

# CLASSIFICATION & COMPENSATION STUDY

SOUTH HADLEY  
MASSACHUSETTS

2024

Edward J. Collins, Jr. Center for Public Management

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McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES

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## Table of Contents

Executive Summary .....	2
Position Descriptions .....	2
Position Description Evaluation for Classification & Internal Equity .....	2
Labor Market Salary Survey .....	6
Development of the Salary Schedules .....	7
Implementation .....	8
Conclusion .....	9
Summary of Labor Market Maximum Salary .....	10
Sample Compensation Schedules .....	14

## Executive Summary

The Town of South Hadley retained, under a grant provided by the Commonwealth of Massachusetts Community Compact Program, the Edward J. Collins, Jr. Center for Public Management (Collins Center) to conduct a classification and compensation study.

## Position Descriptions

The most vital component of a classification and compensation review is ensuring position descriptions are accurate. The process for developing accurate position descriptions begins with employees completing a position description questionnaire. The questionnaires elicit information about the essential functions, the nature and complexity of the work, and the education and experience requirements for the position. Interviews were also conducted with employees to review the questionnaires and add any additional information or clarify information as needed.

After gathering relevant information from existing descriptions, completed questionnaires and employee interviews, draft position descriptions were developed and submitted to the Town for review and comments by incumbents and supervisors. The Collins Center received feedback and finalized the position descriptions.

## Position Description Evaluation for Classification & Internal Equity

Once descriptions were drafted, a point factor rating method was used to objectively evaluate the classification of positions. Using 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 evaluated on key characteristics including those listed below to determine the classification or “grading” of positions. The categories include:

- Supervision Required
- Supervision Responsibility
- Accountability
- Judgement
- Complexity
- Nature & Purpose of Personal Contacts
- Confidentiality
- Education
- Experience
- Work Environment
- Physical Requirements
- Motor/Vision Skills

Creating a fair and equity classification structure is critical. The position descriptions and the structure, or classification plan, is the most important aspect of a classification and compensation system. Having an objective classification structure addresses equity across departments and types of work. Ensuring accuracy in requirements will help the Town in recruitment and evaluation. The accuracy of titles is important in any classification structure. The Collins Center recommends standardizing and simplifying some titles.

Because the nature of the work for the majority of the public works department positions have vastly different working conditions, and are members of a departmental union, the Collins Center has recommended adopting two pay scales, one for managerial, professional, supervisory, technical and administrative clerical positions and another for the public works labor positions.

The following Tables reflect the Collins Center’s recommended classification structures.

## General Positions

GRADE	DEPARTMENT	EXISTING TITLE	RECOMMENDED TITLE
Contract	Town Administration	Town Administrator	
Contract	Police	Police Chief	
8	DPW - Administration	Director of Public Works	
8	Town Administration	Assistant Town Administrator/HR Director	
7	Assessor	Associate Assessor	
7	Building	Building Commissioner	
7	Facilities	Director of Building Operations	
7	Accounting	Town Accountant	
7	Health	Health Director	Public Health Director
7	Human Services	Human Services Director	
7	IT	IT Director	
7	Library	Library Director	
7	Planning	Director of Planning & Conservation	Director of Planning & Community Development
7	Treasurer/Collector	Treasurer/Collector	
6	Council on Aging	COA Director	Senior Services Director
6	DPW- Highway	Highway Superintendent	Superintendent - Highway
6	DPW - Parks	Superintendent - Parks	Superintendent - Parks
6	DPW - Sewer	Wastewater Plant Superintendent	Superintendent- WWTP
6	Police	Deputy Chief of Police	
6	Recreation	Recreation Director	
6	Town Clerk	Town Clerk	
6	Veterans	Veteran's Director	Director of Veteran Services

GRADE	DEPARTMENT	EXISTING TITLE	RECOMMENDED TITLE
5	DPW - WWTP	Chief Operator	Operations Manager - WWTP
5	DPW - WWTP	Asst Supervisor - WPC	Assistant Supervisor - WWTP
5	Cable	Cable Director	Cable Studio Director
5	Facilities	Facilities Manager/ Municipal Safety Coordinator	
5	Accounting	Assistant Town Accountant	
5	Health	Public Health Nurse	
5	Planning	Conservation Administrator/Associate Planner	
5	Human Services	Community Programs Director	
5	Town Clerk	Assistant Town Clerk	
5	Health	Assistant Director of Public Health	
5	Library	Circulation Librarian	
5	Library	Children Services Librarian	
5	Library	Adult Services Librarian	
4	Assessor	Assistant Associate Assessor	
4	Treasurer/Collector	Assistant Treasurer/Collector	
4	Council on Aging	Assistant COA Director	
4	Recreation	Assistant Recreation Director	
4	Building	Plumbing Inspector	
4	Building	Wiring Inspector	
4	Council on Aging	Social Services Coordinator	
4	DPW - Administration	Operations Coordinator	
4	Information Technology	Network Technician	
4	Police	Dispatcher	
4	Health	Health Compliance Specialist	
4	Town Administration	Executive Assistant	
3	Council on Aging	Program Coordinator	Community Program Coordinator
3	Council on Aging	Senior Center Coordinator	
3	Council on Aging	Activity & Volunteer Coordinator	Senior Center Program Coordinator
3	Council on Aging	Food Service Coordinator	
3	Accounting	Accounting Assistant	

GRADE	DEPARTMENT	EXISTING TITLE	RECOMMENDED TITLE
3	Library	Youth Library Program Coordinator	Library Program Coordinator
3	Library	Teen Library Program Coordinator	Library Program Coordinator
3	Library	Administrative Assistant	Department Assistant
3	Library	Circulation Assistant	Library Technical Services Assistant
3	Library	Technical Services Assistant	
3	Planning	Planning/Conservation Coordinator	
3	Police	Administrative Assistant	Department Assistant
3	Human Resources	Department Assistant	
3	Assessor	Data Collector	
3	Health	Department Assistant	
3	Building	Senior Clerk	Administrative & Digitization Cood
3	Treasurer/Collector	Senior Clerk	Administrative & Digitization Cood
GRADE	DEPARTMENT	EXISTING TITLE	RECOMMENDED TITLE
2	Town Clerk	Part Time Clerical Assistant	PT Clerk
2	Library	Library Assistant	
2	Council on Aging	Receptionist	
2	Cable	Cable Studio Production Assistant	
1	Council on Aging	Cafe & Kitchen Assistant	
1	Council on Aging	Minibus Driver/PT Substitute	
1	Council on Aging	Companion Driver	
1	Council on Aging	Companion Escort	
1	Library	Library Page	

## Public Works Labor Positions

GRADE	DEPARTMENT	EXISTING TITLE	RECOMMENDED TITLE
DPW E	DPW - Sewer	Senior Plant Attendant-WWTP Wastewater Operator	
DPW E	DPW - Highway	Special Heavy Motor Equipment Operator	
DPW E	DPW - Highway	Mechanic-Chief Mechanic	

GRADE	DEPARTMENT	EXISTING TITLE	RECOMMENDED TITLE
DPW D	DPW - Highway	Maintenance Craftsman	
DPW D	DPW - Highway	Highway Working Foreman	
DPW D	DPW -Parks	Parks Working Foreman	
DPW D	DPW - Sewer	Plant Attendant-WWTP Laborer	
DPW D	DPW - Landfill	Solid Waste Coordinator	
DPW C	DPW - Highway	Heavy Equipment Operator	
DPW C	DPW - Transfer Station	Gate Attendant	Recycling Center Coordinator
DPW B	DPW - Highway	Light Equipment operator	
DPW B	DPW - Highway	Laborer junior operator	
DPW A	DPW - Parks	DPW-Seasonal Parks Laborer	

### Labor Market Salary Survey

A labor market salary survey was conducted after the classification of all relevant positions to determine the ranges within which other area municipalities compensate the positions studied. A summary of the results is attached to this report. Obtaining survey data is one of the most challenging aspects of a classification and compensation study. Not all municipalities have the same titles or definitions of duties under a specific title, which can make exact comparisons difficult. The following municipalities responded to the survey: Agawam, Amherst, Belchertown, East Longmeadow, Easthampton, Hadley, Holyoke, Ludlow, Northampton, Southampton, Southwick, Sunderland, Westfield, Whately and Williamsburg. The Collins Center was able to collect data from 15 municipalities, which is significant and ensures the data is a true representation of the area’s labor market.

The Collins Center evaluates both the average and the median pay to obtain accurate information. The analysis of median pay removes the outlying data points. The labor market salary data is gathered using hourly rates for the purpose of comparisons.

South Hadley does not have pay ranges for most positions. Such a structure can skew results. With only one rate of pay, it is difficult to see if that is a minimum or maximum pay rate. The labor market survey analysis reveals that many of the rates are below the maximum of the market ranges but that does not

mean the positions are underpaid. Almost all of South Hadley pay rates are within the labor market ranges. A summary of the maximum pay survey analysis is attached.

The following Table highlights some additional challenges when reviewing survey data and should be taken into consideration when making evaluative determinations.

FACTOR	DISCUSSION
Title Comparison/Complexity of Operations	A survey of titles can be challenging. Oftentimes, the same title in another municipality may have different levels of responsibility, which can skew the results.
High Demand Positions	In a challenging labor market, many municipalities need to make recruitment decisions for particular, high demand or specialized positions which can impact the classification and compensation plan data analysis
Data Points	The Collins Center provided analysis with three data points or greater. Using fewer than three data points can have a skewed average and median and is not mathematically accurate.
Organizational/Staffing Structure	Staffing levels and classification structures can impact salary survey results. For example, a large municipality may have more positions, which may be specialized, or have narrow responsibilities, whereas a smaller municipality, with fewer staff, may have broader responsibilities within a title.
Reporting Relationship	Depending on the municipality and organizational structure, titles may not be truly comparable. In larger municipalities, the same title can be a department head, division head, or professional staff.
Salary Ranges	It is common for salary ranges to be outdated, which contributes to data being skewed. Even though many municipalities report minimum salary ranges, it is not known if they actually hire or compensate employees at the minimum.

As detailed in the Table above, not all positions have a counterpart in other municipalities and no exact pay rate comparison can be made. However, the Collins Center is able to “benchmark” the titles by grouping them based on the application of the evaluation system discussed above and determine the relative pay for all positions in a recommended grade.

## Development of the Salary Schedules

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. It is also important to remember that a classification and compensation structure is based on the sum of the parts of the positions classified in the same grade and not about an individual data point within a survey (see Table above). In developing the recommended salary schedules, the Collins Center coalesced the position classification with the results of the salary survey to establish salary ranges for each of the grades. The salary ranges were established by evaluating the median and average maximum pay with respect to the existing pay of the positions in each grade. A standard compensation plan, with standard ranges and policies is critical to an equitable system. The industry standard and recommended pay range for each grade is 25% to 30%.

The following Tables represent the recommended salary schedules.

### General Positions

Recommend Grade	Recommend Min	Recommend Max
8	\$46.38	\$60.00
7	\$38.66	\$50.00
6	\$34.78	\$45.00
5	\$27.82	\$36.00
4	\$24.74	\$32.00
3	\$20.87	\$27.00
2	\$17.01	\$22.00
1	\$15.46	\$20.00

### Public Works Labor Positions

Recommend Grade	Recommend Min	Recommend Max
DPW E	\$25.52	\$33.00
DPW D	\$21.63	\$28.00
DPW C	\$19.33	\$25.00
DPW B	\$17.78	\$23.00
DPW A	\$15.46	\$20.00

## Implementation

The Collins Center recommends the Town adopt a 14-step compensation plan with 2% between each step. The Town should consider a common strategy used when implementing a new plan structure, that places employees on the step closest to the current rate, without a decrease, as a starting point.

The Town will additionally need to make policy decisions about placement in the scales, that factor adjustments for years of service in title, external market competitiveness for comparable positions, and/or other adjustments that consider internal equity specific to the Town of South Hadley. Furthermore, because of the timing of the project, the Town has already engaged in collective bargaining with one of the Town's collective bargaining units. The raw data collected was made available to the Town for that purpose and the information contained herein incorporates agreements made with the union.

In future years the Town will need to consider and weigh its financial ability to apply across the board or cost of living adjustments (COLA) to the entire pay scale, to keep pace with future market conditions. The exact implementation of such a plan will vary greatly from organization to organization, and depend on

budget availability, collective bargaining discussions, and other factors unique to the Town. It should be noted that the plan as recommended is a significant change from the current pay structures, practices and policies of the Town of South Hadley, and as such will add to the complexity of implementation.

## Conclusion

The Collins Center would like to thank those who participated in the process. We are grateful to the Director of Human Resources who assisted in the facilitation of this project. We believe the recommended position descriptions and recommended classification and compensation plan will serve the Town well for many years to come.

## Summary of Labor Market Maximum Salary

DEPARTMENT	EXISTING TITLE	SOUTH HADLEY HOURLY RATE	DATA POINT S	SURVEY AVERAGE MAXIMUM	SURVEY MEDIAN MAXIMUM	S. HADLEY MINUS AVERAGE MAXIMUM	S. HADLEY MINUS MEDIAN MAXIMUM
Accounting	Assistant Town Accountant	\$35.29	7	\$34.80	\$33.51	\$0.49	\$1.78
Accounting	Accounting Assistant	\$23.58	2				
Assessor	Principal Assessor	\$42.25	14	\$42.64	\$45.28	(\$0.39)	(\$3.03)
Assessor	Assistant Associate Assessor	\$25.89	7	\$32.28	\$32.57	(\$6.39)	(\$6.68)
Assessor	Data Collector		0				
Building	Building Commissioner	\$43.27	12	\$49.23	\$50.86	(\$5.96)	(\$7.59)
Building	Senior Clerk	\$20.54	3	\$23.15	\$23.47	(\$2.61)	(\$2.93)
Building	Wiring Inspector	\$26.40	3	\$34.84	\$37.81	(\$8.44)	(\$11.41)
Building	Plumbing Inspector	\$26.05	3	\$38.01	\$37.81	(\$11.96)	(\$11.76)
Cable	Cable Director	\$24.70	1				
Cable	Cable Studio Production Assistant	\$18.28	0				
Council on Aging	COA Director	\$37.04	13	\$43.34	\$41.83	(\$6.30)	(\$4.79)
Council on Aging	COA Assistant Director	\$28.36	3	\$30.77	\$31.22	(\$2.41)	(\$2.86)
Council on Aging	Social Services Coordinator	\$27.69	4	\$33.38	\$34.79	(\$5.69)	(\$7.10)
Council on Aging	Program Coordinator	\$23.62	8	\$29.04	\$28.88	(\$5.42)	(\$5.26)
Council on Aging	Senior Center Coordinator	\$23.56	3	\$32.91	\$30.47	(\$9.35)	(\$6.91)
Council on Aging	Activity & Volunteer Coordinator	\$22.54	6	\$28.55	\$27.01	(\$6.01)	(\$4.47)
Council on Aging	Food Service Coordinator	\$20.89	5	\$24.94	\$27.54	(\$4.05)	(\$6.65)
Council on Aging	Receptionist	\$19.00	0				
Council on Aging	Cafe & Kitchen Assistant	\$16.50	4	\$18.48	\$18.53	(\$1.98)	(\$2.03)
Council on Aging	Minibus Driver/PT Sub Minibus Driver	\$16.00	8	\$19.58	\$19.77	(\$3.58)	(\$3.77)
Council on Aging	Companion Driver	\$15.00	2				
Council on Aging	Companion Escort	\$15.00	0				

DEPARTMENT	EXISTING TITLE	SOUTH HADLEY HOURLY RATE	DATA POINTS	SURVEY AVERAGE MAXIMUM	SURVEY MEDIAN MAXIMUM	S. HADLEY MINUS AVERAGE MAXIMUM	S. HADLEY MINUS MEDIAN MAXIMUM
DPW - Administration	Director of Public Works	\$47.50	11	\$58.86	\$61.18	(\$11.36)	(\$13.68)
DPW - Administration	Chief Operator	\$32.26	7	\$36.60	\$35.57	(\$4.34)	(\$3.31)
DPW - Highway	Special Heavy Motor Equipment Operator	\$30.67	5	\$28.23	\$28.27	\$2.44	\$2.40
DPW - Highway	Mechanic-Chief Mechanic	\$28.36	5	\$28.15	\$28.34	\$0.21	\$0.02
DPW - Highway	Maintenance Craftsman	\$25.35	3	\$27.08	\$25.30	(\$1.73)	\$0.05
DPW - Highway	Operations Coordinator	\$22.15	6	\$29.81	\$28.63	(\$7.66)	(\$6.48)
DPW - Highway	Highway Working Foreman	\$21.07	10	\$32.11	\$31.01	(\$11.04)	(\$9.94)
DPW - Highway	Light Equipment operator	\$20.61	9	\$25.28	\$24.60	(\$4.67)	(\$3.99)
DPW - Highway	Laborer junior operator	\$20.02	6	\$22.72	\$22.12	(\$2.70)	(\$2.10)
DPW - Highway	Heavy Equipment Operator		0				
DPW - Landfill	Solid Waste Coordinator	\$24.01	3	\$25.32	\$27.03	(\$1.31)	(\$3.02)
DPW - Parks	Superintendent - Parks	\$34.57	4	\$42.30	\$40.50	(\$7.73)	(\$5.93)
DPW - Parks	Seasonal Help - DPW-Seasonal Parks Job	\$15.00	3	\$19.66	\$18.90	(\$4.66)	(\$3.90)
DPW - Sewer	Wastewater Plant Superintendent	\$34.57	7	\$46.14	\$46.55	(\$11.57)	(\$11.98)
DPW - Sewer	Sr. Plant Attendant-WWTP Operator	\$30.67	5	\$33.61	\$33.90	(\$2.94)	(\$3.23)
DPW - Sewer	Plant Attendant-WWTP Laborer	\$26.42	4	\$27.52	\$24.42	(\$1.10)	\$2.00
DPW - Transfer Station	Gate Attendant	\$16.75	5	\$20.67	\$19.03	(\$3.92)	(\$2.28)
DPW - Water	Asst Supervisor - WPC	\$30.77	0				
DPW- Highway	Highway Superintendent		0				
DPW -Parks	Parks Working Foreman		3	\$31.27	\$31.33		
Facilities	Director of Building Operations	\$48.07	6	\$45.64	\$45.47	\$2.44	\$2.61
Facilities	Facilities/Municipal Safety Coordinator	\$38.16	2				
Finance	Town Accountant	\$45.36	10	\$50.08	\$48.14	(\$4.72)	(\$2.78)
Health	Health Director	\$40.46	11	\$45.54	\$42.86	(\$5.08)	(\$2.40)
Health	Public Health Nurse	\$32.00	8	\$38.47	\$38.32	(\$6.47)	(\$6.32)
Health	Assistant Director of Public Health	\$29.49	1				

DEPARTMENT	EXISTING TITLE	SOUTH HADLEY HOURLY RATE	DATA POINTS	SURVEY AVERAGE MAXIMUM	SURVEY MEDIAN MAXIMUM	S. HADLEY MINUS AVERAGE MAXIMUM	S. HADLEY MINUS MEDIAN MAXIMUM
Health	Health Compliance Assistant		0				
Health	Department Assistant		0				
Human Resources	Department Assistant		0				
Human Services	Human Services Director		0				
Information Technology	IT Director	\$33.89	5	\$57.34	\$57.49	(\$23.45)	(\$23.60)
Information Technology	Network Technician		6	\$30.70	\$31.09		
Library	Library Director	\$41.43	11	\$42.88	\$37.53	(\$1.45)	\$3.90
Library	Youth Services Librarian	\$34.14	9	\$32.96	\$30.83	\$1.18	\$3.31
Library	Circulation Librarian	\$27.65	5	\$31.16	\$28.41	(\$3.51)	(\$0.76)
Library	Adult Services Librarian	\$23.00	5	\$35.10	\$38.96	(\$12.10)	(\$15.96)
Library	Youth Library Program Coordinator	\$21.02	3	\$24.22	\$22.59	(\$3.20)	(\$1.57)
Library	Administrative Assistant	\$20.00	1				
Library	Technical Services Assistant	\$17.96	2				
Library	Library Assistant	\$17.50	8	\$22.64	\$21.19	(\$5.14)	(\$3.69)
Library	Children Services Librarian		0				
Library	Teen Library Program Coordinator		0				
Library	Circulation Assistant		0				
Library	Library Page		0				
Planning	Director of Planning & Conservation	\$44.63	5	\$45.12	\$46.87	(\$0.49)	(\$2.24)
Planning	Conservation Administrator/Assoc. Planner	\$29.17	2				
Planning	Planning/Conservation Coordinator	\$21.09	3	\$29.40	\$31.32	(\$8.31)	(\$10.23)
Police	Police Chief	\$73.81	15	\$64.49	\$68.96	\$9.32	\$4.85
Police	Dispatcher	\$26.43	5	\$28.59	\$28.90	(\$2.16)	(\$2.47)
Police	Administrative Assistant	\$23.58	10	\$30.51	\$31.82	(\$6.93)	(\$8.24)

DEPARTMENT	EXISTING TITLE	SOUTH HADLEY HOURLY RATE	DATA POINTS	SURVEY AVERAGE MAXIMUM	SURVEY MEDIAN MAXIMUM	S. HADLEY MINUS AVERAGE MAXIMUM	S. HADLEY MINUS MEDIAN MAXIMUM
Police	Deputy Chief of Police		7	\$48.54	\$49.29		
Recreation	Recreation Director	\$35.71	9	\$46.79	\$47.71	(\$11.08)	(\$12.00)
Recreation	Assistant Recreation Director	\$26.34	2				
Town Clerk	Town Clerk	\$36.86	13	\$41.60	\$44.42	(\$4.74)	(\$7.56)
Town Clerk	Assistant Town Clerk	\$25.96	10	\$32.71	\$32.52	(\$6.75)	(\$6.56)
Town Clerk	PT Clerical Assistant-Sr. Acct. Clerk	\$19.15	0				
Town Hall	Town Administrator	\$79.33	10	\$63.12	\$55.31	\$16.21	\$24.03
Town Hall	Asst. Town Administrator/HR Director	\$55.29	2			\$55.29	
Town Hall	Executive Assistant	\$26.40	11	\$33.73	\$30.83	(\$7.33)	(\$4.43)
Treasurer/Collector	Assistant Treasurer/Collector	\$25.07	10	\$32.51	\$32.17	(\$7.44)	(\$7.10)
Treasurer/Collector	Treasurer/Collector	\$40.35	14	\$46.24	\$45.27	(\$5.89)	(\$4.92)
Treasurer/Collector	Senior Clerk	\$19.25	8	\$26.65	\$25.79	(\$7.40)	(\$6.54)
Veterans	Veteran's Agent	\$39.56	5	\$43.29	\$44.71	(\$3.73)	(\$5.15)

Note: Survey data for titles that did not have a least three data points for comparison have been provided to the Town but are not included in the Table

## Sample Compensation Schedules

### General Positions

Step /Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14
8	\$46.38	\$47.31	\$48.26	\$49.23	\$50.21	\$51.21	\$52.23	\$53.27	\$54.34	\$55.43	\$56.54	\$57.67	\$58.82	\$60.00
7	\$38.66	\$39.43	\$40.22	\$41.02	\$41.84	\$42.68	\$43.53	\$44.40	\$45.29	\$46.20	\$47.12	\$48.06	\$49.02	\$50.00
6	\$34.78	\$35.48	\$36.19	\$36.91	\$37.65	\$38.40	\$39.17	\$39.95	\$40.75	\$41.57	\$42.40	\$43.25	\$44.12	\$45.00
5	\$27.82	\$28.38	\$28.95	\$29.53	\$30.12	\$30.72	\$31.33	\$31.96	\$32.60	\$33.25	\$33.92	\$34.60	\$35.29	\$36.00
4	\$24.74	\$25.23	\$25.73	\$26.24	\$26.76	\$27.30	\$27.85	\$28.41	\$28.98	\$29.56	\$30.15	\$30.75	\$31.37	\$32.00
3	\$20.87	\$21.29	\$21.72	\$22.15	\$22.59	\$23.04	\$23.50	\$23.97	\$24.45	\$24.94	\$25.44	\$25.95	\$26.47	\$27.00
2	\$17.01	\$17.35	\$17.70	\$18.05	\$18.41	\$18.78	\$19.16	\$19.54	\$19.93	\$20.33	\$20.74	\$21.15	\$21.57	\$22.00
1	\$15.46	\$15.77	\$16.09	\$16.41	\$16.74	\$17.07	\$17.41	\$17.76	\$18.12	\$18.48	\$18.85	\$19.23	\$19.61	\$20.00

### Public Works Labor Positions

Step /Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14
DPW E	\$25.52	\$26.03	\$26.55	\$27.08	\$27.62	\$28.17	\$28.73	\$29.30	\$29.89	\$30.49	\$31.10	\$31.72	\$32.35	\$33.00
DPW D	\$21.63	\$22.06	\$22.50	\$22.95	\$23.41	\$23.88	\$24.36	\$24.85	\$25.35	\$25.86	\$26.38	\$26.91	\$27.45	\$28.00
DPW C	\$19.33	\$19.72	\$20.11	\$20.51	\$20.92	\$21.34	\$21.77	\$22.21	\$22.65	\$23.10	\$23.56	\$24.03	\$24.51	\$25.00
DPW B	\$17.78	\$18.14	\$18.50	\$18.87	\$19.25	\$19.63	\$20.02	\$20.42	\$20.83	\$21.25	\$21.68	\$22.11	\$22.55	\$23.00
DPW A	\$15.46	\$15.77	\$16.09	\$16.41	\$16.74	\$17.07	\$17.41	\$17.76	\$18.12	\$18.48	\$18.85	\$19.23	\$19.61	\$20.00