

CLASSIFICATION & COMPENSATION STUDY

TOWN OF WEST NEWBURY, MA

EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT

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Edward J. Collins, Jr. Center for Public Management

MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES



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Introduction

The Town of West Newbury received a Community Compact Best Practice grant to conduct a classification, compensation and organizational staffing review for approximately 35 positions. The Town sought to evaluate not only the duties performed but the staffing levels and hours assigned in an effort to provide services in the most efficient and effective manner, also to evaluate potential avenues for succession planning.

Executive Summary

The Collins Center Project Team (Project Team) conducted analysis of West Newbury's positions and structure and achieved the following:

- Developed new descriptions for the positions studied, including clear definitions of essential functions and requirements;
- Evaluated and assigned all positions studied to appropriate classifications to assure internal equity;
- Evaluated survey data to determine relative marketplace and recommend an equitable compensation structure; and
- Provided a summary area municipality staffing model, organized by department

Position Descriptions

The Project Team started with an evaluation of the Town's current classification system in order to improve its viability. In order to facilitate this evaluation, the Town made available existing copies of positions descriptions. After an orientation, position classification questionnaires (questionnaires) were distributed to incumbent personnel for the study positions. The questionnaires elicit information including but not limited to the nature of the work performed, the complexity and scope of responsibilities and the requirements needed to fill the position.

After the collection of completed questionnaires from all relevant positions, information contained was incorporated into the drafting of job descriptions. The drafts were submitted to the Town for distribution to employees and supervisors for comments. Comments were received and the majority were incorporated into the updated draft job descriptions. As of this writing, the process to finalize job descriptions is nearing completion, but still underway. Once finalized, the electronic copies of approved job descriptions will be transmitted under separate cover.

Rating of Positions for Classification & Internal Equity

The review of position descriptions revealed that many descriptions were accurate. Some positions' descriptions needed updating. Once descriptions were drafted, the Project Team used a point factor rating method to objectively evaluate all relevant positions. While job descriptions have not been finalized, they are sufficiently advanced as to provide a basis for this work; as details are finalized, they are not expected to materially change positions' ratings under the position evaluation system. The application of an objective position evaluation system that is consistently applied to each position is critical in assuring the

internal equity of the classification plan. The evaluation system utilized by the Collins Center is one that has been successfully implemented in many municipalities and other governmental organizations in the Commonwealth. Each position was assigned a point factor in a series of categories, including those listed below, and the total points determined the groupings of positions. These categories include:

Supervision Received	Supervision Exercised	Accountability
Judgement	Complexity	Personal Contacts
Confidentiality	Education/Licenses	Experience
Work Environment	Physical Requirements	Motor Skills
Physical Skills	Occupational Risks	

Recommended Classification Structure

Having a standardized classification system will benefit the Town in recruitment efforts and in efforts to conduct comparisons to other municipalities for functions and compensation. The Collins Center recommends the following classification structure.

POSITION TITLE	GRADE
Town Manager	A
Fire Chief	B
Police Chief	B
DPW Director	C
Building Inspector	D
Chief Assessor/GIS Coordinator	D
COA Director	D
Library Director	D
Town Accountant	D
Town Clerk	D
Treasurer/Tax Collector	D
Water Superintendent	D
Conservation Agent	E
DPW Programs and Projects Manager	E
Health Agent	E
Town Planner	E
DPW Building and Grounds Foreman	F
Water Licensed Operators	F

POSITION TITLE	GRADE
Assistant Assessor	G
Assistant Town Clerk	G
COA Nutrition Coordinator	G
DPW Business Administrator/Purchasing Assistant	G
Executive Assistant to the Town Manager	G
Finance Department Assistant	G
Librarian - Cataloger	G
Librarian - Children's Services	G
Librarian - Youth Services	G
Librarian - Technology Services	G
Police Administrative Assistant	G
Water Department Administrative Assistant	G
Administrative Assistant - Health	H
Administrative Assistant - CPC	H
Administrative Assistant - Planning	H
Administrative Assistant - Inspectional Services/ZBA	H
DPW Building and Grounds Custodian	H
Library Assistants	I
Recycling Coordinator	I
Various Laborers (Part Time)	I
COA Van Driver	I

During our review, it was noted that some positions included in the study vary from the positions listed in the table above, in that these positions work irregular hours or on an as-needed basis. It is recommended that the town consider evaluating the following positions for a change in compensation structure, as they may be better suited to employment contracts and/or fixed stipends (rather than hourly pay, as they have been budgeted traditionally in West Newbury) to better reflect their responsibilities and hours:

- Chief Fire Engineer
- EMA Director
- EMA Deputy Director
- Electrical Inspector; and
- Plumbing/Gas Inspector

Last year, the town implemented a change in this manner for its Summer Recreation Program Directors, with whom it entered employment contracts to govern the positions' responsibilities and compensation. This provided advantages to both the town and the employees.

Labor Market Wage and Salary Survey

A labor market salary survey was conducted to determine the wage and salary rates that other area towns use to compensate their employees. The criteria considered for selecting comparable municipalities included geographical proximity, as well as equalized value per capita and average tax bill. A summary of the survey results is attached to this report. Obtaining survey data is one of the most challenging aspects of a classification and compensation study because not all positions perform the same work across municipalities. Survey data was collected for the following towns: Boxford, Essex, Georgetown, Groveland, Ipswich, Merrimac, Middleton, Nahant, Newbury, Newburyport, and Salisbury.

The Collins Center evaluates both the average and the median pay in order to obtain accurate information. The analysis of median pay removes the outlying data points. West Newbury has pay ranges for most positions, although for some positions it does rely on a single rate of pay. In many cases the compensation ranges of West Newbury's positions are below those of the market data collected. A summary of the survey data is attached to this report.

Development of a Salary Schedule

In classification evaluation, it is important to note that each municipality is different and the comparability within an organization is as important, if not more so, than external comparability. In developing the recommended salary and wage schedule ("salary schedule"), the Project Team coalesced the data from classification groupings and the market survey to establish salary ranges for each of the grades. The salary ranges were established by evaluating the median and average maximum pay of the survey data pay with respect to the existing pay of the positions in each grade. The industry standard for salary ranges is 25% to 30%. In West Newbury, the ranges in the current wage range schedule were from 20% to 47%. While positions should be classified into different grades because of the responsibilities and nature of the work, the pay scales or ranges should have the same spread and the Town should correct the disparity in ranges in the current structure. The following Table represents the Project Team's recommendations for ranges by classification using a 30% range.

GRADE	MINIMUM	MAXIMUM
A	\$55.01	\$78.59
B	\$48.15	\$68.79
C	\$42.17	\$60.24
D	\$33.82	\$48.31
E	\$31.10	\$44.43
F	\$26.32	\$37.60
G	\$23.61	\$33.73
H	\$19.59	\$27.98
I	\$16.00	\$22.85

Implementation

The Project Team recommends placing employees at least at the minimum of the assigned grade. The Town will need to make policy decisions on any other adjustments such as length of service or specific market conditions. The Town may choose to implement the ranges in one fiscal year and then develop a system moving employees through the schedule based on merit. The Center has provided a sample classification schedule with eleven steps for future consideration (attached). Such a system would enable the Town to consider both step increases, merit increases and across the board increases with each budget cycle.

Review of Staffing Structure

As part of the Review, the Center was asked to review the staffing structure of departments, with particular focus on the positions in the Town Manager, Select Board and Finance department(s). West Newbury has an atypical structure. When the project began key positions were housed in the “Finance” function, as was part of the Town Manager/Select Board office. The staffing model was a function of legacy positions and crafting specific positions around individuals or to accommodate for a vacancy. In an effort to “right size” the structure, the Town Manager asked for information about area municipalities. Attached to this report is a summary of the information collected and represents the West Newbury staffing at the commencement of the project. The review revealed West Newbury is slimly staffed in the finance and administration functions, and employees often wear many hats. Several department heads have no support staff and do both the managerial and the administrative/clerical work of the department.

It should be noted that many positions, titles and hours have been modified as part of the review, and as a result of position turnover in the Town Offices. This has resulted in the clarified or restructured positions of Town Accountant, Finance Department Assistant, Executive Assistant, Town Clerk, Assistant Town Clerk, DPW Administrative Assistant, and Council on Aging Director and the elimination of the Resident Services Administrator position. Some Library positions’ titles were also revised to better reflect the specific roles of Library staff.

Conclusion

The Project Team would like to thank the Town for welcoming the Collins Center. We believe the recommended position descriptions and classification plan will serve the Town well for many years to come.

Summary of Salary Survey Minimum

POSITION TITLE	WEST NEWBURY FY2023 MINIMUM	WEST NEWBURY FY2023 MAXIMUM	AVERAGE MINIMUM	MEDIAN MINIMUM	WEST NEWBURY MINUS AVE MINIMUM	WEST NEWBURY MINUS MEDIAN MINIMUM
Town Administrator/Town Manager	\$64.95	\$78.59	\$60.15	\$57.42	\$4.80	\$7.53
Chief – Police	\$54.68	\$68.34	\$54.49	\$53.21	\$0.19	\$1.47
Chief - Fire	\$34.15	\$44.43	\$46.82	\$47.51	(\$12.67)	(\$13.36)
DPW Director	\$47.85	\$58.09	\$45.29	\$46.26	\$2.56	\$1.60
Town Accountant	\$41.02	\$51.26	\$42.01	\$42.05	(\$0.99)	(\$1.03)
Assessor	\$34.15	\$44.43	\$41.51	\$42.47	(\$7.36)	(\$8.32)
Building Commissioner/Inspector	\$34.15	\$44.43	\$39.58	\$39.30	(\$5.43)	(\$5.15)
Library Director	\$34.15	\$44.43	\$34.38	\$36.05	(\$0.23)	(\$1.90)
Town Clerk	\$34.15	\$44.43	\$31.02	\$31.14	\$3.14	\$3.01
Treasurer/Tax Collector	\$34.15	\$44.43	\$37.68	\$38.81	(\$3.53)	(\$4.66)
COA Director	\$30.76	\$37.60	\$31.53	\$29.55	(\$0.77)	\$1.21
Health Agent	\$34.15	\$44.43	\$38.89	\$40.00	(\$4.74)	(\$5.85)
Executive Assistant – Town Manager	\$30.76	\$37.60	\$24.48	\$22.93	\$6.28	\$7.83
Children's Librarian	\$30.76	\$37.60	\$23.40	\$23.29	\$7.36	\$7.47
Conservation Agent (Shared)	\$27.36	\$32.49	\$32.57	\$32.71	(\$5.21)	(\$5.35)
Water Operator/Licensed Operator	\$27.36	\$32.49	\$26.67	\$28.13	\$0.69	(\$0.77)
Youth Services Librarian	\$20.49	\$25.65	\$23.00	\$23.29	(\$2.51)	(\$2.80)
Administrative Assistant - Police Department	\$30.76	\$37.60	\$22.43	\$23.54	\$8.33	\$7.23
Assistant Town Clerk	\$23.94	\$29.02	\$24.10	\$25.98	(\$0.16)	(\$2.04)
Assistant Assessor	\$20.49	\$25.65	\$25.73	\$27.41	(\$5.24)	(\$6.92)
Administrative Assistant - Planning	\$27.36	\$32.49	\$20.75	\$20.20	\$6.62	\$7.16
Administrative Assistant - DPW	\$20.49	\$25.65	\$23.76	\$25.00	(\$3.27)	(\$4.51)
Administrative Assistant to Insp./ZBA	\$20.49	\$25.65	\$21.77	\$21.72	(\$1.28)	(\$1.23)
COA Van Driver	\$15.00	\$18.81	\$17.23	\$15.92	(\$2.23)	(\$0.92)

Summary of Salary Survey Maximum

POSITION TITLE	WEST NEWBURY MINIMUM	WEST NEWBURY MAXIMUM	AVERAGE MAXIMUM	MEDIAN MAXIMUM	WEST NEWBURY MINUS AVE MAXIMUM	WEST NEWBURY MINUS MED MAXIMUM
Town Administrator/Town Manager	\$64.95	\$78.59	\$69.88	\$73.23	\$8.71	\$5.36
Chief - Police	\$54.68	\$68.34	\$70.67	\$69.58	(\$2.33)	(\$1.24)
Chief - Fire	\$34.15	\$44.43	\$59.39	\$62.06	(\$14.96)	(\$17.63)
DPW Director	\$47.85	\$58.09	\$60.06	\$58.50	(\$1.97)	(\$0.41)
Superintendent/Water Superintendent	\$41.02	\$51.26	\$49.33	\$47.38	\$1.93	\$3.89
Town Accountant	\$41.02	\$51.26	\$52.16	\$48.31	(\$0.90)	\$2.95
Assessor	\$34.15	\$44.43	\$50.09	\$49.46	(\$5.66)	(\$5.03)
Building Commissioner/Inspector	\$34.15	\$44.43	\$47.47	\$45.83	(\$3.04)	(\$1.40)
Library Director	\$34.15	\$44.43	\$43.60	\$44.94	\$0.83	(\$0.51)
Town Clerk	\$34.15	\$44.43	\$40.38	\$42.11	\$4.05	\$2.32
Treasurer/Tax Collector	\$34.15	\$44.43	\$48.39	\$46.97	(\$3.96)	(\$2.54)
Town Planner	\$34.15	\$44.43	\$43.82	\$47.32	\$0.61	(\$2.89)
COA Director	\$30.76	\$37.60	\$39.49	\$38.54	(\$1.89)	(\$0.94)
Health Agent	\$34.15	\$44.43	\$49.12	\$47.67	(\$4.69)	(\$3.24)
Executive Assistant - TM/BOS	\$30.76	\$37.60	\$33.75	\$33.73	\$3.85	\$3.87
Children's Librarian	\$30.76	\$37.60	\$29.83	\$29.47	\$7.77	\$8.13
Conservation Agent (Shared)/Administrator	\$27.36	\$32.49	\$45.79	\$40.76	(\$13.30)	(\$8.27)
Water Operator/Licensed Operator	\$27.36	\$32.49	\$33.40	\$32.12	(\$0.91)	\$0.37
Plumbing / Gas Inspector	\$27.36	\$32.49	\$35.58	\$32.00	(\$3.09)	\$0.49
Electrical Inspector	\$27.36	\$32.49	\$35.58	\$32.00	(\$3.09)	\$0.49
Youth Services Librarian	\$20.49	\$25.65	\$26.18	\$26.61	(\$0.53)	(\$0.96)
COA Meals/ Program Coordinator	\$17.11	\$22.23	\$21.24	\$20.67	\$0.99	\$1.57
Administrative Assistant - Police Department	\$30.76	\$37.60	\$27.70	\$28.21	\$9.90	\$9.39
Assistant Town Accountant	\$30.76	\$37.60	\$29.07	\$27.98	\$8.53	\$9.63

POSITION TITLE	WEST NEWBURY MINIMUM	WEST NEWBURY MAXIMUM	AVERAGE MAXIMUM	MEDIAN MAXIMUM	WEST NEWBURY MINUS AVE MAXIMUM	WEST NEWBURY MINUS MED MAXIMUM
Water Office Manager/Administrative Assistant	\$23.94	\$29.07	\$28.75	\$28.23	\$0.32	\$0.84
Assistant Town Clerk	\$23.94	\$29.02	\$29.06	\$27.44	(\$0.04)	\$1.59
Assistant Assessor	\$20.49	\$25.65	\$33.04	\$29.64	(\$7.39)	(\$3.99)
Administrative Assistant - Planning	\$27.36	\$32.49	\$26.34	\$24.57	\$6.15	\$7.92
Administrative Assistant - Health	\$20.49	\$25.65	\$25.13	\$25.56	\$0.52	\$0.09
Administrative Assistant - DPW	\$20.49	\$25.65	\$28.36	\$26.45	(\$2.71)	(\$0.80)
Administrative Assistant - Insp/ZBA	\$20.49	\$25.65	\$26.03	\$25.48	(\$0.38)	\$0.17
Library Assistant	\$15.00	\$18.81	\$18.88	\$16.94	(\$0.07)	\$1.87
COA Van Driver	\$15.00	\$18.81	\$19.85	\$19.72	(\$1.04)	(\$0.91)
Reserve Officer (PT)		\$21.79	\$25.32	\$23.74	(\$3.53)	(\$1.95)

Sample Compensation Schedule

Grade	Min	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Max
A	\$55.01	\$56.98	\$58.94	\$60.91	\$62.87	\$64.84	\$66.80	\$68.77	\$70.73	\$72.70	\$74.66	\$76.63	\$78.59
B	\$48.15	\$49.87	\$51.59	\$53.31	\$55.03	\$56.75	\$58.47	\$60.19	\$61.91	\$63.63	\$65.35	\$67.07	\$68.79
C	\$42.17	\$43.67	\$45.18	\$46.69	\$48.19	\$49.70	\$51.20	\$52.71	\$54.22	\$55.72	\$57.23	\$58.73	\$60.24
D	\$33.82	\$35.02	\$36.23	\$37.44	\$38.65	\$39.86	\$41.06	\$42.27	\$43.48	\$44.69	\$45.89	\$47.10	\$48.31
E	\$31.10	\$32.21	\$33.32	\$34.43	\$35.54	\$36.65	\$37.77	\$38.88	\$39.99	\$41.10	\$42.21	\$43.32	\$44.43
F	\$26.32	\$27.26	\$28.20	\$29.14	\$30.08	\$31.02	\$31.96	\$32.90	\$33.84	\$34.78	\$35.72	\$36.66	\$37.60
G	\$23.61	\$24.45	\$25.30	\$26.14	\$26.98	\$27.83	\$28.67	\$29.51	\$30.36	\$31.20	\$32.04	\$32.89	\$33.73
H	\$19.59	\$20.29	\$20.99	\$21.68	\$22.38	\$23.08	\$23.78	\$24.48	\$25.18	\$25.88	\$26.58	\$27.28	\$27.98
I	\$16.00	\$16.57	\$17.14	\$17.71	\$18.28	\$18.85	\$19.42	\$19.99	\$20.57	\$21.14	\$21.71	\$22.28	\$22.85

Summary of Organizational Structure of Area Municipalities

Town Administrator/Manager								
Municipality	Position One		Position Two		Position Three		Position Four	
	Title	HRS	Title	HRS	Title	HRS	Title	HRS
West Newbury	Town Manager	40	Select Board/ Resident Services Administrator	22				
Boxford	Town Administrator	40	Assistant Town Administrator	40	Administrative Services Manager	35		
Essex	Town Manager	40	Select Board Assistant	36.5				
Georgetown	Town Manager	40	Executive Assistant	40				
Groveland	Town Administrator	40						
Hamilton	Town Manager	40	Regional Human Resources Director	40				
Ipswich	Town Manager	40	Purchasing Agent	35	Administrative Coordinator	35		
Merrimac	Select Board Executive Assistant	35	Finance Committee Administrator	\$1,000 stipend				
Middleton	Town Administrator	40	Assistant Town Administrator / Human	40	Administrative Secretary Town Administrator	19		
Nahant	Town Administrator	37	Executive Assistant	37				
Newbury	Town Administrator	35	Select Board Executive Administrative Assistant	25				
Rowley	Town Administrator / Personnel Officer	40	Assistant Town Administrator	35	Assistant Town Administrator	14.5	Administrative Assistant	13
Topsfield	Town Administrator	40	Purchasing Agent	40	Executive Assistant 40			
Wenham	Town Administrator	40	Executive Assistant	40				

Treasurer/Collector						
Municipality	Position One		Position Two		Position Three	
	Title	HRS	Title	HRS	Title	HRS
West Newbury	Treasurer/Collector	40				
Boxford	Treasurer/Collector	35	Assistant Treasurer/Collector	34	Payroll/ Personnel Administrator	18
Essex	Treasurer/Collector	36.5	Treasurer/Collector/Town Clerk	36.5		
Georgetown	Treasurer/Collector	40	Assistant Treasurer/Collector	36	Administrative/ Payroll Coordinator	20
Groveland	Treasurer/Collector	30	Assistant Treasurer/Collector	30		
Hamilton	Treasurer/Collector	40				
Ipswich	Treasurer/Collector	35	Assistant Treasurer/Collector	35		
Merrimac	Town Administrator, Finance Director/Treasurer	40	Assistant Treasurer/Collector	30	Tax Collector	40
Middleton	Treasurer/Collector	40	Assistant Treasurer/Collector	40		
Nahant	Treasurer/Collector	37	Assistant Treasurer/Collector	37		
Newbury	Treasurer/Collector	35	Assistant Treasurer/Collector	35		
Rowley	Treasurer/Collector	40	Assistant Treasurer/Collector	37.5	Assistant Tax Collector	15
Topsfield	Treasurer/Collector	40	Assistant Treasurer/Collector	34	Payroll/Personnel	38
Wenham	Treasurer/Collector	40				

Accounting						
Municipality	Position One		Position Two		Position Three	
	Title	HRS	Title	HRS	Title	HRS
West Newbury	Town Accountant	40	Assistant to Finance Dept and Town Manager	40		
Essex	Town Accountant					
Georgetown	Town Accountant	40	Administrative Assistant	16		
Groveland	Town Accountant	37.5				
Hamilton	Finance Director/Town Accountant	40				
Ipswich	Town Accountant	35	Assistant Town Accountant	35		
Merrimac	Town Accountant	40	Assistant Town Accountant	19.5		
Middleton	Town Accountant	40				
Nahant	Town Accountant	37	Assistant Town Accountant	37		
Newbury	Town Accountant	35	Assistant Town Accountant	35	Assistant Town Accountant	17.5
Rowley	Town Accountant	24	Assistant Town Accountant	23		
Topsfield	Town Accountant	40	Assistant Town Accountant	40		
Wenham	Finance Director/Town Accountant	40	Assistant Accountant	19		

Assessing				
Municipality	Position One		Position Two	
	Title	HRS	Title	HRS
West Newbury	Chief Assessor	40	Assistant Assessor	28
Boxford	Director of Assessment	35	Assistant Assessor	34
Essex	Assessor Clerk	36.5	Assistant Assessor	5
Georgetown	Assessor	40	Administrative Assessor	35
Groveland	Assessing Manager	32		
Hamilton	Director of Assessing	40		
Ipswich	Assessing Manager	35	Assistant Assessor	35
Merrimac	Assessor Administrative Coordinator	35	Field Work	\$4,500 hrs vary
Middleton	Chief Assessor	40	Deputy Assessor	40
Nahant	Chief Assessor	37	Assistant Assessor	37
Newbury	Principal Assessor	35	Assessor's Clerk	35
Rowley	Principal Assessor	37.5	Administrative Assistant	24
Topsfield	Chief Assessor	40	Assistant Assessor	34
Wenham	Principal Assessor	19	Assessing Clerk	19

Town Clerk						
Municipality	Position One		Position Two		Position Three	
	Title	HRS	Title	HRS	Title	HRS
West Newbury	Town Clerk	40	Assistant Town Clerk	40		
Boxford	Town Clerk	34	Assistant Town Clerk	Part-time		
Essex	Town Clerk	36.5	Assistant Town Clerk	10		
Georgetown	Town Clerk	32	Assistant Town Clerk	20		
Groveland	Town Clerk	38	Assistant Town Clerk	10		
Hamilton	Town Clerk	37.5				
Ipswich	Town Clerk	35				
Merrimac	Town Clerk	40	Assistant Town Clerk	10	Office Assistant	5
Middleton	Town Clerk	40	Assistant Town Clerk	40	Administrative Clerk	
Nahant	Town Clerk	37				
Newbury	Town Clerk	35	Assistant Town Clerk	35		
Rowley	Town Clerk	32.5	Assistant Town Clerk	20		
Topsfield	Town Clerk	40	Assistant Town Clerk	19		
Wenham	Town Clerk	36.5				

Planning								
Municipality	Position One		Position Two		Position Three		Position Four	
	Title	HRS	Title	HRS	Title	HRS	Title	HRS
West Newbury	Planner	28	Administrative Assistant	6				
Boxford	Town Planner	40						
Essex	Town Planner	14	Harbormaster	19	Shellfish Constable	40	Planning Board Clerk	19
Georgetown	Planner	40	Administrative Assistant	32	ZBA Administrative Assistant	22		
Groveland	Town Planner / Environmental Program Coordinator	37.5	Administrative Assistant	10				
Hamilton	See Inspectional Services							
Ipswich	Town Planner/ Environmental Program Coordinator	35	Administrative Assistant	7				
Merrimac	Capital Planning Administrative Assistant	\$400 – varies	Clerk	15	ZBA Administrative Assistant	20		
Middleton	Town Planner	40						
Newbury	Director of Planning	35	Administrative Assistant	18				
Rowley	Town Planner	35						
Wenham	Planning Coordinator	19						

Health								
Municipality	Position One		Position Two		Position Three		Position Four	
	Title	HRS	Title	HRS	Title	HRS	Title	HRS
West Newbury	Health Agent	40	Administrative Assistant	24	Recycling Coordinator	5		
Boxford	Health Agent	40	Administrative Assistant	34				
Essex	BOH Administrator	36.5	BOH Clerk	36.5				
Georgetown	Health Agent/Director	40	Administrative Assistant	20				
Groveland	Health Agent	17	Public Nurse	12	Administrative Assistant	27		
Hamilton	Director of Health and Human Services	24						
Ipswich	Health Agent	35	Recycling Coordinator	35				
Merrimac	Health Agent	25	Administrative Assistant	10	Animal Control Officer	15	Animal Inspector	Varies
Middleton	Health Director	40	Public Health Nurse		Health Inspector		Animal Control Officer	
Newbury	Health Director	40	Health Inspector	20				
Rowley	Director of Health	40	Health Agent	35	Public Health Nurse	8	Secretary	16
Topsfield	Health Agent	40	Administrative Assistant	19				
Wenham	Health Nurse	19						

Inspectional Services

Municipality	Position One		Position Two		Position Three		Position Four		Position Five	
	Title	HRS	Title	HRS	Title	HRS	Title	HRS	Title	HRS
West Newbury	Building Inspector	26	Plumbing/Gas Inspector	13	Electrical Inspector	13	Administrative Assistant	20	Alternate Inspector	Varies
Boxford	Commissioner/ Building Inspector	32	Local Building Inspector	On Call	Electrical Inspector	Wkly	Plumbing/Gas Inspector	Wkly	Administrative Assistant	34
Essex	Building Inspector	5	Plumbing/Gas Inspector	5	Electrical Inspector	5	Clerk	10		
Georgetown	Building Commissioner	40	Administrative Assistant	24	Electrical Inspector	20	Gas Inspector	20		
Groveland	Building Commissioner	26	Plumbing/Gas Inspector	7	Electrical Inspector	7				
Hamilton	Director of Planning and Inspections	40	Regional Building Commissioner							
Ipswich	Building Inspector	35	Plumbing/Gas Inspector	9	Electrical Inspector	9				
Merrimac	Building Inspector	15	Plumbing/Gas Inspector	5	Electrical Inspector	5	Assistant Building Inspector	Varys	Administrative Coordinator	25
Middleton	Building Commissioner	40	Building Inspector		Electrical Inspector		Plumbing/Gas Inspector		Alternate Inspector	
Nahant	Administrative Assistant	37								
Newbury	Director of Inspectional Services	35	Administrative Assistant	35						
Rowley	Building Inspector	18	Plumbing/Gas Inspector	9	Electrical Inspector	9	Administrative Assistant	12	Alternate Building Inspector	Vary
Topsfield	Building Inspector	28	Plumbing/Gas Inspector	12	Electrical Inspector	12	Administrative Assistant	24		
Wenham	Director (shared w/Hamilton)	19	Permitting Coordinator	19						

Conservation				
Municipality	Position One		Position Two	
	Title	HRS	Title	HRS
West Newbury	Conservation Agent	27.5		
Essex	Conservation Agent	5	Conservation Clerk	12
Georgetown	Conservation Agent	40	Administrative Assistant	20
Groveland	SEE NOTE ¹			
Ipswich	Conservation Agent	Shared 35		
Merrimac	Conservation Agent	12.5		
Middleton	Conservation Agent	40		
Newbury	Conservation Agent	35		
Rowley	Conservation Agent	40	Secretary	16
Topsfield	Conservation Agent	40		
Wenham	Conservation Coordinator	19		

¹ Groveland Town Planner also serves as Conservation Agent, with total weekly hours of 37.5, so actual hours toward each function vary substantially from week to week.

Library												
Municipality	Position One		Position Two		Position Three		Position Four		Position Five		Position Six	
	Title	HR	Title	HR	Title	HR	Title	HR	Title	HR	Title	HR
West Newbury	Director	40	Children's Librarian	40	Youth Services Librarian	28	Staff Librarian (2)	58	Library Assistant (2)	22	On Call Assistant	Vary
Boxford	Director	40	Children's Librarian	34	Reference Librarian	34	Staff Librarian	34				
Essex	Director	35	Assistant Director	19								
Georgetown	Director	35	Children's Librarian	30	Senior Technicians (2)	66	Technicians/ Pages (7)	62.8				
Groveland	Director	37	Adult Services & Outreach	37	Youth Services Librarian	37	Senior Library Assistant	18.5	Assistant	19	Page	10
Hamilton	Director	24	Shared with Wenham									
Ipswich	Director	38	Assistant Director	38	Children's Librarian	37.5	Senior Assistant	37.5	Page	12		
Merrimac	Director	35	Youth Services Librarian	33	Technical Services Librarian	24	Assistant Youth Services Librarian	35	Circulation/ Fiction Assistant	19	Circulation Assistant Substitute	7
Middleton	Director	40	Assistant Director	40	Other Librarians	35	Pages		Custodian	12		
Nahant	Director	37	Children's Librarian	37	Adult Services & Outreach	37	Library Page	12				
Newbury	Director	35	Assistant Director (2)	68	Youth Services Librarian (2)	68	Staff Librarian	4	Circulation	34	Associate Circulation	19
Rowley	Director	35	Assistant Director/Adult Services	35								
Topsfield	Director	40	Assistant Director	38	Adult Services & Outreach	37.5	Youth Services	37.5	Reference Assistant	26	Library Assistant	
Wenham	Director	40	Assistant Director	40	Shared with Hamilton							

Council on Aging										
Municipality	Position One		Position Two		Position Three		Position Four		Position Five	
	Title	HRS	Title	HRS	Title	HRS	Title	HRS	Title	HRS
West Newbury	Director	40	Nutrition Coordinator	19	Van Driver	Varies				
Boxford	Director	34	Administrative Assistant	34	Outreach Worker	18				
Essex	Director	19	Outreach Coordinator	10	Clerk	10				
Georgetown	Director	32	Outreach	32	Public Relations Coordinator	16	Van Driver	12		
Groveland	Director	37.5	Assistant Director	37	Outreach Worker	16	Van Driver	10		
Hamilton	Director	40								
Ipswich	Director	35	Administrative Assistant	19	Outreach Worker	32	Meals/ Program Coordinator	28	Van Driver	16
2Merrimac[1]	Director	35	Volunteer Coordinator	18	Transport Coordinator	18	Food and Nutrition Director	35	Social Worker/ Human Services	18
Middleton[2]	Director	40	Assistant Director	40	Front Desk and Programs Coordinator	24	Administrative Assistant	15	Outreach Coordinator	34
Nahant	Director	20								
Newbury	Director	35	Program Coordinator	35	Meals Driver	12	Driver	5.5	Drivers Grant Outreach	PT
Rowley	Outreach Coordinator	25	Activities Director/ Transport Coordinator	29	Administrative Assistant	25				
Topsfield	Director	40	Administrative Assistant	30						
Wenham	Director	36.5								

² Merrimac additionally employs a Program Coordinator (35 hrs), Kitchen Chef (13 hrs), Custodian (19.5 hrs), Senior Aide (18 hrs), and a Substitute/Assistant (4 hrs).

² Middleton additionally employs a Van Driver (10 hrs), Lead Kitchen Aide (9 hrs), and a Kitchen Aide (10 hrs).

Public Works Administration								
Municipality	Position One		Position Two		Position Three		Position Four	
	Title	HRS	Title	HRS	Title	HRS	Title	HRS
West Newbury	Director	40	Administrative Assistant	15	Building/Grounds Foreman	40	Custodian	40
Boxford	Director	40	Administrative Assistant	25				
Essex	Superintendent	40	Chief Operator	40	Clerk	12		
Georgetown	See Highway		Administrative Assistant	21				
Hamilton	Director	40						
Ipswich	Director	35	Administrative Assistant	35				
Merrimac	Director (25% also in Water/Sewer Budget)	35	Superintendent	40	Administrative Assistant	5	Occupational Safety & Health Coordinator	5
Middleton	Superintendent	40	Deputy Superintendent	40	Transfer Station Attendant	40	Part Time Laborer	15
Nahant	Director	20	Administrative Assistant	37				
Newbury	Administrator	17.5						
Rowley	Highway Surveyor	Elected - 40						
Topsfield	Director	40	Administrative Assistant	35				
Wenham	Director	40	Water Supervisor	40	Secretary	40		

Water/Sewer								
Municipality	Position One		Position Two		Position Three		Position Four	
	Title	HRS	Title	HRS	Title	HRS	Title	HRS
West Newbury	Superintendent	40	Licensed Operator (2)	40 each	Administrative Assistant	24		
Groveland	Superintendent	40	Office Manager	37.5	Administrative Assistant	37.5	Operator (2)	40
Ipswich	Water Superintendent	35	Office Manager	35	Operator	40		
Merrimac	Water Superintendent	40	Water Operator (2)	40				
Topsfield	Superintendent	40	Administrative Assistant	35	Operator	40		

Highway										
Municipality	Position One		Position Two		Position Three		Position Four		Position Five	
	Title	HRS	Title	HRS	Title	HRS	Title	HRS	Title	HRS
Boxford	Foreman/ Mechanic	40								
Georgetown	Highway Surveyor/ Tree Warden									
Groveland	Superintendent	40	Foreman/Mechanic	40	Sr Operator/Driver/Labor (3)	40				
Ipswich	Foreman/Mechanic	40	Operator	40						
Merrimac	Superintendent	40	Foreman	40	Mechanic/Driver	40	HMEO Laborer (2)	40	Laborer	40
Nahant	Foreman/Mechanic	40	Operator	40						
Topsfield	Foreman/Mechanic	40	Operator	40						