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TOWN OF BELMONT, MASSACHUSETTS
COMPENSATION AND CLASSIFICATION STUDY
Non-Union Positions

FINAL REPORT

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DOCUMENTS SUBMITTED SEPARATELY:

JOB DESCRIPTIONS

RATING MANUAL AND RATINGS

CLASSIFICATION DOCUMENTS

HELPFUL TOOLS

TOWN OF BELMONT MA, MASSACHUSETTS PROPOSED COMPENSATION AND CLASSIFICATION STUDY FOR NON-UNION POSITIONS

I. Introduction

Human Resources Services, Inc. completed an updated Non-Union Classification and Compensation Plan for the Town of Belmont, Massachusetts. The Study represents a comprehensive review of the components that affect the Town's compensation program – current compensation structure, pay philosophy, regional market competitiveness of salaries, the internal equity of salaries paid to comparable positions, and job analysis/job descriptions review. The Town has a strong history of a well-managed human resources and compensation administration program, however, the Town wanted to ensure its competitive and equitable posture based on recent economic challenges in the local government industry. Also, in recent years, the Town of Belmont has faced situations that required mini-market reviews when hiring employees; and requests from employees for reclassifications. Difficulty in recruitment and retention of quality employees is usually an indication that the Town's compensation program needs to be reviewed as a whole to ensure fairness, equity and competitiveness. Further the system had not been updated for a number of years, and the non-union plans have seen some changes in titles, roles, and organization of positions.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most public entities conduct new classification and compensation studies periodically to ensure their ability to hire and retain qualified employees and that internal relationships are equitable. The external market focus is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees. If compensation levels fall below those in the regional marketplace, the Town may experience difficulty hiring qualified people when positions become available and increased employee turnover may occur as employees seek jobs with other municipalities or organizations that will pay the market rates for their skills and abilities.

As requirements of jobs change, it will also be important to offer competitive salaries to attract the best staff possible to serve the citizens of the Town of Belmont. Competition for a wide range of professions in the local government marketplace becomes more intense each year as senior employees approach retirement, and other competing municipalities increase their

salaries to remain competitive and to meet demands for service in their communities.

The periodic review which comes with a comprehensive classification and compensation update also enables an organization to account for technology changes, changes in work processes, tools and equipment, and other factors that can affect job responsibilities. In today's fast paced world of technological change, this is especially important as almost every governmental process is affected by advancements in technology and as this occurs employee's skills, knowledge and abilities, as well as their proficiency in use of required tools and equipment, changes. Changes in job requirements and the jobs complexity sometimes result in a new pay grade assignment. In order to properly maintain a classification and compensation system, an ongoing process is needed to review job responsibilities and job class assignment to pay grades to ensure jobs are properly classified and compensated. The Town of Belmont realized that there were some equity concerns that needed to be addressed; for both internal and external equity, therefore the Town commissioned this full-scale compensation and classification project.

Human Resources Services, Inc. (HRS) was charged with conducting a thorough job analysis and audit of positions and update job descriptions. Also, HRS was commissioned to conduct a comprehensive Compensation and Classification Plan for this non-union group as well. This Compensation and Classification Study is primarily designed to focus on internal and external equity of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the organization. This report focuses on the analysis and findings related to Belmont's general compensation for the non-union positions. HRS reviewed approximately fifty-five (55) classified non-union position titles. The scope of this study was shaped by Belmont's interest in understanding and comparing its non-union pay structure to other similar organizations in the industry. As the economy continues to improve and other organizations look to raise their salaries and wages, Belmont found it necessary to review its own compensation program to ensure that it is competitive in order to attract and retain the necessary talent to provide services.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position, it can be determined whether similar positions are being compensated in a similar manner with the organization. The Classification component of this study is aimed at

resolving any inconsistencies related to job requirements and providing some clarity to the plan in place.

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

As part of the study, Human Resources Services, Inc. was tasked with:

- Analyzing Belmont's compensation and classification plans.
- Reviewing current departmental structures.
- Conducting a thorough job analysis/audit; updating of job descriptions utilizing comprehensive position analysis questionnaires and interviews.
- Conducting a market salary survey and providing feedback to the Town regarding current market competitiveness.
- Conducting a classification analysis to assess internal equity and the strength of the current classification plan; updating the classification plan as needed.
- Developing a compensation structure.
- Developing and submitting, preliminary, draft and final documents summarizing findings and recommendations.

HRS combined qualitative as well as quantitative data analysis to produce an equitable solution in order to maximize the fairness and competitiveness of the Town's compensation and classification structure and practices. Best practices were followed and utilized throughout the duration of the project. The following activities took place:

- Meetings with Human Resources, Town Administration, and key project staff to discuss study issues and requirements. This was done onsite in Belmont.
- Onsite orientation sessions with employees; several large orientations were conducted to include employees, managers, department/division heads, and supervisors. This too was conducted onsite in Belmont.
- Interviews of employees, through online video-conference, with an HRS consultant. Also facilitation of group interviews as were needed.
- Salary survey, compilation and analyses; statistical comparisons.

- Update of job descriptions based on employee PAQ feedback and interviews.
- Job rating and ranking of positions utilizing HRS' rating system.
- Development of recommendations and implementation plan.
- Creating draft and final reports.

The positions studied are listed and provided in the attached documents in the market analysis, classification plan, and comparison charts.

II. The Salary Survey

To measure the pay rates among the Town's municipal competitors for these positions, HRS distributed survey documents to comparable organizations jointly identified by the Town and HRS. This survey document was designed to collect information regarding specific components of pay rates including, minimum salary/wages, maximum salary/wages, and any unique characteristics about the positions which would affect pay.

Respondents were asked to provide information for those jobs that represent a best match to their Town's positions. As needed, follow-up calls were made to the comparable Towns. Sometimes it is difficult to find exact positions from other comparable organizations. For example, the Community Development Director in Belmont is also the Town Engineer and Building Commissioner. However, in general, if 70 percent of the duties and responsibilities are the same, then the position is a good match for market analysis purposes. HRS also utilized its own databases (*such as ERI for state-wide municipal data*), and other survey data (*such as the DOL and MMHR, a local MA municipal industry provider of comparable wage data*).

Human Resources Services, Inc. conducted a thorough salary survey and market analysis to determine the market competitiveness for positions included in this study. HRS included survey responses from the following 15 peer benchmark communities:

1. Andover, MA
2. Arlington, MA
3. Bedford, MA
4. Burlington, MA
5. Concord, MA
6. Lexington, MA
7. Needham, MA
8. Reading, MA
9. Sudbury, MA
10. Watertown, MA
11. Wayland, MA
12. Wellesley, MA

13. Westwood, MA
14. Winchester, MA
15. Weston, MA

The communities were chosen based on their form of government, location, equalized valuation per capita, income per capita, residential/business mix, operating budget, and average tax bill. The Town of Belmont is located in Middlesex County. It is a western suburb of Boston, MA; part of the greater Boston metropolitan area. Due to the historical nature of the Town, its socio-economics including close proximity to Boston, access to major highways, industry, diverse population, and prominent public and private schools; it was essential to look at other similar-like communities despite their population size. The consultant team shall meet with Town Administration and Staff to review draft reports. An initial analysis of the market data involved reviewing the average, median, range, and 75th percentile. A comparison was then made to current Belmont salaries for the non-union positions. The average was considered when reviewing the salary structure.

There are some positions which have individual contracts. These are included on the compensation and classification plan for comparison purposes and internal equity purposes, however their individual contracts are the determinants of wages and benefits for these employees, and other unique offerings. These are typically very senior management and executive level positions.

All of the comparative data is very current salary information and included as attachments to this report. HRS collected minimum and maximum salary ranges from the comparable organizations. Certain wage data may have been annualized 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. The analysis of the market data from multiple sources comprises a range of pay for each position. Sometimes, the pay ranges will be quite broad, especially for highly paid positions, and narrower for lower priced jobs.

HRS worked with the Town of Belmont to determine the market range the organization wished and/or needed for a valid and competitive pay structure, as well as the range width for each grade. All of this was part of determining the pay philosophy for the Town. The average was also used as a guide to determine the parameters of the plan. Virtually every organization had some type of a pay and classification plan 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 Belmont. 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. Also, the position was benchmarked against other positions in the same job family series. 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 if there is any “uniqueness” of certain positions in the organization as well as the organization’s compensation policies. For most positions, there was sufficient salary/wage information and the data was populated. It is not necessary to find labor market data on every job in the organization since a job evaluation process was also used to determine internal relative job values. The resulting internal job ratings/rankings enabled the consultants to slot the unique jobs; those for which data was limited or not available.

This report explains The Town’s relative position with respect to compensation and and classification programs. It also provides better insight into which salaries should be considered for revisions and the best ways to make those changes.

III. Job Descriptions

Another aspect of this study involves the development of updated job descriptions for all positions. Through the job analysis process which included each employee completing a comprehensive *HRS Position Analysis Questionnaire (PAQ)* as well as employee/supervisor interviews, HRS determined that the job descriptions were in need of updating. Based on employee/manager feedback on the PAQ tool, job descriptions are being updated and streamlined so as to better reflect actual work performed; FLSA compliance is also being finalized. Job descriptions are updated in requisite requirements, skills, essential functions, technology, and other job-related requirements. The language is being modernized too. HRS' proposed job descriptions shall be submitted to the Town as separate documents. They are submitted in electronic format only through a secure Sharefile for HR.

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 Town. They help define initial expectations, provide fundamental building blocks for administering compensation systems, and give additional definition to organizational charts. They can and should be used when developing employee objectives, performance plans and performance appraisals.

The job descriptions shall be presented to the Town in an up-to-date, clear manner, and shall identify the duties of each position, as well as the education, experience, training, knowledge, ability, and skills, and competency levels required. All departments will have an opportunity to review their updated job description.

IV. The Classification Plan

A classification plan is the foundation upon which a sound personnel management program is established. The classification plan is the basis for developing and implementing other personnel functions such as recruitment and selection, training, performance appraisal, succession management, etc. Classification is the process of grouping individual positions into broader groupings for personnel, budgeting, and other management purposes. Classification sorts the work of individual positions based on type of work and then levels of responsibility and difficulty. As such, it is not an exact science but rather a reasonable arrangement of work efforts and activities. Beyond legal constraints, what is most reasonable is that which works best for a particular organization.

The Town of Belmont has done well maintaining the integrity of its non-union compensation. There were, however, adjustments required to the actual classification structure. Consolidation of staff and management positions and retitling of certain jobs were required in some cases, but overall the titles were sound. Also, certain positions were regrouped to make better internal equity alignments. Many of the department heads, managers, and employees provided Human Resources Services consultants with issues specific to individual classifications which were analyzed during the job analysis process. Finally, the classification plan has 25 Grades.

Additionally, the classification plan's accompanying compensation plan is matched to the external market based on the average. Consideration of the external market will benefit the organization in a number of ways. A competitive pay structure will allow the Town to be an effective recruiter in the market place, contribute to a reduction in employee turnover, and set the precedent to offer comparable base salaries for positions, particularly at the entry level.

V. The Compensation Plan

In analyzing the competitiveness and usefulness of pay plans, HRS typically reviews three components: (1) base pay structure, in terms of number of grades and range from minimum to maximum for each grade; (2) employee turnover and ability to retain qualified employees; and (3) employee progression through the ranges and placement of employees in the ranges. All of the pay ranges, together with the compensation policies, are referred to as the compensation plan. An assessment of the Town's compensation plan includes the ease of administering the plan, the competitiveness of the pay scales, and criteria for progressing through pay ranges.

The proposed compensation plans are attached to this report. The consultants utilized the market average as a benchmark to develop the new salary schedules. Our proposed plans are for Fiscal Year 2023 and a cost-of-living adjustment should be applied to the entire salary schedule for Fiscal Year 2024. A COLA should be applied yearly in order to stay competitive with the external market.

The compensation plan provided is based on 2080 hours per year. The plan does not have steps, but rather a pay range which will provide more flexibility to department heads in placing employees. Employees should move through the ranges based on longevity and performance. Mid-point is the typical maturity for positions.

There were only a few pay grade ranges that were adjusted upward on the salary schedule. Overall HRS found that the salary plan is very competitive to the market. The Consultants found that the Town's entry levels and maximum levels were appropriate to the average of the market and HRS does not recommend drastic changes to the salary plan. Comparative data was considered to set the grade parameters. An updated salary schedule was developed utilizing the market data. For some positions, their pay range has increased to allow for more job growth. In a very few instances employees will receive increases due to reclassifications. Those are clearly indicated on the cost-out plans.

The proposed compensation plan is, in general, based on Fiscal Year 2023 compensation data. This is a base salary plan and does not include compensation for longevity, merit, or other compensation. It is the Town's salary administration program that will determine individual 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. It is also up to the Town to consider any additional cost-of-living or longevity adjustments to the plans per their town policies. To get everyone on the plan, employees should be placed on the level closest to but just above their current wage within the range in order to not cut any employee's salary.

VI. Meeting with Town Management Staff

HRS consultant(s) met with the Town's staff and officials online to review the market data collected and discuss its meaning and to review draft compensation and classification plans. When reviewing or developing pay plans, a variety of policy decisions need to be made by the organization. For example, the decisions that need to be made might include: How competitive does the Town want to be with regard to compensation? Where does the Town want to position itself with regard to the market? What should the percentage spread be from minimum to maximum in the pay scale? How many steps should there be? What should the percentage spread be between grades? Should the plan be tied to performance, or is there an automatic advancement system, or a combination of both. Finally, the resulting compensation plan should reflect the Town's pay policies, the comparative market analysis, and internal equity considerations.

It was the Town's desire to stay with a compensation administration program that had generous pay ranges, and more grades to allow for a better career ladder. This system will continue to provide the Town with flexibility overall, but particularly with hiring. The recommended pay plan is therefore designed based on the results of the previous phases within this study process and reflect best practices and the desired market position for the Town.

VII. Findings and Recommendations

In general, the Town's non-union compensation and classification plan is competitive to the market. The proposed pay plan attached to this report will assist the Town to maintain continued market competitive pay levels for the vast majority of its non-union employees as well as to broaden the financial structure to allow for more opportunity within pay ranges for employee advancement. Our study results indicates that for the Town to maintain a competitive edge, an update of the salary schedule to better reflect the market is essential on a year-to-year basis. HRS received sufficient and extensive data for this analysis.

In closing, the following is a summary of our general findings and recommendations for the Town's consideration:

1. Continue using the average of the market for targeting pay ranges. It will also assist in eliminating salary compression at the upper levels. Belmont is a key community in the peripheral greater-suburban Boston area where at least average salaries are required to recruit and retain a good workforce.
2. When placing the employees on the new proposed compensation plan, at a minimum, incumbents should be placed at their current wage level in order to not cut anyone's current pay.
3. Whenever 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.
4. The Town must recognize that employees need to be developed and be treated as an asset to be enhanced—compensation should be viewed as a tool to allow the Town to hire, retain, develop, and reward the best employees and to focus them on the desired behaviors and results. The pay program should support developmental

career paths by clarifying the opportunities within the Town that employees may pursue for their personal growth.

5. While these base pay levels are established it is important for the Town to recognize that some positions have an opportunity to earn additional compensation through incentive arrangements. It is strongly recommended that the Town consider some type of incentive program for the non-union employees, particularly the senior managers.
6. The Town should swiftly adopt the attached compensation plan and always strive to maintain pay levels that are competitive in the municipal regional area in which it competes for employees.
7. The pay program should be thoughtfully and consistently managed, through coordination and guidelines. This should be the responsibility of the Town Administrator, Human Resources Director; and working together with department heads.
8. The compensation program must comply with both the letter and the spirit of all relevant laws and regulations. Laws are always changing, and the Town needs to keep abreast of these developments, such as the new MA Employment Pay Act.
9. Each year a Cost of Living increase should be applied to the entire salary schedule. A cost-of-living increase is different from a step increase. A cost of living increase is intended to recognize a general rise in the costs for goods and services experienced by almost everyone. Each year, the Town should determine an appropriate percentage cost-of-living adjustment and apply that increase across the entire compensation schedule. This raises the compensation rates for the entire salary schedule equal to changes in the cost of living.
10. Advancement through the grade range should also be given annually, but this recognizes factors worthy of compensation increases above the cost-of-living adjustment to the pay plan. Factors that the Town might choose to consider in

determining these incremental wage increases include strong performance, acquired experience, longevity, and special abilities.

11. Responsibility for the Salary Administration Program should be as outlined below:

Town Administrator

- Recommends compensation budgets and structure adjustments.
- Directs implementation and administration of compensation guidelines throughout the Town.
- Reviews and approves overall increases and any special adjustments for all employees.
- Works with Select Board on compensation philosophy.

Human Resources Director

- Reviews and recommends adjustments to the salary structure.
- Reviews and approves all position titles and grade placements in an organized pattern such that all positions will be reviewed at least every five years.
- Works with all departments regarding training and implementation so that compensation and classification plan is understood and utilized.
- Obtains or develops competitive salary data on an annual basis and recommends appropriate salary adjustments to the compensation plan as needed.
- Prepares position documentation (descriptions and paq)

Managers/Department Heads

- Maintains a thorough knowledge of salary administration policies and apply them in recommending or approving salary adjustments.
- Keeps subordinates informed of pertinent aspects of the salary program.



ATTACHMENTS

TOWN OF BELMONT, MA
PROPOSED CLASSIFICATION PLAN
NON-UNION FY2023

GRADE/POSITION

6
Administrative Assistant I
7
Administrative Assistant II
Parking Control Officer
Volunteer Coordinator
8
Administrative Assistant III - HR
Animal Control Officer
Technical Assistant- Police
9
Administrative Assistant - Town Administrator
Desktop Support Technician
10
Administrative Coordinator
Staff Accountant
Systems Administrator
11
Facilities Supervisor
Plumbing & Gas Inspector
Wiring Inspector
12
Administrative Supervisor BOS
Public Safety Communication Supervisor
Social Work Coordinator Youth & Family Services
Street & Trench Coordinator & Inspector
13
Public Health Nurse
Special Needs Summer Activity Coordinator
Systems Manager / Facilities
14
Assistant Town Clerk
Budget Analyst
Business Manager DPW
Central Fleet Maintenance Supervisor
Local Building Inspector/Code Enforcement Officer
Senior Systems Administrator
15
Assistant Health Director
HR Assistant Director
Public Safety Operations Manager
Staff Planner
16

TOWN OF BELMONT, MA
PROPOSED CLASSIFICATION PLAN
NON-UNION FY2023

Assistant IT Manager
Assistant Town Accountant
Senior Planner
17
Recreation Director
18
<i>No Positions Assigned</i>
19
Assessing Administrator
Council On Aging Director
Facilities Manager
Recreation, Parks & Cemetery Manager
Town Accountant
Water Division Manager
20
Assistant Director Community Development
Assistant DPW Director
Assistant Fire Chief
Assistant Police Chief
Health Director
Information Technology Director
21
Library Director*
Planning Director/Town Planner
22
Human Resources Director
23
Assistant Town Administrator/Finance Director
Director of Facilities
24
Community Development Director
DPW Director
Fire Chief*
Police Chief*
25
Town Administrator*

*Compensation set by contract; placed on class plan for internal equity purposes only

BELMONT PROPOSED FY23 STAFF NON-UNION PAY PLAN

(HOURLY BASED ON 2,080 HOURS/YEAR)

	Grade	Minimum	Midpoint	Maximum
Annual	1	\$28,879.06	\$35,218.00	\$41,556.94
Hrly		\$13.88	\$16.93	\$19.98
Annual	2	\$31,189.00	\$38,013.32	\$44,837.64
Hrly		\$14.99	\$18.28	\$21.56
Annual	3	\$33,684.98	\$41,051.92	\$48,418.86
Hrly		\$16.19	\$19.60	\$23.28
Annual	4	\$36,800.40	\$44,820.88	\$52,841.36
Hrly		\$17.69	\$21.41	\$25.40
Annual	5	\$39,598.42	\$48,201.92	\$56,805.42
Hrly		\$19.04	\$23.04	\$27.31
Annual	6	\$42,905.41	\$52,208.62	\$61,511.84
Hrly		\$20.63	\$24.96	\$29.57
Annual	7	\$47,154.56	\$57,350.15	\$67,545.74
Hrly		\$22.67	\$27.57	\$32.47
Annual	8	\$50,744.19	\$61,675.09	\$72,606.00
Hrly		\$24.40	\$29.65	\$34.91
Annual	9	\$55,282.60	\$67,166	\$79,050.02
Hrly		\$26.58	\$32.29	\$38.00
Annual	10	\$57,758.12	\$70,179.94	\$82,601.77
Hrly		\$27.77	\$33.74	\$39.71
Annual	11	\$59,500.00	\$72,292.50	\$85,085.00
Hrly		\$28.61	\$34.76	\$40.91
Annual	12	\$61,882.95	\$75,153.15	\$88,423.35
Hrly		\$29.75	\$36.13	\$42.51
Annual	13	\$66,112.43	\$80,270.60	\$94,428.77
Hrly		\$31.78	\$38.59	\$45.40

BELMONT PROPOSED FY23 MANAGEMENT PAY PLAN

(HOURLY BASED ON 2,080 HOURS/YEAR)

	Grade	Minimum	Midpoint	Maximum
Annual	14	\$69,412.78	\$84,281.40	\$99,152.02
Hrly		\$33.37	\$40.52	\$47.67
Annual	15	\$72,609.57	\$88,150.60	\$103,691.63
Hrly		\$34.91	\$42.38	\$49.85
Annual	16	\$77,560.40	\$94,140.99	\$110,721.58
Hrly		\$37.29	\$45.26	\$53.23
Annual	17	\$81,000.00	\$98,415.00	\$115,830.00
Hrly		\$38.94	\$47.31	\$55.69
Annual	18	\$83,000.00	\$102,920.00	\$122,840.00
Hrly		\$39.90	\$49.48	\$59.06
Annual	19	\$88,286.83	\$107,119.99	\$125,953.16
Hrly		\$42.45	\$51.50	\$60.55
Annual	20	\$94,062.42	\$114,108.59	\$134,154.77
Hrly		\$45.22	\$54.86	\$64.50
Annual	21	\$100,643.24	\$122,071.28	\$143,499.33
Hrly		\$48.39	\$58.69	\$68.99
Annual	22	\$107,697.32	\$130,607.17	\$153,517.02
Hrly		\$51.78	\$62.79	\$73.81
Annual	23	\$115,268.31	\$139,767.36	\$164,266.42
Hrly		\$55.42	\$67.20	\$78.97
Annual	24	\$123,366.68	\$149,545.62	\$175,724.56
Hrly		\$59.31	\$71.90	\$84.48
Annual	25	\$181,500.00	\$201,465.00	\$221,430.00
Hrly		\$87.26	\$96.86	\$106.46

Row #	Current Grade	Hrs/Year	POSITION TITLE	Belmont MIN	Belmont MAX	Comp Max Data Points	Comp Average MIN	Comp Average MAX	Proposed MIN	Proposed Max	Proposed Grade
51	7	1300	Volunteer Coordinatot (annualized)	47,155	67,546	6	47,866	63,048	47,155	67,546	7
11	PS3	1300	Parking Control Officer (annualized)	34,237	48,069	6	42,159	51,776			7
						AVE	45,012	57,412			
37	8	2080	Technical Assistant- Police	50,744	72,606	4	52,351	71,536	50,744	72,606	8
26	8	1560	Admin Asst III - HR (annualized)	50,744	72,606	11	53,615	72,452			8
21	8	2080	Animal Control Officer	50,744	72,606	9	54,910	73,502			8
						AVE	53,625	72,497			
31	8	2080	Desktop Support Technician	50,744	72,606	9	60,407	81,372	55,283	79,050	9
43	9	2080	Administrative Assistant - Town Administrator	55,283	79,050	12	56,291	76,330			9
						AVE	58,349	78,851			
2	10	2080	Staff Accountant	57,758	82,602	8	56,672	77,668	57,758	82,602	10
48	10	2080	Administrative Coordinator	57,758	82,602	3	57,180	81,777			10
						AVE	56,926	79,723			
15	7	2080	Facilities Supervisor	47,155	67,546	6	61,752	86,271	59,500	85,085	11
9		1040	Wiring Inspector (annualized)		74,692	14	63,225	85,095			11
8		1040	Plumbing & Gas Inspector (annualized)		74,692	14	63,225	85,095			11
						AVE	62,734	85,487			
38	11	1950	Pub Safety Communication Supervisor (annualized)	61,883	88,423	8	60,657	79,370	61,883	88,423	12
42	11	2080	Administrative Supervisor BOS	61,883	88,423	5	64,654	86,978			12
24	11	2080	Street & Trench Coord & Inspec	61,883	88,423	limited data					12
17	11	1040	Social Work Coordinator Youth & Fam Sv (annualized)	61,883	88,423	10	68,023	91,619			12
						AVE	64,445	85,989			
40	12	2080	Special Needs Summmer Activity Coordinator	66,112	94,429	limited data			66,112	94,429	13
13	15	2080	Systems Manager/Facilities	77,560	110,722	3	76,572	104,585			13
20	12	1820	Public Health Nurse (annualized)	66,112	94,429	14	65,876	90,872			13
						AVE	71,224	97,728			
47	13	2080	Assistant Town Clerk	69,413	99,152	14	58,004	79,362	69,413	99,152	14
45	13	2080	Budget Analyst	69,413	99,152	7	63,433	87,710			14
22	13	2080	Business Manager DPW	69,413	99,152	9	72,691	97,193			14
62			Central Fleet Maintenance Supervisor			5	70,002	99,970			14
			Local Building Inspector/Code Enforcement Officer			11	65,387	88,742			14
30	15	2080	Senior Systems Administrator	77,560	110,722	12	73,332	99,371			14
						AVE	67,141	92,058			

Row #	Current Grade	Hrs/Year	POSITION TITLE	Belmont MIN	Belmont MAX	Comp Max Data Points	Comp Average MIN	Comp Average MAX	Proposed MIN	Proposed Max	Proposed Grade
6	14	2080	Planner	72,610	103,692	14	67,007	90,306	72,610	103,692	15
19	14	2080	Assistant Health Director	72,610	103,692	7	74,046	101,101			15
28	14	2080	HR Assistant Director	72,610	103,692	6	66,007	92,675			15
39	14	2080	Public Safety Operations Mgr	72,610	103,692	0					15
6	14	2080	Staff Planner	72,610	103,692	14	67,007	90,306			15
						AVE	68,517	93,597			
29	13	2080	Assistant IT Manager	69,413	99,152	3	88,830	116,398	77,560	110,722	16
3	15	2080	Assistant Town Accountant	77,560	110,722	11	63,940	88,722			16
7	16	2080	Senior Planner	80,036	111,997	7	76,634	107,934			16
						AVE	76,468	104,351			
41	16	1820	Recreation Director (annualized)	80,036	111,997	12	84,918	115,257	81,000	115,830	17
			<i>No Positions Assigned</i>						83,000	122,840	18
4	18	2080	Assessing Administrator	88,287	125,953	12	88,301	118,557	88,287	125,953	19
50	18	2080	Council On Aging Director	88,287	125,953	13	78,640	107,815			19
14	18	2080	Facilities Manager	88,287	125,953	10	78,645	106,204			19
34	18	2080	Rec, Parks & Cemetery Mgr	88,287	125,953	7	79,798	107,884			19
1	18	2080	Town Accountant	88,287	125,953	9	93,527	127,005			19
49	18	2080	Water Division Manager	88,287	125,953	10	84,402	117,363			19
						AVE	83,886	114,138			
10	19	2080	Asst Director Community Development	94,062	134,155	3	86,045	111,528	94,062	134,155	20
25	19	2080	Assistant DPW Director	94,062	134,155	10	89,216	120,837			20
			Assistant Fire Chief								20
35	19	2080	Assistant Police Chief	94,062	134,155	4	96,014	126,387			20
18	19	2080	Health Director	94,062	134,155	13	90,156	123,982			20
32	15	2080	Information Technology Director	77,560	110,722	12	104,976	140,954			20
						AVE	93,281	124,738			
33	20	2080	Library Director	100,643	143,499	13	97,385	132,966	100,643	143,499	21
			Planning Director/Town Planner								21
27	21	2080	Human Resources Director	107,697	153,517	14	96,350	131,598	107,697	153,517	22
46	22	2080	Asst TA/Finance Director	115,268	164,266	12	116,813	155,203	115,268	164,266	23

Row #	Current Grade	Hrs/Year	POSITION TITLE	Belmont MIN	Belmont MAX	Comp Max Data Points	Comp Average MIN	Comp Average MAX	Proposed MIN	Proposed Max	Proposed Grade
12	22	2080	Director of Facilities	115,268	164,266	11	103,823	142,653			23
						AVE	110,318	148,928			
5	23	2080	Community Development Director	123,337	175,725	8	97,740	130,780	123,367	175,725	24
23	23	2080	DPW Director	123,337	175,725	14	112,608	155,074			24
16	23	2080	Fire Chief	123,337	175,725	13	109,743	150,502			24
36	23	2080	Police Chief	123,337	175,725	13	112,635	152,225			24
						AVE	108,182	147,145			
44		2080	Town Administrator		202,155	10	182,015	221,128	181,500	221,430	25

MUNICIPAL POSITION CLASSIFICATION AND RATING MANUAL – SERIES I (SUMMARY DEFINITIONS)

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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.

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.

PROBLEM SOLVING SKILLS AND EFFORT

This factor measures the type and range of problem solving which the position consistently requires.

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.

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.

INTERACTIONS WITH OTHERS/CUSTOMER SERVICE

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.

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.

OCCUPATIONAL RISKS

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

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.

SUPERVISION RECEIVED

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

SUPERVISION GIVEN

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

SUPERVISION SCOPE

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

JUDGEMENT 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 judgement.

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.

POSITION TITLE	Belmont	Andover	Arlington	Bedford	Burlington	Concord	Lexington	Needham	Reading	Sudbury	Watertown	Wayland	Wellsley	Weston	Westwood	Winchester
NON-UNION																
Town Accountant	88,287 125,953		100,889 145,789	see Fin Dir	92,435 124,577	90,446 136,432	94,996 122,661	87,365 122,311	98,885 127,940	90,362 118,858	128,532			see Fin Dir	92,840 115,944	
Staff Accountant	57,758 82,602		46,889 62,830	60,544 78,703		57,407 86,590	59,277 81,245					66,804 87,967	50,800 76,600		53,144 62,208	58,513 85,201
Assistant Town Accountant	77,560 110,722	74,881 95,320	66,514 87,749		48,849 77,870	67,736 102,178		68,699 96,174	61,106 79,443	58,775 77,298	60,475 74,378		59,600 90,400	60,392 81,510		76,313 113,623
Assessing Administrator	88,287 125,953	89,789 114,245		83,881 113,241	92,435 124,577	90,446 136,432	94,996 122,662	87,365 122,311	81,775 96,116		100,270 113,053	86,679 114,129	77,700 119,100	91,087 122,968		83,185 123,852
Community Development Director	123,337 175,725		110,977 160,366			98,293 148,269		96,102 134,542	81,775 96,116	107,335 140,187	100,270 113,053				103,981 129,856	83,185 123,852
Planner	72,610 103,692	69,351 88,168	64,572 83,552		68,576 92,422	67,736 102,178	63,300 86,688	62,907 84,942	67,546 87,380	69,804 91,810	57,870 71,175	79,537 104,500	63,900 96,900	55,868 75,407	82,894 103,522	64,233 95,636
Sr Planning Coordinator	80,036 111,997	74,881 95,320		83,881 113,241	85,725 115,533	77,894 117,497					60,041 81,224		77,700 119,100			76,313 113,623
Plumbing & Gas Inspector	37346 PT	69,351 88,168	63,301 84,783	71,927 95,309	61,672 98,426	62,400 83,200	63,300 86,668	62,899 84,947	55,829 72,228		75,362 92,687	55,037 66,955	53,400 80,400	65,228 88,043	64,008 79,938	61,435 89,583
Wiring Inspector	37346 PT	69,351 88,168	63,301 84,783	71,927 95,309	61,672 98,426	62,400 83,200	63,300 86,668	62,899 84,947	55,829 72,228		75,362 92,687	55,037 66,955	53,400 80,400	65,228 88,043	64,008 79,938	61,435 89,583
Asst Director Community Development	94,062 134,155		79,186 102,461								78,755 96,861			100,195 135,263		
Parking Control Officer	16.46 23.11	43,706 55,567	40,102 50,939				51,736		41,945 54,269		44,438 54,655				40,950 48,165	32,233 47,063
Director of Facilities	115,268 164,266		110,977 160,366	107,902 151,063		90,446 136,432	120,694 152,042			107,335 141,187	130,000	96,763 126,255	116,800 180,800	121,237 163,669	82,894 103,522	83,185 123,852
Systems Manager	77,560 110,722	89,789 114,245		71,927 95,309									68,000 104,200			
Facilities Manager	88,287 125,953	74,881 95,320	71,875 96,273	77,676 104,868	72,758 112,424		88,343 114,075	75,719 106,022	81,775 96,116		75,493 101,678			100,195 135,263		67,737 100,003
Facilities Supervisor	47,155 67,546		61,158 81,916		64,958 98,717	57,407 86,590		68,699 96,174						64,418 86,944	53,873 67,282	
Fire Chief	123,337 175,725		110,977 160,366	113,310 161,465	105,839 142,642	109,508 165,187	120,694 152,042		108,791 140,732	107,335 141,187	147,787	106,244 139,016	88,800 136,600	121,237 163,669	116,458 145,441	107,726 160,389
Social Work Coordinator Youth & Fam	61,883 88,423		62,389 80,725	65,995 87,439	68,576 92,422		77,893 100,694			69,804 91,810		79,537 104,750	63,900 96,900	60,392 81,510	64,008 79,938	67,737 100,003
Health Director	94,062 134,155		100,889 145,789	83,881 113,241	85,725 115,955	77,894 117,497	94,996 122,662	105,712 147,996	98,885 127,940		100,270 135,049	86,679 114,129	77,700 119,100	100,195 135,263	82,894 103,522	76,313 113,623
Assistant Health Director	72,610 103,692	80,887 102,902		65,995 87,439	78,618 105,955	67,735 102,178	85,693 110,653				75,493 101,678		63,900 96,900			
Public Health Nurse	66,112 94,429	74,881 95,320	69,173 89,503	71,927 95,309	58,458 93,391	53,766 86,026	64,566 88,436	68,699 96,174		69,804 91,810	60,041 81,224	75,946 100,101	50,800 76,600	64,418 86,944	69,770 87,131	70,016 104,239
Animal Control Officer	50,744 72,606	55,048 70,085	54,863 73,355	60,543 78,703	50,419 80,493						57,870 71,175		49,485 61,662	60,392 81,510	49,426 61,727	56,142 82,805
Business Manager DPW	69,413 99,152	89,789 114,245			68,676 92,422			75,719 106,022	81,775 96,116		75,493 101,678	66,804 87,967	68,000 104,200		57,949 67,850	70,016 104,239

POSITION TITLE	Belmont	Andover	Arlington	Bedford	Burlington	Concord	Lexington	Needham	Reading	Sudbury	Watertown	Wayland	Wellsley	Weston	Westwood	Winchester
DPW Director	123,337 175,725		110,977 160,366	113,310 161,465	105,839 142,642	109,509 165,187	120,694 152,042	116,283 162,796	108,791 140,732	107,335 141,187	115,310 155,306	106,244 139,016	116,800 180,800	121,237 163,669	116,458 145,441	107,726 160,389
Street & Trench Coord & Inspec	61,883 88,423						73,619 100,835	59,322 80,101								
Assistant DPW Director	94,062 134,155	89,789 114,245	79,186 102,461	77,676 104,868	68,702 106,829		98,953 127,771	96,102 134,542	89,895 116,318				88,800 136,600	110,215 148,789	92,840 115,944	
Admin Asst III - HR	51,759 74,058		43,195 55,892		57,675 77,730	57,190 80,263	51,997 75,002	57,057 77,045	61,406 79,443	48,461 65,080	55,378 68,110	46,218 60,302	50,800 76,600	60,392 81,510		
Human Resources Director	107,697 153,517		91,054 131,578	101,788 142,508	85,725 115,533	98,293 148,269	100,975 127,200	105,712 147,996	81,775 96,116	107,335 141,187	87,572 117,946	73,097 95,377	94,700 145,700	121,237 163,669	116,458 145,441	83,185 123,852
HR Assistant Director	72,610 103,692		66,831 86,477			67,736 102,178		72,131 100,971					63,900 96,900		64,008 79,938	61,435 89,583
Assistant IT Manager	69,413 99,152		84,729 109,634				98,954 127,771							82,807 111,789		
Systems Administrator	77,560 110,722	89,789 114,245		77,676 104,868	62,888 84,756	77,894 117,497	63,300 88,668			64,052 84,242	69,012 84,878	85,377 110,266	64,900 97,300	91,087 122,968	69,770 87,131	64,233 95,636
Desk Top Support Technician	50,744 72,606	55,048 70,085	61,158 81,916		52,935 71,341	57,407 85,590	57,548 78,842		55,829 72,228		75,362 92,687	66,575 86,863	61,800 92,800			
Information Systems Manager	77,560 110,722		110,977 160,366	107,902 151,063	121,076 121,076	109,508 165,187	107,418 135,316		89,995 116,318		115,310 155,306	106,244 139,016	93,900 145,300	110,215 148,789	103,981 129,856	83,185 123,852
Library Director	100,643 143,499		110,889 145,789	89,744 123,392	85,725 115,533	98,293 148,268	107,418 135,316	105,712 147,996	98,885 127,940		100,270 135,049	88,128 114,985	94,700 145,700	110,215 148,789	92,840 115,944	83,185 123,852
Rec, Parks & Cemetery Mgr	88,287 125,953	89,789 114,245	63,301 84,783				88,343 114,075	87,365 122,311				86,679 114,129	68,000 104,200	75,109 101,442		
Assistant Police Chief	94,062 134,155				92,435 124,577			105,712 147,996	89,895 116,318			116,658				
Police Chief	123,337 175,725		110,977 160,366	113,310 161,465	105,839 142,642	109,508 165,187	120,694 152,042		108,791 140,732	107,135 141,187	147,893	135,239 152,215	94,700 145,700	121,237 163,669	116,458 145,441	107,726 160,389
Technical Assistant- Police	50,744 72,606	55,048 70,085	43,650 58,555					59,904 80,906					50,800 76,600			
Pub Safety Communication Supervisor	61,883 88,423		58,524 78,390		47,112 75,258			72,134 100,963	61,406 79,443		54,584	57,333 75,447			76,047 94,972	52,042 75,899
Public Safety Operations Mgr	72,610 103,692															
Special Needs Summer Activity Coord	66,112 94,429						60,508 87,326									
Recreation Director	80,036 111,997			77,676 104,868	78,618 105,955	90,446 136,432	107,418 135,316	87,365 122,311	81,775 96,116		75,493 101,678	73,097 95,377	77,700 119,100	110,215 148,789	82,894 103,522	76,313 113,623
Administrative Supervisor BOS	61,883 88,423				62,888 84,856		66,508 87,236			53,928 70,925			63,900 96,900		76,047 94,972	
Administrative Assistant - Town Admin	55,283 79,050	59,413 75,659	57,128 73,924	62,937 83,395	41,223 65,851	59,153 83,092	48,940 70,580		67,548 87,380	45,826 60,273		55,220 72,049	53,400 80,400	75,280 101,627	49,426 61,727	
Town Administrator		202,155	220,000	233,000	217,030 217,030	225,000	232,548				217,500		147,000 227,400	215,000	215,000	
Budget Analyst	69,413 99,152				57,675 77,730	67,736 102,178	64,566 93,181			64,052 84,242		60,632 79,111	59,600 90,400		69,770 87,131	
Asst TA/Finance Director	115,268 164,266		110,977 160,366	107,902 151,063	188,000 188,000	109,508 165,187	120,694 152,042		108,791 140,732	107,335 141,187		106,244 139,016	116,800 180,800	110,215 148,789	116,458 145,441	98,831 149,810

POSITION TITLE	Belmont	Andover	Arlington	Bedford	Burlington	Concord	Lexington	Needham	Reading	Sudbury	Watertown	Wayland	Wellsley	Weston	Westwood	Winchester
Assistant Town Clerk	69,413 99,152	69,351 88,168	46,786 62,670	60,544 78,703	48,849 77,870	67,736 102,178	63,300 86,668	59,904 80,906	61,406 79,113	53,928 70,925		48,114 63,467	48,300 72,900	55,868 75,407	57,949 67,850	70,016 104,239
Administrative Coordinator	57,758 82,602					59,153 83,092		62,907 84,942		49,481 77,298						
Water Division Manager	88,287 125,953	89,789 114,245			68,702 106,829	90,446 136,432	88,343 114,075	87,365 122,311			82,298 101,218	86,679 114,129	83,000 127,800	91,087 122,968		76,313 113,623
Council On Aging Director	88,287 125,953		71,875 96,273	77,676 104,868	73,474 99,023	77,894 117,497	77,983 100,694	96,102 134,542	67,548 87,380		75,493 101,678	76,277 100,427	77,700 119,100	91,087 122,968	82,894 103,522	76,313 113,623
Volunteer Coordinator/Rec Assistant	29,576 42,203					35,496 52,200	57,548 78,842			45,826 60,273			43,662 54,454	55,868 75,407	48,794 57,112	

POSITION TITLE	Belmont	Comp Max Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	Comp 75th percentile	Belmont % Higher/Lower than Avg.
NON-UNION							
Town Accountant	88,287 125,953	8 9	93,527 127,005	87,365 145,789	92,638 124,577	95,968 128,532	-5.9% -0.8%
Staff Accountant	57,758 82,602	8 8	56,672 77,668	46,889 87,967	57,960 79,974	59,594 85,548	1.9% 6.0%
Assistant Town Accountant	77,560 110,722	11 11	63,940 88,722	48,849 113,623	61,106 87,749	68,218 95,747	17.6% 19.9%
Assessing Administrator	88,287 125,953	12 12	88,301 118,557	77,700 136,432	88,577 120,706	91,424 123,189	0.0% 5.9%
Community Development Director	123,337 175,725	8 8	97,740 130,780	81,775 160,366	99,282 132,199	104,820 142,208	20.8% 25.6%
Planner	72,610 103,692	14 14	67,007 90,306	55,868 104,500	66,059 89,989	69,157 96,584	7.7% 12.9%
Sr Planning Coordinator	80,036 111,997	7 7	76,634 107,934	60,041 119,100	77,700 113,623	80,888 116,515	4.3% 3.6%
Plumbing & Gas Inspector	37346 PT	14 14	63,225 85,095	53,400 98,426	63,100 85,808	64,923 89,229	
Wiring Inspector	37346 PT	14 14	63,225 85,095	53,400 98,426	63,100 85,808	64,923 89,229	
Asst Director Community Development	94,062 134,155	3 3	86,045 111,528	78,755 135,263	79,186 102,461	89,691 118,862	8.5% 16.9%
Parking Control Officer	16.46 23.11	7 6	42,159 51,776	32,233 55,567	41,945 52,604	44,072 54,559	
Director of Facilities	115,268 164,266	10 11	103,823 142,653	82,894 180,800	107,619 141,187	115,344 156,204	9.9% 13.2%
Systems Manager	77,560 110,722	3 3	76,572 104,585	68,000 114,245	71,927 104,200	80,858 109,223	1.3% 5.5%
Facilities Manager	88,287 125,953	10 10	78,645 106,204	67,737 135,263	75,606 103,273	80,750 110,824	10.9% 15.7%
Facilities Supervisor	47,155 67,546	6 6	61,752 86,271	53,873 98,717	62,788 86,767	64,823 93,867	-31.0% -27.7%
Fire Chief	123,337 175,725	12 13	109,743 150,502	88,800 165,187	109,150 147,787	114,097 160,389	11.0% 14.4%
Social Work Coordinator Youth & Fam	61,883 88,423	10 10	68,023 91,619	60,392 104,750	66,866 92,116	69,497 99,227	-9.9% -3.6%
Health Director	94,062 134,155	13 13	90,156 123,982	76,313 147,996	86,679 119,100	100,195 135,049	4.2% 7.6%
Assistant Health Director	72,610 103,692	7 7	74,046 101,101	63,900 110,653	75,493 102,178	79,753 104,429	-2.0% 2.5%
Public Health Nurse	66,112 94,429	14 14	65,876 90,872	50,800 104,239	68,936 90,657	69,963 95,317	0.4% 3.8%
Animal Control Officer	50,744 72,606	9 9	54,910 73,502	49,426 82,805	55,048 73,355	57,870 80,493	-8.2% -1.2%
Business Manager DPW	69,413 99,152	9 9	72,691 97,193	57,949 114,245	70,016 101,678	75,719 104,239	-4.7% 2.0%

POSITION TITLE	Belmont	Comp Max Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	Comp 75th percentile	Belmont % Higher/Lower than Avg.
DPW Director	123,337	14	112,608	105,839	112,144	116,414	8.7%
	175,725	14	155,074	180,800	157,836	162,463	11.8%
Street & Trench Coord & Inspec	61,883	2	66,470	59,322	66,470	70,045	-7.4%
	88,423	2	90,468	100,835	90,468	95,651	-2.3%
Assistant DPW Director	94,062	10	89,216	68,702	89,842	95,287	5.2%
	134,155	10	120,837	148,789	116,131	132,849	9.9%
Admin Asst III - HR	51,759	11	53,615	43,195	55,378	57,433	-3.6%
	74,058	11	72,452	81,510	76,600	78,587	2.2%
Human Resources Director	107,697	14	96,350	73,097	96,497	104,731	10.5%
	153,517	14	131,598	163,669	136,383	145,635	14.3%
HR Assistant Director	72,610	6	66,007	61,435	65,420	67,510	9.1%
	103,692	6	92,675	102,178	93,242	99,953	10.6%
Assistant IT Manager	69,413	3	88,830	82,807	84,729	91,842	-28.0%
	99,152	3	116,398	127,771	111,789	119,780	-17.4%
Systems Administrator	77,560	12	73,332	62,888	69,391	79,765	5.5%
	110,722	12	99,371	122,968	96,468	111,261	10.3%
Desk Top Support Technician	50,744	9	60,407	52,935	57,548	61,800	-19.0%
	72,606	9	81,372	92,800	81,916	86,863	-12.1%
Information Systems Manager	77,560	12	104,976	83,185	107,660	110,406	-35.3%
	110,722	12	140,954	165,187	142,158	152,124	-27.3%
Library Director	100,643	13	97,385	83,185	98,293	105,712	3.2%
	143,499	13	132,966	148,789	135,049	145,789	7.3%
Rec, Parks & Cemetery Mgr	88,287	7	79,798	63,301	86,679	87,854	9.6%
	125,953	7	107,884	122,311	114,075	114,187	14.3%
Assistant Police Chief	94,062	3	96,014	89,895	92,435	99,074	-2.1%
	134,155	4	126,387	147,996	120,618	130,432	5.8%
Police Chief	123,337	12	112,635	94,700	110,243	117,517	8.7%
	175,725	13	152,225	165,187	152,042	160,389	13.4%
Technical Assistant- Police	50,744	4	52,351	43,650	52,924	56,262	-3.2%
	72,606	4	71,536	80,906	73,343	77,676	1.5%
Pub Safety Communication Supervisor	61,883	7	60,657	47,112	58,524	66,770	2.0%
	88,423	8	79,370	100,963	77,145	83,325	10.2%
Public Safety Operations Mgr	72,610	0					
	103,692	0					
Special Needs Summer Activity Coord	66,112	1	60,508	60,508	60,508	60,508	8.5%
	94,429	1	87,326	87,326	87,326	87,326	7.5%
Recreation Director	80,036	12	84,918	73,097	80,197	88,135	-6.1%
	111,997	12	115,257	148,789	109,789	125,562	-2.9%
Administrative Supervisor BOS	61,883	5	64,654	53,928	63,900	66,508	-4.5%
	88,423	5	86,978	96,900	87,236	94,972	1.6%
Administrative Assistant - Town Admin	55,283	12	56,291	41,223	56,174	60,294	-1.8%
	79,050	12	76,330	101,627	74,792	83,168	3.4%
Town Administrator		2	182,015	147,000	182,015	199,523	
	202,155	10	221,128	233,000	218,750	226,800	-9.4%
Budget Analyst	69,413	7	63,433	57,675	64,052	66,151	8.6%
	99,152	7	87,710	102,178	87,131	91,791	11.5%
Asst TA/Finance Director	115,268	12	116,813	98,831	109,862	116,544	-1.3%
	164,266	12	155,203	188,000	150,437	161,571	5.5%

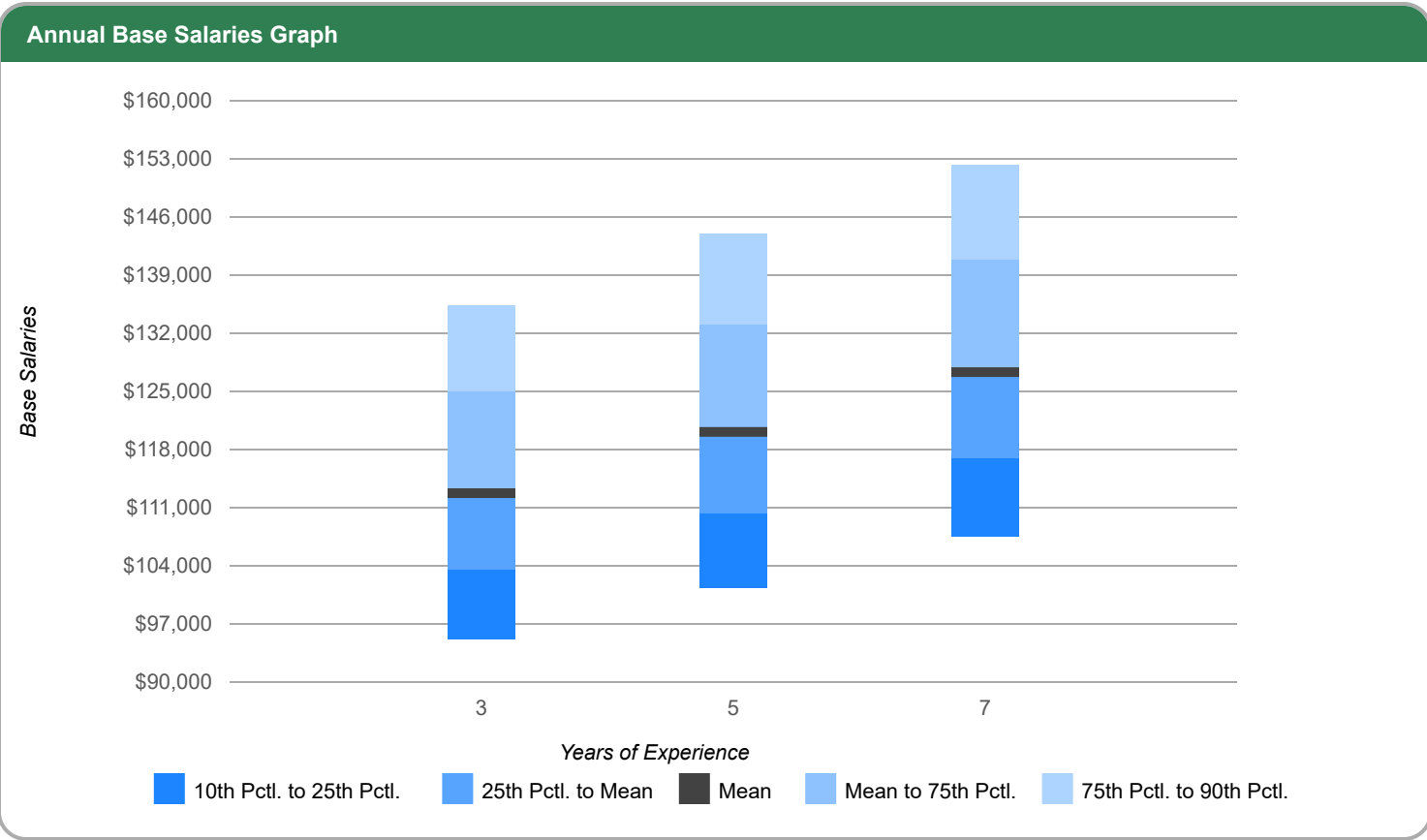
POSITION TITLE	Belmont	Comp Max Data Points	Comp Average	Comp Lo-Hi Range	Comp Median	Comp 75th percentile	Belmont % Higher/Lower than Avg.
Assistant Town Clerk	69,413	14	58,004	46,786	58,927	62,827	16.4%
	99,152	14	79,362	104,239	78,287	85,228	20.0%
Administrative Coordinator	57,758	3	57,180	49,481	59,153	61,030	1.0%
	82,602	3	81,777	84,942	83,092	84,017	1.0%
Water Division Manager	88,287	10	84,402	68,702	87,022	89,428	4.4%
	125,953	10	117,363	136,432	114,187	122,804	6.8%
Council On Aging Director	88,287	13	78,640	67,548	77,676	77,983	10.9%
	125,953	13	107,815	134,542	103,522	117,497	14.4%
Volunteer Coordinator/Rec Assistant	29,576	6	47,866	35,496	47,310	54,100	-61.8%
	42,203	6	63,048	78,842	58,693	71,624	-49.4%

SALARY ASSESSOR[®]

Individual Job Report

ERI Job Title: Planning Director

Estimated Survey Mean Annual Base Salaries					All Incumbent Average: \$132,411
Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	107,507	116,941	128,857	140,867	152,285
5	101,378	110,272	121,590	133,009	143,986
3	95,171	103,478	114,139	124,924	135,347



SALARY ASSESSOR[®]

Individual Job Report

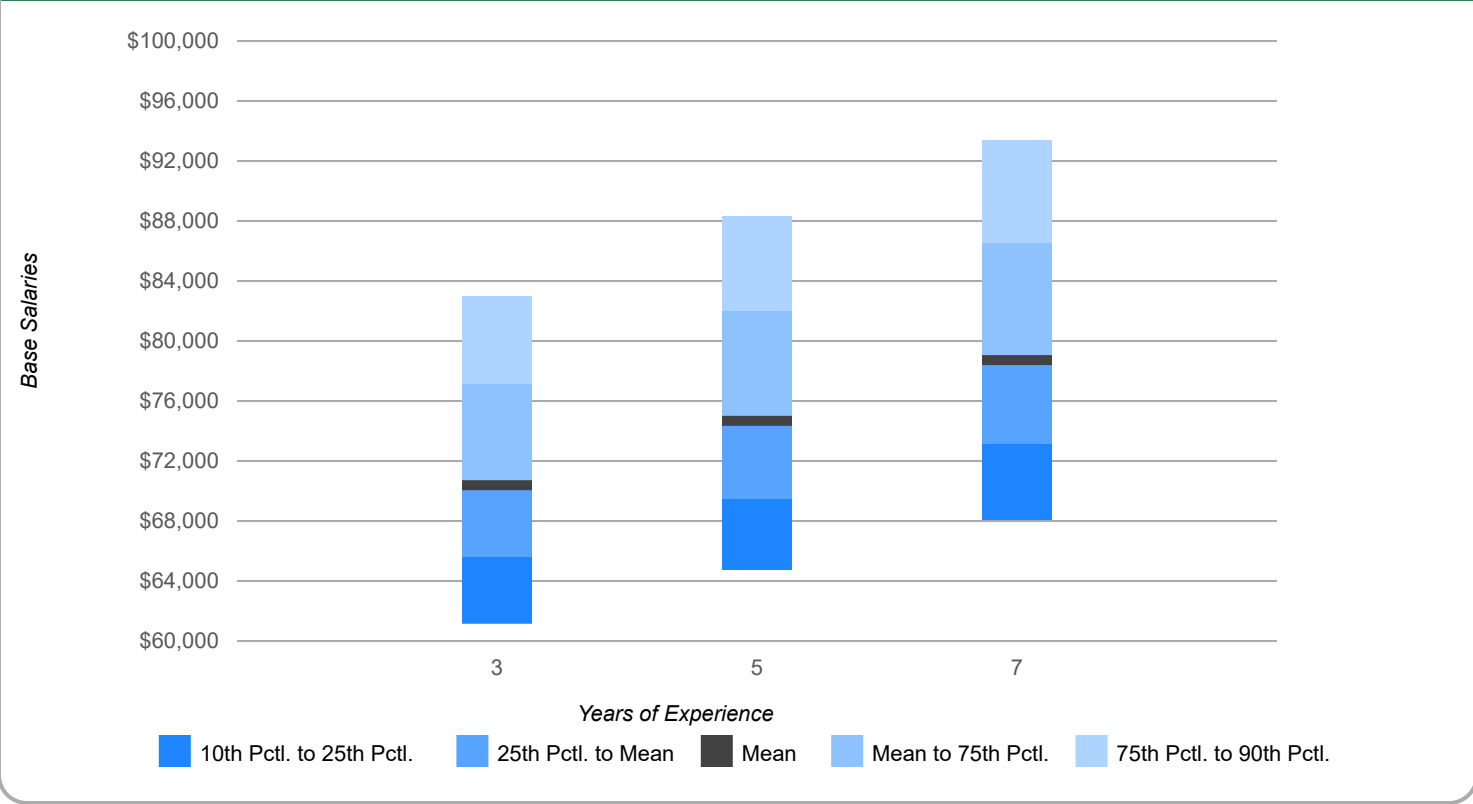
ERI Job Title: Town Planner

Estimated Survey Mean Annual Base Salaries

All Incumbent Average: \$81,690

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	68,062	73,092	79,771	86,516	93,354
5	64,741	69,449	75,681	81,944	88,324
3	61,183	65,565	71,346	77,096	82,975

Annual Base Salaries Graph



SALARY ASSESSOR[®]

Individual Job Report

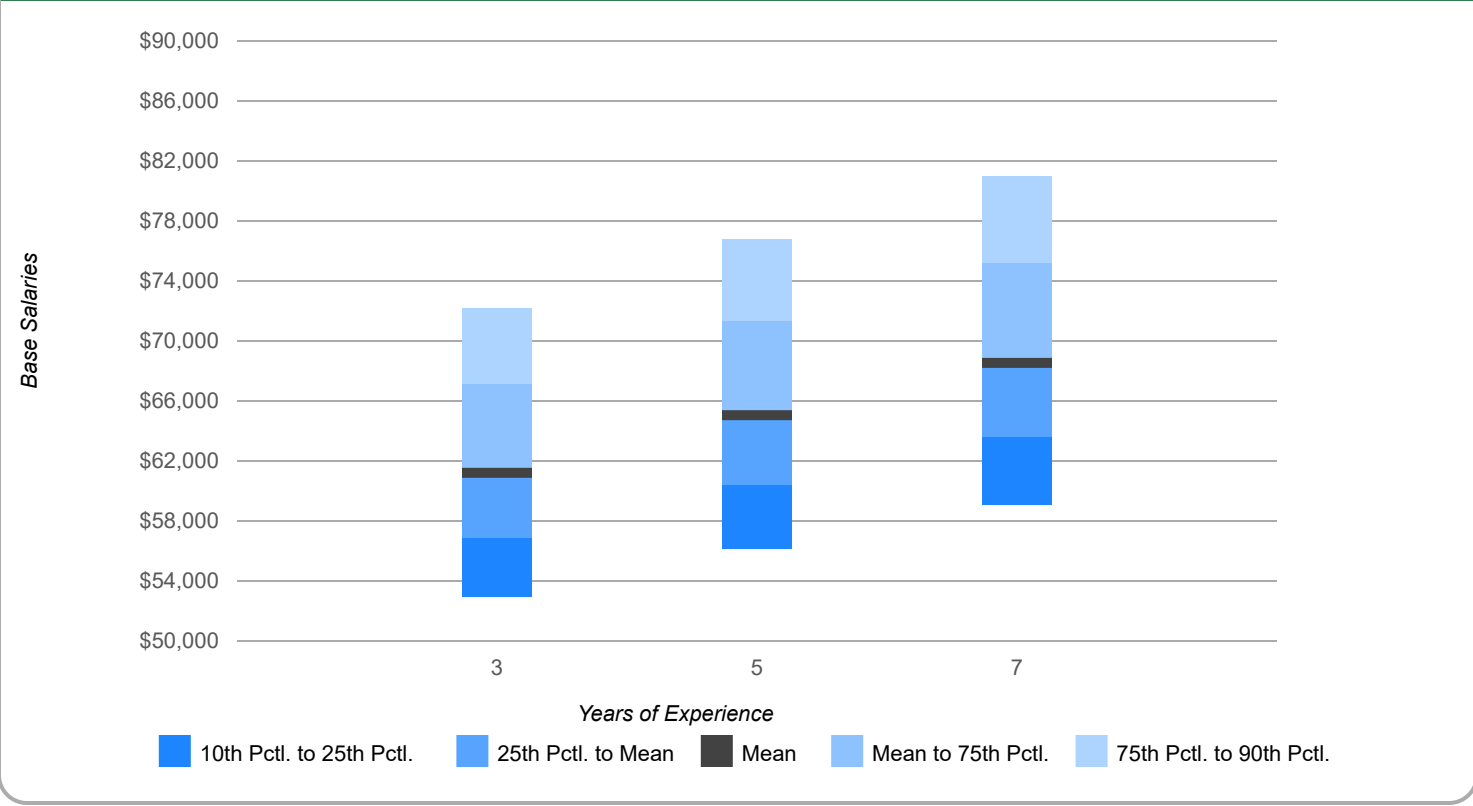
ERI Job Title: Inspector Building

Estimated Survey Mean Annual Base Salaries

All Incumbent Average: \$69,482

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	59,106	63,583	69,482	75,216	80,992
5	56,166	60,385	65,960	71,353	76,803
3	52,933	56,863	62,080	67,097	72,184

Annual Base Salaries Graph



SALARY ASSESSOR[®]

Individual Job Report

ERI Job Title: Assistant Fire Chief

Estimated Survey Mean Annual Base Salaries

All Incumbent Average: \$103,624

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	80,811	87,343	95,808	104,224	112,538
5	75,624	81,712	89,628	97,478	105,263
3	69,996	75,592	82,900	90,123	97,315

Annual Base Salaries Graph

