

**REPORT**

**TOWN OF NEWPORT, NEW HAMPSHIRE**

**CLASSIFICATION AND COMPENSATION STUDY**

**MARCH 2018**

**Prepared by:**  
**Municipal Resources, Inc.**  
**120 Daniel Webster Highway**  
**Meredith, NH 03253**  
**603-279-0352**  
**866-501-0352 Toll Free**  
**603-279-2548 Fax**  
[all@mrigov.com](mailto:all@mrigov.com)  
[www.mrigov.com](http://www.mrigov.com)

©COPYRIGHT, Municipal Resources, Inc. and Human Resources Services, Inc., All rights reserved. 1997 - 2018





# ***TABLE OF CONTENTS***



Municipal  
Resources  
Inc.



## **TABLE OF CONTENTS**

### **REPORT**

Introduction .....	1
Scope of Services .....	1
Classification and Compensation.....	1
Study Process .....	2
MRI Project Team.....	4
Executive Summary.....	5
Scope .....	5
Classification and Compensation.....	5
The Plan.....	5
Benefits .....	6
Maintenance/Update .....	6
Project Report .....	6
Details of the Methodology .....	6
Classifying and Compensating Positions.....	7
The Classification Plan .....	7
Market Survey and Developing the Compensation Plan.....	10

---

© COPYRIGHT, Municipal Resources, Inc. and Human Resources Services, Inc., 2018. All rights reserved. No part of this document may be reproduced in any form or by any means, except with joint written permission of Municipal Resources, Inc., and Human Resources Services, Inc.

The Position and Classification system employed in this assessment and report is the MRI/HRS Pay and Classification System. It has been developed and enhanced jointly by Municipal Resources, Inc. (MRI) of Meredith, NH, and Human Resources Services, Inc. (HRS) of Andover, MA.



Description of Compensation and Classification Plans.....	11
Cost to move employees to new minimum pay rate .....	13
Decompression Cost .....	13
TOTAL IMPLEMENTATION COST .....	13
Implementation and Other Recommendations .....	14
Initial Placements for Current Employees .....	14
Title Change .....	14
Salaries Below Pay Range .....	15
Salaries Above Pay Range .....	15
Decompression of Salaries.....	15
Impact of Salary Compression .....	16
Classification vs. Market-Based Systems .....	16
Vacancies .....	16
Update and Maintain the Classification and Compensation Plan .....	16
Implementation of Pay Plan .....	17
Implementation of Classification Plan .....	17
Cost-of-Living .....	17
Benefits .....	17
Conclusion.....	17
Disclaimer.....	18



**APPENDICES**

Market Survey .....A

Classification and Pay Plans .....B

Benefit Survey .....C

# ***REPORT***



Municipal  
Resources  
Inc.





## **REPORT**

### **TOWN OF NEWPORT, NEW HAMPSHIRE**

### **CLASSIFICATION AND COMPENSATION STUDY**

**MARCH 2018**

## **INTRODUCTION**

### **Scope of Services**

The Town of Newport, New Hampshire, engaged Municipal Resources, Inc. (MRI), to develop a Classification and Compensation Plan based on comparative analysis of approximately 45 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. In general, the study involved developing new, standardized job descriptions, classifying those positions according to a uniform point analysis standard, surveying the market of comparable municipalities to determine rates of compensation, and developing and recommending a new classification and compensation plan and system, and making recommendations pertaining to the town's benefits.

### **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 on 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.

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. Job descriptions have been revised in a standardized format to reflect more accurately actual job content and to enhance their usefulness as tools in decisions involving pay, recruitment, promotion, and evaluations. Recommendations have also been made pertaining to the benefits provided by the town to employees.

For maximum effectiveness, the relationship between consultant and client must be a cooperative effort. While Municipal Resources, Inc. assumes responsibility for all final recommendations, client input has been sought, carefully weighed, and incorporated into the report whenever possible.

### **Study Process**

This project included the following steps:

- *Organizational Meetings* with town officials to discuss the goals and objectives of the study.
- *Orientation Meetings* with town officials and employees covered in the study to explain project activities, objectives, and methodology. These meetings also gave employees an opportunity to meet MRI consultants and ask questions.
- A thorough *Job Analysis Process* which involved reviewing position duties and responsibilities (essential functions), utilizing position analysis questionnaires, and in-person interviews.
- Preparation of updated *Job Descriptions*, which were provided to the town for final review and modifications.
- A thorough *Job Evaluation Process*. Position rating and ranking utilizing MRI/HRS' rating manual.
- 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.



- Thorough *Benefit Analysis* review using comparable municipalities. Recommendations were made, as a total compensation package, to include both benefits and salary that is 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*.
- Preparation of additional *Decompression Costs*.
- Provision of guidelines for maintaining the plan.
- Final preparation of *Report* to the Town with an explanation of recommendations and methodology.

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

- Proposed FY2018 Classification Plan
- Proposed FY2018 Compensation Plan
- Benefits Summary
- Market Data Analysis
- Position Analysis Questionnaire (PAQ)
- Updated Job Descriptions
- 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

**Norman O'Neil**

Senior Management Consultant

The project team conducted the following analytical activities:

- The consultants met with the town officials at the onset of the study to determine the parameters of the project and expected outcomes of the study. Orientation sessions were provided. The Town of Newport 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 interviewing all employees included in the study.
- The project team supplemented this input through the use of employee position analysis questionnaires. Most employees took advantage of this opportunity to provide necessary input to the consultants regarding their positions, essential functions, and necessary qualifications
- The project team collected salary information from each of the comparable municipalities; these were used as the basis for this analysis and are provided as attachments to this report.
- The project team also reviewed initial findings and issues with the town manager and some key town personnel.



## **EXECUTIVE SUMMARY**

### **Scope**

The study included a review of 45 positions, salaries, and benefits. This provided analysis of the job duties of each position, as well as the current salary structure.

### **Classification and Compensation**

Several meetings and discussions were conducted with town officials throughout the project. Orientation sessions were provided for all employees. Interviews were conducted with at least one employee from each classification group. A thorough job analysis process of reviewing responsibilities of all positions was conducted. Job descriptions were developed.

A thorough market analysis was conducted utilizing comparable municipalities. The ten municipalities analyzed were: Claremont, Enfield, Franklin, Hanover, Hooksett, Keene, Lebanon, New London, New Hampshire, and the Vermont towns of Springfield and Windsor. A comparison was made of the average minimum and maximum salaries.

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 Newport.

### **The Plan**

The Proposed Classification and Compensation Plan was developed to provide the Town of Newport with a solid structure to equitably group similar valued positions within a grade. It provides a Compensation Plan with 16 grades. Each grade includes a minimum and maximum salary range of 35 percent, with varying percentages of six or eight percent between grades.

Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to compensation levels. The system proposed provides more equity and consistency to the pay plan. The new pay ranges provide town officials with flexibility for hiring and placement levels based on education and experience and allows for flexibility for performance achievements if desired in the future. A total of 13 employees in 8 classified positions are recommended to have salaries increased to bring their positions to the minimum salary in the grade assigned. A total of 55 employees (83% of the workforce) with service years of 1 to 20+ years in current positions are impacted also with salary compression issues. The projected cost to implement the proposed plan for a full year is \$41,516 to bring pay rates to the new minimum and \$106,511 to address compression issues.

for a total cost of \$148,027. The town may desire to calculate any additional potential costs for budgetary purposes if it deems further adjustments may be necessary.

Positions above the maximum will not be reduced and it appears there is one employee that may have a salary above the maximum rate. There may be a few additional employees above the maximum if the decompression increase is applied. Options for a phased-in approach are discussed in the report. Those employees falling below the grade range should be brought into the entry level of the grade. A phased-in approach over two fiscal years could take place for any positions with excessive increases.

### **Benefits**

Benefits were evaluated, and a summary of the benefits requested is included in Appendix C. Overall, the Town of Newport enjoys a very rich benefits package. When compared to the comparable communities surveyed, the town far exceeded most communities. The only benefit reviewed that did not exceed or meet those provided by others was one of short-term disability insurance, which the town does not provide at this time. The review did not indicate any major changes to be made with these benefits at this time.

### **Maintenance/Update**

Newport is provided with the tools to keep the Plan updated. The Rating Manual provided is to be used by the Town Manager 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 Newport, NH, the evaluation of job descriptions, position classification, and compensation levels was undertaken for all employees included in the study. Employees were asked to complete position analysis questionnaires (PAQs) describing their duties, working conditions, physical requirements, supervision, required education, training and experience, tools, equipment, and technology requirements of the job. Following an analysis of these completed PAQs, interviews were held with the employees. Position descriptions were developed and updated.

Throughout this process, position rating was done by the consultant team using the MRI/HRS Municipal Position Classification and Rating Manual. A copy of this manual is provided to the town as a separate document. Initial rankings of positions were discussed with the town manager. 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 Newport 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 the budget, income per capita, location, etc. A total of 11 comparable municipalities were sent surveys and 10 were received with salary data and 9 with benefit data that had sufficient relevant information to incorporate into the survey. Not all surveys contained comparable positions; however, the range of three to ten comparisons for most positions provided a good salary comparison. Data was utilized from the following ten municipalities:

Claremont	Hooksett	Springfield, VT
Enfield	Keene	Windsor, VT
Franklin	Lebanon	
Hanover	New London	

### **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 into 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., the 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)

As stated earlier, information about each position studied was obtained through position analysis questionnaires (PAQ) and employee interviews. Employees were asked to describe their positions in detail on the PAQ form. New job descriptions have been developed from the information obtained from the PAQ and interviews.

**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 great 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 probable 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 Newport.

### **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. The summary and results of the survey are provided in Appendix A.

All of the comparative data is FY18 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 Newport. 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 FY18 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 75<sup>th</sup> percentile of minimum and 75<sup>th</sup> 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 marketplace, internal job values, and the financial ability of the town to pay at a given level. These are all questions that Newport should take into account 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 **16** grades on the compensation plan. Each grade includes a minimum and maximum range of which each grade is *approximately 35 percent*. There are varied percentages between grades of either six or eight percent. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to compensation levels.

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 a new 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 also 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 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, those employees falling below the grade range should be brought into the entry level of the grade ranges within one to two years. 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. It did review possible compression issues that may now be affecting current employee salary levels when the new salary plan is implemented. As a result, in order to assist with decompression, so new employees hired won't be earning the same salary as longer tenured employees, additional compensation for longevity is also recommended. Town officials may determine that it is also



necessary to make further adjustments when placing employees within the proposed pay ranges if performance is considered. The projected cost to implement the proposed plan for a full year is \$41,516 (to bring employees to the minimum new pay rate), plus \$64,995 (to address compression issues) for a total cost of \$106,511. Based on data provided by the town, this involves 13 employees being brought to the minimum pay rate, and 27 employees receiving decompression compensation. The following delineates the cost for key levels of longevity to address compression along with bringing employees to the minimum new pay rates in varied positions calculated at \$100 for each full year of services as of January 1, 2018:

#### **Cost to move Employees to New Minimum Pay Rate**

Varied positions	13 employees	<b>\$41,516</b>
------------------	--------------	-----------------

#### **Decompression Cost**

1 to 5 full years of services	26 employees	47%
6 to 10 full years of service	10 employees	18%
11 to 15 full years of service	5 employees	10%
16 to 20+ full years of service	14 employees	25%
<b>Total</b>	<b>55 employees</b>	<b>\$64,995</b>

<b>TOTAL IMPLEMENTATION COST</b>	<b>\$106,511</b>
----------------------------------	------------------

#### **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 C. A review of the benefits indicates that no significant changes are warranted at this time. The town currently enjoys a very rich benefits package. The majority of benefits reviewed indicated that the town either provides comparable or better benefits. Some positive highlights include the employer percentage share of health insurance, long-term disability elimination period, and longevity pay provided. The summary provides the town with information it can review in the future if additional changes in the benefit structure are desired to be further reviewed.

## **IMPLEMENTATION AND OTHER RECOMMENDATIONS**

The following sections are intended to assist and guide the town in implementing the proposed classification and compensation plan. 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 Newport 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.

### **Title Change**

Some title changes are recommended for a few positions. The recommended titles either better reflect the duties of the position, are more contemporary, or are gender neutral. The following are recommended:

#### **Current Title**

Charge Bookkeeper  
Charge Bookkeeper (Water & Sewer)  
\*Highway Foreman  
\*Water and Sewer Foreman  
Mechanic (Full Time)  
Secretary  
\*\*Planning and Zoning Administrator

#### **Proposed New Title**

FinanceAssistant  
Utility Billing Clerk  
Highway Crew Chief  
Water/Sewer Crew Chief  
Chief Mechanic  
Department Secretary  
Zoning Administrator

\*At this time is recommended to maintain the "Foreman" titles as they are referred to in the union contract, however, the title change should be considered in the future in order for the title to be gender neutral.

\*\*An organizational change took place during the course of this study which changed the duties of this position. The Planning portion is being contracted and the Zoning Administrator portion of the position will remain as a part-time position.

Title changes to be implemented by Newport should be reviewed and incorporated into any final Compensation and Classification Plan adopted.



### **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 16 employees that are below the minimum within the grade proposed. In cases where this increase would result in an excessive increase, it may be more practical to raise the salary over a period of two fiscal years, so additional funds that may be required could be budgeted. Another option for consideration is to establish a minimum and maximum percentage that an employee could receive the first year, such as one to three percent, and place employees within the grade with further adjustments in the coming year. These alternatives provide recognition by the town that modifications need to be made; however, also provides recognition that such increases need to be budgeted. The town should move forth to establish a plan to bring positions into the range.

### **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 one employee may 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. Newport should also continue to grant cost-of-living increases to those employees who have reached the 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. These were reviewed as possible options for consideration. It has been determined that the fairest system to address decompression is to provide additional compensation based on years of service in the employee's current position. The study has set a new minimum and maximum salary rate for each of the 16 grades. Decompression is addressed by taking the difference between the minimum and maximum and dividing that into a 20- year career. The resulting amount is multiplied by the years of service in a given position (up to 20 years so as not to exceed the maximum) and that increment is added to the base salary.

## **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 relation 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 new system is 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 range within the grade. The new system provides more consistency for all employees.

### **Implementation of Classification Plan**

The town should implement MRI's proposed Classification Plans in order to have a valid structured system that complements the salary schedule. The attached classification plan includes positions and should be implemented in accordance with the town's funding implementation.

### **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 at this time modification to various benefits surveyed are not necessary. However, Newport should continue to review these in the future when considering the total compensation package for the town.

## **CONCLUSION**

The Town of Newport's compensation program had fallen behind the municipal labor market for some positions, particularly with the entry salary, 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 Newport 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 Newport with the methodology, guidelines, and tools to maintain the classification and compensation plans. Used together, job evaluation and salary surveys equip Newport 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.



# NEWPORT NH MARKET DATA REPORT

	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018		Comp	75th	Comp	Comp	Comp	Newport Ave
Position Title	Newport	Claremont	Enfield	Franklin	Hanover	Hooksett	Keene	Lebanon	New London	Springfield VT	Windsor VT		Data Points	Percent of Market	Lo-Hi Range	Median	Average	Higher/Lower Comp
<b>ADMINISTRATION</b>																		
Accounting Clerk	22.29 22.29	8.00 19.30		16.25 21.32	25.63 38.83	13.08 24.08	19.08 23.77	22.88 28.63		17.72 24.54	16.63 21.38		8 8	20.03 25.56	8.00 38.83	17.18 23.93	17.41 25.23	21.9% -13.2%
Assessing - Administrative Assistant	23.92 23.92	7.25 17.90	27.16 27.16	16.25 21.32	25.83 38.83		22.20 27.67	23.81 29.79	19.60 24.48	16.96 23.46			8 8	24.32 28.20	7.25 38.83	20.90 25.82	19.88 26.33	16.9% -10.1%
Charge Bookkeeper -	25.03 25.03		23.79 23.79	19.48 25.56	25.63 38.63	13.58 24.98	19.08 23.77	23.67 29.62					6 6	23.76 28.61	13.58 38.63	21.58 25.27	20.87 27.73	16.6% -10.8%
Charge Bookkeeper - Water and Sewer	21.01 21.01	8.00 19.30	19.29 19.29				19.08 23.77	23.67 29.62		20.25 28.10			5 5	20.25 28.10	8.00 29.62	19.29 23.77	18.06 24.02	14.1% -14.3%
Collections Office Coordinator	23.92 23.92	7.25 17.90					19.08 23.77	23.81 29.79					3 3	21.45 26.78	7.25 29.79	19.08 23.77	16.71 23.82	30.1% 0.4%
Deputy Tax Collector		8.00 19.30	21.38 21.38	15.06 19.76	25.63 38.83				18.67 23.32				5 5	21.38 23.32	8.00 38.83	18.67 21.38	17.75 24.52	
Deputy Town Clerk	14.75 22.56	8.00 19.30	21.38 21.38	15.06 19.76	23.22 35.17	13.90 25.58	31.65 39.44	22.88 28.63	18.67 23.32	17.72 24.54			9 9	22.88 28.63	8.00 39.44	18.67 24.54	19.16 26.35	-29.9% -16.8%
Executive Assistant	20.35 20.35	15.94 24.24		16.25 21.32	28.29 42.87				18.67 23.32	17.72 24.54			5 5	18.67 24.54	15.94 42.87	17.72 24.24	19.37 27.26	4.8% -33.9%
Finance Director/ Assistant Town Manager	48.74 48.74	29.35 44.64	33.01 33.01	37.18 48.78	51.17 77.56	23.27 42.83	47.06 58.62	38.71 55.85	30.44 45.64	29.03 40.45	41.00 50.00		10 10	40.43 54.39	23.27 77.56	35.10 47.21	36.02 49.74	26.1% -2.0%
Senior Deputy Tax Collector	20.32 20.32			22.38 29.37		19.34 35.60	22.20 27.67						3 3	22.29 32.49	19.34 35.60	22.20 29.37	21.31 30.88	-4.9% -52.0%
Town Clerk	22.02 22.02	20.36 30.97	26.63 26.63			elected 5,000	43.07 53.68	31.73 42.83	27.67 41.50	27.74 38.64	25.55 25.55		7 6	29.74 40.79	20.36 42.83	27.67 34.81	28.96 34.35	-31.5% -56.0%
Welfare Administrator	22.29 22.29	22.74 34.59	18.85 18.85	19.48 25.56			31.65 39.44	29.83 40.25	stipend 3,000				5 5	29.83 39.44	18.85 40.25	22.74 34.59	24.51 31.74	-10.0% -42.4%
<b>CEMETERIES, BUILDING &amp; GROUNDS</b>																		
Building Manager	26.29 26.29	15.94 24.24		18.40 24.15	28.71 43.51		19.16 22.76	28.84 38.92	18.67 23.32	16.43 23.06			7 7	23.94 31.58	15.94 43.51	18.67 24.15	20.88 28.57	20.6% -8.7%
Maintenance Custodian	15.78 18.46	7.25 15.90		12.17 15.97	18.41 27.89	11.00 21.42	15.06 20.44	17.82 22.29	16.13 20.14	13.79 19.20			8 8	16.55 21.64	7.25 27.89	14.43 20.29	13.95 20.41	11.6% -10.5%
<b>FIRE</b>																		
Captain -EMS Division	21.64 21.64		on call	20.50 26.90	30.16 45.71	22.52 41.45		31.58 33.57		19.88 30.15			5 5	30.16 41.45	19.88 45.71	22.52 33.57	24.93 35.56	-15.2% -64.3%
Captain-Fire Division		20.35 30.97	on call	19.92 26.15		22.52 41.45	28.71 36.80	29.77 31.74		18.99 28.78			6 6	27.16 35.54	18.99 41.45	21.44 31.36	23.38 32.65	
Fire Chief	37.91 37.91	29.35 44.64	on call	37.18 48.78	40.57 61.49	41.16 71.80	46.08 57.43	38.71 55.85	33.48 50.20	30.37 42.34	31.25 38.46		9 9	40.57 57.43	29.35 71.80	37.18 50.20	36.46 52.33	3.8% -38.0%



## NEWPORT NH MARKET DATA REPORT

	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	Comp	75th	Comp	Comp	Comp	Newport Ave
Position Title	Newport	Claremont	Enfield	Franklin	Hanover	Hooksett	Keene	Lebanon	New London	Springfield VT	Windsor VT	Data Points	Percent of Market	Lo-Hi Range	Median	Average	Higher/Lower Comp
Firefighter		18.50 19.98	on call	16.05 21.06		19.00 24.03			21.18 29.63			4 4	19.55 25.43	16.05 29.63	18.75 22.55	18.68 23.68	
Firefighter/EMT	16.14 16.14	18.50 19.98	on call	16.70 21.92		19.00 24.03	18.84 27.59	22.16 26.51		17.09 25.82	13.59 17.05	7 7	18.92 26.17	13.59 27.59	18.50 24.03	17.98 23.27	-11.4% -44.2%
Firefighter/Advanced EMT	17.72 18.73		on call	18.95 24.87	21.54 33.97	19.00 24.03	19.97 27.59	22.46 26.91			16.63 21.38	6 6	21.15 27.42	16.63 33.97	19.49 25.89	19.76 26.46	-11.5% -41.3%
Firefighter/Paramedic			on call	17.62 23.12	23.77 37.48	19.00 24.03	20.95 27.59	23.96 28.33		17.88 26.30	19.52 23.13	7 7	22.36 27.96	17.62 37.48	19.52 26.30	20.39 27.14	
Lieutenant	18.73 18.73	18.60 22.48	on call		26.01 39.45	27.80 30.20	25.05 32.25	26.97 29.25		25.35 35.27	21.15 25.10	7 7	26.49 33.76	18.60 39.45	25.35 30.20	24.42 30.57	-30.4% -63.2%
<b>PLANNING &amp; ZONING</b>																	
Administrator	29.09 29.09	29.35 44.64	27.65 27.65	37.18 48.78	46.36 70.27	23.04 42.40		38.71 55.85	21.18 29.63	25.35 35.27	28.21 28.21	9 9	37.18 48.78	21.18 70.27	28.21 42.40	30.78 42.52	-5.8% -46.2%
Administrative Assistant	15.00 15.00	8.00 19.30	18.85 18.85	15.77 20.70	23.22 35.17	14.95 27.52	18.48 23.20	24.63 29.62				7 7	21.04 28.57	8.00 35.17	18.48 23.20	17.70 24.91	-18.0% -66.1%
Building Inspector	21.38 21.38	10.00 20.70	31.52 31.52	20.10 26.37	32.81 49.73	19.34 35.60	27.67 34.48	24.54 30.67				7 7	29.60 35.04	10.00 49.73	24.54 31.52	23.71 32.72	-10.9% -53.1%
<b>POLICE</b>																	
Administrative Assistant	20.94 20.94	14.16 21.54		14.43 18.94	23.22 35.17	18.75 34.60		19.75 24.65	19.60 24.48	18.53 25.67	18.02 21.38	8 8	19.64 27.90	14.16 35.17	18.64 24.57	18.31 25.80	12.6% -23.2%
Chief of Police	44.97 44.97	29.04 44.64	41.83 41.83	37.18 48.78	42.62 64.60	30.87 53.85	46.08 57.43	38.71 55.85	33.48 50.20	30.37 42.34	38.46 48.08	10 10	41.05 55.35	29.04 64.60	37.82 49.49	36.86 50.76	18.0% -12.9%
Communications Specialist	17.48 24.78	18.77 21.10	24.75 24.75	15.85 20.80	20.32 30.78	20.00 36.42	18.69 23.29	22.83 28.63	18.67 23.32	17.44 27.54		9 9	20.32 28.63	15.85 36.42	18.77 24.75	19.70 26.29	-12.7% -6.1%
Corporal		26.01 29.92						31.29 33.93		20.74 32.13		3 3	28.65 33.03	20.74 33.93	26.01 32.13	26.01 31.99	
Lieutenant	31.78 35.62	20.36 30.97		26.09 34.23	33.30 50.47	22.52 41.45	32.83 41.33	33.35 45.03	27.67 41.50	27.74 38.64		8 8	32.95 42.38	20.36 50.47	27.71 41.39	27.98 40.45	11.9% -13.6%
Patrol Officer	21.08 28.51	21.10 24.27	25.75 26.78	18.52 24.31	22.43 33.98	22.76 30.31	22.14 31.25	25.38 30.61	21.18 29.63	19.01 30.60	19.78 29.46	10 10	22.68 30.61	18.52 33.98	21.66 29.97	21.81 29.12	-3.4% -2.1%
Prosecutor	28.30 28.30	22.74 34.59		26.09 34.23	47.21 47.21	25.19 45.66		32.35 43.68				5 5	32.35 45.66	22.74 47.21	26.09 43.68	30.72 41.07	-8.5% -45.1%
Records Clerk	28.30 28.30	20.36 30.97			23.22 35.21	13.08 24.08	18.62 23.20	24.63 29.62		15.53 21.45		6 6	22.51 30.63	13.08 35.21	19.49 26.85	19.24 27.42	32.0% 3.1%
Sergeant	25.82 31.41	27.48 31.61	30.90 32.45	21.04 27.61	28.71 43.54	21.45 35.63		34.59 37.21	25.16 37.72	23.70 36.72	24.66 35.35	9 9	28.71 37.21	21.04 43.54	25.16 35.63	26.41 35.32	-2.3% -12.4%
<b>PUBLIC WORKS</b>																	
Assistant Director		25.68 39.06		25.14 32.98	38.61 58.52	27.02 50.27	38.64 48.15	34.35 48.04				6 6	37.55 49.74	25.14 58.52	30.69 48.10	31.57 46.17	
Chief Mechanic	22.75 22.75	21.49 21.96	22.40 22.40	18.40 24.15	28.71 43.51	17.80 32.76	21.18 24.87	29.71 35.71		19.88 28.08		8 8	23.98 33.50	17.80 43.51	21.34 26.48	22.45 29.18	1.3% -28.3%



# NEWPORT NH MARKET DATA REPORT

	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018	FY2018		Comp	75th	Comp	Comp	Comp	Newport Ave
Position Title	Newport	Claremont	Enfield	Franklin	Hanover	Hooksett	Keene	Lebanon	New London	Springfield VT	Windsor VT		Data Points	Percent of Market	Lo-Hi Range	Median	Average	Higher/Lower Comp
Director	48.58 48.58	29.35 44.64	41.00 41.00	37.18 48.78	42.62 64.60	30.87 53.85	46.08 57.43	38.71 55.85	33.48 50.20	30.37 42.34			9 9	41.00 55.85	29.35 64.60	37.18 50.20	36.63 50.97	24.6% -4.9%
Highway Superintendent	27.39 27.39		27.94 27.94		26.01 39.45	17.80 32.76	31.01 38.64		25.16 37.72				5 5	27.94 38.64	17.80 39.45	26.01 37.72	25.58 35.30	6.6% -28.9%
Highway Working Foreman	21.75 21.75	21.49 21.96		18.40 24.15			22.08 25.97			19.23 27.14	21.15 27.20		5 5	21.49 27.14	18.40 27.20	21.15 25.97	20.47 25.28	5.9% -16.2%
Laborer	13.80 13.80	16.77 17.24	11.03 15.00	11.57 15.18	20.32 30.78	12.17 22.40	15.57 17.47	16.35 19.40	16.13 20.14	13.79 19.20	13.26 25.10		10 10	16.30 21.84	11.03 30.78	14.68 19.30	14.70 20.19	-6.5% -46.3%
Secretary	20.86 20.86	7.25 17.90	18.85 18.85	14.43 18.94	23.22 35.17	12.00 23.85	18.62 23.20	24.63 30.82	18.67 23.32	20.25 28.10			9 9	20.25 28.10	7.25 35.17	18.67 23.32	17.55 24.46	15.9% -17.3%
Truck Driver/Equipment Operator	16.85 20.72	17.71 18.19	16.62 22.41	13.00 17.06	20.32 30.78	15.27 28.11	17.75 20.85	19.02 22.68	19.60 24.48		19.52 23.16		9 9	19.52 24.48	13.00 30.78	17.75 22.68	17.65 23.08	-4.7% -11.4%
Wastewater Treatment Plant Superintendent	29.95 29.95				28.71 43.51		31.01 38.64	29.75 40.13					3 3	30.38 41.82	28.71 43.51	29.75 40.13	29.82 40.76	0.4% -36.1%
Water/Sewer Foreman	23.35 23.35	21.49 21.96		18.40 24.15	22.43 33.98		24.17 28.38	28.26 33.90	19.60 24.48	18.41 25.92	21.15 27.20		8 8	22.87 29.76	18.40 33.98	21.32 26.56	21.74 27.50	6.9% -17.8%
Water/Sewer Superintendent	32.05 32.05				24.76 37.51		29.67 36.98	29.75 40.13		29.03 40.45			4 4	29.69 40.21	24.76 40.45	29.35 38.82	28.30 38.77	11.7% -21.0%
Water/Sewer Utilities Technician	16.89 20.35		18.50 21.40	15.39 20.19	22.43 33.98		16.97 19.90	26.09 31.24		17.06 23.97	18.02 21.38		7 7	20.47 27.61	15.39 33.98	18.02 21.40	19.21 24.58	-13.7% -20.8%
<b>RECREATION</b>																		
Director	30.75 30.75	25.68 39.06	21.32 21.32	22.38 29.37	40.57 61.49		40.36 50.32	33.00 44.55	27.67 41.50	26.52 36.92	32.69 37.50		9 9	33.00 44.55	21.32 61.49	27.67 39.06	30.02 40.23	2.4% -30.8%
Secretary	16.78 16.78	7.25 17.90			20.02 30.38		19.08 23.77	24.63 30.82					4 4	21.17 30.49	7.25 30.82	19.55 27.08	17.75 25.72	-5.8% -53.3%
Supervisor	19.58 19.58	17.61 26.79		12.17 15.97	33.29 50.46		28.40 35.39	27.03 36.50		19.37 26.86	18.02 23.17		7 7	27.71 35.95	12.17 50.46	19.37 26.86	22.27 30.73	-13.7% -57.0%



# ***APPENDIX B***



**Municipal  
Resources  
Inc.**



## NEWPORT NH PROPOSED CLASSIFICATIONS/GRADES

POSITION/GRADE
1
Laborer
2
Maintenance Custodian
3
Department Secretary
Truck Driver/Equipment Operator
4
Accounting Clerk -Payroll/Welfare Director
Assessing Clerk
Deputy Town Clerk
Utility Billing Clerk
5
Firefighter/EMT
Mechanic
Senior Deputy Tax Collector
Wastewater Treatment Plant Operator
Water/Sewer Utilities Technician
6
Administrative Assistant
Communications Specialist
Finance Assistant
Highway Foreman
Recreation Supervisor
7
Building Manager
Chief Mechanic
Executive Assistant/Administration
Firefighter/Advanced EMT
Records Clerk
Water/Sewer Foreman



## NEWPORT NH PROPOSED CLASSIFICATIONS/GRADES

POSITION/GRADE
8
Building Inspector
Patrol Officer (including DTF, ILO,SRO)
Zoning Administrator
9
Highway Superintendent
10
Firefighter/Paramedic
Prosecutor
Town Clerk
11
Police Sergeant
Recreation Director
Wastewater Treatment Plant Superintendent
12
No Positions Listed
13
Police Lieutenant
Water/Sewer Superintendent
14
Assistant Director of Public Works
15
Fire Chief
16
Chief of Police
Finance Director/Assistant Town Manager
Public Works Director

# NEWPORT, NH FY2018 PAY PLAN

\$14.10 Starting Hourly Wage  
35 Percent between MIN - MAX

% Between Grades	Grade	MIN	MAX
	1	\$14.10	\$19.04
6	2	\$14.95	\$20.18
6	3	\$15.85	\$21.40
6	4	\$16.80	\$22.68
6	5	\$17.81	\$24.04
6	6	\$18.88	\$25.49
6	7	\$20.01	\$27.01
6	8	\$21.21	\$28.63
6	9	\$22.48	\$30.35
6	10	\$23.83	\$32.17
6	11	\$25.26	\$34.10
8	12	\$27.28	\$36.83
8	13	\$29.46	\$39.77
8	14	\$31.82	\$42.96
8	15	\$34.37	\$46.40
8	16	\$37.12	\$50.11



# ***APPENDIX C***



**Municipal  
Resources  
Inc.**



# NEWPORT, NH BENEFITS SURVEY

INSURANCES		Newport	Claremont	Enfield	Franklin	Hanover	Lebanon	New London	Springfield, VT	Windsor, VT
<b>GROUP LIFE INSURANCE</b>										
Employer contribution		100%	100%	100%	100%	100%	100%	100%	100%	0%
Amount of insurance		base salary	\$75,000 max	base salary	\$10,000	base salary	1.5 X base salary	base salary	\$35,000	base salary
<b>SHORT TERM DISABILITY INSURANCE</b>										
Benefit Amount		N	67%- Max \$750	66%	60%	60%	67%	67%	67%	60%
Elimination Period			43 days		7 days	30 days	15 days	7 days		30 days
Employer Contribution %			100%	100%	100%	100%	100%	100%	100%	100%
<b>LONG TERM DISABILITY INSURANCE</b>										
Benefit Amount		66%	N	N	60%		50%	60%	60%	50% Max \$2,500
Elimination Period		60 days	N	N	180 days		180 days	180 days		100 days
Employer Contribution %		100%	N	N	100%		0%	100%	100%	100%
<b>HEALTH INSURANCE ( highest employer contribution per month)</b>							below is union employees, town pays 100% for non-union			
Individual- Employer		\$ 589.57			\$ 840.32		\$ 796.77	\$ 608.35	\$ 659.16	
Individual- Employee		\$ 65.51			\$ -		\$ 140.61	\$ 107.36	\$ 73.24	
Individual Plan - Employer % Share		90.0%	80%-95%	95.0%	100%	83%-90%	85.0%	85.0%	90.0%	90.0%
<b>HEALTH INSURANCE ( highest employer contribution per month)</b>										
Two Person- Employer		\$ 1,179.17			\$ 1,681.71		\$ 1,593.55	\$ 1,216.70	\$ 1,240.20	
Two Person- Employee		\$ 131.01			\$ -		\$ 281.22	\$ 214.71	\$ 137.80	
Two Person Plan - Employer % Share		90.0%	80%-95%	95.0%	100%	83%-90%	85.0%	85.0%	90.0%	90.0%
<b>HEALTH INSURANCE ( highest employer contribution per month)</b>										
Family- Employer		\$ 1,591.84			\$ 2,164.95		\$ 2,154.29	\$ 1,642.54	\$ 1,735.02	
Family- Employee		\$ 176.87			\$ -		\$ 376.64	\$ 289.86	\$ 192.78	
Family Plan - Employer % Share		90.0%	80%-95%	95.0%	100%	83%-90%	85.0%	85.0%	90.0%	90.0%
<b>DENTAL INSURANCE</b>										
Individual- Employer		\$ 30.00	\$ 40.37		\$ 35.47	voluntary	\$ 40.37	\$ 30.96	\$ -	
Individual- Employee		\$ 11.28	\$ -		\$ -	plan	\$ -	\$ 10.32	\$ 66.68	
Individual Plan - Employer % Share		73.0%	100.0%	100.0%	100%	0%	100.0%	75.0%	0.0%	100.0%
<b>DENTAL INSURANCE</b>										
Two Person- Employer		\$ 30.00	\$ 40.37	ind amount	\$ 68.85	voluntary	\$ 77.63	\$ 59.92	\$ -	
Two Person- Employee		\$ 49.89	\$ 37.26	excess above ind	\$ -	plan	\$ -	\$ 19.97	\$ 113.08	
Two Person Plan - Employer % Share		38.0%	52.0%		100%	0%	100.0%	75.0%	0.0%	
<b>DENTAL INSURANCE</b>										
Family- Employer		\$ 30.00	\$ 40.37	ind amount	\$ 116.00	voluntary	\$ 136.16	\$ 109.39	\$ -	
Family- Employee		\$ 115.35	\$ 95.78	excess above ind	\$ -	plan	\$ -	\$ 35.96	\$ 192.54	
Family Plan - Employer % Share		21.0%	30.0%		100%	0%	100.0%	75.0%	0.0%	
<b>VISION INSURANCE</b>										
Individual- Employer		N	N	N	N	N	inc in Health Plan	N	N	
Individual- Employee		N	N	N	N	N	inc in Health Plan	N	N	
Individual Plan - Employer % Share		N	N	N	N	N	inc in Health Plan	N	N	100.0%
<b>VISION INSURANCE</b>										
Two Person- Employer		N	N	N	N	N	inc in Health Plan	N	N	
Two Person- Employee		N	N	N	N	N	inc in Health Plan	N	N	
Two Person Plan - Employer % Share		N	N	N	N	N	inc in Health Plan	N	N	
<b>VISION INSURANCE</b>										
Family- Employer		N	N	N	N	N	inc in Health Plan	N	N	
Family- Employee		N	N	N	N	N	inc in Health Plan	N	N	
Family Plan - Employer % Share		N	N	N	N	N	inc in Health Plan	N	N	



# NEWPORT, NH BENEFITS SURVEY

OTHER COMPENSATION		Newport	Claremont	Enfield	Franklin	Hanover	Lebanon	New London	Springfield, VT	Windsor, VT
TUITION ASSISTANCE/EDUCATION REIMB										
Tuition	100%	up to \$2,500	50%	N				50% up to \$1,000	N	33%-66%
Reimburse Dues	Y	Y	N	Y	Y	Y	Y	N	N	N
Reimburse required licensing	Y	Y	N	Y	Y	Y	Y	Y	N	Y
PENSION/RETIREMENT										
NH Retirement System	Y	Y	Y	Y	Y	Y	Y	Y	Y-VT	Y-VT
Deferred Comp Plan/Employer Contribution	N	N	match up to 1% of employee gross pay	N	N	N	N	N	N	N
LONGEVITY PAY (\$ or % of pay)										
After 5 years of service	\$ 500	\$ 300	\$ -	-	N	.048/Hr	N	N	N	N
After 10 years of service	\$ 800	\$ 400	\$ 1 wks pay	500	N	.096/Hr	N	N	N	N
After 15 years of service	\$ 900	\$ 500	\$ 2 wks pay	500	N	.144/Hr	N	N	N	N
After 20 years of service	\$ 1,000	\$ 600	\$ 3 wks pay	1,000	N	.192/Hr +1 wks pay	N	N	N	N
After 25 years of service	\$ 1,000	\$ 700	\$ 3 wks pay	1,000	N	.24/Hr +1 wks pay	N	N	N	N

# NEWPORT, NH BENEFITS SURVEY

COMPENSATION PRACTICES	Newport	Claremont	Enfield	Franklin	Hanover	Lebanon	New London	Springfield, VT	Windsor, VT
<b>OTHER COMP</b>									
Merit Pay	N		Y	N	N	Y 1%-5% non-union	N	N	N
Sign On Bonus	N		N	N	N	Police \$5,000	Police \$5,000	N	N
Clothing Allowance	paid by town		paid by town	FIRE	DPW	varies per union	N	varies per union	paid by town
Employee Referral Bonus	N		N	N	N	N	N	N	Police \$500
<b>TYPE OF PAY SYSTEM</b>									
Step System- Yes or No	N		N	Y	Y	Y	Y	N	N
Number of Steps in Grade	NA		NA	12	25	?	10-18	NA	NA
Frequency of Steps	NA		NA	annual	annual	annual	annual	NA	NA
<b>DIFFERENTIALS</b>									
Weekend									
Evening							\$1/hr-Library		\$ .50/hr-Police
Night							\$1/hr-Police, Dispatch		\$ .75/hr-Police
Holiday	2 X hrly								
Call Pay	3/hr		3.50/hr	1.50/hr		\$49/day			\$13.75/day
Charge Pay									
<b>COMPENSATORY TIME</b>									
	Y	N	N	Y		Y		Y	



# NEWPORT, NH BENEFITS SURVEY

TIME OFF PROGRAMS	Newport	Claremont	Enfield	Franklin	Hanover	Lebanon	New London	Springfield, VT	Windsor, VT
<b>Holidays/PL /SL days per year</b>									
Holidays	10	11	11	11	9	10	11	10	8
Personal days	6	2	3	1	2	5	0	2	4
Sick Days	6	?	12	12	12	15	7	12	12
<b>Vacation days per year</b>									
0-5 years	10	11	10-15	10	10	10	10	10	10
6-10 years	15	12 +1/yr	16-19	15	15	15	15	15	15
11-15 years	20	17 +1/yr	20-24	15	20	20	20	20	20
16-20 years	20	22 +1/yr	25	20	20	20	25	25	20
21+ years	20 +1/yr	27	25	20	20	20	25	25	20