

City of Biddeford
Personnel Committee
March 06, 2017 4:30 PM 205 Main Street-Council Chambers

- 1. Call to Order**
- 2. Discussion**
 - 2.1. Final Placement and Adjustment Recommendation for Non - Union Employees - Wage and Classification
[March 6 2017-Personnel Committee Agenda Materials.pdf](#)
- 3. Adjourn**

Personnel Committee Agenda Item Report

Agenda Item No. 2016-666

Submitted by: Marcy Faucher

Submitting Department: Human Resources

Meeting Date: March 6, 2017

SUBJECT

Final Placement and Adjustment Recommendation for Non - Union Employees - Wage and Classification

Recommendation:

ATTACHMENTS

- [March 6 2017-Personnel Committee Agenda Materials.pdf](#)



City of Biddeford, Maine

The Office of
City Manager
James A. Bennett
Email: jbennett@biddefordmaine.org

MEMORANDUM

TO:	Personnel Committee
CC:	Honorable City Council
FROM:	James A. Bennett, City Manager
DATE:	March 1, 2017
RE:	Final Placement and Adjustment Recommendations for Non-Union Employees

Over the last year or so, the Personnel Committee has been very methodically reviewing the current compensation practices in the City. On Monday evening, the committee will review the last set of recommendations that if accepted, will conclude the policy discussion. Understating the desire of some (if not all members) of the Committee to address any blaring inconsistencies sooner than later, I have asked Carmen to include an agenda item on the Tuesday evening Council meeting that would allow the Council to take action on any recommendations that the Committee may make. While it is obvious that the Committee may not reach conclusion on Monday, I have asked that the entire package be provided as a copy to all members of the Council. I have also included a copy of the February 6, 2017 Personnel Committee memo that gave an extensive overview of the actions of the committee since the beginning of the compensation review.

Documents Included

The following documents have been included in your package:

- Copy of the February 6, 2017 memo to the Personnel Committee
- Revised Non-Union Placement (dated March 1, 2017)
- A comparison document that shows the changes contained within the March 1, 2017 Non-Union Placement from the original placement recommendations (last dated January 24, 2017)
- Revised FY17 pay scale that includes the addition of 5 *hourly* entry levels. There are no other changes from the original proposed pay scale.
- Specific non-union pay placement recommendations and implementation spread sheet.
- Recommended personnel handbook language change to implement the entire compensation plan
- Memo with the recommended motions for the City Council in order to enact the entire program

Recommended action

The recommended action to finalize this work is included in the two memos (f and g) above. The first action will formalize the new practice as it relates to the non-union personnel. These are contained within the memo 'f'. To recap, those actions include:

- Establishment of specific pay ranges for specific non-union positions.
- General guidelines and methodology for initial placement of new hires or for promotions.
- Specific language that strictly limits non-union wage adjustments to performance-based evaluations.

205 Main Street

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Marcy Faucher, Human Resource Director, 205 Main Street Biddeford, ME 04005, or call (207) 286-0593.

- Provide broad policy language as it relates to the market place for all employees. This policy statement will guide future compensation decisions throughout the entire organization.
- Guidelines to maintain compensation relative to the market place.
- The new compensation plan would eliminate the current longevity pay policy upon adoption.

The second action is to approve the specific implementation. Those steps are covered in the later in this memo.

Collectively, a motion would be in order to the City Council endorsing a recommendation that both changes to the employee handbook and authorization to proceed with the multi-year implementation of the new policy. Those suggested specific motions are included in a separate memo 'g'.

Specifics

Since your February 14 meeting, a review of all regular, non-union personnel was conducted. Each employee's history was reviewed as if they were a new hire to determine the initial placement (steps: horizontally across the pay scale) *within their position pay level* (vertically). The initial placements were within the January 24, 2017 placement recommendations contained within the package.

Following the initial placement, Marcy, Brian and I met to review the outcomes. The purpose of the meeting was to discuss anything that appeared abnormal. Following that review, a few modifications were made. The final recommendations are included within the specific non-union pay placement recommendations and implementation spread sheet 'e'.

While it might be obvious that there are two different placement criteria that involved within the current system, it is important to note those explicitly. The compensation system that has been put in place in the last year is driven by a significant policy change; namely, that all wage adjustments are based on performance. This is very uncommon within the public sector. In a going forward perspective, step placements will be essentially irrelevant for existing employees. Only the level will have significant value.

Historically and somewhat ironically, without a basis for non-union wages, individual adjustments were made based on the perception of value of the individual employee(s) that appeared before the Council. On the other hand, initial employee placement was based on the market. The market determination usually reflected the years of experience at the time of hiring.

In applying a strictly historical (years of employment) approach to placement of current employees, it neglects any wage adjustments that might have occurred over the tenure of the employee. Stated simply, the placements contained within the first draft was an 'apple' (time in service) approach to an 'orange' (time in service adjusted periodically and randomly by perceived performance) system. As a direct result, there are times when perceived high performers were slotted below their current pay, resulting in a negative adjustment to their pay.

There were a couple other common occurrences that became obvious during the analysis process. As has been discussed, there are a few positions that were significantly paid below the current market place. These have been generally the main target of the review. In addition, there were isolated cases where the initial 'level' placements proved to be inaccurate. On a very limited basis, a few positions have been moved, both upwards and downwards. Finally, there were adjustments made to the 'years of services' credits for individual employees after the secondary review. As in the level changes, these were both increases and decreases.

In reviewing the 'e' spreadsheet, you will note a \$3,550,666.86 base payroll that covers all of the regular non-union employees. As recommended, to bring the staff in line, the total adjustments would be \$156,126 or 4.4%. A further higher view of the adjustments will show that eighteen (18) of the sixty-

one (61) non-union positions considered concluded that *their years of service placement* was below their current pay. Another nine (9) of the employees were new hires (less than a year) or new to a significantly different position. Also, fifteen (15) of the employees were determined to be very close between their current pay and that which is being recommended (as measured by a 3% or less variance). That left only nineteen (19) employees that are being reported as being significantly out of line.

Implementation

To date, the Personnel Committee has agreed, *in concept only*, with each of the steps and policy decisions that have been made to arrive at this point. As with any major policy issue, staff has not assumed that the agreement in concept implies agreement with the final outcome. Further, this process has been primarily driven by an objective analytical approach for about 90% of the work. Admittedly, the final placement recommendations include a certain more subjective application. This is especially true given that there is no formal system in place today. As noted above, the placements were based on time in service *even though* there were some forms of merit/market adjustments that had occurred in some instances.

It is with those understandings that the implementation recommendation is made with the assumption there are no major adjustments. Specifically, the suggestion is that the following would occur (assuming the overall policy is adopted):

1. Each non-union employee would have a specific pay that they should be earning. The difference between this pay and their current pay would be considered the 'promise'.
2. Immediately, all non-union employees that have a promise that exceeds five percent (5%) would be adjusted to a level that is equal to five percent (5%) less than the suggested pay, retroactive to January 1.
3. Beginning in the FY18 budget, the balance owed all employees would be budgeted over the next three years. If the conditions are such, a quicker schedule would be used.
4. Employees that have been working for the city for less than a year (or have had a significant change in employee status) would not be eligible for any of the retroactive adjustments during this budget year.
5. No other employees would see any wage adjustments this year (June 30, 2017).
6. The old longevity pay plan would be eliminated from the personnel policy.

The following summarizes the financial impacts of the above implementation:

1. The total increases necessary for all employees to be brought in line would be \$156,126.
2. The total impact to adjust employees to the 5% mark would be \$61,230. However, given that the adjustment is only for half of the year, the financial impact would be \$30,126. This does not include the fringe benefits costs.
3. The total balance owed to employees would be \$94,896. Paying over the three years would cause an additional appropriation of \$31,632 per year.
4. There is no financial impact in FY17.
5. There is no financial impact in FY17.
6. There is no financial impact in FY17.

Moving Forward

Assuming approval of the plan, annually the compensation process would include a couple of steps. These are summarized below.

1. The Council would authorize an aging of the wage/pay scale. The aging would adjust the pay scale only (no employees pay) based on the survey of the market place. Aging of the pay scale

is important to keep the compensation current. The determination of the market adjustments would be based on the same methodology that was used to establish the initial pay levels. The Council would authorize a pay adjustment pool that would be used to adjust compensation for non-union employees based on performance.

2. Employees that have a negative pay determination (within the proposed plan) would be eligible for adjustments *so long as they are not being paid higher than the maximum for their pay level.*
3. Any employee that is currently being paid above their maximum pay level would be eligible for a maximum annual adjustment equal to 50% of the 'pay scale adding factor.' This amount would be based on performance.
5. Employees that are currently negative *but are still within their pay levels* would be eligible for future merit increases so long as any adjustment does not exceed the maximum for that pay level.
6. Any change in levels would have to be approved by the Personnel Committee.
7. Movement of employees within the pay levels would be administratively handled, so long as there has been funding for any movement.
8. Initial placements would be handled administratively.
9. A policy statement regarding compensation and compensation strategy would guide staff with recommendations that are made for all citywide pay and benefit decisions. This policy statement would be as applicable to union recommendations as they are to non-union recommendations. The policy statement would be the controlling position on all employment matters, unless changed by a future Council.

Summary

Included in the extensive package are the final steps that, if supported, would bring the compensation work to a conclusion from a policy position. As noted above, it will provide an affirmative statement on compensation strategy. That statement will guide all recommendations that are made by staff to future elected officials, unless said policy is changed.

It will bring all of the non-union under one umbrella of compensation. For those that are grossly out of line (as defined by more than 5% below market), the adjustments would be retroactively made as of the first of January. With that implementation, no employee (except it be a new hire) would be more than 5% below market.

It will formalize the policy to pay employees based on performance, which has not been done. Finally, it will provide certainty to making the adjustments within three years. Those adjustments are done in a very affordable way to be fair to the taxpayers.



City of Biddeford, Maine

The Office of
City Manager
James A. Bennett
Email: jbennett@biddefordmaine.org

MEMORANDUM

TO:	Personnel Committee
FROM:	James A. Bennett, City Manager
DATE:	February 6, 2017
RE:	Preparations Materials for February 14, 2017 Meeting

On Tuesday evening, you will be reviewing the recommended wage range for the balance of the non-union personnel *by job and not by specific person*. I have included in the package the recommendations and the supporting documentation for the recommendations. In this memo, I will recap the work to date and the remaining steps to complete the review process.

Compensation Study Recap

The committee has spent the last year reviewing the compensation practices for the community. To date, the committee has established:

- The competitive communities that are considered appropriate benchmarks for our employees;
- Informally established the desired general compensation policy for the city;
- A review of the fringe benefit package offered compared to the market communities;
- Recommended pay range for the department head positions;

There remain a few steps in order to complete the process and implement any changes. Those are:

- Establish the pay ranges for all other non-union positions;
- Formalize the compensation policy, i.e. clearly state the desired goal for the compensation in comparison with the market;
- Formalize the individual placement step for all non-union personnel according to their level;
- Develop the implementation strategy to move employees from current compensation to the designated placement;
- Determine the funding in FY17 and targeted funding in FY18 for implementation.

The draft interim report (issued on July 28, 2016) established the following communities as comparable: Auburn, Augusta, Brunswick, Falmouth, Gorham, Kennebunk, Lewiston, Old Orchard Beach, Saco, Scarborough, So. Portland, Waterville, Windham, and York (Table B, page 11).

The compensation policy that was used for the study established that the total package be considered in the middle of the market or on average.

The level recommendations for the department heads are contained in Appendix F (page 26). It also included an initial step recommendation. The step recommendations are still considered under review.

The review of the fringe benefit packages determined the following conclusions (a copy of the November 14, 2016 memo detailing the review is included):

205 Main Street Biddeford, ME 04005 Phone: 207.284.9313 Fax 207.571.0678

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Item "a"

- Generally, the fringe benefit package that is offered to the employees is considered comparable (or at market) with the other communities with a couple of exceptions.
- Biddeford offers its employees the opportunity to 'cash in' vacation time. No other community offered their employees that opportunity to cash in as many vacation days as the City. Only one community offered this benefit and it was limited to 3 days annually.
- On average, Biddeford employees receive two additional vacation days per year when compared to other communities. This is not the case in every year of the vacation schedule but is generally considered an accurate portrayal of the benefit over the employee's career.
- At the time of the study, the city offered 100% pay out of unused sick leave to the non-salaried, non-union employees. The city has changed that practice to a new pay out that caps the max payout at 50% on a going forward basis.
- Until a recent change, long term employees received paid medical insurance benefit upon retirement. That has been changed to a set contribution to a retirement health savings account. No other community in the study offered either benefit.
- Generally, it was established that the above benefits contributed to an approximate 2.5% of additional compensation premium when compared to the market communities.

Non-Union, Non-Department Head Placement

Attached to this memo is the recommended placement for all non-union positions within the City. You should note a couple of specifics in the plan. Department head positions are noted by being in *italics*. Positions that include ' at the end of their name is a position that is not considered a department head in Biddeford. However, in some communities that same position may be a department head. Finally, several positions are included in the placement recommendations that are not ones that the city currently has. Those positions are included because they may become a reality at some point in the future. As such, it is appropriate to include the placements in the plan. They are identified with a * at the end of the position.

The initial placement for all positions was based on the 'relationship logic' as described on page 13 of the report. Essentially, a compensation system works best when the employees impacted by the plan feel that all employees are treated the same way within the system. Hence, each placement should have some relationship with the other placements within the system.

Once the initial placements were made, they were then tested against the market. In this case, base salary/wages in comparable positions in the market communities were obtained. In those incidents where the initial placements were outside of the market, they were adjusted. Included in the package under a separate cover is a summary of the market work for each position. As a reminder, the placement is for the level only for the position. The specific recommendation for the step placement has not been made. Specific step placement would occur next, should the committee agree with the placements.

Next Steps

As outlined above, there are a few outstanding steps that remain to complete the compensation work. Specifically,

1. Determine if the level placement recommendations are acceptable. If they are, a motion to that effect is in order for the committee. At this point, I do not believe that needs to be forwarded to the City Council until the process is complete.
2. Formally adopt a policy statement regarding compensation. The work that has been done to date is based on the following compensation strategy: The City of Biddeford expects new hires

to have twelve years of experience. Hence, the twelve year step (Step E) would be comparable to the average for all market communities (when eliminating the high and the low). I have included the compensation policy that was formally adopted by the City of Lewiston when they adopted a similar program. While not quite the same because wages adjustments are now strictly limited to performance, should the city decide to move forward with the compensation changes, a similar policy would be prepared for consideration by the Council. It is important to note that some other policy language would be eliminated as well. To illustrate as an example, the current longevity pay policy would no longer be applicable.

3. All employees would need a step placement. The last major work to complete the process would be to 'place' all employees covered by the new policy into the new system. Once that process is completed, a plan on how to implement the changes would be required.

On Tuesday evening, we are looking for the committee's endorsement of the placement (by levels) of the positions. Once completed, the formal placement of steps would occur. Staff would return with the placements at the next meeting of the committee. Given that all placements are resolved, that should conclude the work of the committee.

As always, please let me know if there is any additional information or concerns that I can address.

February 6, 2017

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Non-Union Placement Recommendations
March 1, 2017

Level 22 (\$80,000 to \$105,570)	
Finance Director	
Police Chief	
Public Works Director	
Chief Operating Officer	
Economic & Community Development Director	
Level 21 (\$76,000 to \$100,292)	
Assessor	
Fire Chief	
Level 20 (\$72,200 to \$95,277)	
Building Supervisor (includes schools)	
WWTP Superintendent ¹	
Level 19 (\$68,590 to \$90,513)	
Director of Engineering ¹	
City Clerk (including GA)	
Human Resources Director	
Deputy Police Chief	
Deputy Finance Director*	
Level 18 (\$65,161 to \$85,987)	
Deputy Director Econ & Com Development*	
Recreation Director	
Director of Code Enforcement (includes Emergency Management Director)	
Fleet Manager/Deputy PWD	
Information Technology Director ¹	
Assistant Fire Chief	
Level 17 (\$61,902 to \$81,688)	
Deputy Fire Chief	
Level 16 (\$58,807 to \$77,604)	
Staff Accountant	
Comptroller	
Level 15 (\$55,867 to \$73,723)	
Street Supervisor	
Engineer	
Level 14 (\$53,074 to \$70,037)	
CDBG Administrator ¹	
Level 13 (\$50,420 to \$66,535)	

Deputy Assessor*
GIS Coordinator
GA Supervisor¹
Tax Collector¹
Deputy Code Enforcement Director
Level 12 (\$47,899 to \$63,209)
Deputy City Clerk*
Deputy Rec Director*
Executive Assistant II
Office Manager
Level 11 (\$45,504 to \$60,048)
Property Lister
Public Access Manager¹
Level 10 (\$43,229 to \$57,046)
Executive Assistant I
Code Enforcement Officer II
Surveyor
Engineering Aide
CALEA Planner
Level 9 (\$41,067 to \$54,194)
Administrative Assistant II
Code Enforcement Officer I
Recreation Program Coordinator II/Acting Rec Director
Level 8 (\$39,014 to \$51,484)
Administrative Assistant I
GA Customer Service Clerk
Airport Manager¹
Public Access Technician II
Recreation Program Coordinator II
Level 7 (\$37,063 to \$48,910)
Administrative Clerk II
Recreation Program Coordinator I
Public Access Technician I
Level 6 (\$35,210 to \$46,464)
Customer Service Clerk II
Administrative Clerk I
Level 5 (\$33,450 to \$44,141)
Customer Service Clerk I
Level 4 (\$31,777 to \$41,934)
Facilities Maintenance III

Level 3 (\$30,188 to \$39,837)

Recreation III

Facilities Maintenance II

Level 2 (\$28,679 to \$37,845)

Recreation II

Facilities Maintenance I

Level 1 (\$27,235 to \$35,953)

Recreation I

Hourly Level 5

Hourly Level 4

Hourly Level 3

Custodian II

Hourly Level 2

Custodian I

Hourly Level 1

ⁱis not at a department head level

*not a position that is currently funded or under consideration

Non-Union Placement Recommendations

January 24 March 1, 2017

Level 22 (\$80,000 to \$105,570)

Finance Director
Police Chief
Public Works Director
Chief Operating Officer
Economic & Community Development Director

Level 21 (\$76,000 to \$100,292)

Assessor
Fire Chief

Level 20 (\$72,200 to \$95,277)

Building Supervisor (includes schools)
WWTP Superintendent¹

Level 19 (\$68,590 to \$90,513)

Director of Engineering¹
City Clerk (including GA)
Human Resources Director
Deputy Police Chief
Deputy Finance Director*

Level 18 (\$65,161 to \$85,987)

Deputy Director Econ & Com Development*
Recreation Director
Director of Code Enforcement (includes Emergency Management Director)
Fleet Manager/Deputy PWD
Information Technology Director¹

Assistant Fire Chief

Level 17 (\$61,902 to \$81,688)

Deputy Fire Chief
~~Assistant Fire Chief~~
~~Street Supervisor~~

Level 16 (\$58,807 to \$77,604)

~~Deputy Fire Chief~~
Staff Accountant
Comptroller

Level 15 (\$55,867 to \$73,723)

Street Supervisor
Engineer

<i>Level 14 (\$53,074 to \$70,037)</i>	CDBG Administrator ⁱ
<i>Level 13 (\$50,420 to \$66,535)</i>	Deputy Assessor*
	Deputy Rec Director*
	GIS Coordinator
	GA Supervisor ⁱ
	Tax Collector ⁱ
	Deputy Code Enforcement Director
<i>Level 12 (\$47,899 to \$63,209)</i>	Deputy City Clerk Clerk *
	<u>Deputy Rec Director*</u>
	Executive Assistant II
	Office Manager
<i>Level 11 (\$45,504 to \$60,048)</i>	Property Lister
	Recreation 50+ Coordinator
	Public Access Manager ⁱ
<i>Level 10 (\$43,229 to \$57,046)</i>	Executive Assistant I
	Code Enforcement Officer II
	Surveyor
	Engineering Aide
	<u>CALEA Planner</u>
<i>Level 9 (\$41,067 to \$54,194)</i>	Administrative Assistant II
	Code Enforcement Officer I
	<u>Recreation Program Coordinator II/Acting Rec Director</u>
<i>Level 8 (\$39,014 to \$51,484)</i>	Administrative Assistant I
	GA Customer Service Clerk
	Airport Manager ⁱ
	Public Access Technician II
	<u>Recreation Program Coordinator II</u>
<i>Level 7 (\$37,063 to \$48,910)</i>	<u>Administrative Clerk II</u>
	<u>Recreation Program Coordinator I</u>
	Public Access Technician I
<i>Level 6 (\$35,210 to \$46,464)</i>	Customer Service Clerk II

Administrative Clerk I

Level 5 (\$33,450 to \$44,141)

Customer Service Clerk I

Level 4 (\$31,777 to \$41,934)

Facilities Maintenance III

Level 3 (\$30,188 to \$39,837)

Recreation III

Facilities Maintenance II

Level 2 (\$28,679 to \$37,845)

Recreation II

Facilities Maintenance I

Level 1 (\$27,235 to \$35,953)

Recreation I

Hourly Level 5

Hourly Level 4

Hourly Level 3

Custodian II

Hourly Level 2

Custodian I

Hourly Level 1

'is not at a department head level

*not a position that is currently funded or under consideration

Non-Union Pay Scale

Item 'd'

	A	B	C	D	E	F	G	H	I	J
Level	<u>2 yrs or less</u>	<u>3 to 5 yrs</u>	<u>6 to 8 yrs</u>	<u>9 to 11 yrs</u>	<u>12 to 14 yrs</u>	<u>15 to 17 yrs</u>	<u>19 to 21 yrs</u>	<u>22 to 25 yrs</u>	<u>over 25 yrs</u>	<u>over 30 yrs</u>
S1	\$27,245	\$28,096	\$28,948	\$30,140	\$31,332	\$32,013	\$32,694	\$33,971	\$35,248	\$35,953
S2	\$28,679	\$29,575	\$30,471	\$31,726	\$32,981	\$33,698	\$34,415	\$35,759	\$37,103	\$37,845
S3	\$30,188	\$31,132	\$32,075	\$33,396	\$34,717	\$35,471	\$36,226	\$37,641	\$39,056	\$39,837
S4	\$31,777	\$32,770	\$33,763	\$35,153	\$36,544	\$37,338	\$38,133	\$39,622	\$41,112	\$41,934
S5	\$33,450	\$34,495	\$35,540	\$37,004	\$38,467	\$39,303	\$40,140	\$41,708	\$43,275	\$44,141
S6	\$35,210	\$36,310	\$37,411	\$38,951	\$40,492	\$41,372	\$42,252	\$43,903	\$45,553	\$46,464
S7	\$37,063	\$38,222	\$39,380	\$41,001	\$42,623	\$43,549	\$44,476	\$46,213	\$47,951	\$48,910
S8	\$39,014	\$40,233	\$41,452	\$43,159	\$44,866	\$45,841	\$46,817	\$48,646	\$50,474	\$51,484
S9	\$41,067	\$42,351	\$43,634	\$45,431	\$47,227	\$48,254	\$49,281	\$51,206	\$53,131	\$54,194
S10	\$43,229	\$44,580	\$45,931	\$47,822	\$49,713	\$50,794	\$51,875	\$53,901	\$55,927	\$57,046
S11	\$45,504	\$46,926	\$48,348	\$50,339	\$52,330	\$53,467	\$54,605	\$56,738	\$58,871	\$60,048
S12	\$47,899	\$49,396	\$50,893	\$52,988	\$55,084	\$56,281	\$57,479	\$59,724	\$61,969	\$63,209
S13	\$50,420	\$51,996	\$53,571	\$55,777	\$57,983	\$59,243	\$60,504	\$62,867	\$65,231	\$66,535
S14	\$53,074	\$54,732	\$56,391	\$58,713	\$61,035	\$62,362	\$63,688	\$66,176	\$68,664	\$70,037
S15	\$55,867	\$57,613	\$59,359	\$61,803	\$64,247	\$65,644	\$67,040	\$69,659	\$72,278	\$73,723
S16	\$58,807	\$60,645	\$62,483	\$65,056	\$67,628	\$69,099	\$70,569	\$73,325	\$76,082	\$77,604
S17	\$61,902	\$63,837	\$65,771	\$68,480	\$71,188	\$72,735	\$74,283	\$77,185	\$80,086	\$81,688
S18	\$65,161	\$67,197	\$69,233	\$72,084	\$74,935	\$76,564	\$78,193	\$81,247	\$84,301	\$85,987
S19	\$68,590	\$70,733	\$72,877	\$75,878	\$78,879	\$80,593	\$82,308	\$85,523	\$88,738	\$90,513
S20	\$72,200	\$74,456	\$76,713	\$79,871	\$83,030	\$84,835	\$86,640	\$90,024	\$93,409	\$95,277
S21	\$76,000	\$78,375	\$80,750	\$84,075	\$87,400	\$89,300	\$91,200	\$94,763	\$98,325	\$100,292
S22	\$80,000	\$82,500	\$85,000	\$88,500	\$92,000	\$94,000	\$96,000	\$99,750	\$103,500	\$105,570

Non-Union Pay Scale

<i>Level</i>	<i>A</i> <i>2 yrs or less</i>	<i>B</i> <i>3 to 5 yrs</i>	<i>C</i> <i>6 to 8 yrs</i>	<i>D</i> <i>9 to 11 yrs</i>	<i>E</i> <i>12 to 14 yrs</i>	<i>F</i> <i>15 to 17 yrs</i>	<i>G</i> <i>19 to 21 yrs</i>	<i>H</i> <i>22 to 25 yrs</i>	<i>I</i> <i>over 25 yrs</i>	<i>J</i> <i>over 30 yrs</i>
<i>H1</i>	\$10.14	\$10.45	\$10.77	\$11.21	\$11.66	\$11.91	\$12.16	\$12.64	\$13.11	\$13.37
<i>H2</i>	\$10.67	\$11.00	\$11.34	\$11.80	\$12.27	\$12.54	\$12.80	\$13.30	\$13.80	\$14.08
<i>H3</i>	\$11.23	\$11.58	\$11.93	\$12.42	\$12.91	\$13.20	\$13.48	\$14.00	\$14.53	\$14.82
<i>H4</i>	\$11.82	\$12.19	\$12.56	\$13.08	\$13.59	\$13.89	\$14.19	\$14.74	\$15.29	\$15.60
<i>H5</i>	\$12.44	\$12.83	\$13.22	\$13.77	\$14.31	\$14.62	\$14.93	\$15.52	\$16.10	\$16.42
<i>S1</i>	\$13.10	\$13.51	\$13.92	\$14.49	\$15.06	\$15.39	\$15.72	\$16.33	\$16.95	\$17.29
<i>S2</i>	\$13.79	\$14.22	\$14.65	\$15.25	\$15.86	\$16.20	\$16.55	\$17.19	\$17.84	\$18.19
<i>S3</i>	\$14.51	\$14.97	\$15.42	\$16.06	\$16.69	\$17.05	\$17.42	\$18.10	\$18.78	\$19.15
<i>S4</i>	\$15.28	\$15.75	\$16.23	\$16.90	\$17.57	\$17.95	\$18.33	\$19.05	\$19.77	\$20.16
<i>S5</i>	\$16.08	\$16.58	\$17.09	\$17.79	\$18.49	\$18.90	\$19.30	\$20.05	\$20.81	\$21.22
<i>S6</i>	\$16.93	\$17.46	\$17.99	\$18.73	\$19.47	\$19.89	\$20.31	\$21.11	\$21.90	\$22.34
<i>S7</i>	\$17.82	\$18.38	\$18.93	\$19.71	\$20.49	\$20.94	\$21.38	\$22.22	\$23.05	\$23.51
<i>S8</i>	\$18.76	\$19.34	\$19.93	\$20.75	\$21.57	\$22.04	\$22.51	\$23.39	\$24.27	\$24.75
<i>S9</i>	\$19.74	\$20.36	\$20.98	\$21.84	\$22.71	\$23.20	\$23.69	\$24.62	\$25.54	\$26.05
<i>S10</i>	\$20.78	\$21.43	\$22.08	\$22.99	\$23.90	\$24.42	\$24.94	\$25.91	\$26.89	\$27.43
<i>S11</i>	\$21.88	\$22.56	\$23.24	\$24.20	\$25.16	\$25.71	\$26.25	\$27.28	\$28.30	\$28.87
<i>S12</i>	\$23.03	\$23.75	\$24.47	\$25.48	\$26.48	\$27.06	\$27.63	\$28.71	\$29.79	\$30.39
<i>S13</i>	\$24.24	\$25.00	\$25.76	\$26.82	\$27.88	\$28.48	\$29.09	\$30.22	\$31.36	\$31.99
<i>S14</i>	\$25.52	\$26.31	\$27.11	\$28.23	\$29.34	\$29.98	\$30.62	\$31.82	\$33.01	\$33.67
<i>S15</i>	\$26.86	\$27.70	\$28.54	\$29.71	\$30.89	\$31.56	\$32.23	\$33.49	\$34.75	\$35.44
<i>S16</i>	\$28.27	\$29.16	\$30.04	\$31.28	\$32.51	\$33.22	\$33.93	\$35.25	\$36.58	\$37.31
<i>S17</i>	\$29.76	\$30.69	\$31.62	\$32.92	\$34.22	\$34.97	\$35.71	\$37.11	\$38.50	\$39.27
<i>S18</i>	\$31.33	\$32.31	\$33.29	\$34.66	\$36.03	\$36.81	\$37.59	\$39.06	\$40.53	\$41.34
<i>S19</i>	\$32.98	\$34.01	\$35.04	\$36.48	\$37.92	\$38.75	\$39.57	\$41.12	\$42.66	\$43.52
<i>S20</i>	\$34.71	\$35.80	\$36.88	\$38.40	\$39.92	\$40.79	\$41.65	\$43.28	\$44.91	\$45.81
<i>S21</i>	\$36.54	\$37.68	\$38.82	\$40.42	\$42.02	\$42.93	\$43.85	\$45.56	\$47.27	\$48.22
<i>S22</i>	\$38.46	\$39.66	\$40.87	\$42.55	\$44.23	\$45.19	\$46.15	\$47.96	\$49.76	\$50.75

Effective FY17 (July 1, 2016 to June 30, 2017)

Item 'e'

Non-Union Pay Placement Recommendations
3/1/2017

							Suggested		\$ Gap To Be		
Last Name	First Name	Title	Annual	Total Hours	Level	Step	Pay	=/-	% Gap	Adjusted	Amount over 5.0%
*ADAMS	CYNTHIA	CUSTODIAN I	\$13,832.00	25.00	H2	A	\$22,191	\$37	0.27%	\$37	\$0
*BOGAR	SAMANTHA	ADMIN ASST I	\$35,360.00	40.00	8	A	\$39,014	\$3,654	10.33%	\$3,654	\$0
BARTH	KRISTEN	GA SUPERVISOR	\$55,231.28	40.00	13	D	\$55,777	\$546	0.99%	\$546	\$0
BEAUPRE	ROGER	POLICE CHIEF	\$106,110.16	40.00	22	J	\$105,570	-\$540	-0.51%	\$0	\$0
BERTHIAUME	RICHARD	CUSTODIAN I	\$14,809.60	25.00	H2	C	\$23,578	-\$73	-0.50%	\$0	\$0
BINETTE	FAEDRA	CUSTOMER SERVICE I	\$37,960.00	40.00	5	E	\$38,467	\$507	1.34%	\$507	\$0
BOYDEN	KATHY	EXECUTIVE ASSISTANT I	\$57,728.32	40.00	10	I	\$55,927	-\$1,801	-3.12%	\$0	\$0
CASAVANT	GUY	PW DIRECTOR	\$102,875.76	40.00	22	J	\$105,570	\$2,694	2.62%	\$2,694	\$0
CHARRON	DANIELLE	ADMIN ASST II	\$42,096.60	37.50	9	F	\$48,254	\$3,142	7.46%	\$3,142	\$1,037
CLOUTIER	STARR	EXECUTIVE ASSISTANT I	\$57,456.88	40.00	10	I	\$55,927	-\$1,530	-2.66%	\$0	\$0
CONWAY	PATRICIA	ADMIN ASST I	\$38,255.88	35.00	8	E	\$44,866	\$1,002	2.62%	\$1,002	\$0
COPELAND	GREGORY	GIS MANAGER	\$56,782.44	40.00	13	H	\$62,867	\$6,085	10.72%	\$6,085	\$3,245
COTE	KARA	EXECUTIVE ASSISTANT I	\$43,505.28	40.00	10	E	\$49,713	\$6,208	14.27%	\$6,208	\$4,032
CYR	KRISTY	TAX COLLECTOR	\$59,727.20	40.00	13	E	\$57,983	-\$1,744	-2.92%	\$0	\$0
DAUDELIN	STEPHEN	PA ASSISTANT	\$42,869.32	40.00	8	E	\$44,866	\$1,997	4.66%	\$1,997	\$0
DEMERS	JEFFREY	WWWTP SUPT	\$80,871.44	40.00	20	G	\$86,640	\$5,769	7.13%	\$5,769	\$1,725
DESJARDINS	NICHOLAS	ASST ASSESSOR	\$50,646.44	40.00	13	B	\$51,996	\$1,350	2.66%	\$1,350	\$0
DROUIN	DEBBIE	REC PROGRAMMER II	\$41,512.64	40.00	8	H	\$48,646	\$7,133	17.18%	\$7,133	\$5,058
DUNPHE	BRIAN	REC PROGRAMMER II	\$43,812.08	40.00	7	f	\$43,549	-\$263	-0.60%	\$0	\$0
DUPLISEA	MATTHEW	REC PROGRAMMER II	\$39,582.40	40.00	8	D	\$43,159	\$3,577	9.04%	\$3,577	\$1,597
DUROSS	KEVIN	DEPUTY FD CHIEF	\$72,083.44	40.00	17	D	\$68,480	-\$3,603	-5.00%	\$0	\$0
DUROSS	KATIE	GA CASEWORKER	\$41,434.12	40.00	8	F	\$45,841	\$4,407	10.64%	\$4,407	\$2,335
DUTREMBLE	RICHARD	COMPTROLLER	\$48,984.00	32.00	16	E	\$67,628	\$5,118	10.45%	\$5,118	\$2,669
*EMERSON	JAMES	PD PLANNER	\$42,702.40	40.00	10	A	\$43,229	\$527	1.23%	\$527	\$0
*FAGAN	ANDREA	EXECUTIVE ASSISTANT II	\$49,732.80	40.00	12	D	\$50,399	\$666	1.34%	\$666	\$0
FAUCHER	MARCELLA	HR DIRECTOR	\$63,531.52	40.00	19	B	\$70,733	\$7,201	11.34%	\$7,201	\$4,025
*FAVREAU	BRADFORD	EDD COORDINATOR	\$50,650.08	40.00	14	C	\$56,391	\$5,741	11.33%	\$5,741	\$0
FECTEAU	ROBY	CEO/EMA DIRECTOR	\$67,592.20	40.00	18	F	\$78,193	\$10,601	15.68%	\$10,601	\$7,221
FECTEAU	MICHAEL	REC PROG II/ACTING RD	\$44,750.16	40.00	9	E	\$47,227	\$2,477	5.53%	\$2,477	\$239
FISK	JOANNE	DEPUTY PD CHIEF	\$82,466.80	40.00	19	H	\$85,523	\$3,056	3.71%	\$3,056	\$0
GAGNE	MARINA	CUSTOMER SERVICE I	\$37,960.00	40.00	5	B	\$34,495	-\$3,465	-9.13%	\$0	\$0
GAGNE	SCOTT	FIRE CHIEF	\$89,291.02	40.00	21	F	\$89,300	\$9	0.01%	\$9	\$0

Non-Union Pay Placement Recommendations

3/1/2017

GERLACH	GERALD	IT DIRECTOR	\$81,246.36	40.00	18	J	\$85,987	\$4,741	5.83%	\$4,741	\$678
HALL	SHANNON	AA EDD/PLANNING	\$33,918.56	32.00	8	B	\$41,452	-\$757	-2.23%	\$0	\$0
*HIGGINS	GREGORY	LIFE SAFETY CODES INVEST	\$40,749.80	40.00	9	B	\$42,351	\$1,601	3.93%	\$1,601	\$0
LABRECQUE	PAUL	DEPUTY FD CHIEF	\$76,304.28	40.00	18	F	\$76,564	\$260	0.34%	\$260	\$0
*LAFLAMME	BRIAN	ASST CEO	\$50,960.00	40.00	12	E	\$55,084	\$4,124	8.09%	\$4,124	\$0
LAPIERRE	GERARD	MAINTENANCE	\$34,092.24	40.00	3	H	\$37,641	\$3,549	10.41%	\$3,549	\$1,844
LAROSE	RENALD	MAINTENANCE	\$38,820.08	40.00	4	J	\$41,934	\$3,114	8.02%	\$3,114	\$1,173
*MALLOY	JOHNATHAN	ASST ENGINEER	\$60,000.20	40.00	15	C	\$59,359	-\$641	-1.07%	\$0	\$0
MARCOTTE	CARL	ASST PW DIRECTOR	\$84,551.48	40.00	18	J	\$85,987	\$1,436	1.70%	\$1,436	\$0
MATHERNE	GERALDINE	STAFF ACCOUNTANT	\$58,583.20	40.00	16	D	\$65,056	\$6,473	11.05%	\$6,473	\$3,544
MILLIGAN	THOMAS	ENGINEER	\$92,041.56	40.00	19	J	\$90,513	-\$1,529	-1.66%	\$0	\$0
MORRIS	CARMEN	CITY CLERK	\$74,720.36	40.00	19	F	\$82,308	\$7,588	10.15%	\$7,588	\$3,852
PARENT	RAYMOND	STREET SUPERVISOR	\$69,660.24	40.00	15	J	\$70,037	\$377	0.54%	\$377	\$0
PHINNEY	BRIAN	CHIEF OPERATING OFFICER	\$100,240.92	40.00	22	H	\$99,750	-\$491	-0.49%	\$0	\$0
PULOS	STEVEN	CABLE ACCESS DIRECTOR	\$56,787.64	40.00	11	G	\$54,605	-\$2,183	-3.84%	\$0	\$0
RADDING	PHILIP	FACILITES DIRECTOR	\$87,546.68	40.00	20	I	\$93,409	\$5,862	6.70%	\$5,862	\$1,485
REYNOLDS	KRISTOPHER	AIRPORT MANAGER	\$35,963.20	40.00	8	C	\$41,452	\$5,489	15.26%	\$5,489	\$3,691
RIDLON	LINDA	ADMIN CLERK II	\$37,428.56	35.00	7	F	\$43,549	\$677	1.81%	\$677	\$0
ROBERGE	MARY	ADMIN CLERK I	\$44,466.24	40.00	6	J	\$46,464	\$1,998	4.49%	\$1,998	\$0
SANCHIONI	ROBERT	ENGINEER TECH 1	\$44,867.68	40.00	10	G	\$51,875	\$7,007	15.62%	\$7,007	\$4,764
ST OURS	AMBER	CC OFFICE MGR/DEPUTY TC	\$47,982.48	40.00	12	D	\$47,822	-\$160	-0.33%	\$0	\$0
STEVENSON	LAUREN	CUSTOMER SERVICE I	\$37,960.00	40.00	5	B	\$34,495	-\$3,465	-9.13%	\$0	\$0
STEVENSON	DANIEL	ECONOMIC DEVELOPMENT	\$96,360.16	40.00	22	G	\$96,000	-\$360	-0.37%	\$0	\$0
TANSLEY	GREGORY	CITY PLANNER	\$87,264.84	40.00	18	H	\$81,247	-\$6,018	-6.90%	\$0	\$0
WALSH	CARL	RECREATION DIRECTOR	\$66,237.08	40.00	18	F	\$76,564	\$10,327	15.59%	\$10,327	\$7,015
WATERS	LINDA	CDBG COORDINATOR	\$67,284.88	40.00	14	H	\$66,176	-\$1,109	-1.65%	\$0	\$0
*WELTON	SCOTT	LIFE SAFETY CODES INVEST	\$43,472.00	40.00	9	D	\$47,227	\$3,755	8.64%	\$3,755	\$0
WILSON	MICHAEL	FINANCE DIRECTOR	\$88,987.60	40.00	22	E	\$92,000	\$3,012	3.39%	\$3,012	\$0
YATTAW	FRANK	ASSESSOR	\$99,964.28	40.00	21	G	\$101,200	\$1,236	1.24%	\$1,236	\$0
			\$3,550,666.86				\$3,730,107	\$126,393		\$156,126	\$61,230
									3.56%	4.40%	1.72%

*less than one year of employment with city

amount needed to adjust as of January 1 \$30,615

Political Office

Any City employee may seek election for political office as a member of the City Council or any other elective office. However, such employee shall be placed on an unpaid leave of absence status from the date of candidacy for such position is announced or nomination papers filed and until completion of the election process. During his/her leave of absence, the employee shall not use any official City title in his/her political campaign, nor shall such employee's official authority or influence be used to affect the results of the election. If elected to any political office and such office is deemed incompatible with his/her duties as a City employee, such employee shall terminate his/her employment with the City prior to assumption of the elective office.

Federal Hatch Act

All employees covered by restrictions of the Federal Hatch Act, so called, shall be subject to its provisions. Where such provisions are more restrictive than the provisions contained herein, such additional restrictions shall apply.

COMPENSATION POLICY (effective change of March 7, 2017)

Purpose: The City establishes a compensation policy to attract and retain the very best talent within the market that has been established. Compensation policy includes not only the wages that an employee may potentially earn but also the benefits that are offered by the City. While the specific pay levels, methodology and other specifics apply only to employees that are not otherwise covered by collective bargaining units, the general policy shall be used as a guide for all policy recommendations made by staff. Further, said recommendations must be consistent with the policy, unless otherwise transparently noted.

All employees, regardless of the department, position or classification is expected to be paid on an equitable basis with all other city employees. Equitability will be established by market conditions, employment history, individual performance, required skills and ability to meet those skills.

Compensation policy for the City of Biddeford, as expressed in this policy, is based primarily on the 'Compensation Study' reported issued on July 28, 2016 along with the corresponding submittal documents that were issued between that time and the effective date of this amendment.

The specifics of the compensation policy shall be formally adopted initially by the City Council. Said policy shall be made part of this agreement as an appendix as well as available in the Human Resources Department and may be amended from time to time by vote of the Personnel Committee.

Market and Market Goal:

The market shall be similar communities within Maine. Said communities will be established by the Personnel Committee based on such factors as population, location, size of workforce, cost of living with special attention to housing costs, complexities of the municipal operation and other factors determined to be appropriate.

Total compensation shall be established to position the City in the middle to the third quartile of the market. Total compensation shall include all forms of compensation, including benefits, practices and other procedures that provide an enrichment to the employee.

Non-Union Adjustments: All non-union adjustments to wages shall be strictly based on performance. Performance shall be measured by performance reviews and other appropriate measures deemed appropriate.

EMPLOYMENT DEFINITIONS

Full Time Employment: Full-Time Employment is an appointment to a regularly budgeted position to work a standard workweek of more than thirty hours per week on a continuous and indefinite basis.

Part Time Employment: Part-Time Employment is an appointment to a regularly budgeted position to generally work less than the standard workweek, but on a continuing and indefinite basis, as above.

Temporary Employment: Temporary Full-Time Employment is an appointment to work a standard workweek or less, on a regular basis but for a definite limited time period. Extensions of temporary employment may be granted by the City Manager. Temporary employees are paid for hours worked and are fully covered by employment laws such as the Maine Human Rights Act, the Workers' Compensation Act and the labor laws in Title 26 of the Maine Revised Statutes.

If an employee is hired as a temporary employee, and is then maintained as a regular employee, the hire date shall be the date the employee is hired as a permanent regular employee, and not the date the employee began in a temporary capacity.

Seasonal Employment: Seasonal Employment is an appointment to a position that generally has a duration coinciding with one or more of the four seasons and the position terminates with the end of one of the applicable seasons. Such employees are paid for hours actually worked and receive no other benefits except those mandated, including Worker's Compensation and Unemployment Compensation.

Project Employment: Project Employment is an appointment to work on a particular or special project of limited time duration. Project employees may work a standard workweek or less, shall be paid for hours actually worked and receive no other benefits except those mandated, including Worker's Compensation and Unemployment Compensation. Project employees are hired with the understanding that their employment with the City of Biddeford will be terminated upon completion of the project for which they were hired.

Student/Intern Employment: Students participate in internships in order to fulfill requirements in their program of study. Each study program determines the rules under which the student can complete the internship. From time to time, the City of Biddeford has worked with local schools to assist students with completing internships.

Contract Employment: An independent contractor is a "person who performs services for another under contract, but who is not under the essential control or superintendence of the other person while performing those services." An independent contractor may not assert a workers' compensation claim against the person for whom the contractor was working at the time of injury. The Workers' Compensation Act provides that only employees may assert claims under the Act against employers.

Volunteers: Volunteer work occurs when non-employees choose to donate or volunteer their time free of charge to the City. Normally, volunteers are not entitled to receive any pay or other benefits. Volunteers, however, are eligible for legal defense and indemnification by the City for most claims arising out of their volunteer work for the City.

Workfare: Workfare personnel includes individuals required to perform work for the City of Biddeford under Title 22 MRSA section 4316-A and the City's General Assistance Ordinance and are not deemed to

as long as you and your dependents are eligible, but not already enrolled in the employer's plan. This is called a "special enrollment" opportunity, and you must request coverage within 60 days of being determined eligible for premium assistance.

LIFE INSURANCE

The City agrees to provide life insurance policies in the amounts of 1 (one) times salary up to a maximum of \$100,000, plus \$10,000 for its full time regular employees. The City also agrees to provide part time regular employees with a life insurance policy equal to \$10,000.

The City may offer voluntary insurance coverage's to the employees at no cost to the City. If this is available, the City shall pass on the appropriate information to each employee.

SHORT TERM DISABILITY

The City shall provide short-term disability for its regular/part-time hourly employees through its selected insurance carrier. Short-term disability may be used in addition to sick and vacation time.

LONG TERM DISABILITY

The City shall provide long-term disability through its selected insurance carrier to salaried regular employees.

LONGEVITY PAY

The City agrees, as of July 1, 1985, to grant a longevity scale for all regular/part-time employees as follows: ~~Three percent after three years of service; five percent after ten years of service; six percent after 15 years of service, six and one-half percent after 20 years, and seven percent after 25 years.~~

SEVERANCE PAY

Salaried exempt and non-exempt employees shall be granted severance pay of one week for each year of service from the date of hire as a full-time employee with the City upon honorable separation of service. This provision shall not apply to employees hired after January 1, 1997.

Employees that have outstanding payments due to them under this severance pay program shall receive payment for the outstanding amount over a three to ~~five-year~~ five-year period. The payments shall be made into either a Retirement Health Savings (RHS) account or a 401A deferred compensation account. Each plan will be finalized within ~~forty-five~~ forty-five (45) days of adoption. The amount owed shall be based on the employee's weekly wage as of December 31, 2015 times the number of completed years of employment with the City.

Ongoing severance payments will be paid to the employees 401 A deferred compensation account annually.

Should an employee retire or leave the employment of the City in good standing prior to the full payment of the liability, the City Manager shall be authorized to amend the payment plan to ensure the entire liability is paid at the time of separation.

PAYROLL DEDUCTIONS

APPENDIX A

Compensation Policy

1. Pay levels: the following pay levels shall be established for the non-union employees of the City:

Level 22

Finance Director
Police Chief
Public Works Director
Chief Operating Officer
Economic & Community Development Director

Level 21

Assessor
Fire Chief

Level 20

Building Supervisor (includes schools)
WWTP Superintendent¹

Level 19

Director of Engineering¹
City Clerk (including GA)
Human Resources Director
Deputy Police Chief
Deputy Finance Director*

Level 18

Deputy Director Econ & Com Development*
Recreation Director
Director of Code Enforcement (includes Emergency Management Director)
Fleet Manager/Deputy PWD
Information Technology Director¹
Assistant Fire Chief

Level 17

Deputy Fire Chief

Level 16

Staff Accountant
Comptroller

Level 15

Street Supervisor
Engineer

Level 14

CDBG Administrator¹

Level 13

Deputy Assessor*
GIS Coordinator
GA Supervisor¹

Tax Collector¹
Deputy Code Enforcement Director
Level 12

Deputy City Clerk*
Deputy Rec Director**
Executive Assistant II
Office Manager
Level 11

Property Lister
Public Access Manager¹
Level 10

Executive Assistant I
Code Enforcement Officer II
Surveyor
Engineering Aide
CALEA Planner
Level 9

Administrative Assistant II
Code Enforcement Officer I
Recreation Program Coordinator II/Acting Rec Director
Level 8

Administrative Assistant I
GA Customer Service Clerk
Airport Manager¹
Public Access Technician II
Recreation Program Coordinator II
Level 7

Administrative Clerk II
Recreation Program Coordinator I
Public Access Technician I
Level 6

Customer Service Clerk II
Administrative Clerk I
Level 5

Customer Service Clerk I
Level 4

Facilities Maintenance III
Level 3

Recreation III
Facilities Maintenance II
Level 2

Recreation II
Facilities Maintenance I
Level 1 (\$27,235 to \$35,953)

Recreation I
Hourly Level 5

Hourly Level 4

Hourly Level 3

Custodian II

Hourly Level 2

Custodian I

Hourly Level 1

is not at a department head level

*not a position that is currently funded or under consideration

2. **Pay scale:** the City shall have a pay scale for all regular, non-union employees. The pay scale as of January 1, 2017 is included at the end of this appendix. The pay scale shall provide guidance for the initial placement of employees based on employment history. Annually, the City Council will determine and establish by resolve the change or 'aging' of the pay scale at the time of the annual budget adoption.

3. **Administration.** The various provisions of the pay plan shall be administered in accordance to the following:

- a. New Employees. New employees will be placed on the appropriate pay level based on the position classification. The employee will also be placed at the appropriate step based on relative experience. All initial placement decisions will be reviewed and recommended by the Director of Human Resources and approved by the City Manager.
- b. Promotions and Supervisory Appointments. An employee promoted shall be placed at the appropriate pay level for the new position. The employee will also be placed at the appropriate step based on relative experience. The exact adjustment shall be recommended by the Director of Human Resources and approved by the City Manager.
- c. Transfers. No adjustment to an employee's salary shall be made when an employee moves laterally between positions in the same class grade.
- d. Demotions. In the event of a demotion, the employee's wage rate will be altered, if necessary, to coincide with the new assigned class grade in accordance to the City's Personnel Policy entitled Classification and Pay Plan. The exact adjustment shall be recommended by the Director of Human Resources and approved by the City Manager.

4. **Merit Increases.** The City Council may, on a yearly basis, allow employees assigned to the pay plan an increase based on performance. Such performance must be evaluated by the employee's immediate supervisor during the preceding twelve (12) months recommending no increase or an amount not to exceed that which has been authorized by the City Council. However, at no time may an increase exceed the maximum rate of a class grade. Such increase, if granted, shall generally be effective on the first (1st) payroll in July unless a supervisor determines that some other date would assist to improve an employee's performance. (Such other date shall be after July 1st but before the end of the fiscal year).

5. **Reclassification Procedure:** An employee whose job functions and/or level of skill that has been significantly altered as a result of a change in job duties may request consideration for reclassification according to the following procedure:

- a. The initial request will be submitted to the employee's department head.

-
- b. The department head will evaluate the request and recommend approval or disapproval to the City Manager.
 - c. The City Manager will refer the request to the Director of Human Resources for evaluation and recommend approval or disapproval to the City Manager.
 - d. The City Manager will then either approve or disapprove the request.
 - e. The City Manager shall notify the City Council of any approved reclassifications.
6. **Implementation:** The City Manager shall implement the change to this Compensation Policy as authorized by the City Council and hereto in overseen by the Personnel Committee.

FY17 Pay Scale (Hourly)									
Level	2 yrs or less	3 to 5 yrs	6 to 8 yrs	9 to 11 yrs	12 to 14 yrs	15 to 17 yrs	19 to 21 yrs	22 to 25 yrs	over 25 yrs
H1	\$10.14	\$10.45	\$10.77	\$11.21	\$11.65	\$11.91	\$12.16	\$12.64	\$13.11
H2	\$10.67	\$11.00	\$11.34	\$11.80	\$12.27	\$12.54	\$12.80	\$13.30	\$13.80
H3	\$11.23	\$11.58	\$11.93	\$12.42	\$12.91	\$13.20	\$13.48	\$14.00	\$14.53
H4	\$11.82	\$12.19	\$12.56	\$13.08	\$13.59	\$13.89	\$14.19	\$14.74	\$15.29
H5	\$12.44	\$12.83	\$13.22	\$13.77	\$14.31	\$14.62	\$14.93	\$15.52	\$16.10
S1	\$13.10	\$13.51	\$13.92	\$14.49	\$15.06	\$15.39	\$15.72	\$16.33	\$16.95
S2	\$13.79	\$14.22	\$14.65	\$15.25	\$15.86	\$16.20	\$16.51	\$17.19	\$17.84
S3	\$14.51	\$14.97	\$15.42	\$16.06	\$16.69	\$17.05	\$17.42	\$18.10	\$18.78
S4	\$15.28	\$15.75	\$16.23	\$16.90	\$17.57	\$17.95	\$18.33	\$19.05	\$19.77
S5	\$16.08	\$16.58	\$17.09	\$17.79	\$18.49	\$18.90	\$19.30	\$20.05	\$20.81
S6	\$16.93	\$17.46	\$17.99	\$18.72	\$19.47	\$19.89	\$20.31	\$21.11	\$21.90
S7	\$17.82	\$18.38	\$18.93	\$19.71	\$20.49	\$20.94	\$21.38	\$22.22	\$23.05
S8	\$18.76	\$19.34	\$19.93	\$20.75	\$21.57	\$22.04	\$22.51	\$23.39	\$24.27
S9	\$19.74	\$20.36	\$20.98	\$21.84	\$22.71	\$23.20	\$23.69	\$24.62	\$25.54
S10	\$20.78	\$21.43	\$22.08	\$22.99	\$23.90	\$24.42	\$24.94	\$25.91	\$26.89
S11	\$21.88	\$22.56	\$23.24	\$24.20	\$25.16	\$25.71	\$26.25	\$27.28	\$28.30
S12	\$23.03	\$23.75	\$24.47	\$25.48	\$26.48	\$27.06	\$27.63	\$28.71	\$29.79
S13	\$24.24	\$25.00	\$25.76	\$26.82	\$27.88	\$28.48	\$29.09	\$30.22	\$31.36
S14	\$25.52	\$26.31	\$27.11	\$28.23	\$29.34	\$29.98	\$30.67	\$31.82	\$33.01
S15	\$26.86	\$27.70	\$28.54	\$29.71	\$30.89	\$31.56	\$32.23	\$33.49	\$34.75
S16	\$28.27	\$29.16	\$30.04	\$31.28	\$32.51	\$33.22	\$33.93	\$35.25	\$36.58
S17	\$29.76	\$30.69	\$31.62	\$32.92	\$34.22	\$34.97	\$35.71	\$37.11	\$38.50
S18	\$31.33	\$32.31	\$33.29	\$34.66	\$36.07	\$36.81	\$37.59	\$39.00	\$40.53
S19	\$32.98	\$34.01	\$35.04	\$36.48	\$37.92	\$38.75	\$39.57	\$41.12	\$42.66
S20	\$34.71	\$35.80	\$36.88	\$38.40	\$39.92	\$40.79	\$41.65	\$43.28	\$44.91
S21	\$36.54	\$37.68	\$38.82	\$40.42	\$42.02	\$42.93	\$43.85	\$45.56	\$47.27
S22	\$38.46	\$39.66	\$40.87	\$42.55	\$44.23	\$45.19	\$46.15	\$47.96	\$49.76

over 30 yrs

over 25 yrs

22 to 25 yrs

19 to 21 yrs

15 to 17 yrs

12 to 14 yrs

9 to 11 yrs

6 to 8 yrs

3 to 5 yrs

2 yrs or less

FY17 Pay Scale (Salary)

Level	2 yrs or less	3 to 5 yrs	6 to 8 yrs	9 to 11 yrs	12 to 14 yrs	15 to 17 yrs	19 to 21 yrs	22 to 25 yrs	over 25 yrs	over 30 yrs
S1	\$27,245	\$28,096	\$28,948	\$30,140	\$31,332	\$32,013	\$32,694	\$33,971	\$35,248	\$35,953
S2	\$28,679	\$29,515	\$30,471	\$31,726	\$32,981	\$33,698	\$34,415	\$35,759	\$37,103	\$37,845
S3	\$30,188	\$31,132	\$32,075	\$33,396	\$34,717	\$35,471	\$36,226	\$37,641	\$39,056	\$39,837
S4	\$31,777	\$32,770	\$33,763	\$35,159	\$36,544	\$37,338	\$38,133	\$39,622	\$41,112	\$41,934
S5	\$33,450	\$34,495	\$35,540	\$37,004	\$38,467	\$39,303	\$40,140	\$41,708	\$43,275	\$44,141
S6	\$35,210	\$36,310	\$37,411	\$38,951	\$40,497	\$41,372	\$42,252	\$43,903	\$45,553	\$46,464
S7	\$37,063	\$38,222	\$39,380	\$41,001	\$42,623	\$43,549	\$44,476	\$46,213	\$47,951	\$48,910
S8	\$39,014	\$40,233	\$41,452	\$43,159	\$44,866	\$45,841	\$46,817	\$48,646	\$50,474	\$51,484
S9	\$41,067	\$42,351	\$43,634	\$45,431	\$47,227	\$48,254	\$49,281	\$51,206	\$53,131	\$54,194
S10	\$43,229	\$44,580	\$45,931	\$47,822	\$49,713	\$50,794	\$51,875	\$53,901	\$55,927	\$57,046
S11	\$45,504	\$46,926	\$48,348	\$50,339	\$52,330	\$53,467	\$54,605	\$56,738	\$58,871	\$60,048
S12	\$47,899	\$49,396	\$50,893	\$52,988	\$55,084	\$56,287	\$57,479	\$59,721	\$61,969	\$63,209
S13	\$50,420	\$51,996	\$53,571	\$55,777	\$57,983	\$59,243	\$60,504	\$62,867	\$65,231	\$66,535
S14	\$53,074	\$54,732	\$56,391	\$58,713	\$61,033	\$62,362	\$63,688	\$66,176	\$68,664	\$70,037
S15	\$55,867	\$57,613	\$59,359	\$61,803	\$64,247	\$65,644	\$67,040	\$69,659	\$72,278	\$73,723
S16	\$58,807	\$60,645	\$62,483	\$65,056	\$67,628	\$69,099	\$70,569	\$73,325	\$76,082	\$77,604
S17	\$61,902	\$63,837	\$65,771	\$68,480	\$71,188	\$72,735	\$74,283	\$77,185	\$80,086	\$81,688
S18	\$65,161	\$67,197	\$69,233	\$72,081	\$74,935	\$76,564	\$78,193	\$81,247	\$84,301	\$85,987
S19	\$68,590	\$70,733	\$72,877	\$75,878	\$78,879	\$80,593	\$82,308	\$85,523	\$88,738	\$90,513
S20	\$72,200	\$74,456	\$76,713	\$79,871	\$83,030	\$84,835	\$86,640	\$90,021	\$93,409	\$95,277
S21	\$76,000	\$78,375	\$80,750	\$84,075	\$87,400	\$89,300	\$91,200	\$94,763	\$98,325	\$100,292
S22	\$80,000	\$82,500	\$85,000	\$88,500	\$92,000	\$94,000	\$96,000	\$99,750	\$103,500	\$105,570



City of Biddeford, Maine

The Office of
City Manager
James A. Bennett
Email: jbennett@biddefordmaine.org

MEMORANDUM

TO:	Personnel Committee
CC:	Honorable City Council
FROM:	James A. Bennett, City Manager
DATE:	March 1, 2017
RE:	Suggested Motion

Here are the suggested motions for the Personnel Committee to move forward with the compensation policy:

1. To approve the compensation policy changes to the employee handbook
2. To approve and authorize the implementation plan as outlined in the City Manager's memo
3. To recommend the above changes to the City Council for enactment.

For the City Council agenda, the suggested motion would be to:

1. To authorize the changes to the Employee handbook as recommended by the Personnel Committee and further authorize the City Manager to implement the changes as outlined by the Personnel Committee.

205 Main Street Biddeford, ME 04005 Phone: 207.284.9313 Fax 207.571.0678
*The City of Biddeford is an equal opportunity provider. To file a complaint, write to
Marcy Faucher, Human Resource Director, 205 Main Street Biddeford, ME 04005, or call (207) 286-0593.*