



HUMAN RESOURCES SERVICES, INC.
Management Consultants to Local Government

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CITY OF MELROSE, MASSACHUSETTS



COMPENSATION AND CLASSIFICATION STUDY

Non-Union Positions

FINAL REPORT

April, 2022



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Mayor Paul Brodeur
City of Melrose
562 Main Street
Melrose, MA 02176

Dear Mayor Brodeur,

Human Resources Services, Inc. (HRS) is pleased to present this ***Compensation and Classification Study for Non-Union employees*** to the City of Melrose, MA. This report represents the culmination of a detailed position classification and compensation review for all non-union employees engaged in a variety of municipal work activities. This report, along with the Organizational Needs Assessment Report submitted separately provides the City of Melrose with the totality of the analysis as it was conducted for the City. The City had made the decision that the two elements (comp/class and organization review) of the consulting engagement should be developed for better efficiency and implementation.

In particular, we wish to thank the Human Resources and Labor Relations Director, the Chief Financial Officer/Auditor, Mayor's staff, and non-union employees and managers who have contributed significantly to this effort. Employee input through forms and on-site interviews, as well as comments and suggestions received, made a valuable contribution to the study. We greatly appreciate everyone's ability to meet with us and provide information in a timely manner. HRS will remain available

to answer any procedural questions the City may have in the implementation of the study's recommendations. While this is a final report, we will remain available to make any modifications needed to make this a useful tool for the City.

Very truly yours,

Sandy

Aleksandra E. Stapczynski

President



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CITY OF MELROSE, MASSACHUSETTS COMPENSATION AND CLASSIFICATION STUDY FOR NON-UNION

I. Introduction

A. Scope of Services

The City of Melrose, MA retained Human Resources Services, Inc. to conduct a comprehensive compensation and classification study of Non-Union Positions. This study was commissioned to examine the responsibilities, work performed, and market pay rates for each position included in the study. In general, the study involved developing new job descriptions, classifying those positions according to a uniform point analysis standard, surveying the market of comparable municipalities and other organizations as needed to determine representative rates of compensation, and developing and *recommending* a new compensation and classification plan and system for the non-union group of positions.

The objectives of the study were to:

- Develop a job evaluation system that would encompass all non-union positions and ensure that compensation levels were both internally equitable and externally competitive.
- Develop for the City the necessary guidelines for administering compensation on an ongoing basis to ensure that pay levels remain equitable and competitive.

In scope, the study included all non-union positions (approximately 70 in number). Another approximate dozen positions were evaluated for

compensation only for the organizational review and staffing needs.

HRS' approach to the study was comprehensive. The study began by collecting job content information for those positions to be evaluated. Job content evaluation factors and appropriate factor weightings were prepared and analyzed. The evaluation process involved a comparative approach where each position was compared to all others on each evaluation factor, one factor at a time.

A grade structure was developed by tabulating competitive data for the benchmark positions and studying trends in the market. A tentative pay structure and classification listings were presented to the City for their consideration. Employee listings comparing each individual's salary to the proposed structure and associated implementation costs were prepared for Finance.

This report is prepared for the City to document in detail the procedures for position evaluations and gradings and development of the salary structure. It also sets forth the recommendations for the implementation and ongoing administration of the system.

Through the consultant teams evaluation comparing both market data and job ratings point totals, it was determined the appropriate number of salary levels needed to clearly differentiate varying levels of job value. Twenty-three salary levels emerged as a suitable number for the City to develop a new consolidated non-union compensation and classification plan. Positions were assigned to a salary grade level on both the basis of its total point scores, and the external job market.

A position compensation and classification plan is an essential component of a total personnel administration program. The perception that the compensation plan is objective and fair in its assignment of pay to individual positions lends credibility to the organization's entire personnel system. This study and its recommended plan is derived from a systematic, formalized and objective method for developing equitable job groupings and compensation levels for all positions covered. An underlying assumption is that all positions and individuals should receive "equal pay for equal work." However, the initial implementations of the recommended plans are not the final steps in achieving job equity. Rather it establishes a uniform point of beginning from which to regularly review and ensure that decisions regarding position requirements and compensation accurately reflect the organization's current service needs and the performance of employees. Each new position established and adjustments to the plan need to be done in a consistent manner to maintain the plan's integrity and relevance.

According to the Massachusetts Employment Pay Act, (MEPA), employees doing equal work should be paid equally. Our methodology and system addresses the major components required of MEPA. For work to be equal or comparable, it must involve substantially similar skill, effort, and responsibility, and be performed under *similar* working conditions, but are not necessarily identical or alike in all respects. The requisite requirements or skill includes an employee's experience, training, education, and ability to perform the jobs. An employee's skill must be measured in terms of the performance requirements of a job, that is why it is important to always ensure that the job descriptions are up to date and accurate so employees know what is expected of them in their jobs. Effort refers to the amount of physical or mental exertion needed to perform a job. Finally, responsibility encompasses the degree of discretion or accountability involved in performing the essential functions of a job.

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

B. Specific Study Process

This project included the following steps:

- *Organizational Meeting* with Mayor, HR Director, and Finance to discuss the goals and objectives of the study; and to orient top executives on the process and methodology that would be used.
- Several *Orientation Meetings* with employees and managers to explain project activities, objectives, methodology. Position Analysis Questionnaires were distributed to employees at these orientation sessions. The meetings also gave everyone an opportunity to meet HRS consultants and to ask questions.
- A thorough *Job Analysis Process* which involved reviewing position duties and responsibilities (essential functions) and requisite requirements of the job, utilizing position analysis questionnaires and on-site interviews with all employees.
- Preparation of updated *Job Descriptions* with review and comment from employees, managers and HR staff. The client had an opportunity to

thoroughly review the draft job descriptions.

- A thorough *Job Evaluation Process*. Position rating and ranking utilizing HRS' rating manual.
- Development of a *Classification Plan*. Position assignment to grades based on a system of objective evaluation.
- Thorough *Market Analysis* using primarily comparable municipal organizations jointly selected by the City of Melrose and HRS.
- Establishment of *Compensation Schedule* using comparative wage data as a general guide.
- Several *meetings in person and through telephone conference* with the *Chief Financial Officer and Human Resources Director* to discuss pay policies and review draft work products (i.e. job descriptions, classification plan, salary schedule, comparative data, ratings, and other related project documents).
- General guidance on *Implementation*.
- Final *Presentations* to the City and employees shall be given upon request of the City. Based on any additional information received, HRS shall make adjustments as appropriate and amended the Final recommendations.

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

The following documents have been prepared for the City of Melrose:

- Proposed Position Titles
- Proposed Classification Plan
- Proposed Compensation Plan
- Compensation Comparisons Chart
- Market Data Analysis
- Placement and Costing out of Compensation Plan
- Position Analysis Question (PAQ)
- Updated Job Descriptions for each Position
- Evaluation Materials and Documents
- HRS Position Rating Manual

II. Job Descriptions

A. Preparing the Job Descriptions

One major aspect of this study involved the development of updated job descriptions. Through the job analysis process, HRS discovered that many of the current job descriptions were outdated and there was no consistent format for descriptions. HRS' proposed job descriptions are submitted to the City of Melrose as part of this final report; they are provided in electronic Word format only. They also provide the necessary language to aid in recruiting minority employees, as the City has made diversity and inclusion a major emphasis in all recruitment efforts.

In addition to assisting with the development of job analysis and classifications, good descriptions produce many other important benefits. These job descriptions emphasize the purposes of each position and the types of results which each incumbent is expected to produce. Representative examples of the work performed and minimum qualification requirements are listed. These job descriptions are small but important components of more comprehensive personnel, organizational and administrative systems or plans. They can and should be used not only for recruitment and promotion, but as tools to assist in the administration of the City. They help define initial expectations, provide fundamental building blocks for administering compensation systems, and give additional definition to organizational charts. Because they focus on purposes and results, they can and should be used when developing employee objectives, performance plans and performance appraisals.

The job descriptions presented to the City are up-to-date, clear, and identify the duties of each position, as well as the education, experience, training, knowledge, ability, and skills, and competency levels required.

B. The Significance of Job Descriptions.

Today, job descriptions have become more important than ever. Although employers are not required by law to have written job descriptions, there are many laws that impact the employer-employee relationship and having job descriptions can help the organization comply with those regulations. There are federal laws such as the Fair Labor Standards Act (FLSA) that impact employees. Other laws, such as federal discrimination statutes, prohibit discrimination against various protected classes. Because job descriptions document the duties and qualifications of a job, they can help support why one applicant was qualified and another was not, why one position pays more than another, or why an employee is terminated for poor performance.

Under the ADA, job descriptions, particularly the lists of duties and responsibilities, take on new significance. The purpose of the ADA is to ensure that individuals *with* disabilities be given the same consideration for employment that individuals *without* disabilities are given. Essential functions are the primary or fundamental job duties intrinsic to a position, that is, the duties that are essential to achieving the objectives of the job. Related to the essential functions or duties are the tools and equipment used to perform the essential job functions, the physical demands of the job duties, and the work environment in which the duties are performed.

The new job descriptions include: (1) prerequisites for each position, including the physical needs, knowledge, ability, and skill, education, training and experience; (2) essential job functions; and (3) work environment. All job descriptions should be reviewed and updated periodically to ensure accuracy. Positions can change for many reasons: (1) an incumbent starts assuming more responsibilities in addition to the duties in the job descriptions, (2) staff changes, (3) changes in procedures and

processes, (4) new technology, tools, or machines, (5) external regulations or legislation, (6) reorganizations, (7) new supervisor or manager.

In short, the process of developing accurate and uniform job descriptions forces the employer to analyze each position and to identify the position's necessary qualifications (the "requisite skill, experience, education, and other job-related requirements"), as well as to determine the position's "essential functions."

III. Classifying and Compensating Positions

A. 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 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. *nature of the work* (e.g., essential functions and purpose/objective of the position)
2. *level of the 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).

Information about each position studied was obtained through detailed position analysis questionnaires (PAQ) and employee interviews. Employees were asked to describe their positions in detail on the PAQ form. Examples of information requested from the PAQ included: job summary, essential functions, education, training and certifications, knowledge, ability, skill, experience, physical requirements, supervisory responsibilities, and technologies and equipment used. Finally, interviews were conducted to clarify and augment the employees' questionnaire responses.

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, (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 all of the positions. These factors, detailed in HRS' Municipal Position Classification and Rating Manual, measured the requirements of each position in various areas. The following are a listing of each rating factor. The manual describes each factor in great detail and by degree.

1. Physical Environment
2. Basic Knowledge, Training and Education
3. Problem Solving Skills and Effort
4. Physical Skills and Effort
5. Experience
6. Interactions with Others/Customer Service
7. Confidentiality
8. Occupational Risks
9. Complexity
10. Supervision Received
11. Supervision Given
12. Supervision Scope
13. Judgment and Initiative
14. Accountability

As mentioned previously, job rating is not synonymous with performance evaluation. The position, not the incumbent, is evaluated, assigned points and a grade derived. One of the best information sources for rating a position is a current and relevant job description and/or a recently completed PAQ which is why these should always be completed early in the process. The process described in HRS' Municipal Position Classification and Rating Manual 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 proposed 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 Scale* was developed for the City of Melrose.

B. Market Survey and Developing the Compensation Plan

Human Resources Services, 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, HRS distributed custom survey documents to comparable municipal organizations jointly identified by the City and HRS. For this study, HRS received survey responses from the following Massachusetts municipalities for compensation, benefits and other related information:

1. Arlington
2. Newburyport
3. North Andover
4. Peabody
5. Reading
6. Salem

7. Saugus
8. Stoneham
9. Wakefield
10. Winchester; and
11. ERI and MMHR Data

The City of Melrose is a well-managed forward-thinking community with a history of a creative and complex organization. The consultant team met with city management/finance and human resources staff to review a draft pay/class plan and to review the market data collected and discuss its meaning. An initial analysis of the market data involved reviewing the average, median, range, 75th percentile and 90th percentile. A comparison was then made to current Melrose salaries for this non-union group of positions.

All of the comparative data is current information and presented on the following pages. Most of the data was collected during the fall of 2021. HRS collected minimum and maximum salary ranges from the comparable organizations. Certain data may have been pro-rated to hourly for comparison purposes only. In each cell, the top number indicates the minimum salary range for each position and the bottom number indicates the maximum salary range for each position. Virtually every organization had some type of a pay/class structure.

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 organization did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Melrose. HRS used professional discretionary judgment when comparing positions to the comparable data. If there was less than two data points of salary information for a position, HRS placed more emphasis on the position rating when placing the position on the compensation/classification plan. While this market analysis and information provides the City of Melrose 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 organization’s compensation policies. The compensation and classification plans are attached to this report for your review.

C. Description of Compensation and Classification Plan

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 are typically made. For example: How should the City’s pay rates compare to the market? How competitive does the City want to be? What type of structure is best for the City; steps, ranges, quartiles, etc. For what does the City want to pay? (i.e. job content, seniority, performance, cost of living, etc.) How does the organization currently pay its employees? The resulting compensation plan must reflect the City’s pay policies, the market place, internal job values, and the financial desire of the City to pay at a given level to attract needed talent. It should also ensure internal and external fairness. “Internal” being comparable worth within

the organization of the classification plan; and “external” being the market to ensure a competitive pay structure.

The proposed compensation and classification plan is presented on the following pages. Pay ranges were set for groups of positions which the consultants determined should be paid equally. There are twenty-three grades for this group and ten steps for each grade. There is 2 percent between each step. The City’s current pay structure for the non-union positions includes a variety of pay scales. These were consolidated into one uniform compensation plan, thus making it less complex. This will allow for more equity, especially when hiring new employees. Also the entire pay structure in its entirety has been updated to reflect the market. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to progressive compensation levels. Currently, the City operates within a context of “pay steps” for this group of non-union positions. HRS recommends continuing the policy on pay steps for easier maintenance and consistency of the plan. In general the pay ranges were developed utilizing the salary market data and targeting approximately the 75th of market. It was necessary to target the 75th of market in order to remain competitive as compared to other advanced municipalities in Massachusetts. HRS provided the City with additional benchmark salary data too from its ERI (Economic Research Institute) database of salaries and wages.

The proposed compensation plan is based on current compensation data. This is a base salary plan and does not include compensation for stipends, cost-of-living, benefits, or other compensation. It is up to the City to determine its ability to pay with regards to implementation of this proposed pay plan.

Those employees falling below the grade range should be brought into the entry level of the grade ranges as soon as possible. The salary schedule should be updated with a cost-of-living for each succeeding fiscal year. The consultants costed the plans in a variety of ways for the finance department, but it is up to the City to determine the policy for implementation. HRS will of course remain available to provide the necessary guidance.

IV. Implementation and Other Recommendations

The following sections are intended to assist and guide the City of Melrose in implementing the proposed compensation and classification plan for non-union positions. Successful implementation will require a concerted effort by management, employees and city officials.

1. Compensation Structure and Maintenance

The recommended pay structure contained in this report is designed to provide appropriate compensation through the next three fiscal years. An initial review of the structure would be appropriate by fiscal year 2026, and then subsequent reviews annually. Review of the structures should take into consideration both internal and external conditions.

The distribution of individual salaries, both by salary level and position within salary level, should be regularly examined to determine whether there is sufficient opportunity for continued salary growth.

Since organizational arrangements and position duties and responsibilities may change from time to time, it will be necessary periodically to reevaluate existing positions and evaluate new positions.

It is most important that Melrose regularly audit and review their compensation system to ensure its validity. We believe that Melrose did not do this for some time, and therefore their plans were outdated.

2. 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 grade range provided. The range is like a scale providing the City with

the opportunity to make distinctions between employees (not positions) based upon established criteria, applied consistently. These criteria might include job performance, special abilities, experience, longevity, gender-equity, and/or any other factors determined by the City.

For initial placement of incumbents within the plan, the City should assign employees to be placed at the step closest to but just above their current wage/salary in order to not reduce the pay of any current employee. The City should also realize that this minimum approach may not recognize certain distinguishing factors among employees.

3. 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.

4. Salaries Above Pay Range

To maintain morale and a sense of fairness, HRS recommends the City not reduce the compensation level of any current employee. If an employee's current salary falls above the upper limit of the recommended grade range, then the City should maintain the employee's salary above the maximum for the grade until the employee retires or separates from the City. This is called "red-circling" a position. New employees can be hired at the appropriate lower pay rate. HRS recommends a single administrative policy be adopted and subsequently applied in all cases.

5. Consolidate Classification Plan

HRS recommends that the City develop one consolidate classification plan as we have proposed in this report for the non-union positions, the multiple

salary schedules approach based on hire date should be eliminated. One consolidated plan will ensure better internal equity for positions; so the rating point values of grades are the same and consistently applied; and so the pay equity of positions match the requirements of MEPA; and finally the entry pay is similar for those falling on a similar grade. (Currently the City has multiple plans for the non-union.)

6. 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. Positions should also be evaluated according to the appropriate rating factors. Point totals should be calculated for each position by adding the point scores from the degree levels achieved under each factor. On the basis of total points, position generally should be assigned to the appropriate salary levels, according to the established salary level point ranges; and also taking into consideration the external market.

7. Salary Plan

HRS has proposed the following:

- Creation of a salary schedule with each grade having a salary range consisting of a minimum and maximum; and series of steps.
- Positioning of the salary structure at the 75th of market.
- Establishment of a competitive salary schedule, particularly for those fields of study that are considered to be in high demand and that may command high salaries in the market (i.e. Finance, Health, Technology, Facilities, etc.).

8. Update and Maintain the Classification and Compensation Plan

The human resource department should maintain and update the compensation and classification 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 City of Melrose classifications.
- Conduct periodic salary surveys to ensure market competitiveness.
- Review MEPA requirements.

9. FLSA Status

HRS also determined the FLSA Status (exempt/non-exempt status) of the positions included in the study. HRS recommends that City of Melrose regularly evaluate the FLSA status with its labor counsel, as case law may cause changes. HRS utilizes the ERI Occupational Assessor to determine FLSA status of positions. The results of the FLSA audit information was provided to Human Resources.

10. Cost-of-Living Increases vs. Step/Range Movement

Here, it is important to distinguish between (1) a cost-of-living increase and (2) a step increase. A cost-of-living increase is intended to recognize and respond to a general rise in the cost of goods and services experienced by the general population. Each year, the City should determine an appropriate cost-of-living adjustment and apply that increase across the entire compensation schedule. A range movement (step increase) addresses the issue of how employees move along the levels within a grade from minimum to maximum, based on performance, longevity, special skill, certification, etc. The compensation plan should consist of two components: (1) the range adjustment factor (RAF); and (2) the movement-increase factor (MIF), which is based on merit step increase. The RAF is the movement of the total salary range, while the MIF is the movement *through* the salary range steps. A salary-range increase consists of the sum of these two components, plus their interaction or compounding result; thus a salary/wage adjustment. It is very important to regularly update the entire compensation structure with a COLA, or it will quickly become outdated, and the City will have difficulty recruiting talent.

11. Performance Appraisal and Merit-Increase.

It was not within the scope of services for HRS to develop a performance appraisal “tool” for the City of Melrose, MA. HRS has a few suggestions, should the town decide to implement a new updated performance system. A *Management by Objectives System* would be an appropriate methodology for employees engaged in high-level managerial, supervisory or professional positions. A *Uniform Performance Criteria System* is the most commonly used methodology and is best suited to positions where employees

consistently perform the same type of work on a fairly regular basis. This format works well for administrative, clerical, laborers, and other non-exempt positions. The City should consider updating its performance appraisal systems and provided the necessary training for employees, supervisory personnel, and department heads.

12. Determination of Individual Wages/Salaries.

What follows are some general implementation and maintenance guidelines.

a) New Employees

Applicants with qualifying experience are normally hired close to the normal starting rate of the new range. Applicants with outstanding qualifications; education, training and experience may be hired at the wage/salary within the range for the position, but normally no higher than the midpoint of the range. In rare cases, for positions that are very difficult to recruit, it may be necessary to hire beyond the mid-point of the pay range.

b) Transfers

Employees transferred to a position at the same level as their present position will normally receive the same salary paid at the time of the transfer.

c) Transfer to a Lower Salary Grade

Employees transferred by necessity (such as reduction in staff), rather than for inadequate performance, should receive their present salary, although this may exceed the maximum for the lower classification.

d) Promotional Increases

If employees are promoted on a “trial” or “acting” basis, the promotional increase may be deferred until they have demonstrated their ability to handle the duties of the higher classification.

In closing, this HRS methodology will be of assistance in furnishing improved tools and guidance to management and human resources. 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. The HRS System will provide a framework within which most salary matters can be handled going forward. While both job evaluation and salary surveys attempt to achieve consistency in the pay 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.



ATTACHMENTS

POSITION TITLE	Melrose Current		Comp Data Points	Comp Average	Comp Lo- Hi Range	Comp Median	75th Percent of Market
Administrative Accounting Assistant (Police) - PT	19.51 21.50		4 5	24.49 31.24	19.00 35.44	25.11 31.20	27.66 35.44
Animal Control Officer - PT	24.47 26.96		4 7	21.68 30.55	14.00 38.84	21.92 30.00	24.43 35.86
Assistant Auditor	36.95 47.49		6 8	31.90 41.62	23.91 60.91	31.05 39.23	34.82 45.36
Assistant City Clerk	31.68 40.71		7 10	29.12 35.88	17.21 55.88	28.46 34.29	33.14 35.33
Assistant City Solicitor	46.21 59.39		3 4	38.89 51.61	17.21 78.53	45.11 52.34	49.73 72.78
Assistant Director - DPW Administration and Finance	52.02 66.84		5 8	38.72 51.18	22.60 62.32	42.66 54.75	45.10 56.50
Assistant Director of IT	36.95 47.49		2 2	41.97 54.80	38.29 59.06	41.97 54.80	43.80 56.93
Assistant Director of Planning and Community Development	31.03 34.19		2 4	43.62 55.51	42.66 58.87	43.62 55.03	44.10 56.11
Assistant Library Director/Head of Technical Services	36.95 47.49		6 7	33.73 43.25	20.34 60.91	34.37 39.93	40.00 49.73
Assistant Parks Superintendent (Benchmark)	not on plan		2 2	30.33 40.58	27.05 45.56	30.33 40.58	31.96 43.07
Assistant to the Director of Inspectional Services	25.93 33.32		4 5	28.67 34.27	19.72 45.08	30.54 36.59	31.95 38.60
Assistant Treasurer	36.95 47.49		9 10	30.82 39.39	17.21 55.88	31.30 38.35	32.08 40.59
Building Systems Supervisor (HVAC Supervisor) - DPW	34.47 37.98		5 5	31.37 42.65	25.84 50.48	32.67 43.11	34.58 48.23
Cemetery Administrator	31.03 34.19		4 5	29.58 39.24	24.75 48.02	29.99 38.05	33.10 45.02
Chief Assessor	48.05 61.74		7 10	41.46 56.78	27.99 74.16	41.67 52.14	45.16 66.12
Chief Financial Officer and City Auditor	68.93 87.69		5 8	50.95 66.72	32.37 78.53	54.35 67.03	55.46 74.13
Chief of Police	contract 63.58		5 8	61.52 81.44	50.53 94.33	59.78 82.82	68.88 88.33
City Clerk	39.52 50.78		3 8	39.92 49.17	37.28 66.39	37.88 47.65	41.24 50.97
City Engineer	45.76 58.80		6 9	43.81 55.47	30.31 68.29	45.21 55.00	48.03 64.37

POSITION TITLE	Melrose Current		Comp Data Points	Comp Average	Comp Lo- Hi Range	Comp Median	75th Percent of Market
City Planner	40.21 44.30		3 4	36.17 49.01	33.15 60.91	34.44 46.91	37.68 52.95
City Solicitor - Labor Counsel	65.03 82.73		4 5	55.14 71.24	29.33 90.19	57.62 73.48	63.84 86.39
Clerk of Committees	30.80 39.58		1 2	35.64 47.87	35.64 49.80	35.64 47.87	35.64 48.83
Council on Aging Coordinator	19.51 21.50		3 4	23.90 25.78	23.15 29.94	24.04 25.95	24.28 28.01
Council on Aging Director	48.05 61.74		8 8	35.88 45.75	22.78 60.91	34.85 42.58	39.85 53.70
Communication and Community Outreach Coordinator	31.63 40.71		3 6	30.70 39.77	21.29 48.02	32.93 41.46	35.41 46.14
Deputy City Engineer	39.52 50.78		3 4	42.03 56.95	37.26 69.69	37.53 54.11	44.42 59.33
Director of Inspectional Services/Building Commissioner	39.52 50.78		7 9	45.12 56.68	41.00 78.53	44.59 53.04	46.08 65.32
Director of Community Development and Planning	48.05 61.74		7 10	45.75 58.72	29.33 86.39	47.26 54.77	49.15 64.92
Chief Information Officer (city and schools) / IT Director	57.87 73.63		5 8	48.79 64.71	44.59 85.11	49.05 65.15	49.76 67.36
Director of Public Works	68.93 87.69		7 10	54.25 70.60	30.31 86.39	54.58 72.10	61.54 79.20
Director of Strategic Initiatives and Communications (Mayor's Office)	48.05 61.74		3 3	46.34 64.71	41.00 82.03	45.64 59.06	49.00 70.54
Energy Efficiency Manager <i>Benchmark</i>	28.47 31.37		2 3	32.10 41.99	29.42 45.01	32.10 41.71	33.44 43.36
Executive Assistant to City Solicitor	28.26 36.31		2 2	31.15 41.39	30.14 41.61	31.15 41.39	31.65 41.50
Executive Director - Melrose Contributory Retirement	44.40 48.91		2 3	40.71 57.97	32.37 70.88	40.71 57.30	44.88 64.09
Executive Director Melrose Memorial Hall	33.88 43.54		3 3	32.94 44.11	31.31 50.48	32.92 44.27	33.75 47.38
Executive Office Manager - Police	26.12 28.79		2 8	30.93 36.10	30.48 41.29	30.93 36.76	31.15 38.72
Event Operations Assistant - Memorial Hall	19.51 21.50		1 1	20.65 28.98	20.65 28.98	20.65 28.98	20.65 28.98

POSITION TITLE	Melrose Current		Comp Data Points	Comp Average	Comp Lo- Hi Range	Comp Median	75th Percent of Market
Facilities Manager - City and Schools	45.76 58.80		4 7	51.19 63.46	44.59 86.39	50.20 59.92	55.88 68.50
Finance Manager (Auditing)	28.26 36.31		2 3	31.08 40.28	30.32 46.51	31.08 39.80	31.46 43.15
Finance Administrator - Fire Dept./Public Safety	25.67 32.99		3 3	28.31 36.27	27.30 37.93	28.74 35.44	28.81 36.68
Financial Systems Analyst/Project Manager (Auditor/IT Depts.)	39.52 50.78		4 4	43.88 57.46	31.37 68.47	46.54 57.85	50.58 62.49
Fire Chief	contract 66.27		5 8	59.39 73.94	50.53 86.39	59.78 73.87	64.96 77.58
Health Director (Melrose is regional)	61.35 78.05		6 7	36.18 47.13	23.91 59.06	36.84 46.16	39.97 53.78
Human Resources Assistant	28.47 31.37		1 2	26.44 35.63	26.44 36.27	26.44 35.63	26.44 35.95
Human Resources Director	48.05 61.74		7 10	41.82 54.86	26.71 70.88	41.67 52.30	46.82 63.17
Human Resources Benefits Coordinator	36.95 47.49		7 10	29.58 37.29	17.21 50.48	29.31 37.16	32.69 39.37
Library Director	36.59 47.02		7 10	43.20 54.50	25.35 78.53	44.59 51.81	48.06 61.83
Local Building Inspector (Certified)	40.21 44.30		4 7	33.38 40.21	31.31 50.48	33.81 40.39	34.15 42.71
Milano Center Manager (COA)	31.03 34.19		1 1	41.25 54.84	41.25 54.84	41.25 54.84	41.25 54.84
Operations Manager - DPW	39.52 50.78		4 6	42.75 51.68	39.02 58.09	43.08 51.66	44.09 56.60
Program Coordinator - MA in MotionZBA Clerk	28.47 31.37		1 1	25.38 34.09	25.38 34.09	25.38 34.09	25.38 34.09
Planning Coordinator & ZBA Clerk	24.47 26.96		3 3	23.12 29.85	18.65 34.15	22.25 30.25	25.36 32.20
Plumbing and Gas Inspector	28.47 31.37		5 7	28.83 37.37	19.95 48.02	28.46 36.23	32.93 43.49
Public Health Specialist	34.47 37.98		2 2	35.90 47.88	33.61 52.27	35.90 47.88	37.05 50.07
Program Coordinator - Tobacco/Alcohol	26.12 28.78		1 1	34.25 46.91	34.25 46.91	34.25 46.91	34.25 46.91
Project Engineer	28.26 36.31		4 6	34.67 43.86	31.68 53.61	35.35 43.05	36.27 46.60
Recreation Coordinator	26.12 28.78		7 8	25.39 31.81	17.21 48.02	24.52 28.60	28.84 33.94

POSITION TITLE	Melrose Current		Comp Data Points	Comp Average	Comp Lo- Hi Range	Comp Median	75th Percent of Market
Recreation Director	45.76 58.80		7 9	38.00 48.96	26.71 70.88	37.77 44.90	41.29 53.07
Sealer of Weights and Measures	31.92 35.17		2 3	31.85 42.74	30.77 48.02	31.85 40.39	32.39 44.20
Senior Planner	40.21 44.30		5 7	33.29 43.64	28.01 51.27	34.43 45.01	34.78 50.19
Superintendent of Mount Hood - <i>Limited Data</i>	45.76 58.80		2 2	34.74 47.56	25.66 60.47	34.74 47.56	39.27 54.01
Superintendent of Parks	not on plan 29.12		4 5	35.20 41.90	26.71 49.77	36.21 39.80	39.53 45.02
Sustainability Manager	28.26 36.31		2 2	36.09 51.34	34.64 55.88	36.09 51.34	36.81 53.61
Systems Analyst IT (city/schools) - networks/databases	30.80 39.58		3 5	40.97 50.99	34.43 55.19	42.66 51.27	44.24 55.00
Treasurer/Collector	48.05 61.74		7 9	43.83 58.05	23.91 78.53	45.27 56.17	48.84 66.39
Veteran's Administrative Assistant/PT	19.51 21.50		1 2	31.74 36.34	31.74 42.56	31.74 36.34	31.74 39.45
Veterans Services Director (Regional Position)	39.81 43.87		6 7	28.35 37.02	19.95 47.14	28.23 36.23	31.23 42.93
Water-Sewer Administrator (Billing)	30.80 39.58		3 5	24.94 35.04	21.29 40.39	23.75 36.59	26.77 39.37
Wiring Inspector	31.92 35.17		6 8	30.87 40.27	19.95 48.02	30.70 41.93	34.32 46.41

POSITION TITLE	Melrose Current		Comp Data Points	Comp Average	Comp Lo- Hi Range	Comp Median	75th Percent of Market
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ADDITIONAL BENCHMARK DATA

Assistant Health Director		3	32.23	29.58	33.51	33.56
		3	42.27	43.49	42.16	42.82
Director - E-911		1	32.87	32.87	32.87	32.87
		1	45.59	45.59	45.59	45.59
Dispatch Center Manager		4	26.63	22.27	26.72	28.57
		5	33.24	39.85	30.93	34.97
Dispatcher/Communicator		6	22.56	20.55	21.68	22.78
		6	27.80	36.23	26.48	28.00
Diversity, Equity and Inclusion Director/Coordinator		3	42.41	36.00	37.28	45.61
		3	58.97	82.11	48.22	65.17
Emergency Management Director		1	40.13	40.13	40.13	40.13
		1	45.34	45.34	45.34	45.34
Health and Human Services Director		3	51.93	49.62	51.82	53.08
		5	64.00	78.53	65.32	70.92
Help Desk Technician		4	30.23	28.05	29.63	31.51
		5	37.64	45.02	35.82	39.85
Mental Health Clinician		3	25.60	21.46	25.46	27.67
		3	36.04	43.61	32.94	38.27
Parks Grounds Laborer (Pine Banks)		4	20.94	17.46	20.31	23.10
		4	24.80	29.90	23.42	25.39
Park Ranger		1	24.03	24.03	24.03	24.03
		1	29.96	29.96	29.96	29.96
Purchasing Director/Coordinator		5	34.52	23.91	34.58	37.28
		6	44.89	55.19	48.61	50.11
Social Worker		3	30.88	22.73	33.61	34.96
		3	43.37	53.61	43.49	48.55

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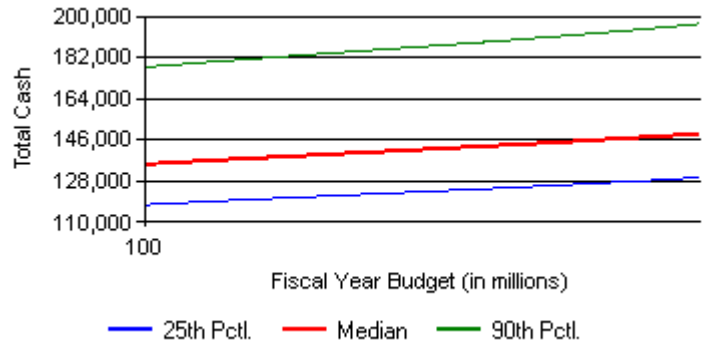
Individual Job Report

Police Chief

Specifications

Prepared For: City of Melrose, MA
Area: Massachusetts - Commonwealth Average
Industry: Government - City Support Services
Industry Codes: eSIC: 9104, NAICS: 921100, usSEC: 9721
Organization Size: 400,000,000
Education Adjustment:
Skill Adjustment:
Certification Adjustment:
Annualized Salary Trend: 2.6% (Adjustment: 0.21%)
Planning Date: 2/6/2022
Database as of: 1/1/2022
eDot: N/A
SOC: N/A
Printout Date: 2/6/2022
(Items in bold affect salary estimates)

Annual Total Cash Graph



Estimated Survey Median Annual Total Cash

All Incumbent Median: \$148,695

Fiscal Year Budget	25th Percentile	45th Percentile	Median	75th Percentile	90th Percentile
400,000,000	129,379	145,333	148,695	173,738	196,680
200,000,000	123,194	138,462	141,757	165,331	186,740
100,000,000	117,513	132,114	135,290	157,868	177,787

The Police Chief in Melrose is a contract position; therefore HRS has not placed this position on the compensation and classification plan, as the contract would prevail. Instead, HRS has provided pay range data for police chiefs in the custom market survey. However, we determined it was necessary to look at statewide composite actual rates data from municipal communities in order to discern better what police chiefs are making in 2022. The range is \$157,868 to \$173,738 at the 75th percentile. The all incumbent average is \$148,695. This is hybrid data through ERI.

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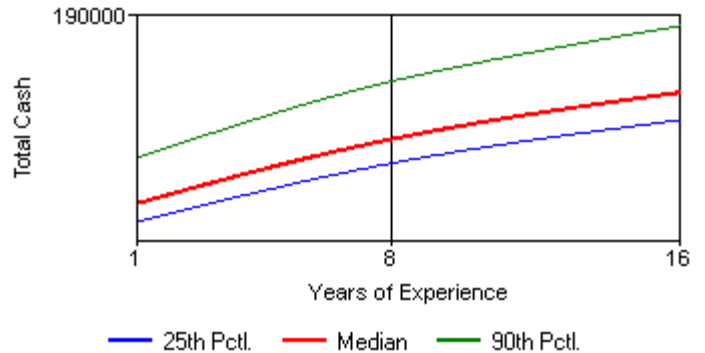
Individual Job Report

Fire Chief

Specifications

Prepared For: City of Melrose, MA
 Area: Massachusetts - Commonwealth Average
 Industry: Government - City Support Services
 Industry Codes: eSIC: 0000, NAICS: 000000, usSEC: 0000
 Organization Size: (Data reported by years of experience)
 Education Adjustment:
 Skill Adjustment:
 Certification Adjustment:
 Annualized Salary Trend: 2.6% (Adjustment: 0.21%)
 Planning Date: 2/6/2022
 Database as of: 1/1/2022
 eDot: N/A
 SOC: N/A
 Printout Date: 2/6/2022
 (Items in bold affect salary estimates)

Annual Total Cash Graph



Estimated Survey Median Annual Total Cash

All Incumbent Median: \$129,224

Years of Experience	25th Percentile	45th Percentile	Median	75th Percentile	90th Percentile
15	136,233	147,128	149,591	166,333	181,340
10	123,644	133,661	135,968	151,767	164,981
5	106,310	115,034	117,078	130,950	142,987

The Fire Chief in Melrose is a contract position; therefore HRS has not placed this position on the compensation and classification plan, as the contract would prevail. Instead, HRS has provided pay range data for fire chiefs in the custom market survey. However, we determined it was necessary to look at statewide composite actual rates data from municipal communities in order to discern better what fire chiefs are making in 2022. The range is \$130,950 to \$166,333 at the 75th percentile. The all incumbent average is \$129,224. This hybrid data through ERI.