

*HUMAN RESOURCE POLICY*  
*10/2/2019*

Under the direction of the Town Administrator the Human Resource Director may issue, amend, or repeal administrative orders, procedural rules, and regulations for the purpose of implementing powers and duties vested in it by this except as limited by collective bargaining agreements.

The Human Resource Director shall monitor the administration of all aspects of personnel policies and shall make such recommendations to the Town Administrator as deemed necessary, proper and prudent, to maintain the integrity of the operation and policies.

The Human Resource Director shall review and investigate the work and standard rates of compensation of all positions under its jurisdiction, said reviews and investigations to cover all such positions annually. The Human Resource Director may make such other investigations of the conditions of employment of town employees, as it deems necessary and proper, and may investigate any complaint relative to such conditions, as may be filed by any department head, town employee or town board or committee member. All employees and elected officers shall comply with and assist in furnishing records, reports and other information requested by the Human Resource Director.

Requests by department heads, individuals or groups of individuals for changes in the classification of personnel, for changes in the compensation of personnel will be reviewed by the Human Resource Director for appropriateness and consistency. Final recommendations will be approved by the Town Administrator.

**Application**

All Town departments and positions shall be subject to the provisions of this policy except positions under the supervision of the School Committee, positions covered by a collective bargaining agreement, and positions which are filled by direct election unless otherwise noted. Nothing in this

policy shall be construed to limit any rights of employees pursuant to M.G.L. Chapter 150E. This policy is intended to be in accordance with all applicable state and federal laws.

All employees' employment with The Town of Norfolk is "at will." "At will" is defined as allowing either Employee or Employer to terminate their employment at any time, for any reason permitted by law, with or without cause and with or without notice except as may be limited by law or contract.

## **Definitions**

As used in this policy, the following words and phrases shall have the following meanings unless a different construction is clearly required by the context or by the laws of the Commonwealth of Massachusetts

Appointment – The placement of a person in a position in the service of the Town.

Classification Plan – The classification plan established by Section 6 of this Policy and by votes of the Town Meeting in relation thereto, under authority of M.G.L. Chapter 41, Section 108A and 108C, as amended.

Classify - To establish the compensation grade level of a specific position by a detailed job description of the job functions, skills, education and experience requirements.

Compensation Schedule – The compensation schedule established by this Policy and by votes of the Town Meeting in relation thereto, under authority of M.G.L. Chapter 41, section 108A and 108C, as amended.

Compensatory Time – Paid authorized absence from work during normally scheduled working hours administered to employees in lieu of payment for hours previously worked but unpaid.

Continuous Employment – Uninterrupted employment in one or more consecutive permanent full-time or permanent part-time positions in Town service, from the first date of hire until the date of separation, subject to adjustment due to unpaid leaves of absence.

Employee – An appointee to the Town of Norfolk occupying a position in the classification plan and designated as one of the following:

Regular Full-Time – Work at least 35 hours per week throughout the year

Regular Part-Time – Work at least 20 hours per week, but less than 35 hours per week, throughout the year.

Part-time - Work less than 20 hours per week

Temporary - May work either Full-Time or Part-Time, but are employed for a limited time period.

Exempt Employee – An employee who is exempt from the overtime provisions of the Federal Fair Labor Standards Act and applicable State Laws.

Fair Labor Standards Act – The United States Act first adopted in 1938, enforced by the U. S. Department of Labor, that sets minimum wage, overtime pay, equal pay, recordkeeping, and child labor standards for employees who are covered by the Act and not exempt from specific provisions.

Job Title - The title of each position as listed in the classification plan shall be the official title of the position and shall be used to the exclusion of all others on payrolls, budgets, and other official records and reports pertaining to the position.

Longevity – The length of an employee’s continuous employment.

Pay Grade – The designated pay range for each position as listed on the Compensation Schedule.

Probationary Period - The first 90 days of employment is a probationary period.

Promotion - *The* advancement of an employee from a position of a lower classification grade into a position of a higher classification grade.

Re-classify - To review and establish the compensation grade level of a position previously classified, by updating the existing job description to include the functions, skills, education and experience requirements currently being performed.

Re-evaluate - To review and establish the compensation grade level of a position previously classified, by updating the existing job description to include *new* functions, skills, education and experience requirements not currently being performed.

### **Classification Plan**

The official Classification Plan, or list of positions in the service of the Town, shall consist of the titles listed in Schedule A.. Every job title is assigned to a particular grade, based on a description of the job's content, and a survey of pay levels for equivalent jobs in other Towns or in private sector. In particular, the job description identifies the duties and responsibilities of the position, the skills and abilities, the variety and complexity of the problems to be solved, the authority to make decisions, the working conditions and the importance of the work performed. The Human Resource Director will maintain the Salary Classification Plan for all positions under the jurisdiction of this policy, and have responsibility for the review and approval of new or revised job descriptions, and the assignment of each job title to a pay grade in the salary structure.

### **Compensation Plan**

The official Compensation Plan, as provided in Schedule B which is incorporated as a part hereof, shall consist of the pay grades showing the minimum and maximum hourly rates and/or salaries, with step rate

increases therefore, to be paid to employees in positions allocated to the Classification Schedule. The Human Resource Director is responsible for conducting periodic surveys to determine whether a particular job is assigned to the correct pay grade, and/or whether an adjustment in the whole salary structure is appropriate. The Human Resource Director shall furnish an annual recommendation for a wage adjustment based on information obtained from the U. S. Department of Labor, Bureau of Labor Statistics or other appropriate source. The Human Resource Director may consult with the Advisory Board before submitting a recommendation to the Select Board.

### **Amendments to Classification and Compensation Plans**

The Human Resource Director and Town Administrator shall recommend such amendments to the Classification and Compensation Plan as it may deem appropriate. The pay grades shall be effective on the date so recommended by the Human Resource Director and approved by the Town Administrator.

### **Pay Period**

Employees are paid by check on a weekly or bi-weekly basis, according to the payment plan for each specific department.

### **Annual Step Increases**

Each employee's performance shall be evaluated annually in accordance with the Performance Appraisal Program established by the Human Resource Director. If an employee's overall rating is "Meets Expectations" or better, the employee shall advance on their Salary Anniversary Date to the next appropriate step annually until they reach the maximum step in grade.

Once an employee reaches the maximum step in the position's designated Pay Grade, the employee will subsequently receive the applicable rate in effect for such step on their salary anniversary date.

## **Call Fire Fighters Salaries**

Salaries for Call Fire Fighters shall be reviewed and set periodically by the Fire Chief and the Human Resource Director or Town Administrator based on market conditions and the Fire Department budget. Call Fire Fighters do not automatically receive cost of living raises or step increases.

## **Recruitment, Selection and Employment**

The Town of Norfolk is an equal opportunity employer and seeks to employ, promote, and retain the most qualified individuals. New or vacated positions to be filled must be posted "in-house" for a period of 10 business days. If the position is not filled in-house then candidates may be sourced by word of mouth or through advertising. In-house posting does not guarantee placement for an existing employee, but strives to ensure all employees are given the opportunity to apply.

The appointing authority will make the final decision in filling any position that is subject to the Personnel Policy.

A new employee must complete a job application, W-4 forms, Form I-9 (Employment Eligibility Verification), and any other forms deemed necessary. A copy of the completed job application is to be forwarded to the Human Resource Director.

All new employees are to be hired at Step 1. If the applicant is found to possess an experience level, education level or other job related certification that warrants a higher compensation level, the hiring supervisor may hire at Step 2 or Step 3 based on the following:

- New employees who possess an education level of 2 or more years above the minimum required for the job may be placed at step 2; and/or
- New employees who possess related experience in excess of the maximum required for the job may be placed at Step 2 (for 2

additional years of related experience) or Step 3 (for 4 or more additional years of related experience).

- Other exceptions may be made on rare occasions as recommended by the Human Resource Director and approved by the Town Administrator.

The first ninety (90) calendar days of consecutive employment will be considered a probationary period. A performance evaluation should be conducted prior to the 90<sup>th</sup> consecutive day of employment. If the employee's performance is satisfactory, a regular appointment will be made. During the probationary period the grievance procedure may not be invoked by the employee.

## **Promotions**

The Town of Norfolk is an equal opportunity employer and seeks to promote and retain the most qualified individuals. Employees who are promoted shall be recognized with an appropriate salary increase. The increase will be determined in accordance with the following promotion formula adopted by the Human Resource Director.

The promotion formula establishes the minimum compensation for an employee who is promoted to a new position (or whose job has been re-evaluated to a higher grade). Such employees will be placed at step 2 of the new grade. If the employee's current compensation exceeds the new grade Step 2, then the employee will be placed at the next step just above the employees' current compensation level.

The effective date of the employee's promotion shall become an adjusted anniversary date for the purpose of computing future step increases. The Department Head shall review each position and respective employee on a case-by-case basis and may make recommendations for approving compensation above the promotion formula to the Human Resource Director.

## **Performance Appraisal Program**

This program is intended to accomplish a number of goals:

- a. Provide a basis for evaluating an employee's performance for completion of probation; annual increase; promotion; and general performance.
- b. Provide a method of improving the effectiveness and the efficiency of the employees and the organization.
- c. Serve as a conduit for communications and feedback between employees and their supervisors outside of routine daily interactions.
- d. Provide a basis for formal personnel decision making.
- e. Serve as a basis for recognizing employee accomplishments, need for guidance, professional development, training and support.
- f. Provide a process of establishing performance goals and objectives.

Performance reviews shall be conducted annually and not later than March 1<sup>st</sup>. Employees' performance shall also be evaluated prior to the end of any probationary period, and may be evaluated at any other time at the discretion of the supervisor. An employee may request a performance review at any time.

The Human Resource Director shall designate performance appraisal forms to be used by all personnel. Upon completion of the review, the forms shall be signed by the immediate supervisor, the employee, and the second evaluator. A copy of the completed form will be given to the employee and the department head for filing, the Human Resource Director receives the original form for their files.

## **Employee Benefits**

The following benefits apply to Regular Full-Time and Regular Part-Time employees. Employees, who work less than 20 hours per week, or work on a temporary basis regardless of the number of hours, do not receive benefits with the exception of longevity.

**All benefits are pro-rated based on the number of hours worked per week in relation to the established work week for the department.**

### **Sick Leave/Short Term Disability**

Sick leave is earned at the rate of 25% of the employees' scheduled weekly hours for each month of service, credit to begin the last working day of the month in which employed. Each employee must work at least seventy-five percent of their normal work schedule each month in order to receive sick leave. Employees may accrue sick leave up to a maximum of 150 days. Sick Leave is considered insurance for the benefit of the employees should a long term illness arise. In no event will unused sick leave be compensated for, monetarily or otherwise. Sick leave is the absence from work without loss of pay for the following reasons, subject to the approval of the supervisor.

- A bona fide personal and non-service connected illness or injury for which no compensation is received under workman's compensation or MGL C41, S111f or other insurance coverage paid for by the Town.
- Caring for a spouse, child, parent, sibling, grandparent or grandchild of either the employee or their spouse, or a person for whom the employee is a legal guardian, who is seriously ill.
- Exposure to contagious disease that may jeopardize the health of others.
- Medical and Dental appointments that cannot be reasonably scheduled outside of working hours.

Immediate notice of any absence must be given to department heads or immediate supervisor. Failure to do so may result in loss of pay.

An employee who is incapacitated, by reason of injuries in the course of and arising out of employment by the Town, may elect to receive, from accumulated sick leave, the difference between their normal work week compensation and the weekly benefits of the Workmen's Compensation Act. Beginning the first day of incapacity the employee may be paid their normal week of compensation from their accumulated sick leave until

Workmen's Compensation is approved and received. When it is received, deductions will be made from the employee's subsequent paycheck(s) for the difference paid and the appropriate amount of sick time shall be credited back to the employee's accumulated sick leave.

Injury, illness or disability self-imposed, or resulting from the abuse of chemical substances should not be considered a proper claim for a leave under this section.

A doctor's certificate may be required for an absence of three (3) consecutive work days or longer or may be required at any time at the discretion of the Town; the Town may designate a physician to conduct physical examinations at the Town's expense.

Generally the use of 6 or more sick day per calendar year is considered excessive. In the event of apparent abuse of any regulation pertaining to sick leave, the Town through its Human Resource Director or other responsible Board/Commission may disallow sick leave and may take disciplinary action against the employee up to and including termination.

## **Vacation Leave**

### Vacation Leave

The established vacation year is the fiscal year, July 1 through June 30. Employees with less than one (1) year of service shall receive one half day vacation for each month of employment not to exceed five (5) days vacation for the first twelve (12) months. Vacation time is calculated beginning their first day of work but is not credited until after 90 days. Employees are not allowed to use time accrued until the probationary period of ninety (90) days have passed unless otherwise approved by the Town Administrator. Vacation time is earned based on the employee's length of service and is credited monthly for the first ten months of the fiscal year up to the maximum vacation eligibility for three years of service.

Service Period

Paid Vacation

First Fiscal Year

1/2 day per month worked\*

Fiscal years 2 through 4

1 day per month worked\* ( 2 weeks)

Fiscal years 5 through 9

1.5 days per month worked\* (3 weeks)

Fiscal years 10 through 19

2.0 days per month worked\* (4 weeks)

Fiscal years 20 and over

2.5 days per month worked\* (5 weeks)

\*Based on a 5 day work week. Other schedules will be calculated based on the number of days worked per week.

This vacation policy is effective 7/1/2013.

Employees that are retirement eligible will be given their full unused vacation allotment upon termination. Other exceptions to this policy may be made by the Human Resource Director or the Town Administrator.

If a paid holiday should fall during vacation leave, an additional day of vacation shall be taken by mutual consent between the employee and the department head.

Vacation leave shall be utilized no later than June 30<sup>th</sup> in the fiscal year in which it is granted and shall not be accumulated. Under unusual circumstances the immediate supervisor may grant to an employee a carryover of up to 1 week of vacation time from one fiscal year to the next fiscal year. Each time a carryover is granted the Human Resource Director shall be notified in writing. Carryover of vacation time in excess of 1 week must be approved by the Human Resource Director.

If an employee has expended all earned sick days, but has a medical reason to extend their absence, the Town of Norfolk's policy is to assist the employee and retain benefits as required by The Family Medical Leave Act. If the person is eligible to receive vacation benefits, such leave may be deducted proportionally from the amount of vacation leave earned and due for the year in which the absence occurred. If the employee has already used all earned vacation benefits during a fiscal year, the absence may then be chargeable against the next succeeding vacation leave allowance for a maximum of not more than thirty (30) days.

Upon approval of the department head and the Human Resource Director, an applicant may be granted early vacation entitlement.

Hiring Supervisors may start new hires with paid vacation benefits based on years of service from other job related experience with other industries and/or municipalities as if the new hire had Norfolk years of service, with written approval from the Human Resource Director or the Town Administrator.

Upon separation from employment for any reasons, cash payment for accrued vacation shall be made in accordance with State/Federal requirements.

Under no circumstances will an individual be compensated for more than one pay category for the same period of time.

### **Paid Holidays**

Town offices are closed on the following holidays.

New Year's Day	Martin Luther King Day
President's Day	Patriot's Day
Memorial Day	Independence Day
Labor Day	Columbus Day
Veteran's Day	Thanksgiving Day
Christmas Day	
Close at 1:00 pm Christmas Eve*	
Close at 1:00 pm Thanksgiving Eve	

\* Provided that such a day is normally scheduled workday.

Employees shall receive the holiday off with pay when said holiday falls on their regular workday. Except for the early closings on Christmas Eve and Thanksgiving Eve if any of the above holidays should fall on an employee's normal day off, or during a vacation period, an alternate day off shall be

given, subject to the approval of the department head. Holidays must be taken and no compensation will be allowed for failure to do so.

Employees required to work on a scheduled Holiday due to an emergency will be given another day off with pay. Public Safety Communications Specialists required to work on a scheduled holiday will be given another day off with pay or receive their holiday pay in addition to their regular pay.

### **Personal Days**

Three (3) personal days per fiscal year may be taken for such purposes as personal business, medical appointments, and family obligations pursuant to Massachusetts General Laws Chapter 149, Section 52D. A minimum notice of forty-eight (48) hours should be given to, and approval must be received from, the supervisor prior to taking a Personal Day. Personal Days not utilized by June 30<sup>th</sup> of the fiscal year in which it was granted will be forfeited.

### **Funeral or Bereavement Leave**

For death or memorial services in the immediate family of a permanent employee or of their spouse, 1 work week with pay shall be granted. Cases involving special circumstances including travel for extensive periods of time must be approved by the Department Head. Definitions of immediate family include: mother, father, mother-in-law, father-in-law, sister, brother, wife, husband, son, daughter, grandparents, grandchildren, brother-in-law and sister-in-law of the employee, son-in-law, and daughter-in-law. For the deaths of relatives other than immediate family, an absence of up to one full day with pay shall be allowed to attend funeral or memorial services.

### **Family and Medical Leave Act**

The Family and Medical Leave Act (FMLA) of 1993 provides an entitlement of up to twelve (12) weeks of job-protected, unpaid leave during any 12-months for the following reasons:

- 1) The birth of a child
- 2) The placement of an adopted or foster child
- 3) To care for a child, spouse, or parent with a serious health condition
- 4) For the employee's own serious health condition

If the employee has accumulated sick leave, vacation leave or other personal leave, the employee may use such paid leave to offset a portion of this unpaid leave.

The FMLA also requires the employer provide health coverage under any "group health plan" for the duration of such leave at the level and under the conditions coverage would have been provided if the employee had continued in employment continuously for the duration of such leave. After completion of the leave, the employee must be restored to the same or equivalent position.

### **Personal Leave of Absence**

Leaves of absence for personal reasons not covered under any other section of this Policy, if approved by the immediate supervisor and the Human Resource Director will be unpaid. The employee must utilize vacation time earned first. Such absences, however, may not be charged to vacation leave beyond that which the employee has earned at the time of such application. A leave of absence under this section shall be without compensation (unless the employee has the required time available) and shall be for a maximum of thirty (30) days. After the thirty (30) day period, employees will be required to obtain the written approval of the Department Head and the Human Resource Director if an extension is requested. In the absence of written approval beyond the thirty (30) day period, the Department Head may consider the position vacant and begin the hiring process.

## **Jury Duty**

An employee called for jury duty shall be paid the difference between regular pay and the compensation received as a juror, exclusive of travel allowances. Employees summoned as a witness on behalf of the Town shall be granted leave and paid the difference of their regular pay and the witness fee, exclusive of travel allowance.

## **Military Leave**

Military leave shall be granted to employees in accordance with the requirements of State and Federal Law.

## **Broken Service**

A rehired employee will be eligible to receive an adjusted date of hire after returning to work within thirty-six (36) months of the date of separation. The employee will be credited with the same number of years or months as the original length of service. This adjusted date of hire will be used for Employee Benefit calculations regarding vacation leave and longevity.

## **Call Back Pay**

Any Town employee called back to their position by management for the specific purpose of emergency service to the Town shall receive a minimum of three hours compensation.

## **Work at Home**

Employees will perform their work at their designated Town Work Site. If an employee cannot perform their duties at their designated Town Work Site due to extraordinary circumstances, written authorization is required in advance by the employee's supervisor and the Human Resource Director. Once approved, at-home work must be separately noted on an employee's time sheet, including days and hours worked. A copy of the authorization will be on file in the Finance Department and a copy forwarded to the Human Resource Director immediately.

## **Compensatory Time**

Compensatory time is paid time off from work in exchange for unpaid time previously worked in excess of an employee's regular scheduled work hours.

Exempt Employees are not entitled to compensatory time and will not receive additional payment, or time off for excess work hours under any circumstances.

At times it may be deemed advisable for a non-exempt employee to work beyond the regular scheduled number of hours and be granted compensatory time in lieu of compensation. Such compensatory time will be granted in lieu of compensation at the discretion of the employee. The immediate supervisor must approve, in advance, in writing, requests for accrual of compensatory time. Use of compensatory time must be approved by the immediate supervisor in advance.

Non-exempt employees may accrue compensatory time up to an amount equal to their regular week's scheduled work hours. No employee shall lose any accrued compensatory time.

Compensatory time will accrue at straight time for eligible hours which otherwise would be compensated at straight time, and will accrue at a rate of 1.5 for eligible hours which otherwise would be compensated at that rate.

## **Longevity Program**

ELIGIBILITY - Paid annually in July; employees having completed thirty-six (36) months or more of service on June 30 of the previous fiscal year will be qualified to receive a longevity payment provided the employee was employed by the Town on June 30<sup>th</sup> of the previous fiscal year. The lump sum payment is based on the number of hours worked in the previous fiscal year, up to Two Thousand Eighty (2080) hours per year (for a 52-week year), according to the schedule below. Should an employee retire or die during the previous year, that employee or their estate will receive a

pro-rated portion of longevity pay based on the number of hours worked for that fiscal year. Said funds are to be distributed by the Finance Department with approval of the Town Administrator and Human Resource Director.

Months of Service Completed as of June 30 <sup>th</sup>	Per Hour Rate
0 - 35	0
36 - 59	.10
60 - 83	.20
84 - 107	.30
108 - 131	.40
132 - 143	.50
144 - 155	.60
156 - 167	.70
168 - over	.80

### **Insurance**

**LIFE INSURANCE** in the amount of \$10,000.00 will be available to all qualified employees. Retirees of the Town will be eligible to receive \$5,000.00 in life insurance. The Town will contribute a portion of the premium each year as specified by the Select Board and submitted to the voters of the Town of Norfolk annually via the Omnibus Budget.

**HEALTH INSURANCE** is provided by the Town with the Town contributing a portion of the premium of said health insurance. Increases in the Town's share of the premium payment are approved by the Select Board and submitted to the voters of the Town of Norfolk annually via the Omnibus Budget.

### **Retirement**

Qualifying employees must participate in the Norfolk County Retirement System.

All other employees must be covered by the State mandated 457 (OBRA) Plan.

### **Issue Resolution Process**

Employees covered by the Town Personnel Policy have recourse if they feel that their rights or conditions of employment have been violated. The employee must first discuss the matter with their supervisor. If this does not result in a satisfactory solution, the employee should state their case in writing to their supervisor's supervisor with a copy to the Human Resource Director; the supervisor has seven days to provide a written reply. Employees still dissatisfied have seven days to submit a written statement to the Human Resource Director. The Human Resource Director will hold a hearing on the matter within fourteen days of receipt of the grievance and render a final decision within fourteen days of the hearing.

### **Disciplinary Action**

If it is determined that inappropriate conduct has been committed by an employee, the Town will take such action as is appropriate under the circumstances. Such action may range from training to termination from employment, and may include such other forms of disciplinary action as deemed appropriate under the circumstances. All disciplinary action that results in an employee's termination of employment must be reviewed by the Human Resource Director or Town Administrator prior to notifying the employee. If the manager feels that they must remove the employee from the work site immediately and the Human Resource Director or Town Administrator are not available, the manager may send the employee home with pay until the termination is reviewed. An employee involuntarily terminated or laid off from their position must be paid in full on the day of discharge.

## **Resignations**

Employees shall provide notice of their intent to resign in writing to their supervisor at least two (2) weeks in advance of their resignation date.

## **Responsibilities when Separating from Employment**

Upon an employee's separation from employment, at the time of leaving, it is the employee's responsibility to return all Town property, such as equipment used on the job, keys, uniforms, etc. If not returned, the employee will be expected to reimburse the Town for such property. The final paycheck may be picked up at the Town Treasurer's office after checkout is completed, or arrangements may be made for mailing.

Employees who are separated from employment will receive all accrued and unpaid salary and vacation pay in accordance with the Fair Labor Standards Act. An employee that resigns their employment must be paid in full on the following pay day, or in the absence of a regular pay day no later than the following Saturday. An employee involuntarily terminated or laid off from their position must be paid in full on the day of discharge.

## **Calendar**

Anytime	Requests for Classification of New Positions
March	Performance Appraisals completed and original sent to the Human Resource Director no later than March 1 <sup>st</sup> .
April	Public Hearing by Human Resource Director for all changes proposed on the Annual Town Meeting Warrant.
April	Response to Performance Appraisals (when appropriate)
July	Longevity paid

September Public Hearing by Human Resource Director for all changes proposed on the Fall Town Meeting Warrant.

December/June Requests for re-classification and/or re-evaluation of positions, approved by the Department Head and the Town Administrator, must be received at least four (4) months prior to a Town Meeting.

Schedule A  
Classification Schedule

Grade 1	Library Page
Grade 2	Clerk (Fire Dept., ConComm, ZBA, Planning Board, CPC) Records Assistant (Town Clerk's Office) Payroll Clerk
Grade 3	Library Associate (Public or School) Custodian
Grade 4	Department Assistant (Recreation)
Grade 5	Department Assistant (Advisory, Municipal Affordable Housing, etc.)  Animal Inspector
Grade 6	Outreach Worker Veterans' Agent (stipend)
Grade 7	Assistant Wiring Inspector Gas Inspector/ Assistant Plumbing Inspector(stipend) Plumbing Inspector/ Assistant Gas Inspector(stipend) Wiring Inspector Public Safety Communications Supervisor Affordable Housing Coordinator Assistant Town Clerk
Grade 8	Assistant Town Accountant Executive Assistant (Town Administrator) I Assistant Town Treasurer/Collector II  Assistant Town Treasurer/Collector I
Grade 8A	HVAC Technician / Building Maintenance Specialist

- Grade 9    Executive Assistant (Town Administrator) II  
Associate Director of Libraries  
Town Treasurer/Collector  
Council on Aging Executive Director  
Information Technology Coordinator  
Chief Assessor  
Fire Lieutenant  
DPW Superintendent
- Grade 10    Deputy Fire Chief  
Public Works Director
- Grade 11    Director of Libraries  
Recreation Director
- Grade 12    Director of Municipal Finance  
Fire Chief  
Human Resource Director
- Grade 13    Town Administrator  
Building Commissioner

