

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

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## Introduction

At the request of the Town of Hartford, 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; and
3. 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 current job descriptions to all town employees. Condrey and Associates reviewed these updated job descriptions and then interviewed each town department head concerning the duties and responsibilities of employees within their respective department.

The next phase in the workplan 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. Condrey and Associates conducted a salary survey of selected organizations specifically for this study. The survey respondents are listed in Table I. The summary results of the survey are listed in Appendix A. Additionally, Condrey and Associates consulted salary survey data published by the International

City/County Management Association (ICMA), the Vermont League of Cities and Towns, and the U.S. Bureau of Labor Statistics.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Condrey and Associates to provide technical assistance in this process.

Table I  
Town of Hartford  
Salary Survey Respondents

City of Barre

City of Lebanon

City of Montpelier

Rutland City

Town of Derry

Town of Hanover

Town of Hooksett

Town of Middlebury

Town of Springfield

## The Classification Plan

The system used to classify the jobs in the Town of Hartford 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 B 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. Table II displays the proposed salary scale. 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. Further, it is recommended that once employees reach the top of the range, performance increases continue to be earned as a bonus. This will help alleviate retention and motivation problems associated with employees who have "topped out" of their pay range.

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.

### Cost of Implementation

The following paragraphs presents an implementation plan 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 plan. The annualized cost to implement classification changes necessitated by the new compensation plan is \$73,149, or 1.37% of current payroll cost (approximately 100% of the relevant labor market for comparable organizations). This plan places the Town's compensation system at the mean of the labor market and should prove to be effective in attracting and retaining a quality workforce. Condrey and Associates will be available to assist the Town of Hartford in implementing the new compensation plan.

Table III  
Cost of Implementation  
Town of Hartford Project

<b>Classification Changes<sup>1</sup></b>
\$73,149 (1.37%)

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<sup>1</sup> Increases are projected based on current payroll total of \$5,341,200. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

Appendix A						
Salary Survey Summary						
Town of Hartford						
Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Administrative Assistant	\$36,097	\$33,500	\$49,971	\$49,213	\$45,652	\$42,464
Communications Director	\$53,743	\$53,581	\$70,062	\$71,140	\$65,297	\$65,660
Dispatcher	\$36,163	\$34,861	\$48,156	\$46,615	\$42,465	\$42,686
Equipment Operator I	\$34,751	\$33,593	\$41,903	\$39,115	\$38,275	\$37,528
Equipment Operator II	\$38,204	\$39,416	\$47,205	\$42,702	\$43,329	\$40,675
Executive Assistant	\$46,763	\$45,448	\$58,537	\$59,093	\$56,742	\$57,134
Fire Captain	\$50,756	\$48,464	\$61,010	\$65,171	\$59,546	\$63,730
Fire Lieutenant	\$49,747	\$48,745	\$60,300	\$61,266	\$58,008	\$56,961
Firefighter / EMT	\$37,502	\$38,045	\$49,843	\$48,424	\$43,858	\$41,682
Fleet Manager / Large Vehicle Mechanic	\$45,273	\$46,280	\$57,629	\$55,910	\$53,424	\$51,262
Patrol Officer	\$40,493	\$39,582	\$54,064	\$55,217	\$46,729	\$46,811
Planning and Development Director	\$67,054	\$66,740	\$81,989	\$81,515	\$81,989	\$81,515
Police Sergeant	\$54,092	\$57,866	\$64,640	\$66,070	\$61,937	\$61,705
Recreation Program Coordinator	\$46,168	\$47,405	\$58,072	\$59,148	\$49,278	\$50,791
Recreation Program Manager	\$42,269	\$42,765	\$58,310	\$55,640	\$46,699	\$45,011
Water System Operator I	\$39,563	\$40,290	\$48,204	\$49,157	\$46,477	\$46,816
Zoning Administrative Officer	\$50,181	\$49,612	\$61,178	\$55,161	\$58,736	\$55,161

Appendix B  
Position/Grade Analysis by Department  
Town of Hartford Personnel Project

DEPT	POSITION	GRADE
ADM/1	Town Manager	UNC
ADM/2	Assistant Town Manager	25
ADM/3	Executive Assistant	19
ADM/4	Administrative Assistant	13
ADM/5	Maintenance Custodian	9
DIS/1	Communications Director	19
DIS/2	Dispatcher	13
FD/1	Chief	24
FD/2	Fire Marshal	20
FD/3	Captain/EMT	20 <sup>1</sup>
FD/4	Lieutenant/EMT	18 <sup>1</sup>
FD/5	Firefighter/EMT	14 <sup>1</sup>
FD/6	Administrative Assistant	13
FIN/1	Finance Director	24
FIN/2	Accountant	17 <sup>2</sup>
FIN/3	Finance Specialist	15
FIN/4	Finance Clerk	12
HWY/1	Superintendent	19
HWY/2	General Foreman	16
HWY/3	Maintenance Specialist	14
HWY/4	Equipment Operator II	13
HWY/5	Equipment Operator I	11
HWY/6	Fleet Manager/Large Vehicle Mechanic	16
LD/1	Assessor	19
LD/2	Records/Information Specialist	10
PD/1	Police Chief	24
PD/2	Deputy Police Chief	22
PD/3	Captain	21
PD/4	Sergeant	20

<sup>1</sup> If EMT-I, advance 1 step within grade; if Paramedic, receive 10% incentive pay.

<sup>2</sup> May be designated "Senior Accountant" and placed at grade 19.

DEPT	POSITION	GRADE
PD/5	Detective	14
PD/6	Police Officer	14 <sup>3</sup>
PD/7	Administrative Assistant	13
PD/8	Animal Control Officer/Community Service Officer	10
PDD/1	Planning and Development Director	23
PDD/2	Zoning Administration Officer	19
PDD/3	Community Development Planner	18 <sup>4</sup>
PDD/4	Administrative Assistant	13
PW/1	Public Works Director	24 <sup>5</sup>
PW/2	Assistant Public Works Director	22
REC/1	Recreation Director	23
REC/2	Facilities General Foreman	17
REC/3	Program Manager	17
REC/4	Program Coordinator	15
REC/5	Park Maintenance Operator/Mechanic	12
REC/6	Administrative Assistant	13
REC/7	Park Maintenance Operator	11
SW/1	Solid Waste Supervisor	18
SW/2	Administrative Secretary	10
SW/3	Attendant	9
TC/1	Town Clerk	UNC
TC/2	Assistant Town Clerk	10
WAT/1	Chief Water Operator	17
WAT/2	System Operator III	15
WAT/3	System Operator II	14
WAT/4	System Operator I	13
WAT/5	Administrative Assistant	13
WW/1	Chief Plant Operator	18
WW/2	Plant Operator IV	15 <sup>6</sup>
WW/3	Plant Operator III	15

<sup>3</sup> May be designated Police Officer II and placed at grade 15.

<sup>4</sup> Place at grade 19 if in possession of AICP certification.

<sup>5</sup> Place at grade 25 if a Registered Professional Engineer in the State of Vermont.

<sup>6</sup> Advance 5% within grade if designated "IV." .

DEPT	POSITION	GRADE
WW/4	Plant Operator II	14
WW/5	Plant Operator I	13