# REPORT

## TOWN OF WINDHAM, NEW HAMPSHIRE

## COMPENSATION AND BENEFITS STUDY

## JUNE 2019

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Municipal Resources

# TABLE OF CONTENTS

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# *TABLE OF CONTENTS*

**REPORT**


Introduction ..... 1

Classification and Compensation ..... 1

Study Process ..... 2

MRI Project Team ..... 5

Executive Summary ..... 6

Scope ..... 6

Classification and Compensation ..... 6

The Plan ..... 6

Benefits ..... 7

Maintenance/Update ..... 7

Project Report ..... 8

Details of the Methodology ..... 8

Classifying and Compensating Positions ..... 9

The Classification Plan ..... 9

Market Survey and Developing the Compensation Plan ..... 12

Description of Compensation and Classification Plans ..... 13

Benefits ..... 15

Implementation and Other Recommendations ..... 15

Initial Placements for Current Employees ..... 15


Municipal Resources

Reclassifications ..... 16

Positions Assigned Grades Currently not within a Grade ..... 17

Salaries Below Pay Range ..... 17

Salaries Above Pay Range ..... 17

Decompression of Salaries ..... 17

Impact of Salary Compression ..... 18

Classification vs. Market-Based Systems ..... 18

Vacancies ..... 18

Update and Maintain the Pay and Classification Plan ..... 18

Implementation of the Pay Plan ..... 19

Implementation of Classification Plan ..... 19

Cost-of-Living (COLA) ..... 19

Benefits ..... 19

Conclusion ..... 21

Disclaimer ..... 22

**APPENDICES**

Market Data Report ..... A

Proposed Classification and Pay Plans ..... B

Current Pay/Market Average/Proposed Pay ..... C

Benefits Survey Summary ..... D

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# REPORT

## TOWN OF WINDHAM, NEW HAMPSHIRE

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## INTRODUCTION

### Scope of Services

The Town of Windham, New Hampshire, engaged Municipal Resources, Inc. (MRI) to develop a Classification and Compensation Plan based on comparative analysis of 54 non-bargaining positions from town departments, and to conduct a market salary and benefits analysis. This study was commissioned to re-examine the responsibilities, work performed, and market pay rates for each position included in the study, as well as to review a variety of benefits. The Town of Windham also recognized the need to ensure equity concerns; for both internal and external equity and maintain competitiveness in the labor market, which is the result of this study. In general, the study involved reviewing job descriptions, classifying those positions to provide internal equity, surveying the market of comparable municipalities as well as the private sector, to determine rates of compensation, and developing and recommending updated pay and classification plans, and making recommendations pertaining to the Town's overall benefit structure.

## CLASSIFICATION AND COMPENSATION

A position classification and compensation plan is an essential and vital component of a comprehensive personnel administration system. The perception that the compensation plan is objective and fair in its assignment of pay to individual positions lends credibility to the town's entire personnel system. The plan represents a systematic, formalized procedure for developing equitable job groupings and equitable compensation levels for all positions. The plan is based upon the underlying assumption that individuals should receive "equal pay for equal work".

However, implementation of a position classification and compensation plan should not be viewed as the final step in achieving job equity. The plan must be reviewed on a regular basis to ensure that decisions regarding position requirements and compensation accurately reflect the town's current service needs, while continuing to maintain the integrity and relevance of the plan.

This report focuses on the analysis and findings related to Windham's general compensation for the non-union positions along with its benefit structure. MRI reviewed more than fifty-four (54) classified non-union position titles representing employees working in a variety of departments within the Town service. The scope of this study was shaped by Windham's interest in understanding and comparing its non-union pay structure to other similar organizations in the industry. As the economy continues to improve and other organizations look to raise their salaries and benefits, Windham found it necessary to review its own compensation and benefits program to ensure that it is competitive in order to attract and retain the necessary talent to provide services.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities and duties of each position, it can be determined whether similar positions are being compensated equitably and are properly aligned within the town's organizational structure.

External equity deals with the differences between how an organization's classifications are valued and what compensation is available in the market place for the same skills, capabilities and duties.

MRI has reviewed the current job duties and compensation levels for the positions studied. Recommendations for placement of positions within the new plan are made along with any potential cost impact. Recommendations have also been made pertaining to the benefits provided by the town to employees. This provides the Town with a total compensation program that includes both salary and benefit levels.

For maximum effectiveness, the relationship between the consultant and client must be a cooperative effort. While Municipal Resources, Inc. assumes responsibility for all final recommendations, client input and clarification has been sought and carefully reviewed. The recommendations from Municipal Resources provide the town with a very objective, professional product, based on experience and human resource expertise, and is not the result of any internal persuasion or bias. Town staff has not influenced the result of the study which is critical to the credibility of this report.

## Study Process

Municipal Resources, Inc. combined qualitative as well as quantitative data analysis to produce an equitable solution in order to maximize the fairness and competitiveness of the Town's

compensation, classification and benefit structure and practices. Best practices were followed and utilized throughout the duration of the project.

This project included the following steps:

- *Organizational Meetings* with town officials to discuss the goals and objectives of the study.

- A thorough *Job Analysis Process* which involved reviewing position duties and responsibilities (essential functions) of positions included in the study, with a thorough review of current job descriptions.

- A thorough *Job Evaluation Process.* Position rating and ranking utilizing MRI/HRS' Municipal Position Classification and Rating Manual, Series I.

- Development of a *Classification Plan.* Position assignment to grades based on a system of objective evaluation.

- Thorough *Market Analysis* using comparable municipalities jointly selected by town officials and MRI. Private sector data was also reviewed.

- Thorough *Benefit Analysis* review using comparable municipalities along with private sector data. Recommendations were made, as a total compensation package, to include both benefits and salary that are most beneficial to both the town and employees.

- Several discussions with *Town Officials* to review pay policies and draft work products (i.e., comparative data and other related materials).

- Preparation of minimum estimated *Implementation Costs.*

- Provision of guidelines for maintaining the plan.

- Final preparation of *Report* to the Town with explanation of recommendations and methodology.

The following documents have been prepared for the Town of Windham, NH:

- Proposed FY2019 Classification Plan

- Proposed FY2019 Compensation Plan
- Benefits Summary
- Market Data Analysis
- Current Pay/Market Average/Proposed Pay
- Position Rating Manual

## MRI PROJECT TEAM

**Carol M. Granfield**
Project Manager and Senior Principal Consultant

**Sandy Stapczynski**
Senior Management Consultant

**Tony Torrisi**
Senior Management Consultant

The project team conducted the following analytical activities:

- The consultant met with the town officials at the onset of the study to determine the parameters of the project and expected outcomes of the study. The Town of Windham provided MRI with necessary documents to include the personnel plan, benefit material, current salary structure, and current job descriptions. The consultants were given specific directives.

- The project team immediately began the process of reviewing all town material provided and sought clarification pertaining to a variety of positions, benefit and salary structure.

- The project team collected salary information from each of the comparable municipalities as well as private sector data through the Economic Research Institute; these were used as the basis for this analysis and are provided as attachments to this report.

- Benefit data was collected from the comparable municipalities along with some summary private sector benefit data.

- Initial findings and issues were reviewed with the Town Administrator and Human Resources Director.

## EXECUTIVE SUMMARY

### Scope

The study included a review of 54 positions, salaries, and benefits. This provided analysis of the job duties of each position, as well as the current salary structure and a thorough analysis of benefits provided by the town.

### Classification and Compensation

Several meetings and discussions were conducted with town officials throughout the project. A thorough job analysis process of reviewing responsibilities of all positions was conducted.

A thorough market analysis was conducted utilizing comparable municipalities. The 18 municipalities analyzed were: Bedford, Derry, Durham, Exeter, Goffstown, Hampstead, Hampton, Hollis, Hooksett, Hudson, Litchfield, Londonderry, Merrimack, Newmarket, Pelham, Plaistow, Salem and Seabrook, New Hampshire. Additionally, Private Sector data was reviewed from the Economic Research Institute for several similar position matches. This was based on a 25-mile radius and included private sector data from Auburn, Bedford, Chester, Derry, Exeter, Hudson, Londonderry, Manchester, Merrimack, Nashua and Salem, and included all industries. A comparison was made of the average minimum and maximum salaries and the 75$^{th}$ percentile. (Salary Market Data Report, Appendix A)

The job evaluation process establishes the relative value of jobs within an organization, whereby positions are analyzed, measured, and compared against a common set of criteria in a systematic and objective manner. A point-factor evaluation system was used that involved positions being rated on fourteen relevant factors, by one or two consultants, and then ranked and assigned a grade. The Proposed Classification and Pay Plan includes grades that incorporate a blending of the point-factor system, and the market data, along with other unique qualities that pertain to the Town of Windham.

### The Plan

The Proposed Classification and Compensation Plan was developed to provide the Town of Windham with a solid structure to equitably group similar valued positions within a grade. It provides a Compensation Plan with 27 grades. Each grade includes seven (7) steps with five (5) percent between each step and between each grade level. The range between the minimum step 1 and the maximum step 7 is now 34%. The current plan has five (5) steps with a range of 22% which is resulting in both compression and not being competitive with the market. (Classification and Compensation Plans, Appendix B)

The plan proposed maintains the same number of grades, 27, that the current plan has. The proposed plans provide for 14 classifications to be reclassified to one or two higher grade levels, impacting a total of 17 employees; and 7 classifications, impacting 7 employees to be

reclassified to one grade lower than the current grade. While some positions may reclassified downward, the positions still may enjoy more growth due to the expansion of the steps and ranges within each grade level. The town should place employees within the new grade levels and ultimately place them on a specific step once budget impact is determined. Options to accomplish this are included in this report. The Town will need to compute any additional cost if it desires to place employees within the pay plan to acknowledge longevity, performance, or other factors it may want to consider in order to address potential compression issues. Those employees falling below the grade range should be brought into the entry level of the grade, however at this time no employees fall below the new grade range. No employees are red-lined (earning more than the maximum in pay grade). (Current Pay/Market Average/Proposed Pay, Appendix C)

**Benefits**

Benefits were evaluated, and a summary of the benefits received from the survey is included in Appendix D. Overall, the Town of Windham enjoys an average benefits package. When analyzed against other communities surveyed, the town has comparable benefits to most of the programs. However, it does not equitably compare to the benefits offered for time off and is substantially lower in this area, which is significant. It is recommended to modify this benefit as well as review some options discussed pertaining to health insurance coverage, and also reimburse required licensing fees. Additionally, the town does not provide a longevity benefit for most employees, whereas the majority of those surveyed do provide the benefit. More specific recommendations are included in the report.

**Maintenance/Update**

Windham is provided with the tools to keep the Plan updated. The Rating Manual provided is to be used by the Town Administrator and Human Resources Director to assist with evaluating positions. Salary data should be reviewed at least every three years in order to remain competitive with the town's salary structure.

## PROJECT REPORT

### Details of the Methodology

In the Town of Windham, NH, the evaluation of job descriptions, position classification, and compensation levels was undertaken for all employees included in the study. All job descriptions were thoroughly reviewed, and any clarification questions were discussed with the town. The current job descriptions have been updated on a regular basis, and any new positions had job descriptions developed.

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

At the same time, salary and benefit data from municipalities comparable to Windham was gathered and analyzed for as many positions as possible. Some of the factors reviewed in determining appropriate comparable communities included such items as population, form of government, equalized valuation per capita, size of budget, income per capita, location, etc. A total of 18 comparable municipalities were received with salary and benefit data that had sufficient relevant information to incorporate into the survey. Not all surveys contained comparable positions; however, the range of 6 to 16 comparisons for most positions provided a good salary comparison. Data was utilized from the following 18 municipalities:

| | | |
|---|---|---|
| Bedford | Hampton | Merrimack |
| Derry | Hollis | Newmarket |
| Durham | Hooksett | Pelham |
| Exeter | Hudson | Plaistow |
| Goffstown | Litchfield | Salem |
| Hampstead | Londonderry | Seabrook |

The town desired to have private sector data also reviewed. Data was reviewed for several similar positions in the private sector, utilizing the Economic Research Institute. The data evaluated was based on a 25-mile radius from Windham and included private sector data from the following areas and included positions from all private industries such as manufacturing, financial services, utilities, private institutions, general services, etc.:

| | |
|---|---|
| Auburn | Londonderry |
| Bedford | Manchester |
| Chester | Merrimack |
| Derry | Nashua |
| Exeter | Salem |
| Hudson | |

## CLASSIFYING AND COMPENSATING POSITIONS

### The Classification Plan

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

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

1. Information about the *nature of work* (e.g., essential functions and purpose/objective of the position)

2. The *level of work* (e.g., degree of complexity and accountability)

3. *Job requirements* (e.g., the knowledge, skills, abilities, and other special requirements/characteristics needed to perform the job)

4. *Job qualifications* (e.g., minimum education, training, and experience needed to qualify)

5. *Working conditions* (e.g., the psychological, emotional, and physical demands placed on employees by the work environment)

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

Job evaluation is the process whereby positions are analyzed, measured, and compared against a common set of criteria in a systematic and objective manner. Job evaluation does not produce a rate of pay. Rather, it produces a ranking of jobs in terms of "job content" around

which a salary structure can be established. Similarly, the evaluation process does not measure an individual's performance. The evaluation looks at the job, not the job holder; it assumes that the job is being performed to a fully acceptable standard and that all the identified requirements of a job are being met.

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

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

2. ***BASIC KNOWLEDGE, TRAINING, AND EDUCATION***
   This factor measures the basic knowledge or "scholastic content"; however, it may have been acquired, essential as background, or training to perform the job.

3. ***PROBLEM SOLVING SKILLS AND EFFORT***
   This factor measures the type and range of problem solving which the position consistently requires.

4. ***PHYSICAL SKILLS AND EFFORT***
   This factor measures the degree of physical effort or exertion required in the performance of essential work functions under regular conditions.

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

6. ***INTERACTIONS WITH OTHERS/COMMUNICATION***
   This factor measures the relative level of human interaction and the responsibility which goes with the job for meeting, dealing with, and influencing other persons.

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

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

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

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

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

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

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

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

As mentioned previously, job rating is not synonymous with performance evaluation. The position, not the incumbent, is evaluated, assigned points, and a grade derived. The process described in the MRI/HRS Rating Manual, submitted as a separate document, increases the uniformity and objectivity in the application of judgments about positions and the groupings of positions. This process can be used to update the classification plan, to determine how to place new positions on the plan, and to re-grade a current position with adjusted duties to a different

grade. Samples of the *Position Rating Summary Sheet* are included in the Manual along with the *Points Assigned to Factor Degrees.* A custom *Grade Determination and Conversion Scale* was developed for the Town of Hampton.

**Market Survey and Developing the Compensation Plan**

Municipal Resources, Inc. conducted a thorough salary survey and market analysis to determine the market competitiveness for positions included in this study. To measure the pay rates among competitors for these positions, MRI distributed custom survey documents to comparable municipalities identified above. In order to gather data from the private sector of some comparable positions, data was gathered from the Economic Research Institute. The summary and results of the survey are provided in Appendix A.

All of the comparative data is FY19 information and detailed on the survey charts. For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the municipality did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Windham. MRI used professional discretionary judgment when comparing positions to the comparable data. The consultants analyzed both the market survey data and the position ratings when placing the position on the compensation/classification plan. While this market analysis and information provides the town with benchmark salary data to set the parameters for compensation decisions, the client must also consider the "uniqueness" of certain positions in the organization, as well as the town's ability to pay. The following is the analysis definitions for the data collected and presented in the charts.

- All comparative market data collected is FY19 salary and wage information.
- Certain salary/wage data collected has been pro-rated hourly for comparative purposes only. Certain salary/wage data collected has been annualized for comparative purposes only.
- For each position analyzed, data points are collected from the labor market. The **Data Points** indicate the amount of salary information for each position surveyed. In other words, the number of communities that reported data for a particular position.
- In each cell, the top number indicates the minimum salary the community pays, and the bottom number indicates the maximum salary the community pays.
- The **Average** is the sum of the survey readings divided by the number of the municipalities reporting. The **Average** shows the average minimum salary

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

- The **Range** shows the lowest minimum salary among the comparable communities and highest maximum salary among the comparables.

- In an array of survey readings, sorted from low to high, this is the reading that is at the mid-point or middle of the data, indicating that 50% of survey participants pay at or below this salary rate. The **Median** shows the midpoint of the minimum salary among the comparable communities and the midpoint of the maximum salary among the comparable communities.

- The **75% Percentile** shows the 75th percentile of minimum and 75th percentile of maximum. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 75% of the surveyed market pays at or below this salary rate.

- In some instances: (1) the municipality did not have a comparable position; (2) the consultants determined that the position was not comparable; or (3) the information was not made available to the consultants.

## Description of Compensation and Classification Plans

Setting the rates of pay for jobs on the position hierarchy results in what is called a "pay structure". When reviewing or developing pay rates, a number of major policy decisions need to be made. For example: How should the town pay level relate to the market? For what does the town want to pay (i.e., job content, seniority, performance, cost of living, etc.)? How does the town currently pay its employees? The resulting compensation plan should reflect the town's pay policies, the market place, internal job values, and the financial ability of the town to pay at a given level. These are all questions that Windham should consider when reviewing the current structure along with discussing any new structures or position changes.

The proposed Classification and Compensation Plans are presented in Appendix B. Pay ranges were set for groups of positions which the consultants determined should be paid equally. There are **27** grades on the compensation plan. Each grade includes **7 steps** with **5 percent** between each step and between each grade level. The range between the minimum step 1 and the maximum step 7 is now **34 percent.** The current plan has 5 steps with a range of 22% which is resulting in both compression issues and not being competitive with the market. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to compensation levels. Pay ranges were established utilizing the average in order to be competitive. If the town desires to be more competitive, it could look at a higher percentile of 75 percent or could consider something between the average and

75 percent in the future. MRI believes that the proposed pay scale is competitive at this time, especially if the town addresses some of the benefit issues discussed.

Ideally, when salaries of positions fall within 10% of the average range of comparable communities, it is an indication that pay ranges are fairly equitable. This is a factor that was evaluated by the consultants when preparing an updated system.

Pay ranges are in place in order to provide town officials with more flexibility for hiring and placement levels based on education and experience and allows for flexibility for performance achievements if desired. In general, the pay ranges on the new proposed salary schedule were developed utilizing the average market salaries and blended with the point factor rating system. The schedule shows the hourly, weekly and annual salary rates for employees. Additionally, in the future, the town may want to consider tying the proposed compensation plan to be a more formalized and contemporary performance appraisal system.

This is a base salary plan and does not include compensation for longevity, special pay, benefits, or other compensation. It is up to the town to determine its ability to pay with regards to implementation of this proposed compensation plan. At a minimum, employees falling below the grade range should be brought into the entry level of the grade, however, there are no employees that fall below the minimum rate which is positive.

The town must next place employees on the new pay scale and should ultimately place them in a step that is either the same or higher than their current rate of pay, so no employee would receive a pay reduction.

There are many types of implementation systems the town could utilize in order to have a phased in approach. Some options to consider include implementing changes beginning six months into the adopted budget, thus only incurring the cost the first year for a six-month period. Of course, the following year a full year of salaries would need to be budgeted.

Another option is to phase in the changes immediately, budgeting a percentage that could be feasible, such as 50% the first year and 50% the second year. This study did not take into consideration performance, longevity, or special abilities/talents of employees. Therefore, Town Officials may determine that it is necessary to make further adjustments when placing employees within the proposed pay ranges. This would alleviate possible compression issues that may be a result of long-time employees having salaries at similar levels as new employees in the same classification. The Town will compute any additional cost if it desires to address possible compression issues as a result of longevity or may consider performance or other components.

There is no initial cost to the town to implement the new pay structure, as the town can just place the employee in the new grade and not at a particular step level. Once it determines the cost to place employees within a step, the above implementation options could be considered.

Fourteen (14) classified positions, covering 17 employees warrant to be reclassified to a new higher grade level in the proposed Classification Plan and 7 classifications warrant a reclassification to a lower grade level. The town could consider grandfathering the 7 employees being reclassified to a lower level if it desires, however any new employees hired in the positions should be classified at the lower grade level.

There is one position, the Searles Facility Coordinator position that was determined, at this time, should not be included in the Classification and Pay Plan schedule. Upon review, this position is paid by utilizing an hourly rate of pay plus a commission based on the utilization of the facility. It was determined that this position could not properly be evaluated to be a part of the Classification and Pay Plan system proposed, due to the system currently utilized. In the future the town may want to incorporate it into the system and could do so by utilizing the Job Analysis rating system it has and develop a straight salary or hourly pay rate without a commission component.

## BENEFITS

A survey was conducted of some specific pay-related benefits/policies, to determine how comparable the town is with other municipalities. In order to determine the total compensation package, both salaries and benefits are typically considered. This is significantly important for recruitment purposes to attract qualified applicants and then retain them. The summary of specific pay-related benefits and policies surveyed is in Appendix D. A review of the benefits indicates that changes in four areas are warranted to be considered at this time. While a number of benefits reviewed are comparable, there are some significant benefits that are substantially below those provided by other municipalities. Some of these benefits will be discussed in the Implementation Section of this report. Proposed improvements would provide Windham with a more equitable total compensation package, thus assisting with recruitment and retention

## IMPLEMENTATION AND OTHER RECOMMENDATIONS

The following sections are intended to assist and guide the town in implementing the proposed classification and compensation plan along with benefit recommendations to provide a total compensation program. Successful implementation will require a concerted effort by town officials and employees to make equitable judgments in a consistent and objective manner.

### Initial Placements for Current Employees

The placement of two or more positions on a certain grade represents a judgment that those positions should be compensated comparably within the range provided. The range is similar to a scale providing Windham with the opportunity to make distinctions between employees (not positions) based upon established criteria applied consistently. These criteria might

include special abilities, experience, longevity, and/or any other factors determined by the town.

The Town desired to keep a similar grade structure, commencing with Grade Level 8. The proposed updated Pay and Classification Plans now start with Grade 8 and continue to Grade 27. The new grade structure is based on a blend of the market for external equity and job analysis and factor evaluation for internal equity. There are **21** classified positions recommended to be reclassified to new grade levels in the proposed plan. All other positions remain in the current grade level. The comparison of positions and recommended grade levels can be viewed in **Appendix C** (Current Pay/Market Average/Proposed Pay). This does not require any additional costs at this time, and the positions should be placed in the new grade. The following lists the positions that are recommended for reclassifications:

**Reclassifications**

| Position Title | Current Grade | Proposed Grade |
|---|---|---|
| Bookkeeper | 10 | 11 |
| Community Development Secretary | 10 | 11 |
| Fire Chief's Secretary | 10 | 11 |
| Police Chief's Secretary | 10 | 11 |
| Administrative Assistant to Assessor | 10 | 12 |
| Deputy Tax Collector | 11 | 12 |
| Deputy Town Clerk | 11 | 12 |
| Police Dispatcher (4) | 11 | 12 |
| *Cable Coordinator | 15 | 14 |
| Circulation Manager | 13 | 15 |
| *Library Youth Services Specialist | 16 | 15 |
| *Reference Inter-Library Loan Librarian | 16 | 15 |
| Police/K-9 Officer | 14 | 16 |
| Parks and Recreation Director | 17 | 18 |
| *Building Inspector | 20 | 19 |
| General Services Manager | 20 | 21 |
| Planning Director | 20 | 21 |
| *Assessor | 24 | 23 |
| *IT Director | 24 | 23 |
| *Library Director | 24 | 23 |
| Community Development Director | 24 | 25 |

*While these positions are listed with a grade reduction, the town needs to consider if there are additional unique situations that warrant a higher grade level, or should grandfather the incumbents in these positions at the current grade level, and upon the incumbent leaving in the future, any new employee would be hired at the lower grade level.

## Positions Assigned Grades Currently not within a Grade

| Position Title | Proposed Grade |
|---|---|
| Firefighter/Mechanic | 15 |
| Fire Lieutenant | 16 |
| Police Sergeant | 18 |
| Police Prosecutor | 21 |
| Town Clerk | 21 |

## Salaries Below Pay Range

If the salary of an employee is below the minimum of the grade range at the time of implementation, every effort should be made to bring it into the range. At the time of this study, MRI has found no employees that are below the minimum within the grade proposed.

## Salaries Above Pay Range

To maintain morale and a sense of fairness, MRI recommends not to reduce the compensation level of any current employee. If an employee's current salary falls above the upper limit of the recommended grade range, the town should maintain the employee's salary above the maximum for the grade until the employee retires or separates from the town. This is called "red-lining" a position. New employees can be hired at the appropriate lower pay. Currently, it appears that no employees have a salary above the maximum salary rates. MRI recommends a single administrative policy be adopted and subsequently applied in all cases. There may be other reasons specific employees fall above the pay range, such as having additional responsibilities they were compensated for or possess unique additional qualifications the town believes is necessary. However, most communities will not grant an increase to an employee's base salary once he or she has reached the maximum level of the salary range, only a COLA adjustment. Most communities adhere to the range maximums and do not permit employee salaries to extend beyond the maximums. Windham should also continue to grant cost-of-living increases to those employees who have reached maximum level within the grade range.

## Decompression of Salaries

Salary compression is an internal problem initiated by external market conditions and exacerbated by other factors. It can occur when (1) there are differences in pay between employees with differing skill sets and/or experience levels; (2) current employee pay raises don't keep up with increases in the market; (3) new hires are hired in levels similar to employees with several years' in the town; or (4) in order to meet the supply and demand of some positions, individuals may be hired at a higher rate of pay than current employees. Any or all of these factors can be a part of the reason why compression is experienced in the town.

## Impact of Salary Compression

Turnover and low morale are two major results that may occur due to the compression that exists in some pay rates of employees. Employees are the most important asset the town has, and it would not function as effectively as it does if dissatisfaction, turnover, and low morale occurs. Some of the factors that can be addressed to develop a decompression of salaries include: performance, longevity, education and experience. If, in the future the town determines there are compression issues with some positions, it may want to address this and provide additional compensation to those positions affected.

## Classification vs. Market-Based Systems

The most common method for valuing jobs and placing them within a grading structure is a market-driven approach. However, today many municipalities are becoming concerned about the internal equity of positions and are looking at classification systems to assist in correcting this problem of "internal pay equity". The combination of reviewing the market study, along with the point factor system, provides an opportunity to address this.

## Vacancies

When a vacancy develops, it is a good time to automatically review the position. This may involve a job analysis and updating the job description and reviewing the market for the particular position.

## Update and Maintain the Classification and Compensation Plan

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

- Conduct regular position reviews to assure positions have current functional job descriptions that are based on job content.
- Conduct job analysis of new positions to assure these positions are properly assigned to a grade.
- Review positions to ensure internal equity in relationship to other town classifications.
- Conduct periodic salary surveys (every three years) to ensure market competitiveness.

## Implementation of Pay Plan

Our study results indicate that for the town to maintain a competitive edge with the market and retain qualified employees, the proposed salary schedule should be implemented. MRI received sufficient and extensive data for this analysis and the findings are valid. It is recommended that the updated system be implemented as soon as possible. The town may want to consider some type of new merit evaluation system in order to move forward through the steps within the grade. The updated system provides more consistency for all employees along with further growth due to the expansion of the grade ranges from 22% to 34% and the expansion of the number of steps within each grade from 5 to 7.

## Implementation of Classification Plan

The town should implement MRI's proposed Classification Plan in order to have a valid structured system that complements the salary schedule. The classification plan in Appendix B includes positions and should be implemented in accordance with the town's funding implementation. The town may desire to make additional modifications with titles or other changes before it proceeds with a final adoption of the plan.

## Cost-of-Living

If a cost-of-living percentage increase is granted annually, in the future it should be applied to the entire salary schedule and updated. This raises the compensation rates for the entire compensation schedule equal to changes in the cost-of-living. This COLA can be determined by the CPI (Consumer Price Index) or what surrounding communities are implementing for an annual cost of living.

## Benefits

A review of survey results indicates that in order to have an improved total compensation program, the town should consider some modifications to some of the benefits. This would allow the town to be more competitive and result in improved recruitment and retention of employees. The following enhancements are recommended to be considered in the future and could be implemented in a phased approach based on budgetary impact.

### Earned Time

The major benefit that is recommended to be enhanced first is the town's Earned Time benefit which is one of the "Time Off Programs". Earned time combines the benefits of personal days, sick days and vacation days and changes based on years of service. This benefit was reduced for employees hired in October 2011 or after. Now, employees that were hired prior to this date enjoy a much better benefit. When analyzing the data received in Appendix D, the majority of municipalities have all of the benefits separate and not consolidated into one

benefit of Earned Time that could be utilized for sick, vacation or personal time. However, analyzing those with current Earned Time, as well as those with separate leave benefits, all have substantially better benefits in this category than Windham. If the town desires to continue with Earned Time rather than separate benefits, it is recommended it consider gradually increasing to the following:

| **Current Earned Time** | | **Proposed Earned Time** |
|---|---|---|
| 0-5 years | 12-15 days | 21-24 days |
| 6-10 years | 18-21 days | 26-29 days |
| 21+ years | 24-27 days | 30-33 days |

These could be phased in with increases each year.

**Reimbursement of Required Licensing**

Currently the town does not reimburse employees for required licensing. All municipalities reimburse for required licensing as it is necessary for specific positions and it is to the town's benefit to have licensed employees where required. This should be improved as soon as possible.

**Health Insurance**

Most employers have been reducing the employer's health insurance contribution from 100% with the goal of getting down to 80 – 85%. The town is currently at 75% and it may want to consider in the future reviewing the health coverage and perhaps changing the deductible amount if it already hasn't made that change. Many employers continue to promote Health Savings Accounts and also consider paying the employee's deductible if it reduces the cost of overall health insurance. Another option to consider is increasing the employer share to 80% if the deductible is increased. These are all option for the town to consider when reviewing the overall benefit package.

**Longevity**

The majority of municipalities provide longevity pay to recognize the tenure and experience of their employees. This is a simple benefit to implement and the cost can be easily determined. It can either be added to the overall salary which has more cost impact, or it can be paid out separately. The following is recommended for consideration:

| | | | |
|---|---|---|---|
| After **5 years** of service | $350 | After **20 years** of service | $1200 |
| After **10 years** of service | $750 | After **25 years** of service | $1500 |
| After **15 years** of service | $1000 | After **30 years** of service | $1800 |

Currently the Fire union is the only group in the town that has this additional benefit.

The benefit modifications discussed provides the town with some options to consider as part of its total compensation program.

## CONCLUSION

The Town of Windham's **compensation** program had fallen somewhat behind the municipal labor market for some positions, while others fall within the target average of 10% of the market. This is evident in the data and analysis included in this report.

MRI received sufficient and extensive data for this analysis and is confident in the market results.

The Municipal Classification and Rating Manual will provide further assistance in evaluating both current positions and newly established positions. It should be utilized in addition to market data when determining the appropriate grade levels for positions.

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

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

Municipal Resources, Inc. has provided the Town of Windham with the methodology, guidelines, and tools to maintain the classification and compensation plans. Used together, job evaluation and salary surveys equip Windham with the information needed to maintain a sound and consistent pay structure. Thus, the employees are assured of being compensated on an equitable basis compared with their internal colleagues in the organization and are assured that their compensation is on par with external competitors too. While both job evaluation and salary surveys attempt to achieve consistency in the wage structure, they use different criteria to evaluate consistency (i.e., internal vs. external comparison). This methodology works at striking a balance between internal and external pay equity.

Please review the attached key documents to this report.

## DISCLAIMER

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

# APPENDIX A

Municipal
Resources
Inc.

# WINDHAM, NH MARKET DATA REPORT

| | POSITION TITLE | Windham | Bedford | Derry | Durham | Exeter | Goffstown | Hampstead | Hampton | Hollis | Hooksett | Hudson | Litchfield | Londonderry | Merrimack | Newmarket | Pelham | Plaistow | Salem | Seabrook |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **ADMINISTRATION** | | | | | | | | | | | | | | | | | | | |
| 1 | Town Administrator | 43.37 | 65.99 | 70.13 | 71.59 | 44.12 | 43.27 | | 57.07 | 36.14 | 31.44 | 55.37 | 39.35 | 56.40 | 68.90 | 57.08 | 52.02 | 52.89 | 69.23 | 66.34 |
| | | 55.62 | 65.99 | 70.13 | 71.59 | 58.78 | 62.66 | | 57.07 | 44.45 | 71.67 | 55.37 | 49.78 | 56.40 | 68.90 | 57.08 | 52.02 | 52.89 | 69.23 | 66.34 |
| 2 | Finance Director | 33.97 | 43.95 | 48.92 | 54.50 | 38.74 | 37.79 | 23.02 | 46.29 | | 23.27 | 46.03 | 30.64 | 44.83 | 41.46 | | | 42.91 | 59.54 | 35.23 |
| | | 41.29 | 61.00 | 63.58 | 54.50 | 51.61 | 54.72 | 34.53 | 46.29 | | 43.69 | 46.03 | 38.78 | 61.24 | 57.89 | | | 42.91 | 59.54 | 35.23 |
| 3 | HR Director/Human Services Coordinator | 32.36 | 38.49 | 42.76 | see Finance | 29.86 | | see Finance | 51.93 | | | 21.08 | see Finance | 38.74 | 32.10 | | 25.50 | 27.25 | 44.24 | |
| | | 39.33 | 49.76 | 56.58 | Director | 39.78 | | Director | 51.93 | | | 24.39 | Director | 38.74 | 45.15 | | 25.50 | 27.25 | 44.24 | |
| 4 | Administrative Assistant to Town Administrator | 23.01 | 20.82 | 26.50 | 28.26 | 22.33 | 19.99 | | 30.36 | | 18.75 | 27.50 | 15.73 | 19.81 | 21.32 | 19.65 | 15.00 | 18.00 | 34.15 | 33.66 |
| | | 27.96 | 31.84 | 34.46 | 28.26 | 29.75 | 28.96 | | 30.36 | | 35.29 | 27.50 | 19.89 | 27.25 | 30.32 | 28.61 | 15.00 | 20.13 | 34.15 | 33.66 |
| 5 | Bookkeeper | 18.91 | 22.17 | 18.12 | 28.09 | | 19.99 | | | | 13.58 | | 20.20 | 28.14 | | 24.36 | 18.54 | 25.46 | | |
| | | 23.01 | 31.84 | 24.71 | 28.09 | | 28.96 | | | | 25.48 | | 25.55 | 35.82 | | 31.67 | 18.54 | 25.46 | | |
| | **ASSESSING** | | | | | | | | | | | | | | | | | | | |
| 6 | Assessor | 37.47 | 34.77 | outsourced | 42.46 | 34.69 | 30.85 | outsourced | | | 23.04 | 35.29 | outsourced | 34.80 | outsourced | outsourced | | outsourced | 38.22 | 35.23 |
| | | 45.54 | 49.94 | | 42.46 | 46.21 | 44.67 | | | | 43.25 | 45.38 | | 46.63 | | | | | 53.72 | 35.23 |
| 7 | Administrative Assistant to Assessor | 18.91 | 18.46 | 21.41 | 28.09 | | 18.17 | 13.35 | 25.19 | 23.70 | 14.95 | 17.02 | 15.73 | 18.43 | 27.53 | | 19.01 | 27.28 | 26.64 | 24.01 |
| | | 23.01 | 27.30 | 29.25 | 28.09 | | 26.32 | 20.02 | 25.19 | 29.15 | 28.07 | 22.35 | 19.89 | 23.36 | 38.88 | | 19.01 | 27.28 | 33.03 | 24.01 |
| | **CABLE** | | | | | | | | | | | | | | | | | | | |
| 8 | Cable Coordinator | 24.16 | 19.40 | 25.81 | 25.11 | 22.33 | 21.99 | 25.00 | 18.00 | | | 31.88 | | 25.83 | 27.53 | 18.58 | 24.74 | | | 19.94 |
| | | 29.36 | 28.09 | 33.56 | 25.11 | 29.75 | 31.85 | 25.00 | 18.00 | | | 31.88 | | 37.19 | 38.88 | 24.15 | 24.74 | | | 20.79 |
| | **COMMUNITY DEVELOPMENT** | | | | | | | | | | | | | | | | | | | |
| 9 | Community Development Director | 37.47 | 36.35 | 40.55 | | 37.13 | 33.01 | 27.16 | | | | | | | 39.39 | | 49.10 | | 54.46 | |
| | | 45.54 | 53.33 | 52.89 | | 49.46 | 47.83 | 40.74 | | | | | | | 55.08 | | 49.10 | | 54.46 | |
| 10 | Planning Director | 30.83 | 29.61 | 39.17 | 42.85 | 34.69 | | | 35.89 | | 23.04 | 35.29 | outsourced | 33.94 | 42.95 | 29.84 | | | 38.22 | |
| | | 37.47 | 42.26 | 50.94 | 42.85 | 46.21 | | | 35.89 | | 43.25 | 45.38 | | 44.40 | 42.95 | 38.53 | | | 52.05 | |
| 11 | Building Inspector | 30.83 | 23.64 | 23.88 | 36.51 | 35.51 | 23.53 | $40/per | 39.98 | 27.45 | 19.34 | 22.97 | 28.19 | 34.80 | 27.53 | | | 29.32 | 32.25 | 25.25 |
| | | 37.47 | 33.52 | 32.61 | 36.51 | 47.31 | 34.07 | inspection | 39.98 | 33.75 | 36.31 | 28.58 | 35.66 | 46.14 | 38.88 | | | 29.32 | 39.61 | 25.25 |
| 12 | ZBA and Code Enforcement Administrator | 26.63 | | 37.29 | | 22.33 | 23.53 | | | 27.45 | | 35.97 | | 22.64 | | | 28.22 | | | |
| | | 32.36 | | 48.51 | | 29.75 | 34.07 | | | 33.75 | | 41.80 | | 31.84 | | | 28.22 | | | |
| 13 | Community Development Secretary | 18.91 | 20.82 | 22.65 | | 23.88 | 19.99 | 13.35 | | | 14.95 | 17.02 | 17.10 | | 17.37 | 19.86 | | 20.62 | 24.36 | |
| | | 23.01 | 31.84 | 30.93 | | 31.81 | 28.96 | 20.02 | | | 28.07 | 22.35 | 21.62 | | 24.84 | 26.55 | | 20.62 | 28.91 | |
| 14 | Community Development Clerk | 18.00 | 18.46 | | | | | | | | | | | | 14.90 | | | | | |
| | | 21.92 | 27.30 | | | | | | | | | | | | 21.41 | | | | | |
| | **FIRE** | | | | | | | | | | | | | | | | | | | |
| 15 | Fire Chief | 41.29 | 43.59 | 51.36 | 51.92 | 40.90 | 37.79 | 34.09 | 48.38 | 36.14 | 30.87 | 53.57 | 36.21 | 40.38 | 41.46 | stipend | 51.74 | 39.45 | 71.03 | 56.71 |
| | | 50.21 | 61.03 | 66.77 | 51.92 | 54.48 | 54.72 | 51.14 | 48.38 | 44.45 | 54.93 | 53.57 | 45.80 | 62.50 | 57.89 | plus call | 51.74 | 39.45 | 71.03 | 56.71 |
| 16 | Assistant Fire Chief | 37.47 | | 44.28 | 46.63 | 35.51 | | | | 29.73 | 25.19 | | | 37.57 | 35.56 | stipend | | | 53.61 | |
| | | 45.54 | | 57.58 | 46.63 | 47.31 | | | | 36.57 | 46.57 | | | 44.13 | 49.86 | plus call | | | 58.03 | |

# WINDHAM, NH MARKET DATA REPORT

| | POSITION TITLE | Windham | Bedford | Derry | Durham | Exeter | Goffstown | Hampstead | Hampton | Hollis | Hooksett | Hudson | Litchfield | Londonderry | Merrimack | Newmarket | Pelham | Plaistow | Salem | Seabrook |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 17 | Deputy Fire Chief/Fire Prevention | 33.97 | 38.24 | 30.75 | 43.27 | | 30.85 | 20.72 | 42.83 | | | 39.26 | 30.64 | 35.31 | | stipend | 31.40 | | 40.87 | 43.23 |
| | | 41.29 | 53.22 | 37.88 | 43.27 | | 44.67 | 31.08 | 42.83 | | | 48.71 | 38.76 | 42.86 | | plus call | 31.40 | | 52.05 | 43.23 |
| 18 | Fire Lieutenant | 29.31 | 27.87 | 26.90 | | 27.47 | 23.47 | 19.61 | 36.31 | 25.58 | 29.54 | 25.76 | | 26.37 | 29.12 | stipend | 28.34 | 23.80 | 28.27 | |
| | | 30.90 | 35.26 | 34.03 | | 35.18 | 32.06 | 29.42 | 36.31 | 32.41 | 31.08 | 32.82 | | 34.57 | 29.12 | plus call | 28.34 | 23.80 | 33.75 | |
| 19 | Firefighter/EMT | 21.92 | 20.81 | 21.30 | 20.76 | 21.15 | 20.30 | 14.89 | 17.71 | 20.41 | 19.10 | 20.15 | 23.86 | 19.91 | 20.95 | stipend | 23.26 | 16.00 | 22.63 | 34.90 |
| | | 26.63 | 28.51 | 27.17 | 27.42 | 29.89 | 29.62 | 22.34 | 22.60 | 25.86 | 24.02 | 26.38 | 30.18 | 28.76 | 24.32 | plus call | 23.26 | 23.25 | 29.32 | 35.40 |
| 20 | Firefighter/Mechanic | 22.61 | | 24.24 | | | | | | | | | 20.20 | | | | | | 30.50 | 35.53 |
| | | 27.72 | | 29.49 | | | | | | | | | 25.55 | | | | | | 35.70 | 36.03 |
| 21 | Fire Chief's Secretary | 18.91 | 18.46 | 23.73 | 24.18 | 20.72 | 19.99 | 13.35 | 22.52 | | 14.95 | 20.24 | | 19.62 | 20.25 | 15.39 | 24.33 | 18.50 | 26.64 | 23.07 |
| | | 23.01 | 27.30 | 30.83 | 25.66 | 27.60 | 28.96 | 20.02 | 22.52 | | 28.07 | 27.41 | | 29.18 | 28.85 | 20.01 | 24.33 | 18.50 | 33.03 | 23.38 |
| | **GENERAL SERVICES** | | | | | | | | | | | | | | | | | | | |
| 22 | General Services Director | 39.33 | 42.83 | 51.36 | 54.03 | 40.90 | 37.79 | | 48.08 | 36.14 | 30.87 | 49.90 | | 40.38 | 32.10 | 32.89 | 45.67 | 31.47 | 66.90 | 36.20 |
| | | 47.82 | 57.40 | 66.77 | 54.03 | 54.48 | 54.72 | | 48.08 | 44.45 | 54.93 | 49.90 | | 62.50 | 45.14 | 42.76 | 45.67 | 31.47 | 66.90 | 36.20 |
| 23 | General Services Manager | 30.83 | 32.57 | 37.29 | 40.34 | 31.75 | | 20.72 | 39.88 | | 17.80 | | | 37.02 | 22.67 | | | 26.58 | 40.98 | |
| | | 37.47 | 47.84 | 48.51 | 40.34 | 42.29 | | 31.08 | 39.88 | | 33.42 | | | 46.90 | 33.55 | | | 26.58 | 54.71 | |
| 24 | Highway Laborer | 19.87 | 17.17 | 21.15 | 19.92 | 14.97 | 15.02 | 14.11 | 14.58 | 19.50 | 12.17 | 18.38 | | 19.74 | 14.03 | 16.50 | 25.56 | 14.50 | 19.83 | 24.49 |
| | | 24.16 | 25.86 | 26.80 | 21.89 | 20.64 | 21.76 | 21.17 | 21.76 | 23.99 | 22.65 | 23.89 | | 29.59 | 17.23 | 21.46 | 25.56 | 17.91 | 27.80 | 24.81 |
| 25 | Maintenance/Custodian | 17.14 | | 17.19 | | 14.97 | | 12.64 | | 19.50 | 11.00 | 17.38 | outsourced | 18.46 | 14.90 | 15.39 | | 13.75 | 17.56 | 25.24 |
| | | 20.87 | | 21.79 | | 20.64 | | 18.96 | | 23.99 | 21.85 | 21.47 | | 25.92 | 21.41 | 23.33 | | 24.04 | 22.69 | 25.49 |
| 26 | Solid Waste Operator I | 19.87 | | 17.71 | 19.92 | 20.02 | 19.08 | | | | | | | | 16.70 | 15.06 | | | 20.32 | |
| | | 24.16 | | 22.45 | 21.89 | 27.60 | 27.04 | | | | | | | | 20.54 | 15.06 | | | 26.25 | |
| 27 | Solid Waste Operator II | 21.92 | 20.33 | | 21.43 | | 19.99 | | | | | | | | 20.06 | | | | 22.08 | 25.22 |
| | | 26.63 | 28.46 | | 23.70 | | 28.96 | | | | | | | | 24.93 | | | | 28.52 | 25.80 |
| | **INFORMATION TECHNOLOGY** | | | | | | | | | | | | | | | | | | | |
| 28 | IT Director | 37.47 | 34.77 | 37.29 | 44.06 | 35.51 | | | 32.07 | | | 46.03 | outsourced | | 32.10 | 31.34 | 37.50 | outsourced | outsourced | 34.18 |
| | | 45.54 | 49.94 | 48.51 | 44.06 | 47.31 | | | 32.07 | | | 46.03 | | | 45.14 | 40.74 | 37.50 | | | 34.18 |
| | **LIBRARY** | | | | | | | | | | | | | | | | | | | |
| 29 | Library Director | 37.47 | 36.91 | 49.23 | 37.51 | 40.90 | 33.01 | 25.82 | 35.27 | | | 31.20 | 38.76 | | | 28.39 | 31.80 | 39.32 | 48.26 | |
| | | 45.54 | 49.83 | 49.23 | 37.51 | 54.48 | 47.83 | 38.73 | 35.27 | | | 31.20 | 38.76 | | | 35.81 | 31.80 | 39.32 | 48.26 | |
| 30 | Assistant Library Director | 26.63 | 32.95 | 29.21 | 25.63 | 35.51 | | 20.72 | 26.85 | | | | 25.55 | | | | 29.51 | | 36.10 | |
| | | 32.36 | 44.49 | 38.94 | 25.63 | 47.31 | | 31.08 | 26.85 | | | | 25.55 | | | | 29.51 | | 36.10 | |
| 33 | Library Youth Services Specialist | 25.37 | | 18.57 | 25.63 | | 26.94 | 18.56 | 19.48 | | | 21.22 | 25.55 | | | | 22.35 | 24.15 | 28.52 | |
| | | 30.83 | | 24.24 | 25.63 | | 39.01 | 27.84 | 19.48 | | | 21.22 | 25.55 | | | | 22.35 | 24.15 | 28.52 | |
| 34 | Technical Services Librarian | 24.16 | 20.20 | 22.81 | | | 19.99 | 15.74 | | | | 21.24 | | | | | 23.07 | | 31.18 | |
| | | 29.36 | 29.34 | 29.71 | | | 28.96 | 23.60 | | | | 21.24 | | | | | 23.07 | | 31.18 | |
| 35 | Reference Inter-Library Loan Librarian | 25.37 | 26.72 | 20.60 | | 25.83 | | | | | | 19.38 | | | | | 20.67 | | | |
| | | 30.83 | 34.98 | 26.90 | | 34.41 | | | | | | 19.38 | | | | | 20.67 | | | |
| 36 | Library Assistant/Clerk | 18.00 | 13.99 | 14.73 | 15.00 | 15.07 | | 14.11 | 8.00 | | | 12.39 | 11.27 | | | 18.58 | 13.00 | 13.98 | 17.89 | |
| | | 21.92 | 19.59 | 19.22 | 15.00 | 20.07 | | 21.17 | 14.65 | | | 15.81 | 17.70 | | | 24.15 | 13.00 | 15.47 | 17.89 | |

# WINDHAM, NH MARKET DATA REPORT

| | POSITION TITLE | Windham | Bedford | Derry | Durham | Exeter | Goffstown | Hampstead | Hampton | Hollis | Hooksett | Hudson | Litchfield | Londonderry | Merrimack | Newmarket | Pelham | Plaistow | Salem | Seabrook |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **POLICE** | | | | | | | | | | | | | | | | | | | |
| 37 | Chief of Police | 41.29 | 45.26 | 51.36 | 55.77 | 40.90 | 40.44 | 27.28 | 56.24 | 36.14 | 30.87 | 53.57 | 36.21 | 40.38 | 41.46 | 38.54 | 63.33 | 43.27 | 72.65 | 45.15 |
| | | 50.21 | 63.77 | 66.38 | 55.77 | 54.48 | 58.56 | 40.91 | 56.24 | 44.45 | 54.93 | 53.57 | 45.80 | 62.50 | 57.89 | 50.10 | 63.33 | 43.27 | 72.65 | 60.12 |
| 38 | Police Captain | 37.47 | 33.57 | 44.28 | 37.05 | 35.51 | 33.01 | | | | 25.19 | 39.26 | 42.50 | 38.00 | 45.23 | | 44.65 | 37.23 | 52.53 | |
| | | 45.54 | 48.54 | 57.58 | 40.11 | 47.31 | 47.83 | | | | 46.57 | 48.71 | 42.50 | 53.94 | 45.23 | | 44.65 | 37.23 | 62.01 | |
| 39 | Police Sergeant | 31.38 | 35.62 | 36.73 | 31.56 | 30.50 | 28.83 | 34.64 | 33.77 | 32.26 | 21.45 | 35.53 | 36.02 | 33.87 | 34.19 | 28.88 | 34.91 | 27.62 | 35.39 | 31.60 |
| | | 35.40 | 41.79 | 40.72 | 36.09 | 37.16 | 41.78 | 35.71 | 38.22 | 35.25 | 36.34 | 37.15 | 36.02 | 39.48 | 36.31 | 31.29 | 34.91 | 31.50 | 39.19 | 32.00 |
| 40 | Police Officer | 23.01 | 23.51 | 24.54 | 22.68 | 22.68 | 21.70 | 25.44 | 23.64 | 23.09 | 20.70 | 23.68 | 23.97 | 25.11 | 25.08 | 18.50 | 31.70 | 22.39 | 22.03 | 26.50 |
| | | 27.96 | 33.89 | 33.97 | 29.75 | 31.27 | 34.45 | 30.60 | 33.65 | 29.25 | 26.24 | 33.58 | 28.80 | 33.31 | 29.77 | 26.74 | 31.70 | 28.26 | 34.89 | 27.00 |
| 41 | Police/K-9 Officer | 23.01 | | | | | 22.18 | | | | | 23.68 | | | 25.08 | | | 31.25 | 22.03 | |
| | | 27.96 | | | | | 34.93 | | | | | 33.58 | | | 29.77 | | | 31.25 | 34.89 | |
| 42 | Community Service Officer | 19.87 | | 24.54 | | | 22.18 | | | | | | | | | 25.34 | 31.70 | | 22.03 | |
| | | 24.16 | | 33.97 | | | 34.93 | | | | | | | | | 29.85 | 31.70 | | 34.89 | |
| 43 | Police Dispatcher | 19.87 | 20.01 | 20.08 | | 18.11 | 18.17 | 20.23 | 18.85 | | 20.70 | 18.94 | | 21.74 | 19.73 | | 24.33 | 19.36 | 18.95 | 23.07 |
| | | 24.16 | 26.25 | 27.44 | | 24.96 | 28.96 | 21.50 | 22.51 | | 26.24 | 24.86 | | 26.05 | 23.55 | | 24.33 | 25.19 | 24.44 | 23.38 |
| 44 | Police Prosecutor | 38.58 | 32.87 | 33.95 | | | 30.85 | | 24.11 | | 25.19 | 35.30 | outsourced | 28.39 | 33.78 | 26.88 | 35.35 | | 40.80 | |
| | | 38.58 | 42.11 | 44.06 | | | 44.67 | | 31.26 | | 46.57 | 43.46 | | 41.60 | 47.44 | 34.92 | 35.35 | | 47.40 | |
| 45 | Police Records Clerk | 18.00 | 15.93 | 18.12 | | 15.07 | 16.52 | | 18.04 | | | 18.94 | | 21.74 | 14.76 | | 24.33 | 15.92 | 24.36 | |
| | | 21.92 | 22.67 | 24.71 | | 20.07 | 23.92 | | 21.54 | | | 24.66 | | 26.05 | 21.43 | | 24.33 | 15.92 | 28.91 | |
| 46 | Police Chief's Secretary | 18.91 | 20.53 | 23.73 | 28.09 | 20.72 | 19.99 | | 24.83 | 19.17 | 18.75 | 20.24 | 23.86 | 19.62 | 23.61 | 18.58 | 26.85 | 23.69 | 26.64 | 22.83 |
| | | 23.01 | 29.33 | 30.83 | 28.09 | 27.60 | 28.96 | | 24.83 | 23.57 | 35.42 | 27.41 | 30.18 | 29.18 | 33.49 | 28.37 | 26.85 | 23.69 | 33.03 | 23.38 |
| | **RECREATION** | | | | | | | | | | | | | | | | | | | |
| 47 | Parks and Recreation Director | 26.63 | 28.88 | 33.95 | 33.43 | 35.51 | 26.94 | | 30.99 | | | 28.06 | | 23.59 | 27.53 | 26.26 | 36.54 | | 38.22 | 29.27 |
| | | 32.36 | 43.80 | 44.06 | 33.43 | 47.31 | 39.01 | | 30.99 | | | 28.06 | | 26.66 | 38.88 | 32.84 | 36.54 | | 52.05 | 31.28 |
| 48 | Summer Lifeguard | 11.13 | | 10.87 | | 12.50 | 9.50 | | | | | | | | 8.50 | | 14.00 | | 15.00 | |
| | | 17.90 | | 14.40 | | 14.00 | 12.00 | | | | | | | | 11.56 | | 14.00 | | 15.00 | |
| | **TAX COLLECTION** | | | | | | | | | | | | | | | | | | | |
| 50 | Tax Collector | 27.96 | | 37.29 | 34.77 | see Town | 25.18 | 25.89 | elected | 23.70 | 19.34 | 26.40 | 30.64 | elected | 27.53 | 23.45 | 31.97 | elected | 49.13 | 26.89 |
| | | 33.97 | | 48.51 | 34.77 | Manager | 36.50 | 38.54 | 27.72 | 29.15 | 36.31 | 35.25 | 38.76 | 35.20 | 38.88 | 30.49 | 31.97 | | 49.13 | 30.56 |
| 51 | Deputy Tax Collector | 19.87 | | 21.41 | 23.73 | 24.21 | 21.24 | 15.74 | 19.06 | | 14.95 | 18.29 | 20.20 | | 23.61 | 18.58 | 22.04 | 17.48 | | 22.46 |
| | | 24.16 | | 29.25 | 23.73 | 32.25 | 30.21 | 23.60 | 22.76 | | 28.07 | 21.38 | 25.55 | | 33.49 | 26.21 | 22.04 | 17.48 | | 24.13 |
| 52 | Assistant Tax Collector | 18.00 | | 16.80 | 21.08 | 17.44 | | 14.11 | | | 13.08 | 16.14 | 15.73 | | | 16.50 | | | 21.50 | |
| | | 21.92 | | 22.92 | 21.08 | 24.04 | | 21.17 | | | 24.56 | 20.96 | 19.89 | | | 21.45 | | | 24.48 | |
| | **TOWN CLERK** | | | | | | | | | | | | | | | | | | | |
| 53 | Town Clerk | 41.02 | 29.33 | 21.24 | see Tax | 34.69 | 26.94 | see Tax | elected | 37.36 | | see Tax | see Tax | elected | see Tax | see Tax | see Tax | elected | 49.13 | 30.26 |
| | | 41.02 | 29.33 | 21.24 | Collector | 46.21 | 39.01 | Collector | 29.80 | 37.36 | | Collector | Collector | 27.88 | Collector | Collector | Collector | 28.70 | 49.13 | 30.26 |
| 54 | Deputy Town Clerk | 19.87 | | 17.51 | see Tax | 18.83 | see Tax | see Tax | 24.59 | | 13.90 | see Tax | see Tax | | see Dep Tax | see Tax | see Tax | 16.49 | 24.36 | 22.89 |
| | | 24.16 | | 17.51 | Collector | 25.09 | Collector | Collector | 29.36 | | 26.09 | Collector | Collector | | Collector | Collector | Collector | 16.49 | 28.91 | 24.40 |
| 55 | Assistant Town Clerk | 18.00 | | 14.62 | see Tax | 17.44 | 15.02 | see Tax | 23.04 | | | see Tax | see Tax | 19.35 | | see Tax | see Tax | 15.00 | | |
| | | 21.92 | | 19.95 | Collector | 24.04 | 21.76 | Collector | 27.51 | | | Collector | Collector | 24.52 | | Collector | Collector | 15.00 | | |

# WINDHAM, NH MARKET DATA REPORT

| | POSITION TITLE | Windham | Comp Data Points | Comp Lo-Hi Range | Comp Median | Comp 75th percentile | Percent WINDHAM Data Higher/Lower than 75th percentile | Comp Average | Percent WINDHAM Data Higher/Lower than Avg. | Private Sector Average | Private Sector 75th percentile |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | **ADMINISTRATION** | | | | | | | | | | |
| 1 | Town Administrator | 43.37 | 17 | 31.44 | 56.40 | 66.34 | -53.0% | 55.14 | -27.1% | | |
| | | 55.62 | 17 | 71.67 | 58.78 | 68.90 | -23.9% | 60.61 | -9.0% | 123.87 | 151.81 |
| 2 | Finance Director | 33.97 | 15 | 23.02 | 42.91 | 46.16 | -35.9% | 41.14 | -21.1% | | |
| | | 41.29 | 15 | 63.58 | 51.61 | 58.72 | -42.2% | 50.10 | -21.3% | 77.75 | 89.03 |
| 3 | HR Director/Human Services Coordinator | 32.36 | 10 | 21.08 | 35.30 | 41.76 | -29.0% | 35.20 | -8.8% | | |
| | | 39.33 | 10 | 56.58 | 42.01 | 48.61 | -23.6% | 40.33 | -2.5% | 65.62 | 76.58 |
| 4 | Administrative Assistant to Town Administrator | 23.01 | 16 | 15.00 | 21.07 | 27.69 | -20.3% | 23.24 | -1.0% | 28.14 | 34.12 |
| | | 27.96 | 16 | 35.29 | 29.36 | 32.30 | -15.5% | 28.46 | -1.8% | 40.82 | 49.40 |
| 5 | Bookkeeper | 18.91 | 10 | 13.58 | 21.19 | 25.19 | -33.2% | 21.87 | -15.6% | 17.39 | 18.81 |
| | | 23.01 | 10 | 35.82 | 26.82 | 30.99 | -34.7% | 27.61 | -20.0% | 27.36 | 29.67 |
| | **ASSESSING** | | | | | | | | | | |
| 6 | Assessor | 37.47 | 9 | 23.04 | 34.80 | 35.29 | 5.8% | 34.37 | 8.3% | | |
| | | 45.54 | 9 | 53.72 | 45.38 | 46.63 | -2.4% | 45.28 | 0.6% | | |
| 7 | Administrative Assistant to Assessor | 18.91 | 16 | 13.35 | 20.21 | 25.55 | -35.1% | 21.19 | -12.0% | 18.93 | 20.59 |
| | | 23.01 | 16 | 38.88 | 26.80 | 28.36 | -23.2% | 26.33 | -14.4% | 25.36 | 27.65 |
| | **CABLE** | | | | | | | | | | |
| 8 | Cable Coordinator | 24.16 | 13 | 18.00 | 24.74 | 25.81 | -6.8% | 23.55 | 2.5% | | |
| | | 29.36 | 13 | 38.88 | 28.09 | 31.88 | -8.6% | 28.38 | 3.3% | | |
| | **COMMUNITY DEVELOPMENT** | | | | | | | | | | |
| 9 | Community Development Director | 37.47 | 8 | 27.16 | 38.26 | 42.69 | -13.9% | 39.64 | -5.8% | | |
| | | 45.54 | 8 | 55.08 | 51.18 | 53.61 | -17.7% | 50.36 | -10.6% | | |
| 10 | Planning Director | 30.83 | 11 | 23.04 | 35.29 | 38.70 | -25.5% | 35.04 | -13.7% | | |
| | | 37.47 | 11 | 52.05 | 43.25 | 45.80 | -22.2% | 44.06 | -17.6% | | |
| 11 | Building Inspector | 30.83 | 14 | 19.34 | 27.49 | 31.52 | -2.2% | 27.87 | 9.6% | | |
| | | 37.47 | 15 | 47.31 | 35.66 | 39.25 | -4.7% | 35.83 | 4.4% | | |
| 12 | ZBA and Code Enforcement Administrator | 26.63 | 7 | 22.33 | 27.45 | 32.10 | -20.5% | 28.20 | -5.9% | | |
| | | 32.36 | 7 | 48.51 | 33.75 | 37.94 | -17.2% | 35.42 | -9.5% | | |
| 13 | Community Development Secretary | 18.91 | 12 | 13.35 | 19.93 | 21.28 | -12.5% | 19.33 | -2.2% | 18.93 | 20.59 |
| | | 23.01 | 12 | 31.84 | 27.31 | 29.45 | -28.0% | 26.38 | -14.6% | 25.36 | 27.65 |
| 14 | Community Development Clerk | 18.00 | 2 | 14.90 | 16.68 | 17.57 | 2.4% | 16.68 | 7.3% | 17.57 | 18.89 |
| | | 21.92 | 2 | 27.30 | 24.36 | 25.83 | -17.8% | 24.36 | -11.1% | 23.75 | 25.54 |
| | **FIRE** | | | | | | | | | | |
| 15 | Fire Chief | 41.29 | 17 | 30.87 | 41.46 | 51.74 | -25.3% | 45.03 | -9.1% | | |
| | | 50.21 | 17 | 71.03 | 54.48 | 57.89 | -15.3% | 54.50 | -8.5% | | |
| 16 | Assistant Fire Chief | 37.47 | 8 | 25.19 | 36.57 | 44.87 | -19.7% | 38.51 | -2.8% | | |
| | | 45.54 | 8 | 58.03 | 46.97 | 51.79 | -13.7% | 48.34 | -6.1% | | |

# WINDHAM, NH MARKET DATA REPORT

| | POSITION TITLE | Windham | Comp Data Points | Comp Lo-Hi Range | Comp Median | Comp 75th percentile | Percent WINDHAM Data Higher/Lower than 75th percentile | Comp Average | Percent WINDHAM Data Higher/Lower than Avg. | Private Sector Average | Private Sector 75th percentile |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 17 | Deputy Fire Chief/Fire Prevention | 33.97 | 12 | 20.72 | 36.78 | 41.36 | -21.8% | 35.61 | -4.8% | | |
| | | 41.29 | 12 | 53.22 | 43.05 | 45.68 | -10.6% | 42.50 | -2.9% | | |
| 18 | Fire Lieutenant | 29.31 | 14 | 19.61 | 27.19 | 28.32 | 3.4% | 27.03 | 7.8% | | |
| | | 30.90 | 14 | 36.31 | 32.62 | 34.44 | -11.4% | 32.01 | -3.6% | | |
| 19 | Firefighter/EMT | 21.92 | 17 | 14.89 | 20.76 | 21.30 | 2.8% | 21.06 | 3.9% | | |
| | | 26.63 | 17 | 35.40 | 27.17 | 29.32 | -10.1% | 26.96 | -1.2% | | |
| 20 | Firefighter/Mechanic | 22.61 | 4 | 20.20 | 27.37 | 31.76 | -40.5% | 27.62 | -22.1% | | |
| | | 27.72 | 4 | 36.03 | 32.60 | 35.78 | -29.1% | 31.69 | -14.3% | | |
| 21 | Fire Chief's Secretary | 18.91 | 16 | 13.35 | 20.25 | 23.23 | -22.9% | 20.37 | -7.7% | 18.93 | 20.59 |
| | | 23.01 | 16 | 33.03 | 27.36 | 28.88 | -25.5% | 25.98 | -12.9% | 25.36 | 27.65 |
| | **GENERAL SERVICES** | | | | | | | | | | |
| 22 | General Services Director | 39.33 | 16 | 30.87 | 40.64 | 48.54 | -23.4% | 42.34 | -7.7% | | |
| | | 47.82 | 16 | 66.90 | 51.97 | 55.55 | -16.2% | 50.96 | -6.6% | 54.49 | 60.53 |
| 23 | General Services Manager | 30.83 | 11 | 17.80 | 32.57 | 38.59 | -25.2% | 31.60 | -2.5% | 36.74 | 40.42 |
| | | 37.47 | 11 | 54.71 | 40.34 | 47.37 | -26.4% | 40.46 | -8.0% | 48.80 | 53.64 |
| 24 | Highway Laborer | 19.87 | 17 | 12.17 | 17.17 | 19.83 | 0.2% | 17.74 | 10.7% | 15.49 | 16.76 |
| | | 24.16 | 17 | 29.59 | 22.65 | 25.56 | -5.8% | 23.22 | 3.9% | 20.97 | 22.65 |
| 25 | Maintenance/Custodian | 17.14 | 12 | 11.00 | 16.29 | 17.79 | -3.8% | 16.50 | 3.7% | 21.00 | 22.46 |
| | | 20.87 | 12 | 25.92 | 22.27 | 24.00 | -15.0% | 22.63 | -8.4% | 29.55 | 31.65 |
| 26 | Solid Waste Operator I | 19.87 | 7 | 15.06 | 19.08 | 19.97 | -0.5% | 18.40 | 7.4% | | |
| | | 24.16 | 7 | 27.60 | 22.45 | 26.65 | -10.3% | 22.98 | 4.9% | | |
| 27 | Solid Waste Operator II | 21.92 | 6 | 19.99 | 20.88 | 21.92 | 0.0% | 21.52 | 1.8% | | |
| | | 26.63 | 6 | 28.96 | 27.13 | 28.51 | -7.0% | 26.73 | -0.4% | | |
| | **INFORMATION TECHNOLOGY** | | | | | | | | | | |
| 28 | IT Director | 37.47 | 10 | 31.34 | 35.14 | 37.45 | 0.1% | 36.49 | 2.6% | 35.54 | 39.10 |
| | | 45.54 | 10 | 49.94 | 44.60 | 46.99 | -3.2% | 42.55 | 6.6% | 48.10 | 52.87 |
| | **LIBRARY** | | | | | | | | | | |
| 29 | Library Director | 37.47 | 13 | 25.82 | 36.91 | 39.32 | -4.9% | 36.64 | 2.2% | 36.47 | 40.08 |
| | | 45.54 | 13 | 54.48 | 38.76 | 48.26 | -6.0% | 41.39 | 9.1% | 50.62 | 55.57 |
| 30 | Assistant Library Director | 26.63 | 9 | 20.72 | 29.21 | 32.95 | -23.7% | 29.11 | -9.3% | 31.15 | 34.22 |
| | | 32.36 | 9 | 47.31 | 31.08 | 38.94 | -20.3% | 33.94 | -4.9% | 44.44 | 48.84 |
| 33 | Library Youth Services Specialist | 25.37 | 10 | 18.56 | 23.25 | 25.61 | -0.9% | 23.10 | 9.0% | | |
| | | 30.83 | 10 | 39.01 | 24.90 | 27.29 | 11.5% | 25.80 | 16.3% | | |
| 34 | Technical Services Librarian | 24.16 | 7 | 15.74 | 21.24 | 22.94 | 5.0% | 22.03 | 8.8% | 24.18 | 26.01 |
| | | 29.36 | 7 | 31.18 | 28.96 | 29.53 | -0.6% | 26.73 | 9.0% | 32.42 | 34.94 |
| 35 | Reference Inter-Library Loan Librarian | 25.37 | 5 | 19.38 | 20.67 | 25.83 | -1.8% | 22.64 | 10.8% | 25.79 | 28.11 |
| | | 30.83 | 5 | 34.98 | 26.90 | 34.41 | -11.6% | 27.27 | 11.6% | 34.18 | 37.32 |
| 36 | Library Assistant/Clerk | 18.00 | 12 | 8.00 | 14.05 | 15.02 | 16.6% | 14.00 | 22.2% | 17.57 | 18.89 |
| | | 21.92 | 12 | 24.15 | 17.80 | 19.71 | 10.1% | 17.81 | 18.8% | 23.75 | 25.54 |

# WINDHAM, NH MARKET DATA REPORT

| | POSITION TITLE | Windham | Comp Data Points | Comp Lo-Hi Range | Comp Median | Comp 75th percentile | Percent WINDHAM Data Higher/Lower than 75th percentile | Comp Average | Percent WINDHAM Data Higher/Lower than Avg. | Private Sector Average | Private Sector 75th percentile |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | **POLICE** | | | | | | | | | | |
| 37 | Chief of Police | 41.29 | 18 | 27.28 | 42.37 | 53.02 | -28.4% | 45.49 | -10.2% | | |
| | | 50.21 | 18 | 72.65 | 56.01 | 61.91 | -23.3% | 55.82 | -11.2% | | |
| 38 | Police Captain | 37.47 | 13 | 25.19 | 38.00 | 44.28 | -18.2% | 39.08 | -4.3% | | |
| | | 45.54 | 13 | 62.01 | 47.31 | 48.71 | -7.0% | 47.86 | -5.1% | | |
| 39 | Police Sergeant | 31.38 | 18 | 21.45 | 33.82 | 35.27 | -12.4% | 32.41 | -3.3% | | |
| | | 35.40 | 18 | 41.79 | 36.33 | 38.95 | -10.0% | 36.72 | -3.7% | | |
| 40 | Police Officer | 23.01 | 18 | 18.50 | 23.58 | 24.95 | -8.4% | 23.72 | -3.1% | | |
| | | 27.96 | 18 | 34.89 | 30.94 | 33.63 | -20.3% | 30.95 | -10.7% | | |
| 41 | Police/K-9 Officer | 23.01 | 5 | 22.03 | 23.68 | 25.08 | -9.0% | 24.84 | -8.0% | | |
| | | 27.96 | 5 | 34.93 | 33.58 | 34.89 | -24.8% | 32.88 | -17.6% | | |
| 42 | Community Service Officer | 19.87 | 5 | 22.03 | 24.54 | 25.34 | -27.5% | 25.16 | -26.6% | | |
| | | 24.16 | 5 | 34.93 | 33.97 | 34.89 | -44.4% | 33.07 | -36.9% | | |
| 43 | Police Dispatcher | 19.87 | 14 | 18.11 | 19.87 | 20.58 | -3.6% | 20.16 | -1.5% | 19.39 | 20.82 |
| | | 24.16 | 14 | 28.96 | 24.91 | 26.19 | -8.4% | 24.98 | -3.4% | 25.96 | 27.94 |
| 44 | Police Prosecutor | 38.58 | 11 | 24.11 | 32.87 | 34.63 | 10.3% | 31.59 | 18.1% | 46.20 | 52.13 |
| | | 38.58 | 11 | 47.44 | 43.46 | 45.62 | -18.2% | 41.71 | -8.1% | 75.22 | 84.81 |
| 45 | Police Records Clerk | 18.00 | 11 | 14.76 | 18.04 | 20.34 | -13.0% | 18.52 | -2.9% | 15.99 | 17.06 |
| | | 21.92 | 11 | 28.91 | 23.92 | 24.69 | -12.6% | 23.11 | -5.4% | 20.94 | 22.33 |
| 46 | Police Chief's Secretary | 18.91 | 17 | 18.58 | 22.83 | 23.86 | -26.2% | 22.45 | -18.7% | 16.71 | 17.86 |
| | | 23.01 | 17 | 35.42 | 28.37 | 30.18 | -31.2% | 28.48 | -23.8% | 23.50 | 25.27 |
| | **RECREATION** | | | | | | | | | | |
| 47 | Parks and Recreation Director | 26.63 | 13 | 23.59 | 29.27 | 33.95 | -27.5% | 30.71 | -15.3% | | |
| | | 32.36 | 13 | 52.05 | 36.54 | 43.80 | -35.4% | 37.30 | -15.3% | | |
| 48 | Summer Lifeguard | 11.13 | 6 | 8.50 | 11.69 | 13.63 | -22.4% | 11.73 | -5.4% | 14.71 | 15.48 |
| | | 17.90 | 6 | 15.00 | 14.00 | 14.30 | 20.1% | 13.49 | 24.6% | 17.43 | 18.37 |
| | **TAX COLLECTION** | | | | | | | | | | |
| 50 | Tax Collector | 27.96 | 13 | 19.34 | 26.89 | 31.97 | -14.3% | 29.40 | -5.1% | | |
| | | 33.97 | 15 | 49.13 | 35.25 | 38.65 | -13.8% | 36.12 | -6.3% | | |
| 51 | Deputy Tax Collector | 19.87 | 14 | 14.95 | 20.72 | 22.36 | -12.5% | 20.21 | -1.7% | | |
| | | 24.16 | 14 | 33.49 | 24.84 | 28.96 | -19.8% | 25.72 | -6.5% | | |
| 52 | Assistant Tax Collector | 18.00 | 9 | 13.08 | 16.50 | 17.44 | 3.1% | 16.93 | 5.9% | | |
| | | 21.92 | 9 | 24.56 | 21.45 | 24.04 | -9.7% | 22.28 | -1.7% | | |
| | **TOWN CLERK** | | | | | | | | | | |
| 53 | Town Clerk | 41.02 | 7 | 21.24 | 30.26 | 36.03 | 12.2% | 32.71 | 20.3% | | |
| | | 41.02 | 10 | 49.13 | 30.03 | 38.60 | 5.9% | 33.89 | 17.4% | | |
| 54 | Deputy Town Clerk | 19.87 | 7 | 13.90 | 18.83 | 23.62 | -18.9% | 19.80 | 0.4% | | |
| | | 24.16 | 7 | 29.36 | 25.09 | 27.50 | -13.8% | 23.98 | 0.7% | | |
| 55 | Assistant Town Clerk | 18.00 | 6 | 14.62 | 16.23 | 18.87 | -4.8% | 17.41 | 3.3% | | |
| | | 21.92 | 6 | 27.51 | 22.90 | 24.40 | -11.3% | 22.13 | -1.0% | | |

# APPENDIX B

Municipal
Resources
Inc.

# WINDHAM NH PROPOSED CLASSIFICATIONS/GRADES
## FY2019

| |
|---|
| **S** |
| Summer Lifeguard |
| **8** |
| Maintenance/Custodian |
| **9** |
| Assistant Tax Collector |
| Assistant Town Clerk |
| Community Development Clerk |
| Library Assistant/Clerk |
| Police Records Clerk |
| **10** |
| No Positions Assigned |
| **11** |
| Bookkeeper |
| Community Development Secretary |
| Community Service Officer |
| Fire Chief's Secretary |
| Highway Laborer |
| Police Chief's Secretary |
| Solid Waste Operator I |
| **12** |
| Administrative Assistant to Assessor |
| Deputy Tax Collector |
| Deputy Town Clerk |
| Police Dispatcher |
| **13** |
| Firefighter/EMT |
| Solid Waste Operator II |
| **14** |
| Administrative Assistant to Town Administrator |
| Cable Coordinator |
| Police Officer |
| **15** |
| Circulation Manager |
| Firefighter/Mechanic |
| Library Youth Services Specialist |
| Reference Inter-Library Loan Librarian |
| Technical Services Librarian |

| WINDHAM NH PROPOSED CLASSIFICATIONS/GRADES FY2019 |
|---|
| **16** |
| Fire Lieutenant |
| Police/K-9 Officer |
| **17** |
| Assistant Library Director |
| ZBA and Code Enforcement Administrator |
| **18** |
| Parks and Recreation Director |
| Police Sergeant |
| Tax Collector |
| **19** |
| Building Inspector |
| **20** |
| No Positions Assigned |
| **21** |
| General Services Manager |
| HR Director/Human Services Coordinator |
| Planning Director |
| Police Prosecutor |
| Town Clerk |
| **22** |
| Deputy Fire Chief/Fire Prevention |
| Finance Director |
| **23** |
| Assessor |
| IT Director |
| Library Director |
| **24** |
| Assistant Fire Chief |
| Police Captain |
| **25** |
| Community Development Director |
| General Services Director |
| **26** |
| Chief of Police |
| Fire Chief |
| **27** |
| Town Administrator |

# WINDHAM PROPOSED PAY PLAN
## FY2019

| WINDHAM GRADE | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| **GRADE 8** | | | | | | | |
| ANNUAL SALARY | $35,647.46 | $37,429.83 | $39,301.32 | $41,266.39 | $43,329.71 | $45,496.19 | $47,771.00 |
| WEEKLY | $685.53 | $719.80 | $755.79 | $793.58 | $833.26 | $874.93 | $918.67 |
| HOURLY | $17.1382 | $17.9951 | $18.8949 | $19.8396 | $20.8316 | $21.8732 | $22.9668 |
| **GRADE 9** | | | | | | | |
| ANNUAL SALARY | $37,429.83 | $39,301.32 | $41,266.39 | $43,329.71 | $45,496.19 | $47,771.00 | $50,159.55 |
| WEEKLY | $719.80 | $755.79 | $793.58 | $833.26 | $874.93 | $918.67 | $964.61 |
| HOURLY | $17.9951 | $18.8949 | $19.8396 | $20.8316 | $21.8732 | $22.9668 | $24.1152 |
| **GRADE 10** | | | | | | | |
| ANNUAL SALARY | $39,301.32 | $41,266.39 | $43,329.71 | $45,496.19 | $47,771.00 | $50,159.55 | $52,667.53 |
| WEEKLY | $755.79 | $793.58 | $833.26 | $874.93 | $918.67 | $964.61 | $1,012.84 |
| HOURLY | $18.8949 | $19.8396 | $20.8316 | $21.8732 | $22.9668 | $24.1152 | $25.3209 |
| **GRADE 11** | | | | | | | |
| ANNUAL SALARY | $41,266.39 | $43,329.71 | $45,496.19 | $47,771.00 | $50,159.55 | $52,667.53 | $55,300.90 |
| WEEKLY | $793.58 | $833.26 | $874.93 | $918.67 | $964.61 | $1,012.84 | $1,063.48 |
| HOURLY | $19.8396 | $20.8316 | $21.8732 | $22.9668 | $24.1152 | $25.3209 | $26.5870 |
| **GRADE 12** | | | | | | | |
| ANNUAL SALARY | $43,329.71 | $45,496.19 | $47,771.00 | $50,159.55 | $52,667.53 | $55,300.90 | $58,065.95 |
| WEEKLY | $833.26 | $874.93 | $918.67 | $964.61 | $1,012.84 | $1,063.48 | $1,116.65 |
| HOURLY | $20.8316 | $21.8732 | $22.9668 | $24.1152 | $25.3209 | $26.5870 | $27.9163 |
| **GRADE 13** | | | | | | | |
| ANNUAL SALARY | $45,496.19 | $47,771.00 | $50,159.55 | $52,667.53 | $55,300.90 | $58,065.95 | $60,969.25 |
| WEEKLY | $874.93 | $918.67 | $964.61 | $1,012.84 | $1,063.48 | $1,116.65 | $1,172.49 |
| HOURLY | $21.8732 | $22.9668 | $24.1152 | $25.3209 | $26.5870 | $27.9163 | $29.3121 |
| **GRADE 14** | | | | | | | |
| ANNUAL SALARY | $47,771.00 | $50,159.55 | $52,667.53 | $55,300.90 | $58,065.95 | $60,969.25 | $64,017.71 |
| WEEKLY | $918.67 | $964.61 | $1,012.84 | $1,063.48 | $1,116.65 | $1,172.49 | $1,231.11 |
| HOURLY | $22.9668 | $24.1152 | $25.3209 | $26.5870 | $27.9163 | $29.3121 | $30.7777 |
| **GRADE 15** | | | | | | | |
| ANNUAL SALARY | $50,159.55 | $52,667.53 | $55,300.90 | $58,065.95 | $60,969.25 | $64,017.71 | $67,218.59 |
| WEEKLY | $964.61 | $1,012.84 | $1,063.48 | $1,116.65 | $1,172.49 | $1,231.11 | $1,292.67 |
| HOURLY | $24.1152 | $25.3209 | $26.5870 | $27.9163 | $29.3121 | $30.7777 | $32.3166 |

# WINDHAM PROPOSED PAY PLAN
## FY2019

| WINDHAM GRADE | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| **GRADE 16** | | | | | | | |
| ANNUAL SALARY | $52,667.53 | $55,300.90 | $58,065.95 | $60,969.25 | $64,017.71 | $67,218.59 | $70,579.52 |
| WEEKLY | $1,012.84 | $1,063.48 | $1,116.65 | $1,172.49 | $1,231.11 | $1,292.67 | $1,357.30 |
| HOURLY | $25.3209 | $26.5870 | $27.9163 | $29.3121 | $30.7777 | $32.3166 | $33.9325 |
| **GRADE 17** | | | | | | | |
| ANNUAL SALARY | $55,300.90 | $58,065.95 | $60,969.25 | $64,017.71 | $67,218.59 | $70,579.52 | $74,108.50 |
| WEEKLY | $1,063.48 | $1,116.65 | $1,172.49 | $1,231.11 | $1,292.67 | $1,357.30 | $1,425.16 |
| HOURLY | $26.5870 | $27.9163 | $29.3121 | $30.7777 | $32.3166 | $33.9325 | $35.6291 |
| **GRADE 18** | | | | | | | |
| ANNUAL SALARY | $58,065.95 | $60,969.25 | $64,017.71 | $67,218.59 | $70,579.52 | $74,108.50 | $77,813.93 |
| WEEKLY | $1,116.65 | $1,172.49 | $1,231.11 | $1,292.67 | $1,357.30 | $1,425.16 | $1,496.42 |
| HOURLY | $27.9163 | $29.3121 | $30.7777 | $32.3166 | $33.9325 | $35.6291 | $37.4105 |
| **GRADE 19** | | | | | | | |
| ANNUAL SALARY | $60,969.25 | $64,017.71 | $67,218.59 | $70,579.52 | $74,108.50 | $77,813.93 | $81,704.62 |
| WEEKLY | $1,172.49 | $1,231.11 | $1,292.67 | $1,357.30 | $1,425.16 | $1,496.42 | $1,571.24 |
| HOURLY | $29.3121 | $30.7777 | $32.3166 | $33.9325 | $35.6291 | $37.4105 | $39.2811 |
| **GRADE 20** | | | | | | | |
| ANNUAL SALARY | $64,017.71 | $67,218.59 | $70,579.52 | $74,108.50 | $77,813.93 | $81,704.62 | $85,789.85 |
| WEEKLY | $1,231.11 | $1,292.67 | $1,357.30 | $1,425.16 | $1,496.42 | $1,571.24 | $1,649.80 |
| HOURLY | $30.7777 | $32.3166 | $33.9325 | $35.6291 | $37.4105 | $39.2811 | $41.2451 |
| **GRADE 21** | | | | | | | |
| ANNUAL SALARY | $67,218.59 | $70,579.52 | $74,108.50 | $77,813.93 | $81,704.62 | $85,789.85 | $90,079.35 |
| WEEKLY | $1,292.67 | $1,357.30 | $1,425.16 | $1,496.42 | $1,571.24 | $1,649.80 | $1,732.30 |
| HOURLY | $32.3166 | $33.9325 | $35.6291 | $37.4105 | $39.2811 | $41.2451 | $43.3074 |
| **GRADE 22** | | | | | | | |
| ANNUAL SALARY | $70,579.52 | $74,108.50 | $77,813.93 | $81,704.62 | $85,789.85 | $90,079.35 | $94,583.31 |
| WEEKLY | $1,357.30 | $1,425.16 | $1,496.42 | $1,571.24 | $1,649.80 | $1,732.30 | $1,818.91 |
| HOURLY | $33.9325 | $35.6291 | $37.4105 | $39.2811 | $41.2451 | $43.3074 | $45.4727 |
| **GRADE 23** | | | | | | | |
| ANNUAL SALARY | $74,108.50 | $77,813.93 | $81,704.62 | $85,789.85 | $90,079.35 | $94,583.31 | $99,312.48 |
| WEEKLY | $1,425.16 | $1,496.42 | $1,571.24 | $1,649.80 | $1,732.30 | $1,818.91 | $1,909.86 |
| HOURLY | $35.6291 | $37.4105 | $39.2811 | $41.2451 | $43.3074 | $45.4727 | $47.7464 |

# WINDHAM PROPOSED PAY PLAN
## FY2019

| WINDHAM GRADE | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| **GRADE 24** | | | | | | | |
| ANNUAL SALARY | $77,813.93 | $81,704.62 | $85,789.85 | $90,079.35 | $94,583.31 | $99,312.48 | $104,278.10 |
| WEEKLY | $1,496.42 | $1,571.24 | $1,649.80 | $1,732.30 | $1,818.91 | $1,909.86 | $2,005.35 |
| HOURLY | $37.4105 | $39.2811 | $41.2451 | $43.3074 | $45.4727 | $47.7464 | $50.1337 |
| **GRADE 25** | | | | | | | |
| ANNUAL SALARY | $81,704.62 | $85,789.85 | $90,079.35 | $94,583.31 | $99,312.48 | $104,278.10 | $109,492.01 |
| WEEKLY | $1,571.24 | $1,649.80 | $1,732.30 | $1,818.91 | $1,909.86 | $2,005.35 | $2,105.62 |
| HOURLY | $39.2811 | $41.2451 | $43.3074 | $45.4727 | $47.7464 | $50.1337 | $52.6404 |
| **GRADE 26** | | | | | | | |
| ANNUAL SALARY | $85,789.85 | $90,079.35 | $94,583.31 | $99,312.48 | $104,278.10 | $109,492.01 | $114,966.61 |
| WEEKLY | $1,649.80 | $1,732.30 | $1,818.91 | $1,909.86 | $2,005.35 | $2,105.62 | $2,210.90 |
| HOURLY | $41.2451 | $43.3074 | $45.4727 | $47.7464 | $50.1337 | $52.6404 | $55.2724 |
| **GRADE 27** | | | | | | | |
| ANNUAL SALARY | $90,079.35 | $94,583.31 | $99,312.48 | $104,278.10 | $109,492.01 | $114,966.61 | $120,714.94 |
| WEEKLY | $1,732.30 | $1,818.91 | $1,909.86 | $2,005.35 | $2,105.62 | $2,210.90 | $2,321.44 |
| HOURLY | $43.3074 | $45.4727 | $47.7464 | $50.1337 | $52.6404 | $55.2724 | $58.0360 |

# APPENDIX C

Municipal
Resources
Inc.

# Current Pay/Market Average/Proposed Pay

| Line No | FY2019 WINDHAM POSITIONS | CURRENT PAY Min | CURRENT PAY Max | MARKET AVERAGE Data Points | MARKET AVERAGE Min | MARKET AVERAGE Max | PROPOSED PAY Min | PROPOSED PAY Max | PROPOSED PAY Pay Grade | | Current Pay Grade |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 48 | Summer Lifeguard | 11.13 | 17.90 | 6 | 11.73 | 13.49 | 11.13 | 17.90 | S | | N/A |
| | | | | | | | | | | | |
| 25 | Maintenance/Custodian | 17.14 | 20.87 | 12 | 16.50 | 22.63 | 17.14 | 22.97 | 8 | | 8 |
| | | | | | | | | | | | |
| 52 | Assistant Tax Collector | 18.00 | 21.92 | 9 | 16.93 | 22.28 | 18.00 | 24.12 | 9 | | 9 |
| 55 | Assistant Town Clerk | 18.00 | 21.92 | 6 | 17.41 | 22.13 | 18.00 | 24.12 | 9 | | 9 |
| 14 | Community Development Clerk | 18.00 | 21.92 | limited data | | | 18.00 | 24.12 | 9 | | 9 |
| 36 | Library Assistant/Clerk | 18.00 | 21.92 | 12 | 14.00 | 17.81 | 18.00 | 24.12 | 9 | | 9 |
| 45 | Police Records Clerk | 18.00 | 21.92 | 11 | 18.52 | 23.11 | 18.00 | 24.12 | 9 | | 9 |
| | | | | | | | | | | | |
| | No Positions Assigned | | | | | | 18.89 | 25.32 | 10 | | |
| | | | | | | | | | | | |
| 5 | Bookkeeper | 18.91 | 23.01 | 10 | 21.87 | 27.61 | 19.84 | 26.59 | 11 | | 10 |
| 13 | Community Development Secretary | 18.91 | 23.01 | 12 | 19.33 | 26.38 | 19.84 | 26.59 | 11 | | 10 |
| 42 | Community Service Officer | 19.87 | 24.16 | 5 | 25.16 | 33.07 | 19.84 | 26.59 | 11 | | 11 |
| 21 | Fire Chief's Secretary | 18.91 | 23.01 | 16 | 20.37 | 25.98 | 19.84 | 26.59 | 11 | | 10 |
| 24 | Highway Laborer | 19.87 | 24.16 | 17 | 17.74 | 23.22 | 19.84 | 26.59 | 11 | | 11 |
| 46 | Police Chief's Secretary | 18.91 | 23.01 | 17 | 22.45 | 28.48 | 19.84 | 26.59 | 11 | | 10 |
| 26 | Solid Waste Operator I | 19.87 | 24.16 | 7 | 18.40 | 22.98 | 19.84 | 26.59 | 11 | | 11 |
| | | | | | | | | | | | |
| 7 | Administrative Assistant to Assessor | 18.91 | 23.01 | 16 | 21.19 | 26.33 | 20.83 | 27.92 | 12 | | 10 |
| 51 | Deputy Tax Collector | 19.87 | 24.16 | 14 | 20.21 | 25.72 | 20.83 | 27.92 | 12 | | 11 |
| 54 | Deputy Town Clerk | 19.87 | 24.16 | 7 | 19.80 | 23.98 | 20.83 | 27.92 | 12 | | 11 |
| 43 | Police Dispatcher | 19.87 | 24.15 | 14 | 20.16 | 24.98 | 20.83 | 27.92 | 12 | | 11 |
| | | | | | | | | | | | |
| 19 | Firefighter/EMT | 21.92 | 26.63 | 17 | 21.06 | 26.96 | 21.87 | 29.31 | 13 | | 13 |
| 27 | Solid Waste Operator II | 21.92 | 26.63 | 6 | 21.52 | 26.73 | 21.87 | 29.31 | 13 | | 13 |

# Current Pay/Market Average/Proposed Pay

| Line No | FY2019 WINDHAM POSITIONS | CURRENT PAY Min | CURRENT PAY Max | MARKET AVERAGE Data Points | MARKET AVERAGE Min | MARKET AVERAGE Max | PROPOSED PAY Min | PROPOSED PAY Max | PROPOSED PAY Pay Grade | | Current Pay Grade |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | |
| 4 | Administrative Assistant to Town Administrator | 23.01 | 27.96 | 16 | 23.24 | 28.46 | 22.97 | 30.78 | 14 | | 14 |
| 8 | Cable Coordinator | 24.16 | 29.36 | 13 | 23.55 | 28.38 | 22.97 | 30.78 | 14 | | 15 |
| 40 | Police Officer | 23.01 | 27.96 | 18 | 23.72 | 30.95 | 22.97 | 30.78 | 14 | | 14 |
| | | | | | | | | | | | |
| | Circulation Manager | 25.37 | 30.83 | | | | 24.12 | 32.32 | 15 | | 13 |
| 20 | Firefighter/Mechanic | 22.61 | 27.72 | 4 | 27.62 | 31.69 | 24.12 | 32.32 | 15 | | |
| 33 | Library Youth Services Specialist | 25.37 | 30.83 | 10 | 23.10 | 25.80 | 24.12 | 32.32 | 15 | | 16 |
| 35 | Reference Inter-Library Loan Librarian | 25.37 | 30.83 | 5 | 22.64 | 27.27 | 24.12 | 32.32 | 15 | | 16 |
| 34 | Technical Services Librarian | 24.16 | 29.36 | 7 | 22.03 | 26.73 | 24.12 | 32.32 | 15 | | 15 |
| | | | | | | | | | | | |
| 18 | Fire Lieutenant | 29.31 | 30.90 | 14 | 27.03 | 32.01 | 25.32 | 33.93 | 16 | | |
| 41 | Police/K-9 Officer | 23.01 | 27.96 | 5 | 24.84 | 32.88 | 25.32 | 33.93 | 16 | | 14 |
| | | | | | | | | | | | |
| 30 | Assistant Library Director | 26.63 | 32.36 | 9 | 29.11 | 33.94 | 26.59 | 35.63 | 17 | | 17 |
| 12 | ZBA and Code Enforcement Administrator | 26.63 | 32.36 | 7 | 28.20 | 35.42 | 26.59 | 35.63 | 17 | | 17 |
| | | | | | | | | | | | |
| 47 | Parks and Recreation Director | 26.63 | 32.36 | 13 | 30.71 | 37.30 | 27.92 | 37.41 | 18 | | 17 |
| 39 | Police Sergeant | 31.38 | 35.40 | 18 | 32.41 | 36.72 | 27.92 | 37.41 | 18 | | |
| 50 | Tax Collector | 27.96 | 33.97 | 13 | 29.40 | 36.12 | 27.92 | 37.41 | 18 | | 18 |
| | | | | | | | | | | | |
| 11 | Building Inspector | 30.83 | 37.47 | 15 | 27.87 | 35.83 | 29.31 | 39.28 | 19 | | 20 |
| | | | | | | | | | | | |
| | No Positions Assigned | | | | | | 30.78 | 41.25 | 20 | | |

# Current Pay/Market Average/Proposed Pay

| Line No | FY2019 WINDHAM POSITIONS | CURRENT PAY Min | CURRENT PAY Max | MARKET AVERAGE Data Points | MARKET AVERAGE Min | MARKET AVERAGE Max | PROPOSED PAY Min | PROPOSED PAY Max | PROPOSED PAY Pay Grade | | Current Pay Grade |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | |
| 23 | General Services Manager | 30.83 | 37.47 | 11 | 31.60 | 40.46 | 32.32 | 43.31 | 21 | | 20 |
| 3 | HR Director/Human Services Coordinator | 32.36 | 39.33 | 10 | 35.20 | 40.33 | 32.32 | 43.31 | 21 | | 21 |
| 10 | Planning Director | 30.83 | 37.47 | 11 | 35.04 | 44.06 | 32.32 | 43.31 | 21 | | 20 |
| 44 | Police Prosecutor | 38.58 | 38.58 | 11 | 31.59 | 41.71 | 32.32 | 43.31 | 21 | | |
| 53 | Town Clerk | 41.02 | 41.02 | 7 | 32.71 | 33.89 | 32.32 | 43.31 | 21 | | |
| | | | | | | | | | | | |
| 17 | Deputy Fire Chief/Fire Prevention | 33.97 | 41.29 | 12 | 35.61 | 42.50 | 33.93 | 45.47 | 22 | | 22 |
| 2 | Finance Director | 33.97 | 41.29 | 15 | 41.14 | 50.10 | 33.93 | 45.47 | 22 | | 22 |
| | | | | | | | | | | | |
| 6 | Assessor | 37.47 | 45.54 | 9 | 34.37 | 45.28 | 35.63 | 47.75 | 23 | | 24 |
| 28 | IT Director | 37.47 | 45.54 | 10 | 36.49 | 42.55 | 35.63 | 47.75 | 23 | | 24 |
| 29 | Library Director | 37.47 | 45.54 | 13 | 36.64 | 41.39 | 35.63 | 47.75 | 23 | | 24 |
| | | | | | | | | | | | |
| 16 | Assistant Fire Chief | 37.47 | 45.54 | 8 | 38.51 | 48.34 | 37.41 | 50.13 | 24 | | 24 |
| 38 | Police Captain | 37.47 | 45.54 | 13 | 39.08 | 47.86 | 37.41 | 50.13 | 24 | | 24 |
| | | | | | | | | | | | |
| 9 | Community Development Director | 37.47 | 45.54 | 8 | 39.64 | 50.36 | 39.28 | 52.64 | 25 | | 24 |
| 22 | General Services Director | 39.33 | 47.82 | 16 | 42.34 | 50.96 | 39.28 | 52.64 | 25 | | 25 |
| | | | | | | | | | | | |
| 37 | Chief of Police | 41.29 | 50.21 | 18 | 45.49 | 55.82 | 41.25 | 55.27 | 26 | | 26 |
| 15 | Fire Chief | 41.29 | 50.21 | 17 | 45.03 | 54.50 | 41.25 | 55.27 | 26 | | 26 |
| | | | | | | | | | | | |
| 1 | Town Administrator | 43.37 | 55.62 | 17 | 55.14 | 60.61 | 43.31 | 58.04 | 27 | | 27 |

# APPENDIX D

Municipal
Resources
Inc.

# WINDHAM, NH BENEFITS SURVEY

| HEALTH INSURANCES | Windham | Bedford | Derry | Durham | Exeter | Goffstown | Hampstead | Hampton | Hollis | Hooksett | Hudson | Litchfield | Londonderry | Merrimack | Newmarket | Pelham | Plaistow | Salem | Seabrook |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| HEALTH INSURANCE ( highest employer contribution per month) | | | | | | | | | | | | | | | | | | | |
| Individual- Employer | 842.18 | 722.85 | 691.44 | 760.33 | | | | | 980.27 | 738.45 | | 766.75 | 783.17 | 808.63 | 810.21 | 891.89 | 650.25 | 1,226.28 | $ 1,095.36 |
| Individual- Employee | 280.71 | 80.32 | 112.56 | 165.17 | | | | | 172.99 | 130.31 | | 191.69 | - | - | 74.79 | 82.32 | 114.75 | 64.54 | $ - |
| Employer % | 75% | 90% | 86% | 83.5% | 83% | 90% | 95% | 85% | 85% | 85% | 80% | 80% | 100% | 100% | 80% | 92% | 85% | 95% | 100% |
| HEALTH INSURANCE ( highest employer contribution per month) | | | | | | | | | | | | | | | | | | | |
| Two Person- Employer | 1,684.35 | 1,445.71 | 1,486.94 | 1,520.67 | | | | | 1,960.54 | 1,476.89 | | 1,533.50 | 1,566.34 | 1,617.25 | 1,620.42 | 1,783.79 | 1,392.30 | 2,466.68 | $ 2,190.71 |
| Two Person- Employee | 561.43 | 160.64 | 242.06 | 330.33 | | | | | 345.97 | 260.63 | | 383.38 | - | - | 149.58 | 220.00 | 245.70 | 129.82 | $ - |
| Employer % | 75% | 90% | 86% | 83.5% | 83% | 90% | 95% | 85% | 85% | 85% | 80% | 80% | 100% | 100% | 80% | 90% | 85% | 95% | 100% |
| HEALTH INSURANCE ( highest employer contribution per month) | | | | | | | | | | | | | | | | | | | |
| Family- Employer | 2,273.86 | 1,951.71 | 1,811.16 | 2,053.10 | | | | | 2,646.73 | 1,993.80 | | 2,070.22 | 2,114.56 | 2,183.29 | 2,187.57 | 2,408.11 | 1,778.20 | 3,330.60 | $ 2,957.46 |
| Family- Employee | 757.94 | 216.86 | 294.84 | 445.90 | | | | | 467.07 | 351.85 | | 517.56 | - | - | 201.93 | 349.84 | 313.80 | 175.29 | $ - |
| Employer % | 75% | 90% | 86% | 83.5% | 83% | 90% | 95% | 85% | 85% | 15% | 80% | 80% | 100% | 100% | 80% | 87% | 85% | 95% | 100% |
| DENTAL INSURANCE | | | | | | | | | | | | | | | | | | | |
| Individual- Employer | 42.25 | 42.58 | 44.00 | 32.41 | | | | | 49.17 | 16.46 | | 36.06 | 46.45 | 42.23 | 45.17 | No | No | 49.15 | $ 48.58 |
| Individual- Employee | - | 4.74 | - | 6.39 | | | | | - | - | | 9.01 | 3.11 | 3.88 | 4.08 | | | - | $ - |
| Employer % | 100% | 90% | 100% | 83.5% | 100% | 85% | 90% | 0% | 100% | 100% | 100% | 80% | 94% | 92% | 92% | | | 100% | 100% |
| DENTAL INSURANCE | | | | | | | | | | | | | | | | | | | |
| Two Person- Employer | 81.24 | 82.04 | 44.00 | 64.80 | | | | | 72.07 | 32.19 | | 69.74 | 89.32 | 81.72 | 87.29 | No | No | 74.80 | $ 93.44 |
| Two Person- Employee | - | 9.12 | 46.00 | 12.81 | | | | | 22.90 | - | | 17.43 | 6.53 | 7.56 | 7.88 | | | 25.65 | $ - |
| Employer % | 100% | 90% | 49% | 83.5% | 100% | 85% | 90% | 0% | 50% | 100% | 100% | 80% | 93% | 92% | 92% | | | 75% | 100% |
| DENTAL INSURANCE | | | | | | | | | | | | | | | | | | | |
| Family- Employer | 142.50 | 143.09 | 44.00 | 105.33 | | | | | 108.16 | 63.35 | | 127.05 | 155.67 | 148.70 | 158.52 | No | No | 107.71 | $ 163.83 |
| Family- Employee | - | 15.90 | 110.00 | 20.80 | | | | | 58.99 | - | | 31.76 | 17.93 | 13.72 | 14.12 | | | 58.56 | $ - |
| Employer % | 100% | 90% | 29% | 83.5% | 100% | 85% | 90% | 0% | 50% | 100% | 100% | 80% | 90% | 92% | 92% | | | 65% | 100% |
| VISION INSURANCE | | | | | | | | | | | | | | | | | | | |
| Individual- Employer | No | | in Health | in Health | in Health | No | No | | No | | No | No | No | No | No | 507.00 | in Health | in Health | No |
| Individual- Employee | | | | | | | | 100% | | | | | | | | 19.52 | | | |
| Employer % | | | | | | | | 0% | | | | | | | | 96% | | | |
| VISION INSURANCE | | | | | | | | | | | | | | | | | | | |
| Two Person- Employer | No | | in Health | in Health | in Health | No | No | | No | | No | No | No | No | No | 981.24 | in Health | in Health | No |
| Two Person- Employee | | | | | | | | 100% | | | | | | | | 37.76 | | | |

# WINDHAM, NH BENEFITS SURVEY

| HEALTH INSURANCES | Windham | Bedford | Derry | Durham | Exeter | Goffstown | Hampstead | Hampton | Hollis | Hooksett | Hudson | Litchfield | Londonderry | Merrimack | Newmarket | Pelham | Plaistow | Salem | Seabrook |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Employer % | | | | | | | | 0% | | | | | | | | 96% | | | |
| VISION INSURANCE | | | | | | | | | | | | | | | | | | | |
| Family- Employer | No | | in Health | in Health | in Health | No | No | | No | | No | No | No | No | No | 1,785.24 | in Health | in Health | No |
| Family- Employee | | | | | | | | 100% | | | | | | | | 68.64 | | | |
| Employer % | | | | | | | | 0% | | | | | | | | 96% | | | |

The above data is typically for non-union positions (general administrative, clerical, management) and may include data for unions.

| Health Insurance Opt Out | |
|---|---|
| **Windham** | Employee paid depending on plan.: I = $2,500/yr, 2 person = $8,000/yr, F = $10,000/yr. Employee must provide proof of coverage, sign waiver. |
| Bedford | Employee paid $1,500 per year. Employee must provide proof of coverage in non-town health insurance policy. |
| Derry | New Employee paid $458.29/mo. Employee must provide proof of coverage |
| Durham | Employee hired prior to 2/1/2016 receives 45% and employee hired after 2/1/2016 receives 15% of the town's portion. Employee must provide copy of other health insuracne card |
| Exeter | Employee paid 30% of town's contribution to the plan they would be eligible for. Employee must provide health insurance card. |
| Goffstown | Employee paid 90% of town's premium cost based on lowest plan. Employee must provide evidence of coverage in another plan. |
| Hampstead | Employee paid 33% of cost of plan they would be eligible for. Employee must provide health insurance card. |
| Hampton | Employee paid depending on plan.: I = $500/yr, 2 person = $750/yr, F = $1,000/yr. Employee must provide proof of coverage |
| Hollis | Employee paid depending on plan.: I = $3,000/yr, 2 person = $5,500/yr, F = $5,500/yr. Employee must provide proof of coverage and sign waiver. |
| Hooksett | Employee paid $5,000 per year. Employee must provide proof of coverage in non-town health insurance policy. |
| Hudson | Employee paid $2,600 per year if I plan, $5,200/yr is 2 or F plan. Employee must provide proof of coverage in non-town health insurance policy. |
| Litchfield | Employee paid 50% of town's premium cost based on lowest plan. Employee must provide evidence of coverage in another plan. |
| Londonderry | Employee paid depending on plan.: I = $2,500/yr, 2 person = $3,500/yr, F = $10,000/yr. Employee must sign form |
| Merrimack | Employee paid 25% of monthly premium. Employee must provide health insurance card |
| Newmarket | Employee paid depending on plan.: I = $2,078/yr, 2 person = $4,153/yr, F = $5,719/yr. Employee must sprovide insurance card |
| Pelham | Employee paid 25% of town cost. Employee must provide proof of coverage in non-town health insurance policy. |
| Plaistow | Employee paid $3,800. Employee must provide proof of coverage and sign waiver |
| Salem | Employee paid $76.92/wk ($4,000/yr) |
| Seabrook | Employee paid 50% of premium plan that employee would be eliglible for. Employee must provide letter of proof of coverage |

# WINDHAM, NH BENEFITS SURVEY

| OTHER INSURANCES | Windham | Bedford | Derry | Durham | Exeter | Goffstown | Hampstead | Hampton | Hollis | Hooksett | Hudson | Litchfield | Londonderry | Merrimack | Newmarket | Pelham | Plaistow | Salem | Seabrook |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **GROUP LIFE INSURANCE** | | | | | | | | | | | | | | | | | | | |
| Employer contribution | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | No | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Amount of insurance | 116% of base | Base salary | Base up to 150K Max | $50,000 | $25K if Hrly/$50K if Salary | Base up to 100K Max | $50,000 | Base salary | 1.67-2 times base | Base salary | Base salary | | Base salary | Base salary | $50,000 | $100,000 | 20% annual base | Base up to 100K Max | $50,000 |
| **SHORT TERM DISABILITY INSURANCE** | | | | | | | | | | | | | | | | | | | |
| Benefit Amount | 67% | | | 60% | No | 67% | 70% Max $1,100/wk | No | 67% | 60% Max $1,000/wk | 60% Max $1,000/wk | 67% Max $900/wk | 67% | 70% | 67% Max $1,200/wk | 100% | 66% | 70% | 66% |
| Elimination Period | 3 days | | 8 | 8 | | 29 | 15 | | 3-15 days based on union | 8 | 8 | 7 | 15 | 7 | 8 | 75 | 8 | 14 | |
| Employer Contribution % | 100% | 100% | 100% | 100% | | 100% | 100% | | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **LONG TERM DISABILITY INSURANCE** | | | | | | | | | | | | | | | | | | | |
| Benefit Amount | 67% | | 60% up to $5K/mo Max | | 60% | 60% | 70% up to $5K/mo Max | No | 67% | 60% up to $3500/mo Max | 60% up to $3500/mo Max | 60% up to $4000/mo Max | 67% | 60% | 60% up to $5K/mo Max | | | 67% up to $10K/mo Max | |
| Elimination Period | 180 | | 180 | | 90 | 180 | 180 | | 181 | 180 | 180 | 180 | 180 | 120 | 180 | | | 90 | |
| Employer Contribution % | 100% | 100% | 100% | | 100% | 100% | 100% | | 100% | 100% | 100% | 100% | 100% | 0% | 100% | | | 100% | |
| **PENSION/RETIREMENT** | | | | | | | | | | | | | | | | | | | |
| NH Retirement System | Yes | Yes | | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes Police & Fire only |
| Deferred Comp Plan/Employer Contribution | 5% for NHRS Group I only | | | | | | | | | | | | | | | | | | 5% |

The above data is typically for non-union positions (general administrative, clerical, management) and may include data for unions.

# WINDHAM, NH BENEFITS SURVEY

| OTHER COMPENSATION | Windham | Bedford | Derry | Durham | Exeter | Goffstown | Hampstead | Hampton | Hollis | Hooksett | Hudson | Litchfield | Londonderry | Merrimack | Newmarket | Pelham | Plaistow | Salem | Seabrook |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **TUITION ASSISTANCE/EDUCATION REIMB** | | | | | | | | | | | | | | | | | | | |
| Tuition | Yes, Non-union subject to budget for job related courses | Yes,at 50% for job related courses | Yes,at 100% | $1,500/yr MAX for field related degree | Yes, subject to budget for job related courses | Yes,at 50% | | Yes,at 50% subject to budget for job related courses | $1,000/yr | $1,500/yr | $1,000/yr | No | Yes, subject to budget for job related courses | Yes, subject to budget for job related courses | No | Yes, subject to budget for job related courses | | Yes,varies by CBA | Yes,varies by CBA |
| Reimburse Dues | Yes | | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | | Yes | No |
| Reimburse required licensing | No | | Yes | | Yes | Yes | Yes | Yes | | Yes | Yes | Yes | Yes | Yes | Yes | Yes | | Yes | Yes |
| **LONGEVITY PAY ($ or % of pay)** | | | | | | hired after 1/1/2017 | | | only after employee at MAX step | | | | | | | | | | hired after 4/1/2015 |
| After 5 years of service | Fire Union | $ 500 | $ 260 | $ 250 | | $ - | No | No | $100/year of service | No | No | $ - | $ 550 | No | $ 225 | $ 500 | $ 250 | No | $ 150 |
| After 10 years of service | only | $ 1,000 | $ 520 | $ 500 | | $ - | No | No | $100/year of service | No | No | $ 500 | $ 750 | No | $ 450 | $ 750 | $ 500 | No | $ 300 |
| After 15 years of service | | $ 1,500 | $ 780 | $ 750 | | $ 400 | No | No | $100/year of service | No | No | $ 750 | $ 1,200 | No | $ 675 | $ 1,000 | $ 750 | No | $ 400 |
| After 20 years of service | | $ 2,000 | $ 1,040 | $ 1,000 | | $ 1,200 | No | No | $100/year of service | No | No | $ 1,000 | $ 1,700 | No | $ 900 | $ 1,025 | $ 1,000 | No | $ 500 |
| After 25 years of service | | $ 2,500 | $ 1,300 | $ 1,000 | | $ 2,400 | No | No | $100/year of service | No | No | $ 1,000 | $ 1,700 | No | $ 900 | $ 1,500 | $ 1,000 | No | $ 500 |
| After 30 years of service | | $ 3,000 | $ 1,300 | $ 1,000 | | $ 2,400 | No | No | $100/year of service | No | No | $ 1,000 | $ 1,700 | No | $ 900 | $ 1,500 | $ 1,000 | No | $ 500 |
| **OTHER COMP** | | | | | | | | | | | | | | | | | | | |
| Merit Pay | No | | Yes- non-union 0-3% | No | No | Yes 21K Budget | No | No | | | No | No | Yes- 0 to 5% | No | No | No | No | No | No |
| Sign On Bonus | No | No | No | No | No | No | No | No | | | No | No | No | No | No | No | No | No | No |
| Clothing Allowance | Yes if job required. Police $750; Dispatch $400 | DPW $250 boots; Police $1,000; Dispatch $500 | Police Chief & Captains $375 | No | No | DPW $300 boots | Police only | Varies by CBA | DPW $450; Police $850; Fire $750 | Town provided DPW | DPW $435/yr | Yes if job required | Publis Safety $350-$800y | Varies by CBA | No | DPW $500; Police/Fire $750 | No | up to $1,000 per CBA | Varies by CBA $100-$300; Police $700; Fire $800 |
| Employee Referral Bonus | No | | No | No | No | No | No | No | | | No | No | No | No | No | No | No | No | No |

The above data is typically for non-union positions (general administrative, clerical, management) and may include data for unions.

# WINDHAM, NH BENEFITS SURVEY

| COMPENSATION PRACTICES | Windham | Bedford | Derry | Durham | Exeter | Goffstown | Hampstead | Hampton | Hollis | Hooksett | Hudson | Litchfield | Londonderry | Merrimack | Newmarket | Pelham | Plaistow | Salem | Seabrook |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | | | | | | | | |
| TYPE OF PAY SYSTEM | | | | | | | | | | | | | | | | | | | |
| Step System- Yes or No | Yes | Yes-Police, Fire, DPW | No | No | No | Yes | Range | Unions-Yes NonUnion-No | Yes | Police; Other groups Merit or across the board | Yes | Yes | varies | No | No | No | | Yes | Yes |
| Number of Steps in Grade | 5 | 10 for Police/Fire: Range DPW | | | | 16 | NA | Varies | 8 | 13 for Police | varies | 5 | | | | | | 4-10 | 10 |
| Frequency of Steps | annual | | | | | annual | | annual | annual | annual | annual | annual | | | | | | annual | annual |
| DIFFERENTIALS | Police only | | | | | | | | | | | | | | | | | | |
| Weekend | | | | | | | | varies | | | | | varies | varies | Fire $15/hr | $1/hr | | | |
| Evening | 2.50% | | | | | | $1/hr | by CBA | | | | | Fire $.50/hr; Police$1.25/hr | by CBA | by CBA | | | Police $1/hr; | |
| Night | Mid-night 5% | | | | | | $.50/hr | | | | | | Fire $1/hr; Police $1.50/hr | | Fire $7.25/hr | $1/hr | | Police $1.25/hr; | $.25/hr |
| Holiday | | | | | | | | | | Non-union & Police 1.5 pay | | | | | | | | | |
| On Call | | | | | | | | | | | | | Varies by CBA 2-4 hrs | | DPW $100/wk: W&S $30/day | | | | |
| Call Back | | Fire varies | | | | | | | | Non-union 3 hr min; Police 4 hr min | | | | | | | | 1 hr | $125 |
| COMPENSATORY TIME | | | | | | | | | | | | | | | | | | | |
| | Yes Max 40 hrs | Yes Max 60 hrs | No | | No | Yes Max 40 hrs | No | Yes Max 20 hrs | No | Yes Max 20 hrs | No | Informal | Yes for night meetings | Yes Max 20 hrs | Yes Max 40 hrs | No | Yes 1.5 hrs per OT hours worked | Yes Max 40 hrs | Yes Max 40 hrs |

The above data is typically for non-union positions (general administrative, clerical, management) and may include data for unions.

# WINDHAM, NH BENEFITS SURVEY

| TIME OFF PROGRAMS | Windham | Bedford | Derry | Durham | Exeter | Goffstown | Hampstead | Hampton | Hollis | Hooksett | Hudson | Litchfield | Londonderry | Merrimack | Newmarket | Pelham | Plaistow | Salem | Seabrook |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | | | | | | | | |
| **Holidays/Personal days/Sick Leave days per year** | | | | | | | | | | | | | | | | | | | |
| Holidays | 11 | 10 | 12 | 11 | 11 | 10 | 11 | 11 | 10 | 11 | | 11 | 12 | 10 | 12 | 11 | 11 | 11 | 11 |
| Personal Days | see below | | 3 | 3 | 3 | 1 | see below | 2 | see below | 4 | | 0 | | 2 | 0 | | 2 | 2-3 | 3 |
| Sick Days | see below | 12 | see below | 12 | 18 | 16 | see below | 8 | see below | 12 | | 0 | | 10 | 12 | | 12 | 12-15 | 12-15 |
| **Vacation days per year** | | | | | | | | hired after 2011 | | | | | | | | | | | |
| 0-5 years | see below | 10 | see below | 12 | 15 | 10 | see below | 5 | see below | 15 | | 22 | | 10 | 5 | | 5 | 10-15 | 10-16 |
| 6-10 years | see below | 15 | see below | 18 | 20 | 15 | see below | 10 | see below | 20 | | 25 | | 15 | 10 | | 10 | 15-20 | 14-21 |
| 11-15 years | see below | 20 | see below | 21 | 25 | 20 | see below | 11-15 | see below | 25 | | 25 | | 20 | 10 | | 15 | 20-25 | 14-21 |
| 16-20 years | see below | 20 | see below | 21 | 25 | 20 | see below | 16-20 | see below | 25 | | 30 | | 25 | 15 | | 20 | 20-25 | 15-31 |
| 21+ years | see below | 21+ 1day/yr Max 30 yrs | see below | 21 | 25 | 25 | see below | 20 | see below | 25 | | 30 | | 25 | 20 | | 20 | 20-25 | 15-31 |
| **Earned Time Off Program** | hired after 10/1/2011 | | | | | | | | | | | | | | | | | | |
| 0-5 years | 12-15 days | | 25 | | | | 168 hrs | | 26 | | | | | | | | | | |
| 6-10 years | 18-21 days | | 30 | | | | 208 hrs | | 31 | | | | | | | | | | |
| 11-15 years | 24-27 days | | 36 | | | | 240 hrs | | 36 | | | | | | | | | | |
| 16-20 years | 24-27 days | | 36 | | | | 256 hrs | | 36 | | | | | | | | | | |
| 21+ years | 24-27 days | | 41 | | | | 272 hrs | | 36 | | | | | | | | | | |

The above data is typically for non-union positions (general administrative, clerical, management) and may include data for unions.