



**TOWN OF DUXBURY**  
**CLASSIFICATION AND COMPENSATION STUDY**

**DRAFT FINAL REPORT**

**DECEMBER 2021**



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## I. INTRODUCTION

GovHR USA, LLC (GovHR) is pleased to have had the opportunity to work with the Town of Duxbury on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the Town can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees the Town avoids the costs of re-recruitments and lost productivity, while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures.

GovHR understands the high expectations that have been established in Duxbury for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been taken into consideration in the analysis and reflected in the Study results.

### Scope of Work

The scope of work called for GovHR to carry out the following:

#### I. Job Evaluation Analysis and Job Classification System

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with Town Administration to discuss Study methods and expectations, and to review the current Classification and Compensation Plan and organizational structure. Determined problem areas, answered questions, and reviewed the scope and schedule of work.
- **Material distribution.** Prepared a memorandum of explanation, which was distributed to employees. Held meetings with employees to discuss the Job Analysis Questionnaire (JAQ) and to explain the scope and purpose of the Study. Employees were allowed about ten (10) days to complete the questionnaire. The completed questionnaires were then reviewed by each employee's Supervisor and/or Department Head and Town Administration. The JAQs were returned to GovHR within approximately four (4) weeks of distribution.

- **Determined comparable communities and collected compensation data.** GovHR, along with the Town, determined a logical survey sample of “like” communities that impact the compensation market of Duxbury. Then, GovHR designed and sent out the survey for the benchmark positions and benefits covered in the Study.
- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the Town, GovHR performed the following:
  - Read each JAQ and corresponding Job Description in its entirety.
  - Conducted in person interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.
  - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.
  - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

## II. Salary and Benefit Survey

The following tasks were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the Town of Duxbury to the salary ranges of its comparable communities. Prepared comparison calculations at the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the Town and the gathered data, developed salary ranges that would establish Duxbury as a payer at the 60<sup>th</sup> percentile of the salary data from the comparable communities.
- Based on the above data, developed and recommended new salary schedules and recommended new Job Titles for some positions.
- Analyzed and summarized the benefit information.

## III. Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the Town. Feedback from Town Administration was reviewed and incorporated into the recommendations.
- This draft report has been prepared by the Consultant and sent electronically to the Town.
- A presentation of these draft findings will be conducted for the Town Leaders.
- Once the presentation is made and review comments are returned by the Town a final report will be prepared and transmitted electronically.

## II. EXECUTIVE SUMMARY

A Classification and Compensation Study encompasses a significant amount of information that can be time consuming to condense and organize into an abbreviated format. Therefore, GovHR has compiled this Executive Summary in order to provide a quick synopsis regarding the major components, findings and recommendations of this Study. The purpose of a well-designed Classification and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the Town. Second, it assures external equity/competitiveness by comparing the compensation of Duxbury employees against market data.

### **Internal Equity - Classification Plan Development**

The Study developed a new Classification Plan for one hundred twenty-four (124) positions in the Town of Duxbury. To complete this task, the Consultant completed a Job Evaluation. The Job Evaluation included the completion of a questionnaire by all employees covered in the Study and interviews with at least one (1) employee working in each position covered by the Study (see Appendix A). Upon the completion of those tasks, the Consultants assigned a numerical value to each position so that like positions within the organization would be grouped together in a classification to produce an internal equity hierarchy. Nine (9) factors were used for the evaluation of Duxbury's positions:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

The product of this internal ranking is shown in Table 1, which lists the Town's positions with their numerical Job Evaluation score, also known as a Classification Plan. The higher the Job Evaluation Score, the higher the position is within the Classification Plan.

## Job Title Changes

After conducting the Job Evaluation noted above, the Consultants observed some inconsistencies with the market and the actual duties assigned to some positions. Therefore, the following Job Title changes have been recommended based on clarification of duties and market trends.

### Current Title

Administrative Assistant to Fire or Police Chief  
Administrative Assistant – Payroll  
Administrative Assistant – all others – Grade 3  
Building & Grounds Manager  
Foreman Pump Operator  
Foreman – Transfer Station  
Human Resources Manager  
Leadman  
Library Division Head  
Special Operator – Crematory  
Superintendent – Cemetery/Crematory  
Supervising Foreman – DPW Division  
Supervising Foreman – Water Distribution  
Supervising Foreman – Water Treatment

### Proposed New Title

Executive Assistant to Chief  
Payroll Specialist  
Principal Assistant  
Land & Natural Resources Manager  
Water/Wastewater Operator  
Foreperson or Lead Operator  
Talent Acquisition Manager  
Lead, Leadperson or Lead Operator  
[Division Name] Manager  
Operator – Crematory  
Cemetery Manager  
Supervising Foreperson or Operator I  
Chief Water Distribution Operator  
Chief Water Treatment Operator

## External Equity – Market Competitiveness

The next component of the Classification and Compensation Study involved establishing external competitiveness. A group of communities comparable to the Town was established. The Consultants started with Massachusetts communities in Barnstable, Bristol, Dukes, Essex, Middlesex, Nantucket, Norfolk, Plymouth and Suffolk Counties and with populations between approximately 8,000 and 32,000. After that, a specific set of comparison criteria (e.g., total assessed value, total budget, income per capita, etc.) was applied to each community (see Appendix B). Based on the results of this analysis, sixteen (16) communities with a total compatibility score of seventy (70) or greater and within 30 miles of Duxbury were deemed to be most comparable to the Town. The full list of the sixteen (16) chosen comparables is listed below.

Abington	Hingham	Pembroke
Bourne	Hull	Sandwich
Bridgewater	Kingston	Scituate
Cohasset	Marshfield	Stoughton
Hanover	Milton	Wareham
Hingham	Norwell	

**Salary Data**

GovHR then prepared and distributed a salary survey to the sixteen (16) comparable communities. Eight communities responded by either completing the survey or supplying GovHR with a copy of their most recent Compensation Plan. Compensation Plans for two additional comparables were obtained from the Town websites. The salary summary results can be found in Table 2 and the detailed salary data can be found in Appendix C. To provide external competitiveness for the Town’s salaries, the salary ranges derived from this data collection were used to help establish the proposed Compensation Plan. In some cases where there was not enough salary range data, actual salaries were used. The recommended pay ranges are contained within Table 3 of the report.

**Proposed Classification and Compensation Plan**

The goal of this Study was to recommend a Classification and Compensation Plan that is internally equitable and externally competitive. To accomplish this, a Compensation Plan was developed using the 60<sup>th</sup> percentile comparison of the salary ranges that were acquired through the salary survey. The resulting Classification and Compensation Plan consists of fifteen (15) pay grades; one (1) being lowest and fifteen (15) being highest and is broken down into the following three (3) bands:

- Grades 1 – 4: Administrative and Technical Staff
- Grades 5 – 11: Supervisors and Advanced Technical Staff
- Grades 12 – 15: Directors and Senior Manager

All proposed pay ranges are open ranges. There is an 7.5% gradation between Grades 1 – 4, a 5% gradation between Grades 5 – 11 and a 12.5% gradation between grades 12 – 15. Grades 1 – 11 have a 30% range spread from minimum to maximum and Grades 12 – 15 have a 40% range spread from minimum to maximum.



**Future Administration of the Classification and Compensation Plan**

Within the body of this report, GovHR has outlined how the Town can maintain the Classification and Compensation Plan. GovHR will supply the Town with a User’s Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the Town remains competitive with the market in the years to come.

### III. JOB EVALUATION

GovHR's approach to Job Evaluation involves a quantitative point and factor comparison method, which cross-compares all positions in the organization against numerous factors such as educational requirements, experience, work conditions, etc. Therefore, all jobs in each organizational unit (e.g., Finance, Library, Police, etc.) may be compared against each other, based upon the same factors.

In conducting the Job Evaluation exercise, it must be emphasized that the position, and not the incumbent's qualifications, performance, or years of service in the position, is evaluated. An incumbent employee may feel he/she should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel he/she does more tasks than a similar employee in another Department, but these are not valid determinants for a position.

Before reviewing the results of the evaluation of the positions, it is important to note that the purpose of a Job Evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization, based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of Duxbury's positions are as follows:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent’s current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, GovHR conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fit the appropriate level of compliance. In other words, a position that requires a Master’s Degree would receive more points under the “Preparation and Training” factor than positions that did not require this advanced degree. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Job Factor Analysis (JFA) scores. Table 1 contains the Classification Plan, including the Position Title, the Proposed New Title (if applicable), the JFA Score, Skill Level and proposed Grade for the evaluated positions.

As part of the service provided in the Compensation Study, GovHR makes Job Title change recommendations to either reflect a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, GovHR recommends the following Job Title changes:

**Current Title**

Administrative Assistant to Fire or Police Chief  
 Administrative Assistant – Payroll  
 Administrative Assistant – all others – Grade 3  
 Building & Grounds Manager  
 Foreman Pump Operator  
 Foreman – Transfer Station  
 Human Resources Manager  
 Leadman  
 Library Division Head  
 Special Operator – Crematory  
 Superintendent – Cemetery/Crematory  
 Supervising Foreman – DPW Division  
 Supervising Foreman – Water Distribution  
 Supervising Foreman – Water Treatment

**Proposed New Title**

Executive Assistant to Chief  
 Payroll Specialist  
 Principal Assistant  
 Land & Natural Resources Manager  
 Water/Wastewater Operator  
 Foreperson or Lead Operator  
 Talent Acquisition Manager  
 Lead, Leadperson or Lead Operator  
 [Division Name] Manager  
 Operator – Crematory  
 Cemetery Manager  
 Supervising Foreperson or Operator I  
 Chief Water Distribution Operator  
 Chief Water Treatment Operator

## **Determination of Fair Labor Standards Act Designation**

The Fair Labor Standards Act (FLSA) imposes certain minimum wage and overtime pay requirements on employers for jobs that are covered under the Act. Most jobs, including the majority of public-sector jobs, are covered under the Act and entitled to overtime pay. But certain positions, mostly office jobs, are “exempt” from coverage under the Act and therefore not entitled to overtime pay.

Employers often misclassify employees as exempt (and therefore not entitled to overtime pay) because of a misunderstanding of the law or unfamiliarity with the rules. An incorrect determination regarding whether certain positions within an organization are entitled to overtime pay can subject an employer to back pay, penalties and expensive fines if the employees file a complaint with the Department of Labor and if the Department decides to file a lawsuit against the employer. Thus, it is very important to make the proper determination regarding the status of each job within the organization, and whether that job is entitled to the rights and protections afforded to workers under the FLSA.

Before any determination can be made, it is important to become familiar with the many rules, regulations and exceptions contained in the Fair Labor Standards Act. These rules can be complex, and the determination regarding whether a particular position is covered by the Act is not always clear-cut. GovHR began its analysis by having employees complete a questionnaire that has been specifically designed to elicit responses from the employees regarding the types of duties they are required to perform on a regular basis (see Appendix A). The answers provided were generally sufficient for GovHR to determine if the position was or was not exempt under the Act. GovHR also gathered additional information during the employee interviews, including concrete examples of the types of policies the employees had been involved in formulating, or whether the employees had significant input or sole discretion on things such as hiring, firing and discipline of other employees in their departments.

It is important to note that the FLSA provides certain minimum standards that the employer must provide, and that cannot be waived or reduced by the nonexempt employee either individually or through a collective bargaining agreement. The employer can, of course, choose to also apply minimum wage and overtime pay requirements to otherwise exempt employees, or to exceed the minimum requirements for some or all of its employees by agreement. GovHR has reviewed the current FLSA status of the positions covered by the Study and has communicated its findings to the Town.

## IV. THE CLASSIFICATION PLAN

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Administrative Assistant), contains a specific set of duties and responsibilities and that is the objective of the classification process – not the person currently holding that job. A classification is a grouping of positions which have similar levels of knowledge, skills and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical, they can be in different departments, dealing with different subject matters and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is *not* entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications, instead they are management issues. Similarly, there is a tendency in some work forces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor and the Classification Plan should not be used in this manner.

As an assessment of duties performed and of responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan and helps management identify positions which have taken on (or in some cases reduced) duties and responsibilities. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of work that they carry out and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders as well

as opportunities for lateral career development are also evidenced by the logical grouping of allied occupational classifications and hierarchies.

## V. SALARY AND BENEFIT DATA

The Town of Duxbury initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined in Section III) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The following explains the labor market review and collection of salary data.

### Selection of Comparable Jurisdictions for Data Purposes

Selecting jurisdictions for the comparison group is an important element in a Classification and Compensation Study. When selecting jurisdictions to serve as comparables, it is important to use particular criteria to evaluate the other jurisdictions to assure that those chosen as comparables will be the most similar to Duxbury.

To determine which municipalities should be used for survey purposes, GovHR first considered Massachusetts communities in Barnstable, Bristol, Dukes, Essex, Middlesex, Nantucket, Norfolk, Plymouth and Suffolk Counties and with populations between approximately 8,000 and 32,000. Then, the following comparison criteria were applied to each community.

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Population	15	15%
2. Income Per Capita	15	15%
3. Equalized Value Per Capita	15	15%
4. Total Assessed Value	15	15%
5. Tax Levy	15	15%
6. State Aid	5	5%
7. Total Budget	15	15%
8. Proximity	5	5%
	100	100%

The eight (8) categories listed above were selected to mirror important criteria that reflected the following:

- 1) Similar Financial Conditions: 80% of the criteria involved financial benchmarks.
- 2) Population: 15% of the criteria involved a population comparison.
- 3) Proximity: 5% of the criteria involved the proximity of the communities to Duxbury.

Within each of the eight (8) categories, ranges of compatibility were established. For example, the closer a community was to matching Duxbury’s estimated population, the closer the community would be to receiving the maximum of fifteen (15) points. A community whose population was significantly larger or smaller than Duxbury’s population would receive fewer or even zero (0) points. Thus, a municipality achieving a total of one hundred (100) points would be considered most comparable to the Town of Duxbury. A community with zero (0) points was therefore determined to be the least comparable to Duxbury. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

A cutoff of seventy (70) points across the eight (8) categories and a proximity of less than 30 miles was established to select the communities most similar to Duxbury. After applying the eight (8) criteria, sixteen (16) communities achieved seventy (70) or more compatibility points on the comparison scale with Duxbury. The full list of the sixteen (16) comparables is below:

Abington	Hull	Sandwich
Bourne	Kingston	Scituate
Bridgewater	Marshfield	Stoughton
Cohasset	Milton	Wareham
Hanover	Norwell	
Hingham	Pembroke	

### **Selection of Benchmark Positions for Survey Purposes**

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are referred to as benchmark positions. Based on the size of the Study and number of positions in Duxbury, GovHR recommended limiting the benchmark positions in the survey to approximately forty (40) non-union positions and requesting submission of collective bargaining agreements along with the completed survey. This is because as the



number of positions surveyed increases there tends to be a decline the number of organizations responding to the survey. This decline in response rates is thought to be due to the amount of work organizations need to devote to completing a lengthier survey. Positions recommended as benchmarks are those that:

- 1) Are representative of each occupational grouping (e.g., Finance, Library, Police, etc.).
- 2) Include multiple numbers of Town employees, when possible.
- 3) Can be described in a concise manner that accurately identifies the nature of work and level of difficulty.
- 4) Are known to commonly exist in other communities.

After discussion with Town Administration, forty-five (45) non-union positions were selected as benchmark positions for the survey. Below is a list of all the surveyed positions:

- |                                         |                                       |
|-----------------------------------------|---------------------------------------|
| Administrative Assistant                | Fire Chief                            |
| Alternate Inspector                     | Harbormaster                          |
| Animal Control Officer                  | Health Agent                          |
| Assessing Director                      | IT Support Technician                 |
| Assistant Recreation Director           | Library Director                      |
| Aquatic Supervisor                      | Library Division Head                 |
| Beach Operations Administrator          | Local Building & Code Enf. Inspector  |
| Benefits Specialist                     | Municipal Services Director           |
| Call Firefighter                        | Office Manager                        |
| Cemetery/Crematory Superintendent       | Permanent Intermittent Police Officer |
| Chief Technology Officer                | Planning Director                     |
| COA Bus Driver                          | Police Chief                          |
| COA Program Activities Coordinator      | Public Health Nurse                   |
| COA Transportation Coordinator          | Recreation Director                   |
| Conservation Administrator              | ROCCC Deputy Director                 |
| Council on Aging Director               | ROCCC Director                        |
| Director of Human Resources             | Town Accountant                       |
| Director of Public Works                | Town Manager                          |
| DPW Operations Manager                  | Treasurer/Collector                   |
| Executive Assistant to the Town Manager | Veterans' Service Officer             |
| Executive Officer – Harbormaster Dept.  | Water & Sewer Superintendent          |
| Facilities Director                     | Wiring Inspector                      |
| Finance Director                        |                                       |

GovHR then reviewed the collective bargaining agreements from the comparable Towns to gather salary data for the following twenty-five (25) union benchmark positions:

- |                          |                                 |
|--------------------------|---------------------------------|
| Administrative Assistant | Building Maintenance Technician |
| Assistant Collector      | Custodian                       |
| Assistant Town Clerk     | Equipment Operator              |
| Assistant Treasurer      | Fire Captain/EMT                |

Fire Captain/Paramedic  
Firefighter/EMT  
Firefighter/Paramedic  
Foreman  
Lead Public Safety Dispatcher  
Librarian  
Library Associate  
Mechanic  
Office Manager

Payroll/Administrative Assistant  
Police Lieutenant  
Police Officer  
Police Sergeant  
Principal Bookkeeper  
Public Safety Dispatcher  
Skilled Laborer  
Supervising Foreman

### **Salary and Benefits Survey**

After identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the sixteen (16) comparable communities. Eight communities responded by either completing the survey or supplying GovHR with a copy of their most recent Compensation Plan. Compensation Plans for two additional comparables were obtained from the Town websites. Table 2 is a summary of the benchmark salary survey data. The detailed salary survey data for each position is contained in Appendix C.

It is important to make a few of observations regarding Table 2 and Appendix C.

- 1) The salary data is information that was available as of June – July 2021. The new recommended salary ranges for the Town were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable municipalities were only analyzed in a few instances when there was not enough salary range information. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.
- 3) Salary ranges associated with positions that have been reclassified may not be consistent with other salary ranges in a particular Grade.
- 4) Data contained within Appendix C has been thoroughly reviewed. If the Consultants determined the data was not relevant, it was removed. Thus, if a specific position within the salary survey has two worksheets associated with it in Appendix C, then data was removed. The second data sheet will have the word "Edited" after the title of the position surveyed. If a

specific data point was removed, it is highlighted on the first and second worksheets and then removed on the second worksheet associated with the position.

### **Appraisal and Use of Salary Data**

While comparing Duxbury's current salaries to those paid by other employers in the comparable communities, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and therefore take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" positions within organizations.
- 2) Some employers place a different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market, and therefore, pay them more. Overall, the policies and value judgments of different employers in compensating the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely recognized as a good measure of the appropriate compensation rates with respect to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. Of equal importance, however, are the internal relationships for the various positions that were accomplished in the Job Evaluation portion of this Study.

### **The Benefits Survey and Findings**

The benefits portion of the survey collected data related to the following benefits:

Health Insurance  
Sick Leave  
Holidays & Personal Days  
Vacation

Longevity  
Educational Incentives for Public Safety Positions  
Clothing/Cleaning Allowance  
Stipends

A review of the benefits offered in Duxbury versus the comparable communities shows that the Town's benefits are competitive with the other entities surveyed. However, there are some differences that are noted below:

Health Insurance – The comparable communities submitted Employee Only and Family Plans. Duxbury contributes more than the average of the comparable communities towards premiums, 75% for both Employee Only and Family coverage, as compared to 70% for Employee Only and 70% for Family coverage. Rates were submitted for both PPO and HMO plans. Duxbury's rates paid seem to fall in the middle of what was reported by the comparable communities.

Sick Leave – most of the comparable communities offer 15 sick days annually to employees, which is the same as Duxbury. Most have a buy back program, but the program designs vary, and some has stopped the practice for new employees. Two thirds of the comparable communities offer an incentive to not use sick leave, as does Duxbury, and again the programs vary in their construction. The remaining communities do not offer an incentive.

Holidays & Personal Days – Duxbury offers 12 holidays and three personal days (4 after 10 years) for certain employees. The comparable communities on average offer the same amount of time off.

Vacation – Duxbury is very close to the average for vacation leave at all milestone dates – after one year, after five years, after 10 years, after 16 years and after 25 years for all employees, with the exception of the Management positions. Those positions receive five more days off per milestone date. Most of the responding communities have a buy back policy, which vary and most of the comparable communities award sick leave on an accrual basis.

Longevity – All of the responding communities offer a Longevity program, and the majority of them are a flat dollar amount, not a percentage, which is different than some of the employee groups in Duxbury.

Educational Incentives for Public Safety Positions – Most of the responding communities offer an educational incentive to public safety positions. Some still follow the Quinn Bill for Police, while others have changed their programs to flat dollar amounts.

Clothing/Cleaning Allowance – The majority of responding communities have Clothing/Cleaning Allowance for Public Works and Public Safety employees. One community has rolled the allowance into base pay. There are some communities that provide allowances to specialized positions such as natural resources employees.

Stipends – The majority of responding communities offer a wide variety of stipends, from public safety to public works to libraries. There is no consistency among the stipends being offered, meaning while there may be stipends for public safety employees, the purpose of the stipends and amount change from community to community.

Appendix D contains tables summarizing the detailed data related to the benefits survey. Rows representing the comparable towns for which benefits data were not available were deleted from the tables.

## **VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS**

### **Development of the Compensation Plan**

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

- 1) Providing for equal compensation for work of equivalent job content and responsibility.
- 2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.
- 3) Establishing compensation ranges that compare favorably with those of other equivalent jurisdictions within the appropriate labor market.

In preparing this Plan, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed or factored into the Compensation Plan.

### **Compensation Plan Options for the Town's Consideration**

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

- 1) **Defined Increment Plan:** This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, he/she systematically advances through the compensation range. The performance evaluation and resulting salary increment increase occurs annually.
- 2) **Open Range Merit Plan:** This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by Town Administration.

- 3) **Blended Merit Plan:** This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward, and be motivated differently by, the Compensation Plan they work under. Management personnel that are goal-oriented may have a higher acceptance of the Open Range Merit Plan, and thus tend to be more comfortable with this method of compensation. Mid to lower level positions may want the assurance of a defined salary increase based on satisfactory performance. Possible advantages and disadvantages of each Plan are summarized below.

### **Defined Increment Plan**

#### **Advantages**

Town: A Defined Increment Plan has the advantage of creating financial predictability because it is easier for management to predict and plan for salary increases on an annual basis.

Employees: Employees like a Defined Increment Plan because it offers security and predictability for advancement through the range. Another advantage of this Plan is that it offers a high degree of internal equity and fairness – the expectation that fellow workers in this Plan are all being treated the same.

#### **Disadvantages**

Town: The Town may feel that a Defined Increment Plan simply rewards compensation increases on a routine basis. However, by tying the increase to a satisfactory performance evaluation, the Town can be assured that only employees with acceptable performance will receive a salary increase.

Employees: Employees may feel unmotivated to perform at an above average or at a superior level, knowing their salary increase amount is pre-determined. One way to remove this negative notion is to allow an employee with a superior performance evaluation to get a two (2) increment increase. This, however, would be the exception and not the rule. Most employees would be considered “average” performers and receive a one (1) increment increase.

### **Open Range Merit Plan**

#### **Advantages**

Town: The Open Range Merit Plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the Town. This Plan also enables the supervising

authority to reward high-performing employees with a salary increase greater than a defined increment.

Employees: Employees who are high performers like working under this Plan as they can earn a higher percentage salary increase.

### **Disadvantages**

Town: Anticipating the cost of merit increases has less financial predictability, as it is not always possible to know how many employees will be high performers in any given year. However, the Town can fund a “merit increase pool” for all Open Range Merit Plan employees to receive an average percentage (i.e., a 2-3% increase), knowing that some employees will receive less (or no) increase and some employees will earn more.

Employees: An Open Range Merit Plan can create a perceived inequity regarding how individuals are granted salary increases. It is incumbent upon management to use an equitable performance evaluation system when implementing this Plan. It is also incumbent on management to ensure that the performance evaluation system is applied fairly and that supervisors receive appropriate training on conducting the evaluation and using the evaluation tool properly.

### **Blended Merit Plan**

There are positives and negatives for both Defined Increment and Open Range Merit Plans. However, it is also possible to design a pragmatic salary system that uses elements of both Defined Increment and Open Range Merit Plans. It is becoming increasingly common for organizations to have a Blended Merit Plan for various levels of positions that reflects the particular circumstances and culture of the organization. A Plan of this type is customizable to the needs of the organization. It is also the preferred Plan for organizations that are transitioning from a Defined Increment Plan to an Open Range Merit Plan. The following is one example of a Blended Merit Plan:

**Exempt:** All exempt employees are in an Open Range Merit Plan.

**Non-exempt:** Non-exempt employees are in a Blended Merit Plan. In this Plan, salary ranges begin at the minimum with, for example, three (3) defined increments and then transition into an open range. The initial increment of the assigned range is intended as the normal hiring/promoting rate. Increments two (2) and three (3) would be awarded upon successful completion of the employee's initial evaluation period and/or after another period that is set by the Town (e.g., increment two (2) after the initial evaluation and increment three (3) after an additional year of employment.) After



that, the employee may advance through the open range as a result of a successful performance evaluation.

### **Recommendation: Open Range Merit Plan**

GovHR is recommending that the Town adopt an Open Range Merit Plan. An Open Range Merit Plan has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the ranges based on an annual satisfactory performance evaluation, with the percentage of their increase determined by their supervisor and Town Administration.

The Open Range Merit Plan also allows maximum flexibility for the Town relative to recruitment and funding as employees can be hired within the range and the increases provided annually for meritorious performance can fluctuate based on available funding. Given Duxbury's goal to recruit, reward and retain motivated, high-performing employees, the Open Range Merit Plan has been selected for recommendation.

### **Pay Philosophy**

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the Town. In Duxbury, the Town subscribes to a pay philosophy of compensation employees at a rate at the 60<sup>th</sup> percentile.

### **Proposed Compensation Plan and Structure**

The next step in this process is to combine the JFA scores included in Tables 1 and 2 with the proposed salary ranges in Table 3. The Classification and Compensation Plan consists of fifteen (15) pay grades; one (1) being lowest and fifteen (15) being highest and is broken down into the following three (3) bands:

Grades 1 – 4: Administrative and Technical Staff

Grades 5 – 11: Supervisors and Advanced Technical Staff

Grades 12 – 15: Directors and Senior Manager

All proposed pay ranges are open ranges. There is an 7.5% gradation between Grades 1 – 4, a 5% gradation between Grades 5 – 11 and a 12.5% gradation between grades 12 – 15. Grades 1 – 11 have a

30% range spread from minimum to maximum and Grades 12 – 15 have a 40% range spread from minimum to maximum.

**Note 1:** Different compensation grades may have different ranges from minimum to maximum compensation. It is appropriate for the lower grades in a Compensation Plan to have a smaller spread from minimum to maximum as it is likely that new employees would start at the minimum compensation of the range. Conversely, it is more likely that more experienced employees or Department Head level employees may be hired at a rate above the minimum compensation of a range, thus it is necessary to have a greater spread from minimum to maximum compensation.

**Note 2:** Gradation refers to the relationship between the minimum compensation of one grade to the minimum compensation of the next grade. In this case, the starting compensation for employees in Grade 2 is 7.5% higher than Grade 1 and so on. The gradation will vary depending upon the relationship between the salary data for the grade, the number of grades in the compensation band and the established compensation range.

Table 2 combines all of the classification and compensation data at the 60<sup>th</sup> percentile.

### **Implementation and Administration of the Compensation Plan**

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

- 1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- 2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.
- 3) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace. However, the Town can consider lump sum increases for these employees, which does not impact base compensation levels, until the ranges adjust to include the individual employee compensation rates.

In other studies, GovHR has been asked for ideas on how to address the situation of long-term employees whose current compensation falls near the bottom (within 5 - 10%) of the proposed range. If this occurs, it illustrates that the position has been compensated at less than the market rate for someone with similar tenure. Thus, some communities elect to make additional adjustments for those employees at implementation. This program is discretionary for the Town to adopt and only occurs one time, at the implementation of the new Classification and Compensation Plan. If the Town wishes to consider such a program, an example is illustrated below:

<b>Service</b>	<b>Adjustment</b>
1 - 3 Years	0%
Over 3 and up to 8 Years	1%
Over 8 and up to 15 Years	2%
Over 15 Years	3%

### **Employee Advancement through the Ranges**

To implement the new Compensation Plan, GovHR recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving:

- 1) Applicants with exceptional background and qualifications.
- 2) A promotion in which the employee's current compensation is higher than the minimum of the new range.
- 3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum.

In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the Town's policies (if applicable). Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top of the range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an

annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance. Typical movement through the range could be in increments of 1% to 3%, depending on the employee's performance evaluation and goal attainment, as well as the financial resources of the Town.

The Town may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. If this option is exercised, then an employee would be eligible to receive a payment after a successful performance evaluation each year. This payment should not be worked into the base salary. It can be in the form of a lump sum payment that is a set amount calculated each year and the same for all employees, such as \$500 for meeting expectations and \$1,000 for exceeding expectations. Another option is to calculate a percentage of the employee's base compensation and provide a lump sum payment equivalent to that amount, such as 1% for meeting expectations and 2% for exceeding expectations.

It is recommended that the Town set aside a "merit pool" every year, to fund increases for employees in this Plan. This money would then serve as the pool for merit payments, knowing that some employees will be high performers, getting a higher percentage, and some employees will be lower performers, getting a lower percentage.

Again, it should also be noted that the implementation and use of a formal performance evaluation process for all staff members is a key component to the success of this Plan. Equally, if not more important, is that supervisors are adequately trained to perform the formal performance evaluation process.

### **Future Administration of the Compensation Plan**

To maintain competitive salary levels there should be an annual review of the Town's salary ranges. The sixteen (16) communities used in the survey group for this Study have been determined to be comparable jurisdictions to the Town. Therefore, Duxbury can continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes, until it is determined that they are no longer valid comparables. As mentioned earlier, the salary levels for these comparables are current as of June – July 2021. It is GovHR's recommendation that an annual survey of these

communities be conducted to determine the percentage increase each organization in the comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The Town may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

It is the further recommendation of GovHR that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above satisfactory performance of their job duties. Finally, it is recommended that the Town review the compatibility of the municipalities after five (5) years.

### **Future Administration of the Classification Plan**

The administration of a Classification Plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into classifications. Instead, the Plan must be administered continually to adapt it to changing conditions.

Three (3) specific types of changes in the Plan itself are possible: abolition of a position, creation of a position, or a revision of a position.

- 1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.
- 2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to assure that new positions are justified, are not merely duplicating established positions, cannot be accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.
- 3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being

performed. In this instance, a position may need to be re-scored and move up or down into a new classification.

All changes should be thoroughly evaluated for their effect on employee morale and the integrity of the classification relationships established in the Classification and Compensation Plan. Town Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the Town to grade a newly created or revised position. GovHR provides scoring assistance in such cases free of charge for one (1) year after the delivery of this report.

### **Appreciation**

GovHR has appreciated the opportunity to work with the Town of Duxbury on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the Town Administration for the significant amount of work and support dedicated to the project.

**TOWN OF DUXBURY  
CLASSIFICATION PLAN**

Table 1

Current Position Title	Proposed Title	JFA Total	Skill Level	Grade
<b>Town Manager</b>				
Town Manager		835		
<b>Public Safety Directors</b>				
Fire Chief		780		
Police Chief		765		
<b>Directors and Senior Management Staff</b>				
Regional Public Safety Dispatch Dir.		765	755 to 785	15
Human Resources Director		760	(30 pts)	
Chief Technology Officer		755		
DPW Director		755		
Facilities Director		755		
Finance Director		755		
<b>Recreation Director</b>				
Recreation Director		750	720 to 750	14
Harbormaster		740		
Deputy Fire Chief/Paramedic		740		
Library Director		740		
Director of Municipal Services		735		
COA Director		725		
Deputy Police Chief		725		
<b>Public Safety Dispatch Deputy Director</b>				
Public Safety Dispatch Deputy Director		695	685 to 715	13
Water & Sewer Superintendent		690		
Police Lieutenant		685		
IT Director (position eliminated)		685		
<b>Conservation Administrator</b>				
Conservation Administrator		660	650 to 680	12
Director of Assessing		655		
Planning Director		655		
Fire Captain/Paramedic		655		
Town Accountant		655		
DPW Operations Manager		650		
Treasurer/Collector		650		
<b>Advanced Technical and Supervisory</b>				
Assistant Human Resources Director		640	615 to 645	11
Assistant Recreation Director		640		
Executive Officer - Harbormaster		640		
Fire Captain - EMT		640		
Library Division Head	(Division Name) Manager	640		
Assistant Director COA		630		
Health Agent		615		
<b>Buildings and Grounds Manager</b>				
Buildings and Grounds Manager	Land and Natural Resources Manager	610	580 to 610	10

**TOWN OF DUXBURY  
CLASSIFICATION PLAN**

Table 1

<b>Current Position Title</b>	<b>Proposed Title</b>	<b>JFA Total</b>	<b>Skill Level</b>	<b>Grade</b>
Superintendent - Cemetery/Crematory	Cemetery Manager	610	(30 points)	
Town Clerk		600		
Lead Public Safety Dispatcher		600		
Beach Operations Administrator		590		
<b>Grade 9</b>				
Assistant Treasurer/Collector		565	545 to 575	9
Sergeant		565		
Assistant Assessor		560		
Community Services Manager COA		565		
Local Building & Code Enforce. Inspector		550		
Firefighter/Paramedic/EMS Manager		545		
<b>Grade 8</b>				
Aquatic Supervisor		540	510 to 540	8
Volunteer Manager - COA		540		
Social Day Manager - COA		535		
Animal Control Officer		530		
Supervising Foreman - Water Distribution	Chief Water Distribution Operator	530		
Supervising Foreman - Water Treatment	Chief Water Treatment Operator	530		
Supervising Foreman	Supervising Foreperson or Operator I	530		
Assistant Collector		520		
Assistant Town Accountant		520		
Assistant Town Clerk		520		
Assistant Treasurer		520		
<b>Grade 7</b>				
Foreman - Transfer Station	Foreperson or Lead Operator	500	475 to 505	7
DPW Office Manager		495		
Office Manager -- Municipal Services		490		
Administrative Assistant - Fire	Executive Assistant to Chief	485		
Administrative Assistant - Police	Executive Assistant to Chief	485		
Electrical Inspector		485		
Executive Assistant to Town Manager		485		
Leadman - Vehicle Maintenance	Lead, Leadperson or Lead Operator	485		
Plumbing-Gas Inspector		485		
Dispatcher		485		
Aerial Lift Operator		480		
Firefighter/Paramedic		480		
Human Resources Manager	Talent Acquisition Manager	480		
HVAC Technician		480		
IT Support Technician		480		
Patrol Officer		480		
<b>Grade 6</b>				
Firefighter/EMT		470	430 to 470	6
Leadman - Crematory	Lead, Leadperson or Lead Operator	470		
Leadman - Highway	Lead, Leadperson or Lead Operator	470		
Media Manager COA		470		



**TOWN OF DUXBURY  
CLASSIFICATION PLAN**

Table 1

Current Position Title	Proposed Title	JFA Total	Skill Level	Grade
Food Service Manager		465		
Finance Manager COA		460		
Front Office Manager - COA		455		
Home Delivered Meals Manager		455		
Public Health Nurse (PT)		450		
Budget Analyst		440		
Foreman Pump Operator	Water/Wastewater Operator	435		
Librarian		435		
Building Maintenance Technician		420	395 to 425	5
Assistant Animal Control Officer		415		
Benefits Specialist		405		
Administrative Assistant - Payroll	Payroll Specialist	405		
Community Services Coordinator		405		
Mechanic		395		
<b>Administrative and Technical Staff</b>				
Call Firefighter		390	360 to 390	4
Veteran's Service Officer		385	(30 points)	
Equipment Operator - Water		375		
Special Operator - Crematory	Operator - Crematory	375		
Librarian Intermittent		375		
Program Coordinator Admin - COA		375		
Program Coordinator - COA		375		
Library Associate		370		
Alternate Inspector		365		
Assistant to the Prosecutor		365		
Equipment Operator - HWY, HWY, LNR		360		
Food Service Assistant COA		355	325 to 355	3
Transportation Coordinator - COA		355		
Administrative Assistant - BOH**	Principal Assistant	360		
Administrative Assistant - Conservation	Principal Assistant	355		
Administrative Assistant - Fire	Principal Assistant	355		
Administrative Assistant - Municipal Serv.	Principal Assistant	355		
Administrative Assistant - Planning	Principal Assistant	355		
Administrative Assistant - Recreation	Principal Assistant	355		
Administrative Assistant - TM & BOS	Principal Assistant	350		
Administrative Assistant - ZBA & BOH	Principal Assistant	350		
Social Day Program Assistant		340		
Library Associate - Intermittent		340		
Skilled Laborer - Highway		335		
Land Management Assistant		330		
Custodian - COA		320	290 to 320	2

**TOWN OF DUXBURY  
CLASSIFICATION PLAN**

Table 1

<b>Current Position Title</b>	<b>Proposed Title</b>	<b>JFA Total</b>	<b>Skill Level</b>	<b>Grade</b>
Administrative Assistant *		315		
Principal Bookkeeper, Collector		315		
Administrative Assistant - Cemetery		315		
Administrative Assistant - Harbor		315		
Administrative Assistant - Assessing		305		
Principal Bookkeeper, Treasurer		305		
Skilled Laborer - LNR		295		
Principal Bookkeeper - Accounts Payable		290		
Administrative Assistant - DPW		290		
Administrative Assistant - Water		290		
Bus Driver COA		285	To 285	1
Building Custodians - Police, Library		220		

**TOWN OF DUXBURY  
COMPREHENSIVE TABLE**

Table 2

#	Position Title	JFA Total	Skill Level	Old Grade	New Grade	Salary Survey Data 60th Percentile		Duxbury Current Salary Range		Proposed FY21 Salary Range (60th)		Proposed FY22 Salary Range (60th)	
<b>Town Manager</b>													
1	Town Manager	835		Contract		\$ 151,200	\$ 217,350	Contract					
<b>Public Safety Directors</b>													
2	Fire Chief	780		Contract		\$ 132,365	\$ 190,274	Contract					
3	Police Chief	765		Contract		\$ 142,752	\$ 205,206	Contract					
<b>Directors and Senior Management Staff</b>													
4	Regional Public Safety Dispatch Dir.	765	755 to 785	9	15			\$ 70,500	\$ 119,734	\$ 104,651	\$ 146,512	\$ 107,268	\$ 150,175
5	Human Resources Director	760	(30 pts)	9		\$ 86,397	\$ 116,480	\$ 70,500	\$ 119,734				
6	Chief Technology Officer	755		10		\$ 92,251	\$ 112,779	\$ 90,000	\$ 152,388				
7	DPW Director	755		10		\$ 105,656	\$ 142,420	\$ 90,000	\$ 152,388				
8	Facilities Director	755		9		\$ 77,853	\$ 100,464	\$ 70,500	\$ 119,734				
9	Finance Director	755		10		\$ 90,890	\$ 132,228	\$ 90,000	\$ 152,388				
<b>Directors and Senior Management Staff</b>													
10	Recreation Director	750	720 to 750	9	14	\$ 80,579	\$ 101,504	\$ 70,500	\$ 119,734	\$ 93,023	\$ 130,233	\$ 95,349	\$ 133,489
11	Harbormaster	740		9		\$ 78,042	\$ 106,648	\$ 70,500	\$ 119,734				
12	Deputy Fire Chief/Paramedic	740		10				\$ 90,000	\$ 152,388				
13	Library Director	740		9		\$ 79,673	\$ 101,763	\$ 70,500	\$ 119,734				
14	Director of Municipal Services	735		9		\$ 86,603	\$ 111,904	\$ 70,500	\$ 119,734				
15	COA Director	725		8		\$ 76,626	\$ 101,893	\$ 62,900	\$ 102,536				
16	Deputy Police Chief	725		10				\$ 90,000	\$ 152,388				
<b>Directors and Senior Management Staff</b>													
17	Public Safety Dispatch Deputy Director	695	685 to 715	8	13			\$ 62,900	\$ 102,536	\$ 82,688	\$ 115,763	\$ 84,755	\$ 118,657
18	Water & Sewer Superintendent	690		9		\$ 90,825	\$ 119,480	\$ 70,500	\$ 119,734				
19	Police Lieutenant	685		1-3 MCOP		\$ 88,941	\$ 108,912	\$ 103,181	\$ 108,933				
<b>Directors and Senior Management Staff</b>													
20	Conservation Administrator	660	650 to 680	8	12	\$ 70,636	\$ 92,829	\$ 62,900	\$ 102,536	\$ 73,500	\$ 102,900	\$ 75,338	\$ 105,473
21	Director of Assessing	655		8		\$ 86,603	\$ 110,096	\$ 62,900	\$ 102,536				
22	Planning Director	655		8		\$ 81,140	\$ 103,724	\$ 62,900	\$ 102,536				
23	Fire Captain/Paramedic	655		10-15 IAFF		\$ 87,925	\$ 92,902	\$ 78,281	\$ 89,814				
24	Town Accountant	655		8		\$ 74,040	\$ 110,750	\$ 62,900	\$ 102,536				
25	DPW Operations Manager	650		8		\$ 89,079	\$ 122,299	\$ 62,900	\$ 102,536				
26	Treasurer/Collector	650		8		\$ 77,638	\$ 111,604	\$ 62,900	\$ 102,536				
<b>Advanced Technical and Supervisory</b>													
27	Assistant Human Resources Director	640	615 to 645	7	11			\$ 50,000	\$ 81,657	\$69,014.93	\$89,719.40	\$ 70,740	\$ 91,962
28	Assistant Recreation Director	640	(30 points)	7				\$ 50,000	\$ 81,657				
29	Executive Officer - Harbormaster	640		7		\$ 63,860	\$ 83,989	\$ 50,000	\$ 81,657				
30	Fire Captain - EMT	640		10-15 IAFF		\$ 84,039	\$ 88,881	\$ 69,670	\$ 80,776				

**TOWN OF DUXBURY  
COMPREHENSIVE TABLE**

Table 2

#	Position Title	JFA Total	Skill Level	Old Grade	New Grade	Salary Survey Data		Duxbury Current		Proposed FY21		Proposed FY22	
						60th Percentile		Salary Range		Salary Range (60th)		Salary Range (60th)	
31	Library Division Head	640		7		\$ 50,989	\$ 71,984	\$ 50,000	\$ 81,657				
32	Assistant Director COA	630		7				\$ 50,000	\$ 81,657				
33	Health Agent	615		7		\$ 84,303	\$ 111,181	\$ 50,000	\$ 81,657				
34	Buildings and Grounds Manager	610	580 to 610	8	10			\$ 62,900	\$ 102,536	\$65,728.50	\$85,447.05	\$ 67,372	\$ 87,583
35	Superintendent - Cemetery/Crematory	610		8				\$ 62,900	\$ 102,536				
36	Town Clerk	600		Elected				Elected					
37	Lead Public Safety Dispatcher	600		2 MCOP-A				\$ 65,243	\$ 67,606				
38	Beach Operations Administrator	590		7				\$ 50,000	\$ 81,657				
39	Assistant Treasurer/Collector	565	545 to 575		9					\$62,598.57	\$81,378.14	\$ 64,164	\$ 83,413
40	Sergeant	565		5-7 MCOP-B		\$ 76,271	\$ 82,492	\$ 79,299	\$ 81,868				
41	Assistant Assessor	560		7				\$ 50,000	\$ 81,657				
42	Community Services Manager COA	565		6				\$ 46,000	\$ 72,929				
43	Local Building & Code Enforce. Inspector	550		7		\$ 56,205	\$ 73,905	\$ 50,000	\$ 81,657				
44	Firefighter/Paramedic/EMS Manager	545		7-9 IAFF				\$ 68,165	\$ 80,723				
45	Aquatic Supervisor	540		6	8			\$ 46,000	\$ 72,929	\$ 59,618	\$ 77,503	\$ 61,108	\$ 79,441
46	Volunteer Manager - COA	540		5				\$ 41,600	\$ 64,382				
47	Social Day Manager - COA	535		6				\$ 46,000	\$ 72,929				
48	Animal Control Officer	530		7		\$ 54,411	\$ 75,731	\$ 50,000	\$ 81,657				
49	Supervising Foreman - Water Distribution	530		10 AFSCME				\$ 56,888	\$ 65,270				
50	Supervising Foreman - Water Treatment	530		10 AFSCME				\$ 56,888	\$ 65,270				
51	Supervising Foreman	530		10 AFSCME		\$ 71,190	\$ 78,148	\$ 56,888	\$ 65,270				
52	Assistant Collector	520		5 SEIU		\$ 48,005	\$ 57,571	\$ 44,675	\$ 54,639				
53	Assistant Town Accountant	520											
54	Assistant Town Clerk	520		5 SEIU		\$ 48,005	\$ 56,721	\$ 44,675	\$ 54,639				
55	Assistant Treasurer	520		5 SEIU		\$ 52,859	\$ 71,527	\$ 44,675	\$ 54,639				
56	Foreman - Transfer Station	500	475 to 505	9 AFSCME	7	\$ 59,584	\$ 68,428	\$ 54,226	\$ 62,150	\$ 56,779	\$ 73,812	\$ 58,198	\$ 75,658
57	DPW Office Manager	495		6		\$ 57,797	\$ 75,653	\$ 46,000	\$ 72,929				
58	Office Manager -- Municipal Services	490		5 SEIU				\$ 44,675	\$ 54,639				
59	Administrative Assistant - Fire	485		3				\$ 36,400	\$ 55,702				
60	Administrative Assistant - Police	485		5		\$ 46,426	\$ 63,074	\$ 41,600	\$ 64,382				
61	Electrical Inspector	485		Sch. PS				\$ 42,900	\$ 63,434				
62	Executive Assistant to Town Manager	485		7				\$ 50,000	\$ 81,657				
63	Leadman - Vehicle Maintenance	485		8 AFSCME				\$ 51,542	\$ 58,864				
64	Plumbing-Gas Inspector	485		Sch. PS				\$ 42,900	\$ 63,434				
65	Dispatcher	485		1 MCOP-A				\$ 48,949	\$ 58,779				

**TOWN OF DUXBURY  
COMPREHENSIVE TABLE**

Table 2

#	Position Title	JFA Total	Skill Level	Old Grade	New Grade	Salary Survey Data		Duxbury Current Salary Range		Proposed FY21 Salary Range (60th)		Proposed FY22 Salary Range (60th)	
						60th Percentile							
66	Aerial Lift Operator	480		9 AFSCME				\$ 54,226	\$ 62,150				
67	Firefighter/Paramedic	480		1-9 IAFF			\$ 63,492	\$ 77,084	\$ 68,165	\$ 80,723			
68	Human Resources Manager	480		6				\$ 46,000	\$ 72,929				
69	HVAC Technician	480		7				\$ 50,000	\$ 81,657				
70	IT Support Technician	480		7			\$ 69,435	\$ 95,261	\$ 50,000	\$ 81,657			
71	Patrol Officer	480		1-3 MCOP-B			\$ 53,756	\$ 69,123	\$ 57,888	\$ 69,291			
<b>Administrative and Technical Staff</b>													
72	Firefighter/EMT	470	430 to 470		6	\$ 59,860	\$ 71,911	\$ 59,036	\$ 70,954	\$ 54,075	\$ 70,298	\$ 55,427	\$ 72,055
73	Leadman - Crematory	470		8 AFSCME				\$ 51,542	\$ 58,864				
74	Leadman - Highway	470		8 AFSCME				\$ 51,542	\$ 58,864				
75	Media Manager COA	470		5				\$ 41,600	\$ 64,382				
76	Food Service Manager	465		5				\$ 41,600	\$ 64,382				
77	Finance Manager COA	460		5				\$ 41,600	\$ 64,382				
78	Front Office Manager - COA	455		5				\$ 41,600	\$ 64,382				
79	Home Delivered Meals Manager	455		5				\$ 41,600	\$ 64,382				
80	Public Health Nurse (PT)	450		Sch. R		\$ 58,949	\$ 81,421	\$ 26,325	\$ 97,500				
81	Budget Analyst	440		6				\$ 46,000	\$ 72,929				
82	Foreman Pump Operator	435		9 AFSCME				\$ 54,226	\$ 62,150				
83	Librarian	435		3 SEIU-Lib.		\$ 52,210	\$ 64,122	\$ 57,075	\$ 68,411				
<b>Administrative and Technical Staff</b>													
84	Building Maintenance Technician	420	395 to 425	8 AFSCME	5	\$ 53,008	\$ 63,428	\$ 51,542	\$ 58,864	\$ 51,500	\$ 66,950	\$ 52,788	\$ 68,624
85	Assistant Animal Control Officer	415		Sch. R				\$ 26,325	\$ 97,500				
86	Benefits Specialist	405		4		\$ 57,155	\$ 71,276	\$ 37,050	\$ 58,364				
87	Administrative Assistant - Payroll	405		4 SEIU				\$ 42,530	\$ 52,260				
88	Community Services Coordinator	405		3				\$ 36,400	\$ 55,702				
89	Mechanic	395		6 AFSCME		\$ 53,310	\$ 60,348	\$ 47,466	\$ 54,454				
<b>Administrative and Technical Staff</b>													
90	Call Firefighter	390	360 to 390	Sch. R	4	\$ 40,800	\$ 58,650	\$ 26,325	\$ 97,500	\$ 49,692	\$ 64,599	\$ 50,934	\$ 66,214
91	Veteran's Service Officer	385		6		\$ 72,334	\$ 90,509	\$ 46,000	\$ 72,929				
92	Equipment Operator - Water	375		5 AFSCME				\$ 45,885	\$ 53,477				
93	Special Operator - Crematory	375		7 AFSCME				\$ 49,130	\$ 57,470				
94	Librarian Intermittent	375		Sch. R				\$ 26,325	\$ 97,500				
95	Program Coordinator Admin - COA	375		3				\$ 34,125	\$ 52,221				
96	Program Coordinator - COA	375		3				\$ 34,125	\$ 52,221				
97	Library Associate	370		2 SEIU-Lib.		\$ 40,604	\$ 52,239	\$ 36,618	\$ 44,481				
98	Alternate Inspector	365		Sch. A				\$ 42,900	\$ 42,900				
99	Assistant to the Prosecutor	365		4				\$ 37,050	\$ 58,364				
100	Equipment Operator - HWY, HWY, LNR	360		5 AFSCME		\$ 49,394	\$ 57,058	\$ 45,885	\$ 53,477				

**TOWN OF DUXBURY  
COMPREHENSIVE TABLE**

Table 2

#	Position Title	JFA Total	Skill Level	Old Grade	New Grade	Salary Survey Data 60th Percentile		Duxbury Current Salary Range		Proposed FY21 Salary Range (60th)		Proposed FY22 Salary Range (60th)	
101	Food Service Assistant COA	350	325 to 355	1	3			\$ 28,275	\$ 41,418	\$ 46,225	\$ 60,093	\$ 47,381	\$ 61,595
102	Transportation Coordinator - COA	350		3		\$ 41,714	\$ 56,001	\$ 34,125	\$ 52,221				
103	Administrative Assistant - BOH**	355		4 SEIU		\$ 46,426	\$ 63,074	\$ 42,530	\$ 52,260				
104	Administrative Assistant - Conservation	355		4 SEIU				\$ 42,530	\$ 52,260				
105	Administrative Assistant - Fire	360		5				\$ 41,600	\$ 64,382				
106	Administrative Assistant - Municipal Serv.	355		4 SEIU				\$ 42,530	\$ 52,260				
107	Administrative Assistant - Planning	355		4 SEIU				\$ 42,530	\$ 52,260				
108	Administrative Assistant - Recreation	355		4				\$ 37,050	\$ 58,364				
109	Administrative Assistant - TM & BOS	355		4		\$ 46,426	\$ 63,074	\$ 37,050	\$ 58,364				
110	Administrative Assistant - ZBA & BOH	355		4 SEIU				\$ 42,530	\$ 52,260				
111	Social Day Program Assistant	335		2				\$ 31,200	\$ 45,630				
112	Library Associate - Intermittent	340		Sch. R.				\$ 26,325	\$ 97,500				
113	Skilled Laborer - Highway	340		4 AFSCME		\$ 47,481	\$ 56,691	\$ 45,094	\$ 52,104				
114	Land Management Assistant	330		Sch. R				\$ 26,325	\$ 97,500				
115	Custodian - COA	320	290 to 320	3 AFSCME	2			\$ 44,283	\$ 50,731	\$ 43,000	\$ 55,900	\$ 44,075	\$ 57,298
116	Administrative Assistant *	315		4		\$ 45,691	\$ 54,356	\$ 37,050	\$ 58,364				
117	Principal Bookkeeper, Collector	315		4 SEIU				\$ 42,530	\$ 52,260				
118	Administrative Assistant - Cemetery	315		4				\$ 37,050	\$ 58,364				
119	Administrative Assistant - Harbor	315		4				\$ 37,050	\$ 58,364				
120	Administrative Assistant - Assessing	305		4 SEIU				\$ 42,530	\$ 52,260				
121	Principal Bookkeeper, Treasurer	305		4 SEIU		\$ 45,986	\$ 55,560	\$ 42,530	\$ 52,260				
122	Skilled Laborer - LNR	295		4 AFSCME				\$ 45,094	\$ 52,104				
123	Principal Bookkeeper - Accounts Payable	290		4 SEIU				\$ 42,530	\$ 52,260				
124	Administrative Assistant - DPW	290		4 SEIU				\$ 42,530	\$ 52,260				
125	Administrative Assistant - Water	290		4 SEIU				\$ 42,530	\$ 52,260				
126	Bus Driver COA	285	To 285	Sch. R	1	\$ 38,143	\$ 54,057	\$ 26,325	\$ 97,500	\$ 40,000	\$ 52,000	\$ 41,000	\$ 53,300
127	Building Custodians - Police, Library	220		3 AFSCME		\$ 40,768	\$ 49,192	\$ 44,283	\$ 50,731				
** Administrative Assistant - Grade 3 - Board of Health, Conservation, Fire, Municipal Services, Planning, Recreation, Town Manager/Board of Selectmen, and Zoning Board of Appeals/Board of Health													
* Administrative Assistant - Grade 2 - Assessing, Cemetery, Harbor, Library, Public Works, and Water													

**TOWN OF DUXBURY  
PROPOSED PAY RANGES**

Table 3

60th Percentile			
Administrative and Technical			
7.5% between Ranges			
30% Range Spread			
1	\$40,000.00	1.3	\$52,000.00
2	\$43,000.00	1.3	\$55,900.00
3	\$46,225.00	1.3	\$60,092.50
4	\$49,691.88	1.3	\$64,599.44

Supervisors and Advanced Technical			
5% between Ranges			
30% Range Spread			
5	\$51,500.00	1.3	\$66,950.00
6	\$54,075.00	1.3	\$70,297.50
7	\$56,778.75	1.3	\$73,812.38
8	\$59,617.69	1.3	\$77,502.99
9	\$62,598.57	1.3	\$81,378.14
10	\$65,728.50	1.3	\$85,447.05
11	\$69,014.93	1.3	\$89,719.40

Directors and Senior Managers			
12.5% between Ranges			
40% Range Spread			
12	\$73,500.00	1.4	\$102,900.00
13	\$82,687.50	1.4	\$115,762.50
14	\$93,023.44	1.4	\$130,232.81
15	\$104,651.37	1.4	\$146,511.91

# APPENDIX A



## EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

### Town of Duxbury

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	YOUR EDUCATION: <input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR:	HIS/HER TITLE:

### INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete his/her section.

**General Summary:** In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Feel free to add more numbers/duties if necessary.

**FACTOR 1. Education & Training:** In your opinion, what kind of education and training is necessary to perform your job?

- LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- LEVEL 2: High school diploma (GED) or equivalent.
- LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate’s Degree or two years of technical or business school.
- LEVEL 5: Completion of four-year college degree program.
- LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- LEVEL 7: Completion of graduate coursework equal to a Master’s Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

**FACTOR 2. Years of Experience:** How much previous work experience do you feel is necessary to perform your job?

- |                                           |                                       |                                       |                                        |                                             |
|-------------------------------------------|---------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------------|
| LEVEL 1:                                  | LEVEL 2:                              | LEVEL 3:                              | LEVEL 4:                               | LEVEL 5:                                    |
| <input type="checkbox"/> Less Than 1 Year | <input type="checkbox"/> 1 to 3 Years | <input type="checkbox"/> 4 to 6 Years | <input type="checkbox"/> 7 to 10 Years | <input type="checkbox"/> More than 10 Years |

What is the minimum number of years required?

What specific experience is necessary?

**FACTOR 3. Independent Judgment and Decision Making**

**Part 1:** How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- LITTLE: Little discretion or independent judgment exercised.
- SOME: Some discretion or judgment exercised, but supervisor is normally available.
- OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

**Part 2:** If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- MINOR: Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
- MODERATE: Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- SERIOUS: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- CRITICAL: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

---

**FACTOR 4. Responsibility for Policy Development:** Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- LEVEL 1: Position involves only the execution of policies or use of existing procedures.
- LEVEL 2: May provide some input to supervisor when policies and procedures are updated.
- LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

---

**FACTOR 5. Planning:** How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
- LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
- LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
- LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
- LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).

**FACTOR 6. Contacts with Others:** In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

**FACTOR 7. Supervision Given:**

Do you supervise or assign work to other employees?  Yes  No

If yes:

- LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.

- LEVEL 3: Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- LEVEL 4: Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

---

**FACTOR 8. Physical Demands:** Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	
Bending	<input type="checkbox"/>	<input type="checkbox"/>	
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>	

**Unpleasant or Hazardous Conditions:** Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	<input type="checkbox"/>	<input type="checkbox"/>	
Dust	<input type="checkbox"/>	<input type="checkbox"/>	
Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Cold	<input type="checkbox"/>	<input type="checkbox"/>	
Odors	<input type="checkbox"/>	<input type="checkbox"/>	
Noise	<input type="checkbox"/>	<input type="checkbox"/>	
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	
Wetness/Humidity	<input type="checkbox"/>	<input type="checkbox"/>	
Toxic Agents	<input type="checkbox"/>	<input type="checkbox"/>	
Electrical Currents	<input type="checkbox"/>	<input type="checkbox"/>	
Heavy Machinery	<input type="checkbox"/>	<input type="checkbox"/>	
Violence	<input type="checkbox"/>	<input type="checkbox"/>	
Disease	<input type="checkbox"/>	<input type="checkbox"/>	
Smoke	<input type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	

---

**FACTOR 9. Use of Technology/Specialized Equipment:** Please check the level of technology or specialized equipment use needed for you to perform your job.

- LEVEL 1: Position has no responsibility for, or use of, technology.
- LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.
- LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

**10. FLSA EXEMPT OR NON-EXEMPT DETERMINATION**

Do you receive overtime or comp time for hours worked beyond your normal work week?  Yes  No

Is your position considered any one of the following: Executive, Administrative, Professional, or Computer? If so, please answer the questions in the applicable sections below. If not, please skip to Question 11.

**Please answer for only one category:**

**A. Executive**

	<b>No</b>	<b>Yes</b>	<b>Unsure</b>
Are you paid the equivalent of at least \$684 per week on a salary basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is your primary duty managing the department or unit of a local government?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Percent of time spent managing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you customarily direct the work of two or more other employees (or the equivalent of two or more, e.g., 4 part-timers)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the ability to hire and fire, or do your recommendations carry significant weight even if you are unauthorized to make the final decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**B. Administrative**

**No      Yes      Unsure**

Are you paid the equivalent of at least \$684 per week on a salary basis?

          

Is this a "staff" position where your primary duty is performing office or non-manual work directly related to the management or general operations of the organization, division or unit?

          

Do you exercise discretion and independent judgment with respect to matters of significance, have the authority to formulate/interpret policy, and have a high level of operational responsibility?

          

**C. Professional**

**No      Yes      Unsure**

Are you paid the equivalent of at least \$684 per week on a salary basis?

          

Does your primary duty include the performance of work that requires advanced knowledge in a field of science or learning that is customarily acquired by a prolonged course of specialized instruction?

          

Is a specialized advanced degree a prerequisite for your job?  
If yes, what is the degree or certification?

          

**D. Computer**

**No      Yes      Unsure**

Are you paid the equivalent of at least \$684 per week on a salary basis?

          

Do your primary duties involve:

The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications; OR

          

The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on or related to user or system design specifications; OR

          

The design, documentation, testing, creation or modification of computer programs related to organizational operating systems; OR

          

A combination of the aforementioned duties, the performance of which requires the same level of skills?

          

**11. Comments/Additional Information:** Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

Type your name and the date below, then save this form as a Word document with the file name of "JobTitle.LastName.FirstName" and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

\_\_\_\_\_  
**EMPLOYEE'S SIGNATURE OR TYPED NAME**

\_\_\_\_\_  
**DATE**

**THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD**

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee’s portion of the questionnaire.**

- 1. Do you agree with the employee’s answers to all of the above questions? If not, please explain.
- 2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.
- 3. How long has this employee worked for you?
- 4. Additional comments from the employee’s immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to the Human Resources Director. If using a printed copy of this form, sign and date it before forwarding.

\_\_\_\_\_  
**SUPERVISOR’S SIGNATURE OR TYPED NAME**

\_\_\_\_\_  
**DATE**

**If Supervisor isn’t Department Head, Department Head should review this form as well.**

- I have read the above and substantially concur.
- I have read the above and have the following comments:

Type your name and the date below, and then email this form to the Human Resources Director. If using a printed copy of this form, sign and date it before forwarding.

\_\_\_\_\_  
**DEPARTMENT HEAD SIGNATURE OR TYPED NAME**

\_\_\_\_\_  
**DATE**

**IMPORTANT DATES:**

**May 28<sup>th</sup>:** Employees complete and submit the JAQs to their Supervisors. Please save file as follows: JobTitle.LastName.FirstName

**June 7<sup>th</sup>:** Supervisors and Department Heads review and then submit the JAQs to Human Resources

**June 16<sup>th</sup>:** Town Administration reviews and then submits the JAQs to GovHR USA

**Week of June 21<sup>st</sup>:** GovHR USA conducts virtual interviews with employees



# APPENDIX B

**TOWN OF DUXBURY, MASSACHUSETTS**  
**Criteria Used to Determine Survey Comparables**

**1. 2018 Population ~ Maximum 15 points**

<b>15,946</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	10,631	15,946	15,946	23,919	15
2.00	7,973	10,630	23,920	31,892	11
2.50	6,378	7,972	31,893	39,865	7
3.00	5,315	6,377	39,866	47,838	3
All Others					0

**2. 2017 DOR Income Per Capita ~ Maximum 15 Points**

<b>\$93,133</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$62,089	\$93,133	\$93,133	\$139,700	15
2.00	\$46,567	\$62,088	\$139,701	\$186,266	11
2.50	\$37,253	\$46,566	\$186,267	\$232,833	7
3.00	\$31,044	\$37,252	\$232,834	\$279,399	3
All Others					0

**3. 2018 EQV Per Capita ~ Maximum 15 Points**

<b>\$267,485</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	178,323	267,485	267,485	401,228	15
2.00	133,743	178,322	401,229	534,970	11
2.50	106,994	133,742	534,971	668,713	7
3.00	89,162	106,993	668,714	802,455	3
All Others					0

**4. FY2020 Total Assessed Value ~ Maximum 15 Points**

<b>\$4,378 Million</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$2,919	\$4,378	\$4,378	\$6,567	15
2.00	\$2,189	\$2,918	\$6,568	\$8,756	11
2.50	\$1,751	\$2,188	\$8,757	\$10,945	7
3.00	\$1,459	\$1,750	\$10,946	\$13,134	3
All Others					0

**5. FY2020 Tax Levy ~ Maximum 15 Points**

<b>\$64.2 Million</b>					
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>
1.50	\$42.8	\$64.2	\$64.2	\$96.3	15
2.00	\$32.1	\$42.7	\$96.4	\$128.4	11
2.50	\$25.7	\$32.0	\$128.5	\$160.5	7
3.00	\$21.4	\$25.6	\$160.6	\$192.6	3
All Others					0

**TOWN OF DUXBURY, MASSACHUSETTS**  
**Criteria Used to Determine Survey Comparables**

<b>6. FY2020 State Aid ~ Maximum 5 Points</b>						
<b>\$6.5 Million</b>						
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>	
1.50	\$4.3	\$6.5	\$6.5	\$9.8	5	
2.00	\$3.3	\$4.2	\$9.9	\$13.0	4	
2.50	\$2.6	\$3.2	\$13.1	\$16.3	3	
3.00	\$2.2	\$2.5	\$16.4	\$19.5	1	
All Others					0	

  

<b>7. FY2020 Total Budget ~ Maximum 15 Points</b>						
<b>\$84.0 Million</b>						
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>	
1.50	\$56.0	\$84.0	\$84.0	\$126.0	15	
2.00	\$42.0	\$55.9	\$126.1	\$168.0	11	
2.50	\$33.6	\$41.9	\$168.1	\$210.0	7	
3.00	\$28.0	\$33.5	\$210.1	\$252.0	3	
All Others					0	

  

<b>8. Proximity in Miles ~ Maximum 5 Points</b>		
	<u>Factor</u>	<u>Points</u>
	1 to 20 miles	5
	21 to 40 miles	3
	41 to 60 miles	1
	All Others	0

Data Sources:

Massachusetts Department of Revenue Division of Local Services, Municipal Databank/Local Aid Section for: Population; DOR Income Per Capita; EQV Per Capita; Total Assessed Value; Tax Levy; State Aid; and Total Budget. <https://www.mass.gov/service-details/at-a-glance-and-community-comparison-reports>

Google Maps for proximity (lowest mileage listed)

Note:

Each of the eight criterion contain ranges to assess comparability with the Town's data. For example, each of the four factor ranges for Town population is developed using a factor of .5 percent (+/-). To determine the population range that will receive a score of 15 (most similar to the Town), the Town's population is multiplied by 1.5 (maximum range) and divided by 1.5 (minimum range). The Town's population is then multiplied and divided by 2.0, 2.5 and 3.0 to determine ranges of decreasing similarity (and subsequently decreasing "comparability points")

**TOWN OF DUXBURY, MA**  
**Criteria Comparisons -- Sorted by Rank**  
(All municipalities meeting initial screening criteria\*)

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Total Assessed Value (millions)	Max. Points	Tax Levy (millions)	Max. Points	State Aid (millions)	Max. Points	Total Budget (millions)	Max. Points	Proximity Miles	Max. Points	Total Points
Duxbury	15,946	15	\$93,133	15	\$267,485	15	\$4,378	15	\$64.2	15	\$6.5	5	\$84.0	15	0	5	100
Scituate	18,834	15	\$63,432	15	\$255,895	15	\$4,875	15	\$65.8	15	\$8.2	5	\$83.0	15	15	5	100
Westwood	16,127	15	\$103,822	15	\$292,301	15	\$4,833	15	\$80.2	15	\$7.8	5	\$96.7	15	37	3	98
Sharon	18,943	15	\$67,299	15	\$193,548	15	\$3,659	15	\$69.5	15	\$11.2	4	\$87.2	15	33	3	97
Bedford	14,195	15	\$64,423	15	\$278,801	15	\$4,066	15	\$67.3	15	\$8.7	5	\$98.5	15	55	1	96
Sudbury	19,627	15	\$106,048	15	\$244,359	15	\$4,773	15	\$89.7	15	\$8.2	5	\$104.7	15	54	1	96
Lynnfield	13,041	15	\$75,130	15	\$254,912	15	\$3,199	15	\$46.8	15	\$5.7	5	\$60.2	15	51	1	96
Swampscott	15,227	15	\$70,696	15	\$197,117	15	\$3,232	15	\$48.8	15	\$5.9	5	\$62.9	15	47	1	96
Norwell	11,115	15	\$92,341	15	\$252,595	15	\$2,762	11	\$45.9	15	\$5.9	5	\$61.1	15	13	5	96
Hopkinton	18,269	15	\$84,160	15	\$211,613	15	\$4,287	15	\$72.0	15	\$9.8	5	\$91.3	15	65	0	95
Acton	23,738	15	\$69,770	15	\$193,695	15	\$4,655	15	\$89.6	15	\$2.6	3	\$99.7	15	60	1	94
Canton	23,629	15	\$57,578	11	\$216,310	15	\$5,236	15	\$80.2	15	\$9.4	5	\$106.0	15	33	3	94
Concord	19,211	15	\$115,538	15	\$342,119	15	\$6,685	11	\$95.0	15	\$5.5	5	\$114.4	15	55	1	92
North Reading	15,710	15	\$57,274	11	\$201,201	15	\$3,410	15	\$53.2	15	\$9.6	5	\$74.6	15	53	1	92
Marblehead	20,634	15	\$82,117	15	\$299,634	15	\$6,719	11	\$69.8	15	\$7.7	5	\$91.3	15	51	1	92
Wayland	13,882	15	\$153,882	11	\$277,157	15	\$3,995	15	\$70.9	15	\$6.4	5	\$86.0	15	50	1	92
Medfield	12,904	15	\$95,034	15	\$217,102	15	\$2,782	11	\$49.6	15	\$8.0	5	\$65.9	15	42	1	92
Milton	27,616	11	\$68,963	15	\$218,694	15	\$6,352	15	\$85.1	15	\$13.5	3	\$110.8	15	28	3	92
Newburyport	18,202	15	\$55,870	11	\$245,577	15	\$4,635	15	\$59.5	15	\$7.6	5	\$75.5	15	72	0	91
Ipswich	14,092	15	\$50,083	11	\$211,997	15	\$3,062	15	\$42.9	15	\$7.4	5	\$57.1	15	63	0	91
Foxborough	17,671	15	\$52,359	11	\$187,298	15	\$3,371	15	\$52.1	15	\$11.2	4	\$77.9	15	43	1	91
Hanover	14,517	15	\$54,239	11	\$193,077	15	\$2,882	11	\$47.2	15	\$10.5	4	\$65.6	15	12	5	91
Mashpee	14,180	15	\$37,807	7	\$395,323	15	\$5,605	15	\$50.2	15	\$6.3	5	\$67.7	15	35	3	90
Walpole	25,209	11	\$53,909	11	\$187,871	15	\$4,837	15	\$75.6	15	\$11.3	4	\$103.5	15	40	3	89
Dedham	25,334	11	\$55,162	11	\$209,989	15	\$5,478	15	\$89.8	15	\$9.9	4	\$116.1	15	34	3	89
Sandwich	20,226	15	\$39,187	7	\$212,304	15	\$4,785	15	\$68.5	15	\$11.6	4	\$91.4	15	27	3	89
Hingham	23,923	11	\$106,105	15	\$309,659	15	\$7,463	11	\$86.0	15	\$11.3	4	\$112.5	15	21	3	89
Marshfield	25,905	11	\$46,653	11	\$197,175	15	\$5,181	15	\$69.1	15	\$18.6	1	\$102.1	15	5	5	88
Ashland	17,739	15	\$47,968	11	\$158,396	11	\$2,986	15	\$48.3	15	\$10.0	4	\$65.6	15	56	1	87
Holliston	14,939	15	\$54,586	11	\$178,702	15	\$2,662	11	\$50.2	15	\$12.6	4	\$71.6	15	49	1	87
Cohasset	8,541	11	\$115,169	15	\$360,039	15	\$3,088	15	\$40.0	11	\$3.5	4	\$53.3	11	17	5	87
Wilmington	23,907	15	\$43,302	7	\$193,818	15	\$4,981	15	\$87.1	15	\$14.5	3	\$120.3	15	51	1	86
Reading	25,337	11	\$58,760	11	\$202,985	15	\$5,467	15	\$76.1	15	\$14.6	3	\$105.7	15	49	1	86
Melrose	28,193	11	\$49,218	11	\$186,008	15	\$5,843	15	\$66.6	15	\$15.3	3	\$91.7	15	44	1	86
Bourne	19,872	15	\$35,103	3	\$242,270	15	\$4,919	15	\$52.8	15	\$8.9	5	\$76.1	15	28	3	86

**TOWN OF DUXBURY, MA**  
**Criteria Comparisons -- Sorted by Rank**  
 (All municipalities meeting initial screening criteria\*)

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Total Assessed Value (millions)	Max. Points	Tax Levy (millions)	Max. Points	State Aid (millions)	Max. Points	Total Budget (millions)	Max. Points	Proximity Miles	Max. Points	Total Points
Duxbury	15,946	15	\$93,133	15	\$267,485	15	\$4,378	15	\$64.2	15	\$6.5	5	\$84.0	15	0	5	<b>100</b>
Pembroke	18,448	15	\$40,465	7	\$153,650	11	\$2,956	15	\$42.8	15	\$15.8	3	\$66.7	15	9	5	<b>86</b>
Easton	25,050	11	\$48,400	11	\$144,082	11	\$3,826	15	\$58.8	15	\$13.0	4	\$83.0	15	38	3	<b>85</b>
Danvers	27,727	11	\$41,623	7	\$186,962	15	\$5,459	15	\$81.0	15	\$10.7	4	\$111.7	15	56	1	<b>83</b>
Wakefield	27,135	11	\$45,543	7	\$187,927	15	\$5,367	15	\$76.4	15	\$11.8	4	\$103.4	15	49	1	<b>83</b>
Stoneham	22,729	15	\$42,464	7	\$177,651	11	\$4,483	15	\$52.5	15	\$11.0	4	\$71.1	15	45	1	<b>83</b>
Winchester	22,851	15	\$100,922	15	\$336,137	15	\$8,170	11	\$101.0	11	\$11.8	4	\$131.8	11	43	1	<b>83</b>
Westford	24,296	11	\$62,052	11	\$196,511	15	\$5,011	15	\$81.8	15	\$21.7	0	\$115.8	15	69	0	<b>82</b>
North Andover	31,296	11	\$56,016	11	\$160,763	11	\$5,354	15	\$76.9	15	\$11.9	4	\$102.7	15	63	0	<b>82</b>
Wrentham	11,964	15	\$55,000	11	\$186,032	15	\$2,313	11	\$34.8	11	\$5.1	5	\$47.1	11	45	1	<b>80</b>
Medway	13,427	15	\$50,530	11	\$155,043	11	\$2,373	11	\$41.5	11	\$12.4	4	\$60.6	15	49	1	<b>79</b>
Yarmouth	23,315	15	\$31,656	3	\$269,106	15	\$6,427	15	\$64.3	15	\$1.7	0	\$91.4	15	45	1	<b>79</b>
Westport	15,988	15	\$39,479	7	\$212,236	15	\$3,499	15	\$29.5	7	\$7.0	5	\$44.1	11	54	1	<b>76</b>
Seekonk	15,702	15	\$37,089	3	\$155,137	11	\$2,613	11	\$44.2	15	\$8.2	5	\$62.1	15	45	1	<b>76</b>
Norwood	29,327	11	\$42,899	7	\$185,980	15	\$5,703	15	\$84.3	15	\$13.4	3	\$204.4	7	36	3	<b>76</b>
Bridgewater	27,395	11	\$31,157	3	\$110,097	7	\$3,175	15	\$46.8	15	\$4.5	5	\$65.6	15	19	5	<b>76</b>
Littleton	10,241	11	\$49,559	11	\$192,290	15	\$2,061	7	\$41.5	11	\$5.7	5	\$57.0	15	66	0	<b>75</b>
Harwich	12,133	15	\$35,976	3	\$469,626	11	\$5,973	15	\$52.1	15	\$0.7	0	\$71.3	15	54	1	<b>75</b>
North Attleborough	29,349	11	\$38,948	7	\$136,603	11	\$4,088	15	\$60.8	15	\$24.4	0	\$96.6	15	51	1	<b>75</b>
Saugus	28,385	11	\$33,913	3	\$167,077	11	\$5,046	15	\$72.4	15	\$10.9	4	\$97.4	15	45	1	<b>75</b>
Belmont	26,330	11	\$84,209	15	\$298,160	15	\$9,210	7	\$101.3	11	\$12.0	4	\$131.4	11	42	1	<b>75</b>
Mansfield	24,063	11	\$46,465	7	\$159,005	11	\$4,008	15	\$67.1	15	\$21.8	0	\$103.6	15	41	1	<b>75</b>
Gloucester	30,401	11	\$36,793	3	\$221,903	15	\$7,043	11	\$87.1	15	\$11.7	4	\$116.8	15	70	0	<b>74</b>
Hudson	19,960	15	\$37,045	3	\$138,034	11	\$2,914	11	\$55.1	15	\$15.7	3	\$88.3	15	62	0	<b>73</b>
Weston	12,134	15	\$305,211	0	\$535,318	7	\$6,262	15	\$80.3	15	\$5.1	5	\$95.9	15	47	1	<b>73</b>
Stoughton	28,950	11	\$32,900	3	\$138,672	11	\$4,296	15	\$73.3	15	\$20.5	0	\$109.8	15	30	3	<b>73</b>
Tewksbury	31,388	11	\$39,293	7	\$155,299	11	\$5,264	15	\$94.5	15	\$17.0	1	\$127.3	11	58	1	<b>72</b>
Norfolk	11,988	15	\$51,619	11	\$150,638	11	\$1,849	7	\$34.5	11	\$4.9	5	\$44.3	11	45	1	<b>72</b>
Kingston	13,723	15	\$41,621	7	\$154,501	11	\$2,181	7	\$35.5	11	\$7.0	5	\$51.6	11	5	5	<b>72</b>
Dennis	13,885	15	\$33,514	3	\$520,681	11	\$7,434	11	\$45.3	15	\$0.8	0	\$64.1	15	52	1	<b>71</b>
Burlington	28,742	11	\$46,169	7	\$243,960	15	\$7,446	11	\$117.3	11	\$10.0	4	\$152.8	11	51	1	<b>71</b>
Wareham	22,666	15	\$23,840	0	\$163,645	11	\$3,885	15	\$42.7	11	\$16.6	1	\$72.0	15	25	3	<b>71</b>
Abington	16,516	15	\$35,401	3	\$127,369	7	\$2,210	11	\$37.6	11	\$11.4	4	\$59.2	15	18	5	<b>71</b>
Amesbury	17,569	15	\$35,224	3	\$129,407	7	\$2,510	11	\$43.1	15	\$12.0	4	\$62.6	15	74	0	<b>70</b>
Bellingham	17,182	15	\$35,012	3	\$145,763	11	\$2,664	11	\$42.6	11	\$13.7	3	\$64.1	15	55	1	<b>70</b>

**TOWN OF DUXBURY, MA**  
**Criteria Comparisons -- Sorted by Rank**  
(All municipalities meeting initial screening criteria\*)

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Total Assessed Value (millions)	Max. Points	Tax Levy (millions)	Max. Points	State Aid (millions)	Max. Points	Total Budget (millions)	Max. Points	Proximity Miles	Max. Points	Total Points
Duxbury	15,946	15	\$93,133	15	\$267,485	15	\$4,378	15	\$64.2	15	\$6.5	5	\$84.0	15	0	5	<b>100</b>
Hull	10,463	11	\$38,686	7	\$216,589	15	\$2,370	11	\$30.4	7	\$6.6	5	\$43.6	11	27	3	<b>70</b>
Raynham	14,313	15	\$39,099	7	\$157,486	11	\$2,378	11	\$37.4	11	\$1.5	0	\$49.0	11	26	3	<b>69</b>
Needham	31,248	11	\$105,410	15	\$331,315	15	\$10,804	7	\$151.5	7	\$13.1	3	\$192.1	7	39	3	<b>68</b>
Norton	19,948	15	\$36,095	3	\$125,946	7	\$2,662	11	\$39.4	11	\$16.1	3	\$67.0	15	37	3	<b>68</b>
Swansea	16,705	15	\$32,280	3	\$134,308	11	\$2,297	11	\$35.4	11	\$10.8	4	\$50.2	11	44	1	<b>67</b>
Groton	11,386	15	\$69,552	15	\$156,454	11	\$1,940	7	\$33.7	11	\$1.0	0	\$41.7	7	74	0	<b>66</b>
Dracut	31,747	11	\$33,850	3	\$114,882	7	\$3,893	15	\$52.0	15	\$25.2	0	\$87.5	15	66	0	<b>66</b>
Fairhaven	16,094	15	\$28,440	0	\$135,576	11	\$2,330	11	\$29.4	7	\$11.4	4	\$57.2	15	39	3	<b>66</b>
Winthrop	18,688	15	\$33,285	3	\$127,702	7	\$2,709	11	\$34.2	11	\$12.0	4	\$55.1	11	40	3	<b>65</b>
Rockland	17,960	15	\$29,549	0	\$117,760	7	\$2,229	11	\$39.0	11	\$17.7	1	\$74.2	15	17	5	<b>65</b>
Nantucket	11,327	15	\$64,097	15	\$2,100,878	0	\$24,447	0	\$84.3	15	\$3.9	4	\$107.2	15	72	0	<b>64</b>
Boxford	8,367	11	\$85,980	15	\$223,367	15	\$1,893	7	\$30.6	7	\$2.5	1	\$37.0	7	59	1	<b>64</b>
Middleton	10,050	11	\$52,166	11	\$211,826	15	\$2,234	11	\$30.4	7	\$2.4	1	\$39.9	7	55	1	<b>64</b>
Somerset	18,181	15	\$29,390	0	\$123,677	7	\$2,311	11	\$39.8	11	\$10.9	4	\$62.5	15	41	1	<b>64</b>
Tyngsborough	12,418	15	\$42,281	7	\$135,552	11	\$1,778	7	\$28.9	7	\$9.2	5	\$44.0	11	71	0	<b>63</b>
Brewster	9,806	11	\$33,035	3	\$418,212	11	\$4,122	15	\$35.5	11	\$1.9	0	\$52.8	11	55	1	<b>63</b>
Falmouth	31,019	11	\$38,671	7	\$397,894	15	\$12,423	3	\$106.7	11	\$11.2	4	\$159.1	11	42	1	<b>63</b>
Middleborough	25,121	11	\$28,925	0	\$107,908	7	\$2,868	11	\$46.0	15	\$22.8	0	\$81.6	15	21	3	<b>62</b>
Maynard	10,667	15	\$38,049	7	\$129,993	7	\$1,534	3	\$32.7	11	\$8.6	5	\$46.9	11	61	0	<b>59</b>
East Bridgewater	14,496	15	\$33,362	3	\$120,831	7	\$1,814	7	\$31.4	7	\$13.1	3	\$50.6	11	17	5	<b>58</b>
Wellesley	29,673	11	\$182,353	11	\$418,602	11	\$12,534	3	\$144.9	7	\$10.8	4	\$176.9	7	42	1	<b>55</b>
Hamilton	8,098	11	\$73,837	15	\$199,256	15	\$1,707	3	\$29.0	7	\$0.9	0	\$32.8	3	62	0	<b>54</b>
Rehoboth	12,265	15	\$43,218	7	\$151,910	11	\$2,003	7	\$26.3	7	\$1.4	0	\$31.5	3	39	3	<b>53</b>
Millis	8,270	11	\$42,152	7	\$150,791	11	\$1,284	0	\$25.9	7	\$6.5	5	\$36.3	7	45	1	<b>49</b>
Lakeville	11,418	15	\$39,256	7	\$155,427	11	\$1,904	7	\$24.9	3	\$1.6	0	\$31.1	3	25	3	<b>49</b>
Carver	11,777	15	\$29,956	0	\$118,438	7	\$1,424	0	\$27.1	7	\$12.5	4	\$49.6	11	16	5	<b>49</b>
Plainville	9,230	11	\$40,087	7	\$160,891	11	\$1,542	3	\$24.0	3	\$4.6	5	\$40.1	7	47	1	<b>48</b>
Holbrook	11,048	15	\$29,766	0	\$115,566	7	\$1,385	0	\$28.3	7	\$9.3	5	\$44.4	11	23	3	<b>48</b>
Whitman	15,168	15	\$30,527	0	\$108,009	7	\$1,718	3	\$27.2	7	\$2.9	3	\$36.8	7	17	5	<b>47</b>
Georgetown	8,773	11	\$49,843	11	\$150,856	11	\$1,368	0	\$21.8	3	\$6.8	5	\$33.3	3	64	0	<b>44</b>
Salisbury	9,489	11	\$28,388	0	\$184,900	15	\$1,970	7	\$22.6	3	\$1.3	0	\$28.6	3	75	0	<b>39</b>
Freetown	9,395	11	\$35,902	3	\$150,760	11	\$1,501	3	\$22.1	3	\$2.2	1	\$28.5	3	35	3	<b>38</b>
Hanson	10,874	15	\$34,944	3	\$126,322	7	\$1,425	0	\$21.8	3	\$1.6	0	\$29.3	3	13	5	<b>36</b>
Pepperell	12,161	15	\$35,659	3	\$107,222	7	\$1,423	0	\$24.2	3	\$1.8	0	\$29.0	3	79	0	<b>31</b>

**TOWN OF DUXBURY, MA**  
**Criteria Comparisons -- Sorted by Rank**  
 (All municipalities meeting initial screening criteria\*)

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Total Assessed Value (millions)	Max. Points	Tax Levy (millions)	Max. Points	State Aid (millions)	Max. Points	Total Budget (millions)	Max. Points	Proximity Miles	Max. Points	Total Points
Duxbury	15,946	15	\$93,133	15	\$267,485	15	\$4,378	15	\$64.2	15	\$6.5	5	\$84.0	15	0	5	<b>100</b>
Ayer	8,164	11	\$33,821	3	\$149,351	11	\$1,301	0	\$25.0	3	\$1.0	0	\$29.6	3	72	0	<b>31</b>
Acushnet	10,580	11	\$30,529	0	\$114,754	7	\$1,289	0	\$18.5	0	\$8.2	5	\$32.5	3	35	3	<b>29</b>
Townsend	9,547	11	\$31,713	3	\$94,671	3	\$969	0	\$18.9	0	\$1.7	0	\$24.8	0	82	0	<b>17</b>

\*Initial screening criteria: Massachusetts municipalities in Barnstable, Bristol, Dukes, Essex, Middlesex, Nantucket, Norfolk, Plymouth and Suffolk counties with populations between approximately 8,000 and 32,000.

**TOWN OF DUXBURY, MA**  
**Top Comparables**  
(Total Comparability Points of 70 or Higher and Within 30 Miles)

Municipality	Population	Max. Points	Income Per Capita	Max. Points	EQV Per Capita	Max. Points	Total Assessed Value (millions)	Max. Points	Tax Levy (millions)	Max. Points	State Aid (millions)	Max. Points	Total Budget (millions)	Max. Points	Proximity Miles	Max. Points	Total Points
Duxbury	15,946	15	\$93,133	15	\$267,485	15	\$4,378	15	\$64.2	15	\$6.5	5	\$84.0	15	0	5	<b>100</b>
Scituate	18,834	15	\$63,432	15	\$255,895	15	\$4,875	15	\$65.8	15	\$8.2	5	\$83.0	15	15	5	<b>100</b>
Norwell	11,115	15	\$92,341	15	\$252,595	15	\$2,762	11	\$45.9	15	\$5.9	5	\$61.1	15	13	5	<b>96</b>
Milton	27,616	11	\$68,963	15	\$218,694	15	\$6,352	15	\$85.1	15	\$13.5	3	\$110.8	15	28	3	<b>92</b>
Hanover	14,517	15	\$54,239	11	\$193,077	15	\$2,882	11	\$47.2	15	\$10.5	4	\$65.6	15	12	5	<b>91</b>
Hingham	23,923	11	\$106,105	15	\$309,659	15	\$7,463	11	\$86.0	15	\$11.3	4	\$112.5	15	21	3	<b>89</b>
Sandwich	20,226	15	\$39,187	7	\$212,304	15	\$4,785	15	\$68.5	15	\$11.6	4	\$91.4	15	27	3	<b>89</b>
Marshfield	25,905	11	\$46,653	11	\$197,175	15	\$5,181	15	\$69.1	15	\$18.6	1	\$102.1	15	5	5	<b>88</b>
Cohasset	8,541	11	\$115,169	15	\$360,039	15	\$3,088	15	\$40.0	11	\$3.5	4	\$53.3	11	17	5	<b>87</b>
Pembroke	18,448	15	\$40,465	7	\$153,650	11	\$2,956	15	\$42.8	15	\$15.8	3	\$66.7	15	9	5	<b>86</b>
Bourne	19,872	15	\$35,103	3	\$242,270	15	\$4,919	15	\$52.8	15	\$8.9	5	\$76.1	15	28	3	<b>86</b>
Bridgewater	27,395	11	\$31,157	3	\$110,097	7	\$3,175	15	\$46.8	15	\$4.5	5	\$65.6	15	19	5	<b>76</b>
Stoughton	28,950	11	\$32,900	3	\$138,672	11	\$4,296	15	\$73.3	15	\$20.5	0	\$109.8	15	30	3	<b>73</b>
Kingston	13,723	15	\$41,621	7	\$154,501	11	\$2,181	7	\$35.5	11	\$7.0	5	\$51.6	11	5	5	<b>72</b>
Abington	16,516	15	\$35,401	3	\$127,369	7	\$2,210	11	\$37.6	11	\$11.4	4	\$59.2	15	18	5	<b>71</b>
Wareham	22,666	15	\$23,840	0	\$163,645	11	\$3,885	15	\$42.7	11	\$16.6	1	\$72.0	15	25	3	<b>71</b>
Hull	10,463	11	\$38,686	7	\$216,589	15	\$2,370	11	\$30.4	7	\$6.6	5	\$43.6	11	27	3	<b>70</b>



# APPENDIX C

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Town Manager</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hr/wk
Abington					
Bourne					
Bridgewater					
Cohasset				Contract	
Hanover			\$158,000.00		
Hingham					
Hull					
Kingston					
Marshfield			\$190,000.00		40
Milton			\$189,000.00	Town Administrator. Plus \$16,500 annuity contribution	37.5
Norwell					
Pembroke			\$152,500.00		40
Sandwich			\$194,465.00		
Scituate					
Stoughton					
Wareham			\$178,606.00	Negotiating new 3 year contract	40
Duxbury			\$169,130.00	Contract	40
Range Average			\$177,095.17		
50th Percentile			\$183,803.00		
60th Percentile			\$189,000.00		
65th Percentile			\$189,250.00		
75th Percentile			\$189,750.00		
80th Percentile			\$190,000.00		
Actual Average	\$141,676.13	\$203,659.44			
50th Percentile	\$147,042.40	\$211,373.45			
60th Percentile	\$151,200.00	\$217,350.00			
65th Percentile	\$151,400.00	\$217,637.50			
75th Percentile	\$151,800.00	\$218,212.50			
80th Percentile	\$152,000.00	\$218,500.00			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Executive Assistant to the Town Manager</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$72,438.36	\$86,571.48			35
Hanover			\$39.92	Executive Assistant	
Hingham					
Hull					
Kingston					
Marshfield					
Milton			\$61,200.00	Executive Assistant to the Select Board	37.5
Norwell					
Pembroke			\$83,000.00	Assistant Town Manager	40
Sandwich	\$49,084.00	\$73,625.00		Office Manager	40
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$50,000.00	\$81,657.00	\$ 67,938.00		40
Range Average	\$60,761.18	\$80,098.24	\$48,079.97		
50th Percentile	\$60,761.18	\$80,098.24	\$61,200.00		
60th Percentile	\$63,096.62	\$81,392.89	\$65,560.00		
65th Percentile	\$64,264.33	\$82,040.21	\$67,740.00		
75th Percentile	\$66,599.77	\$83,334.86	\$72,100.00		
80th Percentile	\$67,767.49	\$83,982.18	\$74,280.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Director of Human Resources</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$91,193.10	\$108,984.96			35
Hanover			\$120,000.00		
Hingham	\$87,669.58	\$118,353.34			35
Hull					
Kingston	\$62,795.00	\$101,763.00		Human Resources Manager	
Marshfield			\$90,000.00		
Milton			\$121,380.00	Assistant Town Administrator/HR Director	37.5
Norwell					
Pembroke				N/A - Duties shared betw. Treasurer & CM offices	
Sandwich	\$81,309.00	\$121,964.00			40
Scituate					
Stoughton					
Wareham			\$129,881.47	Asst. Town Administrator/HR Director	40
Duxbury	\$70,500.00	\$119,734.00	\$103,315.16		40
Range Average	\$80,741.67	\$112,766.33	\$115,315.37		
50th Percentile	\$84,489.29	\$113,669.15	\$120,690.00		
60th Percentile	\$86,397.47	\$116,479.67	\$121,104.00		
65th Percentile	\$87,351.55	\$117,884.92	\$121,311.00		
75th Percentile	\$88,550.46	\$119,256.01	\$123,505.37		
80th Percentile	\$89,078.99	\$119,797.61	\$124,780.59		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Benefits Specialist</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$62,107.50	\$74,217.00		Assistant Treasurer/Benefit Coordinator. Union	
Bridgewater					
Cohasset	\$53,854.16	\$68,686.80		Payroll/Benefits Specialist	35
Hanover			\$27.61	Personnel Coordinator	
Hingham	\$52,927.75	\$71,452.19		Benefit Coordinator	35
Hull					
Kingston					
Marshfield	\$63,287.33	\$71,158.46		Benefits Coordinator	
Milton					
Norwell					
Pembroke			\$69,000.00	Assistant Treasurer	37.5
Sandwich	\$41,714.40	\$56,001.40		Senior Administrative Assistant. Union	35
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$37,050.00	\$58,363.50	\$60,859.50	Merit pay above top of pay range paid out in lump sum	19.5
Range Average	\$54,778.23	\$68,303.17	\$34,513.81		
50th Percentile	\$53,854.16	\$71,158.46	\$34,513.81		
60th Percentile	\$57,155.50	\$71,275.96	\$41,411.04		
65th Percentile	\$58,806.17	\$71,334.70	\$44,859.66		
75th Percentile	\$62,107.50	\$71,452.19	\$51,756.90		
80th Percentile	\$62,343.47	\$72,005.15	\$55,205.52		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Chief Technology Officer</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater	\$93,662.40	\$111,904.00		Director of Information Services. Union	
Cohasset				Chief Information Officer	35
Hanover			\$110,000.00	Director of Technology	
Hingham					
Hull					
Kingston					
Marshfield	\$94,750.66	\$106,567.97		MIS Director. Supervisory union	40
Milton					
Norwell					
Pembroke				N/A	
Sandwich	\$81,309.00	\$121,964.00		Information Technology Director	40
Scituate					
Stoughton					
Wareham	\$86,603.06	\$112,997.35		IT Director. Union	40
Duxbury	\$90,000.00	\$152,388.00	\$124,982.00		40
Range Average	\$89,081.28	\$113,358.33	\$110,000.00		
50th Percentile	\$90,132.73	\$112,450.68	\$110,000.00		
60th Percentile	\$92,250.53	\$112,778.68	\$110,000.00		
65th Percentile	\$93,309.43	\$112,942.68	\$110,000.00		
75th Percentile	\$93,934.46	\$115,239.01	\$110,000.00		
80th Percentile	\$94,097.70	\$116,584.01	\$110,000.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>IT Support Technician</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$79,673.22	\$95,225.16		Deputy Chief Information Officer	35
Hanover			\$46,800.00		
Hingham	\$70,570.33	\$95,269.95		IT Systems Analyst. Also a Network Tech: \$52928-\$71452	
Hull					
Kingston					
Marshfield	\$64,772.45	\$72,855.74		Systems Analyst. Supervisory union	40
Milton			\$81,090.00		37.5
Norwell					
Pembroke				N/A - use contracted vendor	
Sandwich	\$64,893.00	\$97,340.00		Network Specialist	40
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$50,000.00	\$81,657.00	\$59,317.44	Position will pay \$65,000 effective 10/31/21	40
Range Average	\$69,977.25	\$90,172.71	\$63,945.00		
50th Percentile	\$67,731.67	\$95,247.55	\$63,945.00		
60th Percentile	\$69,434.87	\$95,260.99	\$67,374.00		
65th Percentile	\$70,286.47	\$95,267.71	\$69,088.50		
75th Percentile	\$72,846.05	\$95,787.46	\$72,517.50		
80th Percentile	\$74,211.49	\$96,097.97	\$74,232.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Finance Director</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset				Contract	
Hanover			\$125,000.00	Finance Director/Town Accountant	
Hingham					
Hull					
Kingston	\$80,579.00	\$129,288.00		Town Accountant/Financial Director	
Marshfield			\$165,000.00	Contract	40
Milton			\$123,420.00	Finance Director/Town Accountant	37.5
Norwell					
Pembroke				N/A	
Sandwich	\$86,024.00	\$129,035.00		Finance Director/Treasurer/Collector. Over Assessing & Acc'ting, too	40
Scituate					
Stoughton					
Wareham	\$110,355.84	\$143,989.30		Finance Director/Treasurer/Collector. Union	40
Duxbury	\$90,000.00	\$152,388.00	\$118,529.58		40
Range Average	\$92,319.61	\$134,104.10	\$137,806.67		
50th Percentile	\$86,024.00	\$129,288.00	\$125,000.00		
60th Percentile	\$90,890.37	\$132,228.26	\$133,000.00		
65th Percentile	\$93,323.55	\$133,698.39	\$137,000.00		
75th Percentile	\$98,189.92	\$136,638.65	\$145,000.00		
80th Percentile	\$100,623.10	\$138,108.78	\$149,000.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					



**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Town Accountant</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$53,854.16	\$68,686.80			35
Hanover					
Hingham					
Hull					
Kingston	\$62,795.00	\$101,763.00			
Marshfield			\$105,000.00	Contract	40
Milton					
Norwell					
Pembroke			\$69,698.00	Part-time position	
Sandwich	\$76,851.00	\$115,277.00		Reports to Finance Director	40
Scituate					
Stoughton					
Wareham	\$86,603.06	\$112,997.35		Union	40
Duxbury	\$62,900.00	\$102,536.00	\$88,873.46		40
Range Average	\$70,025.81	\$99,681.04	\$87,349.00		
50th Percentile	\$69,823.00	\$107,380.18	\$87,349.00		
60th Percentile	\$74,039.80	\$110,750.48	\$90,879.20		
65th Percentile	\$76,148.20	\$112,435.63	\$92,644.30		
75th Percentile	\$79,289.02	\$113,567.26	\$96,174.50		
80th Percentile	\$80,751.82	\$113,909.21	\$97,939.60		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Treasurer/Collector</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$91,193.10	\$108,984.96			35
Hanover			\$76,900.00	Treasurer. Collector salary is \$54,400	
Hingham	\$81,552.77	\$110,096.09			35
Hull					
Kingston					
Marshfield				Now Finance Director	
Milton			\$100,980.00		37.5
Norwell					
Pembroke			\$96,064.00		40
Sandwich				Finance Director is Treasurer/Collector as well	
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$62,900.00	\$102,536.00	\$83,497.85		40
Range Average	\$86,372.94	\$109,540.52	\$91,314.67		
50th Percentile	\$86,372.94	\$109,540.52	\$96,064.00		
60th Percentile	\$87,336.97	\$109,651.64	\$97,047.20		
65th Percentile	\$87,818.99	\$109,707.19	\$97,538.80		
75th Percentile	\$88,783.02	\$109,818.31	\$98,522.00		
80th Percentile	\$89,265.03	\$109,873.86	\$99,013.60		
Actual Average	\$73,051.73	\$105,011.87			
50th Percentile	\$76,851.20	\$110,473.60			
60th Percentile	\$77,637.76	\$111,604.28			
65th Percentile	\$78,031.04	\$112,169.62			
75th Percentile	\$78,817.60	\$113,300.30			
80th Percentile	\$79,210.88	\$113,865.64			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Assessing Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$91,193.10	\$108,984.96			35
Hanover			\$81,500.00		
Hingham	\$81,552.77	\$110,096.09			35
Hull					
Kingston	\$62,795.00	\$101,763.00		Assistant Assessor	
Marshfield	\$95,710.68	\$107,651.82		Principal Assessor	40
Milton			\$112,200.00		37.5
Norwell					
Pembroke			\$96,064.00	Chief Assessor/Appraiser	40
Sandwich	\$81,309.00	\$121,964.00		Director of Assessing. Reports to Finance Director	40
Scituate					
Stoughton					
Wareham	\$86,603.06	\$112,997.35		Union	40
Duxbury	\$62,900.00	\$102,536.00	\$91,654.68		40
Range Average	\$83,193.94	\$110,576.20	\$96,588.00		
50th Percentile	\$84,077.92	\$109,540.52	\$96,064.00		
60th Percentile	\$86,603.06	\$110,096.09	\$99,291.20		
65th Percentile	\$87,750.57	\$110,821.40	\$100,904.80		
75th Percentile	\$90,045.59	\$112,272.03	\$104,132.00		
80th Percentile	\$91,193.10	\$112,997.35	\$105,745.60		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Police Chief</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset				Contract	
Hanover			\$185,000.00		
Hingham					
Hull					
Kingston					
Marshfield					
Milton			\$183,600.00		37.5
Norwell					
Pembroke			\$150,000.00		40
Sandwich			\$162,038.00		40
Scituate					
Stoughton					
Wareham			\$175,000.00	2.5% merit increases in years 2 and 3	40
Duxbury			\$177,999.90	Contract	40
Range Average			\$171,127.60		
50th Percentile			\$175,000.00		
60th Percentile			\$178,440.00		
65th Percentile			\$180,160.00		
75th Percentile			\$183,600.00		
80th Percentile			\$183,880.00		
Actual Average	\$136,902.08	\$196,796.74			
50th Percentile	\$140,000.00	\$201,250.00			
60th Percentile	\$142,752.00	\$205,206.00			
65th Percentile	\$144,128.00	\$207,184.00			
75th Percentile	\$146,880.00	\$211,140.00			
80th Percentile	\$147,104.00	\$211,462.00			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Permanent Intermittent Police Officer</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham					
Hull					
Kingston			\$43,638.40	Patrolman	
Marshfield					
Milton					
Norwell					
Pembroke	\$53,726.40	\$67,100.80			
Sandwich				N/A	
Scituate					
Stoughton					
Wareham					
Duxbury	\$46,800.00	\$50,641.50	\$47,531.25	Actual average of 2 incumbents	Varies
Range Average	\$53,726.40	\$67,100.80	\$43,638.40		
50th Percentile	\$53,726.40	\$67,100.80	\$43,638.40		
60th Percentile	\$53,726.40	\$67,100.80	\$43,638.40		
65th Percentile	\$53,726.40	\$67,100.80	\$43,638.40		
75th Percentile	\$53,726.40	\$67,100.80	\$43,638.40		
80th Percentile	\$53,726.40	\$67,100.80	\$43,638.40		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Harbormaster</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$65,855.28	\$78,702.18			35
Hanover					
Hingham	\$75,863.64	\$102,415.06			35
Hull					
Kingston	\$62,795.00	\$101,763.00		Harbormaster/Shellfish Constable	
Marshfield					
Milton					
Norwell					
Pembroke				N/A	
Sandwich	\$81,309.00	\$121,964.00			40
Scituate					
Stoughton					
Wareham	\$86,603.06	\$112,997.35		Union	40
Duxbury	\$70,500.00	\$119,734.00	\$88,204.48		40
Range Average	\$74,485.20	\$103,568.32			
50th Percentile	\$75,863.64	\$102,415.06			
60th Percentile	\$78,041.79	\$106,647.98			
65th Percentile	\$79,130.86	\$108,764.43			
75th Percentile	\$81,309.00	\$112,997.35			
80th Percentile	\$82,367.81	\$114,790.68			
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Executive Officer - Harbormaster Department</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$74,214.40	\$89,086.40		Marina Manager	
Bridgewater					
Cohasset					
Hanover					
Hingham	\$61,270.96	\$82,714.80		Head Assistant Harbormaster	35
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke				N/A	
Sandwich	\$46,464.60	\$62,244.00		Office Manager. Union	35
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$50,000.00	\$81,657.00	\$68,228.68		
Range Average	\$60,649.99	\$78,015.07			
50th Percentile	\$61,270.96	\$82,714.80			
60th Percentile	\$63,859.65	\$83,989.12			
65th Percentile	\$65,153.99	\$84,626.28			
75th Percentile	\$67,742.68	\$85,900.60			
80th Percentile	\$69,037.02	\$86,537.76			
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Fire Chief</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset				Contract	
Hanover			\$165,000.00		
Hingham					
Hull					
Kingston					
Marshfield					
Milton			\$167,280.00		37.5
Norwell					
Pembroke					
Sandwich			\$141,750.00		40
Scituate					
Stoughton					
Wareham				Not Town - we have Fire Districts	
Duxbury			\$180,352.90	Contract	40
Range Average			\$158,010.00		
50th Percentile			\$165,000.00		
60th Percentile			\$165,456.00		
65th Percentile			\$165,684.00		
75th Percentile			\$166,140.00		
80th Percentile			\$166,368.00		
Actual Average	\$126,408.00	\$181,711.50			
50th Percentile	\$132,000.00	\$189,750.00			
60th Percentile	\$132,364.80	\$190,274.40			
65th Percentile	\$132,547.20	\$190,536.60			
75th Percentile	\$132,912.00	\$191,061.00			
80th Percentile	\$133,094.40	\$191,323.20			



**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Call Firefighter</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover	\$34,444.80	\$37,876.80			
Hingham					
Hull					
Kingston			\$38,729.60	Plus \$150/yr	
Marshfield					
Milton			\$70,380.00		
Norwell					
Pembroke			\$46,155.20	Annual max \$428. FY22 rate	
Sandwich				N/A - as of 2005 Town no longer has Call Firefighters	
Scituate					
Stoughton					
Wareham					
Duxbury	\$26,325.00	\$97,500.00	\$32,053.13	Actual average of 4 incumbents	Varies
Range Average	\$34,444.80	\$37,876.80	\$51,754.93		
50th Percentile	\$34,444.80	\$37,876.80	\$46,155.20		
60th Percentile	\$34,444.80	\$37,876.80	\$51,000.16		
65th Percentile	\$34,444.80	\$37,876.80	\$53,422.64		
75th Percentile	\$34,444.80	\$37,876.80	\$58,267.60		
80th Percentile	\$34,444.80	\$37,876.80	\$60,690.08		
Actual Average	\$41,403.95	\$59,518.17			
50th Percentile	\$36,924.16	\$53,078.48			
60th Percentile	\$40,800.13	\$58,650.18			
65th Percentile	\$42,738.11	\$61,436.04			
75th Percentile	\$46,614.08	\$67,007.74			
80th Percentile	\$48,552.06	\$69,793.59			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Regional Public Safety Dispatch Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham					
Hull					
Kingston					
Marshfield					
Milton			\$53,040.00		
Norwell					
Pembroke				N/A	
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$70,500.00	\$119,734.00	\$105,266.46		40
Range Average			\$53,040.00		
50th Percentile			\$53,040.00		
60th Percentile			\$53,040.00		
65th Percentile			\$53,040.00		
75th Percentile			\$53,040.00		
80th Percentile			\$53,040.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Regional Public Safety Dispatch Deputy Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke				N/A	
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$62,900.00	\$102,536.00	\$95,291.30		40
Range Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Municipal Services Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$93,662.40	\$111,904.00		Inspector of Buildings. Union	
Bridgewater					
Cohasset	\$91,193.10	\$108,984.96		Director of Planning, Permitting & Inspection	35
Hanover				Position is inclusive of Assistant Town Manager position	
Hingham	\$81,552.77	\$110,096.09		Building Commissioner (Not over health inspections)	35
Hull					
Kingston	\$62,795.00	\$101,763.00		Inspector of Buildings/Zoning Enforcement Officer	
Marshfield					
Milton					
Norwell					
Pembroke				N/A	
Sandwich	\$76,851.00	\$115,277.00		Building Commissioner	40
Scituate					
Stoughton					
Wareham	\$86,603.06	\$112,997.35		Director of Inspections. Union	40
Duxbury	\$70,500.00	\$119,734.00	\$94,037.92		40
Range Average	\$82,109.56	\$110,170.40			
50th Percentile	\$84,077.92	\$111,000.04			
60th Percentile	\$86,603.06	\$111,904.00			
65th Percentile	\$87,750.57	\$112,177.34			
75th Percentile	\$90,045.59	\$112,724.01			
80th Percentile	\$91,193.10	\$112,997.35			
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Local Building and Code Enforcement Inspector</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset				Paid per inspection	
Hanover					
Hingham	\$55,574.40	\$75,025.28		Local Building Inspector	35
Hull					
Kingston			\$78,790.40	Hourly rate converted to 40 hrs	
Marshfield	\$58,725.89	\$66,045.41		Local Inspector	40
Milton			\$67,320.00		37.5
Norwell					
Pembroke				N/A	
Sandwich	\$49,084.00	\$73,625.00		Assistant Building Inspector	40
Scituate					
Stoughton					
Wareham			\$59,529.60	Non-union, no benefits. Hrly rate converted to 40 hr	19
Duxbury	\$50,000.00	\$81,657.00	Vacant		40
Range Average	\$54,461.43	\$71,565.23	\$68,546.67		
50th Percentile	\$55,574.40	\$73,625.00	\$67,320.00		
60th Percentile	\$56,204.70	\$73,905.06	\$69,614.08		
65th Percentile	\$56,519.85	\$74,045.09	\$70,761.12		
75th Percentile	\$57,150.15	\$74,325.14	\$73,055.20		
80th Percentile	\$57,465.29	\$74,465.17	\$74,202.24		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Wiring Inspector</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$47,455.20	\$56,702.88		Union	
Bridgewater					
Cohasset				Paid per inspection	
Hanover			\$61,776.00		
Hingham	\$55,574.40	\$75,025.28		Inspector of Wire	35
Hull					
Kingston					
Marshfield			\$57,345.60	Part-time	
Milton			\$54,774.00		25
Norwell					
Pembroke				Part-time	
Sandwich			\$58,593.60	Both the plumbing and wiring inspector work approx. 23 hrs/wk at same rate. Converted to 40 hrs	
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$42,900.00	\$63,433.50	\$53,820.00		36
Range Average	\$51,514.80	\$65,864.08	\$58,122.30		
50th Percentile	\$51,514.80	\$65,864.08	\$57,969.60		
60th Percentile	\$52,326.72	\$67,696.32	\$58,344.00		
65th Percentile	\$52,732.68	\$68,612.44	\$58,531.20		
75th Percentile	\$53,544.60	\$70,444.68	\$59,389.20		
80th Percentile	\$53,950.56	\$71,360.80	\$59,866.56		
Actual Average	\$46,497.84	\$66,840.65			
50th Percentile	\$46,375.68	\$66,665.04			
60th Percentile	\$46,675.20	\$67,095.60			
65th Percentile	\$46,824.96	\$67,310.88			
75th Percentile	\$47,511.36	\$68,297.58			
80th Percentile	\$47,893.25	\$68,846.54			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Alternate Inspector</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover			\$50,315.20		
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke			\$56,846.40	FY22 rate	
Sandwich			\$52,000.00		
Scituate					
Stoughton					
Wareham				Vendor contract	
Duxbury	\$42,900.00	\$42,900.00	\$42,900.00		Varies
Range Average			\$53,053.87		
50th Percentile			\$52,000.00		
60th Percentile			\$52,969.28		
65th Percentile			\$53,453.92		
75th Percentile			\$54,423.20		
80th Percentile			\$54,907.84		
Actual Average	\$42,443.09	\$61,011.95			
50th Percentile	\$41,600.00	\$59,800.00			
60th Percentile	\$42,375.42	\$60,914.67			
65th Percentile	\$42,763.14	\$61,472.01			
75th Percentile	\$43,538.56	\$62,586.68			
80th Percentile	\$43,926.27	\$63,144.02			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Health Agent</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$93,662.40	\$111,904.00		Union	
Bridgewater					
Cohasset	\$72,438.36	\$86,571.48		Director of Public Health	35
Hanover			\$73,195.00		
Hingham	\$81,552.77	\$110,096.09		Executive Health Officer (not under another DH)	35
Hull					
Kingston	\$62,795.00	\$101,763.00			
Marshfield	\$86,136.96	\$96,893.47		Director of Public Health	40
Milton			\$67,320.00		37.5
Norwell					
Pembroke			\$82,209.00		40
Sandwich	\$81,309.00	\$121,964.00		Director of Public Health	40
Scituate					
Stoughton					
Wareham	\$86,603.06	\$112,997.35		Director of Public Health. Union	40
Duxbury	\$50,000.00	\$81,657.00	\$76,804.78		40
Range Average	\$80,642.51	\$106,027.06	\$74,241.33		
50th Percentile	\$81,552.77	\$110,096.09	\$73,195.00		
60th Percentile	\$84,303.29	\$111,180.83	\$74,997.80		
65th Percentile	\$85,678.54	\$111,723.21	\$75,899.20		
75th Percentile	\$86,370.01	\$112,450.68	\$77,702.00		
80th Percentile	\$86,509.84	\$112,778.68	\$78,603.40		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					



**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Public Health Nurse</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset			\$86,424.00		
Hanover			\$86,736.00		
Hingham	\$58,352.64	\$78,776.65			35
Hull					
Kingston			\$71,052.80		
Marshfield			\$90,000.00	Annual salary, contract	
Milton			\$74,880.00	Hourly rate	
Norwell					
Pembroke				Contracted vendor	
Sandwich	\$61,333.00	\$92,000.00			40
Scituate					
Stoughton					
Wareham	\$52,000.00	\$62,400.00		Vendor contract, 10 hours max (non-COVID times)	
Duxbury	\$26,325.00	\$97,500.00	\$78,000.00		Varies
Range Average	\$57,228.55	\$77,725.55	\$81,818.56		
50th Percentile	\$58,352.64	\$78,776.65	\$86,424.00		
60th Percentile	\$58,948.71	\$81,421.32	\$86,548.80		
65th Percentile	\$59,246.75	\$82,743.66	\$86,611.20		
75th Percentile	\$59,842.82	\$85,388.33	\$86,736.00		
80th Percentile	\$60,140.86	\$86,710.66	\$87,388.80		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Planning Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$93,662.40	\$111,904.00		Town Planner. Union	
Bridgewater					
Cohasset	\$79,673.22	\$95,225.16			35
Hanover					
Hingham	\$75,863.64	\$102,415.06		Town Planner	35
Hull					
Kingston	\$62,795.00	\$101,763.00		Town Planner	
Marshfield	\$87,006.82	\$97,869.41			40
Milton			\$108,120.00		37.5
Norwell					
Pembroke	\$47,174.40	\$53,476.80		Planning Board Assistant	
Sandwich	\$72,641.00	\$108,961.00		Planning & Economic Development Director	40
Scituate					
Stoughton					
Wareham	\$97,428.45	\$127,122.02		Director of Planning & Community Development. Union.	40
Duxbury	\$62,900.00	\$102,536.00	Vacant		80
Range Average	\$77,030.62	\$99,842.06	\$108,120.00		
50th Percentile	\$77,768.43	\$102,089.03	\$108,120.00		
60th Percentile	\$81,139.94	\$103,724.25	\$108,120.00		
65th Percentile	\$83,706.70	\$106,015.33	\$108,120.00		
75th Percentile	\$88,670.71	\$109,696.75	\$108,120.00		
80th Percentile	\$91,000.17	\$110,726.80	\$108,120.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Conservation Administrator</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$80,142.40	\$95,763.20		Conservation Agent. Union	
Bridgewater					
Cohasset	\$59,854.62	\$71,540.76			35
Hanover			\$75,000.00		
Hingham	\$75,863.64	\$102,415.06		Conservation Officer/GIS Administrator	35
Hull					
Kingston	\$62,795.00	\$101,763.00		Conservation Agent	
Marshfield	\$78,605.28	\$88,428.29			40
Milton					
Norwell					
Pembroke	\$47,278.40	\$52,041.60		Conservation Commission Admin. Agent	
Sandwich	\$57,839.00	\$86,758.00		Assistant Natural Resources Director	40
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$62,900.00	\$102,536.00	\$101,245.56		40
Range Average	\$66,054.05	\$85,529.99	\$75,000.00		
50th Percentile	\$62,795.00	\$88,428.29	\$75,000.00		
60th Percentile	\$70,636.19	\$92,829.24	\$75,000.00		
65th Percentile	\$74,556.78	\$95,029.71	\$75,000.00		
75th Percentile	\$77,234.46	\$98,763.10	\$75,000.00		
80th Percentile	\$78,056.95	\$100,563.04	\$75,000.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Facilities Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$79,673.22	\$95,225.16			40
Hanover			\$147,500.00	DPW/Facilities Director	
Hingham	\$70,570.33	\$95,269.95		Facilities Manager	35
Hull					
Kingston	\$62,795.00	\$101,763.00		Facilities Manager	
Marshfield			\$110,000.00	Annual salary, 3 year contract, over both Town & Schools	
Milton			\$129,540.00		37.5
Norwell					
Pembroke				N/A	
Sandwich	\$81,309.00	\$121,964.00		For Town only (School has own Facilities Director)	40
Scituate					
Stoughton					
Wareham					
Duxbury	\$70,500.00	\$119,734.00	\$116,647.18		40
Range Average	\$73,586.89	\$103,555.53	\$129,013.33		
50th Percentile	\$75,121.78	\$98,516.47	\$129,540.00		
60th Percentile	\$77,852.64	\$100,464.39	\$133,132.00		
65th Percentile	\$79,218.08	\$101,438.35	\$134,928.00		
75th Percentile	\$80,082.17	\$106,813.25	\$138,520.00		
80th Percentile	\$80,327.53	\$109,843.40	\$140,316.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Director of Public Works</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$112,396.86	\$134,325.84			40
Hanover			\$147,500.00	DPW/Facilities Director	
Hingham	\$107,712.61	\$145,412.03		DPW Superintendent. Does not oversee water	35
Hull					
Kingston					
Marshfield			\$120,000.00	3 year contract	40
Milton			\$138,720.00		40
Norwell					
Pembroke			\$132,154.00		40
Sandwich	\$96,296.00	\$144,444.00		DPW Director/Town Engineer. Does not oversee water, sewer, NR or crematory	40
Scituate					
Stoughton					
Wareham	\$97,428.45	\$127,122.02		Director of Municipal Maintenance. Union	40
Duxbury	\$90,000.00	\$152,388.00	\$130,572.00		40
Range Average	\$103,458.48	\$137,825.97	\$134,593.50		
50th Percentile	\$102,570.53	\$139,384.92	\$135,437.00		
60th Percentile	\$105,655.78	\$142,420.37	\$137,406.80		
65th Percentile	\$107,198.40	\$143,938.09	\$138,391.70		
75th Percentile	\$108,883.67	\$144,686.01	\$140,915.00		
80th Percentile	\$109,586.31	\$144,831.21	\$142,232.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Water and Sewer Superintendent</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover			\$97,950.00		
Hingham	\$107,712.61	\$145,412.03		Water Superintendent	35
Hull					
Kingston	\$62,795.00	\$101,763.00		Chief Operator Supt./WWTP; Water Supt. (2 positions)	
Marshfield					
Milton			\$80,172.00		40
Norwell					
Pembroke				N/A	
Sandwich				N/A - Water District is separate from Town. No sewers in Town	
Scituate					
Stoughton					
Wareham	\$86,603.06	\$112,997.35		Water Pollution Control Director. Union	40
Duxbury	\$70,500.00	\$119,734.00	\$97,326.32		40
Range Average	\$85,703.56	\$120,057.46	\$89,061.00		
50th Percentile	\$86,603.06	\$112,997.35	\$89,061.00		
60th Percentile	\$90,824.97	\$119,480.29	\$90,838.80		
65th Percentile	\$92,935.93	\$122,721.75	\$91,727.70		
75th Percentile	\$97,157.84	\$129,204.69	\$93,505.50		
80th Percentile	\$99,268.79	\$132,446.16	\$94,394.40		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>DPW Operations Manager</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$91,193.10	\$128,217.60		DPW Superintendent	40
Hanover					
Hingham	\$87,669.58	\$118,353.34		Assistant Superintendent of Public Works	35
Hull					
Kingston	\$80,579.00	\$129,288.00		Superintendent of Streets, Tress and Parks	
Marshfield	\$95,705.38	\$107,649.98			40
Milton			\$111,894.00		40
Norwell					
Pembroke				N/A	
Sandwich	\$66,336.00	\$99,504.00		Assistant Director of PW	40
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$62,900.00	\$102,536.00	\$81,375.84		40
Range Average	\$84,296.61	\$116,602.59	\$111,894.00		
50th Percentile	\$87,669.58	\$118,353.34	\$111,894.00		
60th Percentile	\$89,078.99	\$122,299.05	\$111,894.00		
65th Percentile	\$89,783.69	\$124,271.90	\$111,894.00		
75th Percentile	\$91,193.10	\$128,217.60	\$111,894.00		
80th Percentile	\$92,095.56	\$128,431.68	\$111,894.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Animal Control Officer</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham	\$58,352.64	\$78,776.65			35
Hull					
Kingston	\$43,911.00	\$74,435.00			
Marshfield	\$58,725.89	\$66,045.41			40
Milton			\$62,220.00		37.5
Norwell					
Pembroke	\$44,988.00	\$52,556.00		FY22 rate	
Sandwich	\$51,784.00	\$77,676.00		Works under Natural Resources Director	40
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$50,000.00	\$81,657.00	\$77,540.32		40
Range Average	\$51,552.31	\$69,897.81	\$62,220.00		
50th Percentile	\$51,784.00	\$74,435.00	\$62,220.00		
60th Percentile	\$54,411.46	\$75,731.40	\$62,220.00		
65th Percentile	\$55,725.18	\$76,379.60	\$62,220.00		
75th Percentile	\$58,352.64	\$77,676.00	\$62,220.00		
80th Percentile	\$58,427.29	\$77,896.13	\$62,220.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					



**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Cemetery/Crematory Superintendent</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham					
Hull					
Kingston					
Marshfield	\$78,605.28	\$88,428.29			40
Milton			\$88,230.00		40
Norwell					
Pembroke				N/A	
Sandwich				Position part of DPW Parks Department Division. No crematorium	
Scituate					
Stoughton					
Wareham				N/A	
Duxbury	\$62,900.00	\$102,536.00	\$86,066.76		40
Range Average	\$78,605.28	\$88,428.29	\$88,230.00		
50th Percentile	\$78,605.28	\$88,428.29	\$88,230.00		
60th Percentile	\$78,605.28	\$88,428.29	\$88,230.00		
65th Percentile	\$78,605.28	\$88,428.29	\$88,230.00		
75th Percentile	\$78,605.28	\$88,428.29	\$88,230.00		
80th Percentile	\$78,605.28	\$88,428.29	\$88,230.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Recreation Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$84,947.20	\$101,504.00		Recreation Director. Union	
Bridgewater					
Cohasset	\$79,673.22	\$95,225.16			35
Hanover			\$68,650.00		
Hingham	\$87,669.58	\$118,353.34			35
Hull					
Kingston	\$80,579.00	\$129,288.00		Director of Parks & Recreation	
Marshfield	\$71,455.49	\$80,387.42			40
Milton			\$78,540.00		
Norwell					
Pembroke			\$67,631.00		40
Sandwich	\$64,893.00	\$97,340.00			40
Scituate					
Stoughton					
Wareham				N/A	
Duxbury	\$70,500.00	\$119,734.00	\$101,308.22		40
Range Average	\$78,202.91	\$103,682.99	\$71,607.00		
50th Percentile	\$80,126.11	\$99,422.00	\$68,650.00		
60th Percentile	\$80,579.00	\$101,504.00	\$70,628.00		
65th Percentile	\$81,671.05	\$105,716.34	\$71,617.00		
75th Percentile	\$83,855.15	\$114,141.01	\$73,595.00		
80th Percentile	\$84,947.20	\$118,353.34	\$74,584.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Assistant Recreation Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$47,174.40	\$53,476.80			
Sandwich	\$54,797.00	\$82,196.00			40
Scituate					
Stoughton					
Wareham				N/A	
Duxbury	\$50,000.00	\$81,657.00	\$82,674.80		40
Range Average	\$50,985.70	\$67,836.40			
50th Percentile	\$50,985.70	\$67,836.40			
60th Percentile	\$51,747.96	\$70,708.32			
65th Percentile	\$52,129.09	\$72,144.28			
75th Percentile	\$52,891.35	\$75,016.20			
80th Percentile	\$53,272.48	\$76,452.16			
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Beach Operations Administrator</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham					
Hull					
Kingston					
Marshfield	\$58,471.30	\$64,517.86		Beach Commissioner. Part-time, OT eligible	
Milton					
Norwell					
Pembroke					
Sandwich				Duties combined betw. DNR & Asst. DNR Director and Rec. & Asst. Rec. Director	
Scituate					
Stoughton					
Wareham				N/A	
Duxbury	\$50,000.00	\$81,657.00	\$57,143.84		40
Range Average	\$58,471.30	\$64,517.86			
50th Percentile	\$58,471.30	\$64,517.86			
60th Percentile	\$58,471.30	\$64,517.86			
65th Percentile	\$58,471.30	\$64,517.86			
75th Percentile	\$58,471.30	\$64,517.86			
80th Percentile	\$58,471.30	\$64,517.86			
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Aquatic Supervisor</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke			\$7,245.00	Summer Playground Director	
Sandwich				N/A - no Town pool	
Scituate					
Stoughton					
Wareham				N/A	
Duxbury	\$46,000.00	\$72,929.00	\$53,674.66		40
Range Average			\$7,245.00		
50th Percentile			\$7,245.00		
60th Percentile			\$7,245.00		
65th Percentile			\$7,245.00		
75th Percentile			\$7,245.00		
80th Percentile			\$7,245.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Library Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$79,673.22	\$95,225.16			35
Hanover			\$85,000.00		
Hingham	\$87,669.58	\$118,353.34			35
Hull					
Kingston	\$62,795.00	\$101,763.00			
Marshfield	\$95,705.38	\$107,649.98			40
Milton			\$121,380.00		37.5
Norwell					
Pembroke	\$75,335.00	\$96,287.00	\$93,465.00	FY22 range	40
Sandwich			\$110,728.80	Salary set by Library Board of Trustees	35
Scituate					
Stoughton					
Wareham	\$68,315.52	\$89,136.26			40
Duxbury	\$70,500.00	\$119,734.00	\$88,765.82		40
Range Average	\$78,248.95	\$101,402.46	\$102,643.45		
50th Percentile	\$77,504.11	\$99,025.00	\$102,096.90		
60th Percentile	\$79,673.22	\$101,763.00	\$107,276.04		
65th Percentile	\$81,672.31	\$103,234.75	\$109,865.61		
75th Percentile	\$85,670.49	\$106,178.24	\$113,391.60		
80th Percentile	\$87,669.58	\$107,649.98	\$114,989.28		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Library Division Head</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$41,249.21	\$56,007.59			35
Hanover					
Hingham	\$64,810.20	\$77,222.60		Senior Library Supervisor. Union. FY21 rate	35
Hull					
Kingston	\$43,911.00	\$74,435.00			
Marshfield					
Milton			\$88,638.00	Assistant Library Director	37.5
Norwell					
Pembroke	\$52,759.00	\$62,179.00		Library Assistant Director	40
Sandwich				N/A	
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$50,000.00	\$81,657.00	\$70,945.94	Actual average of 2 incumbents	40
Range Average	\$50,682.35	\$67,461.05	\$88,638.00		
50th Percentile	\$48,335.00	\$68,307.00	\$88,638.00		
60th Percentile	\$50,989.40	\$71,983.80	\$88,638.00		
65th Percentile	\$52,316.60	\$73,822.20	\$88,638.00		
75th Percentile	\$55,771.80	\$75,131.90	\$88,638.00		
80th Percentile	\$57,579.48	\$75,550.04	\$88,638.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Veteran's Service Officer</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$55,135.08	\$65,865.07			35
Hanover			\$52,200.00		
Hingham	\$70,570.33	\$95,269.95		Veterans' Agent/Director of Veterans' Services	35
Hull					
Kingston			\$12,497.00	Veterans' Agent	
Marshfield	\$79,390.27	\$89,319.36			
Milton					
Norwell					
Pembroke			\$18,782.00	Part-time FY22 rate	
Sandwich				Regional position shared with all other Cape Towns (minus Falmouth, plus Wareham)	
Scituate					
Stoughton					
Wareham				N/A	
Duxbury	\$46,000.00	\$72,929.00	\$46,161.70		40
Range Average	\$68,365.23	\$83,484.79	\$27,826.33		
50th Percentile	\$70,570.33	\$89,319.36	\$18,782.00		
60th Percentile	\$72,334.32	\$90,509.48	\$25,465.60		
65th Percentile	\$73,216.31	\$91,104.54	\$28,807.40		
75th Percentile	\$74,980.30	\$92,294.65	\$35,491.00		
80th Percentile	\$75,862.30	\$92,889.71	\$38,832.80		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					



**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Council on Aging Director</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$93,662.40	\$111,904.00		Union	
Bridgewater					
Cohasset	\$79,673.22	\$95,225.16		Director of Elder Affairs	35
Hanover			\$97,700.00		
Hingham	\$75,863.64	\$102,415.06		Director of Elder Services	35
Hull					
Kingston	\$62,795.00	\$101,763.00		Director of Elder Affairs	
Marshfield	\$95,705.38	\$107,649.98			40
Milton			\$85,272.00		37.5
Norwell					
Pembroke	\$56,357.00	\$62,135.00		FY22 range	40
Sandwich	\$64,893.00	\$97,340.00		Senior & Community Services Director	40
Scituate					
Stoughton					
Wareham	\$68,315.52	\$89,136.26			40
Duxbury	\$62,900.00	\$102,536.00	\$91,510.90		40
Range Average	\$74,658.14	\$95,946.06	\$91,486.00		
50th Percentile	\$72,089.58	\$99,551.50	\$91,486.00		
60th Percentile	\$76,625.56	\$101,893.41	\$92,728.80		
65th Percentile	\$77,958.91	\$102,121.63	\$93,350.20		
75th Percentile	\$83,170.52	\$103,723.79	\$94,593.00		
80th Percentile	\$88,066.73	\$105,556.01	\$95,214.40		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>COA Program Activities Coordinator</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$50,122.80	\$59,868.90		Assistant Director of Elder Affairs	35
Hanover					
Hingham					
Hull					
Kingston	\$38,276.00	\$62,630.00		Programs & Services Coordinator	
Marshfield					
Milton			\$66,300.00		37.5
Norwell					
Pembroke				N/A	
Sandwich				Duties performed by combination of other staff within the COA Office	
Scituate					
Stoughton					
Wareham				N/A	
Duxbury	\$34,125.00	\$52,221.00	\$37,352.25	Actual average of 2 incumbents converted to 40 hrs	19
Range Average	\$40,841.27	\$58,239.97	\$51,826.13		
50th Percentile	\$38,276.00	\$59,868.90	\$51,826.13		
60th Percentile	\$40,645.36	\$60,421.12	\$54,720.90		
65th Percentile	\$41,830.04	\$60,697.23	\$56,168.29		
75th Percentile	\$44,199.40	\$61,249.45	\$59,063.06		
80th Percentile	\$45,384.08	\$61,525.56	\$60,510.45		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>COA Transportation Coordinator</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$50,122.80	\$59,868.90		Services Coordinator	35
Hanover	\$38,511.20	\$51,469.60	\$47,250.00	Union	35
Hingham	\$43,921.28	\$59,292.88			35
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$38,103.00	\$44,070.00		COA Dispatcher. Clerical union	37.5
Sandwich	\$41,714.40	\$56,001.40		Sr. Administrative Assistant. Union	35
Scituate					
Stoughton					
Wareham				N/A	
Duxbury	\$34,125.00	\$52,221.00	Vacant		
Range Average	\$41,082.95	\$53,820.63	\$47,250.00		
50th Percentile	\$40,112.80	\$54,111.20	\$47,250.00		
60th Percentile	\$41,714.40	\$56,001.40	\$47,250.00		
65th Percentile	\$42,266.12	\$56,824.27	\$47,250.00		
75th Percentile	\$43,369.56	\$58,470.01	\$47,250.00		
80th Percentile	\$43,921.28	\$59,292.88	\$47,250.00		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>COA Bus Driver</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater	\$43,368.00	\$51,812.80		Bus Driver. Union	
Cohasset	\$34,051.68	\$39,143.52			
Hanover	\$36,836.80	\$49,712.00		Van Driver - COA. Union	
Hingham	\$46,693.23	\$63,035.71		Driver	
Hull					
Kingston					
Marshfield	\$62,046.40	\$69,784.00		Part-time. 4 on staff	
Milton			\$52,636.90		
Norwell					
Pembroke	\$34,028.80	\$36,774.40		COA Van Driver	
Sandwich	\$34,444.80	\$39,353.60			
Scituate					
Stoughton					
Wareham				N/A	
Duxbury	\$26,325.00	\$97,500.00	\$33,949.50	Actual average of 3 incumbents	Varies
Range Average	\$39,724.34	\$55,889.50	\$43,293.20		
50th Percentile	\$35,640.80	\$50,762.40	\$43,293.20		
60th Percentile	\$38,143.04	\$54,057.38	\$45,161.94		
65th Percentile	\$40,428.96	\$57,985.40	\$46,096.31		
75th Percentile	\$44,199.31	\$64,722.78	\$47,965.05		
80th Percentile	\$45,363.14	\$67,084.68	\$48,899.42		
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Office Manager (DPW)</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$64,838.80	\$77,479.48		Asst. Coord. for Finance & Contracts.	37
Bridgewater					
Cohasset					
Hanover					
Hingham	\$52,927.75	\$71,452.19		Office Manager (1 in DPW, 1 in Fire)	35
Hull					
Kingston	\$43,911.00	\$74,435.00		Water Department Office Administrator	
Marshfield	\$71,455.49	\$80,387.42		DPW Business Manager. Supervisory union	40
Milton					
Norwell					
Pembroke				N/A	
Sandwich	\$53,102.40	\$71,136.00		Union normally but not always. Union are 35 hrs/wk, non-union 40. Annual at left based on 40	
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$46,000.00	\$72,929.00	\$60,635.38		40
Range Average	\$57,247.09	\$74,978.02			
50th Percentile	\$53,102.40	\$74,435.00			
60th Percentile	\$57,796.96	\$75,652.79			
65th Percentile	\$60,144.24	\$76,261.69			
75th Percentile	\$64,838.80	\$77,479.48			
80th Percentile	\$66,162.14	\$78,061.07			
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Administrative Assistant</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$47,950.81	\$61,075.56			35
Hanover					
Hingham	\$47,215.27	\$63,740.40			35
Hull					
Kingston	\$38,276.00	\$62,630.00			
Marshfield					
Milton	\$45,900.00	\$76,500.00			37.5
Norwell					
Pembroke				N/A	
Sandwich	\$38,220.00	\$51,378.60		Union	35
Scituate					
Stoughton					
Wareham				Union	
Duxbury	\$37,050.00	\$58,363.50	\$48,428.25	Actual average of 6 incumbents	10-37.5
Range Average	\$43,512.42	\$63,064.91			
50th Percentile	\$45,900.00	\$62,630.00			
60th Percentile	\$46,426.11	\$63,074.16			
65th Percentile	\$46,689.16	\$63,296.24			
75th Percentile	\$47,215.27	\$63,740.40			
80th Percentile	\$47,362.38	\$66,292.32			
Actual Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Office Manager (Municipal Services)</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke					
Sandwich	\$46,464.60	\$62,244.00			35
Scituate					
Stoughton					
Wareham					
Duxbury	\$44,674.50	\$54,639.00	\$51,285.00		37.5
Salary Average	\$46,464.60	\$62,244.00			
50th Percentile	\$46,464.60	\$62,244.00			
60th Percentile	\$46,464.60	\$62,244.00			
65th Percentile	\$46,464.60	\$62,244.00			
75th Percentile	\$46,464.60	\$62,244.00			
80th Percentile	\$46,464.60	\$62,244.00			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Administrative Assistant</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$44,733.00	\$56,218.50		Administrative Assistant I-II (Range spans both grades)	
Bridgewater					
Cohasset					
Hanover	\$38,511.20	\$52,925.60		Range covers both of two grades that include Admin. Assts.	35
Hingham					
Hull					
Kingston					
Marshfield	\$54,291.74	\$59,892.77			40
Milton					
Norwell					
Pembroke	\$47,128.56	\$53,115.05		FY 21 rate still in effect	37.5
Sandwich	\$38,220.00	\$51,378.60			35
Scituate					
Stoughton					
Wareham					
Duxbury	\$42,529.50	\$52,260.00	\$47,242.00	Actual average of 9 incumbents	37.5
Salary Average	\$44,576.90	\$54,706.10			
50th Percentile	\$44,733.00	\$53,115.05			
60th Percentile	\$45,691.22	\$54,356.43			
65th Percentile	\$46,170.34	\$54,977.12			
75th Percentile	\$47,128.56	\$56,218.50			
80th Percentile	\$48,561.20	\$56,953.35			



**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Assistant Town Clerk</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$48,223.50	\$57,622.50		Assistant to Town Clerk	
Bridgewater					
Cohasset					
Hanover	\$38,511.20	\$51,469.60			35
Hingham	\$55,574.40	\$75,025.28		Non-union	35
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$47,128.56	\$53,115.05		FY 21 rate still in effect	37.5
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$44,674.50	\$54,639.00	\$54,639.00		37.5
Salary Average	\$47,359.42	\$59,308.11			
50th Percentile	\$47,676.03	\$55,368.78			
60th Percentile	\$48,004.51	\$56,721.01			
65th Percentile	\$48,168.75	\$57,397.13			
75th Percentile	\$50,061.23	\$61,973.20			
80th Percentile	\$51,163.86	\$64,583.61			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Assistant Treasurer</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham	\$61,270.96	\$82,714.80		Non-union	35
Hull					
Kingston	\$43,911.00	\$74,435.00			
Marshfield	\$54,291.74	\$59,892.77			40
Milton					
Norwell					
Pembroke	\$47,128.56	\$53,115.05		FY 21 rate still in effect	37.5
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$44,674.50	\$54,639.00	\$54,639.00		37.5
Salary Average	\$51,650.57	\$67,539.40			
50th Percentile	\$50,710.15	\$67,163.88			
60th Percentile	\$52,859.11	\$71,526.55			
65th Percentile	\$53,933.58	\$73,707.89			
75th Percentile	\$56,036.55	\$76,504.95			
80th Percentile	\$57,083.43	\$77,746.92			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Assistant Collector</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$48,223.50	\$57,622.50			
Bridgewater					
Cohasset					
Hanover	\$45,081.40	\$57,366.40			35
Hingham					
Hull					
Kingston					
Marshfield	\$58,725.89	\$66,045.41			40
Milton					
Norwell					
Pembroke	\$47,128.56	\$53,115.05		FY 21 rate still in effect	37.5
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$44,674.50	\$54,639.00	\$48,028.50		37.5
Salary Average	\$49,789.84	\$58,537.34			
50th Percentile	\$47,676.03	\$57,494.45			
60th Percentile	\$48,004.51	\$57,571.28			
65th Percentile	\$48,168.75	\$57,609.70			
75th Percentile	\$50,849.10	\$59,728.23			
80th Percentile	\$52,424.46	\$60,991.66			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Principal Bookkeeper (A/P; Treasurer; Collector)</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$47,053.50	\$56,218.50		Account Clerk III	
Bridgewater					
Cohasset					
Hanover	\$41,714.40	\$52,925.60		Senior Deputy Collector	35
Hingham	\$50,407.38	\$68,049.96		A/P Specialist. Non-union	
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$38,108.64	\$44,075.05		Principal Clerk. FY 21 rate still in effect	37.5
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$42,529.50	\$52,260.00	\$51,545.00		37.5
Salary Average	\$44,320.98	\$55,317.28			
50th Percentile	\$44,383.95	\$54,572.05			
60th Percentile	\$45,985.68	\$55,559.92			
65th Percentile	\$46,786.55	\$56,053.86			
75th Percentile	\$47,891.97	\$59,176.37			
80th Percentile	\$48,395.05	\$60,951.09			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Payroll/Administrative Assistant</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover					
Hingham	\$50,407.38	\$68,049.96		Payroll Administrator. Non-union	
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke					
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$42,529.50	\$52,260.00	\$48,028.50		37.5
Salary Average	\$50,407.38	\$68,049.96			
50th Percentile	\$50,407.38	\$68,049.96			
60th Percentile	\$50,407.38	\$68,049.96			
65th Percentile	\$50,407.38	\$68,049.96			
75th Percentile	\$50,407.38	\$68,049.96			
80th Percentile	\$50,407.38	\$68,049.96			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Librarian</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$54,038.40	\$64,646.40		Children's Librarian; Information Systems Librarian	
Bridgewater					
Cohasset	\$47,138.00	\$63,772.80		FY21 rates	35
Hanover	\$41,714.40	\$52,925.60		Staff Librarian	35
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$53,048.00	\$63,382.00		Youth Services Librarian. Also Generalist Reference Librarian: \$49832-\$59566	
Sandwich	\$51,651.60	\$69,851.60		Reference Librarian	35
Scituate					
Stoughton					
Wareham					
Duxbury	\$57,075.20	\$68,411.20	\$63,323.52		40
Salary Average	\$49,518.08	\$62,915.68			
50th Percentile	\$51,651.60	\$63,772.80			
60th Percentile	\$52,210.16	\$64,122.24			
65th Percentile	\$52,489.44	\$64,296.96			
75th Percentile	\$53,048.00	\$64,646.40			
80th Percentile	\$53,246.08	\$65,687.44			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Library Associate</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$40,440.40	\$54,909.40		Library Assistant	35
Hanover	\$38,511.20	\$51,469.60		Library Technician	35
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$41,259.00	\$51,572.00		Associate Librarian I & II (Range spans both I & II)	
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$36,618.40	\$44,480.80	\$42,281.63		35 or 40
Salary Average	\$40,070.20	\$52,650.33			
50th Percentile	\$40,440.40	\$51,572.00			
60th Percentile	\$40,604.12	\$52,239.48			
65th Percentile	\$40,685.98	\$52,573.22			
75th Percentile	\$40,849.70	\$53,240.70			
80th Percentile	\$40,931.56	\$53,574.44			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Lead Public Safety Dispatcher</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover				Function is folding into consolidated center	
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke					
Sandwich				Lead Emergency Telecommunicator. \$10,000 stipend/yr	
Scituate					
Stoughton					
Wareham					
Duxbury	\$65,243.10	\$67,605.72	\$68,203.20	Actual average of 5 incumbents	37.5
Salary Average					
50th Percentile					
60th Percentile					
65th Percentile					
75th Percentile					
80th Percentile					



**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Public Safety Dispatcher</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater	\$44,733.00	\$53,430.00		Dispatcher I	
Cohasset					
Hanover				Function is folding into consolidated center	
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke					
Sandwich	\$48,152.00	\$66,643.20		Emergency Telecommunicator. Police & Fire. Union	40
Scituate					
Stoughton					
Wareham					
Duxbury	\$48,948.90	\$58,778.85	\$57,972.00	Actual average of 13 incumbents	37.5
Salary Average	\$46,442.50	\$60,036.60			
50th Percentile	\$46,442.50	\$60,036.60			
60th Percentile	\$46,784.40	\$61,357.92			
65th Percentile	\$46,955.35	\$62,018.58			
75th Percentile	\$47,297.25	\$63,339.90			
80th Percentile	\$47,468.20	\$64,000.56			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Police Lieutenant</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne		\$110,621.46		Plus \$12891.19 Assoc, \$17188.25 Bach, \$25782.38 Masters	
Bridgewater					
Cohasset	\$88,374.56	\$102,072.60		FY21 rate	40
Hanover			\$147,000.00		
Hingham	\$89,319.36	\$98,527.10		FY21 rate, 4-2 sched. 10% Assoc/20% Bach/25% Masters	
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke		\$116,816.00		Plus \$4500/\$9000/\$14000 for Assoc/Bach/Masters	40
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$103,180.69	\$108,932.93	\$121,669.60	Plus 20% for Bachelors, 25% for Masters	40
				Actual average of 2 incumbents includes ed. incentive	
Salary Average	\$88,846.96	\$107,009.29	\$147,000.00		
50th Percentile	\$88,846.96	\$106,347.03	\$147,000.00		
60th Percentile	\$88,941.44	\$108,911.69	\$147,000.00		
65th Percentile	\$88,988.68	\$110,194.02	\$147,000.00		
75th Percentile	\$89,083.16	\$112,170.10	\$147,000.00		
80th Percentile	\$89,130.40	\$113,099.28	\$147,000.00		

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Police Sergeant</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne			\$88,497.17	Plus \$10312.95 Assoc, \$13750.6 Bach, \$20625.90 Masters	
Bridgewater					
Cohasset	\$76,642.27	\$82,083.87		FY 21 rate	
Hanover	\$70,516.00	\$79,321.00		FY20 rate. 10% Assoc, 20% Bach, 25% Masters	
Hingham	\$74,786.40	\$82,593.88		FY21 rate, 4-2 sched. 10% Assoc/20% Bach/25% Masters	
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke			\$87,557.00	Plus \$3500/\$7000/\$9000 for Assoc/Bach/Masters	40
Sandwich	\$80,067.00	\$84,318.00		Plus 10% Assoc., 20% Bach., 25% Mast.	
Scituate					
Stoughton					
Wareham					
Duxbury	\$79,298.54	\$81,868.38	\$100,666.06	Plus 20% for Bachelors, 25% for Masters Actual average of 7 incumbents includes ed. incentive	40
Salary Average	\$75,502.92	\$82,079.19	\$88,027.09		
50th Percentile	\$75,714.34	\$82,338.88	\$88,027.09		
60th Percentile	\$76,271.10	\$82,491.88	\$88,121.10		
65th Percentile	\$76,549.48	\$82,568.38	\$88,168.11		
75th Percentile	\$77,498.45	\$83,024.91	\$88,262.13		
80th Percentile	\$78,012.16	\$83,283.53	\$88,309.14		

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Police Officer</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$51,123.46	\$70,797.19		Plus \$5500.20 Assoc, \$11000.40 Bach, \$13750.00 Masters	
Bridgewater					
Cohasset	\$59,241.36	\$68,403.23		FY21 rate	
Hanover	\$52,757.00	\$69,123.00		FY20 rate. 10% Assoc, 20% Bach, 25% Masters	
Hingham	\$53,756.35	\$66,312.27		FY21 rate, 4-2 sched. 10% Assoc/20% Bach/25% Masters	
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$60,668.00	\$75,033.00		Plus \$3000/\$6000/\$8000 for Assoc/Bach/Masters	40
Sandwich	\$52,786.50	\$67,957.50		Plus 10% Assoc., 20% Bach., 25% Mast.	
Scituate					
Stoughton					
Wareham					
Duxbury	\$57,888.06	\$69,290.62	\$77,140.70	Plus 20% for Bachelors, 25% for Masters	40
				Actual average of 16 incumbents includes ed. incentive	
Salary Average	\$55,055.45	\$69,604.37			
50th Percentile	\$53,271.43	\$68,763.12			
60th Percentile	\$53,756.35	\$69,123.00			
65th Percentile	\$55,127.60	\$69,541.55			
75th Percentile	\$57,870.11	\$70,378.64			
80th Percentile	\$59,241.36	\$70,797.19			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Fire Captain/Paramedic</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$69,154.92	\$79,397.48		FY21 rate	42
Hanover	\$92,190.42	\$98,789.54		Capt./EMT rate + \$5.11 for Paramedic certification. Edu. incentive varies by degree and area of study	42
Hingham	\$86,858.72	\$91,430.56		FY20 rate. \$2500/Assoc; \$3750/Bach; \$5000/Masters	
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke					
Sandwich			\$88,976.30	Captains receive no less than 30% above top step FF rate regardless of EMT or Paramedic certification	42
Scituate					
Stoughton					
Wareham					
Duxbury	\$78,281.33	\$89,813.94	\$95,113.20	Plus 7.5% for Associates, 15% for Bachelors	42
				Actual average of 3 incumbents includes ed. incentive	
Salary Average	\$82,734.69	\$89,872.53	\$88,976.30		
50th Percentile	\$86,858.72	\$91,430.56	\$88,976.30		
60th Percentile	\$87,925.06	\$92,902.36	\$88,976.30		
65th Percentile	\$88,458.23	\$93,638.26	\$88,976.30		
75th Percentile	\$89,524.57	\$95,110.05	\$88,976.30		
80th Percentile	\$90,057.74	\$95,845.95	\$88,976.30		

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Fire Captain/EMT</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$68,889.19	\$78,944.28		FY21 rate	42
Hanover	\$85,547.45	\$92,146.57		FF/EMT rate + \$2.08 for EMT-B certification. Edu. incentive varies by degree and area of study	42
Hingham	\$83,661.76	\$88,065.12		FY20 rate. \$2500/Assoc; \$3750/Bach; \$5000/Masters	
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke					
Sandwich			\$88,976.30	Captains receive no less than 30% above top step FF rate regardless of EMT or Paramedic certification	42
Scituate					
Stoughton					
Wareham					
Duxbury	\$69,670.04	\$80,775.68	\$84,662.76	Plus 7.5% for Associates, 15% for Bachelors	42
				Actual average of 2 incumbents includes ed. incentive	
Salary Average	\$79,366.13	\$86,385.32	\$88,976.30		
50th Percentile	\$83,661.76	\$88,065.12	\$88,976.30		
60th Percentile	\$84,038.90	\$88,881.41	\$88,976.30		
65th Percentile	\$84,227.47	\$89,289.56	\$88,976.30		
75th Percentile	\$84,604.60	\$90,105.85	\$88,976.30		
80th Percentile	\$84,793.17	\$90,513.99	\$88,976.30		

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Firefighter/Paramedic</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$63,861.87	\$73,320.47		FY21 rate	42
Hanover	\$69,608.70	\$84,319.70		FF/EMT rate + \$5.11 for Paramedic certification. Edu. incentive varies by degree and area of study	42
Hingham	\$58,897.28	\$70,115.76		FY20 rate. \$2500/Assoc; \$3750/Bach; \$5000/Masters	
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke					
Sandwich	\$62,013.93	\$78,025.37		FF rate + 14% for Paramedic certification	42
Scituate					
Stoughton					
Wareham					
Duxbury	\$68,165.04	\$80,722.82	\$81,051.88	Plus 7.5% for Associates, 15% for Bachelors Actual average of 12 includes ed. incentive	42
Salary Average	\$63,595.44	\$76,445.33			
50th Percentile	\$62,937.90	\$75,672.92			
60th Percentile	\$63,492.28	\$77,084.39			
65th Percentile	\$63,769.47	\$77,790.13			
75th Percentile	\$65,298.58	\$79,598.96			
80th Percentile	\$66,160.60	\$80,543.11			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Firefighter/EMT</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$60,409.87	\$69,357.20		FY21 rate	42
Hanover	\$62,965.73	\$77,676.73		FF/EMT rate + \$2.08 for EMT-B certification. Edu. incentive varies by degree and area of study	42
Hingham	\$52,951.08	\$66,189.24		FY20 rate. \$2500/Assoc; \$3750/Bach; \$5000/Masters	
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke					
Sandwich	\$57,662.07	\$72,549.91		FF rate + 6% for EMT certification	42
Scituate					
Stoughton					
Wareham					
Duxbury	\$59,555.93	\$71,684.56	\$66,633.84	Plus 7.5% for Associates, 15% for Bachelors	42
				Actual average of 5 includes ed. incentive	
Salary Average	\$58,497.19	\$71,443.27			
50th Percentile	\$59,035.97	\$70,953.55			
60th Percentile	\$59,860.31	\$71,911.37			
65th Percentile	\$60,272.48	\$72,390.27			
75th Percentile	\$61,048.83	\$73,831.61			
80th Percentile	\$61,432.21	\$74,600.64			



**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Supervising Foreman</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$57,181.28	\$68,340.48		Crew Chief	37
Bridgewater					
Cohasset					
Hanover	\$74,443.20	\$80,600.00		Chief Water Treatment Plant & Pump Station Operator	40
Hingham	\$81,889.60	\$103,147.20		Sewer and Public Works Supervisors	40
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$58,177.45	\$65,527.31		Water Foreman Grade III or IV. FY 21 rate still in effect	40
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$56,888.00	\$65,270.40	\$65,270.40	Actual average of 4 incumbents	40
Salary Average	\$67,922.88	\$79,403.75			
50th Percentile	\$66,310.33	\$74,470.24			
60th Percentile	\$71,190.05	\$78,148.10			
65th Percentile	\$73,629.91	\$79,987.02			
75th Percentile	\$76,304.80	\$86,236.80			
80th Percentile	\$77,421.76	\$89,618.88			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Foreman</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset					
Hanover	\$61,380.80	\$66,352.00		Foreman (Hwy; Water Dist.; Public Grounds; Mech.; Transfer Station; Custodians.; Maintenance)	40
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$54,684.66	\$62,077.38		Foreman -- Hwy, Tree or Cemetery. FY 21 rates still in effect	40
Sandwich	\$59,134.40	\$76,731.20		Division Foremen are compensated at top wage step for Laborers plus \$100/wk	
Scituate					
Stoughton					
Wareham					
Duxbury	\$54,225.60	\$62,150.40	\$61,417.20	Actual average of 4 incumbents	40
Salary Average	\$58,399.95	\$68,386.86			
50th Percentile	\$59,134.40	\$66,352.00			
60th Percentile	\$59,583.68	\$68,427.84			
65th Percentile	\$59,808.32	\$69,465.76			
75th Percentile	\$60,257.60	\$71,541.60			
80th Percentile	\$60,482.24	\$72,579.52			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Mechanic</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$50,254.88	\$60,028.80			37
Bridgewater					
Cohasset					
Hanover	\$53,331.20	\$57,782.40		Motor Equipment Repairman	40
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$53,227.55	\$60,427.41		FY 21 rate still in effect	40
Sandwich	\$53,934.40	\$71,531.20		Mechanic is compensated at rate for Laborer with Class A CDL plus Hoisting License	
Scituate					
Stoughton					
Wareham					
Duxbury	\$47,465.60	\$54,454.40	\$49,129.60		40
Salary Average	\$52,687.01	\$62,442.45			
50th Percentile	\$53,279.37	\$60,228.11			
60th Percentile	\$53,310.47	\$60,347.69			
65th Percentile	\$53,326.02	\$60,407.48			
75th Percentile	\$53,482.00	\$63,203.36			
80th Percentile	\$53,572.48	\$64,868.93			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Equipment Operator</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$47,830.64	\$57,142.80			37
Bridgewater					
Cohasset					
Hanover	\$52,166.40	\$56,492.80			40
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$49,370.48	\$56,720.34		Heavy Equipment Operator. FY 21 rate still in effect	40
Sandwich	\$49,400.00	\$66,996.80		Rate for Laborer with Class B CDL & Hoisting License	40
Scituate					
Stoughton					
Wareham					
Duxbury	\$45,884.80	\$53,476.80	\$53,429.26	Actual average of 14 incumbents	40
Salary Average	\$49,691.88	\$59,338.18			
50th Percentile	\$49,385.24	\$56,931.57			
60th Percentile	\$49,394.10	\$57,058.31			
65th Percentile	\$49,398.52	\$57,121.68			
75th Percentile	\$50,091.60	\$59,606.30			
80th Percentile	\$50,506.56	\$61,084.40			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Skilled Laborer</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$40,019.20	\$47,811.40			37
Bridgewater					
Cohasset					
Hanover					
Hingham					
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$47,291.95	\$54,406.10		Skilled Laborer/Driver. FY 21 rate still in effect	40
Sandwich	\$48,235.20	\$65,832.00		Rate for Laborer with Class B CDL	40
Scituate					
Stoughton					
Wareham					
Duxbury	\$45,094.40	\$52,104.00	\$51,495.60		40
Salary Average	\$45,182.12	\$56,016.50			
50th Percentile	\$47,291.95	\$54,406.10			
60th Percentile	\$47,480.60	\$56,691.28			
65th Percentile	\$47,574.92	\$57,833.87			
75th Percentile	\$47,763.57	\$60,119.05			
80th Percentile	\$47,857.90	\$61,261.64			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

<b>Building Maintenance Technician</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne					
Bridgewater					
Cohasset	\$51,417.60	\$61,422.40		Facilities Technician II. FY21 rate	40
Hanover	\$53,331.20	\$57,782.40		Skilled Maintenance Worker	40
Hingham	\$52,927.75	\$71,452.19		Building Maintenance Specialist (non-union)	35
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke					
Sandwich					
Scituate					
Stoughton					
Wareham					
Duxbury	\$51,542.40	\$58,864.00	\$58,864.00		40
Salary Average	\$52,558.85	\$63,552.33			
50th Percentile	\$52,927.75	\$61,422.40			
60th Percentile	\$53,008.44	\$63,428.36			
65th Percentile	\$53,048.78	\$64,431.34			
75th Percentile	\$53,129.47	\$66,437.30			
80th Percentile	\$53,169.82	\$67,440.28			

**TOWN OF DUXBURY  
DETAILED SALARY DATA**

	<b>Custodian</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Hrs/wk
Abington					
Bourne	\$38,268.36	\$45,733.48			37
Bridgewater					
Cohasset	\$46,737.60	\$55,910.40		Facilities Technician I. FY21 rate	40
Hanover	\$50,294.40	\$54,558.40		Custodian	40
Hingham	\$40,289.60	\$49,192.00		Custodian I. Also a II at \$53518-\$64397. FY21 rates. 40 hrs	
Hull					
Kingston					
Marshfield					
Milton					
Norwell					
Pembroke	\$40,768.00	\$49,108.80			40
Sandwich	\$33,592.00	\$45,801.60		Custodian (Library)	
Scituate					
Stoughton					
Wareham					
Duxbury	\$44,283.20	\$50,731.20	\$48,308.00		40
Salary Average	\$41,658.33	\$50,050.78			
50th Percentile	\$40,528.80	\$49,150.40			
60th Percentile	\$40,768.00	\$49,192.00			
65th Percentile	\$42,260.40	\$50,533.60			
75th Percentile	\$45,245.20	\$53,216.80			
80th Percentile	\$46,737.60	\$54,558.40			

# APPENDIX D



## TOWN OF DUXBURY HEALTH INSURANCE

Comparable Communities	Health						Comments
	Employee Only Plan			Family Plan			
	Plan Name & Provider	Monthly Premium	% Paid by Muni.	Plan Name & Provider	Monthly Premium	% Paid by Muni.	
Abington	Network Blue BCBS HMO	\$986	70%	Network Blue BCBS HMO	\$2,628	70%	Blue Care Elect Preferred PPO with HCCS: town pays 70% of \$1278 or \$3033 monthly premium
Bourne	Blue Care Elect (PPO)/Network Blue (HMO)	\$1049/\$895	75%	Blue Care Elect (PPO)/Network Blue	\$2520/\$2145	75%	
Cohasset			69%			69%	
Hanover			50%			50%	
Marshfield			75%			75%	
Milton	BXBS	\$894	76%	BXBS	\$2,401	76%	76/24
Pembroke	BCBS Network Blue NE HMO Rate Saver	\$878	75%	BCBS Network Blue NE HMO Rate Saver	\$2,342	75%	
Sandwich	BCBS - PPO - MIIA	\$1,070	75%	Blue Cross -- MIIA PPO	\$2,857	75%	
Wareham	BCBS Network Blue Traditional	\$975	68%	BCBS Network Blue Traditional	\$2,598	68%	
<b>Average</b>		<b>\$961</b>	<b>70%</b>		<b>\$2,565</b>	<b>70%</b>	
Duxbury	Individual PPO Blue Care Elect	\$966	75%	Family PPO	\$2,416	75%	
Duxbury	Individual HMO Network Blue NE	\$797	75%	Family HMO	\$1,996	75%	

**TOWN OF DUXBURY  
SICK LEAVE**

Comparable Communities	Sick Days Earned Per Year	Buy Back Policy	Incentive for Non-use of Sick Leave
Bourne	All employee groups: 15	BEA: Upon retirement, involuntary lay-off or voluntary termination after 10 yrs: payment of 50% of accumulated days 16-65 and 100% of days greater than 66, up to max of \$15,000 Fire, Police: Upon retirement or death: 200+ days accumulated=50% payment; 150-200 days=40%; 100-149 days=30%; 16-99 days=20%. Max payment of \$12500 (\$10000 Police) if hired after 7/1/2012 LIUNA-A/B/DPW/ISWM: not available if hired after 7/1/2012	LIUNA-DPW/ISWM: \$250 if use less than 4 sick days in a year, \$300 if use less than 3 sick days
Cohasset	15	It is not offered to all employees. It is one week buy back each fiscal year and is only offered to certain employees at time of hire	DPW/Facilities/Clerical/Guidebook- each 6 mos.. of consecutive perfect attendance = 1 day, whole year = 1 add'l day (Opportunity to get additional 3 days total for 1 consecutive yr) Library - 0 sick days in a calendar year = \$500, 1 sick day in calendar year = \$250 Police: Up to 1/2 of unused vacation or personal time will be reimbursed if 3 or fewer sick days used in previous year
Hanover	PP: 10 Unions: 15	All employee groups: No buyback for recent hires	No
Hingham	Fire: 7.5 duty days All other employee groups: 15	PP, Lib: upon retirement, paid as such: 1-149 days=\$8.00/day; 150-199 days=\$1200 + \$9/day over 150; 200+ days=\$1900 + \$10/day over 200 DPW & Supvs, Police.: as above, except: 1-149 days=\$10.00/day; 150-199 days=\$1490 + \$10.50/day over 150; 200+ days=\$2015 + \$11/day over 200 SOs: if retire after 25 yrs of service & w. more than 150 days, paid from \$1800 for 151-200 days to \$9000 for 401 or more Fire: as above, except: 0-74 duty days=\$12/dd; 75-99 dds=\$900 +\$20/day over 75; 100-149=\$1800 + \$30/day over 100; 150+=\$3300 + \$40/day over 150	Fire, Lib.: For each 4 (6-Lib) mos. without sick days, 1/2 merit day is received. Must be used within 12 mos., and no more than 1 full merit day can be accrued at any time Police: For each 120 consecutive days w/o absence, 1 personal day is granted, up to 2/yr, cannot be accumulated
Marshfield	Supv. CBA: 12	Supv. CBA: No	Supv. CBA, Admin/NE Group: Empls. w. 5 yrs svc. & 50 accumulated sick days recv. \$300 (0 days used); \$200 (1 day used); \$100 (2 days used) or \$0 (3+ days used)
Milton	Varies by union -- average is 7	Not for anyone hired after 2012	No
Pembroke	15	Police & Fire Departments only Fire: 50% of up to 200 days paid out following resignation, lay off, retirement or death (not job related). 100% if job related. Payment may be waived and the 50% time off taken directly before retirement date Police: 50% of accumulated sick leave up to 225 days paid at 50% at retirement. 100% paid at death (job related or not)	Offered to school employees only

**TOWN OF DUXBURY  
SICK LEAVE**

Comparable Communities	Sick Days Earned Per Year	Buy Back Policy	Incentive for Non-use of Sick Leave
Sandwich	15	<p style="text-align: center;">Policies differ depending on CBA</p> <p>Non-union &amp; Clerical employees: after 15 years of service an employee will be compensated 20% of all earned and accumulated sick time up to a maximum of 150 days at their current base rate of pay</p> <p>DPW, Dispatch, Library: Upon "service retirement" after at least 12 yrs of service (15 yrs. for Lib., Dispatch, Fire, Police), payment of 15% of accumulated sick leave (20% for Lib., Dispatch, Fire) up to 150 days (120 Dispatch, 200 Police)</p>	<p>There is a non-union provision that an employee may convert sick days earned in a fiscal year to vacation days at a rate of 3 sick days to 1 vacation day. So theoretically if you didn't use any of the 15 days of sick time you accrued in the previous fiscal year, you could convert them to 5 additional vacation days. Anyone who is already earning 25 vacation days per year is prohibited from doing this. Also in Clerical &amp; DPW contract. Library: Rate is 5 sick days to 1 vacation day. Police: If accumulate a certain number of sick days (50/75/100) and did not use more than 5 in the previous year, can get buy-back of 3/4/5 days</p>
Wareham	15 for union and some non-union contracted positions	Some contracts allow (50%) upon retirement or expiration of individual non-union contract.	Police receive \$250 bonus every quarter if they don't use accrued sick time
<b>Average</b>	<b>15</b>		
Duxbury	<p>PP non-mgmt, Dispatch, DPW, Library, Police, Commanders, Sec &amp; Clerks: 120 hours/15 days per year</p> <p>Fire: 210 hours/year</p> <p>PP mgnt: not accrued, can take up to 6 months as needed</p>	<p>Dispatch: Upon death or retirement, 1 day's pay for 3 days unused sick leave, to a max of 50 days. Leave accumulated in excess of the max in a given yr is paid at 1/3 of the excess leave</p> <p>DPW: Upon death or retirement, 1 day's pay for 3 days unused sick leave, to a max of 600 hrs</p> <p>Fire: Upon death or retirement, 1 hour's pay for each 3 hours unused sick leave, to a max of 600 hrs</p> <p>Library: Upon death or retirement, 8 hrs pay for 24 hrs unused sick leave, to a max of 400 hrs</p> <p>Police, Commanders: Upon death or retirement, 1 day's pay for 3 days unused sick leave, to a max of 150 days. An officer with accumulated leave in excess of 60 days may request payment for up to 1/3 of those unused day at the rate of 1 day's pay for 3 days leave; requires approval of Chief</p> <p>Sec/Clerks: Upon death or retirement, 1 day's pay for 3 days unused sick leave, to a max of 225 days</p>	<p>DPW, Library, Police, Commanders, Sec &amp; Clerks: One day of pay for each period of 180 continuous calendar days with no sick leave taken</p> <p>Fire: An employee that refrains from using all or part of 210 hours sick leave accrued during the year will receive 4 hours pay per 12 hours unused to a yearly cap of 70 hours. An added incentive of 24 hours will be granted to an employee who doesn't use any eligibility during the previous fiscal year</p>

**TOWN OF DUXBURY  
HOLIDAYS AND PERSONAL DAYS**

Comparable Communities	Holidays	Personal Days
Bourne	PP, BEA, Fire, Police: 11 LIUNA-A/B/DPW/ISWM: 12	BEA, LIUNA-A,/B/DPW/ISWM/Police: 3 Fire: 34 hours
Cohasset	12 (11-Fire & Police)	3 (2 for Fire)
Hanover	PP, AFL-CIO, DPW: 11 Fire, Police: 12	PP: 3 of 10 sick days are for personal days Fire, Police: up to 4 days may be granted by the Chief AFL-CIO, DPW: 4
Hingham	PP: All Massachusetts state holidays DPW & Supvs., Fire, Lib, Police: 11 (+ Juneteenth side letter, signed by Library so far)	PP, DPW, Lib: 3 DPW Supvs., SOs: 4 Fire: 1 24-hr personal day/yr Police: 2
Marshfield	Supv. CBA: 12.5	
Milton	12 or 13	Varies by union -- average is 3
Pembroke	12	5
Sandwich	11 holidays, but with Juneteenth 2021, which hasn't yet been negotiated, it would bring total to 12. Employees across all unions will be getting this holiday this year despite it not being negotiated.	3
Wareham	14 for all union and contract employees. None for pt non-union	3
Duxbury	PP, Sec/Clerks, Dispatch, Fire, Police, Commanders, DPW, Library: 12  PP, Sec/Clerks: plus day after Thanksgiving off (half day anyway)  DPW, Library: plus day after Thanksgiving as "skeleton day"	PP, DPW, Library, Sec/Clerks: 3 (4 after 10 yrs)  Dispatch, Police, Commanders: 3  Fire: 30 hours

## TOWN OF DUXBURY VACATION - SCHEDULES

Comparable Communities	Milestone Comparison					Comments
	After 1 Year	After 5 Years	After 10 Years	After 16 Years	After 25 Years	
Bourne	10	15	20	25	25	Personnel Policies, BEA, LIUNA-A/B/DPW/ISWM schedule at left. Fire is 2 weeks/3 weeks/4 weeks/5 weeks/5 weeks. Police is 5 days/10 days/15 days/20 days/20 days
Cohasset	10 (12-Fire & 14-Police)	15 (21-Police)	20 (18-Fire & 21-Police)	20 (21-Fire & 28-Police)	25 (21-Fire & 28-Police)	Clerical, Library: Increase to 25 days at 20 yrs no longer offered for recent hires
Hanover	PP, AFL-CIO: 10 Fire, Police: 2 wks	PP, AFL-CIO: 15 Fire, Police: 3 wks	PP, AFL-CIO: 20 Fire, Police: 4 wks	PP: 20 AFL-CIO: 25 Fire, Police: 5 wks	PP: 25 Fire: 5 wks Police: Paid 6th week	AFL-CIO: After 20 yrs, 1 add'l day of vacation/yr up to 5 more days; DH may decide to pay employee for these extra days rather than allowing time off
Hingham	10	15	20	20	25	Personnel Policy schedule at left. DPW, DPW-Supvs., Lib & Police same except max days is 20. Fire: 4 duty days/6 dds/8 dds (max)
Marshfield	Supv. CBA: 10	Supv. CBA: 15	Supv. CBA: 20	Supv. CBA: 20	Supv. CBA: 25	
Milton	10	15	20	20	20	
Pembroke	10	15	20	22	25	
Sandwich	10	15	20	25	25	Standard schedule at left. Some variations in how it is earned by CBA. Dispatcher hired after 2015 don't earn more than 20 days; Fire max is 20 days
Wareham	10	15	20	20	20	Union 10 days for 0-2 years, 15 days for 2-5 years and 20 days for over 5 years
<b>Average</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>22</b>	<b>23</b>	
Duxbury	PP/Mgrs: 15 PP/Non-mgrs: 10 Dispatch, DPW, Library, Police, Commanders, Sec/Clerks: 10 Fire: 96 hrs	PP/Mgrs: 20 PP/Non-mgrs: 15 Dispatch, DPW, Library, Police, Commanders, Sec/Clerks: 15 Fire: 144 hrs	PP/Mgrs: 25 PP/Non-mgrs.: 20 Dispatch, DPW, Library, Police, Commanders, Sec/Clerks: 20 Fire: 192 hrs	PP/Mgrs: 25 PP/Non-mgrs.: 20 Dispatch, DPW, Library, Police, Commanders, Sec/Clerks: 20 Fire: 192 hrs	PP/Mgrs.: 25 PP/Non-mgrs.: 25 Dispatch, DPW, Library, Police, Commanders, Sec/Clerks: 25 Fire: 240 hrs	PP/Management: After 6 mos.=7.5; after 1 yr =7.5; after 5 yrs=20; after 16 yrs=25 PP/Non-management: After 6 mos.=5; after 1 yr =5; after 5 yrs=15; after 10 yrs=20; after 25 yrs=25 Dispatch, DPW, Library, Police, Commanders, Sec/Clerks: After 1 yr =10; after 5 yrs=15; after 10 yrs=20; after 25 yrs=25 Fire: After 1 yr =96 hrs; after 5 yrs=144 hrs; after 10 yrs=192 hrs; after 25 yrs=240 hrs

## TOWN OF DUXBURY VACATION - POLICIES

Comparable Communities	Buy Back Policy	Award on Hire and Anniversary Dates, or Accrued?
Bourne	Police: may receive lump sum payment for accumulated time in lieu of taking time off, must notify Chief before 12/15 of each year	
Cohasset	Police: Up to 1/2 of unused vacation or personal time will be reimbursed if 3 or fewer sick days used in previous year	For guidebook employees leave is accrued throughout the course of the year
Hanover	Yes all earned vacation time is paid out. Certain contractual language allows for buyback of time not used. PP, AFL-CIO: no buyback DPW: 2 weeks unused vacation annually may be bought back at Town's discretion Fire: Unused vacation at end of year may be paid if had no opportunity to take the leave Police: Allowed to buy back up to 2 weeks if have a minimum of 4 weeks accrued	Varies by contract
Hingham		First 6 months, it accrues 1 day for each month prior to July 1, then awarded each calendar year
Kingston		
Marshfield	Supv. CBA: No	Supv. CBA: Accrued first year until 7/1; then awarded annually on 7/1
Milton	No	July 1 up front and or pro-rated accordingly
Pembroke	PP, Clerical, DPW, Police: If 15 days earned/yr can sell back 5 days; 20 days/yr=sell back 10; 25 days/yr=sell back 20 Fire: Unused vacation may be sold back at straight time as follows -- 1 week being 5 tours; 2 wks being 10 tours; 3 wks being 15 tours	Accrues on fiscal year
Sandwich	Yes, varies. See CBA's for details are they differ. Fire: May trade in up to 8 days/yr for pay, payment is at 12 hours at straight time	First year it is during course of year, after that it is given on July 1 for use during the fiscal year
Wareham	Differs from contract to contract. Foreman are allowed to buy back vacation over the max carry over.	Accrues monthly. Town Admin and Asst. receive it on 7/1. EMS and Police receive it 1/1
Duxbury	Dispatch, DPW, Library: No  Fire, Police, Commanders: Extra pay may be given in lieu of vacation time with approval of Chief  Sec/Clerks: Extra pay may be given in lieu of vacation time with approval of DH and Town Manager	For all employees, vacation time is accrued from July 1 - June 30, awarded on July 1, new hire awards are pro-rated based on date of hire

## TOWN OF DUXBURY LONGEVITY PAY

Comparable Communities	Longevity Pay Policy
Bourne	<p>BEA: annually 10-20 yrs=1.5% of base pay; 21-25 yrs=2%; 26-35 yrs=2.5%; 36+ yrs=3%</p> <p>Fire: annually 10-14 yrs=\$425; 15-19 yrs=\$475; 20-24 yrs=\$525; 25-29 yrs=\$575; 30+ yrs=\$625</p> <p>LIUNA-A: annually 10-14 yrs=\$525; 15-19=\$650; 20-24 yrs=\$800; 25-29 yrs=\$1200</p> <p>LIUNA-B: annually 1% of salary for 10 years of service and over</p> <p>LIUNA-DPW: annually 10-14 yrs=\$500; 15-19 yrs=\$650; 20-24 yrs=\$750; 25-29 yrs=\$850; 30+ yrs=\$1100</p> <p>LIUNA-ISWM: annually 10-14 yrs=\$400; 15-19 yrs=1% of base pay; 20-24 yrs=1.5%; 25+ yrs=2%</p> <p>Police: annually 10-14 yrs=\$475; 15-19=\$525; 20-24 yrs=\$575; 25-29 yrs=\$1000</p>
Cohasset	<p>Guidebook, Library: 5 yrs=\$450; 10 yrs=\$550; 15 yrs=\$850; 20 yrs=\$1050; 25 yrs=\$1150</p> <p>Clerical: 10 yrs=\$650; 15 yrs=\$850; 20 yrs=\$1050; 25 yrs=\$1150</p> <p>DPW, Facilities: 5 yrs=\$350; 10 yrs=\$550; 15 yrs=\$750; 20 yrs=\$950; 25 yrs=\$1050</p> <p>Fire: 5 yrs=\$350; 10 yrs=\$450; 15 yrs=\$750; 20 yrs=\$950; 25 yrs=\$1150</p> <p>Police: 5 yrs=\$600; 10 yrs=\$700; 15 yrs=\$800; 20 yrs=\$1000; 25 yrs=\$1150</p>
Hanover	<p>PP: 5 yrs=\$500; 10 yrs=\$1000; 15 yrs=\$1500; 20 yrs=\$2000; 25 yrs=\$2500 (Paid year of attainment along with 1 week paid vacation)</p> <p>AFL-CIO: 6-10 yrs=\$.60 or \$.53/hr, depending on workweek; 11-15 yrs=\$.77 or \$.67/hr; 16-20 yrs=\$1.07 or .93/hr; 21-25 yrs=\$1.29 or \$1.13/hr; 26+ yrs=\$1.67 or \$1.46/hr</p> <p>DPW: 5-9 yrs=\$1500; 10-14 yrs=\$1700; 15-19 yrs=\$2400; 20-24 yrs=\$2900; 25+ yrs=\$3700</p> <p>Fire: 10-14 yrs=\$.18/hr; 15-19 yrs=\$.30/hr; 20-24 yrs=\$.41/hr; 25-29 yrs=\$.64/hr; 30 yrs=\$.87/hr</p> <p>Police: 5-9 yrs=\$300/yr; 10-14 yrs=\$400/yr; 15-10 yrs=\$750/yr; 20-24 yrs=\$900/yr; 25+ yrs=\$1300/yr</p>
Hingham	<p>PP, Fire, Lib: annually: 10-14 yrs=\$600; 15-19 yrs=\$700; 20-24 yrs=\$800; 25+ yrs=\$1000 (Public Safety Chiefs &amp; Deputies no eligible)</p> <p>DPW &amp; Supvs.: annually 5-9 yrs=\$450; 10-14 yrs=\$850; 15-19 yrs=\$950; 20-24 yrs=\$1050; 25+ yrs=\$1250</p> <p>Police: Eliminated for all employees hired after 7/1/2017</p>
Marshfield	5 yrs \$100 \$20 each additional year \$500 20 yrs
Milton	After 5 yrs=\$250 then each year after that different amounts added per union - \$30, 40, \$50/yr
Pembroke	<p>PP: 5 yrs=\$550/yr; 10 yrs=\$650/yr; 15 yrs=\$700/yr; 20 yrs=\$750/yr; 25 yrs=\$800/yr; 30 yrs=\$850/yr; 35 yrs=\$900/yr; 40 yrs=\$950/yr</p> <p>For employees covered by CBAs, varies by union and contract</p>
Sandwich	<p>Yes. Paid out annually on the employee's anniversary date payroll</p> <p>Clerical, Police: 5 yrs=\$450; 10 yrs=\$550; 15 yrs=\$650; 20 yrs=\$725 (Police only: 25 yrs=\$775)</p> <p>Dispatch, Fire: 5 yrs=\$415; 10 yrs=\$530; 15 yrs=\$645; 20 yrs=\$760</p> <p>DPW: 5 yrs=\$500; 10 yrs=\$575; 15 yrs=\$650; 20 yrs=\$725</p> <p>Library: 5 yrs=\$425; 10 yrs=\$500; 15 yrs=\$600; 20 yrs=\$700</p>
Wareham	Some unions do, differs per contract. Upper management = .5% of base after 10 years.
Duxbury	<p>Dispatch, DPW, Library, Sec/Clerks: After 10 yrs = \$350 annually; after 15 yrs = \$450 annually; after 20 yrs = \$550 annually</p> <p>Fire: After 15 yrs = 5% annually</p> <p>Police Officers &amp; Sergeants: After 15 yrs = \$500 annually; after 20 yrs = \$750 annually; after 25 yrs = \$1000 annually</p> <p>Police Commanders: 5% after 15 yrs if no educational incentive is received</p>

**TOWN OF DUXBURY  
EDUCATIONAL INCENTIVES FOR PUBLIC SAFETY POSITIONS**

Comparable Communities	Education Incentive Policies for Police, Fire and Dispatch Employees
Bourne	Fire: \$20/credit in Fire or Paramedic Science up to max of \$1200 for Assoc./\$2400 Bach./\$3600 Masters Patrol: for qualifying criminal justice related degree: \$5500 for Assoc./\$11000 Bach./\$13750 Masters SOs: same as Patrol for those joining bargaining unit after 7/1/2012
Cohasset	Fire: Assoc.=\$3900; Bach.=\$6100; Masters=\$8000 Police: \$800/\$900/\$1000 for 30/40/60 college credits in law enf (Officers/Sgts only).; Assoc.=7%; Bach.=10%; Masters=12%
Hanover	Yes, bi-annually Fire: Assoc.=1.25-5% of base annual ALS salary; Bach.=2.5-10% of base annual ALS salary; Masters=3.125-12.5% of base annual ALS salary (% depends on field of study; see contract) Police: According to Quinn Bill. Also, \$1000/yr for 30 credit hours in law enforcement
Hingham	Fire: For degrees in specific areas of study, \$2500 for Assoc./\$3750 for Bach/\$5000 for Masters Police: 10% of base pay for Assoc./20% for Bach./25% for Masters
Milton	Yes, 5% of pay
Pembroke	Fire: Assoc.=\$1500; Bach.=\$2500; Masters=\$3000 Police: Assoc.=\$3000 Officer/\$3500 Sgt.; Bach.=\$6000 Officer/\$7000 Sgt.; Masters=\$8000 Officer/\$9000 Sgt.
Sandwich	Police - we basically follow the old Quinn Bill Laws - 10%/20%/25% for Assoc./Bach./Masters Fire it is based upon number of credits towards very specific degrees - Fire Science & Emergency Medicine only, with 7% for Assoc. and 11% for Bachelors (plus smaller percentages for credits toward an uncompleted degree)
Wareham	It is offered in all contracts but has not been funded for 5+ years
Duxbury	Dispatch: Assoc.=\$1,000 annually; Bach.=\$2,000 annually Fire: Assoc.=7.5%; Bach.=15% Police, Commanders: Bach.=20% annually; Masters=25%



**TOWN OF DUXBURY  
CLOTHING/CLEANING ALLOWANCE**

Comparable Communities	Clothing/Cleaning Allowance Policy
Bourne	BEA: \$750 annually for DPW Director; \$300 boot allowance for DPW employees Fire: \$1000 annually, plus \$550 immediately on hire for new personnel LIUNA-A: Natural Resource Officers (NROs) & Dispatchers: \$800 clothing allowance; Health Inspector: \$500 boot allowance; Custodians: \$350 boot allowance LIUNA-B: Multiple positions: \$350 boot allowance; Asst. Hwy Supt. & Plumbing/Sewer Inspector: \$750 clothing; Health Agent: \$500 clothing LIUNA-DPW: All employees: \$450 boot allowance. LIUNA-ISWM: all employees: \$350 boot allowance Patrol: \$800/yr clothing; SOs: \$950 clothing & cleaning
Cohasset	DPW & Facilities: \$800/yr for DPW and \$450/yr for Facilities for pants & work boots (Town provides shirts and jackets) Police: \$1750/yr for purchase & cleaning of clothes
Hanover	DPW: \$900 allowance annually (\$300 for clerical) Fire: \$500/yr for purchase & cleaning (new members receive add'l one-time \$350 allowance) Police Officers: \$1250 uniform allowance, plus \$1000 one time for new officers. Sergeants: \$950/yr
Hingham	DPW & Supvs.: \$1000 clothing allowance Fire: \$850 clothing Lib: \$300 for FT Custodians, \$150 for PT Police: \$1000 voucher for clothes and shoes; an add'l \$600 voucher for detectives & Admin. Lt., \$900 for prosecutor, \$300 for asst. prosecutor
Marshfield	Supv. CBA: up to \$850 for DPW Supvs., Conservation Admin., Asst. Dtr. & Dtr. of Public Health, Building Comm., Local Building Inspector
Milton	Yes, clothing allowances \$750
Pembroke	Yes for DPW, FD, PD amount varies per contract but avg. is \$850 thru \$1,250.00. \$250/yr for non-CBA employees in Hwy, Tree, Water, Cem. & Custodial
Sandwich	Yes, policy varies extensively between CBA's. Please refer to the CBA's for exact details DPW Laborers receive 400 dollars on July 1 in their respective pay checks Dispatchers receive 600 dollars on July 1 Fire Department is given an amount that is added to their base rate hourly rate of pay so no separate dispensation Police Sergeants and Patrol Officers both get \$1,000.00 dollars reimbursement Various non union employees are provided uniforms of some sort like shirts, jackets, etc. that identify the department in which they work
Wareham	It has been rolled into base pay
Duxbury	DPW: Cleaning & clothing allowance of \$750/year, one pair of prescription safety glasses bi-annually up to \$350 if required for driving or similar work related purpose, \$150 for safety boots, \$275 for special boots for tree work for 3 L&NR employees,  Fire: Mechanic \$1,525 all others \$775 clothing allowance annually and all \$725 cleaning allowance annually  Police Officers & Sergeants: \$500/yr for cleaning & repair  Police Commanders: \$725/yr for cleaning & repair

**TOWN OF DUXBURY  
STIPENDS**

Comparable Communities	Stipends Offered to Employees
Bourne	<p style="text-align: center;">Fire: \$3000 for EMTs, \$6000 for Paramedics, added to base pay Police SOs: \$750 if assigned to detective or some other administrative duties, such as Juvenile Officer or 911 Coordinator</p>
Cohasset	<p style="text-align: center;">DPW: \$350/specialty certification (listed in contract) up to \$1,400/yr Fire: \$1000/yr and \$12/shift for EMT cert.; \$2500/yr for Master Mechanic; \$5000/yr Fire Prevention Officer Police: \$100, \$500, \$1850 or \$2000 for various "Specialist" positions (list in contract); \$1500/yr for 40-hrs training "above &amp; beyond" standard requirement; \$2000/yr for Lieutenant designated "Detective"</p>
Hanover	<p style="text-align: center;">AFL-CIO: \$2,000 (FT) and \$1,000 (PT) for remaining current with changes in technology DPW: If required, \$900/yr for CDL and \$1700-\$3600 for additional licenses. \$2000 for technology Fire: \$.91/hr-Technology; \$2.08/hr-EMT Basic; \$5.11/hr-EMT-Paramedic; \$.91/hr-ALS Coord.; \$1.37/hr-EMS Coord.; \$.36/hr-Day Captain I; \$.09/hr-Day Captain II: \$1.41/hr-Mechanic; \$1.32/hr-Sr. Mechanic Police: \$2600/yr training stipend. \$500/yr for Officers assigned additional duties</p>
Hingham	<p style="text-align: center;">DPW &amp; Supvs.: \$400 for Class A license Fire: FPO=\$250/wk; \$100/\$50/\$25 per week for EMS Coord./Sr. Asst. EMS Coord./Asst. EMS Coord.; \$6000 for completing training &amp; certification as Paramedic, plus \$12/duty day worked on ambulance Lib: Page Supv.= \$1000; Vol. Coord.= \$500; \$1/hr for lower-graded employees working in reference, in tech training room, or creating/presenting public programming; \$650 for higher graded librarians completing 10 hours of prof. dev. Police: \$6/wk for meeting First Responder requirements (\$12/wk for SOs); \$1500 for Head Firearms Instructor; \$1250 for Firearms Instructor; \$1000 for First Aid Officer, NIBRS, LEAPS, Fleet Maint., Radio Comms. Maint. or Breathalyzer Record Keeper; \$500 for FTO, Firearms Licensing Officer, PIO, Training Supv.</p>
Marshfield	Supv. CBA: Stipends of \$700 or \$1100 for certain PW, PH or CBO licenses (full list in contract)
Milton	Licenses and certs held
Pembroke	EMT, Hazmat, Hoisting, K-9 mainly offered to public safety personnel. Fire: EMT-B=\$1850, EMT-P=\$7100. Police: K-9=\$5000. DPW: \$700 CDL; \$325 Hoisting
Sandwich	<p style="text-align: center;">No stipends for non-union employees Clerical: \$500 for Asst. Town Clerk &amp; Asst. Town Accountant. \$1.45/hr for Asst. Treasurer &amp; Asst. Collector. If CJIS &amp; NIMS certs. are required, \$1000 DPW: Stipends for licenses included in hourly rates: \$.56 for Class B CDL w. Hoisting; ~\$1.12 for Class A CDL; ~\$2.76 for Class A CDL w. Hoisting Fire: EMT-B=6%; EMT-A=8%; Paramedic=14%; FF-Mechanic=6%; FF-Mech. w. EVT cert.=10; EMS Officer=16% above top step; FPO=10% above top step (no cert.) or 16% (cert.) Police: CRO or SRO=\$1700; Detective=\$2500</p>
Wareham	Health insurance stipend; seasonal stipend for Sgts. for increased supervision of staff; EMD

**TOWN OF DUXBURY  
STIPENDS**

Comparable Communities	Stipends Offered to Employees
Duxbury	<p>PP: Fire Dept. Assistant: \$3,000 annually, DEMA. Animal Control Officer: \$900 annually, barn inspections plus \$2700 annually, rabies testing. Asst. Recreation Director, Recreation Director, CTO, Beach Ops. Administrator, Asst. Assessor, IT Support Tech, IT Director, Health Agent: \$300/mo. Assessor \$200/mo. mileage/gas stipend</p> <p style="text-align: center;">Dispatch Certified Training Officers: \$800 annually</p> <p>DPW: \$400 annually for CDL Class A; \$300 annually for Pesticide License; \$50/pay period for Water employee carrying Town phone 24/7, four (4) beepers provided two (2) in the Water Department and two (2) in the Highway/Lands and Natural Resources Department. Employees carrying the beeper shall have the use of a town vehicle. Employees assigned to the beeper shall receive \$200 additional compensation for that week per beeper. If a holiday, occurs on that week assigned, the employee will receive an additional \$50 compensation.</p> <p style="text-align: center;">Fire: \$5,000 annually for EMS Manager, \$3,000 annually for Mechanic; \$300 annually various coordinator positions</p> <p style="text-align: center;">Police Officers &amp; Sergeants: \$500 or \$1,500 annually for assignment to various positions/units (see contract for detailed list)</p> <p style="text-align: center;">Police Commanders: \$2,000/yr for being available for calls outside of regular work hours</p>