

A JOB CLASSIFICATION AND
COMPENSATION PLAN
FOR THE TOWN OF
NORWICH, VERMONT

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Introduction

At the request of the Town of Norwich, Condrey and Associates, Inc. entered into a contract with the Town for the development of a job classification and compensation plan.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all Town employees;
2. Collecting wage survey data;
3. Writing new job descriptions for the organization; and
4. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of a position questionnaire to all Town employees. The questionnaire covered major aspects of the employee's position as well as the physical demands and work environment of the position. After reviewing the information on the position questionnaires, Condrey and Associates interviewed employees individually and developed a classification recommendation for each position. One hundred percent of full-time position incumbents were personally interviewed for the study. Our experience in interviewing the Town's employees was a positive one. The Town should take pride in its competent and professional workforce.

The next phase in the work plan involved evaluating each classification for grade assignment. In order to provide a reliable set of ratings, all positions were rated by Condrey and Associates utilizing the Factor Evaluation System (FES). An explanation of FES follows in another section of the report.

The project also involved collecting salary survey information. Salary data was collected by Condrey and Associates specifically for this project. The summary results of the survey are presented in Appendix C. A list of survey respondents is presented in Table I.

As part of the salary review process, Condrey and Associates also reviewed the Town's overall benefit package. At 39.6 percent of payroll, the Town's benefit funding level appears appropriate and comparable to other similarly situated public sector organizations. Therefore, our review focused primarily on Town salaries.

One exception noted in our review of the Town's benefits is that health coverage is not offered to regular part-time employees. It is our experience that public sector organizations begin to allow participation in health benefit programs when the normal work schedule for a part-time employee is twenty hours per week, with most all public sector organizations offering pro-rata health care participation at thirty-two hours per week.

Table I
Salary Survey Respondents
Town of Norwich

Vermont

Town of Charlotte

Town of Dorset

Town of Hartford

Town of Hartland

Town of Woodstock

New Hampshire

City of Lebanon

Town of Hanover

The Classification Plan

The system used to classify the jobs in the Town of Norwich is an adapted version of the Factor Evaluation System (FES). FES is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was added by Condrey and Associates. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all Town positions. The assigned grade levels reflect a combination of data generated by FES, the salary surveys, and a review of organizational relationships within the government.

The Compensation Plan

The compensation plan developed for the Town is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of twenty-five grades. Tables II – A, B and C display the proposed salary scales. The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized.

In order to keep the proposed salary tables current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. This market adjustment should be made in addition to employee step raises. Thus, the Town may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee salary and every pay range equally when market conditions dictate, and 2) step increases linked to employee performance.

When considering an annual scale adjustment, the Town may wish to refer to the Employment Cost Index (ECI) published by the United States Bureau of Labor Statistics. The annual ECI, or a portion thereof, should be applied as a structural adjustment to the Town's salary scale. The ECI is an excellent surrogate for an annual salary survey; however, a salary survey should be conducted by the Town every 3 to 4 years to assure that its wage structure is appropriate and is keeping pace with the surrounding labor market.

The steps contained in the proposed salary tables are meant to be linked to employee performance. If an employee does not meet performance expectations, no step increase should be awarded.

Table II – A
Proposed Salary Scale
Town of Norwich Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K
1	21,969.75	22,409.15	22,857.33	23,314.48	23,780.77	24,256.38	24,741.51	25,236.34	25,741.07	26,255.89	26,781.01
2	23,081.97	23,543.61	24,014.48	24,494.77	24,984.67	25,484.36	25,994.05	26,513.93	27,044.21	27,585.09	28,136.80
3	24,250.50	24,735.51	25,230.22	25,734.82	26,249.52	26,774.51	27,310.00	27,856.20	28,413.32	28,981.59	29,561.22
4	25,478.18	25,987.74	26,507.50	27,037.65	27,578.40	28,129.97	28,692.57	29,266.42	29,851.75	30,448.78	31,057.76
5	26,768.01	27,303.37	27,849.44	28,406.43	28,974.56	29,554.05	30,145.13	30,748.03	31,362.99	31,990.25	32,630.06
6	28,123.14	28,685.61	29,259.32	29,844.50	30,441.39	31,050.22	31,671.23	32,304.65	32,950.74	33,609.76	34,281.95
7	29,546.88	30,137.81	30,740.57	31,355.38	31,982.49	32,622.14	33,274.58	33,940.07	34,618.88	35,311.25	36,017.48
8	31,042.69	31,663.54	32,296.81	32,942.75	33,601.60	34,273.63	34,959.11	35,658.29	36,371.46	37,098.88	37,840.86
9	32,614.22	33,266.51	33,931.84	34,610.47	35,302.68	36,008.74	36,728.91	37,463.49	38,212.76	38,977.02	39,756.56
10	34,265.32	34,950.62	35,649.64	36,362.63	37,089.88	37,831.68	38,588.31	39,360.08	40,147.28	40,950.23	41,769.23
11	36,000.00	36,720.00	37,454.40	38,203.49	38,967.56	39,746.91	40,541.85	41,352.68	42,179.74	43,023.33	43,883.80
12	37,822.50	38,578.95	39,350.53	40,137.54	40,940.29	41,759.10	42,594.28	43,446.16	44,315.09	45,201.39	46,105.42
13	39,737.26	40,532.01	41,342.65	42,169.50	43,012.89	43,873.15	44,750.61	45,645.63	46,558.54	47,489.71	48,439.50
14	41,748.96	42,583.94	43,435.62	44,304.33	45,190.42	46,094.23	47,016.11	47,956.44	48,915.56	49,893.88	50,891.75
15	43,862.50	44,739.75	45,634.55	46,547.24	47,478.19	48,427.75	49,396.30	50,384.23	51,391.91	52,419.75	53,468.15
16	46,083.04	47,004.70	47,944.80	48,903.69	49,881.77	50,879.40	51,896.99	52,934.93	53,993.63	55,073.50	56,174.97
17	48,416.00	49,384.32	50,372.00	51,379.44	52,407.03	53,455.17	54,524.28	55,614.76	56,727.06	57,861.60	59,018.83
18	50,867.06	51,884.40	52,922.09	53,980.53	55,060.14	56,161.34	57,284.57	58,430.26	59,598.87	60,790.84	62,006.66
19	53,442.20	54,511.05	55,601.27	56,713.29	57,847.56	59,004.51	60,184.60	61,388.29	62,616.06	63,868.38	65,145.75
20	56,147.71	57,270.67	58,416.08	59,584.40	60,776.09	61,991.61	63,231.45	64,496.07	65,786.00	67,101.72	68,443.75
21	61,976.57	63,216.10	64,480.42	65,770.03	67,085.43	68,427.14	69,795.68	71,191.60	72,615.43	74,067.74	75,549.09
22	68,410.54	69,778.75	71,174.32	72,597.81	74,049.77	75,530.76	77,041.38	78,582.20	80,153.85	81,756.92	83,392.06
23	75,512.43	77,022.68	78,563.14	80,134.40	81,737.09	83,371.83	85,039.26	86,740.05	88,474.85	90,244.35	92,049.23
24	83,351.60	85,018.63	86,719.00	88,453.38	90,222.45	92,026.90	93,867.44	95,744.78	97,659.68	99,612.87	101,605.13
25	92,004.57	93,844.66	95,721.55	97,635.98	99,588.70	101,580.48	103,612.09	105,684.33	107,798.01	109,953.97	112,153.05
	L	M	N	O	P	Q	R	S	T	U	V
1	27,316.63	27,862.96	28,420.22	28,988.62	29,568.40	30,159.76	30,762.96	31,378.22	32,005.78	32,645.90	33,298.82
2	28,699.53	29,273.52	29,858.99	30,456.17	31,065.30	31,686.60	32,320.33	32,966.74	33,626.08	34,298.60	34,984.57
3	30,152.45	30,755.49	31,370.60	31,998.02	32,637.98	33,290.74	33,956.55	34,635.68	35,328.40	36,034.96	36,755.66
4	31,678.91	32,312.49	32,958.74	33,617.92	34,290.27	34,976.08	35,675.60	36,389.11	37,116.90	37,859.23	38,616.42
5	33,282.66	33,948.31	34,627.28	35,319.82	36,026.22	36,746.74	37,481.68	38,231.31	38,995.94	39,775.86	40,571.37
6	34,967.59	35,666.94	36,380.28	37,107.89	37,850.05	38,607.05	39,379.19	40,166.77	40,970.11	41,789.51	42,625.30
7	36,737.83	37,472.58	38,222.04	38,986.48	39,766.21	40,561.53	41,372.76	42,200.22	43,044.22	43,905.10	44,783.21
8	38,597.68	39,369.63	40,157.03	40,960.17	41,779.37	42,614.96	43,467.26	44,336.60	45,223.33	46,127.80	47,050.36
9	40,551.69	41,362.72	42,189.98	43,033.77	43,894.45	44,772.34	45,667.79	46,581.14	47,512.76	48,463.02	49,432.28
10	42,604.62	43,456.71	44,325.84	45,212.36	46,116.61	47,038.94	47,979.72	48,939.31	49,918.10	50,916.46	51,934.79
11	44,761.48	45,656.70	46,569.84	47,501.24	48,451.26	49,420.29	50,408.69	51,416.86	52,445.20	53,494.11	54,563.99
12	47,027.52	47,968.08	48,927.44	49,905.99	50,904.11	51,922.19	52,960.63	54,019.84	55,100.24	56,202.25	57,326.29
13	49,408.29	50,396.46	51,404.39	52,432.48	53,481.13	54,550.75	55,641.76	56,754.60	57,889.69	59,047.48	60,228.43
14	51,909.59	52,947.78	54,006.74	55,086.87	56,188.61	57,312.38	58,458.63	59,627.80	60,820.36	62,036.76	63,277.50
15	54,537.51	55,628.26	56,740.83	57,875.64	59,033.16	60,213.82	61,418.10	62,646.46	63,899.39	65,177.37	66,480.92
16	57,298.47	58,444.44	59,613.33	60,805.60	62,021.71	63,262.14	64,527.39	65,817.93	67,134.29	68,476.98	69,846.52
17	60,199.21	61,403.19	62,631.26	63,883.88	65,161.56	66,464.79	67,794.09	69,149.97	70,532.97	71,943.63	73,382.50
18	63,246.79	64,511.73	65,801.96	67,118.00	68,460.36	69,829.57	71,226.16	72,650.68	74,103.70	75,585.77	77,097.49
19	66,448.66	67,777.63	69,133.19	70,515.85	71,926.17	73,364.69	74,831.99	76,328.62	77,855.20	79,412.30	81,000.55
20	69,812.62	71,208.88	72,633.05	74,085.72	75,567.43	77,078.78	78,620.35	80,192.76	81,796.62	83,432.55	85,101.20
21	77,060.08	78,601.28	80,173.30	81,776.77	83,412.30	85,080.55	86,782.16	88,517.80	90,288.16	92,093.92	93,935.80
22	85,059.90	86,761.10	88,496.32	90,266.25	92,071.58	93,913.01	95,791.27	97,707.09	99,661.23	101,654.46	103,687.55
23	93,890.22	95,768.02	97,683.38	99,637.05	101,629.79	103,662.39	105,735.64	107,850.35	110,007.36	112,207.50	114,451.65
24	103,637.23	105,709.98	107,824.18	109,980.66	112,180.27	114,423.88	116,712.36	119,046.61	121,427.54	123,856.09	126,333.21
25	114,396.11	116,684.04	119,017.72	121,398.07	123,826.03	126,302.55	128,828.61	131,405.18	134,033.28	136,713.95	139,448.23

Table II – B
Proposed Salary Scale
Town of Norwich Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K
1	21,359.48	21,786.67	22,222.41	22,666.85	23,120.19	23,582.60	24,054.25	24,535.33	25,026.04	25,526.56	26,037.09
2	22,440.81	22,889.62	23,347.42	23,814.36	24,290.65	24,776.46	25,271.99	25,777.43	26,292.98	26,818.84	27,355.22
3	23,576.87	24,048.41	24,529.38	25,019.97	25,520.37	26,030.77	26,551.39	27,082.42	27,624.06	28,176.55	28,740.08
4	24,770.45	25,265.86	25,771.18	26,286.60	26,812.33	27,348.58	27,895.55	28,453.46	29,022.53	29,602.98	30,195.04
5	26,024.46	26,544.95	27,075.84	27,617.36	28,169.71	28,733.10	29,307.76	29,893.92	30,491.80	31,101.63	31,723.67
6	27,341.94	27,888.78	28,446.56	29,015.49	29,595.80	30,187.72	30,791.47	31,407.30	32,035.45	32,676.15	33,329.68
7	28,726.13	29,300.65	29,886.67	30,484.40	31,094.09	31,715.97	32,350.29	32,997.29	33,657.24	34,330.38	35,016.99
8	30,180.39	30,784.00	31,399.68	32,027.67	32,668.23	33,321.59	33,988.02	34,667.78	35,361.14	36,068.36	36,789.73
9	31,708.27	32,342.44	32,989.29	33,649.07	34,322.05	35,008.50	35,708.66	36,422.84	37,151.30	37,894.32	38,652.21
10	33,313.50	33,979.77	34,659.37	35,352.56	36,059.61	36,780.80	37,516.42	38,266.74	39,032.08	39,812.72	40,608.98
11	35,000.00	35,700.00	36,414.00	37,142.28	37,885.13	38,642.83	39,415.68	40,204.00	41,008.08	41,828.24	42,664.80
12	36,771.88	37,507.31	38,257.46	39,022.61	39,803.06	40,599.12	41,411.10	42,239.33	43,084.11	43,945.79	44,824.71
13	38,633.45	39,406.12	40,194.24	40,998.13	41,818.09	42,654.45	43,507.54	44,377.69	45,265.25	46,170.55	47,093.96
14	40,589.27	41,401.06	42,229.08	43,073.66	43,935.13	44,813.83	45,710.11	46,624.31	47,556.80	48,507.93	49,478.09
15	42,644.10	43,496.98	44,366.92	45,254.26	46,159.35	47,082.53	48,024.18	48,984.67	49,964.36	50,963.65	51,982.92
16	44,802.96	45,699.02	46,613.00	47,545.26	48,496.16	49,466.09	50,455.41	51,464.52	52,493.81	53,543.68	54,614.56
17	47,071.11	48,012.53	48,972.78	49,952.24	50,951.28	51,970.31	53,009.71	54,069.91	55,151.31	56,254.33	57,379.42
18	49,454.08	50,443.17	51,452.03	52,481.07	53,530.69	54,601.30	55,693.33	56,807.20	57,943.34	59,102.21	60,284.25
19	51,957.70	52,996.85	54,056.79	55,137.92	56,240.68	57,365.50	58,512.81	59,683.06	60,876.72	62,094.26	63,336.14
20	54,588.06	55,679.82	56,793.41	57,929.28	59,087.87	60,269.62	61,475.02	62,704.52	63,958.61	65,237.78	66,542.53
21	60,255.00	61,460.10	62,689.30	63,943.09	65,221.95	66,526.39	67,856.92	69,214.05	70,598.33	72,010.30	73,450.51
22	66,510.24	67,840.45	69,197.26	70,581.20	71,992.83	73,432.68	74,901.34	76,399.36	77,927.35	79,485.90	81,075.62
23	73,414.87	74,883.16	76,380.83	77,908.44	79,466.61	81,055.94	82,677.06	84,330.60	86,017.22	87,737.56	89,492.31
24	81,036.27	82,657.00	84,310.14	85,996.34	87,716.27	89,470.59	91,260.01	93,085.21	94,946.91	96,845.85	98,782.77
25	89,448.88	91,237.86	93,062.62	94,923.87	96,822.35	98,758.80	100,733.97	102,748.65	104,803.62	106,899.70	109,037.69
	L	M	N	O	P	Q	R	S	T	U	V
1	26,557.83	27,088.99	27,630.77	28,183.38	28,747.05	29,321.99	29,908.43	30,506.60	31,116.73	31,739.07	32,373.85
2	27,902.32	28,460.37	29,029.58	29,610.17	30,202.37	30,806.42	31,422.55	32,051.00	32,692.02	33,345.86	34,012.78
3	29,314.88	29,901.18	30,499.20	31,109.18	31,731.37	32,365.99	33,013.31	33,673.58	34,347.05	35,033.99	35,734.67
4	30,798.94	31,414.92	32,043.22	32,684.09	33,337.77	34,004.52	34,684.61	35,378.30	36,085.87	36,807.59	37,543.74
5	32,358.14	33,005.30	33,665.41	34,338.72	35,025.49	35,726.00	36,440.52	37,169.33	37,912.72	38,670.97	39,444.39
6	33,996.27	34,676.20	35,369.72	36,077.11	36,798.66	37,534.63	38,285.32	39,051.03	39,832.05	40,628.69	41,441.26
7	35,717.33	36,431.68	37,160.31	37,903.52	38,661.59	39,434.82	40,223.52	41,027.99	41,848.55	42,685.52	43,539.23
8	37,525.52	38,276.03	39,041.55	39,822.38	40,618.83	41,431.21	42,259.83	43,105.03	43,967.13	44,846.47	45,743.40
9	39,425.25	40,213.76	41,018.03	41,838.39	42,675.16	43,528.66	44,399.24	45,287.22	46,192.97	47,116.83	48,059.16
10	41,421.15	42,249.58	43,094.57	43,956.46	44,835.59	45,732.30	46,646.95	47,579.89	48,531.48	49,502.11	50,492.16
11	43,518.10	44,388.46	45,276.23	46,181.76	47,105.39	48,047.50	49,008.45	49,988.62	50,988.39	52,008.16	53,048.32
12	45,721.20	46,635.63	47,568.34	48,519.71	49,490.10	50,479.90	51,489.50	52,519.29	53,569.68	54,641.07	55,733.89
13	48,035.84	48,996.56	49,976.49	50,976.02	51,995.54	53,035.45	54,096.16	55,178.08	56,281.64	57,407.28	58,555.42
14	50,467.66	51,477.01	52,506.55	53,556.68	54,627.81	55,720.37	56,834.78	57,971.47	59,130.90	60,313.52	61,519.79
15	53,022.58	54,083.03	55,164.69	56,267.99	57,393.35	58,541.21	59,712.04	60,906.28	62,124.40	63,366.89	64,634.23
16	55,706.85	56,820.99	57,957.40	59,116.55	60,298.88	61,504.86	62,734.96	63,989.66	65,269.45	66,574.84	67,906.34
17	58,527.01	59,697.55	60,891.50	62,109.33	63,351.52	64,618.55	65,910.92	67,229.13	68,573.72	69,945.19	71,344.10
18	61,489.94	62,719.74	63,974.13	65,253.61	66,558.69	67,889.86	69,247.66	70,632.61	72,045.26	73,486.17	74,955.89
19	64,602.87	65,894.92	67,212.82	68,557.08	69,928.22	71,326.78	72,753.32	74,208.39	75,692.55	77,206.40	78,750.53
20	67,873.39	69,230.85	70,615.47	72,027.78	73,468.34	74,937.70	76,436.46	77,965.18	79,524.49	81,114.98	82,737.28
21	74,919.52	76,417.91	77,946.27	79,505.19	81,095.30	82,717.20	84,371.55	86,058.98	87,780.16	89,535.76	91,326.47
22	82,697.13	84,351.07	86,038.09	87,758.86	89,514.03	91,304.31	93,130.40	94,993.01	96,892.87	98,830.72	100,807.34
23	91,282.16	93,107.80	94,969.96	96,869.36	98,806.74	100,782.88	102,798.53	104,854.51	106,951.60	109,090.63	111,272.44
24	100,758.42	102,773.59	104,829.06	106,925.64	109,064.16	111,245.44	113,470.35	115,739.75	118,054.55	120,415.64	122,823.95
25	111,218.44	113,442.81	115,711.67	118,025.90	120,386.42	122,794.15	125,250.03	127,755.03	130,310.13	132,916.34	135,574.66

Table II – C
Proposed Salary Scale
Town of Norwich Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K
1	20,749.21	21,164.20	21,587.48	22,019.23	22,459.61	22,908.81	23,366.98	23,834.32	24,311.01	24,797.23	25,293.17
2	21,799.64	22,235.63	22,680.35	23,133.95	23,596.63	24,068.57	24,549.94	25,040.94	25,541.75	26,052.59	26,573.64
3	22,903.25	23,361.31	23,828.54	24,305.11	24,791.21	25,287.04	25,792.78	26,308.63	26,834.81	27,371.50	27,918.93
4	24,062.72	24,543.98	25,034.86	25,535.56	26,046.27	26,567.19	27,098.54	27,640.51	28,193.32	28,757.18	29,332.33
5	25,280.90	25,786.52	26,302.25	26,828.29	27,364.86	27,912.16	28,470.40	29,039.81	29,620.60	30,213.02	30,817.28
6	26,560.75	27,091.96	27,633.80	28,186.48	28,750.21	29,325.21	29,911.71	30,509.95	31,120.15	31,742.55	32,377.40
7	27,905.38	28,463.49	29,032.76	29,613.42	30,205.68	30,809.80	31,425.99	32,054.51	32,695.60	33,349.52	34,016.51
8	29,318.09	29,904.46	30,502.54	31,112.60	31,734.85	32,369.54	33,016.94	33,677.27	34,350.82	35,037.84	35,738.59
9	30,802.32	31,418.37	32,046.74	32,687.67	33,341.42	34,008.25	34,688.42	35,382.19	36,089.83	36,811.63	37,547.86
10	32,361.69	33,008.92	33,669.10	34,342.48	35,029.33	35,729.92	36,444.52	37,173.41	37,916.88	38,675.21	39,448.72
11	34,000.00	34,680.00	35,373.60	36,081.07	36,802.69	37,538.75	38,289.52	39,055.31	39,836.42	40,633.15	41,445.81
12	35,721.25	36,435.68	37,164.39	37,907.68	38,665.83	39,439.15	40,227.93	41,032.49	41,853.14	42,690.20	43,544.00
13	37,529.64	38,280.23	39,045.84	39,826.75	40,623.29	41,435.75	42,264.47	43,109.76	43,971.95	44,851.39	45,748.42
14	39,429.58	40,218.17	41,022.53	41,842.98	42,679.84	43,533.44	44,404.11	45,292.19	46,198.03	47,121.99	48,064.43
15	41,425.70	42,254.21	43,099.30	43,961.28	44,840.51	45,737.32	46,652.06	47,585.11	48,536.81	49,507.54	50,497.70
16	43,522.87	44,393.33	45,281.20	46,186.82	47,110.56	48,052.77	49,013.83	49,994.10	50,993.98	52,013.86	53,054.14
17	45,726.22	46,640.74	47,573.56	48,525.03	49,495.53	50,485.44	51,495.15	52,525.05	53,575.55	54,647.07	55,740.01
18	48,041.11	49,001.93	49,981.97	50,981.61	52,001.24	53,041.27	54,102.09	55,184.13	56,287.82	57,413.57	58,561.84
19	50,473.19	51,482.65	52,512.31	53,562.55	54,633.81	55,726.48	56,841.01	57,977.83	59,137.39	60,320.14	61,526.54
20	53,028.40	54,088.96	55,170.74	56,274.16	57,399.64	58,547.63	59,718.59	60,912.96	62,131.22	63,373.84	64,641.32
21	55,703.43	56,804.10	57,926.18	59,069.18	60,232.63	61,412.63	62,618.15	63,849.15	65,095.24	66,356.24	67,642.86
22	58,503.95	59,639.15	60,799.15	61,983.40	63,191.59	64,424.31	65,681.15	66,951.73	68,236.66	69,537.54	70,843.84
23	61,431.30	62,603.64	63,799.52	64,999.52	66,214.35	67,448.61	68,702.86	69,977.54	71,261.26	72,544.81	73,848.01
24	64,495.95	65,703.37	66,934.88	68,190.98	69,463.17	70,751.93	72,056.73	73,378.11	74,715.46	76,069.14	77,437.66
25	67,697.20	68,931.07	70,188.69	71,469.56	72,774.16	74,083.93	75,408.26	76,747.52	78,101.14	79,467.94	80,846.66
	L	M	N	O	P	Q	R	S	T	U	V
1	25,799.04	26,315.02	26,841.32	27,378.14	27,925.71	28,484.22	29,053.91	29,634.98	30,227.68	30,832.24	31,448.88
2	27,105.11	27,647.22	28,200.16	28,764.16	29,339.45	29,926.24	30,524.76	31,135.26	31,757.96	32,393.12	33,040.98
3	28,477.31	29,046.86	29,627.79	30,220.35	30,824.76	31,441.25	32,070.08	32,711.48	33,365.71	34,033.02	34,713.68
4	29,918.97	30,517.35	31,127.70	31,750.25	32,385.26	33,032.96	33,693.62	34,367.50	35,054.85	35,755.94	36,471.06
5	31,433.62	32,062.29	32,703.54	33,357.61	34,024.76	34,705.26	35,399.36	36,107.35	36,829.50	37,566.09	38,317.41
6	33,024.95	33,685.45	34,359.16	35,046.34	35,747.27	36,462.21	37,191.46	37,935.29	38,693.99	39,467.87	40,257.23
7	34,696.84	35,390.77	36,098.59	36,820.56	37,556.97	38,308.11	39,074.27	39,855.76	40,652.87	41,465.93	42,295.25
8	36,453.36	37,182.43	37,926.08	38,684.60	39,458.29	40,247.46	41,052.41	41,873.46	42,710.93	43,565.14	44,436.45
9	38,298.82	39,064.79	39,846.09	40,643.01	41,455.87	42,284.99	43,130.69	43,993.30	44,873.17	45,770.63	46,686.04
10	40,237.69	41,042.45	41,863.30	42,700.56	43,554.57	44,425.66	45,314.18	46,220.46	47,144.87	48,087.77	49,049.52
11	42,274.73	43,120.22	43,982.63	44,862.28	45,759.52	46,674.71	47,608.21	48,560.37	49,531.58	50,522.21	51,532.66
12	44,414.88	45,303.18	46,209.25	47,133.43	48,076.10	49,037.62	50,018.37	51,018.74	52,039.12	53,079.90	54,141.50
13	46,663.39	47,596.66	48,548.59	49,519.56	50,509.95	51,520.15	52,550.55	53,601.57	54,673.60	55,767.07	56,882.41
14	49,025.72	50,006.24	51,006.36	52,026.49	53,067.02	54,128.36	55,210.93	56,315.14	57,441.45	58,590.28	59,762.08
15	51,507.65	52,537.80	53,588.56	54,660.33	55,753.54	56,868.61	58,005.98	59,166.10	60,349.42	61,556.41	62,787.54
16	54,115.22	55,197.53	56,301.48	57,427.51	58,576.06	59,747.58	60,942.53	62,161.38	63,404.61	64,672.70	65,966.16
17	56,854.81	57,991.90	59,151.74	60,334.78	61,541.47	62,772.30	64,027.75	65,308.30	66,614.47	67,946.76	69,305.69
18	59,733.08	60,927.74	62,146.30	63,389.22	64,657.01	65,950.15	67,269.15	68,614.53	69,986.83	71,386.56	72,814.29
19	62,757.07	64,012.21	65,292.45	66,598.30	67,930.27	69,288.88	70,674.65	72,088.15	73,529.91	75,000.51	76,500.52
20	65,934.15	67,252.83	68,597.89	69,969.84	71,369.24	72,796.62	74,252.56	75,737.61	77,252.36	78,797.41	80,373.36
21	72,778.96	74,234.54	75,719.23	77,233.61	78,778.29	80,353.85	81,960.93	83,600.15	85,272.15	86,977.59	88,717.15
22	80,334.35	81,941.04	83,579.86	85,251.46	86,956.49	88,695.62	90,469.53	92,278.92	94,124.50	96,006.99	97,927.13
23	88,674.10	90,447.58	92,256.53	94,101.66	95,983.69	97,903.37	99,861.43	101,858.66	103,895.84	105,973.75	108,093.23
24	97,879.61	99,837.20	101,833.95	103,870.62	105,948.04	108,067.00	110,228.34	112,432.90	114,681.56	116,975.19	119,314.70
25	108,040.77	110,201.59	112,405.62	114,653.73	116,946.81	119,285.75	121,671.46	124,104.89	126,586.99	129,118.73	131,701.10

Cost of Implementation

The following paragraphs present three implementation plans for the Town's consideration. The cost figures do not include benefit costs. Thus, the following cost figures do not represent the Town's total personnel costs for these positions.

Table III depicts the cost to implement the new compensation plans. The annualized cost to implement classification changes necessitated by Plan A is \$77,441, or 7.09% of current payroll cost (approximately 100% of the relevant labor market for comparable organizations). Plan A places the Town's pay scale at the mean of the labor market when compared to other similar municipal organizations and should prove to be effective in attracting and retaining a quality workforce. Plan B's implementation cost is \$64,547, or 5.91% of current payroll cost (approximately 97% of the relevant labor market). Plan C's implementation cost is \$51,858, or 4.75% of current payroll cost (approximately 94% of the relevant labor market). Condrey and Associates will be available to assist the Town of Norwich in implementing any of the new compensation plans.

In addition to the above recommendations, Condrey and Associates recommends that funds be set aside to reward meritorious performance. These funds should be distributed by the Town Manager in consultation with the Town's department heads.

Table III
 Cost of Implementation
 Town of Norwich Personnel Project

	Classification Changes¹	Total Implementation Cost
Plan A	\$77,441 (7.09%)	\$77,441
Plan B	\$64,547 (5.91%)	\$64,547
Plan C	\$51,858 (4.75%)	\$51,858

¹ Increases are projected based on current payroll total of \$1,091,856. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

Appendix A
 Position/Grade Analysis by Department
 Town of Norwich Personnel Project

DEPT	POSITION	GRADE
AO/1	Assessing Clerk	12
FD/1	Fire Chief	21
FIN/1	Finance Director	21
FIN/2	Finance Assistant	14
PD/1	Police Chief	23
PD/2	Police Officer	14
PD/3	Administrative Assistant	12
PD/4	School Crossing Guard	7
PW/1	Public Works Director	23
PW/2	Heavy Equipment Operator	12
PW/3	Building and Grounds Technician	11
PW/4	Building Maintenance Custodian	9
PZ/1	Planning and Zoning Director	21
PZ/2	Planning Assistant	14
REC/1	Recreation Director	21
SW/1	Lead Transfer Station Attendant	10
SW/2	Transfer Station Attendant	6
TC/1	Town Clerk	18
TC/2	Town Clerk Assistant	12
TM/1	Town Manager	25
TM/2	Assistant to the Town Manager	16

Appendix B
Position/Grade Analysis by Grade
Town of Norwich Personnel Project

DEPT	POSITION	GRADE
TM/1	Town Manager	25
PD/1	Police Chief	23
PW/1	Public Works Director	23
FIN/1	Finance Director	21
FD/1	Fire Chief	21
PZ/1	Planning and Zoning Director	21
REC/1	Recreation Director	21
TC/1	Town Clerk	18
TM/2	Assistant to the Town Manager	16
FIN/2	Finance Assistant	14
PZ/2	Planning Assistant	14
PD/2	Police Officer	14
PD/3	Administrative Assistant	12
AO/1	Assessing Clerk	12
PW/2	Heavy Equipment Operator	12
TC/2	Town Clerk Assistant	12
PW/3	Building and Grounds Technician	11
SW/1	Lead Transfer Station Attendant	10
PW/4	Building Maintenance Custodian	9
PD/4	School Crossing Guard	7
SW/2	Transfer Station Attendant	6

Appendix C

Salary Survey Summary

Town of Norwich

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Town Manager	\$88,920	\$86,500	\$101,420	\$109,000	\$93,871	\$93,000
Assistant to the Town Manager	\$50,494	\$50,348	\$64,061	\$64,100	\$55,858	\$53,231
Assessing Clerk	\$36,557	\$35,880	\$46,766	\$47,652	\$43,293	\$42,634
Fire Chief	\$73,224	\$74,005	\$109,009	\$106,773	\$100,956	\$103,303
Police Chief	\$74,462	\$74,005	\$110,748	\$109,553	\$103,016	\$106,773
Police Officer	\$40,625	\$39,475	\$56,870	\$59,609	\$48,393	\$48,857
Finance Director	\$61,602	\$64,450	\$82,033	\$95,138	\$78,363	\$77,873
Finance Assistant	\$40,319	\$40,672	\$52,995	\$54,775	\$46,917	\$47,685
Public Works Director	\$68,309	\$70,856	\$91,275	\$106,773	\$82,917	\$97,968
Heavy Equipment Operator	\$35,657	\$34,331	\$46,301	\$45,906	\$39,632	\$37,984
Building Maintenance Custodian	\$32,358	\$33,488	\$41,371	\$42,598	\$37,344	\$34,864
Planning and Zoning Director	\$64,582	\$70,856	\$85,013	\$95,138	\$81,377	\$83,248
Planning Assistant	\$40,637	\$39,801	\$53,086	\$56,106	\$47,005	\$44,534
Recreation Director	\$60,117	\$63,683	\$82,088	\$90,159	\$75,813	\$78,117
Town Clerk	\$48,330	\$46,829	\$60,183	\$59,925	\$55,148	\$49,855
Town Clerk Assistant	\$35,444	\$35,659	\$42,971	\$40,618	\$38,312	\$35,690