

MAINE STATE LEGISLATURE

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Review of Classification and Compensation Plans and Policies for Legislative Staff Positions in Maine

Final Report

August 1999



NATIONAL CONFERENCE
of STATE LEGISLATURES

The Forum for America's Ideas

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The National Conference of State Legislatures serves the legislators and staffs of the nation's 50 States, its commonwealths and territories.

NCSL was created in January 1975 from the merger of three organizations that served or represented state legislatures. NCSL is a bipartisan organization with three objectives:

- To improve the quality and effectiveness of state legislatures;
- To foster interstate communication and cooperation; and
- To ensure states a strong, cohesive voice in the federal system.

The Conference has offices in Denver, Colorado, and Washington, D.C.

Executive Director: William T. Pound

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Executive Summary

The Maine Legislative Council contracted with the National Conference of State Legislatures (NCSL) to study the classification and compensation plans and policies covering staff of the Maine Legislature. NCSL conducted this study following a standard methodology that included extensive information gathering from Maine legislative staff and Maine employers. A study team from NCSL evaluated all staff jobs in the Maine Legislature and collected comparable salary data from various sources including the Maine executive branch. The study team reviewed and revised all the legislative class specifications.

Based on the four month study by NCSL, the classification and compensation system for the Maine Legislature does not need major revisions or overhaul. The system has held up well since the last review. Implementation of the NCSL recommendations will position the Legislature with a first class compensation system that will help the Legislature remain a strong institution into the next century.

Classification Analysis

The NCSL study team identified a number of positions through point factor analysis that need to be reclassified to reflect changes in duties and responsibilities. Some of the reclassifications were recommended in previous compensation studies but never implemented. The NCSL study team recommends that the positions listed in the table at the end of the Executive Summary should be reclassified.

Compensation Analysis

NCSL's review of the salary ranges currently used to pay legislative staff showed that the ranges have allowed the Legislature to remain competitive as an employer in the Maine job market. The salary ranges need some adjustments so the Legislature can continue to attract and retain the highest quality staff. A new salary grid is proposed in this report and is based on comparable salary data collected from numerous Maine employers and other state legislatures. The NCSL study team recommends that the Maine Legislature consolidate the three salary grids currently being used to pay staff and adopt the NCSL proposed salary ranges as a unified grid for all employees.

Compensation Related Issues

Other compensation related issues surfaced during the NCSL study. The 1999 regular session of the Maine Legislature required staff to work a large amount of overtime. The Maine Legislature should raise the cap on the amount of compensatory time off that staff can earn to reflect the average overtime being worked. More importantly, the NCSL study team recommends that the Legislature conduct a thorough study of the overtime issue and adopt management strategies to address the issue.

Because legislative staff are "at will" employees and "serve at the pleasure" of the presiding officers and the Legislative Council, they should be offered the same retirement options available to unclassified confidential employees in the executive branch.

The full NCSL report to the Maine Legislative Council contains 14 recommendations that, if implemented, will strengthen an already strong compensation system. This system will allow the Maine Legislature to fairly reward employees and continue to attract and retain a high caliber staff.

Titles to be Reclassified	Current Level	Proposed Level
Assistant Sergeant at Arms	2	3
Committee Clerk	1	3
Legal Proofreader	3	4
Senior Legal Proofreader	4	5
Research Assistant	7	8
Paralegal	7	8
Technical Support Coordinator	7	8
Legislative Aide	7	8
Internet/Intranet Administrator	8	9
Network Administrator	8	9
Manager Legislative Information	8	9
Senior Researcher	8	9
Senior Programmer Analyst	9	10
Special Assistant	9	10
Assistant Clerk of the House	11	12
Assistant Secretary of the Senate	11	12
Executive Assistant	10	13

List of Recommendations

Classification Issues

Recommendation 2.1: The Legislative Council and presiding officers should adopt the classification grid that appears in Table 1 and reclassify and re-title the positions as discussed in the following sections.

Recommendation 2.2: The Legislative Council and presiding officers should list all legislative positions on a single classification and salary grid. The current policies that govern the authority over the positions, the setting of salaries for the positions and assignment of the positions throughout the legislature would continue to apply.

Recommendation 2.3: The Legislative Council and the presiding officers should allow promotions to the senior level based on a staff person's demonstrated ability to meet the higher level qualifications associated with the senior position without limiting the number of senior positions in each office.

Recommendation 2.4: The Legislative Council and presiding officers should work with the staff managers and directors to identify staff that currently are eligible for promotion to the senior level within their classification. Those determined to be eligible should be promoted to the senior level.

Compensation Analysis

Recommendation 3.1: The Legislative Council and presiding officers should adjust the salary ranges for legislative staff positions to make them more competitive with the market. Proposed minimum, midpoint and maximum salaries appear in Table 6 and proposed salary ranges with proposed steps appear in Appendix D.

Recommendation 3.2: Which ever option the Legislative Council chooses to implement, it should work with the executive director, directors and other staff managers to review each staff person's current status including tenure and anniversary date to determine the most equitable way of making these adjustments.

Compensation-Related Issues

Recommendation 4.1: The Legislative Council and presiding officers should increase the maximum accrual of comp time for staff in ranges 7-13 to 160 hours at any given time and in any calendar year. Staff in ranges 1-6 should be allowed to opt for comp time up to a cap of 160 hours before being paid for excess overtime.

Recommendation 4.2: The Legislative Council should formally study the issue of overtime and consider solutions to reduce the overtime demands being placed on legislative staff.

Recommendation 4.3: The Legislative Council should expedite the search for new software to record employee time and should stipulate that overtime cannot be accrued until an employee works 40 or 45 hours (depending on the range) in a week.

Recommendation 4.4: The Legislative Council and presiding officers should offer legislative staff the same retirement plan options currently available to unclassified confidential employees in the executive branch.

Recommendation 4.5: The Legislative Council should appropriate necessary funds for legislative staff professional development. Funds could be allocated to each office to be dispensed by the office directors.

Recommendation 4.6: The Legislative Council and presiding officers should review, revise and update the three personnel policy manuals currently being used. The effort should strive to consolidate the three manuals while maintaining any differences in policies that are adopted by the presiding officers and the Legislative Council. The introduction to the consolidated manual should make it clear that the presiding officers have sole authority to set personnel policies for staff in the Office of the Clerk of the House, Office of the Secretary of the Senate and for chamber staff. Personnel policies for non-partisan staff and committee clerks are set by the Legislative Council.

Recommendation 4.7: At least every two years the Legislative Council and presiding officers should compare the Legislature's salary ranges with benchmark positions in the executive branch and gather comparable salary data. The salary ranges should be adjusted based on changes in market salaries. In this way the Legislature's salary ranges will remain competitive with state government and other employers in Maine. In addition, broad changes in the executive branch compensation system should be monitored and adjustments made in the Legislature's system to maintain salary parity between the two branches.

Recommendation 4.8: If an employee disagrees with the classification of their position as recommended in this plan, they should be allowed to submit a written appeal with the Legislative Council. The Legislative Council may decide to hear the appeal or take whatever action it deems appropriate. The employee should be given a timely, written response regarding the Legislative Council's action on the appeal.

Acknowledgments

The NCSL study team consisted of Jo Donlin, Rich Jones, and Tim Storey. Ron Snell, Director of the Division of Economic, Fiscal and Human Resources for NCSL, assisted with interviewing Maine staff.

The National Conference of State Legislatures expresses sincere appreciation to the staff of the Maine Legislature. Their cooperation was crucial in the ability of the NCSL study team to conduct a comprehensive analysis. The NCSL study team also extends its appreciation to the Legislative Council and presiding officers of the Maine Legislature for their input and guidance.

1. Introduction

Study Objectives

The Maine Legislative Council contracted with the National Conference of State Legislatures to conduct a study of the classification and compensation plans and policies governing employees of the Maine Legislature. This study was undertaken to accomplish the following six goals:

1. Assess the extent to which the current classification and compensation plans have maintained both internal consistency and parity with non-legislative positions.
2. Update class specifications to reflect current legislative jobs.
3. Determine whether the benchmark positions used to set legislative salary ranges are still appropriate.
4. Identify positions that have undergone significant change in function, scope of responsibility or education, skills and experience required since they were originally classified or that have the greatest disparity relative to market wages and make recommendations for adjusting the classification and compensation.
5. Review the current benefits package and other compensation-related issues such as overtime, training and effective non-financial rewards and make recommendations to strengthen the Legislature's recruitment and retention efforts.
6. Present recommendations for maintaining a sound classification and compensation system including making recommendations for addressing future reclassification requests internally.

Study Activities

To accomplish the study objectives the NCSL study team developed a questionnaire to gather detailed information about the duties and responsibilities of each staff position in the Maine Legislature. Questionnaires were distributed to all staff in the Legislature and over 170 completed questionnaires were received.

In June 1999, members of the NCSL study team interviewed a cross section of staff in the Legislature to gather additional information about their job duties and responsibilities. The NCSL study team conducted over 30 personal interviews with legislative staffers. In addition, the NCSL study team conducted group interviews with analysts in OPLA, legal proofreaders, legislative technicians, senior legislative technicians, paralegals and legislative attorneys in the Revisor's Office and committee clerks.

The NCSL study team applied the point factor analysis plan developed by the U.S. Office of Personnel Management to all legislative positions to assess their relative ranking on factors such as complexity of work, independence of action and the education and work

experience required. The NCSL study team also gathered salary data for comparable positions in the Maine executive and judicial branches and from legislatures that are similar to Maine. Salary data was also acquired from published surveys. To review preliminary findings, the NCSL study team met with Hoyt Doyel and Gary Richey of Effective Compensation Incorporated, a national compensation consulting firm based in Denver. Finally the NCSL study team assessed the compensation related personnel policies and benefits. These benefits and policies were compared to those provided to Maine executive and judicial branch employees, other legislatures and the private sector.

The NCSL study team presented the results of its assessment of the current classification and compensation plans and policies to a review group comprised of Maine legislative staff managers as well as to members of the Legislative Council's Personnel Subcommittee. The NCSL study team obtained comments and information from the review group and the subcommittee members and incorporated them into the final report.

Report Overview

This report presents information describing the results of the NCSL study team's review of the legislature's classification plan, data describing comparable salaries and a review of the benefits package and compensation-related policies.

Section two presents the results of the classification review and the NCSL study team's findings and recommendations regarding the classification of staff positions and changes in position titles. Section three presents the results of the analysis of comparable salaries and the NCSL study team's findings and recommendations regarding compensation for the legislative staff positions. Section four describes significant compensation-related issues raised by staff on the position description questionnaires and during the personal interviews. It contains an assessment of these issues and presents the NCSL study team's findings and recommendations.

Appendix A contains a copy of the U.S. Office of Personnel Management Point Factor Analysis Plan. Class specifications that reflect the changes made by the NCSL study team appear in Appendix B. The NCSL study team has circulated these to the review group to obtain their comments and additional information. Appendix C contains comparable salary data obtained from a wide variety of sources. The current salary grids and the proposed salary grid appear in Appendix D. Appendix E contains the estimated costs associated with various options for implementing the NCSL study team's recommendations. Appendix F contains a chart that lists the number of staff in each legislature. Finally, Appendix G contains a form describing the deferred compensation options available to unclassified confidential employees in the executive branch.

2. Classification Analysis

An employee classification plan goes beyond job titles and descriptions. It groups and describes similar positions to help an employer make basic management decisions regarding pay, recruitment, advancement, performance evaluation and training. A classification plan clarifies goals, expectations and the relationship between supervisors and subordinates. It gives employees a sense of how to advance in the organization through various career ladders. The classification plan becomes an important management tool for making salary decisions and ensuring that there is equity in pay. It also gives potential employees a better understanding of legislative job duties and qualifications.

This section briefly describes the current classification system, the classification analysis conducted by the NCSL study team and how certain jobs have evolved since the last classification study. It also offers the NCSL study team's findings and recommendations on the classification of positions in the Maine Legislature.

Present Policy and Practice

There are three classification plans currently in use in the Maine Legislature. Each was developed following two studies conducted by NCSL. The first study covered the nonpartisan and leadership staff and was completed in 1986. The second study, completed in 1993, covered the House and Senate employees as well as changes in the nonpartisan and leadership staff positions. Each plan was developed using the U.S. Office of Personnel Management point factor analysis plan. The plans are similar to each other, use similar salary ranges and can be thought of as subsets of one overall plan.

The nonpartisan classification plan consists of 15 salary groups with 49 job classes. Class specifications describe the distinguishing characteristics of full-time nonpartisan positions within the Legislature, give examples of the types of work performed and identify the desirable minimum education, experience and qualifications required. The leadership staff classification plan consists of five salary groups with six job classes that describe distinguishing characteristics of the leadership staff positions, give examples of the types of work performed and identify the desirable minimum education, experience and qualifications required. The Legislative Council approved the nonpartisan classification and leadership staff plans in 1986.

The third classification plan covers employees in the offices of the Secretary of the Senate and Clerk of the House. It consists of eight salary groups with 22 job classes that describe distinguishing characteristics of these positions, give examples of the types of work performed and identify the desirable minimum education, experience and qualifications required. The presiding officers approved this plan in 1993. As part of the 1993 study, NCSL reviewed certain legislative positions whose duties and responsibilities had changed significantly. The Legislative Council adopted some of the recommendations concerning these positions.

The duties, responsibilities and functions of some jobs in the Maine Legislature have changed over time. In addition, some positions such as the network administrator and the

desk top applications administrator have been added since the previous classification studies were conducted. It is natural that some jobs within the legislature will change. One of the objectives of this study is to determine the extent of these changes and whether certain positions should be re-classified to maintain internal equity among positions in the Maine Legislature.

Classification Review Process

The NCSL study team gathered detailed information about the duties of each position, and then applied a point factor analysis plan to evaluate and classify each position. The NCSL study team distributed a job description questionnaire to all legislative employees. In addition, the NCSL study team interviewed a cross-section of legislative employees to augment the information provided in the questionnaires and observed some staff operations during the legislative session.

The NCSL study team used the point factor analysis plan developed by the U.S. Office of Personnel Management (OPM) to evaluate and rank the positions. Specific job factors included in the plan and used to rank the positions are:

- work duties -- measuring the complexity, scope and effect of job responsibilities;
- independence of action -- measuring the supervision received and the variety and complexity of decisions made;
- mental demands -- measuring the degree of analysis, creativity and initiative required and the consequences of mistakes;
- management responsibility -- measuring the extent and type of supervisory duties;
- work relationships -- measuring the purpose and extent of contacts;
- working conditions -- measuring the work environment and the physical requirements of the job;
- worker traits -- measuring the knowledge or skills necessary to do the job; and,
- qualifications -- measuring the educational and experience necessary to do the job

In applying the point factor analysis plan the NCSL study team reviewed the information submitted in the job description questionnaires, the information gathered during the personal and group interviews and, where applicable, the class specifications and current job descriptions. The NCSL study team evaluated each position on the job content factors and arrived at a score. The jobs were ranked and grouped according to these scores. These groupings were then compared with the current classification to identify potential changes.

During interviews most staff stated that the current classification system generally provided for internal equity among positions. Therefore, the NCSL study team evaluated each position in relation to the current classification plan. If there were no significant changes in the position from the previous classification the NCSL study team evaluated it in relation to its current classification. For those positions with significant changes in duties, functions or other requirements the NCSL study team evaluated these changes in

relation to the current classification of other legislative positions. The NCSL study team also reviewed and considered the results of the 1986 and 1993 classification studies when evaluating the current classification of positions.

Analysis of Classification Recommendations

The NCSL study team finds that the current classification and compensation systems used by the Maine Legislature have generally held up well over the past six years since they were last reviewed. Most of the current classifications continue to be accurate and most of the class specifications continue to accurately describe the duties, responsibilities and requirements assigned to the positions.

Table 1 below lists the staff positions in the Maine Legislature grouped into levels based on a point factor analysis conducted by the NCSL study team. To make it easier to assess the relative ranking of positions throughout the legislature, positions from each of the classification plans are grouped on one table. The use of a single classification and salary grid is discussed later in this section.

The table shows the position titles, the proposed salary group and the current salary group. The NCSL study team did not evaluate those classes not currently in use by the Maine Legislature. Unless there are plans to use them in the future or there are other needs for them, the NCSL study team recommends that they be eliminated. The NCSL study team recommends eliminating the titles shown in bold italics on Table 1.

A preliminary version of the proposed classification plan was presented to Maine staff managers in July 1999. The managers provided information and feedback used to develop the final draft classification plan.

Recommendation 2.1: The Legislative Council and presiding officers should adopt the classification grid that appears in Table 1 and reclassify and re-title the positions as discussed in the following sections.

The following sections describe the NCSL study team's recommended changes in the classification of positions.

Leadership Staff

The leadership staff positions have changed, some significantly, since the classification study in 1986. These positions provide policy, media relations and constituent service assistance to legislators and legislative leaders. Some provide direct and high level assistance to the legislative leaders and must manage the work of other staff. The NCSL study team proposes to raise the classification levels of these positions and change several of the titles to more accurately reflect their current duties.

The executive assistant to the Speaker of the House and the Senate President have evolved into positions that require policy, political and substantial management skills. They affect a wide range of legislative activities and the individuals in these positions act with a high level of independence. They must understand a wide variety of policy issues facing the legislature as well as the political implications inherent in them. However, the scope and effect of the positions and the level of administrative responsibilities are less than that required of the Clerk of the House, Secretary of the Senate and office directors.

Table 1. Positions in the Maine Legislature Grouped According to Proposed Salary Groups

Proposed Salary Group	Current Salary Group	Position Title
1	1	<i>Office Assistant</i>
2	2	Chamber Staff: Doorkeeper, page, tour guide, assistant legislative document clerk, courier
3	3 2 1 3 3 2 3 3 3 3 3 3	<i>Secretary/Stenographer/Receptionist</i> Assistant Sgt. at Arms Committee Clerk Secretary Library Assistant <i>Office Assistant II</i> Sergeant at Arms Document Clerk Facilities Support Staff <i>Senior Committee Clerk</i> <i>Computer Operator</i> <i>Postmaster</i>
4	4 4 4 4 3 4	<i>Senior Secretary</i> Executive Secretary Legislative Technician Accounting Technician Legal Proofreaders Legislative Information Assistant
5	5 5 5 5 4 5 5 5	Senior Legislative Technician Library Associate Reporter Journal Clerk Senior Legal Proofreader Office Support Technician <i>Senior Technical Secretary</i> <i>Computer Support Technician*</i>
6	6 6 6 6 6 6 6 6 6 6	Index Clerk Calendar Clerk Supervising Legislative Technician Administrative Secretary Senior Sergeant at Arms Senior Executive Secretary Supervising Legal Proofreader <i>Legal Information Associate</i> Legislative Information Associate <i>Senior Executive Assistant*</i>
7	7 7 7	Payroll and Benefits Specialist <i>Helpdesk Support Administrator</i> <i>Senior Administrative Secretary</i>

Proposed Salary Group	Current Salary Group	Position Title
8	8	Legislative Indexer
	7	Research Assistant (Legislative Researcher)
	7	Paralegal
	8	Chief Calendar Clerk
	7	Technical Support Coordinator (Desktop Applications Support Administrator)*
	7	Legislative Aide
	8	Engrossing Supervisor
	8	<i>Programmer Analyst</i>
	8	<i>Payroll and Benefits Supervisor</i>
9	8	Internet/Intranet Applications Administrator
	8	Network Administrator
	8	Manager Legislative Information Office
	9	Senior Systems Support Coordinator
	8	Sr. Researcher (Sr. Legislative Researcher)
	9	Sr. Desktop Applications Support Administrator
10		Senior Legislative Aide
	9	Senior Programmer Analyst
	10	Associate Law Librarian
	9	Special Assistant
	10	Analyst/Attorney
	9	Special Assistant (Chief of Staff Maj./Min Leader)
	10	Senior Network Administrator
11		Senior Internet/Intranet Administrator
	11	Assistant for Administrative Services
	11	Senior Analyst/Senior Attorney
12	11	<i>Manager of Computer Services</i>
	12	Principal Law Librarian
	12	Principal Analyst/Principal Attorney
	11	Assistant Clerk of the House
13	11	Assistant Secretary of the Senate
	10	Executive Assistant (Chief of Staff)
14	13	<i>Deputy Director</i>
	14	Clerk of the House
	14	Director
	14	Secretary of the Senate
15	15	Executive Director

Position titles in italics either have no incumbent or no questionnaire was submitted.

Position titles in bold italics are ones the NCSL study team recommends be discontinued.

Position titles in bold parentheses are recommended title changes.

*Position is listed on the payroll but not in the classification plan.

The NCSL study team proposes to reclassify this position to Grade 13 and change the title to chief of staff, which more accurately reflects the duties of this position.

There are two types of special assistant positions in the leadership offices. The first type represents the special assistants assigned to the majority and minority caucuses in each chamber. The individuals in these positions deal with policy issues, media relations and the administrative duties associated with managing the other staff assigned to the caucus. Their work is more complex than that of the legislative aides. Although they have management responsibilities that analysts and attorneys do not have their work does not have as far reaching an impact on the legislative process as the analysts and attorneys. The NCSL study team proposes to reclassify this position to Grade 10 and change the title to chief of staff to the majority/minority leader, which more accurately reflects their management responsibilities.

The other type of special assistants are the top policy and media relations professionals assigned to the Speaker of the House and Senate President. The positions require detailed knowledge of a variety of policy issues or detailed knowledge and experience in media relations. These positions may also entail some management responsibilities that analysts and attorneys do not have. However their work does not have as far reaching an impact on the legislative process as the analysts and attorneys. The NCSL study team proposes to reclassify this position to Grade 10.

Legislative aides are performing moderately complex work and must have a basic understanding of a variety of policy issues. They conduct basic research, interact with a wide range of people in the legislative process and have some media relations responsibilities. The NCSL study team proposes to reclassify this position to Grade 8. The NCSL study team also recommends creating a senior legislative aide within Grade 9. The position would recognize those staff that have developed greater skills and knowledge and can perform their tasks with more independence. Promotion to this level would require at least two years of experience at the legislative aide level and the demonstrated ability to perform at a higher level. The senior legislative aide classification will help the Legislature retain these staff by providing an opportunity for career advancement. The Legislature is currently experiencing higher levels of turnover in this classification.

Clerk of the House and Secretary of the Senate

Although several of the positions in these offices require greater computer skills than they did when they were classified in 1993, most of these positions are performing essentially the same duties with similar responsibilities as they did then. The goal of achieving parity between the offices appears to have been met. The relationship between the classification levels of most positions in these offices and those in the rest of the Legislature appears to be the same now as in 1993.

The assistant clerk of the House and the assistant secretary of the Senate are two positions where the management responsibilities have changed since 1993. They have responsibility for supervising a number of staff in the office of the Clerk and Secretary, they must develop new techniques in processing work within the offices and errors in their work could cause waste and extensive delay in the legislative process. The NCSL study team proposes to reclassify these positions to a Grade 12, which is the same level as the principal analyst/attorney.

The assistant sergeant at arms position has taken on more responsibility for overseeing and supervising the work of the chamber staff. Because of these duties this position deals with more complex tasks and requires more experience than the other chamber positions and should be placed in Grade 3 which is a classification level above the other chamber positions.

Committee Clerk

Committee clerks were added to the classification system in 1993. At that time the NCSL study team found that, "At the highest level, the Committee Clerk most closely resembles a secretary with skills commensurate with those secretaries employed by the legislature in Grade 3." However, because not all committee clerks were hired with secretarial qualifications the NCSL study team recommended that they be classed at Grade 2 and the legislature have the discretion to hire senior committee clerks at Grade 3 for those clerks with the requisite educational training and skills. These recommendations were never adopted and all committee clerks continue to be assigned to Grade 1. This NCSL study team likewise finds that the duties the committee clerks are performing require skills similar to those of the secretaries assigned to Grade 3. The NCSL study team proposes that the position be classed in Grade 3.

Nonpartisan Staff

Legal Proofreader

The legal proofreader position has evolved over time since it was classified in 1986. In 1993 the NCSL study team found that legal proofreaders were posing questions to drafters and offering suggestions on integrating language as well as reading material for correct grammar and clarity. At that time it was uncertain whether these additional duties were essential to the job of legal proofreader and the NCSL study team did not recommend a reclassification. However, the 1993 report states, "If a decision is made to include legal copy editing in the jobs and prior editorial and grammar experience as requirements for filling vacancies, then the Council will want to reconsider the classification of these positions." During the course of the past six years both of these conditions have been met. The Revisor's office asks the legal proofreaders to do legal copy editing and requires new hires to have prior editorial and grammar experience. The functional job description being used to recruit and hire legal proofreaders now requires candidates to have a baccalaureate degree. This requirement did not exist in 1993. The NCSL study team recommends that this position be reclassified in Grade 4. Because of the additional requirements the NCSL study team also proposes that the senior legal proofreader be reclassified to Grade 5. The supervising legal proofreader is appropriately classified at Grade 6.

Information Technology Staff

There is constant change in the information technology industry. Applications that were not around even five years ago, such as the World Wide Web are used by legislatures nationwide. The use of personal computers has grown dramatically as has the number of applications running on client server networks. Electronic mail, broadcasting audio over the Internet and making legislative information available through computer networks are applications that the Maine Legislature did not have in 1993. To keep pace with this changing technology the Legislative Council has added several new information technology positions.

The network administrator and the internet/intranet applications administrator work on complex tasks and have a high level of independence, and their work affects a broad range of legislative operations. These positions also require formal training in a computer-related field and previous work experience in this field. Because the technology is changing rapidly there is a need for continuous training and learning new skills. The NCSL study team proposes that these positions be reclassified to Grade 9.

The technical support coordinator has been re-titled by the computer staff to desk top applications support administrator. This is a title common to the information services industry and more accurately describes the nature of the functions performed. This position deals with moderately complex tasks but does not have the same wide-ranging impact on legislative operations as that of the network and internet/intranet administrators. The NCSL study team proposes that this position be classified at a Grade 8.

The NCSL study team proposes creating several senior positions within the information technology classifications to allow for career path promotions. This is a structure that is similar to that used in the fiscal office, revisor's office and OPLA. Proposed titles include senior network administrator and senior internet/intranet administrator. These would be classified within Grade 10, one level above the existing positions. A senior desktop applications support administrator would be created within Grade 9.

The duties and responsibilities of the senior programmer analyst have changed since the last review in 1993. Because of its role in maintaining and developing applications for both the Wang system and the legislature's PC system this position affects a broad range of legislative activities. The senior programmer analyst analyzes current business processes, manages various software development projects and assists the office director with administrative duties relating to the operation of the Legislature's computer system. The person in this position would need the same level of technical knowledge and ability to work with various computer languages and products as the senior network administrator and the senior internet/intranet administrator. The NCSL study team recommends that this be reclassified to a Grade 10. This is the same grade as the other senior information technology positions are assigned.

To be promoted into these senior positions staff would have to have at least two years of experience in the entry level position and demonstrate an increased ability to work on more complex tasks, work more independently, possess technical proficiency in a wide variety of software languages and hardware operations and handle project management responsibilities. It is not expected that these positions will be filled immediately but would be available as staff gain greater proficiency.

Manager of computer services is a job class currently available within the information technology area that is currently vacant. As originally created it was the position that managed the Legislature's computer systems and managed the information services department. Currently the overall management of the Legislature's computer system and the information services staff is assigned to the director of the Office of Information Services.

The NCSL study team recommends that the Legislative Council retain this job class but revise it to reflect duties such as assisting the office director in managing the Legislature's computer systems and coordinating the work of the information services staff. This position would also be responsible for managing complex projects involving the Legislature's information technology system. The NCSL study team recommends that it continue to be classified in Grade 11. It is not expected that this position would be filled

immediately but it could be used to provide additional management assistance in the information technology area as the need arises.

Manager, Legislative Information Office

The position of Legislative Information Office manager changed in 1993 as a result of a restructuring of this office and the combining several positions. This position manages the Legislative Information Office and the day-to-day activities of the committee clerks. It operates with considerable independence and has a wide-ranging effect on the legislative process. Although it has more management responsibilities than other positions in the same grade the work involves less complexity and the consequence of error on the overall legislative process is lower. The NCSL study team recommends that it be reclassified in Grade 9.

Research Assistant and Paralegal

The research assistants in the Office of Policy and Legal Analysis (OPLA) are being asked to do moderately complex research to support the analysts and legislative committees. In addition, OPLA requires new researchers to have a graduate degree in a relevant subject area. Although the research is more complex than that conducted by the legislative aides and the education requirements are higher, the researchers do not have the same level of interaction with the legislators and other people in the legislative process. These factors balance each other out under the point factor analysis plan. The NCSL study team proposes to place the research assistants in Grade 8 and re-title the position to legislative researcher.

The paralegal positions perform tasks that are similar in complexity but that have more wide ranging effects on the legislative process than those performed by the researchers. Under the point factor analysis plan this difference offsets the increased education required of the research assistants. The NCSL study team recommends classifying this position at a Grade 8 as well.

The senior researcher guides and supervises the research assistants. This position also performs most of the duties assigned to the researchers in support of the analysts and committees. The NCSL study team proposes to classify this position at Grade 9 and re-title it to senior legislative researcher.

Office Assistant II/Library Assistant

The office assistant II classification is currently only used in the library. When it was first created there was a significant difference between it and the library assistant in terms of the duties performed. The NCSL study team found little distinction between the positions and scored them the same on the point factor analysis. The NCSL study team recommends that the staff currently in the office assistant II classification be reclassified as library assistants and that the office assistant II classification be discontinued.

Other Issues

Deputy Director

The position of deputy director exists on the classification system but currently no one holds this title. The NCSL study team suggests that the Legislative Council allow the use of this position as appropriate within the nonpartisan staff offices. These offices could

have different administrative structures to meet their unique needs. It is possible that some offices could use the deputy director position while others do not.

Single Classification and Salary Grid

As discussed previously there are currently three very similar classification plans in use in the Maine Legislature. The plans were each developed at different times following studies conducted by NCSL which used the Office of Personnel Management's point factor analysis plan to classify the positions. The positions have separate salary grids. However, these grids are essentially the same and have been set using similar market data.

During the interviews with staff, the NCSL study team detected some confusion about the plans and a misperception that there are large differences among the plans in terms of salary and classification levels. In completing this study the NCSL study team placed all current positions on the same classification grid and proposes that the Legislative Council adopt a single classification grid for all legislative positions. The current policies that govern the authority over the positions and the setting of salaries for the various positions would continue to apply.

Recommendation 2.2: The Legislative Council and presiding officers should list all legislative positions on a single classification and salary grid. The current policies that govern the authority over the positions, the setting of salaries for the positions and assignment of the positions throughout the legislature would continue to apply.

Consolidation of Secretarial Titles

As discussed previously the current classification plans were developed at different times and for staff in different organizational units. As a result similar jobs may have different titles because they are listed on different classification plans. For example, secretarial jobs in the nonpartisan offices, leadership offices and offices of the Clerk and Secretary that have similar duties and responsibilities have slightly different titles. As part of placing all staff positions on the same classification and salary grid the NCSL study team recommends using the same title for secretarial positions that have similar duties and responsibilities. Table 2 presents the current titles and recommended new titles.

Career Path Promotions

Career path promotions recognize the growth and development of staff within their current jobs. Career path promotions allow the legislature to recognize the increased ability of staff to work independently, handle more complex assignments, serve as mentors for less experienced staff and perform specialized roles within their offices. Staff could be promoted into the next higher classification along the career path without the need for a vacancy.

Senior Positions

When first proposed, the use of senior positions within the analyst/attorney classification was intended to reward staff who have developed greater skills and knowledge and can perform their duties at a higher level with more independence. Promotion to this level required at least two years of experience at the analyst/attorney level and the

Table 2. Recommended Consolidation of Secretarial Titles

Salary Group	Current Title	New Title
3	Secretary/Stenographer/Receptionist	Secretary
	Secretary	Secretary
4	Senior Secretary	Executive Secretary
	Executive Secretary	Executive Secretary
6	Administrative Secretary	Administrative Secretary
	Sr. Executive Secretary	Sr. Executive Secretary
	Sr. Executive Assistant	Sr. Executive Secretary
7	Sr. Administrative Secretary	Sr. Administrative Secretary

demonstrated ability to perform at a higher level. It did not require a vacancy. The Legislative Council has recently reinstated this classification. The NCSL study team proposes that the Legislative Council allow promotion to the senior positions within the offices without limiting the number of senior positions in each office. The class specifications for senior level positions should be written to include additional duties and responsibilities that might be expected of more experienced staff who are qualified to serve as mentors to junior staff and assist in training new staff. Promotions into senior positions would not be based solely on longevity, but would be based on a combination of a person's experience and ability to perform the duties and responsibilities of a job at an advanced level by taking on more complex assignments.

There are other classifications throughout the legislature that have senior level positions such as executive secretary, administrative secretary, legislative technician, legal

proofreader, sergeant at arms and programmer analyst. In addition, the NCSL study team recommends creating senior level positions for the desk top applications support administrator, internet/intranet administrator, network administrator and legislative aide classifications. Table 3 lists those classifications with opportunities for career path promotions.

Recommendation 2.3: The Legislative Council and presiding officers should allow promotions to the senior level based on a staff person's demonstrated ability to meet the higher level qualifications associated with the senior position without limiting the number of senior positions in each office.

Based on the information gathered from the position questionnaires and the personal interviews the NCSL study team finds that there are currently staff that may meet the qualifications to be promoted to the senior level position in their classification.

Recommendation 2.4: The Legislative Council and presiding officers should work with the staff managers and directors to identify staff that currently are eligible for promotion to the senior level within their classification. Those determined to be eligible should be promoted to the senior level.

Table 3. Classifications with Career Path Promotion Opportunities

Secretarial Positions	Analyst/Attorney Positions
Office Assistant	Analyst/Attorney
Secretary	Senior Analyst/Attorney
Executive Secretary	
Senior Executive Secretary*	Proofreaders/Technician Positions
Administrative Secretary*	Legal Proofreaders
Sr. Administrative Secretary*	Senior Legal Proofreaders
	Legislative Technicians
Information Technology Positions	Senior Legislative Technicians
Desk Top Applications Support Administrator	
Sr. Desk Top Applications Support Administrator	Sergeant at Arms Positions
Internet/Intranet Administrator	Sergeant at Arms
Sr. Internet/Intranet Administrator	Sr. Sergeant at Arms
Network Administrator	
Sr. Network Administrator	Legislative Aide Positions
Programmer Analyst	Legislative Aide
Sr. Programmer Analyst	Sr. Legislative Aide
*There are a limited number of these positions. A vacancy must occur before a promotion can be made.	

3. Compensation Analysis

An organization's compensation plan is an integral part of its management structure. It rewards people for their work, provides incentives for advancing the goals of the organization and plays a significant role in the organization's ability to recruit and retain qualified staff.

The NCSL study team was directed to determine whether the benchmark positions used to set the legislative salary ranges are still appropriate, identify positions that have the greatest disparity to market wages and make recommendations for adjusting the classification and compensation systems.

To accomplish these objectives the NCSL study team used the information developed as part of the classification analysis to describe the key components of the legislature's jobs. Using this information the NCSL study team identified comparable positions with the Maine executive and judicial branches, Maine employers, other state legislatures and from published compensation surveys. The NCSL study team also assessed the relevance of the benchmark positions used to set the salary ranges.

The NCSL study team gathered current salary data for positions in the overall market that are similar to the legislature's jobs. These data were used to assess whether the legislature's current salary ranges are competitive with salaries paid in the Maine market and to identify those positions that are most out of line with the market.

This section describes the current compensation plan and policies used by the legislature and recent actions taken by the legislature to adjust its compensation plan. It also presents comparable salary data, the results of the NCSL study team's analysis of the comparable salary data and recommendations relative to the legislature's compensation plan and policies.

Present Policy and Practice

Salary Grids

The legislature uses a step and grade compensation system with three salary grids. There are separate salary grids for the nonpartisan staff, leadership staff and committee clerks. The nonpartisan salary grid consists of 15 grades with nine steps in each grade. Staff are eligible to move to step eight after eight years of service and step nine after ten years of service. The salary grid for leadership staff consists of eight grades with eight steps in each grade. The committee clerks have a single grade with nine steps. Movement through the steps is based on merit and staff must receive a satisfactory appraisal to be eligible for a step increase.

As discussed previously, the salary grids were recommended as part of earlier studies conducted by NCSL. Each grid is based on the one used for the nonpartisan staff and the salaries are set using comparable salaries in the market. As a result they can be considered subsets of the same grid. The salary grid for staff in the Clerk of the House and Secretary of the Senate offices is the same as that used for the nonpartisan staff.

The salary grid used for leadership staff is similar to the nonpartisan grid except that the first step of each grade is equal to the second step on the nonpartisan salary grid for the same grade. The salaries for each additional step on the leadership salary grid are the same as the next higher step on the nonpartisan salary grid. For example, step two in grade three on the leadership staff salary grid is equal to step three in grade three on the nonpartisan staff salary grid. Starting leadership staff at the second step of the nonpartisan salary grid was recommended by the NCSL study team in 1986 to assist in recruiting qualified people to "at will" positions in the leadership offices.

For most grades there is no step eight on the leadership staff salary grid and its step nine is the same as step nine on the nonpartisan salary grid. The steps in grades 11 and 14 on the leadership staff salary grid are identical to the same grades on the nonpartisan salary grid. The salary grid for leadership staff consists of only of those grades that have positions assigned to them.

The committee clerks single grade is the same as grade one on the nonpartisan salary grid and the salary for each step is the same as that on the nonpartisan salary grid.

Most grades on the nonpartisan salary grid have a 53 percent spread from the minimum salary to the maximum salary. The first grade has a 57 percent spread, grades two, four, nine and 12 have a 56 percent spread and grade 10 has a 54 percent spread. The leadership staff salary grid has 41 percent spreads for grades three and four, 46 percent spreads for grades six, seven and nine and 53 percent spreads for grades 11 and 14. The legislative grades are slightly broader than the executive branch salary grids that are 33 percent in the lower salary grades and 47 percent for commissioners. The broader grades are designed to allow for salary growth in legislative positions that have more limited opportunities for promotion than those in the executive branch.

Most steps within the salary grids increase by roughly 5 percent. The steps are designed with a 9 percent increase between the first or second year to recognize the "learning curve" of an employee's development. For grades one through five (principally the clerical/secretarial ranges) the 9 percent increase occurs between steps one and two. For grades six through 15, the 9 percent increase occurs between steps two and three.

Copies of each salary grid appear in appendix D.

Compensation Philosophy

When the current compensation plans were established for nonpartisan and leadership staff in 1986, the Legislative Council decided that legislative salaries should be aggressively competitive in the market. The Legislative Council wanted the ability to recruit staff from the executive branch and to retain highly qualified and experienced legislative staff. To accomplish these goals they directed that legislative salaries be set 10 percent above salaries for comparable positions in the executive branch. The Legislative Council and presiding officers reaffirmed this philosophy in 1993 when the compensation plan for the House and Senate staff was established. The NCSL study team used the goal of maintaining salaries 10 percent above the executive branch when it reviewed the competitiveness of the legislature's current salary ranges.

This strategy has been very successful. The legislature has recruited a number of staff from the executive branch and retained experienced legislative employees, particularly in the nonpartisan offices.

Staff Turnover

The NCSL study team examined data to assess the extent of turnover among the legislative staff. Excessive rates of turnover can indicate a number of problems including compensation levels not sufficient to retain experienced staff. Other factors such as the type of work, level of job security, quality of supervision, availability and competitiveness of benefits, work relationships and opportunities for advancement can also influence employees' decisions to leave jobs.

To assess the amount of turnover among legislative staff the NCSL study team examined data that show the current hire date and date of assignment to the current job class for all legislative staff employed as of July 13, 1999. The NCSL study team calculated the number of employees who have started work in their current positions since 1995. Because the data only shows the current incumbent and not all the people that may have held the job since a specific point in time, the NCSL study team was unable to calculate the total number of staff hired into each job class since 1995 nor the amount of turnover per year. However, this data provides a rough picture of the number of new staff hired in the last five years. This timeframe includes three election cycles. Table 4 shows the number and percent of current staff hired in various legislative staff offices since 1995.

The percentage of new staff hired in the legislative library, fiscal office, revisor's office and the executive director's office has been 20 percent or less since 1995. This translates into average annual turnover rates ranging from 2.6 percent to 4 percent. OPLA has had a higher total turnover of 40 percent during this period. However this translates into a low average annual turnover rate of 8 percent.

The legislature has had a harder time recruiting and retaining experienced information technology staff. Almost half of the computer staff have been hired since 1995. This data does not reflect any instances where several staff have held the same position since 1995.

The strong economy and an explosion in the demand for information technology staff, particularly those skilled in web and networking applications, has made it hard for organizations of all types to recruit and retain these staff. To address high turnover in information technology staff the Maine executive branch adopted policies in 1998 to pay a 15 percent stipend in addition to the base salary for selected information technology positions. This has the effect of raising the value of all the steps in the range by 15 percent. In addition, the Maine executive branch provides an additional 5 percent stipend to information technology staff who have completed 40 hours of computer training in a year.

The legislature has also experienced turnover among the partisan leadership staff in the House and Senate. To some extent this is to be expected as the staff in these jobs tend to change when the leaders change. Term limits will likely cause the turnover to be even higher among partisan staff.

During the past year legislative staff managers report they have had more difficulty recruiting qualified candidates for open positions. The director of OPLA reported receiving applications from fewer qualified candidates this year than he has in previous years. The director of the legislative information services office reported receiving few applications for the help desk support position and most were not even minimally qualified. To hire information technology staff the Legislature has had to offer salaries that were at, or near, the top of the range leaving little room for future salary growth. The directors of the partisan staff offices report that they are able to recruit staff for their positions but are

having a harder time retaining them once they get experience. Staff directors state that current salary ranges are making it difficult to recruit for these positions.

The NCSL study team's recommended changes in the classifications for the information technology, leadership staff and legislative researcher positions will increase the salary ranges for these positions.

Table 4. Current Staff Hired Since 1995

Staff Office	Total Positions	Current Staff Hired Since 1995	% of Current Staff Hired Since 1995
Executive Director	5	1	20%
Information Office	4	0	0%
Information Technology	7	3	43%
Library	14	2	14%
OPLA	23	9	39%
Fiscal	11	2	18%
Revisor	34	5	15%
House Clerk	14	2	14%
House Chamber Staff	9	6	67%
Senate Secretary	8	4	50%
Senate Chamber Staff/ Senate Staff	7	7	100%
House Leadership Staff	25	13	52%
Senate Leadership Staff	16	11	69%
Committee Clerks	16	11	69%
Total	193	76	39%

Recent Salary Adjustments

Since 1993 the legislature has made several adjustments to its salary ranges. Generally, these changes have followed the adjustments made by the executive branch to its pay plans. The Legislative Council approved a 2 percent increase in each of the legislature's salary grids effective July 1 1997 and July 1, 1998. Effective July 1, 1999 the legislature's salary grids were adjusted by 3 percent.

The executive branch plans to increase its pay plans by 2 percent effective July 1, 2000. Effective January 1, 2001 the executive branch plans on restructuring its salary ranges by eliminating step one and adding a step at the top of the range. The Legislative Council has agreed to make similar changes in the Legislature's salary grids. The effect of this action will be to increase the salary for all employees by one step.

The change in the executive branch salary ranges is intended to give employees some room for salary growth. Staff in the state personnel department report that 70 percent of all state employees are at the top of their range. Staff in the judicial branch personnel office report that 60 percent of judicial employees are at the top of their range.

The legislature's salaries are not as compressed against the top of the ranges. However, the current average salaries for legislative employees are at the top of the range in 10 out of 72 classes or 14 percent of all classes. The current average salaries for legislative employees are equal to 80 percent or more of the top range in 37 classes or 51 percent of all legislative classes.

Comparable Salary Data

The NCSL study team gathered comparable salary data from sources in Maine, legislatures in other states and published salary surveys. The NCSL study team matched the legislative jobs with similar positions in other organizations. Comparable salary data was gathered for the benchmark positions used to set the salary ranges in 1986 and 1993.

A particular emphasis was placed on gathering comparable salaries from the Maine executive and judicial branches and other Maine employers. Because the legislature recruits employees for most of its jobs from the local Augusta and Portland markets it must be competitive with the salaries offered by other local employers. Comparable salaries from other legislatures were used primarily for senior level jobs that are likely to be filled through national recruitment efforts or for positions that are unique to legislatures such as jobs in the offices of the clerk and secretary.

Published salary data was used for information technology jobs and some of the secretarial positions. Where there were a sufficient number of organizations reporting data the NCSL study team used data representing Maine salaries. In other cases it used either data representing national salaries or salaries paid in the New England states. This data is particularly helpful for the information technology jobs as it presents salary data from a wide range of organizations and multiple kinds of jobs. The secretarial salaries were gathered from more organizations than the NCSL study team was able to contact directly.

The NCSL study team gathered salary data on comparable positions including the minimum, maximum and midpoints of the salary ranges. Average actual salaries were gathered from Central Maine Power because their "broad band" salary ranges made it difficult to compare their minimums and midpoints with data from other organizations. Midpoints are used because, in theory, organizations set the midpoints to approximate the market rate for a job class.

The comparable salary data has several different effective dates. The NCSL study team adjusted the comparable salaries by .33 percent per month to bring all the salary data to a July 1, 1999 effective date. This rate equals a 4 percent annual rate of increase in salaries nationwide during 1998 and 1999.

Benchmark Positions

The NCSL study team gathered salary data for the benchmark positions in the Connecticut General Assembly. However, the salary data was significantly higher than the other comparable salaries for similar positions. Part of the difference may be explained by the difference in salary levels between Hartford and Augusta. For example, salaries in Hartford are about 110 percent of the national average while salaries in Augusta are about 86 percent of the national average. Even after adjusting for this difference the comparable salaries paid by the Connecticut General Assembly were significantly higher than the comparable salaries paid by other organizations. For this reason the NCSL study team decided not to include the comparable salaries from the Connecticut General Assembly.

In addition, the NCSL study team was unable to gather comparable salary data on 25 of the benchmark positions used in the 1993 and 1986 studies. In some cases the job titles were no longer in use and in others the organizations did not provide comparable salary data. The list of comparable salaries presented in Appendix C provides a good cross section of benchmark positions that should be used as a starting point in future efforts to update the Legislature's salaries. However, much as the Legislature has changed its job titles and classifications, other employers are likely have significant changes as well. When gathering comparable salary data in the future it is important to ensure there is a good match between the Legislature's positions and those considered comparable in other organizations.

Table 5 presents a list of sources for the comparable salary data. A complete list of all comparable salaries is contained in Appendix C.

Table 5. List of Sources for Comparable Salary Data

Maine Executive Branch
Maine Judicial Branch
UNUM Corporation
Central Maine Power
large Maine employer
State Legislatures in Colorado, Indiana, Iowa and Minnesota
Geographic Report on Professional and Scientific Personnel Compensation, Vols 1&2, Watson Wyatt Data Services. Data effective March 1, 1999.
Geographic Report on Office Personnel Compensation, Vols. 1&2, Watson Wyatt Data Services. Data effective March 1, 1999.
1998 IT Information Technology Compensation Survey, William M. Mercer, Inc. Data effective April 1, 1998.

Market Analysis

The NCSL study team finds that the legislative salary ranges are fairly competitive with the market. The midpoints of the current ranges are equal to or greater than the comparable market midpoints in nine out of the 15 salary ranges. They are below the comparable market midpoints in five salary groups and the NCSL study team gathered no comparable market salaries for one salary group.

The NCSL study team also finds that the legislative salary ranges are competitive with salary ranges for comparable positions in state government. The midpoints for the legislature's current salary groups are generally 10 percent or more than the midpoints for the comparable state government salary ranges. This is in line with the Legislative Council's goal of making the legislative salaries highly competitive in the state government market.

The midpoints for three legislative jobs fall below the midpoints for comparable state government jobs. For another nine legislative jobs the midpoints are less than 10 percent greater than the comparable state government salary ranges.

The legislature's current salary groups tend to be less competitive with judicial branch salaries. It should be noted that this disparity is even greater considering the judicial branch uses a 37.5 hour work week. The legislature's salary ranges for its computer positions also tend to lag the market.

The NCSL study team recommends making several changes to the legislature's current salary ranges based on its analysis of the market salaries. Table 6 presents its proposed new legislative salary ranges.

Recommendation 3.1: The Legislative Council and presiding officers should adjust the salary ranges for legislative staff positions to make them more competitive with the market. Proposed minimum, midpoint and maximum salaries appear in Table 6 and proposed salary ranges with proposed steps appear in Appendix D.

Table 6. Proposed Salary Ranges for Legislative Positions

Salary Group	Minimum	Mid-Point	Maximum
1	\$16,579	\$20,986	\$25,393
2	\$18,568	\$23,504	\$28,440
3	\$20,789	\$26,315	\$31,841
4	\$22,868	\$28,947	\$35,025
5	\$25,155	\$31,841	\$38,528
6	\$27,670	\$35,025	\$42,381
7	\$30,437	\$38,528	\$46,619
8	\$33,481	\$42,381	\$51,280
9	\$37,422	\$47,370	\$57,318
10	\$40,512	\$51,280	\$62,050
11	\$44,563	\$56,409	\$68,255
12	\$49,019	\$62,049	\$75,080
13	\$53,921	\$68,254	\$82,588
14	\$59,313	\$75,080	\$90,847
15	\$65,244	\$82,588	\$99,932

The proposed salary ranges would make the legislature's salary highly competitive in the state government market and within the overall Maine market. The midpoints of the proposed salary groups are equal to or exceed the midpoints for the comparable market salary ranges for every salary group. The midpoints exceed the market midpoints by 10 percent in four salary groups and are equal to or exceed by 3 percent the midpoints of all market salaries in nine salary groups. They equal the midpoints of the market salaries in salary group nine.

The midpoints of the proposed legislative salary groups increase by 12 percent from group one to group two and from group two to group three. The midpoints of the rest of the proposed salary groups increase by 10 percent. The spread between the minimum salary and the maximum salary equals 53 percent for each salary group, roughly the same as the current ranges.

The proposed steps are set in the same way as the current salary grid. For salary groups one through five there is an increase of 9 percent between step one and two and the rest of the steps increase by 5 percent. For salary groups six through 15 there is a 9 percent increase between steps two and three and the rest of the steps increase by 5 percent.

Implementation Options

The NCSL study team analyzed multiple options that the Legislative Council and presiding officers could take to implement the recommended reclassifications and adjustments to the salary ranges. The NCSL study team calculated the costs of each option and this information appears in Appendix E.

The following two options are similar to the approach that the Legislative Council has used in the past to implement reclassifications and changes in legislative salary ranges.

Option 1

1. For those positions that are being reclassified place them in the salary group that is appropriate for their new classification. Adjust their salary to the minimum for the salary group or by 5 percent whichever is greater.
2. Place them on the next highest step closest to the new salary.
3. For those positions that are not being reclassified, place staff in the salary group that is appropriate for their classification. If their salary is below the minimum for the salary group increase it to the minimum salary.
4. If their current salary is within the maximum of the appropriate salary group place the staff person on the next higher step closest to their current salary.
5. If a staff person's current salary exceeds the maximum for the salary group freeze their salary. They would only be eligible for cost of living adjustments. However, these adjustments would not be added to their base salary. Once their salary falls below the maximum for the salary group they would become eligible for step increases.

6. The estimated cost for implementing this option including additional benefit costs is \$459,684.

Option 2

1. For those positions that are being reclassified place them in the salary group that is appropriate for their new classification. Adjust their salary to the minimum for the salary group or by 5 percent whichever is greater.
2. Place them on the step closest to the new salary but do not reduce their salary.
3. For those positions that are not being reclassified, place staff in the salary group that is appropriate for their classification. If their salary is below the minimum for the salary group increase it to the minimum salary.
4. If their current salary is within the maximum of the appropriate salary group place the staff person on the step closest to their current salary but do not reduce their salary.
5. If a staff person's current salary exceeds the maximum for the salary group freeze their salary. They would only be eligible for cost of living adjustments. However, these adjustments would not be added to their base salary. Once their salary falls below the maximum for the salary group they would become eligible for step increases.
6. The estimated costs for implementing this option including additional benefits cost is \$252,478.

Recommendation 3.2: Which ever option the Legislative Council chooses to implement, it should work with the executive director, directors and other staff managers to review each staff person's current status including tenure and anniversary date to determine the most equitable way of making these adjustments.

4. Compensation-Related Issues

Through the process of extensive interviews, direct observation and comprehensive surveys, the NCSL study team identified a number of compensation-related issues in addition to salary and classification concerns. The Legislative Council has developed thorough personnel policies for both the nonpartisan and partisan staff. The policies are comprehensive and similar in overall content to those in other state legislatures. The Legislative Council has done a commendable job of adopting personnel policies that strengthen the Maine Legislature while balancing the needs of employees with the unique demands of the legislative process. The personnel policies of the Legislature reflect the Council's commitment to attract and retain the highest quality staff possible.

The NCSL study team deemed the following compensation-related issues as needing attention and action.

Overtime Compensation

Compensatory "Comp" Time and Overtime

Like most state legislatures, the Maine Legislature frequently requires staff to work long hours exceeding the normal 40-hour workweek. This demand for overtime almost always comes during the first half of the calendar year, when the Legislature is meeting in regular session. The Legislature's need to condense extreme amounts of work into a short time places extraordinary overtime demands on staff. The Legislative Council recognized the intense demands placed on staff who work during the legislative session by adopting the policy of "legislative leave" recommended by the 1986 NCSL classification and pay study. Legislative staff are also compensated for approved overtime hours either through compensatory time off or overtime pay depending on classification level. The overtime compensation structure is based on the pay level of the employee generally reflecting the Fair Labor Standards Act.

Except for the House and Senate staff, staff in pay ranges 1 through 6 may elect either time-and-a-half reimbursement for each hour over 40 per week or compensatory time accrued at time-and-a-half. The employee chooses prior to the fiscal year. If the employee elects comp time, he or she must be paid for overtime exceeding 120 hours. Per policies set by the House Speaker and Senate President, House and Senate staff in pay ranges 1 through 6 are not allowed the option of overtime pay; they are compensated for overtime with comp time off at an accrual rate of time-and-a-half. For employees in pay range 7, comp time is awarded up to 120 hours per calendar year. Time is accrued on an hour-for-hour basis beyond a 40-hour work week. For those in pay ranges 8 through 13, comp time is awarded up to 120 hours per calendar year and is accrued on an hour-for-hour basis beyond 45 hours worked in a week. Staff in pay ranges 14-15 are not eligible for overtime compensation but receive 7 days additional legislative leave. When the cap of 120 hours was adopted, it represented an extraordinary amount of overtime in a legislative session.

A large number of staff, mostly in pay ranges 7-13, expressed concern that the comp time policy needs revision. Many staff in these ranges, where overtime is capped, reported that they reached the cap with two months left to go in the session, and they felt that overtime worked after they reached the cap of 120 hours in their overtime bank was "volunteered time."

The First Regular Session of Maine's 119th Legislature may have been one of the most demanding in history for legislative staff in terms of overtime worked. The table below shows that staff in the Maine Legislature worked over 28,000 hours of overtime from January through June of 1999.

Table 7. Overtime Hours Reported January-June 1999

	Total Hours of Overtime Reported	Number of Staff Reporting Overtime	Average Hours of Overtime per Staff Person, January- June 1999
Legislative Council Staff	15,574	99	157
House Staff	7,993	42	190
Senate Staff	5,132	31	166
Total	28,699	172	167

The NCSL study team reviewed historic overtime data for the Council staff from the First Regular Session of the 117th Legislature in 1995. 1999 data reflect a total overtime increase of 22 percent over the 12,160 hours of overtime logged by Council staff in 1995. Three Council offices had significant increases of overtime from 1995 to 1999: 33 percent increase of overtime hours by OPLA, 47 percent increase by OFPR, and 47 percent increase by the staff in the systems group of the Information Services office. The Revisor's office shifted work to contract attorneys helping that office reduce overtime hours from 1995 to 1999. The Revisor's office contracted with outside attorneys for 1,417 hours of work in the first six months of 1999.

Table 8 gives a more detailed breakout of overtime reported by Legislative Council staff for January through June of 1999. Comparable data was not reviewed for other offices in the Legislature, but table 8 shows the specific concentrations of overtime worked within different Council offices.

Table 8. Overtime Hours Reported by Office for
Council Staff January-June 1999

	Total Hours of Overtime Reported	Number of Staff	Average Hours of Overtime per Staff Person, January-June 1999
OPLA	4293	23	187
OFPR	4482	11	407
Revisor's Office*	3578	34	105
Information Services-- Systems group	1574	7	225
Information Services-- Information Office	668	3	223
Library	92	16	6
Executive Director's Office	887	5	177

* Does not include 1,417 hours worked by contract attorneys.

Overtime Policies in Other State Legislatures

In a 1997 NCSL survey of legislative staff agencies, 47 agencies in 38 states responded that they compensated overtime worked with compensatory time off following the legislative session. Roughly half of the agencies cap the amount of comp time that staff can earn, with the average cap being 128 hours a year. An examination of comp time policies in other legislatures shows that they are generally similar to the current Maine policy. Typically, staff in clerical/non-supervisory positions can choose either overtime pay or comp time, and the overtime is awarded at time-and-a-half for every hour worked over a 40 hour work week. Professional legislative staff around the country generally receive comp time off rather than overtime pay. In almost every state, the rate of accrual is 1 hour off for 1 hour of overtime worked by professional staff. As stated above, about half the states cap the amount of comp time that can be earned. Several of the states require that comp time be taken before the end of the calendar year or be lost unlike Maine which allows time to carry over indefinitely. Of the states responding to NCSL's survey, no legislative agencies reported paying professional staff for overtime or allowing those staff to redeem their overtime hours for cash.

Impact on the Maine Legislature

Some of the direct costs of the overtime worked by Maine legislative staff are evident since some staff in pay grades 1-6 may receive straight pay for overtime hours at a rate of 1.5 times their normal hourly rate. But all the costs to the Maine Legislature that result from the overtime demands on staff may not show up in the bottom line. Because most staff are compensated for their overtime with comp time off, it may seem like there is no financial impact to the Legislature. However, staff managers report that they find it increasingly difficult to accomplish important interim projects when large numbers of staff are able to take long blocks of time off in the summer months.

Some staff reported that the quality of work may have suffered in the 1999 session because of staff fatigue from repeated long work days. The NCSL study team cannot quantify this assertion, but it is something the Legislative Council and presiding officers will need to monitor. In addition, staff managers are concerned that excessive overtime may increase staff burnout and result in higher staff turnover and loss of experienced professionals. As previously stated in this report, turnover rates in non-partisan staff offices do not appear to be unusually high, but the fear is that the considerable overtime required may drive those figures up. Legislative leaders need to be aware that the excessive overtime demands on staff may cost the Legislature in hidden, long-term ways.

After extensive consideration of the comp time policy in the Maine Legislature, the NCSL study team has concluded that the current policy is consistent with those in other states and does not need major revision. The current Maine policy does not have some of the restrictions commonly found in other states such as an expiration date on comp time or tight restrictions on when the time can be used. The NCSL study team considered various policy changes to the current Maine overtime policy. Options considered included eliminating the cap completely, paying staff per diems during session, increasing salaries to recognize the overtime necessary in conjunction with eliminating comp time, and increasing the number of legislative leave days for staff in conjunction with eliminating comp time. Another option was leaving the policy as is while addressing the more comprehensive issues driving the high overtime demand.

The NCSL study team recommends only a modest increase of 40 hours in the cap placed on comp time accrual. This increase reflects the reality of a Legislature that is asking more of its staff than ever before. A 160 hour cap would roughly equal the average overtime worked by each Maine legislative staff person in the 1999 session. Some staff will continue to exceed even a 160 hour cap, but a 40 hour increase would recognize the increased workload being placed on staff while keeping some check on the amount of time off each staff person can take during the interim.

Recommendation 4.1: The Legislative Council and presiding officers should increase the maximum accrual of comp time for staff in ranges 7-13 to 160 hours at any given time and in any calendar year. Staff in ranges 1-6 should be allowed to opt for comp time up to a cap of 160 hours before being paid for excess overtime.

Reducing Total Overtime

Any increase in the cap on comp time should be adopted hand in hand with a commitment to reduce the overall amount of overtime required of staff. Changing the cap on comp time may only be treating the symptom rather than the root cause of the problem. Legislative Leaders and staff managers need to develop and implement specific management strategies for reducing the number of overtime hours required of staff.

Strategies may include making greater use of session-only staff or exploring creative solutions like hiring some staff for 9-month assignments, much like teachers, and compensating them at a three-quarter salary. Another approach would be adopting policies to help manage the workload placed on staff such as pre-established, reasonable, turnaround times for amendment drafts, committee reports and bill drafts. These policies would need to be communicated to legislators. Staff managers may need to designate critical employees (prior to the session) who will work overtime when the House and Senate are on the floor. Managers would need to clarify that other staff will not earn overtime for staying when the House and Senate are in session.

Staff throughout the Maine Legislature consider the overtime issue to be a major problem. Staff managers are concerned that the excessive overtime results in substantial non-monetary costs. The need for addressing the issue of excessive overtime and comp time must be balanced with the concern that policies not encourage staff to work unnecessary overtime. Any changes to the comp time policy should be made with the reality in mind that the Maine Legislature is in an era of transition. The legislative interim has become more active, with the 1999 interim seeing a record number of studies. It will not help the legislative institution be more effective if large numbers of staff take extended leave because they have unlimited comp time off, even if they take the leave between regular sessions.

The NCSL study team understands that the Maine Legislature is beginning an in-depth analysis of legislative operations. This study of the legislative institution and how it is changing might provide an opportunity to examine the forces driving the increased workloads faced by staff. Staff directors are concerned that any changes in overtime policy could result in problems staffing critical projects during the interim. This concern must be weighed carefully in any study of management solutions to the overtime issue.

Recommendation 4.2: The Legislative Council should formally study the issue of overtime and consider solutions to reduce the overtime demands being placed on legislative staff.

Recording of Comp Time and Usage Policies

The NCSL study team heard that some offices within the Legislature begin to record comp time only after a total of 40 (or 45) hours is worked in a week while other offices record comp time on a daily basis after 8 hours is completed. The Council should clarify the policy of recording comp time so that it is consistent throughout the Legislature. The accumulation should begin after an employee has worked 40 (or 45) hours in the week. This problem should be solved when the Legislature installs new time recording software in the near future.

Currently, the personnel policies on overtime require that staff consult with their office directors before taking compensatory time off. Different office directors have adopted variations in how staff can use comp time accrued. This flexibility allows directors to schedule staff time off according to the special needs of their respective offices. Because workload can be cyclical and some offices have more or less staff than others, the NCSL study team believes that it is important for the office directors to continue to have flexibility in how comp time is taken.

Recommendation 4.3: The Legislative Council should expedite the search for new software to record employee time and should stipulate that overtime cannot be

accrued until an employee works 40 or 45 hours (depending on the range) in a week.

Work Space

Another common concern expressed on surveys and in interviews is the problem with the workspace in many State House offices. The concerns covered everything from not enough space to extreme temperature variations. Some staff complained that they were hindered in their work because of very noisy conditions and lack of privacy. Until State House renovations are complete, it is probably premature to examine problems with the work conditions. Changes connected to the renovation project may remedy some of the problems such as better temperature control. And some problems are simply inherent with trying to house all staff in the limited confines of the State House, rather than moving them to other office space. After the completion of the current State House renovation project, the Legislative Council should commission a study of working conditions including ergonomic issues related to the present equipment and furniture being used by legislative staff. Because square footage in the State House is a limited resource and the numbers of legislative staff continue to rise, the Council will have to explore the tough decision of moving some staff to other locations near the capitol.

Maine State Retirement System

All legislative staff must participate in the Maine State Retirement System (MSRS) and contribute either 6.5 percent or 7.5 percent of their gross salary, depending on when they were hired. Most staff were satisfied with the system although some expressed frustration at not being able to vest in the system until five years--a problem especially in the partisan positions that can turn over with short notice due to changing political circumstances. Only recently was the vest requirement lowered from ten years to five, but five years still may be too long given the natural short-term turnover found in some of the partisan offices. In addition, legislative employees can elect to participate in one of four voluntary deferred compensation plans to reduce their taxable income and invest additional money for retirement.

Certain executive branch employees considered "unclassified confidential employees" are allowed to choose from four retirement options upon employment. These employees are either "elected or appointed for a fixed term; or are appointed to 'serve at the pleasure' of the appointing authority." Like unclassified confidential employees, all legislative employees, except those appointed or elected under statute, are employees at will who "serve at the pleasure" of either the Legislative Council, the President of the Senate or the Speaker of the House.

The four retirement plan options for the unclassified confidential employees are listed below, and Appendix G contains a copy of the retirement plan form for unclassified confidential employees.

- Join MSRS and be paid from the standard salary schedules with the state paying a portion of the employee's retirement contribution (currently 6.5 percent of 7.65 percent);
- Join MSRS and be paid a 5 percent salary premium but make own contribution to MSRS with no state contribution;

- Not join MSRS and be paid a 5 percent salary premium and join the Social Security System;
- Not join the MSRS and be paid a 5 percent salary premium and contribute at least 7.5 percent of salary to one of the State's Deferred Compensation Plans.

Because legislative employees serve at the will of the Legislature, the Legislative Council should adopt similar retirement plan options for legislative staff. This could be especially beneficial for staff in partisan offices where short-term turnover is naturally high. Portability of retirement benefits is important to these staff and this option would provide them with enhanced portability. Implementing this recommendation would likely require a statutory change.

Recommendation 4.4: The Legislative Council and presiding officers should offer legislative staff the same retirement plan options currently available to unclassified confidential employees in the executive branch.

A number of staff reported that they were not aware of the existing deferred compensation plans offered by the state as a supplemental retirement option. An emphasis should be placed on informing staff about the deferred compensation plans in new staff orientation and annual informational sessions should be held to make staff aware of the plans.

Longevity Pay

As discussed earlier in this report, turnover rates vary depending on the legislative office. Because turnover is relatively low among non-partisan staff, many of them have progressed to the end steps in their pay range. 57 percent of non-partisan employees are in one of the last two steps of their pay range. A number of the non-partisan staff at the top of their range said it was a problem that they had reached the last step. They felt that they had no opportunity to increase their salary regardless of how well they performed. Because salary ranges are established based on the employment market and the value of the job to the legislature, a sound pay system should not pay salaries beyond the maximum set for the range. Legislative employees have been eligible for longevity bonuses in accordance with policies set for confidential employees in the executive branch. Although the NCSL study team does not recommend any change to the current system of longevity pay, the Legislative Council should monitor legislative turnover and consider ways such as career ladders and bonuses to retain experienced staff who have reached the top of their pay range.

Training and Professional Development

One of the questions asked on the survey distributed to all legislative staff was what benefit or personnel policy should be modified to improve employee retention. The most common response was to provide more professional training and development. Many staff stated that they did not feel they receive adequate computer training or professional skill development. They also said they want more opportunities to research issues facing the legislature through classes and workshops. The lack of emphasis on professional development was a top issue for many staff.

Adequate professional development can help invigorate employees and keep them up to date with changes in policy issues. Employees who sharpen their skills through

legislative-supported training can help make the institution more effective as a whole. It may be especially important for staff in a term-limited legislature to stay on top of issues of importance to the state.

Recommendation 4.5: The Legislative Council should appropriate necessary funds for legislative staff professional development. Funds could be allocated to each office to be dispensed by the office directors.

Personnel Policy Manuals

The NCSL study team reviewed the three personnel policy and guidelines manuals that govern staff of the Maine Legislature. One manual applies to non-partisan employees and is subject to change by the Legislative Council. Another manual applies to employees in the Office of the Secretary of the Senate, the Office of the Clerk of the House and to chamber staff. It is subject to change by the presiding officers of each chamber. The third manual applies to the committee clerks and the policies are adopted by the Legislative Council. The three manuals are complete in terms of the types of policies included. As personnel manuals for legislative staff go, these manuals seem to cover necessary policies. The manuals are thorough and adequate. However, they need to be reviewed internally and updated even if an internal review finds that few changes are warranted. The manual for the committee clerks was revised in January of 1997, but the other two have not been updated since July of 1992.

The NCSL study team recommends that an internal working group be appointed to revise and update the manuals. One of the goals of the working group should be to consolidate the manuals into one document covering all staff. The NCSL review of the policies in the three manuals found that there are relatively few actual variations in the policies that apply to the three groups of staff. The three manuals should be relatively easy to consolidate. Because the presiding officers have authority to set policies that apply to chamber staff, and Senate and House staff, there might be future differences in policies. One personnel policy manual could indicate that policies for some staff are set by the Legislative Council and for other staff by the presiding officers. Differences could be highlighted in the one manual. The move to one manual would simplify administration and de-emphasize divisions among the staff who all work for the same institution.

On returned questionnaires, Maine legislative staff identified a large variety of personnel policy issues that should be reviewed during the updating of the personnel policy manuals. Those issues include: parking and security, workout facilities, telecommuting, tuition reimbursement, "on-call" compensation, flex time, sick leave bank, and income protection policy. The NCSL study team reviewed these issues, and we offer no recommendations on these issues other than to include a review of them in the process of updating of the policy manuals.

Recommendation 4.6: The Legislative Council and presiding officers should review, revise and update the three personnel policy manuals currently being used. The effort should strive to consolidate the three manuals while maintaining any differences in policies that are adopted by the presiding officers and the Legislative Council. The introduction to the consolidated manual should make it clear that the presiding officers have sole authority to set personnel policies for staff in the Office of the Clerk of the House, Office of the Secretary of the Senate and for chamber staff. Personnel policies for non-partisan staff and committee clerks are set by the Legislative Council.

System Administration and Oversight

Classification and compensation systems, once established, should not remain static. Both need to be updated to remain current with changes in the labor market. The recommendations in this report resulted from careful comparison of legislative positions and salaries with those in state government and private employers in Maine. The system needs to be updated periodically to reflect changes in salaries paid in the market as well as changes in legislative jobs that result from changes in the organization and operation of the Legislature and changes in technology and skill levels of legislative staff. The Legislature's classification and compensation system also needs to stay current with changes in the executive branch's classification and compensation system. The Legislature has made adjustments in recent years to reflect the changes in the executive branch's system.

Fully using the career path promotions provided for in this report, considering changes in operating procedures and policies to reduce the need for overtime and monitoring changes in market salaries will help the Legislative Council and presiding officers keep the Legislature's classification and compensation plans current.

Generally, requests for reclassification of nonpartisan staff and the classification of new positions in the nonpartisan offices are reviewed by the executive director, who in turn makes recommendations to the Legislative Council. The executive director and staff within the executive director's office could use the OPM point factor analysis plan contained in Appendix A to assess these requests. The NCSL study team finds that the current classification system provides for internal equity among positions and requests for reclassifications or new classifications can be assessed in relation to the current classification system.

In addition, the class specifications should be reviewed annually and updated to reflect changes in duties, responsibilities, qualifications and skills. The NCSL study team has provided an electronic version of the class specifications to make it easier to update them.

The Legislative Council and the presiding officers should monitor the recruitment and turnover among staff positions. It may be necessary to adjust salaries for particular classes if the Legislature finds that it can not recruit or retain qualified staff in certain positions.

Recommendation 4.7: At least every two years the Legislative Council and presiding officers should compare the Legislature's salary ranges with benchmark positions in the executive branch and gather comparable salary data. The salary ranges should be adjusted based on changes in market salaries. In this way the Legislature's salary ranges will remain competitive with state government and other employers in Maine. In addition, broad changes in the executive branch compensation system should be monitored and adjustments made in the Legislature's system to maintain salary parity between the two branches.

Recommendation 4.8: If an employee disagrees with the classification of their position as recommended in this plan, they should be allowed to submit a written appeal with the Legislative Council. The Legislative Council may decide to hear the appeal or take whatever action it deems appropriate. The employee should be given a timely, written response regarding the Legislative Council's action on the appeal.

Appendix A

Definitions: 1) Organization unit is the person's immediate office. 2) Well being of persons refers to peoples' jobs, livelihood or health. Staff recommendations on certain issues, such as Medicaid, impact the well being of persons. 3) Examples of systems include budget process, bill drafting process, programming a data base, or how laws are categorized, engrossed or enrolled.

CHART 1

Factor 1 - Duties, Responsibilities and Nature of Work

Scope & effect complexity & difficulty		Work product has little impact beyond organization unit or timely provision of limited services to others	Work affects accuracy, reliability, etc., of further processes	Work affects design or operation of systems or well- being of persons	Work affects wide range of legislative activities or activities of other organizations
		1	2	3	4
Simple & repetitive tasks, routine tasks or operations	A	25	50	75	100
Moderately complex but relatively standardized tasks	B	50	75	100	125
Complex, varied non-standard tasks	C	75	100	125	150
Intricate, involving many complex variables, new situations, etc.	D	100	125	150	175

CHART 1A

Add to points awarded using Chart 1

<p>Mental demands and initiative</p> <p>Tasks are clear cut, easily mastered, directly related, and flow with little effort or control of worker</p> <p>A</p>	<p>0</p>
<p>Tasks are varied among easily recognized situations requiring some thought and some initiative to successfully complete them</p> <p>B</p>	<p>5</p>
<p>Tasks are varied and require application of a field of knowledge to be successful, also requires initiative to generate work</p> <p>C</p>	<p>10</p>
<p>Tasks require developing new techniques and information and continuing efforts to solve problems</p> <p>D</p>	<p>15</p>

Supervisor refers to whoever the person reports to. Examples: C) Supervisor tells staff to visit with the legislator, ask questions and then return to supervisor who develops a plan. Staff follows the plan, reports back and work is reviewed. D) Supervisor asks staff how he or she should proceed. Staff outlines plan and proceeds. E) Supervisor checks in to ask "How is it going?" Staff responds all is OK and proceeds on own.

CHART 2

Factor 2 - Independence of Action

Variety and complexity of decisions	Little or no opportunity to make choices in carrying out the work	Decisions need to be made from among limited alternatives related to easily recognized differences between situations.	The subject of work must be analyzed and an appropriate course of action must be chosen.	Decisions involve assessing unusual circumstances and conflicting information.	Decisions involve extensive probing and analysis to describe undefined issues.
Supervision received	1	2	3	4	5
A Supervisor makes clear, detailed and specific instructions and the worker performs as instructed. Work is closely controlled & output is checked.	20	40	60	--	--
B Supervisor makes continuing general instructions for routine work and specific instructions for new or more difficult work. Worker performs most work independently. Work is reviewed for technical accuracy.	40	60	80	100	--
C Supervisor defines objectives, priorities, etc., and worker carries out work independently. Work is reviewed after completion for technical accuracy.	60	80	100	120	140
D Supervisor and worker jointly develop objectives, etc., and worker carries out assignments, resolves conflicts, etc. Work is reviewed for accomplishment, feasibility, etc.	--	100	120	140	160
E Supervisor provides only administrative and policy guidance. Worker is considered <u>technical authority</u> and work is usually accepted without change.	--	--	140	160	180

CHART 3

Factor 2 - Continued

<p>Consequence of error</p> <p>Analytic and creative thinking</p>	<p>Errors are readily detected and are usually corrected before any consequence other than localized delay, inconvenience, etc.</p> <p>1</p>	<p>Errors are not readily apparent and are discovered by their adverse effects of loss of time, embarrassment, substantial inconvenience, etc.</p> <p>2</p>	<p>Errors may not be discounted and usually cause waste, damage, extensive delay, etc. The damage is done--the error cannot be ignored.</p> <p>3</p>	<p>Errors cannot be prevented and may cause serious consequences including substantial illegality, personal injury, etc. Very rare. Consequence of error is dramatic.</p> <p>4</p>
<p>A</p> <p>Work requires little analysis and creativity</p>	<p>0</p>	<p>5</p>	<p>10</p>	<p>--</p>
<p>B</p> <p>Work requires analysis of simple or easily defined situations and some creativity.</p>	<p>5</p>	<p>10</p>	<p>15</p>	<p>20</p>
<p>C</p> <p>Work requires analysis and interpretation of an established body of facts and planning and refining work methods</p>	<p>10</p>	<p>15</p>	<p>20</p>	<p>25</p>
<p>D</p> <p>Work requires analysis and interpretation of continuing changes, unknown situations and conflicting information. New concepts and techniques must be developed</p>	<p>--</p>	<p>20</p>	<p>25</p>	<p>30</p>

CHART 4

Factor 3 - Personnel Management Responsibility

None	A	0
Some assigning and reviewing of work (e.g. of shared clerical support staff).	B	5
Some, but not all, of the responsibilities normally required in the basic level of supervision (e.g. a lead worker). For example, allocating work among staff and/or providing help and guidance to workers.	C	10
All of the responsibilities normally required in the basic supervisory position (plan, assign, review daily work, monitor and control time and attendance; recommend personnel actions; provide instruction; etc.)	D	20
All of the responsibilities normally required in the second level of supervision (plan, assign, review work of subordinate supervisors; acts on recommendations from subordinate supervisors on personnel actions, budget and other resources management concerns, etc.)	E	40
All of the responsibilities normally required in the third level of supervision (long-term planning of operations of subordinate organization units; budget formulation, execution, and control; set broad priorities and policies; effects personnel actions; etc.)	F	80
Any higher-level supervisory and management responsibilities usually found at higher executive levels and especially related to overall program accomplishment, performance of the entire organization, resource allocation decisions across all units, deciding top management policy issues, etc.	G	100

CHART 5

Factor 4 - Work Relationships

Extent of contacts	Persons in the legislature.	Persons employed by other organizations or with the public	Persons, officials, or representatives of organizations, such as lobbyists and elected officials, who have an unusually significant impact on the programs or policies involved in the work.
Nature and purpose of contacts	1	2	3
A Cooperative work relationships incidental to purpose of the work involving giving and receiving factual information about the work.	10	20	30
B Explanation or interpretation to render service, carry out policies, or maintain coordination.	20	30	40
C Nonroutine, cooperative problem solving requiring discussion and persuasion to gain concurrence or cooperation in the face of significant difference of opinion or controversy.	30	40	50

CHART 6

Factor 5 - Working Conditions

Physical requirements	Work requires physical activity normally considered comfortable and not exerting (standing, sitting, bending, etc.). Tasks allow alternating physical demands from one work period to the next.	Work requires restricted body movements (arms overhead, stooping) or greater than normal visual activity, hand-eye coordination, or body strength on a regular and recurring basis.	Work requires extremely restricted body movement for extended periods of time, frequent lifting and moving of large and/or heavy objects by hand or other unusual and continuous physical demands.
Work environment	1	2	3
Standard office environment or other environment with adequate heat light, etc. A	5	10	15
Regular and recurring exposure to dust, grease, soiling of skin and clothes, noise, vibration, outside weather changes but not extreme weather conditions B	10	15	20
Exposure to common hazards, such as falling objects, moving machinery and vehicles, outside in weather extremes, noxious gases and fumes, etc., that have potential of injury requiring immediate emergency medical attention C	15	20	25
Exposure to extreme hazards such as electric shock, caustic or burning substances, work under water or above ground, explosives, and poisonous gases and fumes that have potential of disfigurement, permanent disability or death D	20	25	30

Focus on what is needed for the job. Knowledge: The nature and the extent of information or facts that the worker must understand to do acceptable work and the nature and the extent of skills needed to apply these knowledges. To select a level under this factor, a given type of knowledge must be required and applied.

CHART 7

Factor 6 - Necessary Worker Traits

Basic knowledge of work practices and procedures and ability to understand and follow simple verbal instructions.	A	20
Knowledge of the principles underlying the work and ability to operate simple machines and use ordinary tools.	B	40
Knowledge of methods and practices of a discipline or specialized field and the body of facts relevant to assigned work.	C	60
Knowledge of theoretical principles and practices of a technical field developed through experience <u>or</u> college-level education.	D	80
Knowledge of a wide range of techniques, theories, and practices pertinent to a discipline or specialized field or recognized profession developed through experience or graduate-level education.	E	100
Knowledge of several related fields at level E	F	120
Mastery of a specialized field or technical discipline	G	140

*no premium for personal traits

In applying a score, focus on what is needed to perform the job.

CHART 8

Factor 7 - Qualification Requirements

Experience	None	Less than 1 year	1 - 3 years	3 - 6 years	6 - 10 years	More than 10 years
Training	1	2	3	4	5	6
8th grade or less A	10	20	30	40	50	60
9th - 12th grade or H.S. equivalent B	20	30	40	50	60	70
1 - 2 years college or technical school C	30	40	50	60	70	80
3 - Baccalaureate D	40	50	60	70	80	90
Masters E	50	60	70	80	90	100
Law Degree F	55	65	75	85	95	105
Ph.D. G	60	70	80	90	100	110

Appendix B

Proposed Salary Group 1

CLASS TITLE: Office Assistant I

Definition of the Class

Under close supervision, performs routine clerical work which is generally limited in variety and follows routine, standardized procedures. Tasks are performed with limited guidance after work procedures are learned. Work is subject to review in terms of correctness, accuracy and adherence to instructions and established procedures.

Examples of Duties

1. Performs simple filing.
2. Processes incoming and out-going mail.
3. Prepares routine correspondence, form letters and invoices.
4. Assists with processing requisitions and check materials.

Desirable Minimum Qualifications

1. Requires a high school diploma or any equivalent combination of education and experience.
2. Ability to follow verbal as well as written instructions.

CLASS TITLE: Doorkeeper

Definition of the Class

The Doorkeeper's primary responsibility is to open doors of the chamber and to enforce the rules of the chamber with respect to traffic flow on the chamber floor prior to and during session. The Doorkeeper may be called upon to assist with other duties in the legislature as needed. This position has no supervisory duties and is under the direction of the Clerk of the House or the Secretary of the Senate.

Examples of Duties

1. Opens chamber doors.
2. Distributes the daily House and Senate calendars to legislative members.
3. Assists in distributing legislative documents, answering phones, taking orders and mailing materials.
4. Maintains orderly entry to and decorum on the chamber floor during legislative session.
5. Works with pages on monthly mailings of legislative activity.
6. Assists with other activities as needed.

Desirable Minimum Qualifications

1. Requires a high school diploma or any equivalent combination of education and experience.
2. Ability to work with elected officials, employees of the legislature, and members of the public.
3. Ability to follow instructions and function as a member of a team.
4. Capable of learning chamber protocol.

CLASS TITLE: Page

Definition of the Class

The Page's primary responsibility is to distribute legislative documents in the chamber and between the House or Senate and other locations. The Page may be called upon to assist with other duties in the legislature as needed. This position has no supervisory duties and works under the direction of the Assistant Sergeant at Arms, Sergeant at Arms and the Clerk of the House or the Secretary of the Senate.

Examples of Duties

The page may perform all or part of the following functions:

1. Distributes legislative documents in the chamber and between the Senate and House and other locations.
2. Keeps order in the visitor's gallery.
3. Escorts members, guests and honorary pages of the legislature.
4. Runs errands and delivers materials as needed.
5. Assists in the mail and document rooms.
6. Assists in keeping order in committee hearings and in maintaining orderly entry to and decorum on the floor.
7. Provides assistance as necessary in answering telephone calls, making photocopies, working the sound system, and taking and delivering messages.
8. Performs other functions as assigned by the Sergeant-at-Arms and the Secretary of the Senate or Clerk of the House.

Desirable Minimum Qualifications

1. Requires a high school diploma or any equivalent combination of education and experience.
2. Ability to work with elected officials, employees of the Senate and House, and members of the public.
3. Ability to follow instructions and directions.
4. Ability to establish and maintain cooperative work relationships.

Proposed Salary Group 2

There is no one in this class currently. These functions are performed by the Journal Clerk in the House and the Reporter in the Senate.

CLASS TITLE: Sound Systems Operator

Definition of the Class

The Sound Systems Operator operates the sound system while the House is in session. When the legislature is not in session, the Sound Systems Operator assists with tasks for other legislative offices. Recurring tasks and assignments are carried out without specific instruction. Work is performed under general supervision where guidance is received only on new procedures, or work routines, and occasional review of completed work. The Sound Systems Operator works under the guidance of the Clerk of the House.

Examples of Duties

1. Operates the sound system during legislative sessions.
2. Periodically checks equipment, performs routine maintenance, cleaning and minor repairs.
3. Records session proceedings for the journal clerk and House reporter as a backup to their recording system.
4. Assists in the Document room and other legislative offices with photocopying and distributing materials.
5. Assists in the preparation of mailings.
6. Assists with other activities as needed.

Desirable Minimum Qualifications

1. Requires a high school diploma or any equivalent combination of education and experience.
2. Ability to work with elected officials, legislative staff and members of the public.
3. Ability to follow instructions.
4. Ability to establish and maintain cooperative work relationships.

Proposed Salary Group 2

CLASS TITLE: Tour Guide

Definition of the Class

Under the direction of the Clerk of the House, the tour guide is responsible for providing tours of the state capitol and House and Senate chambers to legislative guests and members of the public. Recurring tasks and assignments are carried out without specific instructions. Work is performed under general supervision where guidance is received only on new procedures, or work routines, and occasional review of completed work.

Examples of Duties

1. Provides tours of the State Capitol and its chambers to groups, legislative guests and the public.
2. Explains and relays information about the legislative process, Maine history and the capitol building.
3. Assists in other legislative offices and with other activities as needed.

Desirable Minimum Qualifications

1. Requires a high school diploma or any equivalent combination of education and experience.
2. Ability to communicate and work with elected officials, legislative staff and members of the public.
3. Ability to learn the legislative process, Maine history, and the capitol building.
4. Ability to keep up with current events especially as these relate to issues and activities of the legislature.
5. Ability to establish and maintain cooperative work relationships.

CLASS TITLE: Assistant Legislative Document Clerk

Definition of the Class

The Assistant Document Clerk works under the guidance of the Document Clerk to distribute documents to legislators, staff and the public. The Assistant Legislative Document Clerk's primary responsibility is to distribute legislative documents to legislators, legislative staff and the public. Work is performed under general supervision where guidance is received only on new procedures, or work routines, and occasional review of completed work.

Examples of Duties

1. Processes, sorts and distributes legislative documents in a timely manner.
2. Receives and unpacks incoming boxes of documents.
3. Handles phone and walk-in requests for legislative documents.
4. Assists with mailing.
5. Assists with other activities as needed.

Desirable Minimum Qualifications

1. High school diploma or any equivalent combination of education and experience.
2. Ability to work and communicate with elected officials, legislative staff and members of the public.
3. Attention to detail and ability to follow instructions.
4. Ability to lift boxes of documents and other heavy objects.
5. Ability to establish and maintain cooperative work relationships.

Proposed Salary Group 3

CLASS TITLE: Assistant Sergeant-at-Arms

Definition of the Class

Under the supervision of the Sergeant at Arms, the Assistant Sergeant-at-Arms assists in supervising chamber staff and responding to requests from legislators and staff. These duties vary widely but can include answering phones, courier duties, delivering mail, assisting with mailings, and distributing legislative documents to House and Senate offices. Recurring tasks and assignments are carried out without specific instructions. Work is performed under general supervision where guidance is received only on new procedures, or work routines, and occasional review of completed work.

Examples of Duties

The Assistant Sergeant at Arms may perform all or part of the following functions:

1. Assists in supervising chamber staff and ensures that tasks are completed in a timely manner.
2. Gives tours to groups, greets visitors, direct honorary pages.
3. Assists in completing tasks such as mailings, deliveries, and phone coverage.
4. Assists in maintaining orderly seating in both the gallery and public areas and the orderly conduct of the chamber during session.
5. Runs errands and delivers materials in and outside the capitol.
6. May perform special projects for presiding officers and assist with other activities as needed.

Desirable Minimum Qualifications

1. High school diploma or any equivalent combination of education and experience.
2. Knowledge of the legislative process and the functions of the Senate or House chambers.
3. Ability to work and communicate with elected officials, employees of the legislature and members of the public.
4. One year experience as a page or equivalent position.
5. Ability to take direction from many individuals, prioritize duties and complete tasks.
6. Possession of a valid driver's license with a good driving record.

CLASS TITLE: Sergeant-at-Arms

Definition of the Class

The Sergeant-at-Arms is responsible for supervising and coordinating the work of all chamber staff including pages, doorkeepers and couriers. Activities may include, but are not limited to document distribution, delivery services, preparation of mailings, training of pages, maintenance and decorum in the chamber and providing assistance to others in the legislature as needed. The Sergeant-at-Arms is appointed by the President of the Senate or Speaker of the House and works under the general guidance of the Secretary of the Senate or Clerk of the House.

Examples of Duties

The Sergeant-at-Arms may perform all or part of the following functions:

1. Supervises chamber staff during legislative session, delegating tasks, organizing work schedules, and assigning projects.
2. Provides training to chamber staff on process, protocol, and ceremonial functions of the legislative chamberhouse.
3. May complete special projects for the presiding officer.
4. Provides assistance to the postmaster in mail responsibilities.
5. Coordinates the distribution of legislative documents in the chamber, between houses and between the legislative and executive branch.
6. Maintains the chamber duty schedule, the appearance of the chamber and decorum as directed by the chamber's rules during legislative session.
7. Provides instructions to honorary pages.
8. Welcomes and provides instruction to clergy during session.
9. Works with capitol security and state police in emergencies.
10. Provides assistance as needed to leadership, individual members and staff and other legislative offices.
11. Enforces the rules of the house as these relate to access and orderly conduct in the chamber and galleries.
12. Assists with other activities as need.

Desirable Minimum Qualifications

1. High school diploma or any equivalent combination of education and experience.
2. Requires one year's experience as a page or equivalent position.
3. Ability to communicate effectively with elected officials, legislative and agency staff and the public.
4. Knowledge of the legislative process and chamber protocol.
5. Ability to work long hours under pressure with minimal supervision.
6. Ability to coordinate the activities of others.
7. Must have a valid driver's license and good driving record.

CLASS TITLE: Document Clerk

Definition of the Class

The Document Clerk is responsible for organizing and distributing documents to elected officials, staff and the public. The Document Clerk supervises the Assistant Document Clerk and directs the activities of the doorkeepers and pages when they are assigned to the document room. The Document Clerk works under the overall direction of the Clerk of the House.

Examples of Duties

1. Processes, sorts, and distributes all legislative documents in a timely manner.
2. Oversees the legislative document subscriber service and records mailings to paid subscribers.
3. Maintains records of new legislative documents coming into the office.
4. Mails all new bills to town clerks on a weekly basis.
5. Handles phone and walk-in requests for legislative documents.
6. May perform other activities as needs.

Desirable Minimum Qualifications

1. Requires a high school diploma or any equivalent combination of education and experience.
2. Ability to work with and communicate effectively with elected officials, legislative staff and the public.
3. Ability to work long hours under pressure with minimal supervision.
4. Requires organizational skills with attention to detail.
5. Knowledge of the legislative process.
6. Ability to work in a supervisory role.

CLASS TITLE: Committee Clerk

Definition of the Class

Under close supervision, Committee Clerks provide support to legislative committees and committee chairs. Clerks follow routine, prescribed procedures under the supervision of the manager of the legislative information office. This is an entry level position for an individual with no previous clerk experience or advanced qualifications.

Examples of Duties

1. Schedules the Committee meetings.
2. Handles, records and tracks bills through the committee process.
3. Types and files routine correspondence.
4. Responds to requests for information, regarding assigned committee, from legislators, legislative staff and the public.
5. Notifies committee members, other legislators, legislative staff and public about bills scheduled for hearing.
6. Works under the guidance of and with others in the legislature to ensure that committee procedures are following correctly.
7. Prepares reports on committee meetings and activities.
8. Assists in other legislative offices as needed.

Desirable Minimum Qualifications

1. Requires a high school diploma or any equivalent combination of education and experience.
2. Ability to follow verbal as well as written instructions.
3. Requires a working knowledge of office practices.
4. Ability to establish and maintain cooperative work relationships.
5. Requires basic computer proficiency.

CLASS TITLE: Library Assistant

Definition of the Class

Performs a variety of moderately complex library support tasks to assist the professional library staff in cataloguing, accessing, classifying and indexing documents, books, periodicals and other printed materials. Employee must apply a knowledge of the routines and procedures of the library and a knowledge of modern library techniques in completing assignments. Work is controlled by established library policy and procedure; although working independently, employees rarely deviate from established methods without consulting their supervisor.

Examples of Duties

Records receipt of serial publications, routes individual issues, and prepares volumes for shipment to commercial bindery.

Enters data and edits records for online computer catalog.

Processes materials for the shelves, including labeling and barcoding, and files shelf lists cards.

Maintains materials in the collection by shelving, filing supplements, and assisting with the creation of inventories.

Checks out materials to library users and handles overdue notices.

Shifts materials in the library or transfers large sets to the storage facility.

Performs receptionist duties as needed.

Desirable Minimum Qualifications

1. Requires a high school diploma or equivalent combination of education and experience.
2. Requires one year of library, clerical or related experience.
3. Requires a working knowledge of library practices.
4. Ability to establish rapport and good relationships with a variety of library patrons and other staff.
5. May require ability to handle heavy lifting of library materials.

CLASS TITLE: Secretary

Definition of the Class

Under limited supervision, performs moderately advanced and complex secretarial duties, sometimes of a confidential nature, for a legislator, legislative committee or staff group. Oversees, monitors or independently carries out a wide variety of complex clerical work in accordance with standard procedures, making independent decisions concerning the processes to be followed, the appropriateness of the information to be processed and the actions to be taken. Uses various office machines including typewriter, word processor, fax, calculators and photocopying equipment. Works under limited supervision and results are reviewed for soundness of technical judgments, appropriateness and conformity to policy and administrative requirements.

Examples of Duties

1. Types correspondence, memos, reports and manuscripts.
2. Schedules appointments, meetings and travel.
3. Maintains files and office records.
4. Circulates and maintains active legislative bill files.
5. Answers telephone calls and acts as office receptionist.
6. Takes and transcribes dictation of meeting proceedings for a legislator, staff member of committee.
7. Handles incoming and out-going mail.

Desirable Minimum Qualifications

1. Requires a high school diploma, including or supplemented by courses in secretarial work or any equivalent combination of education and experience.
2. Requires one year secretarial experience.
3. Ability to perform varied secretarial tasks with speed and accuracy.
4. Ability to work cooperatively with legislators, legislative staff and the public on a daily basis and sometimes under pressure.
5. Proficiency in word processing and basic computer skills.

CLASS TITLE: Executive Secretary

Definition of the Class

Under limited supervision, performs moderately advanced and complex secretarial duties of an administrative and sometimes of a confidential nature for a legislator or legislative staff group. Uses various office machines including typewriter, word processor, dictaphone and photocopy equipment. Work requires flexibility to respond to and handle a variety of assignments from a number of different publics and ability to use independent judgment in determinations on varied assignments. Work is reviewed for soundness of technical judgments, appropriateness and conformity to policy and administrative requirements.

Examples of Duties

An Executive Secretary may perform all or part of the following functions:

1. May perform all or any duties of a Secretary with a high degree of skill, speed, accuracy and independence.
2. Works as office receptionist and processes all incoming and outgoing mail.
3. Prepares and maintains correspondence, documents, calendars.
4. May coordinate schedules, special projects and programs for the legislative house.
5. Obtains, assembles, edits and formats special reports, sentiments mailing lists, and documents for legislators and staff.
6. May assist in tracking and/or coordinating legislative documents, amendments, committee reports, and voting records.
7. May provide assistance or coordinate the work of other staff.
8. May order supplies, keep specialized office records and coordinate the preparation and printing of publications.
9. May perform other activities as needed.

Desirable Minimum Qualifications

1. Requires a high school diploma, including or supplemented by courses in secretarial work, plus three years secretarial experience or any equivalent combination of education and experience.
2. Requires at least one year experience and demonstrated competence as a secretary of comparable position.
3. Ability to perform varied secretarial tasks with speed and accuracy, often under pressure.
4. Ability to effectively communicate and work with elected officials, other legislative staff and the public.
5. Demonstrated wordprocessing skills.

CLASS TITLE: Legal Proofreader

Definition of the Class

Under supervision, edits and proofreads legislative documents including bills, resolutions, congratulatory messages and amendments of spelling, grammar, punctuation, statutory form, consistency and clarity of content. Editing and proofreading must be near perfect as errors may result in delays in the processing of legislation.

Examples of Duties

1. Edits and proofreads legislative documents including bills, resolutions, congratulatory messages and amendments for spelling, grammar, punctuation, statutory form, consistency and clarity of content.
2. Verifies legislative references and conducts routine research of statutes to ensure factual accuracy and correct terminology.
3. Consults and coordinates with other legislative staff to integrate edits into legislative documents.
4. Assists with other duties within the Legislative Revisor's office.

Desirable Minimum Qualifications

1. Requires a bachelor's degree in English or related field or any equivalent combination of education and experience.
2. Requires one year of proofreading, editing or related experience.
3. Requires superior skills in and an excellent command of English language and grammar.
4. Ability to establish and maintain cooperative work relationships.
5. Requires attention to detail and willingness to work long hours under pressure.
6. Basic computer proficiency preferred.

CLASS TITLE: Legislative Technician

Definition of the Class

Prepares legislative documents using specialized technical skills and text processing equipment. Preparation of legislative documents must be near perfect as errors may result in delays in the processing of legislation. Work is performed independently according to standard procedures, instructions are received on special assignments and procedural changes.

Examples of Duties

1. Prepares and formats bills and amendments on text processing equipment.
2. Engrosses bills.
3. Cross references statutes.
4. Incorporates new legislative statutes into the Laws of Maine.
5. Composes simple amendments.
6. Proofreads for spelling, grammar, punctuation, and references.
7. Performs complex text processing functions on specialized equipment using advanced technical and clerical skills.

Desirable Minimum Qualifications

1. Requires a high school diploma or any equivalent combination of education and experience.
2. Requires two years word processing, text processing or related technical work experience.
3. Fundamental knowledge of the format, style and organization of the Laws of Maine preferred.
4. Requires attention to detail and willingness to work long under deadline pressures.
5. Requires basic computer proficiency.

CLASS TITLE: Legislative Information Assistant

Definition of the Class

Under the direction of the manager of the Legislative Information Office, records official legislative actions on bills and amendments; collects other relevant bill status information; enters information into the bill status system; and responds to telephone and in-person inquiries for status information. Ability to accurately identify, record and enter legislative action correctly is essential for maintaining complete legislative histories. Must exercise independent judgment according to established procedures and with general supervision.

Examples of Duties

1. Listens to floor debate and determines and records official action taken
2. Collects, checks and verifies legislative action taken by committees or introduction of legislative documents.
3. Interprets legislative actions in preparation for posting to the legislative bill status system.
4. Performs data entry tasks.
5. Performs other routine clerical work.
6. Responds to requests for legislative status information.
7. Responsible for phone coverage and in-person inquiries.

Desirable Minimum Qualifications

1. An Associate Degree or any equivalent combination of education and experience.
2. One year clerical, secretarial, receptionist or related experience.
3. Working knowledge of legislative terminology, parliamentary procedure, and the legislative process.
4. Good interpersonal, language and computer skills.
5. Ability to deal with a wide variety of individuals, members of the public, legislators and legislative staff.
6. Ability to work long hours with minimal supervision and often under pressure.

CLASS TITLE: Accounting Technician

Definition of the Class

Under limited supervision and using generally recognized accounting and fiscal procedures, maintains complex accounting and financial records. Work involves responsibility for independent decisions within a limited scope and requires interpretation of various policies and procedures. Work is of a most exacting nature in an effort to eliminate the possibilities of error which could create a disruption of services.

Examples of Duties

1. Prepares invoices and processes all bills for payment.
2. Maintains account information.
3. Audits vouchers for accuracy and completeness.
4. Assists with the preparation of budget information, fiscal statements or expenditure reports.
5. Performs other office duties such as typing, filing or answering the telephone.

Desirable Minimum Qualifications

1. Requires a business college certificate plus three years experience or a high school diploma, supplemented by business and accounting courses, plus four years experience. Any equivalent combination of education and experience may be substituted.
2. Requires attention to detail, good organizational skills, plus a working knowledge of bookkeeping and financial procedures.

CLASS TITLE: Journal Clerk

Definition of the Class

The Journal Clerk is responsible for compiling, preparing, proofing, and publishing the official legislative journal. This position needs a working knowledge of the format, style and organization of the official legislative journal to be able to resolve problems and answer substantive questions. The Journal Clerk works independently under standardized procedures. The position works closely with the Reporter and reports directly to the Secretary of the Senate and Clerk of the House.

Examples of Duties

The Journal Clerk may perform all or part of the following functions:

2. Records on tape and paper legislative actions during session.
3. Types, indexes, and proofs the Legislative Journal on a daily basis.
4. Maintains and prepares mailing lists for individual members and for the distribution of legislative documents.
5. Types Joint Resolutions and transmits them to the appropriate parties.
6. Operates the sound system.
7. Assists with other office activities as needed.

Desirable Minimum Qualifications

1. High School Diploma and three years progressively responsible secretarial experience including dictaphone and word processing skills.
2. Requires two years experience in Senate and House offices with knowledge of the legislative process.
3. Possess good organizational skills.
4. Ability to work independently.
5. Ability to communicate and work well with legislators and legislative staff.
6. Ability to pay attention to detail and a willingness to work long hours under pressure with minimal supervision.

CLASS TITLE: Reporter

Definition of the Class

The Reporter is responsible for the timely production of the Legislative Record using technical skills and text processing equipment. Preparation of the Record must be near perfect. Work is performed independently according to standard procedures; instructions are received on special assignments and procedural changes. A Reporter must have a working knowledge of parliamentary procedure and the format, style and organization of the record to be able to resolve problems or answer substantive questions. This position works closely with other staff who produce legislative documents and works under the direction of the Secretary or the Senate or Clerk of the House.

Examples of Duties

The Reporter may perform all or part of the following functions:

1. Sets up taping equipment and records the legislative session.
2. Monitors the proper working and maintenance of chamber recording equipment.
3. Attends legislative sessions keeping detailed notes of motions, speakers and roll call votes.
4. Transcribes the legislative record for the chamber using the daily calendar, supplements, roll calls, recorded tapes and notes.
5. Prepares session documents for indexing.
6. Maintains detailed files of session tapes and notes.
7. May assist with or coordinate the work of other secretarial staff.
8. May perform other activities as needed.

Desirable Minimum Qualifications

1. High school diploma or any equivalent combination of education and experience.
2. Requires two years legislative experience with knowledge of the legislative process and terms.
3. Accurate typing, transcription and word processing skills.
4. Good working knowledge of the English language, grammar and punctuation.
5. Attention to detail, accuracy, good organizational skills and the ability to work under pressure with a minimum of supervision.
6. Possess good organizational skills.
7. Ability to pay attention to detail and work accurately under pressure with a minimum of supervision.
8. Ability to communicate effectively with elected officials and legislative employees.

CLASS TITLE: Senior Legal Proofreader

Definition of the Class

Under limited supervision, edits and proofreads legislative bills, resolutions, congratulatory messages and amendments for spelling, grammar, punctuation, statutory form and general clarity. Editing and proofreading must be near perfect as errors may result in delays in the processing of legislation.

Examples of Duties

1. Performs all or any duties expected of a Legal Proofreader with a high degree of skill, speed, accuracy and independence.
2. Edits and proofreads legislative documents including bills, resolutions, congratulatory messages and amendments for spelling, grammar, punctuation, statutory form, consistency and clarity of content.
3. Verifies legislative references and conducts routine research of statutes to ensure factual accuracy and correct terminology
4. Consults and coordinates with other legislative staff to integrate edits into legislative documents.
5. Assists with other duties within the Legislative Revisor's office.
6. May assist with training new proofreaders or providing general assistance to and problem solving for other proofreaders.

Desirable Minimum Qualifications

1. Requires a bachelor's degree in English or related field and three years proofreading experience or any equivalent combination of education or experience.
2. Requires at least one year of experience and demonstrated competence as a Legal Proofreader or comparable position.
3. Requires superior skills in and an excellent command of English language and grammar.
4. Requires a working knowledge of legislation and statutory forms, terminology and practices.
5. Requires attention to detail and willingness to work long hours under pressure.
6. Ability to establish and maintain cooperative work relationships.
7. Requires basic computer proficiency.

CLASS TITLE: Senior Legislative Technician

Definition of the Class

Prepares legislative documents using specialized technical skills and text processing equipment. Preparation of legislative documents must be near perfect as errors may result in delays in the processing of legislation. Work is performed independently according to standard procedures; instructions are received on special assignments and procedural changes. A Senior Legislative Technician must have a working knowledge of the format, style and organization of the Laws of Maine to be able to resolve technical problems or answer substantive questions for Legislative Technicians or Legal Proofreaders.

Examples of Duties

1. May perform any or all duties expected of a Legislative Technician with a high degree of skill, speed, accuracy and independence.
2. Types bills and amendments in proper form.
3. Proofreads for spelling, grammar, punctuation and references, and related tasks requiring a knowledge of the format, style and organization of the Laws of Maine.
4. May order supplies, keep specialized office records and coordinate the preparation and printing of publications.

Desirable Minimum Qualifications

1. Requires a high school diploma or any equivalent combination of education and experience.
2. Requires four years word processing, text processing or related technical work experience.
3. Requires demonstrated competence and at least one year experience as a Legislative Technician or comparable position.
4. Requires attention to detail and willingness to work long hours under pressure.
5. Requires basic computer proficiency.
6. Fundamental knowledge of the format, style and organization of the Laws of Maine preferred.

CLASS TITLE: Library Associate

Definition of the Class

Assists with a broad range of library duties under the general direction of a professional librarian and using basic library science techniques. This is a paraprofessional library position requiring knowledge of or experience in library science. Employees work with considerable independence following established procedures and library policy or specific instructions from a supervisor.

Examples of Duties

1. Assists with reference services for library patrons.
2. Coordinates and maintains specialized information files such as legislative histories, newspaper clippings, federal documents, and special collections or data bases.
3. May coordinate and supervise the work of other library staff on a project basis.
4. Assists with circulation functions including scheduling circulation desk staff and checking out materials.
5. Assist with the maintenance and development of current library collections.
6. Processes interlibrary loan requests.

Desirable Minimum Qualifications

1. Requires a bachelor's degree or high school diploma plus four years experience in library or related work or any equivalent combination of education and experience.
2. Requires good organizational skills and attention to detail.
3. Ability to work with a variety of library patrons and other staff.
4. Ability to lead others.

Proposed Salary Group 5

CLASS TITLE: Office Support Technician

Definition of the Class

The Office Support Technician is the first line of support in the information systems office. The position provides intra-and inter-office support services in word and data processing applications and equipment, and voice communications.

Examples of Duties

1. Assists all legislative offices in the use of both word processing and data processing applications and in the development and maintenance of office administration procedures to support "local" computer use (e.g. document indices, archiving, etc.)
2. Monitors use of computer equipment, responds to problems and resolves or coordinates resolution of problems.
3. Monitors use of computer supplies, maintains inventories and order as necessary.
4. Performs secretarial duties including typing, telephone coverage, ordering supplies, making service calls, and maintaining request log.
5. Serves as back up system administrator for selected computer programs.
6. Organizes and coordinates the installation and moves of telephone lines within the legislature.
7. Instructs staff on the use of voice mail and maintains a database of telephone lines.
8. Provides assistance to offices in executing special projects (e.g. glossaries, LOTUS, and projects requiring detailed knowledge of advanced functions).

Desirable Minimum Qualifications

1. High School diploma or equivalent combination of education and/or experience.
2. Minimum of four years progressive secretarial, clerical, word or data processing experience in a computer environment.
3. Secretarial skills including organizational skills, filing, and attention to detail.
4. Ability to communicate and work effectively with legislative computer users.

CLASS TITLE: Administrative Secretary

Definition of the Class

An Administrative Secretary is the lead secretarial position in an office, usually working for a director and frequently coordinating the work of other secretaries or clerical employees. Performs complex secretarial duties of intricate variety for an office director and handles office-wide administrative matters, records and procedures. Work is of a most exacting nature in an effort to eliminate the possibilities of errors which could result in legislative session delays. Uses various office machines and equipment. Work is performed independently according to standard procedure or special instructions; however, an administrative secretary may develop new methods and advise or train other secretaries as required to meet special assignments or changing situations.

Examples of Duties

1. Performs all or any duties expected of a Senior Secretary with a high degree of skill, speed, accuracy and independence.
2. Acts as a liaison on behalf of the office or legislature with vendors such as printers, travel agents, and suppliers.
3. Reviews bids, vouchers and office expenditures.
4. Schedules meetings, hearings and facilities.
5. Establishes and maintains specialized office personnel files and records.
6. Composes correspondence for the signature of others.
7. Performs general typing, filing and record-keeping duties.
8. May supervise other secretaries, clerical or session employees in an office.
9. Assists in the development of library budget and work program and maintains expenditure records.
10. Makes regular cash deposits.

Desirable Minimum Qualifications

1. Requires a high school diploma, including or supplemented by courses in secretarial work or any equivalent combination of education or experience.
2. Requires at least four years previous secretarial experience and demonstrated competence as a Senior Secretary or comparable position.
3. Ability to perform a broad range of secretarial tasks with speed and accuracy.
4. Ability to work cooperatively with legislators, legislative staff and others on a daily basis and sometimes under pressure.
5. Ability to supervise or coordinate the work of other secretaries or clerical staff.
6. Proficiency in a variety of computer applications including word processing, spreadsheets and graphics.

CLASS TITLE: Senior Executive Secretary

Definition of the Class

Performs advanced and complex secretarial duties of an administrative and sometimes of a confidential nature for a legislative leader or party caucus. Work requires flexibility to respond to and handle a variety of assignments from a number of different publics and ability to use independent judgment in determinations on varied assignments. Uses various office machines including computer, fax, calculators and photocopying equipment.

Examples of Duties

1. May perform all or any duties expected of an executive secretary with a high degree of skill, speed, accuracy and independence.
2. Assists with legislators' schedules.
3. Types constituent correspondence, memos and other documents.
4. Prepares and maintains mailing lists and develops new data processing applications for a legislative leader or caucus members.
5. Obtains, assembles, edits and formats information for reports, newsletters and documents.
6. May coordinate the work of other clerical staff on a project basis or may assist in training new secretaries.
7. May order supplies, keep specialized office records and coordinate the preparation and printing of publications.
8. Works as office receptionist.

Desirable Minimum Qualifications

1. Requires a high school diploma, including or supplemented by courses in secretarial work, plus three years secretarial experience or any equivalent combination of education and experience.
2. Requires at least two years experience and demonstrated competence as an executive secretary.
3. Ability to perform varied secretarial tasks with speed and accuracy, flexibility, and sometimes under pressure.
4. Advanced computer training or work experience in word processing, spreadsheets and graphics desirable.
5. Strong organizational skills and attention to detail.
6. Ability to work cooperatively with legislators, legislative staff, and the public on a daily basis.
7. Ability to manage multiple tasks at once and set priorities.

CLASS TITLE: Calendar Clerk

Definition of the Class

Under the guidance of the Chief Calendar Clerk and the Clerk of the House or Secretary of the Senate, the Calendar Clerk assists in the daily production of the calendar and in the flow of legislative documents within and between legislative houses. The Calendar Clerk also may perform other functions related to the administration of the House. Work is of a most exacting nature in an effort to eliminate the possibilities of error which could result in legislative session delays. Uses various office machines and equipment. Work is performed independently according to standard procedure or special instructions. A Calendar Clerk must have the knowledge, experience and skill to resolve technical and substantive questions related to bill status.

Examples of Duties

The Calendar Clerk may perform all or part of the following functions:

1. Works with the Chief Calendar Clerk in the production of the daily calendar during session.
2. Answers requests and notifies members and other staff on the status of documents received from departments and agencies, reference bills, enactors, orders sentiments.
3. Reviews committee reports for accuracy and fiscal notes, coordinates placement on the calendar as appropriate.
4. Prepares consent calendars, the weekly legislative calendar, and records status of bills in second reading.
5. Proofreads papers from the other legislative house, tabled items, registers, records.
6. Assists on the floor as needed stamping documents and recording legislative actions.
7. Records, files and indexes legislative documents, calendar communications and bill jackets.
8. Prepares amendments, sentiments and maintains computerized roll call records.
9. Coordinates mailings and distributes legislative documents.
10. Mails legislative documents to local governments.
11. Maintains inventory, orders supplies, and processes bills.
12. Provides assistance to other legislative offices as needed.

Desirable Minimum Qualifications

1. High school diploma or any equivalent combination of education and experience.
 2. Ability to communicate effectively with elected officials, staff in other legislative offices and agencies.
 3. Excellent typing, secretarial, word processing, data processing and general computer skills.
 4. Minimum of one-year of legislative experience with working knowledge of the legislative process, parliamentary procedure and legislative terms.
 5. Excellent proofreading skills and attention to detail.
 6. Ability to pay attention to detail and work accurately under pressure with a minimum of supervision.
 7. Ability to follow instructions and work independently.
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CLASS TITLE: Index Clerk

Definition of the Class

The Index Clerk is primarily responsible for creating and maintaining computerized indexes of legislative files, records, journals and other legislative documents. This position works independently following standard procedures and operates with general guidance from the Secretary of the Senate or Clerk of the House.

Examples of Duties

The Index Clerk may perform all or part of the following functions:

1. Creates and maintains computerized indexes of legislative documents.
2. Documents, organizes and distributes orders, resolutions and communications received by the legislative house.
3. Tracks and distributes engrossed or enacted bills.
4. Creates and distributes the weekly Advanced Notice of Public Hearing.
5. Schedules clergy and honorary pages, prepares materials and notifies senators as appropriate.
6. Assists with other office activities as necessary.

Desirable Minimum Qualifications

1. High school diploma plus three years of progressively responsible clerical experience including filing, data and word processing skills.
2. Ability to communicate and work well with elected officials, other legislative staff and the public.
3. One year of legislative experience with knowledge of the legislative process and Senate or House office procedures or any other equivalent experience.
4. Requires attention to detail and good organizational skills.
5. Ability to pay attention to detail and work accurately under pressure with a minimum of supervision.
6. Possess good organizational skills.

CLASS TITLE: Senior Sergeant-at-Arms

Definition of the Class

The Senior Sergeant-at-Arms is responsible for supervising and coordinating the work of all chamber staff including pages, door keepers and couriers. Activities may include but are not limited to document distribution, delivery services, preparation of mailings, training of pages, maintenance and decorum in the chamber, assist with crowd control, as well as provide assistance to others in the legislature as needed. The Senior Sergeant-at-Arms is appointed by the President of the Senate and/or the Speaker of the House and works under the general guidance of the Secretary of the Senate and/or the Clerk of the House.

Examples of Duties

The Senior Sergeant-at-Arms may perform all or part of the following:

1. Supervises chamber staff, delegates tasks, organizes work schedules, and assigns projects.
2. Provides training to chamber staff on process, protocol, and ceremonial functions of the legislative chamber.
3. May complete special projects for the presiding officer.
4. Provides assistance to the postmaster in mail responsibilities.
5. Coordinates the distribution of legislative documents in chamber, between houses and between the legislative and executive branch.
6. Maintains the chamber duty schedule, the appearance of the chamber and decorum as directed by rule during legislative session.
7. Provides instructions to honorary pages.
8. Welcomes and provides instruction to clergy during session.
9. Works with capitol security and state police in emergencies.
10. Provides assistance as needed to leadership, individual members and staff and other legislative offices.
11. Enforces the rules of the house as they relate to access and orderly conduct in the chamber and galleries.
12. Assists with other activities as needed.

Desirable Minimum Qualifications

1. High school diploma or any equivalent combination of education or experience.
2. Requires one hundred hours pre-service training at the Maine criminal justice academy or an equivalent combination of education and experience.
3. Requires a minimum of two years experience as Sergeant-at-Arms.
4. Ability to communicate effectively with elected officials, legislative and agency staff and the public.
5. Knowledge of the legislative process and chamber protocol.
6. Ability to work long hours under pressure with minimal supervision.
7. Ability to coordinate the activities of others.
8. Must have a valid driver's license and good driving record.

CLASS TITLE: Legislative Information Associate

Definition of the Class

The Legislative Information Associate carries out a variety of tasks related to both the primary functions of the Legislative Information Office: day-to-day administration of the legislative status system and administrative support to the joint standing committees. The Associate works under the direction of the Manager of the Legislative Information Office. The associate has primary responsibility for the accuracy and maintenance of the bill status system and other databases used by LIO for tracking and producing reports.

Examples of Duties

1. Track and record official actions of the House or Senate in the legislature's bill status system.
2. Assist the Manager of the Legislative Information Office in reviewing, proofing, and distributing the publications for which the Office is responsible, including weekly bill status and committee status reports and has primary responsibility for the annual publication, *History and Final Disposition*.
3. Respond to requests for legislative status information.
4. Design and maintain the Legislative Information Office's web pages.
5. Coordinate committees' activities including technical assistance to clerks, overall schedules and master files.
6. Coordinate ordering of supplies for all legislative committees and LIO office.
7. Coordinate confirmation hearings during the interim.
8. Perform office functions including copying, filing, supply inventory, and other duties as assigned.

Desirable Minimum Qualifications

1. An Associate Degree or any equivalent combination of education and experience.
2. A minimum of three years progressively responsible experience in a computer-based, customer service or data processing user support role or with clerical or secretarial experience in the Maine legislature with a working knowledge of legislative terminology, parliamentary procedure, the legislative process, and committee procedures.
3. Good interpersonal skills and demonstrated ability to deal with a wide variety of individuals, members of the public, legislators and legislative staff.
4. Availability to work long hours with minimal supervision and often under pressure.

CLASS TITLE: Supervising Legislative Technician

Definition of the Class

Supervises the work of legislative technicians in the preparation and processing of legislative documents from research to drafting, amendment, enactment, engrossing and statutory revision. Serves as a lead worker for legislative technicians and explores techniques for more efficient operation of the office. A Supervising Legislative Technician must have the knowledge, experience and skill to resolve work related problems, interpret complex situations and answer technical and substantive questions related to the preparation and processing of legislative documents.

Examples of Duties

1. Schedules employee hours and workload;
2. Decides priorities for processing bills and amendments;
3. Answers technical questions on form, terminology and content of legislative documents;
4. Supervises, trains and evaluates Legislative Technicians.

Desirable Minimum Qualifications

1. Requires a high school diploma or any equivalent combination of education and experience.
2. Requires at least five years word processing, text processing or related technical work experience.
3. Requires complete knowledge of the format, style and organization of the laws of Maine and prior experience and demonstrated competence in the preparation and processing of legislative documents.
4. Requires strong organizational and interpersonal skills.
5. Ability to lead and manage others.
6. Requires advanced computer proficiency.

CLASS TITLE: Supervising Legal Proofreader

Definition of the Class

Supervises the work of legal proofreaders in editing and proofreading legislative bills, resolutions, congratulatory messages and amendments for spelling, grammar, punctuation, statutory form and general clarity. Serves as a lead worker for legal proofreaders and explores techniques for more efficient operation of the office. A Supervising Legal Proofreader must have the knowledge, experience and skill to resolve work related problems, interpret complex situations and answer technical and substantive questions related to the editing and proofreading of legislative documents.

Examples of Duties

1. Schedules employee hours and workload;
2. Decides priorities for proofreading legislative documents;
3. Answers technical questions on form, terminology and content of legislative documents;
4. Supervises, trains and evaluates legal proofreaders.

Desirable Minimum Qualifications

1. Requires a bachelor's degree in English or related field or any equivalent combination of education or experience.
2. Requires at least five years of experience and demonstrated competence as a Legal Proofreader or comparable position.
3. Requires superior skills in and an excellent command of English language and grammar.
4. Requires a working knowledge of legislation and statutory forms, terminology and practices.
5. Requires strong organizational and interpersonal skills.
6. Ability to lead and manage others.
7. Requires attention to detail and willingness to work long hours under pressure.
8. Ability to establish and maintain cooperative work relationships.
9. Requires advanced computer proficiency.

CLASS TITLE: Senior Administrative Secretary

Definition of the Class

A Senior Administrative Secretary is the lead secretarial position in an office, usually working for a director and frequently coordinating the activities relating to the legislature as a whole. A Senior Administrative Secretary performs complex secretarial duties of intricate variety for an office director and frequently handles work of a confidential nature. This position involves office-wide administrative matters, records and procedures. Work is of a most exacting nature in an effort to eliminate the possibilities of errors which could result in legislative session days. Uses various office machines and equipment. Work is performed independently according to standard procedure or special instructions; however, a Senior Administrative Secretary may develop new methods and advise or train other secretaries as required to meet special assignments or changing situations.

Examples of Duties

1. Performs all or any duties expected of an Administrative Secretary with a high degree of skill, speed, accuracy and independence.
2. Acts as a liaison on behalf of the office or legislature with legislators, legislative staff, executive branch personnel and vendors.
3. Reviews bids, vouchers and office expenditures.
4. Schedules meetings, hearings and facilities.
5. Establishes and maintains specialized office personnel files and records.
6. Composes correspondence for the signature of others.
7. Performs general typing, filing and record-keeping duties.
8. May supervise other secretaries, clerical or session employees in an office.

Desirable Minimum Qualifications

1. Requires a high school diploma, including or supplemented by courses in secretarial work or any equivalent combination of education or experience.
2. Requires at least five years previous secretarial experience and demonstrated competence as a Senior Administrative Secretary or in a comparable position.
3. Ability to perform a broad range of secretarial tasks with speed and accuracy.
4. Ability to work cooperatively with legislators, legislative staff and others on a daily basis and often under pressure.
5. Proficiency in a variety of computer applications including word processing, spreadsheets and graphics.

CLASS TITLE: Payroll and Benefits Specialist

Definition of the Class

This is a professional position requiring knowledge of a highly specialized nature. The position supervises the processing and control of all payroll and personnel benefits transactions in the legislature. Under limited supervision, the Payroll and Benefits Supervisor is responsible for all payroll, benefits, travel and expense reimbursements for legislators and staff. The position requires a high degree of accuracy and coordination and the ability to work cooperatively with a wide range of individuals.

Examples of Duties

1. Verifies and inputs all information for biweekly legislator and legislative staff payroll.
2. Conducts new legislator and employee orientations providing information on legislative payroll and benefits policies. Processes and supervises the paperwork for payroll deductions, direct depositions, deferred compensation and benefits.
3. Processes bills, verifies accuracy and handles discrepancies on the legislature's health and dental insurance plans. Processes claims and resolves problems as necessary with benefit providers on behalf of the legislature.
4. Coordinates out of state travel for the legislature including airline reservations, meeting registrations, and hotel reservation.
5. Calculates and processes all legislator expense vouchers on a weekly basis during the legislative session to include meals, lodging and other expenses.
6. Answers questions and provides information for legislators and staff on payroll, benefits, unemployment, and retirement issues.
7. Provides general assistance to other legislative staff.

Desirable Minimum Qualifications

1. Requires an associate's degree plus two years progressively responsible work experience.
2. Demonstrated ability to communicate effectively and work collaboratively with elected officials, legislative staff, vendors, and executive branch personnel.
3. Requires attention to detail, accuracy and the ability to work under pressure.
4. Requires working knowledge of the state personnel system, payroll processing system and procedures, legislative and policy operations, current benefits and benefit plans and business travel operations.

CLASS TITLE: Helpdesk Support Administrator

Definition of the Class

Under general supervision provides support to legislative computer users to troubleshoot computer problems and answer questions relating to computer operations. The helpdesk support administrator works with other Legislative Information Services staff to provide assistance to legislative computer users and to record and track the resolution of requests for assistance. An individual in this position has a general knowledge of PC operations, PC networks and the Wang applications used by the legislature and advanced knowledge of MS Office applications and PageMaker.

Examples of Duties:

1. Provides helpdesk support for legislative computer users by answering questions and troubleshooting problems with computer operations.
2. Uses helpdesk software to prioritize, record, assign and track requests for assistance with computer problems.
3. Records solutions to resolved problems and maintains a database of solutions.
4. Follows-up on requests for assistance to ensure that appropriate action is being taken or take appropriate action to resolve the request.
5. Plans and coordinates computer training for legislative staff.
6. Assists in creating and maintaining MS Office applications.
7. Works with the Office Support Technician on administrative functions for the Office.
8. Provides after hours and "beeper coverage" support to the Legislature on a rotating basis with other Information Services staff.

Desirable Minimum Qualifications

1. Two-year degree in computer related field or equivalent combination of experience and education.
2. General knowledge of networked PC's and PC operating systems.
3. General knowledge of the Wang applications used by the legislature.
4. Advanced knowledge of MS Office applications and PageMaker.
5. One or more years experience in providing computer training to individuals and in a classroom setting.
6. The required skill set will change constantly and a demonstrated commitment to research and continuing education is important.
7. Ability to communicate effectively over the telephone.

CLASS TITLE: Chief Calendar Clerk

Definition of the Class

The Chief Calendar Clerk is primarily responsible for producing the advance journal and calendar and supplements for each session day and the preparation of legislative documents for printing. Work is of a most exacting nature in an effort to eliminate the possibilities of error which could result in legislative session delays or embarrassment. This is a senior position requiring independent judgment, complete knowledge of the format, style, and organization of the official legislative journal, calendar and supplements. The Chief Calendar Clerk reports directly to the Secretary of the Senate or Clerk of the House.

Examples of Duties

The Chief Calendar Clerk may perform all or part of the following functions:

1. Produces the Daily Advance Journal, and calendar and supplements for sessions.
2. Prepares bills to send to printer.
3. Writes scripts for presiding officers, pro tems and other members' parliamentary procedures.
4. Maintains the biographical and photo file of members.
5. Coordinates the legislative document service which includes processing orders accounts receivable, maintaining mailing lists, and providing labels.
6. Provides computer support for office functions which may include maintaining the web site, upgrading computer programs and training staff.
7. Prepares and coordinates communication between houses of the legislature and between the governor's office and legislature which may include preparation for joint conventions, nominations, confirmations, appointments, special events, invitations.
8. Produces and/or coordinates House or Senate committee reports with committee clerks, sentiments, joint orders, resolutions, weekly legislative report and the legislative report along with other actions.
9. Tracks bills that need amendments before final enactment and coordinate process with other legislative staff.
10. Acts as liaison with judicial and executive branches, files annual reports and Gubernatorial nominations and maintains files for employee history and time records.
11. Maintains office postage and telephone accounts.
12. Develops and maintains reference lists of candidates, members-elect and members.
13. Supervises and trains other office staff.
14. Performs other activities as requested and supports projects for other office personnel.

Desirable Minimum Qualifications

1. High school diploma and at least five years word processing, text processing or related technical work experience, with at least three spent in the legislature, preferably in the Office of the Secretary of the Senate or Clerk of the House. Prior experience preparing the calendar and supplements is preferred. Ability to communicate effectively with elected officials, legislative staff, employees in other branches of government and the public.
2. Excellent secretarial, data entry and word processing skills.
3. Complete knowledge of the format, style and organization of the advance journal, calendar and supplements and prior experience and demonstrated competence in the preparation and processing of legislative documents.
4. Advanced knowledge of basic computer programs, use and capability.
5. Excellent vocabulary, proofreading and grammar skills.
6. Possess strong organizational and interpersonal skills.
7. Ability to work accurately under pressure with minimal supervision.
8. Ability to lead and manage other staff.

CLASS TITLE: Legislative Indexer

Definition of the Class

The Legislative Indexer is responsible for providing primary technical support to the legislative indexing function. The Indexer prepares on-line search indexes and printed indexes to legislative publications under the day-to-day limited supervision of the Legislative Information Systems Manager Director of Legislative Information Services.

Examples of Duties

1. Performs a variety of moderately complex technical functions related to subject indexing of legislative products and processes.
2. Identifies the need for development and enhancement of computer applications to support the indexing function.
3. Provides technical assistance related to indexing to other legislative offices.
4. Prepares subject indexes for a variety of legislative publications, including bill requests.
5. Maintains on-line computer index on status of bills under consideration.
6. Provides technical assistance to other legislative offices in establishing and maintaining subject indexes.

Desirable Minimum Qualifications

1. Requires knowledge of the legislative process, and use of legal and legislative reference tools.
2. Requires knowledge of and interest in subject indexing methods.
3. Requires good oral and written communications skills.
4. Requires an ability to work cooperatively with legislators and staff.
5. Requires basic research skills.
6. Requires a bachelor's degree plus two years relevant work experience or paralegal experience or certification plus two years relevant work experience or any equivalent combination of education and experience.

CLASS TITLE: Desktop Applications Support Administrator

Definition of the Class

The Desktop Support Administrator provides technical support for the legislative desktop computing environment including PC hardware, PC operating and applications software and client user training and support. The Desktop Support Administrator approves all changes and modifications to the desktop environment including researching and installing hardware and software upgrades and troubleshooting hardware and software problems.

Examples of Duties

1. Generates and installs software products and components.
2. Isolates, performs quality assurance testing on, and corrects software problems.
3. Revises and enhances vendor software products and packages.
4. Research hardware and software upgrades.
5. Support all desktop hardware and software.
6. Diagnoses problems and corrects applications as necessary.
7. Install all hardware upgrades on the desktop PCs.
8. Trains and oversee the work of contract technicians.
9. Provides training and support to legislators and legislative staff on desktop applications.
10. Assists the network administrator.

Desirable Minimum Qualifications

1. Minimum high school diploma plus four years of progressively responsible work experience in a computer environment or two years of post secondary education or course work in computer science and two years of experience or any equivalent combination.
2. Knowledge of computer programs, troubleshooting and the ability/willingness to train others.
3. Ability to communicate and work collaboratively with others
4. Ability to work well under pressure.
5. The required skill set will change constantly, and a demonstrated commitment to research and continuing education is essential.
6. Skills in coordinating and organizing projects.

CLASS TITLE: Programmer/Analyst

Definition of the Class

The Office of Legislative Information provides computer support to the legislature and is responsible for maintaining and developing applications in both Wang minicomputer and PC environments. Under direct supervision, the Programmer/Analyst performs a variety of moderately complex technical functions relating to the full range of legislative computer services. The Programmer/Analyst assists in the design, development and maintenance of legislative applications.

Examples of Duties

1. Analyzes system needs and assists in system design and development.
2. Programs, maintains and operates computer hardware and software.
3. Develops and maintains security systems.
4. Installs new equipment and applications.
5. Answers technical questions.

Desirable Minimum Qualifications

1. Bachelor's degree in information systems or any equivalent combination of education and experience.
2. One year of progressively responsible experience in computer programming, systems analysis and user support in a text oriented environment.
3. Good communication skills and the commitment to working collaboratively with others.
4. Specific skills required at this time include but are not limited to: Wang PACE, relational database and its associated applications, Microsoft Word, including WordBasic, ODBC, MS SQL Server relational database, S-Designor, HTML. The required skill set will change constantly, and a demonstrated commitment to research and continuing education is essential.

CLASS TITLE: Paralegal

Definition of the Class

Under director supervision, performs background policy and legal research, drafting of legislative documents, and review of legislative amendments. This is an entry-level professional position requiring the use of general research methods, routine analysis and basic legal research. Work is routinely reviewed for accuracy, completeness, content and methods.

Examples of Duties

1. Researches and drafts memos, reports and legislative documents.
2. Gathers information through questionnaires, interviews, literature reviews and other methods and sources.
3. Assists other professional staff in organizing, preparing and presenting information for legislative committees.
4. Analyzes data.

Desirable Minimum Qualifications

1. Requires a bachelor's degree or paralegal experience or certification or any equivalent combination of education and experience.
2. Requires one year of professional level work experience.
3. Requires good oral and written communication skills.
4. Requires an ability to work cooperatively with legislators and staff.
5. Requires basic research and computer skills.

CLASS TITLE: Engrossing Supervisor

Definition of the Class

The Engrossing Supervisor is responsible for supervising all engrossing functions of the legislature. The Supervisor integrates all amendments passed by the legislature into original bills, oversees the legislature's receipt of laws signed by the Governor. This position works independently under the general supervision of the Revisor of Statutes.

Examples of Duties

1. Directs the work of all staff involved in the engrossing function.
2. Identifies, proofreads and integrates all amendments passed by the legislature into the original bill.
3. Oversees the receipt of laws signed by the Governor determining the type of law and assigning appropriate chapter numbers.
4. Arranges for pre-engrossing of bills in coordination with the offices of Secretary of the Senate and Clerk of the House.
5. Prepares files, face sheets and transmittal letters and enactor envelopes for all bills.
6. Coordinates and manages the functions of the Engrossing office.

Desirable Minimum Qualifications

1. High school diploma plus six years progressively responsible work experience at least two of which shall be in the Maine legislature.
2. Requires sophisticated knowledge of legislative process and procedure and the Laws of Maine.
3. Familiarity with the legislative computer system as it functions for the engrossing function.
4. Ability to communicate, coordinate and work effectively with members of the legislature, legislative staff and executive branch.
5. Excellent command of the English language, grammar and proofreading skills.
6. Requires attention to detail, accuracy, and ability to work under pressure often during long periods of time.
7. Requires organization and management skills.

CLASS TITLE: Legislative Researcher

Definition of the Class

The Legislative Researcher works under the supervision of a Senior Legislative Researcher to conduct policy and legal research and limited analysis of legislative issues. The Legislative Researcher is responsible for researching and preparing technical background information and reports for legislative committees and staff. Legislative Researchers may assist in drafting initial legislation and amendments for committees and may assist legislative analysts in staffing interim study committees and commissions. Much of the work is performed independently with oversight and guidance from the Senior Researcher and Legislative Analysts. Work is performed according to standard research methodologies and protocols and is reviewed for accuracy, content, completeness, conciseness and methodology. Consultation and coordination with the Senior Legislative Researcher and the legislative analysts in the office on work assignments and products are frequent.

Examples of Duties:

1. Performs basic legal research including searching for cases, law review articles, treatises on particular points of law or rule and preparing summaries for use by legislative staff in the office.
2. Conducts research on policy questions to provide applicable data to committees using library references, Internet sources and consultations with policy centers or other organizations dealing with state legislatures.
3. Prepares spreadsheets, charts and written summaries of legal and policy research findings for legislative analysts.
4. Prepares budget packets for designated policy areas including past and present budget requests, statistical charts and graphs using general fund printouts and budget proposals.
5. Assists other professional staff in organizing, preparing and presenting information for legislative committees.
6. Compiles and analyzes survey data, prepares written reports for interim studies and presents research results to legislative committees.
7. Attends committee meetings, public hearings and work sessions and performs typical analyst duties in their absence.
8. Co-staffs interim study commissions including facilitating meetings, conducting research, presenting information and writing the final report.

Desirable Minimum Qualifications

1. Bachelor's degree and three years of relevant experience, a masters degree and one year of relevant experience or any equivalent combination of education and experience.
2. Paralegal experience is beneficial.
3. Possess strong oral and written communication skills.
4. Requires an ability to work cooperatively with legislators and staff.
5. Possess general research, policy and data analysis skills. Basic legal research skills are beneficial.
6. Ability to use common word processing, spreadsheet, and database packages and electronic resources for research.
7. Ability to work on multiple tasks in a fast paced work environment.
8. Ability to work as part of a team on research projects.
9. Ability to present information to small groups.
10. Knowledge of the legislative process or public administration is beneficial.

CLASS TITLE: Legislative Aide

Definition of the Class

Under direct supervision, performs routine research, constituent casework, press and public relations functions for a legislative leader or party caucus. This entry-level professional job is supervised by a legislative leader or more senior staff member, and work may be reviewed for accuracy, completeness, content and methods.

Examples of Duties

1. Provides assistance in person, by letter or by telephone to constituents in dealing with state agencies, obtaining services or resolving problems.
2. Writes news columns, testimony and issue briefs.
3. Researches, writes, edits, formats and oversees the production of newsletters and questionnaires.
4. Drafts memos, reports, legislation and other documents including correspondence for legislators.
5. Gathers information on state issues through questionnaires, interviews, literature reviews and other methods and resources.
6. Helps organize meetings for legislators.
7. Monitors newspapers and media for emerging issues and information related to legislative business.
8. Acts as liaison with media including arranging interviews for legislators.
9. Monitors committee hearings or floor debates and reports legislative action or developments to other staff or legislators.

Desirable Minimum Qualifications

1. Requires a bachelor's degree or any equivalent combination of education and experience.
2. Ability to communicate, coordinate and work effectively with the general public, members of the legislature, legislative staff and executive branch.
3. Requires ability to work cooperatively with legislators.
4. Requires basic research, computer and communication skills.

CLASS TITLE: Manager, Legislative Information Office

Definition of the Class

Manages and oversees the operation of the Legislative Information Office. This office collects, enters, maintains and disseminates bill status information through the legislative bill status system. It also publishes various reports such as the History and Final Disposition and maintains information the Gubernatorial appointments and appointments to boards and commissions. The manager supervises the committee clerks, provides administrative support to the Joint Standing Committees of the legislature and serves as the legislature's coordinator for the Americans with Disabilities Act. The manager has considerable independence and works under general policy guidance from the Director of the Legislative Information Office and Executive Director of the Legislative Council.

Examples of Duties

1. Supervises the work of the staff in the Legislative Information Office.
2. Oversees the collection, entry, accuracy and dissemination of information in the bill status system.
3. Responds to telephone and in-person inquiries for information on the status of legislative actions if staff need interpretation or assistance with reports.
4. Supervises the committee clerks including monitoring and controlling time and attendance and resolving personnel issues.
5. Monitors the legislature's compliance with the Americans with Disabilities Act and recommends actions as appropriate.
6. Identifies upgrades to the legislature's bill status system.
7. Maintains a database on boards and commissions including tracking appointments and arranges logistics for some meetings.
8. Develops policies governing the duties of committee clerks and trains committee clerks on their duties.

Desirable Minimum Qualifications

1. Bachelor's degree or any equivalent combination of education and experience.
2. At least three years of progressively responsible legislative experience.
3. Complete knowledge of the committee process, parliamentary procedure, legislative terminology.
4. Strong interpersonal, language, computer and management skills.
5. Ability to deal with a variety of individuals, members of the public, legislators and legislative staff.

Class Title: Network Administrator

Definition of the Class:

Under general supervision by the office Director, maintains the Legislature's computer network, analyzes, and tests new hardware and software products that could improve the operation of the network, and plan for the future needs of the Legislature's network environment. The Network Administrator ensures the Legislature's computer network is secure, reliable and stable.

The individual in this position maintains multiple servers supporting all partisan and non-partisan legislative employees as well as servers supporting the automated stamping system used by the Clerk of the House and Secretary of the Senate, the Legislature's file and printing services and the Legislature's e-mail system.

Example of Duties:

1. Sets and maintains all security standards on the LAN.
2. Supports the hardware and software needed to run the Legislature's Local Area Network including troubleshooting and installing new hardware and upgrading software.
3. Administers the hardware and software needed to run the International Roll Call Automated Bill Stamping and Voting System including troubleshooting problems, installing new hardware and upgrading software.
4. Administers the Legislative e-mail system including troubleshooting problems, installation of hardware, and upgrading software.
5. Assists in maintaining the Legislature's Wang system, the new sound system using Real Audio and resolving PC and hardware problems.
6. Assists in the design of future network layout and assesses methods for improving the administration of the hardware and software in the Legislature's Local Area Network.
7. Advises the Director of the Legislative Information Services Office on the technical planning and design of the Legislature's Local Area Network.
8. Performs, implements, and maintains the daily network backup procedure including hardware, software and tape media.
9. Oversees I.S. technical staff as well as contract personnel on all network issues.
10. Provides after hours and "24 hour beeper coverage" on a daily basis.

Desirable Minimum Qualifications

1. Two-year degree in computer related field and three years of relevant work experience or equivalent combination of experience and education.
2. At least two years of work experience administering a local area network.
3. Advanced knowledge of MS Windows, Windows NT, MS-Mail, NT Server, TCP/IP, and Ethernet.
4. Advanced knowledge of Novell NetWare 4.1, 4.11 SFT3, and 4.2 SFT3 Administration supporting an advanced mirrored server environment.
5. Certified Network Engineer (CNE) or in the process of becoming a CNE.
6. Strong management and organizational skills.
7. Strong understanding of current I.S. technology and network design.
8. Working knowledge of the legislative organization and legislative environment.
9. Strong experience and facility with PC's (hardware and software configurations, available software tools, etc.)
10. Requires demonstrated skill in problem solving and decision-making.
11. The required skill set will change constantly and a demonstrated commitment to research and continuing education is important.

CLASS TITLE: Internet/Intranet Applications Administrator

Definition of the Class

Under general supervision, develops, maintains and administers the Legislature's internal and external web sites. In conjunction with other legislative web page developers, establishes web page quality and content standards and defines, develops and publishes content on the Legislature's web sites. The Internet/Intranet Applications Administrator reviews, recommends, installs and administers hardware and software required to run the Legislature's web site and develops processes to convert information on the Legislature's Wang system to the web.

Examples of Duties:

1. Develops web pages and applications to present legislative information such as bill status on the web including converting information from the Legislature's Wang system to HTML.
2. Works with internal users to define, develop and publish content on the Legislature's web sites.
3. Defines and implements appropriate security measures to protect the Legislature's web pages.
4. Administers the Windows NT systems that run the Legislatures internet and intranet applications.
5. Develops and maintains the Legislature's multi-media broadcasting system, currently using RealAudio, including systems installation and user support.
6. Provides assistance, troubleshoots problems and answers questions for legislative users through the office's helpdesk.

Desirable Minimum Qualifications

1. Two-year degree in computer related field and three years of relevant work experience or equivalent combination of experience and education.
2. At least one-year of work experience in designing web pages and administering an organization's web site.
3. Advanced knowledge of the Internet and networking, MS Windows NT, relational database concepts and SQL.
4. Advanced knowledge of computer programming and scripting in a variety of computer languages especially Perl and Javascript.
5. Ability to write efficient HTML markup.
6. The required skill set will change constantly and a demonstrated commitment to research and continuing education is important.

CLASS TITLE: Senior Legislative Researcher

Definition of the Class

Under general supervision and guidance from the Director of the Office of Policy and Legal Analysis, conducts policy and legal research, bill drafting and budget analysis for legislative committees and staff. This is a second level research position that performs all of the duties required of a Legislative Researcher. It requires at least one session's experience as a Legislative Researcher and a good working knowledge of Maine laws and legislative operations. The Senior Researcher provides oversight, guidance and consultation to the legislative researchers in the office. Work is performed according to standard research methodologies and protocols and is reviewed for accuracy, content, completeness, conciseness and methodology by legislative analysts or the office director.

Examples of Duties

1. Performs basic legal research including searching for cases, law review articles, treatises on particular points of law or rule and preparing summaries for use by legislative staff in the office.
2. Conducts research on policy questions to provide applicable data to committees using library references, Internet sources and consultations with policy centers or other organizations dealing with state legislatures.
3. Prepares spreadsheets, charts and written summaries of legal and policy research findings for legislative analysts.
4. Prepares budget packets for designated policy areas including past and present budget requests, statistical charts and graphs using general fund printouts and budget proposals.
5. Assists other professional staff in organizing, preparing and presenting information for legislative committees.
6. Compiles and analyzes survey data, prepares written reports for interim studies and presents research results to legislative committees.
7. Attends committee meetings, public hearings and work sessions and performs typical analyst duties in their absence.
8. Plans, organizes, delegates and coordinates the research and analysis work of other researchers in a manner that ensures smooth work flow, high quality work products and timely completion of work.
9. Prepares activity reports for the work group to inform the director and principal analysts of work activities, schedules and status of assignments.
10. Develops, conducts and directs special projects and reports on policy and legal areas of legislative interest.
11. Produces the OPLA Newsletter including coordinating and editing articles.
12. Creates, edits and maintains the OPLA web site including answering inquiries generated from the web site.
13. Co-staffs interim study commissions including facilitating meetings, conducting research, presenting information and writing the final report.

Desirable Minimum Qualifications

1. Bachelor's degree and three years of relevant experience, a masters degree and one year of relevant experience or any equivalent combination of education and experience.
2. Paralegal experience is beneficial.
3. Requires one year of experience as a Legislative Researcher or equivalent position.
4. Possess strong oral and written communication skills.
5. Requires an ability to work cooperatively with legislators and staff.
6. Possess general research, policy and data analysis and legal research skills.
7. Ability to use common word processing, spreadsheet, and database packages and electronic resources for research.
8. Ability to work on multiple tasks in a fast paced work environment.
9. Ability to work as part of a team on research projects.
10. Ability to present information to small groups.
11. Ability to plan and organize research activities and supervise a small group of research staff.
12. Knowledge of the legislative process.

CLASS TITLE: Senior Desktop Applications Support Administrator

Definition of the Class:

This senior level position performs complex tasks relating to the Legislature's desktop computing environment with considerable independence. The Senior Desktop Applications Support Administrator provides technical support for the legislative desktop computing environment including PC hardware, PC operating and applications software and client user training and support. The Senior Desktop Applications Support Administrator approves all changes and modifications to the desktop environment including researching and installing hardware and software upgrades and troubleshooting hardware and software problems.

Examples of Duties:

1. Generates and installs software products and components.
2. Isolates, performs quality assurance testing on, and corrects software problems.
3. Revises and enhances vendor software products and packages.
4. Researches hardware and software upgrades.
5. Supports all desktop hardware and software.
6. Diagnoses problems and corrects applications as necessary.
7. Installs all hardware upgrades on the desktop PCs.
8. Trains and oversee the work of contract technicians.
9. Provides training and support to legislators and legislative staff on desktop applications.
10. Assists the network administrator.
11. Serves as a mentor to less experienced staff.
12. Serves a manager of projects relating to the Legislature's desktop computer systems.

Desirable Minimum Qualifications

1. Minimum high school diploma plus four years of progressively responsible work experience in a computer environment or two years of post secondary education or course work in computer science and two years of experience or any equivalent combination.
2. At least two years experience as a Desktop Applications Support Administrator or comparable position.

Senior Desktop Applications Support Administrator

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3. Advanced knowledge of computer programs, troubleshooting and the ability/willingness to train others.
4. Ability to communicate and work collaboratively with others
5. Ability to work well under pressure.
6. Skill in coordinating and organizing projects.
7. The required skill set will change constantly, and a demonstrated commitment to research and continuing education is essential

CLASS TITLE: Senior Legislative Aide

Definition of the Class:

This senior level position performs more complex research, constituent casework and press and public relations functions for a legislative leader or party caucus. The Senior Legislative Aide receives general supervision from a legislative leader or chief of staff and work is reviewed for completion.

Examples of Duties

1. Provides assistance in person, by letter or by telephone to constituents in dealing with state agencies, obtaining services or resolving problems.
2. Writes press releases, speeches, news columns, testimony and issue briefs.
3. Researches, writes, edits, formats and oversees the production of newsletters and questionnaires.
4. Drafts memos, reports, legislation and other documents including correspondence for legislators.
5. Gathers information on state issues through questionnaires, interviews, literature reviews and other methods and resources.
6. Helps organize meetings for legislators.
7. Monitors newspapers and media for emerging issues and information related to legislative business.
8. Acts as liaison with media including arranging interviews for legislators.
9. Monitors committee hearings or floor debates and reports legislative action or developments to other staff or legislators.
10. Serves as a mentor for other less experience staff.
11. Performs special projects for the caucus or legislative leader.

Desirable Minimum Qualifications

1. Requires a bachelor's degree or any equivalent combination of education and experience. Journalism or public relations training experience is preferred.
2. Requires at least two years experience as a Legislative Aide or comparable position.
3. Ability to communicate, coordinate and work effectively with the general public, members of the legislature, legislative staff and executive branch.
4. Requires ability to work cooperatively with legislators.
5. Requires basic research, computer and editorial skills.

CLASS TITLE: Analyst
Attorney

Definition of the Class

Under general supervision, performs research, policy and fiscal analysis for a legislative committee or individual legislators. Researches and analyzes information; determines methods for gathering information; writes reports, memos and papers; drafts legislation and amendments; and coordinates with committee chairs the operations of a committee or study commission. Develops work priorities, methods and assignments at the request of or in consultation with legislators, supervisors or other staff and then works independently to complete tasks. Material requested by committees or legislators is submitted to them for approval. The office director or designee may regularly review products for content, style, form, objectivity and consistency.

Examples of Duties

1. Researches and drafts amendments and legislation.
2. Analyses budgets and prepares fiscal notes.
3. Researches and analyzes bills, administrative rules and public policy issues.
4. Assists committees to conduct reviews of government programs and services.
5. Provides assistance to committees and study committees including conducting research, presenting information and answering questions on issues before the committee or commission.
6. Assists committee chairs in scheduling hearings and work sessions.
7. Acts as liaison with interest groups and executive agencies on behalf of or at the direction of a committee.
8. Writes reports, memos, fiscal notes and analyses.
9. Provides legal services to committees, legislators and legislative staff.
10. May coordinate the work of paralegals.

Desirable Minimum Qualifications

1. Bachelor's degree and three years of public policy research experience, a master's degree and one year of public policy experience, or a law degree. A graduate degree is preferred, but any equivalent combination of education and experience may be substituted.
2. Requires strong oral and written communication skills.
3. Ability to work cooperatively with legislators, legislative staff, executive agency personnel and others.
4. Ability to deal with legislators and others in a wide variety of situations and often under pressure.

CLASS TITLE: Senior Programmer/Analyst

Definition of the Class

The Office of Legislative Information provides computer support to the Legislature and is responsible for maintaining and developing applications in both Wang minicomputer and PC environments. This position works under the overall direction of the Director of the Office of Legislative Information. An individual in this position has a high degree of sophistication in programming, systems analysis and design, design and development of relational databases and the ability to organize and coordinate legislative wide projects.

Examples of Duties

1. Shares administrative duties related to the operation of the Legislature's computer system at the direction of the Director of the Office of Legislative Information.
2. Provides support to the Legislature's non-partisan staff offices in the evaluation of commercially available software products and in the development of applications that are designed to support policy and fiscal analysis, as well as general office management.
3. Researches, recommends, installs and configures hardware, software and communication networks.
4. Provides problem solving definition and resolution as these relate to information systems projects and programs.
5. Participates in the coordination and presentation of training programs for users.
6. Conducts business process analyses including documenting existing business processes, specifying requirements for new systems and enhancements and preparing design specifications for programmers.
7. Conducts management information analyses including evaluating report tools with end users and determining appropriate data sources following established data security and privacy policies.
8. Creates complex management reports and manages the structure and content of archival information repositories.
9. Develops, oversees and maintains the information system architecture for the legislature. Oversees the integration of legislative information among organizations, functions and formats. Manages text repositories including document file management, the design of document structures and automation of document production.

Desirable Minimum Qualifications

1. Requires a bachelor's degree in information systems or any equivalent combination of education and experience.
2. Two or more years progressively responsible experience in systems analysis, preferably in a text-oriented information environment.
3. Structured text or publishing experience.
4. Experience in writing sophisticated computer programs; COBOL experience necessary.
5. Exceptional understanding of the relational data base models.
6. Expertise with one or more relational databases and database design.
7. Experience and facility with PC's (hardware and software configurations, available software tools, etc.)
8. Strong written and oral communication, project management and coordination skills and commitment to working collaboratively with users.
9. Understanding of the legislative organization and the legislative environment.
10. Specific skills required at this time include but are not limited to: Wang PACE, relational database and its associated applications, Microsoft Word, including WordBasic, ODBC, MS SQL Server relational database, S-Designor, HTML. The required skill set will change constantly, and a demonstrated commitment to research and continuing education is essential.

CLASS TITLE: Special Assistant/Chief of Staff to Majority/Minority Leaders

Definition of the Class

Under limited supervision, performs a variety of administrative, legislative, constituent and media-related tasks for a legislative leader or party caucus. May serve as the lead staff person in a leader's office and supervise other leadership staff. Exercises considerable independence in the development of work priorities and assignments, the selection of methods, and the determination of formats. Work is reviewed for content, style, form and consistency. Supervisory responsibilities are delegated by legislative leaders and generally relate to the coordination and review of work of other professional staff.

Examples of Duties

1. May manage the day-to-day operations of a leadership office in the absence of the leaders or perform administrative functions in certain areas as assigned.
2. Acts as liaison with various interest groups and agencies to obtain the benefit of their knowledge and experience and to advise a leader or caucus member on policy or political issues.
3. Assists a leader with certain technical areas of the leader's responsibilities such as parliamentary rulings, appointments to boards and commissions, organization and appointment of legislative committees and other administrative functions.
4. May represent a leader in meetings or functions as assigned.
5. Writes newsletters, newspaper columns, memos, position papers, speeches, and press releases and performs other media or public relations functions such as producing radio feeds, scheduling interviews and monitoring media activities. Serves as spokesperson for leader.
6. Researches, monitors, tracks and reviews legislative action for the purpose of advising caucus members or leaders on policy or political questions.
7. May take and review constituent requests and coordinate response.

Desirable Minimum Qualifications

1. Requires a bachelor's degree and three years experience or any equivalent combination of education and experience. Journalism, public relations, political science, political or legislative background is preferred.
2. Requires at least one year of legal, research, fiscal, or management experience in the Maine Legislature.
3. Requires ability to handle complex and confidential problems in the area(s) assigned.
4. Requires skill in interpersonal relations demonstrated by the ability to communicate effectively and persuasively in writing or verbally.
5. Requires an ability to work cooperatively with legislators.

CLASS TITLE: Associate Law Librarian

Definition of the Class

Performs complex professional library work involving independent judgment in the provision of reference services or technical functions. Performs technical library work such as accessing, cataloguing, classifying, and indexing books, documents and periodicals. Also provides a range of complex reference services requiring knowledge of bibliographic and reference tools and techniques. May supervise other professionals, support personnel and paraprofessionals in technical or reference library services.

Examples of Duties

1. Conducts legal research, bibliographic searches and on-line data base searches.
2. Assists library patrons in the use of library resources.
3. Catalogues books, periodicals and other documents according to recognized rules and procedures.
4. Answers simple as well as complex research requests using state, federal and national reporters, digests, standard legal reference sources and on-line data bases.
5. May provide training on electronic reference materials and legal research training for variety of library patrons.
6. Monitors and supervises the development and maintenance of current library collections.
7. Prepares library guides, bibliographies, and informational materials for paper and web publication.
8. Participates in acquisition and collection maintenance decisions.
9. Updates and maintains public network.
10. Oversees interlibrary loan and document delivery services.

Desirable Minimum Qualifications

1. Requires a master's degree in library science plus three years experience or any equivalent combination of education and experience.
2. Requires two years prior library experience in a technical services role or in a special or law library.
3. Requires good organizational skills and attention to detail.
4. Strong communication skills and ability to work with a variety of patrons.

CLASS TITLE: Senior Internet/Intranet Applications Administrator

Definition of the Class:

This senior level position performs complex tasks relating to the Legislature's information system with considerable independence. Under minimal supervision, develops, maintains and administers the Legislature's internal and external web sites. In conjunction with other legislative web page developers, establishes web page quality and content standards and defines, develops and publishes content on the Legislature's web sites. The Internet/Intranet Applications Administrator reviews, recommends, installs and administers hardware and software required to run the Legislature's web site and develops processes to convert information on the Legislature's Wang system to the web. The Senior Internet/Intranet Applications Administrator serves as manager for projects relating to the Legislature's internal and external web sites.

Examples of Duties:

1. Develops web pages and applications to present legislative information such as bill status on the web including converting information from the Legislature's Wang system to HTML.
2. Works with internal users to define, develop and publish content on the Legislature's web sites.
3. Defines and implements appropriate security measures to protect the Legislature's web pages.
4. Administers the Windows NT systems that run the Legislatures internet and intranet applications.
5. Develops and maintains the Legislature's multi-media broadcasting system, currently using RealAudio, including systems installation and user support.
6. Provides assistance, troubleshoots problems and answers questions for legislative users through the office's helpdesk.
7. Serves as a mentor to less experienced staff.

Desirable Minimum Qualifications:

1. Two-year degree in computer related field and three years of relevant work experience or equivalent combination of experience and education.
2. At least three-years of work experience in designing web pages and administering an organization's web site.
3. At least two years experience as an Internet/Intranet Applications Administrator or comparable position.

4. Advanced knowledge of the Internet and networking, MS Windows NT, relational database concepts and SQL.
5. Advanced knowledge of computer programming and scripting in a variety of computer languages especially Perl and JavaScript.
6. Ability to write efficient HTML markup.
7. The required skill set will change constantly and a demonstrated commitment to research and continuing education is important.

Class Title: Senior Network Administrator

Definition of the Class:

This senior level position performs complex tasks relating to the Legislature's computer network with considerable independence. The Senior Network Administrator maintains the Legislature's computer network, analyzes, and tests new hardware and software products that could improve the operation of the network, and plan for the future needs of the Legislature's network environment. The Senior Network Administrator ensures the Legislature's computer network is secure, reliable and stable.

The individual in this position maintains multiple servers supporting all partisan and non-partisan legislative employees as well as servers supporting the automated stamping system used by the Clerk of the House and Secretary of the Senate, the legislature's file and printing services and the Legislature's e-mail system.

Example of Duties:

1. Sets and maintains all security standards on the LAN.
2. Supports the hardware and software needed to run the Legislature's Local Area Network including troubleshooting and installing new hardware and upgrading software.
3. Administers the hardware and software needed to run the International Roll Call Automated Bill Stamping and Voting System including troubleshooting problems, installing new hardware and upgrading software.
4. Administers the Legislative e-mail system including troubleshooting problems, installation of hardware, and upgrading software.
5. Assists in maintaining the Legislature's Wang system, the new sound system using Real Audio and resolving PC and hardware problems.
6. Assists in the design of future network layout and assesses methods for improving the administration of the hardware and software in the Legislature's Local Area Network.
7. Advises the Director of the Legislative Information Services Office on the technical planning and design of the Legislature's Local Area Network.
8. Performs, implements, and maintains the daily network backup procedure including hardware, software and tape media.
9. Oversees I.S. technical staff as well as contract personnel on all network issues.
10. Provides after hours and "24 hour beeper coverage" on a daily basis.
11. Serves as a mentor to less experienced staff.
12. Serves as manager for projects relating to the Legislature's computer network.

Desirable Minimum Qualifications

1. Two-year degree in computer related field and three years of relevant work experience or equivalent combination of experience and education.
2. At least four years of work experience administering a local area network.
3. At least two years experience as a Network Administrator or comparable position.
4. Advanced knowledge of MS Windows, Windows NT, MS-Mail, NT Server, TCP/IP, and Ethernet.
5. Advanced knowledge of Novell NetWare 4.1, 4.11 SFT3, and 4.2 SFT3 Administration supporting an advanced mirrored server environment.
6. Certified Network Engineer (CNE).
7. Strong management and organizational skills.
8. Strong understanding of current I.S. technology and network design.
9. Advanced knowledge of the legislative organization and legislative environment.
10. Strong experience and facility with PC's (hardware and software configurations, available software tools, etc.)
11. Requires demonstrated skill in problem solving and decision-making.
12. The required skill set will change constantly and a demonstrated commitment to research and continuing education is important.

CLASS TITLE: Assistant for Administrative Services

Definition of the Class

This is a full-time position on the Legislature's non-partisan staff that reports to the Executive Director of the Legislative Council. The Office of the Executive Director is responsible for planning, directing and managing fiscal, budget, human resources and other administrative support services for the legislative branch of government and providing support in these areas. The position involves a high degree of coordination with other legislative offices and a high degree of independence in daily operations. Under general supervision, the Assistant for Administrative Services manages and oversees complex financial, personnel and/or administrative functions for the legislature as a whole, according to established policies and guidelines. The position must frequently act in a leadership and consultative role to ensure that inter-office responsibilities are met in consistent and timely fashion.

Examples of Duties

1. Preparing and maintaining budgets for all legislative accounts.
2. Monitoring expenditures, maintaining records and preparing statistical information and reports requires to support both State financial and administrative processes and legislative management functions.
3. Supervision of accounting functions performed by others in the office.
4. Coordinating human resource functions, including personnel and workers compensation.
5. Maintaining and developing fiscal management policies and procedures in consultation with the Executive Director to assure accountability, control and consistency.
6. Developing and maintaining active liaison relationships with various administrative agencies in Maine State government.
7. Developing and overseeing special projects for the Executive Director and the Legislative Council.
8. Acting as liaison on behalf of the Executive Director with all legislative offices and providing an appropriate level of technical assistance and monitoring with regard to specific projects, studies and initiatives.

Desirable Minimum Qualifications

1. Requires thorough knowledge of both accounting, budget and fiscal procedures and personnel procedures and requirements and at least 5 years of directly related work experience.
Requires specific knowledge of and experience with systems used in Maine State government, including the automated systems that support the accounting, budgeting and human resource functions.
2. Requires working knowledge and experience in the use of personal computer and computer applications, including the extensive use of spreadsheets, to support problem solving and management.
3. Requires ability to present financial and other data using spreadsheets and other appropriate applications.
4. Requires strong analytic and research skills; strong communication and presentation skills, both oral and written; and the ability to supervise a small work group.
5. Ability to establish and maintain effective working relationships and work collaboratively with legislators, legislative staff, executive agency personnel and the public in a wide variety of situations and often under pressure.
6. Ability to maintain a high degree of confidentiality regarding work performed and other sensitive information.
7. Ability to prioritize work assignments and organize work schedules to meet deadlines.
8. Must be highly motivated and able to work independently.

CLASS TITLE: Senior Analyst
Senior Attorney

(Note: Revised 4/99 Significantly rewritten 6/99 by NCSL staff)

Definition of the Class

Under minimal supervision performs complex research, policy or fiscal analysis for a legislative committee or individual legislators. Senior Analysts and Senior Attorneys have extensive expertise and experience in legislative policy areas and procedures, consistently excel at performing research and analyses, drafting legislation, communicating with legislators and peers and produce high quality work products in a timely manner. Senior Analysts and Senior Attorneys exercise considerable independence in performing assigned tasks, initiating projects and determining methods for completing assignments. Senior Analysts and Senior Attorneys demonstrate creativity and superior initiative in problem-solving and developing solutions to complex issues that contribute to the overall effectiveness of the office. Because of their demonstrated specialized skills and experience, Senior Analysts and Senior Attorneys may be called upon to coordinate special projects and serve as mentors to other professional staff in the office by providing guidance and assistance on legislative policy matters and procedures.

Examples of Duties

1. In addition to performing tasks, responsibilities and duties performed by Legislative Analysts or Legislative Attorneys, performs specialized policy or fiscal analysis or legal functions for individual legislators, joint standing and select committees and study commissions.
2. Develops and conducts special projects and may prepare reports and draft legislation relevant to those projects.
3. Performs some administrative or managerial functions, responsibilities or duties of the office that are beyond the scope of Legislative Analyst or Legislative Attorney positions, as assigned by the office director.
4. Coordinates or has primary responsibility for activities and administrative functions that involve more than one work unit within the office or that involve more than one office. Such responsibility may include coordinating the evaluation of state government programs, services, agency rules and performance and preparation of reports related to program evaluation.
5. Coordinates the work of session employees and interns and assists other legislative staff in performing analyses, drafting legislation and conducting legislative research.
6. Develops and delivers presentations on behalf of the office on legislative issues, policy areas and procedures to committees, commissions and other groups.

Desirable Minimum Qualifications

1. Bachelor's degree in a relevant field and five years of public policy analysis or research experience; an advanced degree in public policy, public administration or specialized policy area or law degree and three years of public policy experience. A graduate degree is preferred, but any equivalent combination of education and experience may be substituted.
2. Requires at least two years experience and demonstrated skill as a Legislative Analyst or Legislative Attorney or equivalent position.
3. Requires demonstrated policy and data analysis and research skills.
4. Requires knowledge of legislative processes and statutes.
5. Requires strong written and oral communication skills, including ability to work effectively with legislators and other elected officials.
6. Ability to lead small groups and work teams effectively.
7. Ability to plan and organize analysis activities and work assignments effectively.
8. Demonstrated skills in problem solving and decision-making.
9. Demonstrates excellent work habits, including effective time and workload management, appropriate delegation of administrative tasks, working with and assisting others in the office in committee or other work.

CLASS TITLE: Manager of Computer Services

Definition of Class:

The Manager of Computer Services works closely with the Director of Legislative Information Services to manage the operations of the Legislature's computer services including the daily operation of the computer system, internal computer applications for legislators and staff and public access to legislative information. Under general guidance of the Director of Legislative Information Services, guides, coordinates and reviews the work of information services staff, participates in office wide management decisions regarding the application of computer and telecommunications services and helps plan and design short and long-term information systems applications. Performs highly complex, intricate information technology tasks that require substantial judgement and independence.

Examples of Duties

1. Assists the Director of Legislative Information Services manage the development and operation of all projects assigned to the information services staff including telecommunications, network administration, desktop applications, software development and hardware installation and maintenance.
2. Guides, coordinates and reviews the work of other information services staff.
3. Works with other legislative offices to develop new services and computer applications.
4. Works with the Director of Legislative Information Services to maintain a continuous review of the operation of all phases of the Legislature's computer services and make recommendations for improving analysis, programming, equipment use and overall efficiency.
5. Participates in projects to identify future hardware and software requirements for the Legislature and legislative offices.

Desirable Minimum Qualifications

1. Requires a bachelor's degree in computer science or advanced computer or technical training or any equivalent combination of education and experience.
2. Seven years progressively responsible experience in computer applications including hardware, software, design and development.
3. Requires the ability to manage and lead other staff.
4. Requires advanced knowledge of the legislative process as it relates to computer and telecommunications applications.
5. Good communication, project management and coordination skills and a commitment to working collaboratively with others.
6. The required skill set will change constantly and a demonstrated commitment to research and continuing education is essential.

CLASS TITLE: Principal Analyst
Principal Attorney

Definition of the Class

A Principal Analyst or Principal Attorney is a lead professional responsible for planning, organizing and coordinating the provision of a major legislative service or the performance of a highly specialized policy or legal function within an office. Within their assigned area of expertise and responsibility, Principal Analysts and Principal Attorneys guide, coordinate and review the work of other analysts, attorneys, assistants and paralegals. A Principal Analyst or Principal Attorney performs highly complex and intricate legal, fiscal, and research tasks exercising substantial judgment and independence. A Principal Analyst or Principal Attorney may participate in office-wide, management decisions.

Examples of Duties

1. May perform all or any duties expected of a Senior Analyst or Senior Attorney with a high degree of skill, speed, accuracy and independence.
2. Plans, assigns, coordinates, supervises and reviews the work of other professional staff.
3. Initiates, plans and directs office projects within an assigned area of responsibility and expertise.
4. Acts as office liaison on special research, administrative or legal projects involving more than one office or the legislature as a whole.

Desirable Minimum Qualifications

1. Bachelor's degree and at least seven years of public policy research experience; or a master's degree or law degree and five years research experience. A graduate degree is preferred, but any equivalent combination of education and experience may be substituted.
2. Requires at least two years experience and demonstrated competence at the level of Senior Legislative Analyst, Senior Legislative Attorney, or comparable position.
3. Requires ability to facilitate group decision-making by colleagues and to implement those decisions.
4. Requires the ability to manage and lead other staff. Supervisory experience is desired.
5. Requires demonstrated exceptional ability within area of expertise.

CLASS TITLE: Principal Law Librarian

Definition of the Class

Coordinates a major function of the State Law Library including supervising other professional librarians, paraprofessionals and support personnel in the development and management of technical library services or legislative reference support for legislators, state agencies, the judiciary, private attorneys and the general public. Plans, directs and evaluates the work of library personnel.

Examples of Duties

1. Provides legal and legislative reference services to patrons.
2. Accesses, catalogues, classifies and indexes books, documents and periodicals.
3. Coordinates training and use of on-line search services and other library resources for library staff and patrons.
4. Works with other legislative offices in the development of new services and computer applications.
5. Participates in acquisition and collection maintenance decisions.
6. Oversees the management and development of the various library programs and procedures.
7. Participates in the development of library policies.
8. Oversees selection, record keeping, and maintenance of documents received under the federal Government Depository Library program.

Desirable Minimum Qualifications

1. Requires a master's degree in library science or any equivalent combination of education or experience.
2. Requires at least five years of professional library experience including at least two years in a supervisory role.
3. Ability to work cooperatively with a wide variety of library patrons.
4. Requires the ability to manage and lead others.

CLASS TITLE: Assistant Secretary of the Senate

Definition of the Class

The Assistant Secretary of the Senate is elected by the Senate membership to work closely with the Secretary of the Senate. The Assistant Secretary assists in a broad range of management, administrative and legislative tasks. The Assistant Secretary exercises considerable independence in setting work priorities, initiating projects, determining methods and completing assignments while following general office policies, administrative procedures and guidelines of the Secretary of the Senate or presiding officers. The Assistant Secretary of the Senate reviews products for content, form, style and consistency. The Assistant Secretary may be called upon to coordinate special projects, assume additional work assignments, and provide supervision and expert professional assistance to other staff. This is a senior position requiring independent judgment, exacting work and complete knowledge of the format, style, and organization of the laws of Maine.

Examples of Duties

1. Assists the Secretary of the Senate in the management of Senate administrative, operational, parliamentary and legislative functions.
2. Assists the Secretary of the Senate and presiding officer with floor operations and the processing and recording of all official documents and papers during legislative floor sessions.
3. Proofreads and helps ensure the accuracy of the Daily Senate Advanced Journal and Calendar.
4. Serves as Acting Secretary of the Senate in the absence of the Secretary and assumes all responsibility for that position.
5. Compiles and edits Senate information for the Senate and House Register, Senate Roster and District Directory.
6. Works closely with the Secretary of the Senate and other office staff on all aspects of preparing, recording, printing, disseminating and maintaining House and Senate official papers and records.
7. Precisely and accurately tracks (stamps) Senate floor action on legislative documents.
8. Acts as liaison with members of the Legislature, other legislative offices, state agencies, and the public.
9. Hires, trains and supervises Senate employees under the direction of the Secretary of the Senate.
10. Works on the Appropriations Table in conjunction with other legislative staff.
11. Creates and edits printed informational brochures for visitor packs and hand-outs.
12. Creates and maintains web pages for the Senate and in conjunction with the House webmaster, answers questions and forwards Senators' e-mail.
13. Assists senators and staff with computer operations and works with vendors to automate functions within Senate offices and the chamber.

Desirable Minimum Qualifications

1. Bachelor's degree and at least five years of progressively responsible policy work experience or any equivalent combination of education and experience.
2. Requires at least two years experience in the Maine Legislature with demonstrated competence and maturity.
3. Requires the ability to manage and lead others.
4. Requires proven problem solving, decision making and interpersonal skills in dealing with legislators and others in a wide variety of situations and often under pressure.
5. Requires complete knowledge of parliamentary procedure, and the format, style and organization of legislative documents and the laws of Maine.

CLASS TITLE: Assistant Clerk of the House

Definition of the Class

The Assistant Clerk of the House is elected by the House membership to work closely with the Clerk of the House in managing the operations of the House of Representatives. The Assistant Clerk assists the Clerk of the House in a broad range of management, administrative and legislative tasks. The Assistant Clerk exercises considerable independence in setting work priorities, initiating projects, determining methods and completing assignments while following general office policies, administrative procedures and guidelines of the Clerk of the House or presiding officers. The Assistant Clerk of the House reviews products for content, form, style and consistency. The Assistant Clerk may be called upon to coordinate special projects, assume additional work assignments and provide supervision and expert assistance to other staff. This is a senior position requiring independent judgment, exacting work and complete knowledge of the format, style and organization of the laws of Maine.

Examples of Duties

1. Assists the Clerk of the House in the management of House administrative, operational, parliamentary and legislative functions.
2. Serves as Acting Clerk of the House in the absence of the Clerk and assumes all responsibility for that position.
3. Assists the Clerk of the House and the presiding officer with floor operations and the processing and recording of all official documents and papers during legislative floor sessions.
4. Acts as liaison with members of the Legislature, other legislative offices, state agencies and the public.
5. Hires, trains and supervises House employees under the direction of the Clerk of the House.
6. Operates the House roll call system during legislative session.
7. Works closely with the Clerk of the House and other office staff on all aspects of preparing, recording, printing, disseminating and maintaining official papers and records of the House.
8. Serves as personnel officer for the House. Records and maintains time records, schedules and personnel evaluations. Develops and oversees cross training of employees in the Clerk's office. Coordinates the submission of payroll information for all House employees.
9. Oversees the production of the Senate and House Register, Photo Roster and Legislative District Directory.
10. Oversees the maintenance of House facilities, equipment and furniture; purchasing of equipment, supplies and uniforms; issuance of parking permits; and the provision of telephone services; along with other services and tasks under the general guidance of the Clerk of the House.

Desirable Minimum Qualifications

1. Bachelor's degree and at least five years of progressively responsible policy work experience or any equivalent combination of education and experience.
2. Requires at least two years experience in the Maine Legislature with demonstrated competence and maturity.
3. Requires the ability to manage and lead others.
4. Requires proven problem solving, decision making and interpersonal skills in dealing with legislators and others in a wide variety of situations and often under pressure.
5. Requires complete knowledge of parliamentary procedure, and the format, style and organization of legislative documents and the laws of Maine.

CLASS TITLE: Chief of Staff

Definition of the Class

The Chief of Staff performs a variety of complex management, policy and legislative functions for a presiding officer, exercising considerable independence and decision making. Acts as director or chief of staff for a presiding officer with broad management responsibilities in that office. May coordinate duties on behalf of the Senate or House as a whole. Exercises considerable independence in setting work priorities, initiating projects, determining methods, completing assignments and making decisions on a leader's behalf, while following general office policies and procedures established by a presiding officer.

Examples of Duties

1. Participates in or assists a presiding officer with office-wide and chamber-related management decisions and personnel responsibilities.
2. Serves as the administrative leader, makes policy and management decisions and interprets office policy in the absence of the leader.
3. Initiates, researches and develops proposals for legislation.
4. Represents a legislative leader in policy discussions and negotiates and acts as liaison with various interest groups, other staff, other legislators, elected officials and state agencies.
5. Advises a presiding officer on certain technical areas of a leader's responsibilities or on substantive policy and may make decisions in the leader's absence.
6. Performs other complex policy, political, management and legislative tasks as assigned by a leader.
7. Acts as liaison, representing the leader of the House or Senate, on special legislative, policy, political or administrative projects involving more than one office of the legislature as a whole, including the executive branch.

Desirable Minimum Qualifications

1. Requires a bachelor's degree and five years of experience with at least two years in a supervisory capacity, in a public policy, government relations, communications or public management position. Any equivalent combination of education and experience may be substituted.
2. Requires at least two years of research, legal, fiscal or management experience in the Maine Legislature.
3. Requires proven skills in verbal and written communications and demonstrated interpersonal competence in handling a wide variety of publics and different situations.
4. Requires ability to plan and analyze events, and anticipate problems.

CLASS TITLE: Deputy Director

Definition of the Class

Assists an office director in a broad range of management and administrative tasks including supervision of other staff. Serves as the administrative leader, makes office management decisions and interprets office policy in the absence of the office director. Performs complex and diverse research, analytic, fiscal, library and legal functions for the legislature, a legislative committee or individual legislators.

Examples of Duties

1. May perform all or any duties expected of a Principal Analyst, Principal Attorney or Principal Librarian with a high degree of skill, speed, accuracy and independence.
2. Sets priorities, supervises, evaluates, coordinates and reviews the work of other professional staff.
3. Reviews reports, memos, fiscal notes and analyses.
4. Plans and directs office-wide projects.
5. Participates in office management decision making.
6. Acts as liaison on special projects involving more than one office or the legislature as a whole.

Desirable Minimum Qualifications

1. Bachelor's degree and at least seven years of public policy research experience; a law degree or a master's degree and five years public policy experience; or a master's of library science and at least five years library experience. Any equivalent combination of education and experience may be substituted.
2. Requires at least two years experience and demonstrated competence as a Principal Analyst, Principal Attorney, Principal Librarian or comparable position.
3. Requires demonstrated competence at the supervisory level and proven skills at managing and leading other employees.

CLASS TITLE: Secretary of the Senate

Definition of the Class

Elected by the Senate membership, the Secretary of the Senate serves as the chief executive and administrative official for the Senate. The Secretary of the Senate plans, directs and manages a wide range of professional, technical and secretarial services and coordinates the provision of those services for the Senate. Performs a broad range of highly complex administrative, managerial and parliamentary tasks that require knowledge of the laws of Maine, Senate Rules, procedures, and operations. Works in concert with legislative leadership and directors and other offices to identify, develop and strengthen overall policies and procedures dealing with the administration of the Legislature and the accomplishment of legislative work. The Secretary of the Senate works closely with and under the direction of the President of the Senate in carrying out Senate policies.

Examples of Duties

1. Presides over the Senate until a President pro tempore is chosen by the Senate.
2. Numbers bills and resolves in the order in which they shall be reported by said Committee on Bills in the Second Reading, and enters them upon the calendar in such order.
3. Oversees the printing, reproduction and distribution of bills and amendments to members of the Senate.
4. Oversees the transmission of all documents, messages and papers from the Senate to the House and to the Governor.
5. Manages Senate personnel, financial resources and office work in accordance with Senate policy, statutory provisions and other guidelines articulated by the presiding officer.
6. Oversees the compilation, organization, coordination and production of the Senate Calendar, journal, record and other official Senate documents.
7. Oversees and ensures the accuracy of all official papers and documents including amendments, resolutions, orders, messages, and sentiments.
8. Notifies committees of their appointment and business.
9. Coordinates the gubernatorial appointment process and notification procedures with Senate committee chairs and members.
10. Serves as Senate parliamentarian.
11. Plans, assigns, directs, schedules, supervises, coordinates and evaluates the work of all professional, technical, secretarial and supervisory personnel in the office.
12. Recruits, trains, coaches, evaluates and disciplines, when necessary, employees of the office.
13. Reviews, critiques and otherwise ensures that high standards of quality are met in the work products of the office.
14. Participates in the development of legislative policies and procedures with other office directors and articulates, implements and interprets those policies, procedures and guidelines for the office.
15. Identifies and implements new strategies for accomplishing the work of the office.

Desirable Minimum Qualifications

1. Bachelor's degree and at least eight years of progressive public policy and managerial experience or any equivalent combination of education and experience.
2. Requires at least two years experience in the Maine Legislature.
3. Requires demonstrated competence to lead and manage people.
4. Requires demonstrated skill in problem solving, decision making, and interpersonal skills in dealing with legislators and others in a wide variety of situations and often under pressure.
5. Requires a working knowledge of the operations and procedures of state government and state legislatures.
6. Requires complete knowledge of parliamentary procedure and the format, style and organization of legislative documents and the laws of Maine.

CLASS TITLE: Clerk of the House

Definition of the Class

Elected by the House membership, the Clerk of the House serves as the chief executive and administrative official for the House of Representatives. The Clerk of the House plans, directs and manages a wide range of professional, technical and secretarial services and coordinates the provision of those services with other offices. Performs a broad range of highly complex administrative, managerial and parliamentary tasks that require knowledge of the laws of Maine, House Rules, procedures, and operations. Works in concert with legislative leadership and directors of other offices to identify, develop and strengthen overall policies and procedures dealing with the administration of the Legislature and the accomplishment of legislative work. The Clerk of the House works with and under the direction of the Speaker of the House in carrying out House policies.

Examples of Duties

1. Presides over the House in the absence of the Speaker or Speaker pro tempore until one is chosen.
2. Oversees the printing, reproduction, distribution and maintenance of bills and amendments to the members of the House.
3. Oversees and ensures the accuracy of all official papers and documents including amendments, resolutions, orders, messages and sentiments.
4. Manages House personnel, financial resources and office work in accordance with House policy, statutory provisions and other guidelines articulated by the presiding officer.
5. Oversees the compilation, organization, coordination, and production of the House calendar, journal, record and other official House documents.
6. Notifies committees of their appointment and business.
7. Oversees the transmission of all documents, messages and papers from the House to the Senate and to the Governor.
8. Serves as House parliamentarian.
9. Plans, assigns, directs, schedules, supervises, coordinates and evaluates the work of all professional, technical, secretarial and supervisory personnel in the office.
10. Recruits, trains, coaches, evaluates and disciplines, when necessary, employees of the office.
11. Reviews, critiques and otherwise ensures that high standards of quality are met in the work products of the office.
12. Participates in the development of legislative policies and procedures with other office directors and articulates, implements and interprets those policies, procedures and guidelines for the office.
13. Identifies and implements new strategies for accomplishing the work of the office.

Desirable Minimum Qualifications

1. Bachelor's degree and at least eight years of progressive public policy and managerial experience or any equivalent combination of education and experience.
2. Requires at least two years experience in the Maine Legislature.
3. Requires demonstrated competence to lead and manage people.
4. Requires demonstrated skill in problem solving, decision making, and interpersonal skills in dealing with legislators and others in a wide variety of situations and often under pressure.
5. Requires a working knowledge of the operations and procedures of state government and state legislatures.
6. Requires complete knowledge of parliamentary procedure and the format, style and organization of legislative documents and the laws of Maine.

CLASS TITLE: Director

Definition of the Class

A Director is the senior manager of a major function of administration or legislative services such as fiscal analysis, statutory revision, bill and amendment production, policy and legal analysis, information systems or library services. A Director plans, directs and manages a wide range of professional, technical and secretarial services and coordinates the provisions of those services with other offices. Performs a broad range of highly complex administrative and managerial tasks. Works in concert with the Executive Director and other office directors to identify, develop and strengthen overall policies and procedures dealing with the administration of the legislature and the accomplishment of legislative work. A Director works under the overall direction of the Executive Director in carrying out policies established by the Legislative Council.

Examples of Duties

1. Plans, assigns, directs, schedules, supervises, coordinates and evaluates the work of all professional, technical, secretarial and supervisory personnel in an office.
2. Recruits, trains, coaches, evaluates and disciplines, when necessary, employees of an office.
3. Reviews, critiques and otherwise ensures that high standards of quality are met in the work products of an office.
4. Coordinates with other office directors and the Executive Director the provision of legislative services, the completion of interoffice projects, and the development of new activities.
5. Participates in the development of legislative policies and procedures with other office directors and the Executive Director and articulates, implements and interprets those policies, procedures and guidelines for an office.
6. Manages legislative personnel, financial resources and office work in accordance with Legislative Council policy, statutory provisions and other guidelines articulated by the Executive Director.
7. Identifies and implements new strategies for accomplishing the work of an office.
8. Performs complex and diverse research, analytic, fiscal, library and legal functions for the legislature, a legislative committee or individual legislators.

Desirable Minimum Qualifications

1. Bachelor's degree and at least eight years of progressive public policy and managerial experience; or a law degree or a master's degree and at least five years of progressive public policy and management experience. Any equivalent combination of education and experience may be substituted.
2. Requires at least three years of management experience in the functional area of legislative service which the individual will direct or equivalent experience.
3. Requires a working knowledge of the operations and procedures of state government and state legislatures.
4. Requires demonstrated competence to lead and manage people.
5. Requires demonstrated skill in problem solving and decision making.
6. May be required to participate in external organizations' boards or committees.

Appendix C

Appendix C

Group	Title	Salary Range July 99		Midpoint July 99	Average June 99	Average July 99	Classes Used for Comparison	Comparison Salary Range		Comparison Midpoint
		min.	max.					min.	max.	
1	Office Assistant	16,182	25,459	20,821		0	Clerk Typist I - ME State Govt.	15,790	20,331	18,061
							Clerk - ME State Govt.	15,189	19,560	17,375
							Mail Clerk - CMP			21,800
							average for group	15,490	19,945	19,078
2	Chamber Staff	20,176	28,600	24,388	12,598	12,976				
							average for group			
3	Computer Operator***	20,176	30,950	25,563		0				
	Facilities Support Staff	20,176	30,950	25,563		0				
	<i>Asst. Sgt @ Arms</i>	20,176	30,950	25,563		26,332	<i>Asst. Sgt@Arms - MN Sen.</i>	23,100	36,094	29,597
	Document Clerk	22,006	30,950	26,478	30,056	30,958				
	Library Assistant	20,176	30,950	25,563	30,056	30,958	Library Asst - ME State Govt.	16,796	21,809	19,303
	Postmaster	22,006	30,950	26,478		0				
	<i>Committee Clerk</i>	20,176	30,950	25,563	11,671	12,021	<i>Assistant Clerk - ME Judicial</i>	18,980	25,769	22,374
	<i>Office Assistant II***</i>	20,176	30,950	25,563	26,485	27,280	<i>Clerk Typist II - ME State Govt.</i>	16,796	21,809	19,303
	Secretary	20,176	30,950	25,563	20,049	20,650	Clerk Typist III - ME State Govt.	18,553	24,252	21,403
							Legal Secretary - ME State Govt.	19,067	24,937	22,002
							Admin Sec - ME Employer	20,000	37,000	28,500
							Secretary - Wyatt Me	20,705	29,694	25,200
	Sec/Steno/Recep***	22,006	30,950	26,478	23,545	24,251	Secretary - ME State Govt	19,067	24,937	22,002
	Sr Committee Clerk***	20,176	30,950	25,563		0	Associate Clerk - ME Judicial	21,049	28,802	24,925
	Sgt. @ Arms	22,006	30,950	26,478	30,056	30,958				
							average for group	19,411	27,510	23,461
4	Accounting Technician	21,881	33,592	27,737	32,614	33,592				
	Executive Secretary	23,795	33,592	28,694	22,568	23,245	Executive Secretary - Wyatt ME	22,624	33,835	28,230
	<i>Legal Proofreader</i>	21,881	33,592	27,737	20,606	21,224				
	Legis. Information Asst.	21,881	33,592	27,737	31,012	31,942				
	Legislative Technician	21,881	33,592	27,737	31,839	32,794	Word Proc Oper - Wyatt ME	21,513	33,532	27,523
	Senior Secretary ***	21,881	33,592	27,737	29,591	30,479	Admin Sec - ME State Govt.	20,910	27,722	24,316
							average for group	21,682	31,696	26,689

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Group	Title	Salary Range July 99		Midpoint July 99	Average June 99	Average July 99	Classes Used for Comparison	Comparison Salary Range		Comparison Midpoint
		min.	max.					min.	max.	
5	Journal Clerk	24,980	35,110	30,045	29,452	30,336	Journal Clerk - 1A Sen.	18,190	46,010	32,100
							Journal Clerk - CO Hse.	27,298	36,581	31,940
	Library Associate	22,921	35,110	29,016	34,091	35,114	Librarian - 1A	29,889	37,835	33,862
	Office Support Technician	22,921	35,110	29,016		0	Systems Support Asst. 1 - Wyatt	24,543	36,562	30,603
	Reporter	24,980	35,110	30,045	28,173	29,018				
	Senior Legal Proofreader	22,921	35,110	29,016	24,460	25,194	Legislative Document Tech 2 - 1A	27,253	34,429	30,841
	Senior Legis. Technician	22,921	35,110	29,016	32,931	33,919				
	Senior Technical Sec ***	22,921	35,110	29,016		0	Clerk IV - ME State Govt.	20,289	26,716	23,503
	Comp Support Tech. ***	22,921	35,110	29,016	16,992	17,502				
							average for group	24,577	36,356	30,475
6	Administrative Secretary	24,232	37,086	30,659	34,731	35,773	Sr Legal Sec. - ME State Govt.	20,910	27,722	24,316
							Sr Admin Sec - ME State Govt.	23,695	31,708	27,701
							Secretary A - CMP			28,240
							Secretary to Staff VP - Wyatt ME	23,533	35,350	29,442
	Calendar Clerk	25,417	37,086	31,252	31,844	32,799	Calendar Clerk	29,031	40,272	34,652
	Index Clerk	24,232	37,086	30,659	26,894	27,701				
	Legal Info Associate***	24,232	37,086	30,659		0				
	Legis. Info Associate	24,232	37,086	30,659	31,012	31,942				
	Senior Sgt. @ Arms	25,417	37,086	31,252	34,340	35,370				
	Senior Executive Secretar	25,417	37,086	31,252	30,721	31,643	Sec. to Chief Justice - ME Jud	27,075	37,096	32,086
							Sec to Executive - Wyatt ME	24,139	37,269	30,704
	Supervising Legal Proofre	24,232	37,086	30,659	36,004	37,084				
	Supervising Legis Technic	24,232	37,086	30,659	36,004	37,084	Comp. Support Super. - ME State	24,638	32,950	28,794
	Sr Executive Asst.***	24,232	37,086	30,659	36,004	37,084				
							average for group	24,717	34,624	29,492

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Group	Title	Salary Range July 99		Midpoint July 99	Average June 99	Average July 99	Classes Used for Comparison	Comparison Salary Range		Comparison Midpoint
		min.	max.					min.	max.	
7	Helpdesk Support Admin	26,873	41,184	34,029		0	Info. Sys. Help Dsk. Coordinator- Help Dsk. Support Service Spec. - Info Sys Suppt Spec II- ME State	29,189 31,500 27,679	43,733 48,720 37,941	36,461 39,900 32,810
	Payroll and Benefits Speci	26,873	41,184	34,029	39,977	41,176				
	Senior Admin Secretary	28,121	41,184	34,653		0				
							average for group	29,456	43,465	36,390
8	Chief Calendar Clerk	32,531	47,444	39,988	40,248	41,455				
	Engrossing Supervisor	30,971	47,444	39,208	36,004	37,084				
	Legislative Indexer	30,971	47,444	39,208	43,908	45,225				
	Payroll and Benefits Super	30,971	47,444	39,208		0				
	<i>Legislative Aide</i>	<i>32,531</i>	<i>47,444</i>	<i>39,988</i>	<i>29,961</i>	<i>30,860</i>				
	<i>Paralegal</i>	<i>30,971</i>	<i>47,444</i>	<i>39,208</i>	<i>25,466</i>	<i>26,230</i>				
	<i>Legislative Researcher</i>	<i>30,971</i>	<i>47,444</i>	<i>39,208</i>	<i>27,955</i>	<i>28,794</i>	<i>Research Analyst - IA</i>	<i>34,429</i>	<i>43,513</i>	<i>38,971</i>
							<i>Staff Attor/ Fisc/Prog Anal - IN</i>	<i>28,730</i>	<i>42,432</i>	<i>35,581</i>
							<i>Admin. Asst. - ME Employer</i>	<i>29,000</i>	<i>55,000</i>	<i>42,000</i>
	<i>Desk Top Apps. Sup. Adm</i>	<i>30,971</i>	<i>47,444</i>	<i>39,208</i>		<i>37,148</i>	<i>Comp. Oper. Super. - ME State</i>	<i>25,602</i>	<i>34,707</i>	<i>30,154</i>
							<i>Tech Support Spec - ME State</i>	<i>32,714</i>	<i>44,904</i>	
							<i>PC Systems Specialist - Mercer</i>	<i>36,540</i>	<i>56,595</i>	<i>46,515</i>
							<i>PC Analyst - Wyatt</i>	<i>31,815</i>	<i>48,783</i>	<i>40,299</i>
							<i>PC Support Specialist - Wyatt</i>	<i>30,300</i>	<i>45,652</i>	<i>37,976</i>
	Programmer/Analyst	30,971	47,444	39,208		0	Program/Analyst - ME State**	31,832	43,633	37,733
							Program/Analyst - MEJud. **	36,079	49,383	42,731
							Systems Analyst - ME Judicial**	42,199	57,813	50,006
							Program /Analyst - UNUM	38,900	63,500	51,200
							Program/Analyst I - CMP			39,766
							Client Server Programmer I - Wyatt	32,017	48,278	40,198
							Gen. Programmer Analyst I, NE -	31,500	49,100	40,300
							average for group	32,975	48,807	40,959

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Group	Title	Salary Range July 99		Midpoint July 99	Average June 99	Average July 99	Classes Used for Comparison	Comparison Salary Range		Comparison Midpoint
		min.	max.					min.	max.	
9	Inter/Intranet Admin	35,027	53,768	44,398	37,918	39,056	Web Administrator - Wyatt	41,006	65,347	53,126
	Network Administrator	35,027	53,768	44,398	43,908	45,225	Systems Admin - ME Jud *	45,918	60,050	52,984
							Network Specialist - CMP			52,800
							LAN Administrator - Mercer	40,320	61,950	50,925
							Corp. E-Mail Coordinator - Mercer	42,000	64,680	52,920
	Mgr/ Legis Information Of	35,027	53,768	44,398	46,072	47,454				
	Sr Legis Researcher	35,027	53,768	44,398	39,811	41,005	Senior Planner - ME State	30,508	41,862	36,185
							Staff Attorney - ME Judicial	31,373	42,942	37,157
							Research Analyst I - IA	37,835	47,819	42,827
	Sr. Desk App Sup Admin	35,027	53,768							
	Sr. Syst Support Coord	35,027	53,768							
							average for group	38,423	54,950	47,366
10	Analyst/Attorney	38,168	58,593	48,381	47,134	48,548	Budget Analyst - ME State Govt.	35,564	49,640	42,602
							Policy Dev. Spec - ME State Govt.	35,564	49,640	42,602
							Attorney - ME State	37,620	51,824	44,722
							Attorney II - CMP			51,075
							Legal Counsel - IA	39,660	50,112	44,886
							Staff Attor/Fiscal/Prog - IN	35,828	54,158	44,993
	Senior Prog/Analyst	38,168	58,593	48,381	50,960	52,489	Senior Programmer - ME State**	37,622	51,641	44,631
							Senior Programmer - UNUM	46,600	75,800	61,200
							Senior Programmer - CMP			52,654
							Client Server Programmer III - Wy	43,733	68,074	55,954
							Gen. Programmer Analyst III, NE -	41,511	65,751	53,631
	Spec Asst/ Chief of Staff	40,102	58,593	49,348	43,284	44,583				
						0				
	Associate Law Librarian	38,168	58,593	48,381	50,720	52,242	Librarian III - ME State Govt.	30,508	41,862	36,185
							Senior Librarian - IA	34,429	43,513	38,971
	Sr. Network Administrat	38,168	58,593							
	Sr. Internet/Intranet Ad	38,168	58,593							
							average for group	38,058	54,729	47,239

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Group	Title	Salary Range July 99		Midpoint July 99	Average June 99	Average July 99	Classes Used for Comparison	Comparison Salary Range		Comparison Midpoint
		min.	max.					min.	max.	
11	Asst. for Admin. Services	42,785	65,624	54,205	55,016	56,666	Dir Admin Services - ME State	38,413	53,602	46,008
							Dir Human Res- ME Judicial	47,360	60,255	53,808
							Budget Officer -ME Judicial	43,403	55,293	49,348
	Manager of Computer Ser	42,785	65,624	54,205						
	Senior Analyst/Attorney	42,785	65,624	54,205	52,603	54,181	Senior Budget Analyst - ME State	41,605	58,101	49,853
							Research Analyst 3 - IA	50,112	63,419	56,766
							Legal Counsel 2 - IA	50,112	63,419	56,766
							Sr Attor/Fisc/Prog Anal - IN	43,992	68,510	56,251
							average for group	45,000	60,371	52,686
12	Principal Analyst/Attorney	47,299	72,612	59,956	66,676	68,676	Principal Attorney - ME State	45,312	58,101	
							Senior Research Analyst - IA	57,678	72,930	65,304
							Sr. Staff Attorney - IN	48,802	75,114	61,958
	<i>Asst. Clerk of the House</i>	<i>47,299</i>	<i>72,612</i>	<i>59,956</i>	<i>63,710</i>	<i>65,621</i>	<i>Asst. Clerk - MN Hse.</i>	<i>49,220</i>	<i>75,756</i>	<i>47,596</i>
	<i>Asst. Sec of the Senate</i>	<i>47,299</i>	<i>72,612</i>	<i>59,956</i>	<i>52,374</i>	<i>53,945</i>	<i>Asst. Sec. - IA Sen</i>	<i>40,660</i>	<i>77,040</i>	<i>51,131</i>
	Principal Law Librarian	47,299	72,612	59,956	65,676	67,646	Library Div Dir - ME State	36,913	51,503	44,208
							average for group	46,431	68,407	54,039
13	Chief of Staff	<i>50,627</i>	<i>77,667</i>	<i>64,147</i>	<i>49,348</i>	<i>50,828</i>				
	Deputy Director	50,627	77,667	64,147			Dir. Office of Pol Anal - ME State	46,671	65,361	56,016
							Deputy Director - IA	66,440	83,985	75,213
							Deputy Director - IN	48,802	75,114	61,958
							average for group	53,971	74,820	64,396

Appendix C

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Appendix D

Appendix D

NCSL Proposed Salary Ranges August 1999

Salary Groups	Steps								
	1	2	3	4	5	6	7	8	9
1	\$16,579	\$18,071	\$18,975	\$19,923	\$20,919	\$21,965	\$23,064	\$24,217	\$25,393
2	\$18,568	\$20,239	\$21,251	\$22,314	\$23,430	\$24,601	\$25,831	\$27,123	\$28,440
3	\$20,789	\$22,660	\$23,793	\$24,982	\$26,232	\$27,543	\$28,920	\$30,366	\$31,841
4	\$22,868	\$24,926	\$26,172	\$27,481	\$28,855	\$30,298	\$31,812	\$33,403	\$35,025
5	\$25,155	\$27,418	\$28,789	\$30,229	\$31,740	\$33,327	\$34,994	\$36,743	\$38,528
6	\$27,670	\$29,053	\$31,668	\$33,252	\$34,914	\$36,660	\$38,493	\$40,418	\$42,381
7	\$30,437	\$31,959	\$34,835	\$36,577	\$38,406	\$40,326	\$42,342	\$44,459	\$46,619
8	\$33,481	\$35,155	\$38,319	\$40,235	\$42,246	\$44,359	\$46,577	\$48,905	\$51,280
9	\$37,422	\$39,293	\$42,830	\$44,971	\$47,220	\$49,581	\$52,060	\$54,663	\$57,318
10	\$40,512	\$42,538	\$46,366	\$48,684	\$51,118	\$53,674	\$56,358	\$59,176	\$62,050
11	\$44,563	\$46,791	\$51,002	\$53,553	\$56,230	\$59,042	\$61,994	\$65,094	\$68,255
12	\$49,019	\$51,470	\$56,103	\$58,908	\$61,853	\$64,946	\$68,193	\$71,603	\$75,080
13	\$53,921	\$56,617	\$61,713	\$64,799	\$68,039	\$71,440	\$75,013	\$78,763	\$82,588
14	\$59,313	\$62,279	\$67,884	\$71,279	\$74,842	\$78,585	\$82,514	\$86,639	\$90,847
15	\$65,245	\$68,507	\$74,673	\$78,406	\$82,327	\$86,443	\$90,765	\$95,303	\$99,932

Salary Specification = 41
Effective from July 1, 1999

STANDARD SALARY SCHEDULE
for
Partisan Employees

	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
HOURLY	03	10.58	11.09	11.66	12.23	12.88	13.47	14.15	.00	14.88
WEEKLY		423.20	443.60	466.40	489.20	515.20	538.80	566.00	.00	595.20
BI-WEEKLY		846.40	887.20	932.80	978.40	1,030.40	1,077.60	1,132.00	.00	1,190.40
ANNUAL		22,006.40	23,067.20	24,252.80	25,438.40	26,790.40	28,017.60	29,432.00	.00	30,950.40
HOURLY	04	11.44	12.02	12.63	13.28	13.89	14.62	15.36	.00	16.15
WEEKLY		457.60	480.80	505.20	531.20	555.60	584.80	614.40	.00	646.00
BI-WEEKLY		915.20	961.60	1,010.40	1,062.40	1,111.20	1,169.60	1,228.80	.00	1,292.00
ANNUAL		23,795.20	25,001.60	26,270.40	27,622.40	28,891.20	30,409.60	31,948.80	.00	33,592.00
HOURLY	06	12.22	13.32	14.02	14.68	15.41	16.20	17.01	.00	17.83
WEEKLY		488.80	532.80	560.80	587.20	616.40	648.00	680.40	.00	713.20
BI-WEEKLY		977.60	1,065.60	1,121.60	1,174.40	1,232.80	1,296.00	1,360.80	.00	1,426.40
ANNUAL		25,417.60	27,705.60	29,161.60	30,534.40	32,052.80	33,696.00	35,380.80	.00	37,086.40
HOURLY	07	13.52	14.77	15.48	16.27	17.11	17.95	18.86	.00	19.80
WEEKLY		540.80	590.80	619.20	650.80	684.40	718.00	754.40	.00	792.00
BI-WEEKLY		1,081.60	1,181.60	1,238.40	1,301.60	1,368.80	1,436.00	1,508.80	.00	1,584.00
ANNUAL		28,121.60	30,721.60	32,198.40	33,841.60	35,588.80	37,336.00	39,228.80	.00	41,184.00
HOURLY	09	17.70	19.29	20.27	21.25	22.33	23.42	24.62	.00	25.85
WEEKLY		708.00	771.60	810.80	850.00	893.20	936.80	984.80	.00	1,034.00
BI-WEEKLY		1,416.00	1,543.20	1,621.60	1,700.00	1,786.40	1,873.60	1,969.60	.00	2,068.00
ANNUAL		36,816.00	40,123.20	42,161.60	44,200.00	46,446.40	48,713.60	51,209.60	.00	53,768.00
HOURLY	10	19.28	21.01	22.06	23.19	24.33	25.54	26.81	.00	28.17
WEEKLY		771.20	840.40	882.40	927.60	973.20	1,021.60	1,072.40	.00	1,126.80
BI-WEEKLY		1,542.40	1,680.80	1,764.80	1,855.20	1,946.40	2,043.20	2,144.80	.00	2,253.60
ANNUAL		40,102.40	43,700.80	45,884.80	48,235.20	50,606.40	53,123.20	55,764.80	.00	58,593.60

STANDARD SALARY SCHEDULE
for
Partisan Employees

Salary Specification = 41
Effective from July 1, 1999

	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
HOURLY	11	20.57	21.59	23.55	24.71	25.94	27.24	28.64	30.03	31.55
WEEKLY		822.80	863.60	942.00	988.40	1,037.60	1,089.60	1,145.60	1,201.20	1,262.00
BI-WEEKLY		1,645.60	1,727.20	1,884.00	1,976.80	2,075.20	2,179.20	2,291.20	2,402.40	2,524.00
ANNUAL		42,785.60	44,907.20	48,984.00	51,396.80	53,955.20	56,659.20	59,571.20	62,462.40	65,624.00
HOURLY	14	26.64	27.94	30.46	32.00	33.58	35.27	37.02	38.88	40.82
WEEKLY		1,065.60	1,117.60	1,218.40	1,280.00	1,343.20	1,410.80	1,480.80	1,555.20	1,632.80
BI-WEEKLY		2,131.20	2,235.20	2,436.80	2,560.00	2,686.40	2,821.60	2,961.60	3,110.40	3,265.60
ANNUAL		55,411.20	58,115.20	63,356.80	66,560.00	69,846.40	73,361.60	77,001.60	80,870.40	84,905.60

STANDARD SALARY SCHEDULE

Printed June 15, 1999

Salary Specification = 42
Effective from July 1, 1999

for
Non-Part. Employee Empl Paid Retirement

	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
HOURLY	01	7.78	8.48	8.99	9.51	10.05	10.58	11.11	11.67	12.24
WEEKLY		311.20	339.20	359.60	380.40	402.00	423.20	444.40	466.80	489.60
BI-WEEKLY		622.40	678.40	719.20	760.80	804.00	846.40	888.80	933.60	979.20
ANNUAL		16,182.40	17,638.40	18,699.20	19,780.80	20,904.00	22,006.40	23,108.80	24,273.60	25,459.20
PREM RATE		11.67	12.72	13.49	14.27	15.08	15.87	16.67	17.51	18.36
HOURLY	02	8.91	9.70	10.21	10.75	11.30	11.85	12.45	13.04	13.75
WEEKLY		356.40	388.00	408.40	430.00	452.00	474.00	498.00	521.60	550.00
BI-WEEKLY		712.80	776.00	816.80	860.00	904.00	948.00	996.00	1,043.20	1,100.00
ANNUAL		18,532.80	20,176.00	21,236.80	22,360.00	23,504.00	24,648.00	25,896.00	27,123.20	28,600.00
PREM RATE		13.37	14.55	15.32	16.13	16.95	17.78	18.68	19.56	20.63
HOURLY	03	9.70	10.58	11.09	11.66	12.23	12.88	13.47	14.15	14.88
WEEKLY		388.00	423.20	443.60	466.40	489.20	515.20	538.80	566.00	595.20
BI-WEEKLY		776.00	846.40	887.20	932.80	978.40	1,030.40	1,077.60	1,132.00	1,190.40
ANNUAL		20,176.00	22,006.40	23,067.20	24,252.80	25,438.40	26,790.40	28,017.60	29,432.00	30,950.40
PREM RATE		14.55	15.87	16.64	17.49	18.35	19.32	20.21	21.23	22.32
HOURLY	04	10.52	11.44	12.02	12.63	13.28	13.89	14.62	15.36	16.15
WEEKLY		420.80	457.60	480.80	505.20	531.20	555.60	584.80	614.40	646.00
BI-WEEKLY		841.60	915.20	961.60	1,010.40	1,062.40	1,111.20	1,169.60	1,228.80	1,292.00
ANNUAL		21,881.60	23,795.20	25,001.60	26,270.40	27,622.40	28,891.20	30,409.60	31,948.80	33,592.00
PREM RATE		15.78	17.16	18.03	18.95	19.92	20.84	21.93	23.04	24.23
HOURLY	05	11.02	12.01	12.61	13.26	13.88	14.58	15.35	16.11	16.88
WEEKLY		440.80	480.40	504.40	530.40	555.20	583.20	614.00	644.40	675.20
BI-WEEKLY		881.60	960.80	1,008.80	1,060.80	1,110.40	1,166.40	1,228.00	1,288.80	1,350.40
ANNUAL		22,921.60	24,980.80	26,228.80	27,580.80	28,870.40	30,326.40	31,928.00	33,508.80	35,110.40
PREM RATE		16.53	18.02	18.92	19.89	20.82	21.87	23.03	24.17	25.32
HOURLY	06	11.65	12.22	13.32	14.02	14.68	15.41	16.20	17.01	17.83
WEEKLY		466.00	488.80	532.80	560.80	587.20	616.40	648.00	680.40	713.20
BI-WEEKLY		932.00	977.60	1,065.60	1,121.60	1,174.40	1,232.80	1,296.00	1,360.80	1,426.40
ANNUAL		24,232.00	25,417.60	27,705.60	29,161.60	30,534.40	32,052.80	33,696.00	35,380.80	37,086.40
PREM RATE		17.48	18.33	19.98	21.03	22.02	23.12	24.30	25.52	26.75

State of Maine
Bureau of Human Resources

STANDARD SALARY SCHEDULE
for

Printed June 15, 1999

Salary Specification = 42
Effective from July 1, 1999

Non-Part. Employee Empl Paid Retirement

	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
HOURLY	07	12.92	13.52	14.77	15.48	16.27	17.11	17.95	18.86	19.80
WEEKLY		516.80	540.80	590.80	619.20	650.80	684.40	718.00	754.40	792.00
BI-WEEKLY		1,033.60	1,081.60	1,181.60	1,238.40	1,301.60	1,368.80	1,436.00	1,508.80	1,584.00
ANNUAL		26,873.60	28,121.60	30,721.60	32,198.40	33,841.60	35,588.80	37,336.00	39,228.80	41,184.00
PREM RATE		19.38	20.28	22.16	23.22	24.41	25.67	26.93	28.29	29.70
HOURLY	08	14.89	15.64	17.05	17.86	18.78	19.71	20.69	21.74	22.81
WEEKLY		595.60	625.60	682.00	714.40	751.20	788.40	827.60	869.60	912.40
BI-WEEKLY		1,191.20	1,251.20	1,364.00	1,428.80	1,502.40	1,576.80	1,655.20	1,739.20	1,824.80
ANNUAL		30,971.20	32,531.20	35,464.00	37,148.80	39,062.40	40,996.80	43,035.20	45,219.20	47,444.80
PREM RATE		22.34	23.46	25.58	26.79	28.17	29.57	31.04	32.61	34.22
HOURLY	09	16.84	17.70	19.29	20.27	21.25	22.33	23.42	24.62	25.85
WEEKLY		673.60	708.00	771.60	810.80	850.00	893.20	936.80	984.80	1,034.00
BI-WEEKLY		1,347.20	1,416.00	1,543.20	1,621.60	1,700.00	1,786.40	1,873.60	1,969.60	2,068.00
ANNUAL		35,027.20	36,816.00	40,123.20	42,161.60	44,200.00	46,446.40	48,713.60	51,209.60	53,768.00
PREM RATE		25.26	26.55	28.94	30.41	31.88	33.50	35.13	36.93	38.78
HOURLY	10	18.35	19.28	21.01	22.06	23.19	24.33	25.54	26.81	28.17
WEEKLY		734.00	771.20	840.40	882.40	927.60	973.20	1,021.60	1,072.40	1,126.80
BI-WEEKLY		1,468.00	1,542.40	1,680.80	1,764.80	1,855.20	1,946.40	2,043.20	2,144.80	2,253.60
ANNUAL		38,168.00	40,102.40	43,700.80	45,884.80	48,235.20	50,606.40	53,123.20	55,764.80	58,593.60
PREM RATE		27.53	28.92	31.52	33.09	34.79	36.50	38.31	40.22	42.26
HOURLY	11	20.57	21.59	23.55	24.71	25.94	27.24	28.64	30.03	31.55
WEEKLY		822.80	863.60	942.00	988.40	1,037.60	1,089.60	1,145.60	1,201.20	1,262.00
BI-WEEKLY		1,645.60	1,727.20	1,884.00	1,976.80	2,075.20	2,179.20	2,291.20	2,402.40	2,524.00
ANNUAL		42,785.60	44,907.20	48,984.00	51,396.80	53,955.20	56,659.20	59,571.20	62,462.40	65,624.00
PREM RATE		30.86	32.39	35.33	37.07	38.91	40.86	42.96	45.05	47.33
HOURLY	12	22.74	23.91	26.05	27.34	28.73	30.14	31.64	33.23	34.91
WEEKLY		909.60	956.40	1,042.00	1,093.60	1,149.20	1,205.60	1,265.60	1,329.20	1,396.40
BI-WEEKLY		1,819.20	1,912.80	2,084.00	2,187.20	2,298.40	2,411.20	2,531.20	2,658.40	2,792.80
ANNUAL		47,299.20	49,732.80	54,184.00	56,867.20	59,758.40	62,691.20	65,811.20	69,118.40	72,612.80
PREM RATE		34.11	35.87	39.08	41.01	43.10	45.21	47.46	49.85	52.37

STANDARD SALARY SCHEDULE

for

Non-Part. Employee Empl Paid Retirement

Salary Specification = 42
Effective from July 1, 1999

	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
HOURLY	13	24.34	25.55	27.86	29.25	30.69	32.24	33.87	35.55	37.34
WEEKLY		973.60	1,022.00	1,114.40	1,170.00	1,227.60	1,289.60	1,354.80	1,422.00	1,493.60
BI-WEEKLY		1,947.20	2,044.00	2,228.80	2,340.00	2,455.20	2,579.20	2,709.60	2,844.00	2,987.20
ANNUAL		50,627.20	53,144.00	57,948.80	60,840.00	63,835.20	67,059.20	70,449.60	73,944.00	77,667.20
PREM RATE		36.51	38.33	41.79	43.88	46.04	48.36	50.81	53.33	56.01
HOURLY	14	26.64	27.94	30.46	32.00	33.58	35.27	37.02	38.88	40.82
WEEKLY		1,065.60	1,117.60	1,218.40	1,280.00	1,343.20	1,410.80	1,480.80	1,555.20	1,632.80
BI-WEEKLY		2,131.20	2,235.20	2,436.80	2,560.00	2,686.40	2,821.60	2,961.60	3,110.40	3,265.60
ANNUAL		55,411.20	58,115.20	63,356.80	66,560.00	69,846.40	73,361.60	77,001.60	80,870.40	84,905.60
PREM RATE		39.96	41.91	45.69	48.00	50.37	52.91	55.53	58.32	61.23
HOURLY	15	28.64	30.05	32.72	34.38	36.10	37.89	39.80	41.81	43.89
WEEKLY		1,145.60	1,202.00	1,308.80	1,375.20	1,444.00	1,515.60	1,592.00	1,672.40	1,755.60
BI-WEEKLY		2,291.20	2,404.00	2,617.60	2,750.40	2,888.00	3,031.20	3,184.00	3,344.80	3,511.20
ANNUAL		59,571.20	62,504.00	68,057.60	71,510.40	75,088.00	78,811.20	82,784.00	86,964.80	91,291.20
PREM RATE		42.96	45.08	49.08	51.57	54.15	56.84	59.70	62.72	65.84

State of Maine
Bureau of Human Resources

STANDARD SALARY SCHEDULE
for
Committee Clerks

Printed June 15, 1999

Salary Specification = 63
Effective from July 1, 1999

	GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
HOURLY	01	7.78	8.48	8.99	9.51	10.05	10.58	11.11	11.67	12.24
WEEKLY		311.20	339.20	359.60	380.40	402.00	423.20	444.40	466.80	489.60
BI-WEEKLY		622.40	678.40	719.20	760.80	804.00	846.40	888.80	933.60	979.20
ANNUAL		16,182.40	17,638.40	18,699.20	19,780.80	20,904.00	22,006.40	23,108.80	24,273.60	25,459.20
PREM RATE		11.67	12.72	13.49	14.27	15.08	15.87	16.67	17.51	18.36

Appendix E

Appendix E

Maine Implementation Cost Estimates

	<i>Base Cost</i>	<i>Additional Benefits Cost</i>	<i>Total Cost</i>
Moving all positions to NCSL proposed grid and up to next step including reclassifications	\$ 377,564	\$ 82,120	\$ 459,684
Moving all positions to NCSL proposed grid and up to next step with no Re-classifications	\$217,865	\$ 47,385	\$ 265,250
Moving all positions to NCSL proposed grid and to nearest step w/ no reclassifications and holding employees harmless where current salary is over nearest step	\$ 66,538	\$ 14,472	\$ 81,010
Moving all positions to NCSL proposed grid and to nearest step, including reclassifications, and holding employees harmless where current salary is over nearest step	\$ 207,374	\$ 45,104	\$ 252,478

- Cost estimates based on salaries of filled positions as of July 1999
- Benefit costs are calculated at 21.75 percent
- Reclassified positions receive a 5 % increase or are moved to the minimum of the new range whichever is higher

Appendix F

Appendix F

Size of State Legislative Staff: 1979, 1988 and 1996

State	Total Staff During Session					Number of Legislators	
	1979	1988	1996	1996 Rank		Total Seats	Rank by total seats
Alabama	370	416	414	30		140	28
Alaska	276	450	405	31		60	49
Arizona	590	420	567	19		90	43
Arkansas	370	376	456	28		135	31
California	1,760	2,978	2,610	3		120	36
Colorado	283	249	260	38		100	42
Connecticut	425	602	623	17		187	9
Delaware	107	159	164	45		62	48
Florida	1,335	1,774	2,173	5		160	18
Georgia	600	679	742	13		236	3
Hawaii	485	772	742	13		76	46
Idaho	175	158	155	47		105	39
Illinois	1,119	1,245	1,057	8		177	13
Indiana	308	303	326	35		150	19
Iowa	388	415	366	32		150	19
Kansas	366	387	363	33		165	17
Kentucky	335	462	583	18		138	30
Louisiana	482	531	524	22		144	27
Maine	154	187	180	42		186	10
Maryland	628	771	737	15		188	8
Massachusetts	595	782	821	12		200	6
Michigan	1,047	1,289	1,404	7		148	24
Minnesota	641	804	841	10		201	5
Mississippi	221	187	180	42		174	14
Missouri	402	587	524	22		197	7
Montana	258	266	299	36		150	19
Nebraska	220	217	250	39		49	50
Nevada	205	266	490	25		63	47
New Hampshire	140	142	159	46		424	1
New Jersey	582	914	1,514	6		120	36
New Mexico	262	369	540	21		112	38
New York	3,100	4,157	3,899	1		211	4
North Carolina	390	485	464	27		170	15
North Dakota	126	192	172	44		147	25
Ohio	390	524	552	20		132	33
Oklahoma	326	394	415	29		149	23
Oregon	663	557	484	26		90	43
Pennsylvania	1,430	2,012	2,702	2		253	2
Rhode Island	228	232	228	40		150	19
South Carolina	396	338	493	24		170	15
South Dakota	135	99	94	49		105	39
Tennessee	320	260	283	37		132	33
Texas	1,486	1,809	2,420	4		181	11
Utah	182	189	225	41		104	41
Vermont	65	71	58	50		180	12
Virginia	581	623	823	11		140	28
Washington	920	1,049	902	9		147	25
West Virginia	394	381	356	34		134	32
Wisconsin	633	688	691	16		132	33
Wyoming	98	113	125	48		90	43
50 State Totals	26,992	33,330	35,855			7424	

Source: National Conference of State Legislatures, 1996

Note: 1996 data for Massachusetts is estimated

Appendix G

RETIREMENT PLAN & BENEFIT OPTIONS

STATE OF MAINE
BUREAU OF HUMAN RESOURCES

FOR ELIGIBLE EMPLOYEES HIRED ON OR AFTER AUGUST 25, 1994

NAME	SOCIAL SECURITY #
DEPARTMENT	CLASS TITLE

Eligible Employees: Unless otherwise provided by law, the options offered below are available to unclassified confidential employees of the Executive Branch who:

- (a) Are elected or appointed for a fixed term; or
- (b) Are appointed to "serve at the pleasure of" the appointing authority.

NOTE 1: In accordance with Civil Service Law, an employee in an unclassified confidential position may be terminated without the need for just cause and is deemed to "serve at the pleasure of" the appointing authority **unless the departmental statute for that position overrides the Civil Service Law by providing termination for cause protection.**

NOTE 2: Constitutional Officer positions must be paid the 5% salary premium by law.

NOTE 3: Membership in the Maine State Retirement System (MSRS) is optional for employees in these categories. Thus, they may at any time cancel membership in an alternative retirement plan to join the MSRS or withdraw from the MSRS to join an alternative plan. They may **not**, however, change from one alternative plan to another.

NOTE 4: For more information, see Human Resources Memorandum 7-94.

I understand that I must elect one of the following retirement plan and benefit options at the time of appointment and that the benefit option of 5% salary premium or partial state-paid retirement that is elected must remain in effect for the duration of my appointment, regardless of any subsequent change to my retirement plan (see Note 3).

- ☐ To join the Maine State Retirement System (MSRS) and to be paid from the standard salary schedule for my classification, and to have the State pay a portion of my contribution to the MSRS (currently that portion paid is 6.5% of 7.65%).
- ☐ To join the Maine State Retirement System (MSRS) and to be paid a 5% salary premium for my classification, and to pay my own contribution to the MSRS (currently 7.65%).
- ☐ To not join the Maine State Retirement System, to be paid a 5% salary premium for my classification, and to join the Social Security System.
- ☐ To not join the Maine State Retirement System, to be paid a 5% salary premium for my classification, and to contribute at least 7.5% of my salary to one of the State's Deferred Compensation Plans.

Signature	Date
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- ☐ Employee Copy ☐ BHR Copy ☐ MSRS Copy ☐ Bureau of Accounts & Control Copy