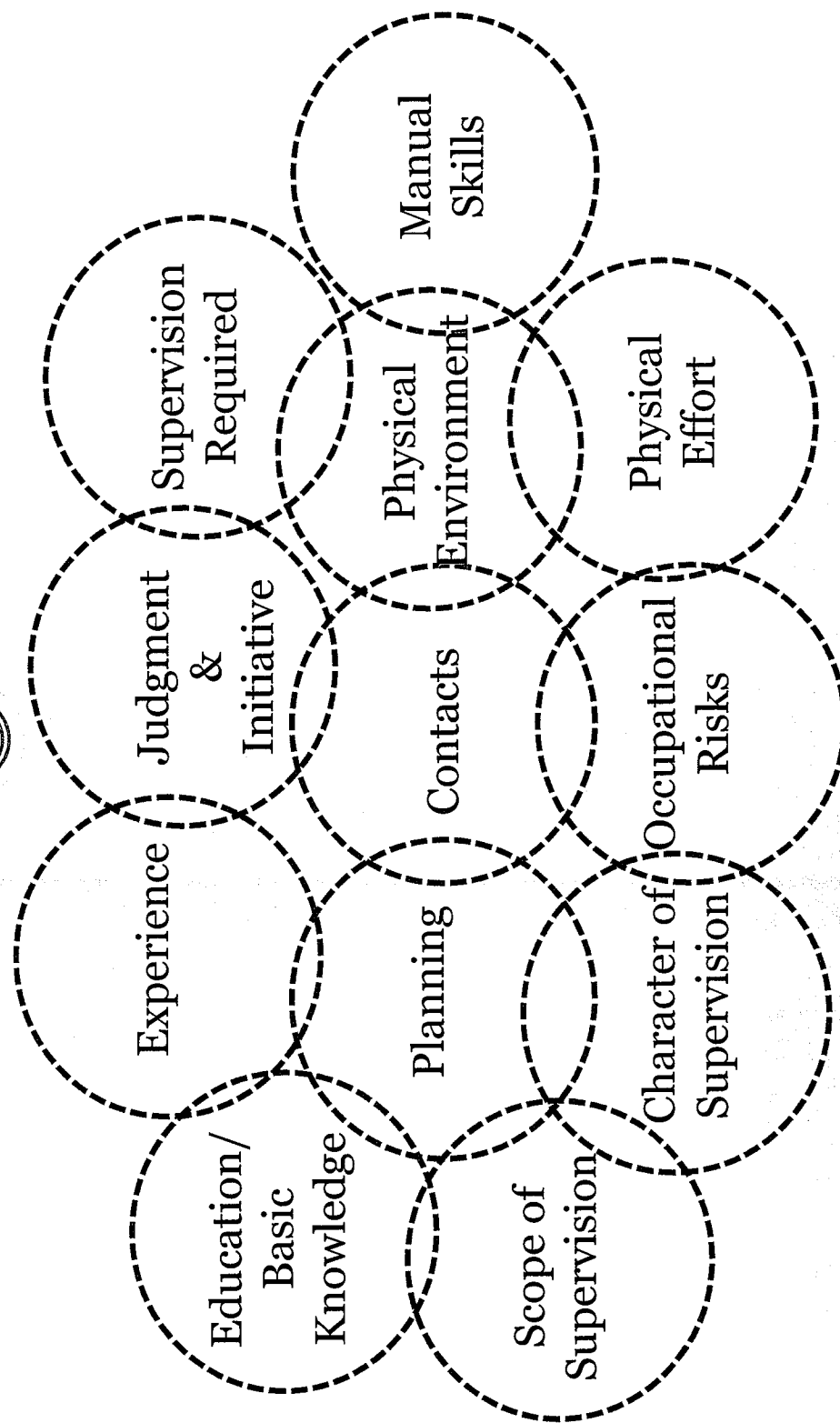
Market Issues

6

- Marketplace is differentiated
 - Pay well: Ashland, Maynard, Northborough, Sharon
 - Pay less: Bellingham, Grafton, North Reading, Pembroke, Swampscott, Uxbridge, Wrentham
- For clerical positions, geography and community size has less impact on pay
- How the market is defined has impact on some top clerical positions

Classifications

7



Classification Results

8

Grade	Position Title	Proposed Title (if different)	Minimum (+2% over 2011)	Maximum
500	Asst. Library Director		\$22.32	\$28.84
400	Asst. Town Clerk		\$20.31	\$26.22
	Administrative Assessor			
	Children's Librarian			
	Reference Librarian			
	Head of Circulation			
	Head Dispatcher			
	Outreach Coordinator			
	Asst. Collector			
	Asst. Treasurer			

Classification Results (continued)

9

Grade	Position Title	Proposed Title	Minimum (+2% over 2011)	Maximum
300	Library Cataloger		\$18.45	\$23.84
	Principal Clerk/Senior Clerk	Department Assistant- Police, Health, Assessor, Building, Water		
	Senior Clerk	Financial Assistant - Accounts Receivable, Accounts Payable		
200	Dispatcher		\$16.77	\$21.67
	Assistant Clerk/ Senior Clerk	Office Assistant - Conservation, Planning, Senior Center, Selectmen's Office		
	Library Technician			

* Positions that are part-time and full-time are placed on this structure

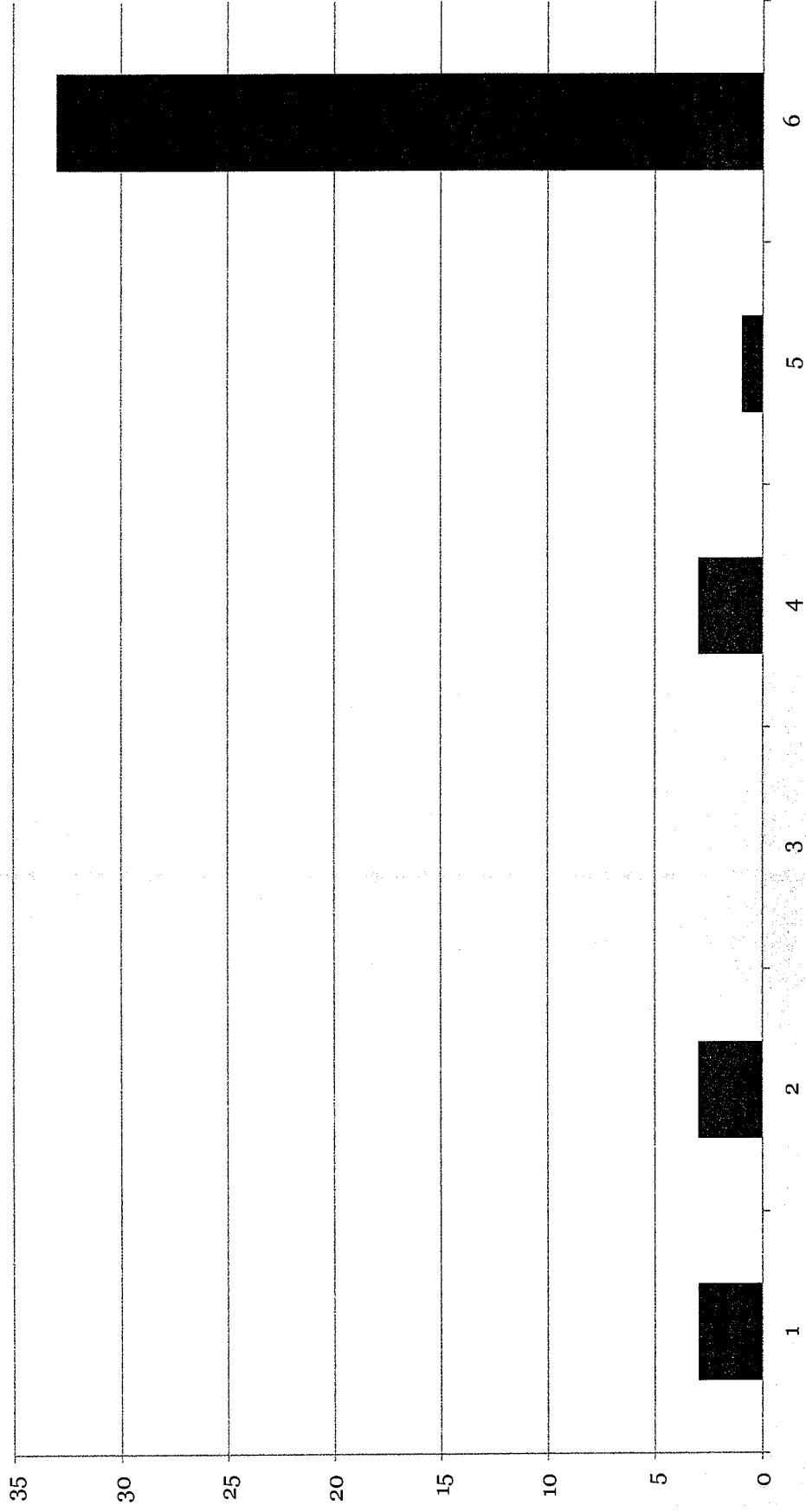
Current Structure

10

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Range Spread	Grade Diff¹
1	12.03	12.88	13.41	13.97	14.56	14.88	23.7%	
2	12.64	13.53	14.09	14.68	15.29	15.63	23.7%	5.0%
3	13.27	14.20	14.79	15.41	16.05	16.41	23.7%	5.0%
4	13.92	14.90	15.52	16.17	16.84	17.22	23.7%	4.9%
5	14.62	15.64	16.30	16.98	17.68	18.09	23.7%	5.1%
6	15.50	16.58	17.27	17.99	18.74	19.18	23.7%	6.0%
7	16.44	17.59	18.33	19.09	19.89	20.31	23.5%	5.9%
8	17.43	18.65	19.43	20.24	21.08	21.54	23.6%	6.1%
9	18.47	19.76	20.58	21.44	22.34	22.84	23.7%	6.0%
10	19.57	20.94	21.81	22.72	23.67	24.21	23.7%	6.0%
11	20.76	22.21	23.14	24.11	25.11	25.65	23.6%	5.9%
12	22.00	23.54	24.52	25.54	26.61	27.18	23.5%	6.0%
13	23.33	24.96	26.00	27.08	28.21	28.84	23.6%	6.1%
14	24.72	26.45	27.55	28.70	29.90	30.56	23.6%	6.0%
	7.0%	4.2%	4.2%	4.2%	4.2%	2.2%		

Employees by Current Grade Step

11



Proposed Structure 1 – wages as of 7/1/2011

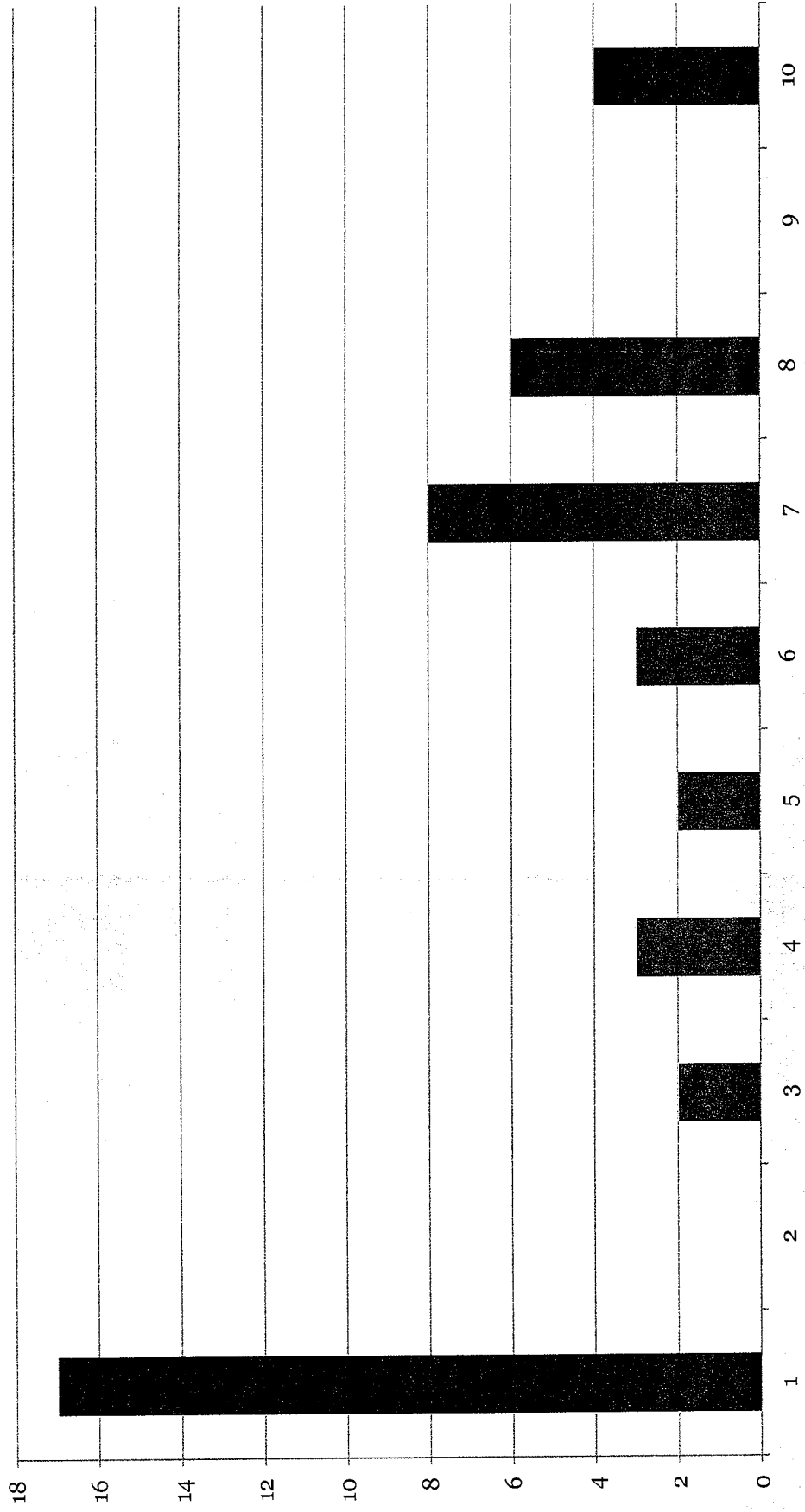
12

Grades	1	2	3	4	5	6	7	8	9	10	Grade Diff¹
500	21.89	22.76	23.56	24.38	25.11	25.86	26.51	27.17	27.72	28.27	10%
400	19.90	20.69	21.41	22.16	22.83	23.51	24.10	24.70	25.20	25.70	10%
300	18.09	18.81	19.47	20.15	20.75	21.38	21.91	22.46	22.91	23.37	10%
200	16.44	17.10	17.70	18.32	18.87	19.43	19.92	20.42	20.82	21.24	10%
	4.0%	3.5%	3.5%	3.0%	3.0%	2.5%	2.5%	2.0%	2.0%		

* 29% range spread

Distribution within Ranges

13



* 5 employees who are on Step 1 are on Special Rate Chart

Proposed Structure 2 – wages as of 7/1/2012

14

Grades	1	2	3	4	5	6	7	8	9	10
500	22.32	23.21	24.02	24.86	25.61	26.38	27.04	27.72	28.27	28.84
400	20.31	21.12	21.86	22.62	23.30	24.00	24.60	25.21	25.71	26.22
300	18.45	19.19	19.86	20.55	21.17	21.80	22.35	22.91	23.37	23.84
200	16.77	17.44	18.05	18.68	19.24	19.82	20.32	20.83	21.25	21.67

Employee's current rate compared to proposed grade; slotted to the closest step that is no less than the employee's current rate.

Service?

* 2% increase

Implementation Example

15

- Principle Clerk: currently Grade 8, step 6 = \$21.54

Grade	1	2	3	4	5	6	7	8	9	10
300	18.45	19.19	19.86	20.55	21.17	21.80	22.35	22.91	23.37	23.84

- Convert to new structure: place on adjacent step
 - If eligible, provide for one step increase
- Grade 300: step 6 = \$21.80*
- Grade 300: step 7 = \$22.35*

Dispatcher Differentials

16

- Day Shift = Grade 200
- 2nd Shift = \$0.60 per hour
- 3rd Shift = \$1.00 per hour

Classification Results – 7/1/2011

17

	Step 1	Step 2	Step 3
100	\$17.76	\$18.12	\$18.48
Crossing Guard			
Van Driver			
Matron			
Clerk/Board Secretary			
Unclassified			
Library Page	\$9.00	\$9.50	\$10.00

Propose for implementation that employees are brought to closest step on the structure but do *NOT* receive a step increase. Fewer steps result in larger increases to step 1, except for one incumbent.

* Positions that are part-time (under 20 hours) are placed on this **Special Rate** schedule.

Preliminary Implementation Costs - Clerical

18

Implementation	To Step	To Step and Progress to Next Step if Eligible
7/2011 data	\$24,402 (2.64%)	\$46,620 (5.04%)
Age Structure by 1%	\$24,172 (2.61%)	\$46,263 (5.00%)
Age Structure by 1.5%	\$28,902 (3.12%)	\$51,256 (5.54%)
Age Structure by 2%	\$27,647 (2.99%)	\$54,484 (5.89%)

- The cost to implement to step varies due to placing the employee on the new step in the structure (i.e., may be placed at a lower step in a higher % structure)
- The costs above do not include positions displayed on page 17, or include overtime
- Under the 2% proposal, 11 employees are at the minimum when brought to step – consider service when providing future increases

BENEFITS REVIEW

Benefits Analysis - Health Care

20

Survey (n=16)	Monthly Premium (Average)	Employer Contribution (Average)	Annual Employer Contribution (Average)	
Individual	\$623.37	74.3%	\$5,558	
Family	\$1,610.48	71.3%	\$13,779	
Holliston 7/2011	Monthly Premium	Employer Contribution	Annual Employer Contribution	\$ Diff.
Individual	\$690	60%	\$4,968	-\$590
Family	\$1,798	60%	\$12,946	-\$333
Holliston 7/2012	Monthly Premium	Employer Contribution	Annual Employer Contribution	\$ Diff.
Individual	\$586	60%	\$4,478.20	-\$1,080
Family	\$1,529	60%	\$11,656.80	-\$2,122

Retiree Health

21

	Employer Contribution
Average	57%
Median	50%
Mode	50%
Holliston	60%

While Holliston's contribution to "active" employees' health care is below the median, the Town's contribution to retiree health care is above the median and the mode of the comparative communities surveyed.

Range: 50% to highs of 80% (Uxbridge) and 90% (Sharon)

Longevity

22

Community	5 yrs	10 yrs	15 yrs	20 yrs	25 yrs	30 yrs
Ashland - Clerical	\$1,000	\$1,100	\$1,200	\$1,300	\$1,400	\$1,400
Ashland - DPW	\$500	\$600	\$700	\$800	\$1,000	\$1,000
Hopkinton - DPW and Dispatch		\$350	\$400	\$750	\$1,250	\$2,000
Medfield	\$250	\$500	\$750	\$1,000	\$1,000	\$1,000
Medway	\$100	\$100	\$100	\$100	\$100	\$100
North Reading	\$600	\$900	\$1,200	\$1,500	\$1,800	\$1,800
Pembroke	\$50	\$150	\$200	\$250	\$300	\$350
Sharon	\$400	\$450	\$500	\$650	\$725	\$925
Swampscott	\$400	\$650	\$900	\$1,150	\$1,750	\$2,000
Uxbridge		\$624	\$1,456	\$2,080	\$2,080	\$2,080
Wrentham	\$500	\$1,000	\$1,250	\$1,500	\$1,500	\$1,500
Average	\$422	\$584	\$787	\$1,007	\$1,173	\$1,287
Median	\$400	\$600	\$750	\$1,000	\$1,250	\$1,400
HOLLISTON	\$50	\$100	\$150	\$200	\$250	\$250
Holliston to Avg.	-88%	-83%	-81%	-80%	-79%	-81%

Longevity (notes)

23

Community	
Bellingham	Did not provide information
Foxborough	Did not report longevity; but indicated they provide it in a job advertisement
Grafton	5% over maximum with 15 years of service
Hopkinton - Clerical/Admin.	If employed prior to 7/1/2008, at 10 years receive \$350
Maynard	Provide longevity; did not report amounts
Northborough	Provide longevity; did not report amounts
Uxbridge	Highway and Library \$0.30¢ per hour 7-12 years; \$0.70¢ per hour 12-17 years; over 20 years \$1.00 per hour Highway - \$1.10 per hour Library

Holliston provides minimal longevity in comparison to peer communities. Consider grandfathering, or alternatively discontinuing longevity and put into a performance bonus for employees at maximum.

Sick Leave

24

Annual Sick Leave

Average	15 days
Median	15 days
Holliston	15 days

It should be noted that municipals do not have short-term disability plans. Sick leave can be accrued to address disability concerns. Some long-term disability through pension plan, and for Police and Fire.

Sick Leave (\$45,000 average salary)

25

Town	Maximum Accumulation	Provision
Ashland	1,400 hours (175 days – 8 hour day)	At retirement or after 10 yrs, of service: 50% to max of \$3,500 ; if die 25% to max of \$2,000; DPW 75% of accrued not to exceed 10% of pay: same if die. Annual bonus if use 3 days or less per year.
Bellingham	varied	By contract: retirement, death and voluntary termination
Grafton	125 days	At retirement; 33% of accumulated days to max of 40 days \$6,923
Hopkinton		No sick leave buy back
Medfield	150 days	At retirement or death; 30% of days accumulated over 90 days (max of 18 days) \$3,115
Medway		No sick leave buy back
North Reading	150 days	At retirement; Clerical max. of \$5,300 ; DPW \$4,500; Library \$6,500; Dept. Heads 50%.

Sick Leave (continued)

26

Town	Maximum Accumulation	Provision
Swampscott		If over 30 days, at retirement or death, 20% of pay to a maximum of \$8,500
Uxbridge	150 days DPW 185 days	At retirement, 50% to a maximum of 45 days \$7,788
Wrentham	200 days	At retirement, \$25 per day to a maximum of 100 days \$2,500
HOLLISTON	90 days	At retirement, disability or death, 25% of unused sick leave balance (22.5 days max: \$3,894)

Any change to the sick leave policy needs to be reviewed in light of those provided in Police contracts (sick leave buy back is common in collective bargaining agreements). Holliston's sick leave accumulation does not provide for long-term disability. Teachers contract provides for sick leave buyback annually (\$30 per day up to max of 12), also Maintenance (\$28 per day over 50 days, max of 122 = \$3,416)

Life Insurance

27

Flat Dollar	Range: \$2,000 to \$10,000
	Mode: \$5,000
Employer Contribution	Average: 63%
	Median: 50%
	Mode: 50%
HOLLISTON	\$5,000 at 50% contribution

Vacation

28

Service	Allowance
6 months	1 week
6 months to 1 year	an additional week
5 years	3 weeks
10 years	4 weeks
15 years	4 weeks and 2 days
20 years	5 weeks

While not formally acknowledged, Towns often give prior service credit to Department Heads at hire. Also, Department Heads may start with 3 weeks vacation.

We prefer vacation schedules that max. out at 4 weeks, as we believe with today's lean staffing, that an employee is unable to take advantage of a 5th week of vacation. We also believe that municipal employees have to wait a long time to achieve three weeks of vacation. Schedules that grade the vacation allowance by one day per year are preferable, i.e., 11 days at 2 years; 12 days at 3 years; 13 days at 4 years; 15 days at 5 years.

Holidays and Personal Leave

Holidays		Personal Leave	
Average	12.2 days	Average	3.3 days
Median	12 days	Median	3.5 days
Holliston		Holliston	

Next Steps

30

- Review results
- After Department Head review, we will have a summary presentation for employees where we will present a summary of the results and our proposal
- Department Heads will receive job descriptions and how employees could be impacted

Next Steps (continued)

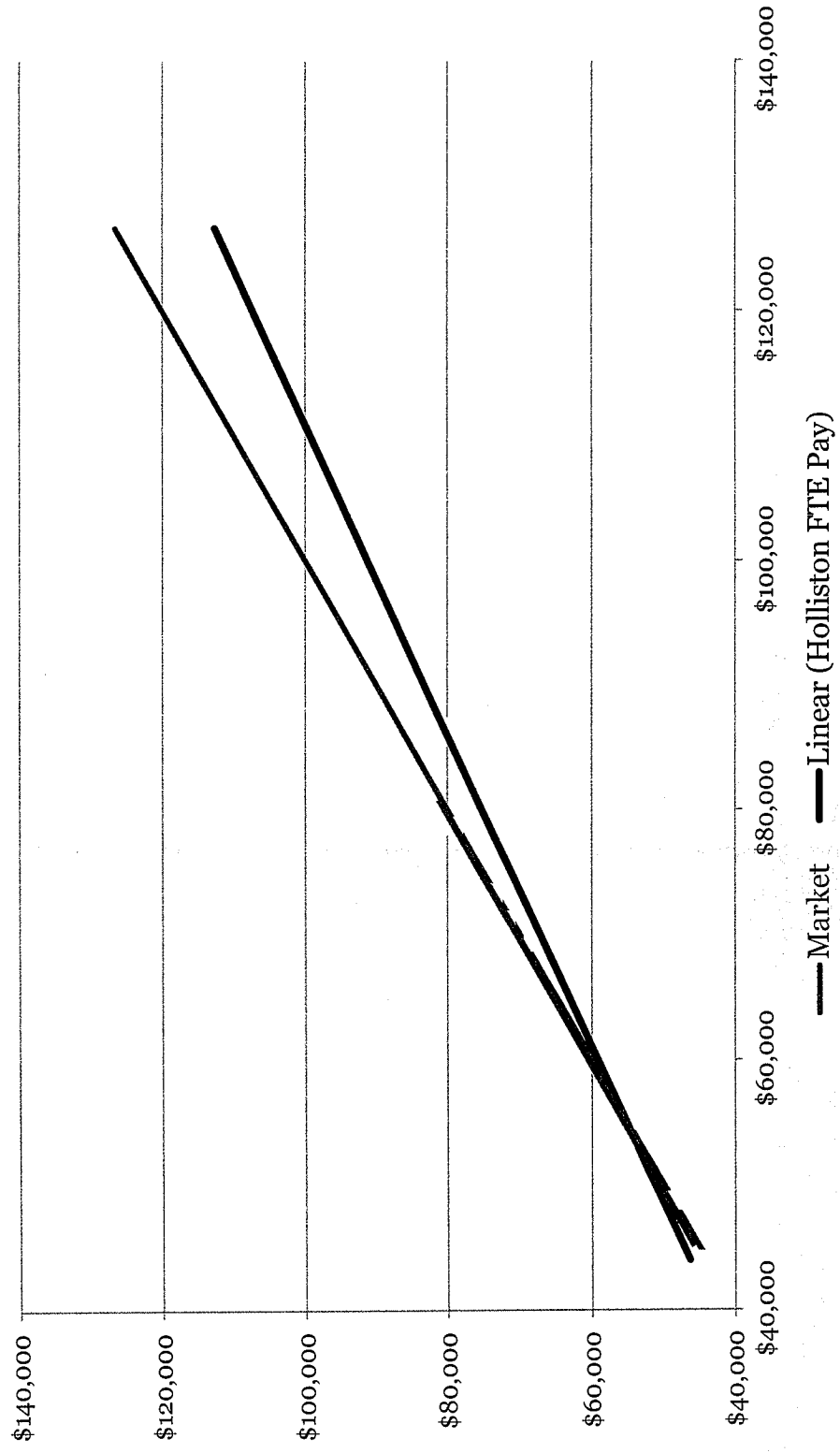
31

- Finance Committee needs to review/approve results
- Town Meeting

MANAGEMENT COMPENSATION

Holliston Pay vs. Market (Contracts)

33



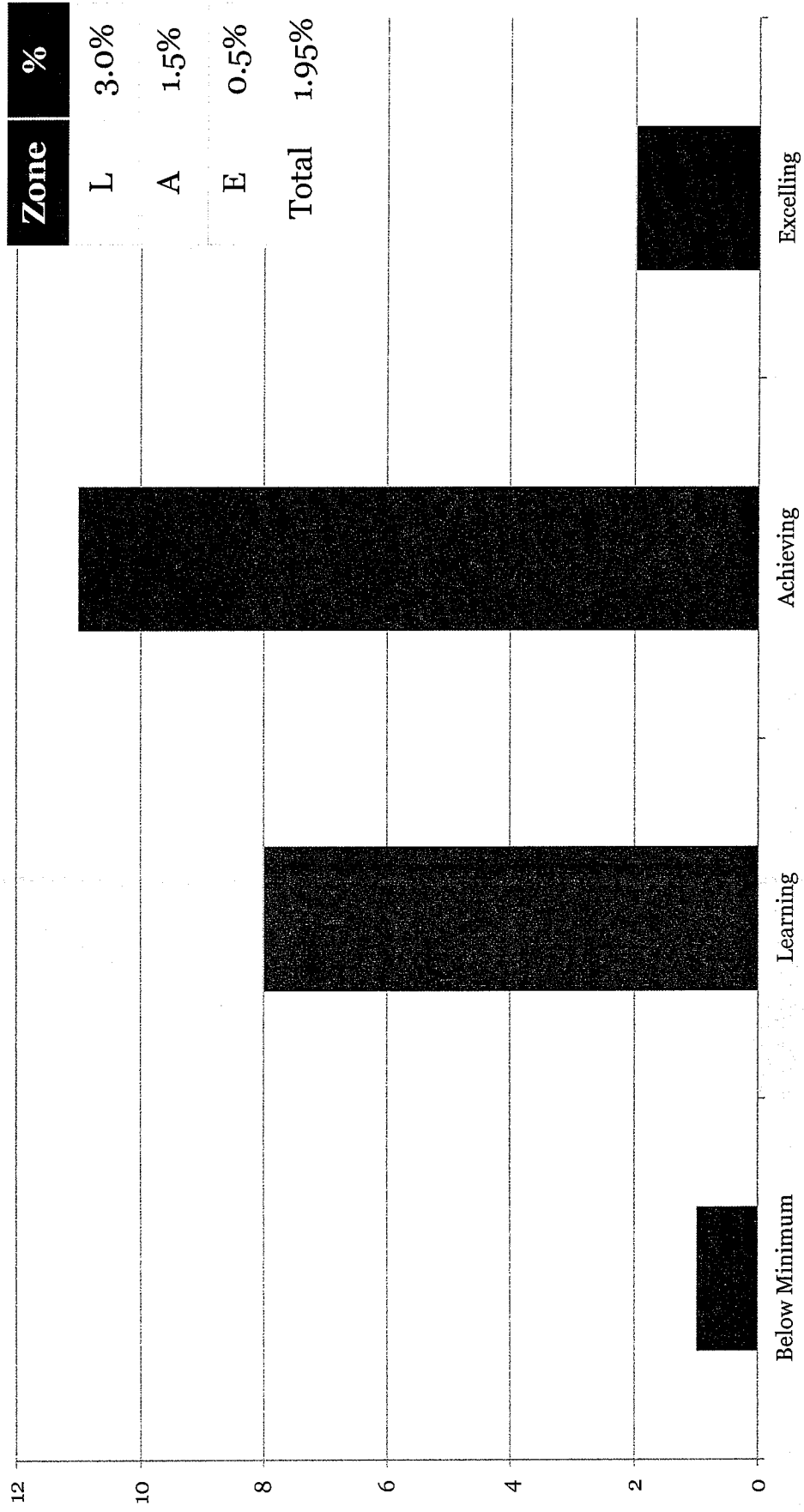
Sample Management Ranges

34

	Minimum	Midpoint	Maximum
	Learning		
	Achieving		
	Excelling		
Town Administrator	110,080	123,026.67	129,500
Vacant	135,973.33	148,920	
Police Chief	M-12 95,130	106,323.33	111,920
Vacant	M-11 88,090	98,450.00	103,630
Fire Chief	M-10 81,550	91,150.00	95,950
Highway Suptd., IT Coordinator,	M-9 75,530	84,410.00	88,850
Treasurer/Collector,	M-8 69,920	78,146.67	82,260
Police Lieutenant	M-7 64,740	72,360.00	76,170
Assessor, Building Inspector,	M-6 59,950	67,003.33	70,530
Town Accountant, Water Suptd.	M-5 55,500	62,033.33	65,300
Dir., Y & F Svcs., Library Dir.,	M-4 51,460	57,486.67	60,500
Health Director, Planner	M-3 47,610	53,203.33	56,000
Town Clerk	M-2 44,060	49,246.67	51,840
Conservation Agent, COA	M-1 40,800	45,600.00	48,000
Director, Recreation Director, AA			
to Town Administrator			
Vacant			
Veterans' Agent			
Office Manager*			

Distribution within Management Ranges

35

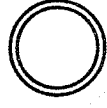


Proposed Management Implementation

36

- Town Administrator recommends to Finance Committee/Selectmen salary increase budget
- Initially increase is based on position-in-range; however, increase can be tied to performance in the future

TOWN OF HOLLISTON



CLASSIFICATION & COMPENSATION STUDY

EMPLOYEE SUMMARY PRESENTATION

Rachel Brown, C.C.P.



STONE
CONSULTING, INC.

Agenda

2

- Overview of Study Objectives
- Job Descriptions
- Market Survey
- Job Classification
- Pay Structure
- Benefit Review
- Next Steps

Objectives

3

- To develop up-to-date job descriptions
- To ensure that positions are paid fairly in relationship to one another (*internal equity*)
- To determine how Holliston's pay compares to the labor market (*external competitiveness*)
- To give employees greater understanding on how compensation decisions are made

Comparative Communities

4

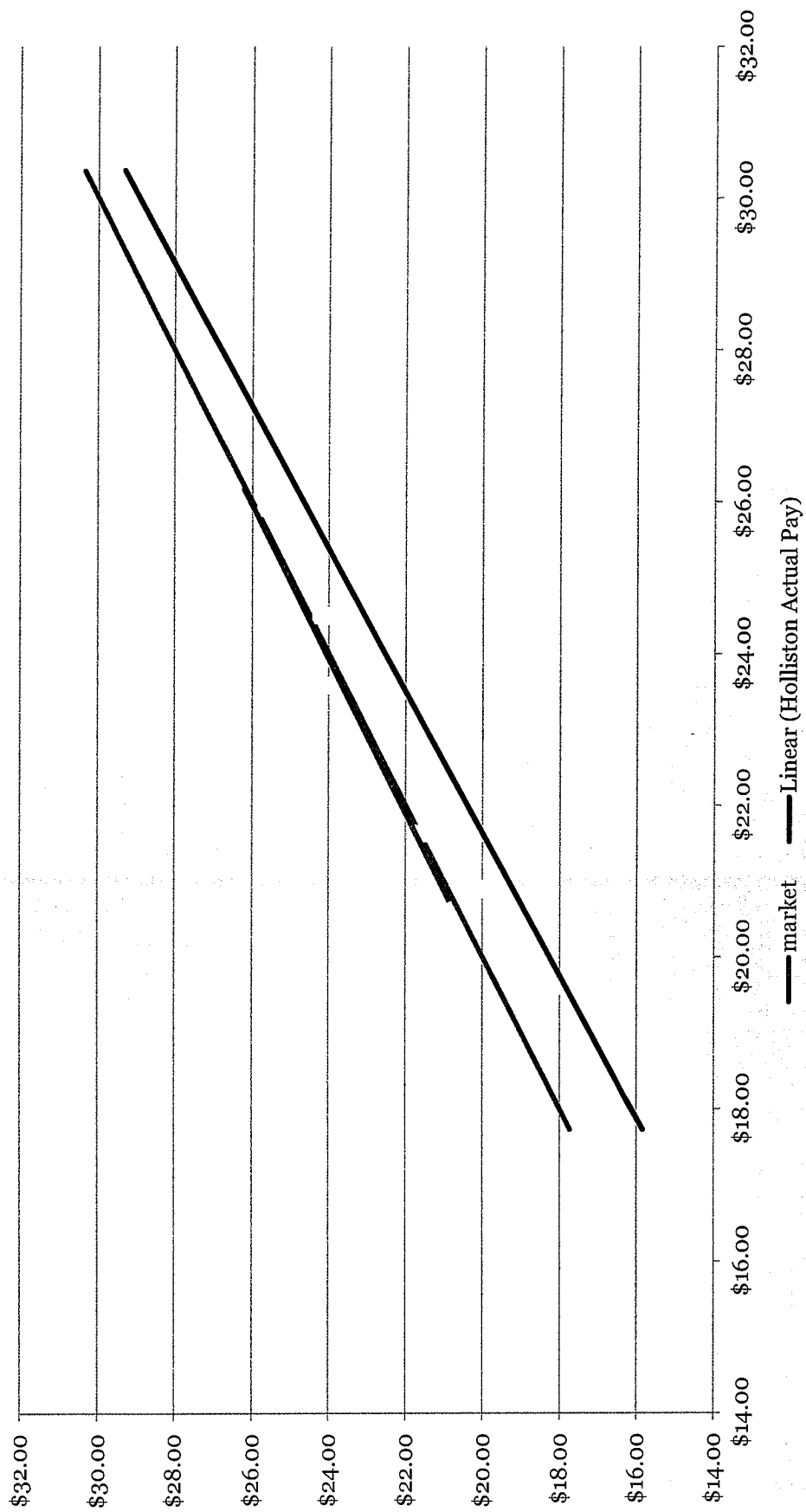
Ashland	Maynard	Northborough
Bellingham	Medfield	Pembroke
Grafton	Medway	Sharon
Hopkinton	North Reading	Swampscott
Uxbridge		Wrentham

Similar size (census, operating budget);
similar demographics (per capita income,
EQV/census)

* Data not provided by Hanover, Ipswich or Lynnfield

Holliston Current Pay to Market

5



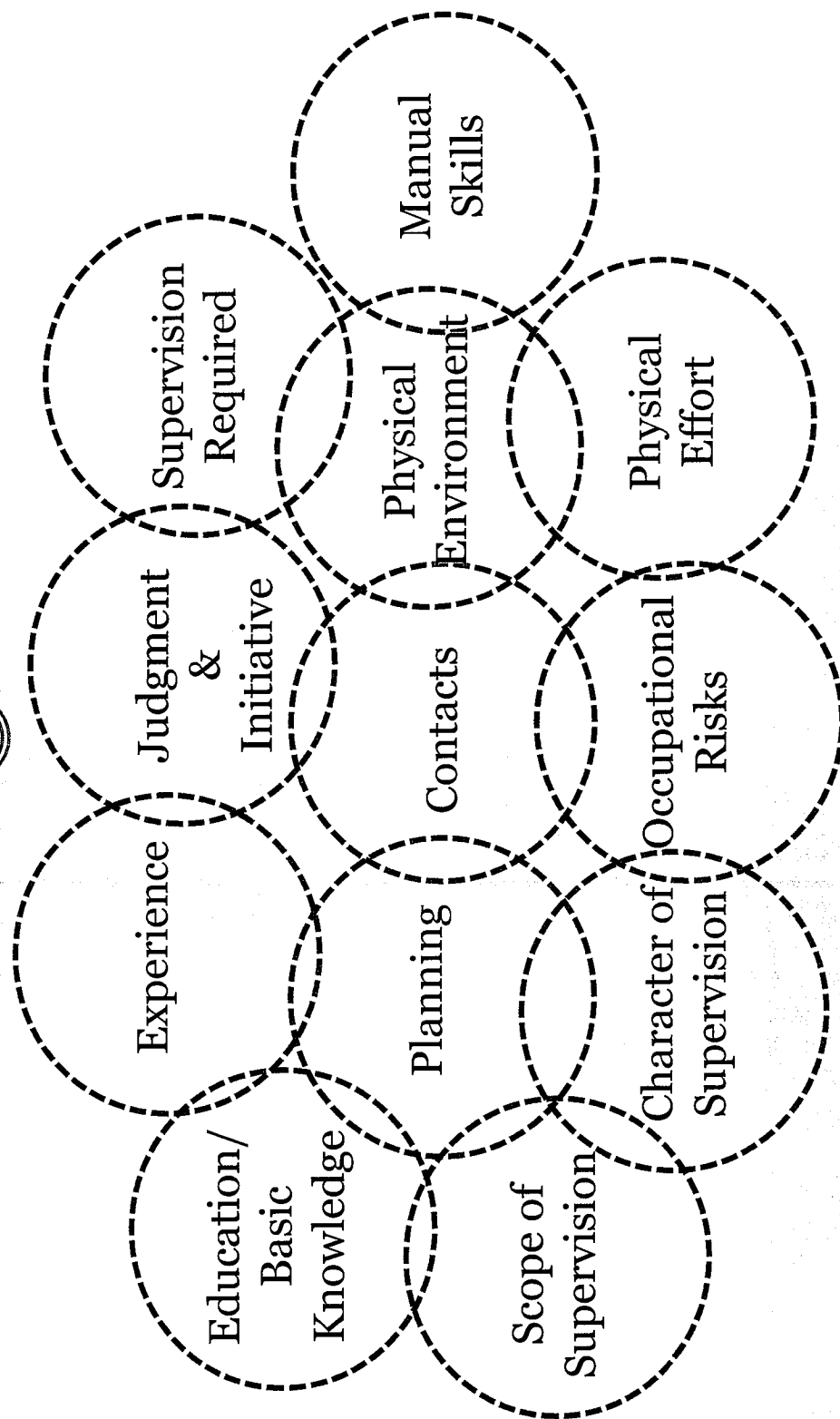
Market Issues

6

- Marketplace is differentiated
 - Pay well: Ashland, Maynard, Northborough, Sharon
 - Pay less: Bellingham, Grafton, North Reading, Pembroke, Swampscott, Uxbridge, Wrentham
- For clerical positions, geography and community size has less impact on pay
- How the market is defined has impact on some top clerical positions

Classifications

7



Classification Results

8

Grade	Position Title	Proposed Title (if different)	Minimum (+2% over 2011)	Maximum
500	Asst. Library Director		\$22.32	\$28.84
400	Asst. Town Clerk		\$20.31	\$26.22
	Administrative Assessor			
	Children's Librarian			
	Reference Librarian			
	Head of Circulation			
	Head Dispatcher			
	Outreach Coordinator			
	Asst. Collector			
	Asst. Treasurer			

Classification Results (continued)

9

Grade	Position Title	Proposed Title	Minimum (+2% over 2011)	Maximum
300	Library Cataloger		\$18.45	\$23.84
	Principal Clerk/Senior Clerk	Department Assistant- Police, Health, Assessor, Building, Water		
	Senior Clerk	Financial Assistant - Accounts Receivable, Accounts Payable		
200	Dispatcher		\$16.77	\$21.67
	Assistant Clerk/ Senior Clerk	Office Assistant - Conservation, Planning, Senior Center, Selectmen's Office		
	Library Technician			

* Positions that are part-time and full-time are placed on this structure

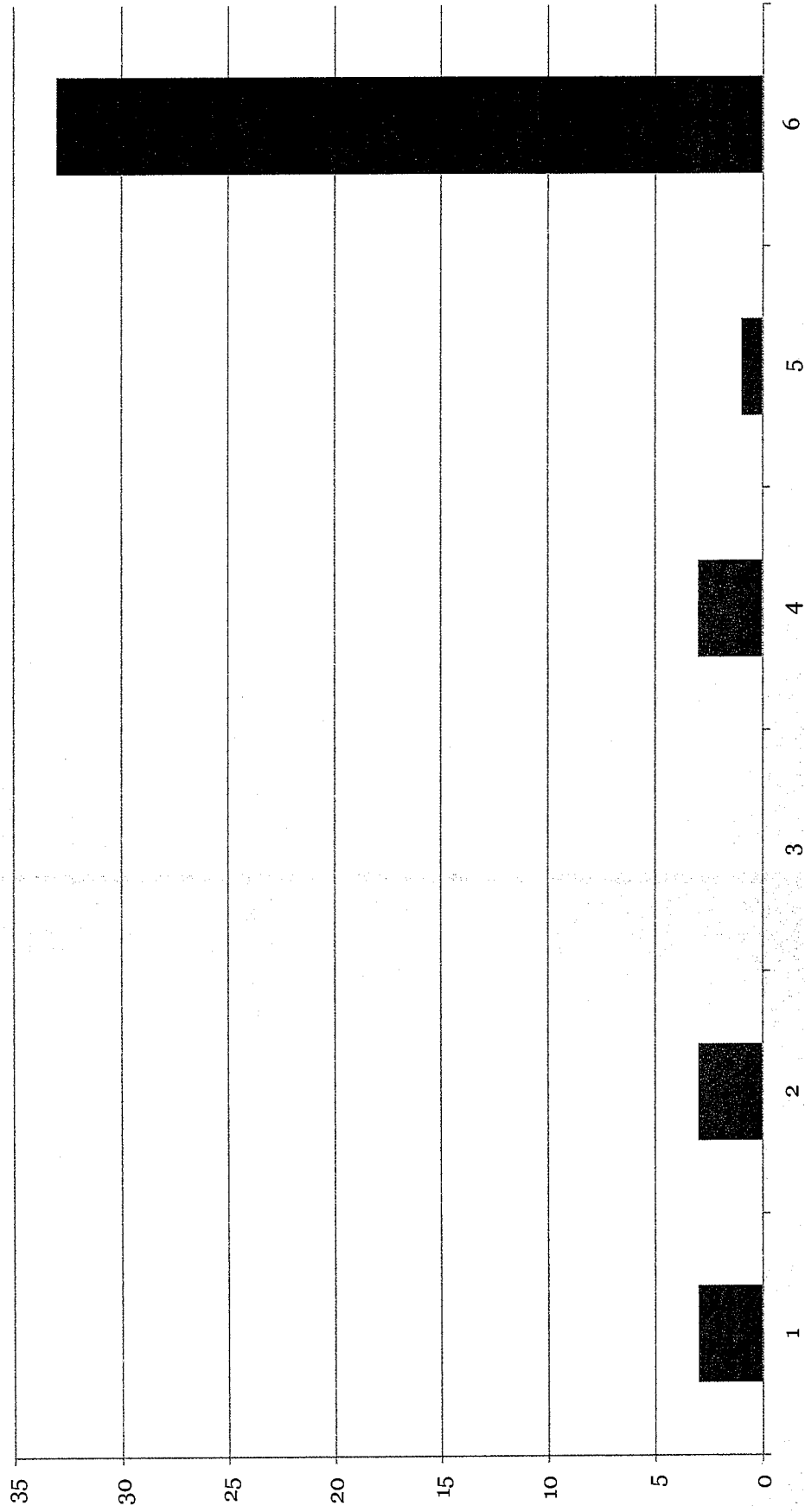
Current Structure

10

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Range Spread	Grade Diff'l
1	12.03	12.88	13.41	13.97	14.56	14.88	23.7%	
2	12.64	13.53	14.09	14.68	15.29	15.63	23.7%	5.0%
3	13.27	14.20	14.79	15.41	16.05	16.41	23.7%	5.0%
4	13.92	14.90	15.52	16.17	16.84	17.22	23.7%	4.9%
5	14.62	15.64	16.30	16.98	17.68	18.09	23.7%	5.1%
6	15.50	16.58	17.27	17.99	18.74	19.18	23.7%	6.0%
7	16.44	17.59	18.33	19.09	19.89	20.31	23.5%	5.9%
8	17.43	18.65	19.43	20.24	21.08	21.54	23.6%	6.1%
9	18.47	19.76	20.58	21.44	22.34	22.84	23.7%	6.0%
10	19.57	20.94	21.81	22.72	23.67	24.21	23.7%	6.0%
11	20.76	22.21	23.14	24.11	25.11	25.65	23.6%	5.9%
12	22.00	23.54	24.52	25.54	26.61	27.18	23.5%	6.0%
13	23.33	24.96	26.00	27.08	28.21	28.84	23.6%	6.1%
14	24.72	26.45	27.55	28.70	29.90	30.56	23.6%	6.0%
	7.0%	4.2%	4.2%	4.2%	4.2%	2.2%		

Employees by Current Grade Step

11



Proposed Structure 1 – wages as of 7/1/2011

12

Grades	1	2	3	4	5	6	7	8	9	10	Grade Diff¹
500	21.89	22.76	23.56	24.38	25.11	25.86	26.51	27.17	27.72	28.27	10%
400	19.90	20.69	21.41	22.16	22.83	23.51	24.10	24.70	25.20	25.70	10%
300	18.09	18.81	19.47	20.15	20.75	21.38	21.91	22.46	22.91	23.37	10%
200	16.44	17.10	17.70	18.32	18.87	19.43	19.92	20.42	20.82	21.24	10%
	4.0%	3.5%	3.5%	3.0%	3.0%	2.5%	2.5%	2.0%	2.0%		

* 29% range spread

Distribution within Ranges

13



* 5 employees who are on Step 1 are on Special Rate Chart

Proposed Structure 2 – Wages as of 7/1/2012

14

Grades	1	2	3	4	5	6	7	8	9	10
500	22.32	23.21	24.02	24.86	25.61	26.38	27.04	27.72	28.27	28.84
400	20.31	21.12	21.86	22.62	23.30	24.00	24.60	25.21	25.71	26.22
300	18.45	19.19	19.86	20.55	21.17	21.80	22.35	22.91	23.37	23.84
200	16.77	17.44	18.05	18.68	19.24	19.82	20.32	20.83	21.25	21.67

Employee's current rate compared to proposed grade; slotted to the closest step that is no less than the employee's current rate.

Service?

* 2% increase

Implementation Example

15

- Principle Clerk: currently Grade 8, step 6 = \$21.54

Grade	1	2	3	4	5	6	7	8	9	10
300	18.45	19.19	19.86	20.55	21.17	21.80	22.35	22.91	23.37	23.84

- Convert to new structure: place on adjacent step
Grade 300: step 6 = \$21.80
- If eligible, provide for one step increase
Grade 300: step 7 = \$22.35

Dispatcher Differentials

16

- Day Shift = Grade 200
- 2nd Shift = \$0.60 per hour
- 3rd Shift = \$1.00 per hour

Classification Results – 7/1/2011

17

	Step 1	Step 2	Step 3
100	\$17.76	\$18.12	\$18.48
Crossing Guard			
Van Driver			
Matron			
Clerk/Board Secretary			
Unclassified			
Library Page	\$9.00	\$9.50	\$10.00

Propose for implementation that employees are brought to closest step on the structure but do *NOT* receive a step increase. Fewer steps result in larger increases to step 1, except for one incumbent.

* Positions that are part-time (under 20 hours) are placed on this **Special Rate** schedule.

Preliminary Implementation Costs - Clerical

18

Implementation	To Step	To Step and Progress to Next Step if Eligible
7/2011 data	\$24,402 (2.64%)	\$46,620 (5.04%)
Age Structure by 1%	\$24,172 (2.61%)	\$46,263 (5.00%)
Age Structure by 1.5%	\$28,902 (3.12%)	\$51,256 (5.54%)
Age Structure by 2%	\$27,647 (2.99%)	\$54,484 (5.89%)

- The cost to implement to step varies due to placing the employee on the new step in the structure (i.e., may be placed at a lower step in a higher % structure)
- Under the 2% proposal, 11 employees are at the minimum when brought to step – consider service when providing future increases

BENEFITS REVIEW

Benefits Analysis – Health Care

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Sick Leave (\$45,000 average salary)

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Sick Leave (continued)

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Life Insurance

27

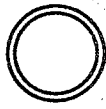
Flat Dollar	Range: \$2,000 to \$10,000
	Mode: \$5,000
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	Median: 50%
	Mode: 50%
HOLLISTON	\$5,000 at 50% contribution

Next Steps

28

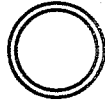
- Department Head has reviewed job descriptions and recommended grade assignments
- Department Head will review grade assignment and potential impact on your pay
- Results require review/approval by Finance Committee/Selectmen
- Results require Town Meeting approval

Management Structure: 1.5%



Grade	Minimum	1/3	Midpoint	2/3	Maximum
	111,860	124,913.33	131,440	137,966.67	151,020
M-12	96,680	107,960.00	113,600	119,240.00	130,520
M-11	89,520	99,966.67	105,190	110,413.33	120,860
M-10	82,890	92,556.67	97,390	102,223.33	111,890
M-9	76,760	85,713.33	90,190	94,666.67	103,620
M-8	71,060	79,353.33	83,500	87,646.67	95,940
M-7	65,800	73,480.00	77,320	81,160.00	88,840
M-6	60,930	68,036.67	71,590	75,143.33	82,250
M-5	56,410	62,990.00	66,280	69,570.00	76,150
M-4	52,260	58,360.00	61,410	64,460.00	70,560
M-3	48,370	54,016.67	56,840	59,663.33	65,310
M-2	44,780	50,006.67	52,620	55,233.33	60,460
M-1	41,460	46,300.00	48,720	51,140.00	55,980

Management Structure: 2.0%



Grade	Minimum	1/3	Midpoint	2/3	Maximum
M-12	112,420	125,533.33	132,090	138,646.67	151,760
M-11	97,160	108,493.33	114,160	119,826.67	131,160
M-10	89,960	100,453.33	105,700	110,946.67	121,440
M-9	83,290	93,010.00	97,870	102,730.00	112,450
M-8	77,130	86,130.00	90,630	95,130.00	104,130
M-7	71,410	79,743.33	83,910	88,076.67	96,410
M-6	66,120	73,833.33	77,690	81,546.67	89,260
M-5	61,230	68,370.00	71,940	75,510.00	82,650
M-4	56,690	63,303.33	66,610	69,916.67	76,530
M-3	52,520	58,646.67	61,710	64,773.33	70,900
M-2	48,610	54,283.33	57,120	59,956.67	65,630
M-1	45,000	50,253.33	52,880	55,506.67	60,760

PERFORMANCE SUMMARY

Name:	Date:
Title:	
Department:	
Reviewer:	
Signature of Reviewer:	

(Respond to the following questions – please attach responses to this sheet)

If any performance goals or objectives were established for FY2013, please list them.

What did the employee accomplish in their position during FY2013?

Describe the employee's commitment to financial management, e.g., budgetary control, identifying new sources of revenue (e.g., new grant income), vendor sourcing, etc.

Describe the employee's focus on customer service and satisfaction. How effective are the employees' relationships with residents, customers, civic groups, Boards/Commissions, agencies, Town employees, etc.? Has the employee been proactive in developing programs/services/procedures to meet customer needs?

What improvements have been made to internal controls and processes to ensure effective, ongoing management of the department/area?

What training and development opportunities would be valuable in the pursuit of the employee's FY14 goals or in improving current performance?

Identify three to five goals for FY14. These goals should be specific, measurable, and results-oriented. They should be related to the position; however, recognized as separate from the normal day-to-day responsibilities of the position, i.e., project based, or related to a major initiative.

On the reverse side are questions to assist you, the employee and your manager (Town Administrator and, if appropriate, your Board Chair) in assessing your performance during the past year, and establishing goals for the upcoming fiscal year.

We recommend that you, the employee, complete an assessment of your performance using these questions, and forward your responses to the Town Administrator and your Board Chair (if appropriate).

The Town Administrator will contact the Board Chair to discuss his/her input into your performance, and will provide a completed assessment on your performance.

We encourage the Board Chair to get feedback from their Board/Committee on the employee's performance. The Board Chair may also consider input from others, such as vendors/contractors, employees who work for the Department Head, etc.

The Board Chair and/or Town Administrator should submit their completed performance assessment to the employee to review in advance of a face-to-face discussion on the employee's performance.

It is recommended, when identifying goals for the upcoming year, that the Board/Town Administrator and Department Head discuss how they will determine whether the goals have been achieved. This ensures that both the employee and the assessor have a common understanding of how success will be measured. It may also be beneficial to review the other questions that are asked in the performance review to also highlight how success will be determined on such measures as customer service, financial management, internal controls and process improvements.

After the performance assessment discussion, the Board Chair should submit the employee's and his/her performance assessment to the Town Administrator. The Town Administrator will compare the performance assessments of all Department Heads/management employees, review employees' pay within the range, and then determine a salary increase (if warranted) for each employee. The increase will be based on a predetermined budget agreed to by the Finance Committee/Board of Selectmen. The Town Administrator will report back to Board Chairs the proposed salary adjustment.

The employee will be notified of their salary adjustment by the Town Administrator.